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**The impact of Applying Monitoring and Evaluation
System on The Institutional Performance of Atfaluna
Society for Deaf Children, Gaza Strip**

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**The impact of Applying Monitoring and Evaluation
System on The Institutional Performance of Atfaluna
Society for Deaf Children, Gaza Strip**

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Dedication

This thesis is dedicated to my mother, **Dr. Etaf Ahmed**, and my father, **Ismail Muhra**. Thank you for being there when I needed a shoulder and a hug to keep me going. Without your endless love and encouragement, I would never have been able to complete my graduate studies. I love you both and I appreciate everything that you have done for me.

This thesis is also dedicated to my friend and husband, **Bahaa AlSultan**, thank you for having my back in my ups and downs, you're the kindest friend and I'm the luckiest person in the world to have you in my life.

To my dearest and best friend, my sister, **Bisan Muhra**, and my lovely brothers who believed in me the most which helped me to survive, **Bashar, Mohammed and Ameer**, thank you guys!

Batoul Ismail Khalil Muhra

Declaration

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

Signed:

A handwritten signature in blue ink that reads "Batoul". The signature is written in a cursive style with a long horizontal stroke at the end.

Batoul Ismail Khalil Muhra

13/12/2021

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With my appreciation and respect

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Abstract

Atfaluna Society for Deaf Children in Gaza is an institution dedicated to assisting children and people with hearing disabilities in obtaining rehabilitation, education, and vocational training. One of the most important aspects of any institution performance is project monitoring and evaluation. This study aimed to determine the impact of monitoring and evaluation system on the performance of Atfaluna Society for deaf children institution in the Gaza Strip. The study utilized cross-sectional design to study The impact of Applying Monitoring and Evaluation System on The Institutional Performance Case Study of Atfaluna Society for Deaf Children. Monkey survey online program was used to calculate a sample size from the target population (total 134 employees). Two methods of data collection were included; first, an interviewed questionnaire, which targeted employees, hired six months or more. This included 83 employees with a response rate of 83%. Second, semi-structured questions the in-depth interviews with four KII, and the response rate was 100%.

Sixty- six percent of the participants were females. The study showed the cumulative mean scores are 84%, 82%, 79%, 80%, and 83% for planning, technical expertise, stakeholder's involvement, management, and performance respectively. Multiple linear regression showed 58.6% of the performance of the institution is predicted by the examined domains and there is a statistically significant effect of all examined domains on the institution performance (p-values <0.05) except for the stakeholders' involvement as the p-value is (> 0.05). In addition, 1% increase in planning increases performance by 42%, which is higher than the effects of technical expertise and management. Within the in-depth interviews, the KII emphasized the importance of all monitoring and evaluation domains especially planning on the performance of the institution.

In conclusion, the planning process, technical expertise, and management participation domains of the monitoring and evaluation system have a positive and significant effect on the performance of Atfalunal society for deaf children in Gaza, according to our findings. The performance of Atfaluna institution for deaf children is very good in general, as it plays a major role in executing projects at the specified time and cost, which made it a pioneer in its field. There is a necessity to strengthen the role of the stakeholder and management participation in monitoring and evaluation and to take more attention to some items related to technical expertise and planning domains of the evaluation and monitoring system.

Keywords: Evaluation, Monitoring, Performance, institutions, Atfaluna society, Gaza Strip

Table of contents

Dedication.....	i
Declaration.....	i
Acknowledgment.....	ii
Abstract.....	iii
Table of contents	iv
List of Tables.....	vii
List of Figures.....	viii
List of Annexies	ix
List of abbreviations	x
Chapter One Introduction	1
1.1 Background.....	1
1.2 Problem statement	3
1.3 Research question	3
1.4 Study Objectives.....	4
1.4.1 General Objective	4
1.4.2 Specific Objectives	4
1.5 Research Hypothesis.....	4
1.6 Definitions of terms	5
1.6.1 Monitoring	5
1.6.2 Evaluation.....	5
1.6.3 Impact	5
1.6.4 Performance.....	5
1.6.5 Institution Performance	6
Chapter Two Conceptual Framework and Literature Review	7
2.1 Project performance and how to be measured?	8
2.1.1 Project definition	8
2.1.2 What are the elements of performance?	9
2.1.3 Performance criteria.....	9
2.1.4 Factors influence performance	10
2.2 Monitoring and evaluation.....	11
2.2.1 The emergence of the concept of monitoring and evaluation.....	11
2.3 Definition of concepts of monitoring and evaluation	12

2.3.1	Monitoring	12
2.3.2	Evaluation	12
2.3.3	Clarify the relationship between evaluation and monitoring.....	13
2.4	Management and its role in monitoring and evaluation	13
2.4.1	Persons in charge of the monitoring and evaluation process.....	15
2.5	Types of monitoring and evaluation processes.....	16
2.5.1	The importance of monitoring and evaluation.....	16
2.5.2	Monitoring and evaluation objectives	17
2.5.3	Monitoring and evaluation characteristics.....	18
2.5.4	Components of monitoring and evaluation.....	19
2.6	Steps in the monitoring and evaluation process to improve project performance...	20
2.7	Monitoring and evaluation techniques and tools	22
2.7.1	The monitoring department	22
2.7.2	The evaluation department	22
2.8	Challenges to the monitoring and evaluation process	23
2.9	Institutional performance.....	24
2.10	Application of the evaluation and monitoring system in Atfaluna Society for Deaf Children	25
2.10.1	Activities of Atfaluna	25
2.11	Chapter summary	25
	Chapter Three Methodology	27
3.1	Study design.....	27
3.2	Study setting	28
3.3	Study population and sample technique	28
3.4	Study period.....	28
3.5	Study tools	29
3.6	Ethical and administrative considerations	30
3.7	Data collection	30
3.8	Scientific rigor	30
3.8.1	Validity	30
3.8.2	Reliability	31
3.9	Data entry and analysis	32
3.10	Limitations of the study	33

Chapter Four Results and discussion	34
4.1 Results of quantitative data.....	34
4.1.1 Descriptive analysis	34
4.1.2 Inferential analysis, direct relationship.....	44
4.1.3 Analysis of open-ended questions	48
4.2 Discussion.....	51
Introduction	51
4.2.1 Main findings.....	51
4.2.2 Comparison with previous research.....	51
Chapter Five Conclusion and Recommendations	55
5.1 Recommendations.....	55
5.1.1 Recommendations for institutions	55
5.2 Recommendations for Atfaluna Society for Deaf Children	56
5.3 Suggestions for further research	56
References.....	57
Annexes.....	63
Abstract In Arabic.....	81

List of Tables

Table 3.1: Cronbach's alpha coefficient for the main Domains	31
Table 4.1: Demographic characteristics of study participants a (n= 83).....	34
Table 4.2: Demographic characteristics of study participants b (n= 83).....	35
Table 4.3: Participants responses about the planning domain.....	36
Table 4.4: Participants responses about the technical expertise domain.....	37
Table 4.5: Participants responses about the Stakeholder involvement domain.....	39
Table 4.6: Participants responses about the management domain	41
Table 4.7: Participants responses about the performance domain.....	42
Table 4.8: Multiple linear regression, model summary, Model 1	44
Table 4.9: Multiple linear regression, ANOVA, Model 1	44
Table 4.10: Coefficients and significance of the regression model, Model	45
Table 4.11: Multiple linear regression, model summary, Model 2	45
Table 4.12: Multiple linear regression, ANOVA, Model 2.....	46
Table 4.13: Coefficients and significance of the regression model, Mode2	46

List of Figures

Figure 2.1: Conceptual framework.....	7
Figure 4.1: Cumulative mean scores of all domains	43

List of Annexies

Annex 1: Sample size calculation.....	63
Annex 2: Self-administered questionnaire, English version	64
Annex 3: Self-administered questionnaire, Arabic version.....	69
Annex 4: Semi structured in-depth interview questions (English version).....	73
Annex 5: Semi structured in-depth interview questions (Arabic version)	75
Annex 6: Ethical consideration.....	77
Annex 7: Consent form	78
Annex 8: List of interviewees (KII)	79
Annex 9: List of evaluators	80

List of abbreviations

A	Agree
AFOCO	Asian Forest Cooperation Organization
ANOVA	One way Analysis of Variance
CI	Confidence Interval
D	Disagree
IFRC	The International Federation of Red Cross and Red Crescent Societies
KII	Key Informants Interviewees
N	Neutral
SA	Strongly Agree
SD	Strongly Disagree
SPREP	Secretariat of the Pacific Regional Environment Programme
SPSS	Statistical Package for Social Sciences
UKCIP	UK Climate Impacts Programme UK Climate Impacts Programme UK Climate Impacts Programme
UNDP	United Nations Development Programme
WPC	PricewaterhouseCoopers

Chapter One

Introduction

1.1 Background

Atfaluna Society for Deaf Children in Gaza is an institution dedicated to assisting children and people with hearing impairments in obtaining rehabilitation, education, and vocational training. The society serves as the primary deafness reference and resource center for the Gaza Strip's majority of institutions, centers, clinics, and hospitals, and it is an active member of the community-based institutions' rehabilitation sector (Atfaluna Society for Deaf Children, 2020 a).

Donor-driven projects have served as platforms through which many agencies have channeled resources to enhance living conditions around the world. These funds will be used to support interventions in areas such as healthcare, education, and food security. Adoption and implementation of suitable monitoring and evaluation procedures are thus critical to ensuring the long-term retention of these projects' realized advantages (Ahsan and Gunawan, 2010). As a result, project managers have incorporated monitoring and evaluation design into their projects as part of the quality assurance process. This has aided their teams in clarifying goals and preparing a realistic outline that clearly articulates the required resources as well as how those outputs might promote development transformation.

The ability to fulfill goals through access to requirements and client satisfaction is tied to project performance. Effective project management helps to the implementing company's long-term success and the attainment of competitive advantages. Increasing the company's reputation increases market share; as well as obtaining the desired level of revenue and profit (Al-Tmeemy et al., 2011).

To determine whether a project is successful, it is measured and estimated using a variety of performance indicators based on several key factors, including time, the number of changes, cost, health, safety, and, most importantly, quality (Cheung et al., 2014).

One of the most important parts of project management is monitoring and assessment, which helps project managers decide whether the project is proceeding as intended. They provide information to management that is used to make decisions. Monitoring and evaluation are critical for all projects, regardless of size, because it identifies areas that need to be improved.

Atfaluna Society for the Deaf was founded in 1992 in Gaza City to help children and adults with hearing disabilities gain access to rehabilitation, education, and vocational training. The Society is the primary reference and resource center for deafness for most institutions, centers, clinics, and hospitals operating in the Gaza Strip and it is an active member of the network of community-based institutions and their rehabilitation sector. The Society has had over 134 employees, of whom more than 55% are deaf, serving thousands of children, adults with disabilities, and their poor families who benefit from the Society's diverse programs and services. Since 2017, the Society has adopted a comprehensive development approach to its services to ensure equal opportunities and society for all its members, including people with hearing disabilities. Since the society had decided to rely on a comprehensive approach to development, it was necessary to use the best management means that would improve the performance and development of a project, such as monitoring and evaluation. The monitoring function is one of the most important functions of the Department, and it is a series of administrative functions that make sure that the plans are implemented and that the direction towards the goal is consistent (Atfaluna, 2020).

This study aims to study how the Atfaluna society was able to rely on the method of evaluation and monitoring to monitor its activities and determine its effectiveness and its contribution to civil society

1.2 Problem statement

Monitoring and evaluation of projects improve the overall efficiency of project planning, management, and implementation and therefore various projects are started with the sole goal of changing positively the socio-political and economic status of the residents of a given region (Umugwaneza & Warren, 2016). Monitoring is the project-long process of ascertaining whether the plan has been adhered to, any deviations noted, and corrective measures Factors affecting the effectiveness of monitoring and evaluation of constituency undertaken on time. The project information is obtained in an orderly and sequential manner as the project is ongoing. The reason why national government community development fund projects are monitored is to make them more efficient and effective in meeting the needs of the constituents (Barasa, 2014).

According to studies, projects with poor or non-existent monitoring and evaluation processes perform poorly on average in terms of scope, timeliness, and resource use. Successful projects can continue after the donor has withdrawn (Robert, 2010).

It is critical to assess project monitoring and evaluation system, as well as their impact on performance, to identify chances for better project monitoring and evaluation planning. The institution must have enough confidence in its project performance to review it at all stages of the project, not just when it appears to be progressing. This review at all stages of the project will aid the institution in improving its future performance and identifying areas where it is lagging (Priyashanthini, 2017). The study attempted to study the effect of the monitoring and evaluation system used in Atfaluna society for deaf children on the performance of this institution.

1.3 Research question

What is the impact of monitoring and evaluation practices on the performance of Atfaluna Society for Deaf Children in the Gaza Strip?

1.4 Study Objectives

1.4.1 General Objective

The general objective of the research was to determine the impact of monitoring and evaluation practices on the performance of Atfaluna Society for Deaf Children in the Gaza Strip.

1.4.2 Specific Objectives

- To determine the impact of monitoring and evaluation planning process on the performance of Atfaluna Society for Deaf Children in the Gaza Strip.
- To determine the impact of monitoring and evaluation technical expertise on the performance of Atfaluna Society for Deaf Children in the Gaza Strip.
- To determine the impact of stakeholder involvement on the performance of Atfaluna Society for Deaf Children in the Gaza Strip.
- To determine the impact of management participation in monitoring and evaluation on the performance of Atfaluna Society for Deaf Children in the Gaza Strip.

1.5 Research Hypothesis

- Planning process affects the performance of Atfaluna Society for Deaf Children positively.
- Technical expertise affects the performance of Atfaluna Society for Deaf Children positively.
- Stakeholder involvement affects the performance of Atfaluna Society for Deaf Children positively.
- Management participation affects the performance of Atfaluna Society for Deaf Children positively.

1.6 Definitions of terms

1.6.1 Monitoring

Monitoring, according to the United Nations Institute for Training and Research (UNITAR), is the process of gathering and recording data and information regularly to measure progress toward desired outcomes (UNITAR, 2017).

1.6.2 Evaluation

The assessment of an activity, project, program, strategy, policy topic, sector, operational area, or institutional performance, undertaken as methodically and impartially as possible,” according to the definition. It examines the degree to which expected and unexpected results were achieved by assessing the results, chain, processes, contextual factors, and causality using relevant criteria such as relevance, effectiveness, efficiency, impact, and sustainability (UNITAR, 2017).

Monitoring and evaluation aid in the improvement of performance and the achievement of goals. More specifically, the overarching goal of monitoring and evaluation is to track and assess performance to better manage the outcomes and outputs that are known as development outcomes.

1.6.3 Impact

The long-term and cumulative impacts of a project or series of projects may result in positive or negative, intended or unintended changes (UNITAR, 2017).

1.6.4 Performance

Performance is measured and estimated using many performance measures based on several key principles to consider the project to be successful, such as time, amount of changes, cost, health, safety, and most importantly, quality (Cheung et al., 2014).

1.6.5 Institution Performance

The quality of public service delivery is referred to as institutional performance. It focuses on the performance of various types of formal institutions that develop, implement, or regulate public-sector activities as well as private provision of goods to the public (Bevir, 2007).

The researcher study institution performance in several aspects including delivering of the projects on time, agreed cost, scope, quality, the impact on the customer or end user, and donor satisfaction. All these aspects were studied from the employees' perspectives.

Chapter Two

Conceptual Framework and Literature Review

The planning process, technical expertise, stakeholder involvement, and management participation are the independent variables in the study, whereas the institution performance of the projects is the dependent variable. The relationship between the dependent and independent variables is summarized in Figure (2.1)

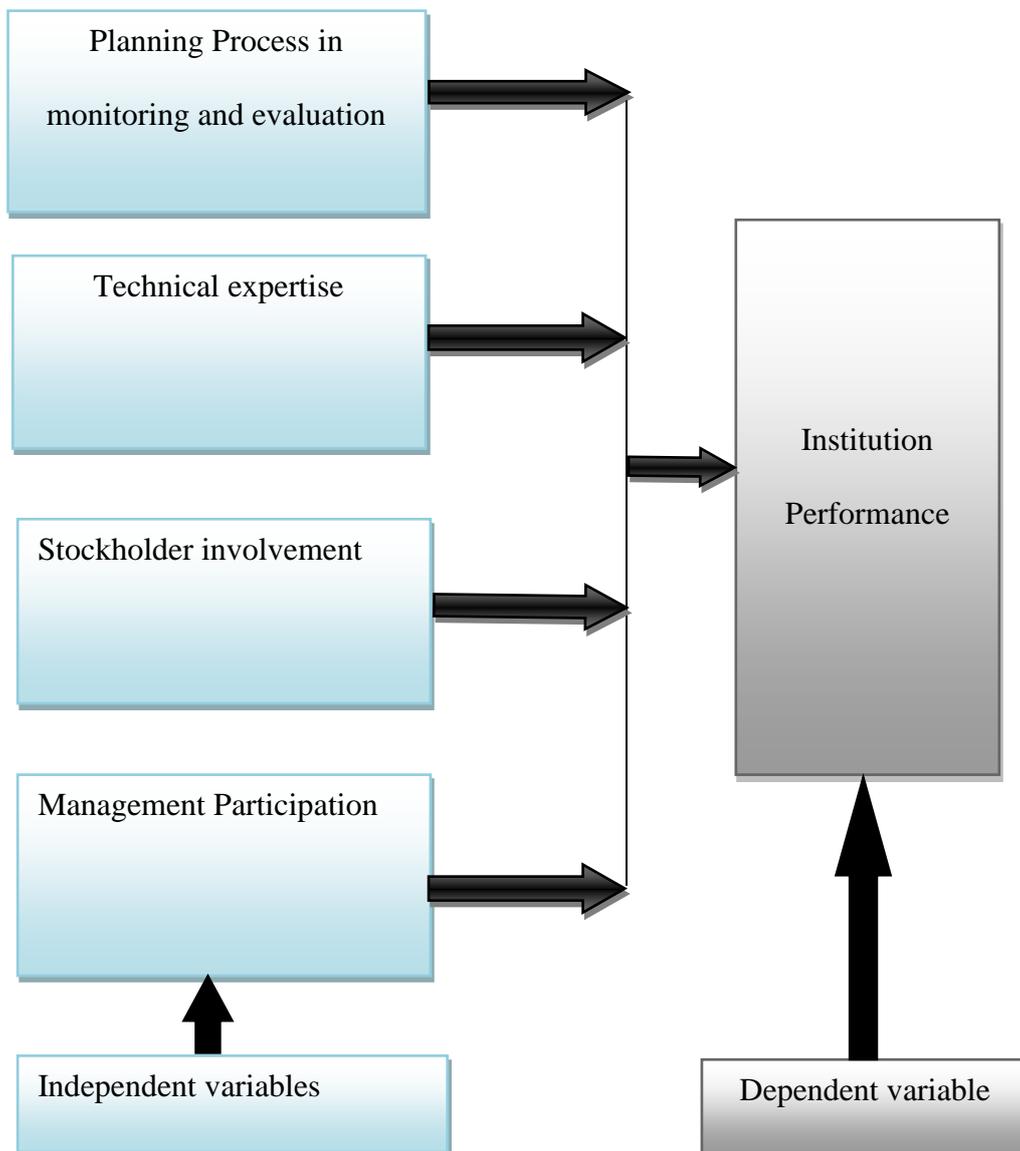


Figure 2.1: Conceptual framework

In recent years, there has been an increase in demand for monitoring and evaluation of projects implemented by governmental and non-governmental institutions to ensure that these projects meet their stated goals and objectives and to assess their impact on their beneficiary groups. It is critical that the evaluation serve not only to satisfy the funders' requirements and conditions, but also to be an integral part of any program or project implemented by the Institution, stemming from its desire to learn from its experiences in order to overcome obstacles and enhance positives in order to maximize the impact of its programs and projects in the short and long term. Many non-profit institutions have come to feel the need and importance of follow-up and evaluation of their programs and projects to see the real impact of their activities on target groups, as well as to develop their performance to improve the quality and quality of services. The monitoring process ensures that all parts of the institution work hard to achieve the objectives required of them (Gruman and Saks, 2011)

This growing interest in evaluation and monitoring has been a result of concerns that have arisen among project implementers because of the large number of projects that are failing and are facing losses. This failure is often the result of poor management and poor project follow-up and evaluation. Monitoring and evaluation are therefore the main tools of management. Public and private institutions, civil societies, universities, and research institutions must be aware of the effectiveness of their efforts (Khan, 2013).

2.1 Project performance and how to be measured?

2.1.1 Project definition

It is a product or service that is unique and differs from other projects and is implemented to obtain a certain benefit (Anandajayasekeram and Gebremedhin, 2009). Project performance is linked to the ability to achieve goals through access to requirements and client satisfaction. Effective project management contributes to the long-term performance of the implementing

company and the achievement of competitive advantages; Enhancing corporate standing. increased market share; Together with achieving the specified amount of revenue as well as profits (Al-Tmeemy et al., 2011).

Shenhar. (2011) classified performance evolution according to four dimensions: effectiveness, cost, time, and product quality, the institution must be sufficiently confident in its project performance and evaluate at all stages of the project, not only when it feels that the project is progressing. This evaluation during all phases of the project will help the institution to develop its future performance and see where it is not making progress. In addition, the final element of project success is client satisfaction.

2.1.2 What are the elements of performance?

Four main elements govern the functioning of an institution first knowing the requirements of employment; general knowledge, artistic, professional, and background skills, on the job and related areas, second, include the type of work that a person knows about his or her work, his or her desire, artistic skills, skill, ability to organize and work without making mistakes. They include dedication to work, the staff member's ability to bear the skills of work, the timely completion of work and the need for guidance and expertise by supervisors, and the protection of the results of their work (Van Dooren et al., 2010).

Indicators are derived from the established objectives. The number of objectives achieved or the scope is the key component that when attained fulfill the end product for the project. The scope or objectives of a project are determined at the initiation stage to give a project an upper hand in achieving its objectives (Daddey and Watt, 2021).

2.1.3 Performance criteria

The objective is to set performance standards to permanently monitor performance to identify any fluctuation in the level of performance to intervene on time to address negatives

and deficiencies, these standards are used to distinguish performance effectiveness and efficiency. Performance means that individuals meet the objectives of institutions and carry out the tasks and tasks required of them, The efficiency of performance indicates that they use available resources economically and inexorably to carry out work tasks and achieve the goals of the Institution. Performance is limited by the following: (Şimşit and Vayvay, 2015).

First, quality must be comparable with the available possibilities, as it is an indicator of how to judge the quality of performance from the degree of mastery and quality of the product. This necessitates the presence of a caliper among bosses and supervisors to induce it if necessary, as well as agreement on the level of quality required in the performance of the work in light of the available possibilities (Şimşit and Vayvay, 2015).

Second, quantity refers to the amount of work completed with an individual's capabilities and potential and does not exceed them. Because slow performance leads to inaction and indifference among workers, it is preferable to agree on the size and quantity of work completed as a motivator to achieve an acceptable rate of growth in performance in proportion to experience, training, and other factors. The value of time is due to the fact that it is a non-renewable or irreplaceable resource, which is capital and income, and which is essential to its exploitation at all times because it is constantly diminishing and going irreversibly. It is invaluable and one of the five main resources in the field of business management are materials, information, individuals, material resources, and time, which is one of the most important indicators of the business's performance (Loucks and Van Beek, 2017).

2.1.4 Factors influence performance

Factors affecting performance is divided into external factors and internal factors

External factors: These factors affect the positive or negative performance of the enterprise, without any control of the enterprise. They are divided by Aboazoum et al. (2015) to:

- Economic factors where the overall economy of an enterprise or enterprise and the availability of sufficient funds to achieve the objectives are the basis for the success of any enterprise
- Legal factors in the regulations and policies of the States in which the institutions operate.
- In addition to social factors where this type of factor directly affects performance, this is given the common pattern of behavior in society.

Internal factors: It is divided into two types;

- The technological advancement of an institution and its ability to keep pace with the developments surrounding it are essential for progress and success.
- The second depends on the human wealth of an institution since an effective human factor in its culture, functioning and awareness is an important element on which an institution is based (Shaikh et al., 2017).

2.2 Monitoring and evaluation

2.2.1 The emergence of the concept of monitoring and evaluation

Monitoring and evaluation have recently been increasingly used as an essential component of project management as it is an ongoing process of collecting information and data (Mandara et al., 2013). Feature of successful project management. If institutions were able to monitor and evaluate their development activities, it would give them greater commitment to them, while monitoring and evaluation systems are useful in determining when the project is going right and when to change direction (Kiprotich and Njoroge, 2014). In addition, the sustainability and continued effective functioning of the project is a fundamental reflection of the important role of monitoring and evaluation (Mwangu, 2015).

Also, non-profit projects based on humanitarian contributions have improved living standards around the world through resources in social aspects such as health care and education along with safe food. The adoption and implementation of appropriate monitoring and evaluation system is crucial to ensure that the benefits derived from these projects are consistently retained. Project management has therefore embraced the use of monitoring and evaluation in its projects as part of the quality assurance process. This helped to commission their teams to clarify objectives and assist them in preparing a realistic outline; That clearly shows the resources required. This is what we find in our center, where the task of monitoring and evaluation is one of the tools and mechanisms used by Atfaluna to identify the needs of family members, whether disabled or not, as they are the group most in need and at risk during periods of conflict and war, with disabilities preventing them from accessing basic services (Aritua et al., 2009).

2.3 Definition of concepts of monitoring and evaluation

2.3.1 Monitoring

The process is responsible for systematic data collection during the implementation of the project to track progress in the work and the extent of the commitment to proceed according to the specific plan and make adjustments to implementation if necessary (Lamhauge et al. 2012).

2.3.2 Evaluation

Defined as a periodic, systematic, and impartial measure of the suitability, efficiency, effectiveness, impact, and sustainability of the project to ensure the progress and advancement of the project that is being implemented control in addition to drawing clear future lines of work (AFOCO, 2020).

Thus; monitoring and evaluation may be defined as a systematic learning process that provides data, information, and knowledge to effectively manage projects, report errors, enhance responsibility, learn and develop and determine the impact of the project (SPREP, 2020)

2.3.3 Clarify the relationship between evaluation and monitoring

Performance enhancement is closely linked to monitoring, performance enhancement is part of the control system. While monitoring involves the strengthening and rectification of performance, performance enhancement aims to examine and resolve the strengths and weaknesses that accompany the delivery of activities at the individual, unit, or institution level in general ,there is no doubt that interference and engagement with monitoring work and performance protection cannot be ignored. Performance improvement helps to challenge deviations and clarify ways and questions to remedy them at different levels (UNDP, 2009)

2.4 Management and its role in monitoring and evaluation

Monitoring is one of the most important functions of the Chief Administrative Officer. It is possible to verify the extent to which the institution's objectives are being implemented, that is, it is a revised function, as well as a job that works to identify weaknesses and to detect errors that exist so that they can be repaired and to prevent their recurrence. Monitoring is a management function which required at all levels of administration and isn't limited to senior management only, even they vary from location to location depending on the authority vested in the management of the institution, The importance of monitoring is highlighted in its strong connection to other components of the administrative work. It is closely related to planning. It allows the manager to detect problems and obstacles to the implementation of the plan and on time to feel the need to prepare for it, reverse it all or adopt one of the alternative plans. The planning phase is the most important and the first stage in the implementation of the project. It helps the manager to direct and control the recall of project

components, coordinate and communicate with many Parties in a position to do so (Kelly and Magongo, 2014).

Monitoring and evaluation provide in planning sufficient information to reduce time as well as cost overruns, while at the same time ensuring that the quality standards are required in project implementation. Evaluation is a tool to assist project planners and developers in assessing the extent to which projects have met the objectives set out in the project documents. The main function of monitoring and evaluation at the planning stage is to provide a rough calculation of the costs, staff, and other resources required for monitoring and evaluation work. The planning characteristics can be effectively incorporated into a generalized project management framework, yielding potentially useful insights regarding the relationship of project management and behaviors to eventual project success (Papke-Shields and Boyer-Wright, 2017).

All monitoring and evaluation must be documented, and information must be shared with all actors, especially the suppliers (donors) so that they can be assured of the effectiveness of what they provide to the institutions (Binnendijk, 2019; Crawford and Bryce, 2003).

This was evident at the Atfaluna society at the outset, it plans to carry out any project or activity that is monitored and evaluated by the competent committees, which provide initial reports to all the competent authorities and are considered a starting point for action by the executive committees. And the censorship is related to planning. It is the one that reveals to the manager any glitch in the structure of the whole structure of his management unit. In the area of accountability, the commissioner can't delegate his/her duties unless he/she has effective monitoring tools to review the results because the Commissioner remains responsible for fulfilling the duties delegated to him/her by the Commissioner (Simister, 2015).

Monitoring is also relevant to the job of issuing orders and to the work of making orders. It is possible to determine how far his decisions go, how effective they are and whether they are accepted by members of the institution. In the end, it makes it possible to find out about the shortcomings of the manager's management institution to avoid it (Simister, 2015)

2.4.1 Persons in charge of the monitoring and evaluation process

Monitoring and evaluation is an administrative function and its senior management belongs to the Director-General of any institution, who appoints competent persons both administratively and field-based to keep up with the monitoring and evaluation processes closely and ensure the success of this process, where the person working in management and evaluation must have the ability to move between different sectors and see the various data he needs for the monitoring and evaluation process, including the economic data of the institution, to obtain realistic indicators. Enables him to do his duties properly (Cloete et al 2014).

Donaldson and Lipsey. (2013) explained how the best professionals in each area of the project should be used to evaluate the implementation of each phase of the project, particularly the planning phase. This task will help to increase integration and strengthen responsibility towards the implementing project. Before starting to design a monitoring and evaluation framework, it is important to ensure that all relevant stakeholders understand both what is assessed and monitored and why this is done. This is a necessary step because the process can take many forms and be implemented through a wide variety of methods, mechanisms, and procedures. In addition, research has shown that different individuals involved in monitoring and evaluation processes often have different views on the meaning, objectives, and objectives of the process (Fünfgeld and McEvoy 2011).

2.5 Types of monitoring and evaluation processes

- The formative type uses the formative pattern of the monitoring and evaluation process to inform decisions and make observations about the implementation, assess project development, and identify increasing changes. This type is done during the implementation of the project.
- The second type is the summary type that assesses the overall effectiveness of the project and directs decisions on whether the project should be continued or terminated. It is usually performed when the execution is complete. Robert Stake explains the difference between the two types of evaluations by saying, "When a cook tastes the soup, it is formative (UKCIP 2013).

2.5.1 The importance of monitoring and evaluation

The importance and need for monitoring are also reflected in the availability of the following reasons: There's always a time gap when goals and plans have been challenged and when they have been carried out, and during this period there may be unforeseen circumstances that cause perversion in delivery and action to be taken to eliminate it. Typically, the objectives of the institution differ from those of the individuals working within the institution. The expectations and personal objectives of the individuals may conflict with what the enterprise seeks to achieve. Thus, effective monitoring seeks to ensure that the work of individuals is primarily directed towards achieving developmental goals. It's the job that the Foundation can know how much of the goals that the Foundation seeks to achieve can be predicted and the difficulties that the plan may face. In the absence of monitoring, there is chaos at work in the institution, allowing one to work badly. Monitoring increases enthusiasm, encourages competencies and works to achieve goals as efficiently as possible. Ensure that the work is done properly and that the laws are applied without a breach Provide managers with information on human resources and material resources, so we find them

reviewing the performance of their subordinates to challenge actual performance (Kimweli, 2013).

2.5.2 Monitoring and evaluation objectives

Monitoring and evaluation give a captive ability to the Institution to adapt to environmental variables, reduce the accumulation and reduction of errors in all areas. Also, the institution helps you deal with the increasing institutional complexity due to the complexity of life in general and the large size of the institution, and helps to reduce the amount of energy in the way that it recovers and loses time, in addition, Monitoring of management and department head practices and supervision of personnel, the way in which decisions are made regarding the disbursement of funds and compliance with the quality and quality of the goods or services produced by the enterprise while monitoring can also ensure that material and human resources are used in a perfect ways and not wasted for nothing monitoring acts to upgrade the efficiency of individuals, machinery and raw materials and ensures that they are used according to the standards specified for them , and Verify the adequacy of the procedures and schemes established by the Department at the facility to carry out the work and tasks carried out by it (Tache and Ispasoiu, 2013).

Monitoring and evaluation are responsible for the management of the Foundation on a scientific basis through the availability of basic elements, the most important of which is the introduction of new procedures and courses, all of which are consistent with a clear review of jobs and their content, and a periodic report on the course of action and also Pre-empting and preventing errors, deviations, fraud, embezzlement, and forgery, discovering what has happened, and taking the necessary corrective measures to address them and prevent their recurrence, in addition, Ensure that acts are carried out within the Institution, the regulations and established rules and procedures, and are performed in the best way possible also Ensure that the various administrative devices are compatible and are all in the direction of the single

target and according to the established targets. They can also identify problems and obstacles to the functioning of respiratory work And work on providing modern alternatives to solve, besides Ensure that the high management level in the Institution is sufficiently familiar with the work done at the other management levels of the Institution furthermore increase efficiency and improve the level of productivity that is a key element in the success, profit, and continuity of the institution (IFRC, 2011).

2.5.3 Monitoring and evaluation characteristics

To be effective and to achieve the objectives for which it was designed, the monitoring system must be characterized by the following characteristics.

The first feature is convenience: Monitoring and evaluation must be consistent with the Institution's operational nature, size, objectives, future aspirations, type of industry, type of customer, type of goods or services provided, etc. A large and complex institution needs complex and comprehensive monitoring. Second, the rapid detection of deviations is one of the most important characteristics of control: The more the surveillance and evaluation system can quickly detect or prevent deviations in the first place, the more it can avoid the most serious negative effects of such deviations. There is no doubt that it is the optimal control system that detects errors only immediately but, if possible before they do. The third is clarity: One of the main requirements for the success of effective and efficient monitoring and evaluation systems is that they are clear and easily understood by all individuals responsible for performing. Therefore, the individuals concerned must have the capacity to perform and be aware of work in various areas, as well as the skills and skills required (Crawford and Bryce, 2003).

In addition to the above, several characteristics have been added. The first is flexibility, where effective systems are achieved only if there is a state of flexibility whereby control and evaluation systems, internal and external variants, are compatible. Therefore, the inertia

and inability of the institution to adapt to inertia and emerging conditions within or outside would lead to an inability to monitor and evaluate (Lahey, 2015).

Finally, monitoring should be linked to the decision-making centers responsible for achieving and assessing performance, as the various centers within the establishment that make decisions in multiple areas must have clear objectives to convince others of them and health information that will enable them to successfully evaluate the objectives. Second, continuity: The ongoing work of the monitoring and evaluation systems helps to detect deviations at the appropriate times and enables those responsible to correct the errors that have been caused before they become more acute and to try to prevent them in the future. Plus the theme. Finally dissolving to the task of the monitoring and evaluation system is not only to detect the error but also to challenge the causes, factors, and circumstances that led to its occurrence. Therefore, in the light of the results, an appropriate solution has been proposed, and what means should be taken to ensure that it does not occur again. It is the effective control system that detects the error, analyzes it, determines who is responsible for it, its causes, its consequences, and its treatment (Crawford and Bryce, 2003).

2.5.4 Components of monitoring and evaluation

For the monitoring and evaluation process to be done properly, many key elements must be provided:

The first of these elements is the availability of details of the project, including the need for it, its objectives, any resources required and details of the activities to be carried out during it. The second element is the provision of a data collection plan that includes data sources, methods of obtaining and analyzing data, and the people responsible for data collection. The third element is the control plan, which determines the components to be measured, and the indicators that will be used to measure the results. The fourth element is the evaluation plan, which identifies the pros and cons of the elements measured according to several indicators,

in addition to measuring the effectiveness of the project and its development according to the plan developed. The last element is how to fully use the plan by identifying those responsible for the monitoring and evaluation process, setting tables for this process (time, finance, ...), and locating and how data is stored (SPREP, 2020).

2.6 Steps in the monitoring and evaluation process to improve project performance

Monitoring and evaluation are applied by all employees in the enterprise, but the higher the volume of activity, the higher the level of position, and the responsibility for monitoring and evaluation lies with the supervisor. For an institution to succeed in its work, it is essential to challenge and understand the monitoring and evaluation steps it must undertake. Four key steps of the monitoring and evaluation process have been identified. The first step of this process is to identify objectives and priorities. The plans are the basis from which any control system is blocked. It is logical, therefore, that the first step in the work should be to make plans in different jobs, but otherwise, these plans differ in the degree of detail needed and the degree of complexity involved so that not so many people can observe everything in the plan so that the need to challenge specific performance standards becomes necessary. These criteria are considered to be points or aspects that have been selected to indicate the completion of the program or plan (Mathis et al., 2001).

The second step in monitoring work is to maintain actual performance in the light of pre-established standards and patterns. In practice, there are many differences in the performance of tasks as planned in the performance of individuals or departments. In this case, the task is to ensure that individuals and departments carry out the required plans and tasks (The World Bank, 2010).

The third phase is the comparison of actual performance with standards and objectives. The comparison shows us the beneficial and negative deviations that have occurred during the completion of the work, and the comparative action is the performance or actual achievement

with what is planned. The process of meeting and success depends on the subject matter of the comparison, the accuracy of the observations used, as well as the abundance of information gathered on the casting pathway.

There are three ways to compare with actual performance and benchmarks. First, there is a clear comparison, using past performance as a reference for comparison, and second, comparing current performance against the performance achieved by other individuals, units, or institutions as a benchmark for a meeting. Finally, the geometric comparison of the use of specially placed geometric devices, such as time and motion studies or spasm (The World Bank, 2010). The last step of monitoring and evaluation is the process of correcting the course. This step follows the discovery, study, and analysis of errors or deviations to determine their causes and the factors that led to them, and then correct these deviations and address the causes of deficiencies in the performance of the actions, which is to address and correct the errors that occurred. If the actual performance is at the required level of performance and is compatible with it, or is within the limits of difference or variation allowed (The World Bank, 2010).

The Department can use this as an incentive to encourage the individuals concerned to continue their successful work, but if the difference in actual performance and levels is greater than the permitted limit, the Department should inform the activity of this disparity or deviation and the need for appropriate corrective action(Mathis et al., 2001). When the oversight and evaluation process is completed, the way in which the data is disseminated should be determined and who should not be the ultimate target of data access, as such data must be directed to a specific target and the monitoring and evaluation plan must be included.

2.7 Monitoring and evaluation techniques and tools

2.7.1 The monitoring department

Tools are an essential part of the Institution's monitoring system. They are useful in verifying the effectiveness of the activities you practice to ensure that the actual performance is consistent with what has been planned. There are several tools used in this process, some of which will be mentioned: First, personal observations, where no one can overlook the importance of personal observation as a monitoring tool, wandering through the corridors of the enterprise and the fields of work, exchanging regularly with the residents, encouraging them to come forward to make observations and opinions, are useful means of providing the population with a lack of information on the performance of the labor system and alerting it if it exists. The second method is goal-based control. It also requires individuals, together with their superiors, to set their own goals and monitor progress in achieving those goals. The last tool is Quality Loops, an acronym for Quality Control Loops, each consisting of 6 members to 12 members from workers level who belong to a Joint Clean-up Unit, and who meet in session to solve the problems they face on the job (Aqili, 2007).

2.7.2 The evaluation department

The style of performance in the past was based on the President's first-hand remarks and his personal opinion of some of the qualities of the worker, that is, I met with a person's qualities and characteristics, such as his ability to perform, to be regular, to cooperate with colleagues and not to be productive. Also, evaluation methods have evolved, where the evaluation has become focused on performance results and not on the individual.

The following are some of the methods of performance appraisal:

First, Common evaluation method :

Based on the integrity of each member of the labor group, all members of the group shall stand by the secret ballot without any regard for administrative status, the individual is evaluated by the knowledge of his colleagues, superiors, and subordinates.

The second method is the way to compare to employees:

By comparing working pairs where each member of the group is compared to each of the remaining individuals, this road fits the small groups where there is less activity, the more members of the group, the longer it takes and the more difficult it is to compare (Al-Sabbab 2013).

Also, the general hierarchy: this method is represented by the main order of the subordinate group in descending order according to the general performance of the work and the basis of the set of characteristics or personality traits as the previous method, And that means that the basis here is to observe the total work of each subordinate until they give one estimate for the performance of the subordinate, such as: poor, average, good, excellent. This method is claimed to be not concerned with specific characteristics or factors in the performance of the individual, but it evaluates it as a whole (Anthony and Wanjoh, 2012)

2.8 Challenges to the monitoring and evaluation process

Lack of resources is the most prominent problem facing projects and monitoring and evaluation experts where budgets are limited. Departments are unable to provide the necessary resources to collect and analyze data adequately. The second obstacle is the lack of usable data as monitoring and evaluation experts face a lack of usable data when they are unable to collect sufficient data, and it is extremely difficult to conduct appropriate analysis and draw usable conclusions, the third obstacle is the difficulty of implementing monitoring processes, sometimes the monitoring process is difficult and specific in projects requiring

fieldwork, it may not be possible to send staff to perform monitoring and evaluation activities at these sites and to collect the necessary data at the frequency required.

Finally, the evaluation results of monitoring and evaluation are inadequately absorbed. Most monitoring and evaluation projects and programs follow post-implementation assessments rather than periodic assessments, so the process of utilizing evaluation is limited and long-term, while evaluation during implementation provides greater benefit and near-term results (WPC,2019).

In addition to previous challenges, poor technologies can be an important challenge for the development of the monitoring and evaluation process as technologies contribute to more comprehensive monitoring and analysis (Mouter et al., 2013).

Poor experience in management and evaluation processes resulting from the lack of past experiences is also a major obstacle to the success of the process, and there are many challenges associated with management and staff, as management trends and the extent to which employees accept the procedures and guarantors of the monitoring and evaluation system are the greatest obstacles that can be met when management is unable to adopt appropriate procedures to ensure that deviations are addressed accurately. In the case of taking harsh and strict measures that are not commensurate with the nature of the problems of work and do not give the right opportunity for the workers in creativity and development, as the lack of conviction of individuals working on the importance of the control system and their belief that there is a defect can impair the application of the entire system (Shtivelband, 2018).

2.9 Institutional performance

Constitutional performance is also known as "governmental performance" or "quality of government," and it excludes other types of social institutions such as family and religion.

Institutions must be responsive to citizens' demands and expectations, as well as be able to effectively design and implement policies that reflect these demands and expectations, in order to perform well. As a result, the quality of institutional performance is measured in terms of two broad issues: responsiveness and efficiency (Letki, 2017)

2.10 Application of the evaluation and monitoring system in Atfaluna Society for Deaf Children

Atfaluna Society for Deaf Children is one of the educational institutions that believe in the principles of change and tries to work constantly to keep up with the developments in its fields of work in terms of administrative, technical, social, and financial, and seeks to form an internal structure capable of dealing with all available activities and excellence in them by setting the goals and vision for the future necessary to improve the reality of society and make children an exceptional case of brilliance despite difficulties and challenges (Atfaluna annual report, 2020).

2.10.1 Activities of Atfaluna

Atfaluna works to provide an educational environment suitable for the needs of hearing disabilities in addition to building the skills necessary for people with hearing disabilities to develop their skills to help them to enter the community more and the possibility of employing them in various work the institution carries out many purposeful activities as well as seeks to try to detect early hearing problems and supports campaigns that support hearing disabilities (Atfaluna annual report, 2020).

2.11 Chapter summary

After discussing performance in several aspects, including its definition, importance, elements, and limitations, as well as the performance parameters, we have indicated the extreme importance of this element to any institution as the final product of the outcome of all activities. Therefore, this performance had to be followed up and assessed on a continuous

and regular basis so that the responsible management could judge objectively the competence of the individual and the institution in its work.

Performance is influenced by a wide range of economic, social, cultural, political, legal, and technical, and human factors. The researcher also talked about the subject of monitoring and evaluation in many respects and found the critical importance of monitoring and evaluation in demonstrating weaknesses and detecting errors in the system so that they can be fixed and prevent their recurrence. For the monitoring and evaluation system to be effective and to achieve the objectives for which it was designed, it must be marked with a range of characteristics such as clarity, flexibility, objectiveness, and speed in detecting errors.

The monitoring and evaluation system must keep pace with technical developments and rely on the latest means to assist it in data collection and analysis. For the foundation to succeed in implementing the plans, it is necessary to challenge and understand the monitoring and evaluation steps that begin with the challenge of the objectives and end with the taking of sanitation measures. The limitation of the strengths and weaknesses in the performance of workers through the monitoring and evaluation process demonstrates to the institution its potential to invest in actual human potential. Performance enhancement helps to reduce deviations and clarify ways and methods of treatment.

Through the above, it is clear the importance of implementation the monitoring and evaluation system in the Atfaluna Society for Deaf Children and to involve professionals in this process, where the department must be constantly informed about the course and progress of projects through the information provided by the monitoring and evaluation process and the need to follow this approach because of its many benefits to the activities of the institution.

Chapter Three

Methodology

This chapter provides detailed information on the research methods employed. It covers the following topics: study design, study time and setting, study population, sample size and sampling technique, data collection and analysis tools, and instrument reliability and validity. It also emphasizes the study's ethical limitations.

3.1 Study design

The purpose of this study is to investigate the impact of implementing monitoring and evaluation systems on institutional performance using a cross-sectional design. The primary goal of the cross-sectional analytical method is to allow the investigator to analyze facts or information that are already available to create a critical assessment of the situation under investigation (Kesmodel, 2018; Levin, 2006; Kothari, 2004). The study is a mixed approach that used two basic tools to collect both quantitative and qualitative data. Data was gathered using Explanatory Sequential Design. The first step is to collect and analyze quantitative data to enhance the first phase's quantitative outcomes, and the second step is to construct the qualitative phase based on the quantitative discoveries (Creswell and Plano Clark, 2017; Schoonenboom and Johnson, 2017; Shorten and Smith, 2017; Wisdom and Creswell, 2013). A researcher will utilize this approach to follow up on quantitative findings and explain them with qualitative data (Wisdom and Creswell, 2013).

According to Creswell and Plano Clark (2017), integration occurs in this technique in two ways: connecting quantitative findings to qualitative data gathering, and drawing integrated conclusions after combining two sets of results once the qualitative phase is completed.

3.2 Study setting

This study was conducted at Atfaluna Society for Deaf Children institution in Gaza city.

3.3 Study population and sample technique

The target population of this study was all the employees working at Atfaluna Society for Deaf Children. The number of the target population was 134 employees (Atfaluna Society for Deaf Children, 2020 b). Employees who are working at the institution for more than six months were included in the study. A number of the target population was selected after calculation of the sample size using the Monkey survey online program¹. The parameters used were the number of population 134, the confidence interval is considered at 95%, and the margin of error 0.05. The resulted sample size was 100 (Annex 1). Four interviews, four employees were selected; one of them at the managerial level, one at the monitoring and evaluation level, and two were technicians.

3.4 Study period

The research took eight months to complete, beginning in March 2021 and ending in October 2021. In May 2021, the research proposal was defended in front of the Institute for Sustainable Development's assigned committee. Initially, the research proposal outlined the complete procedure and included details on the study design, data gathering techniques, and analysis tools. The researcher created the interviewed questionnaire after receiving approval from the committee. Experts evaluated the tools, and their comments were taken into account. The arbitration stage lasted three weeks and included the arbitrators examining tools and receiving feedback from the academic supervisor. With the support of the supervisor and a group of arbitrators, the tool's Arabic translation was completed in July 2021.

¹ <https://www.surveymonkey.com/mp/sample-size-calculator/>

The researcher trained one data collector and completed the appropriate training before piloting and fieldwork in July 2021, when the tools were ready to begin data collecting. The actual data collecting for the quantitative phase, as well as data entry, started on August 1st and finished on August 5th, 2021. In the facility, the researcher and her assistant began collecting data.

At the time of data collection, data entry was completed. Following the completion of data collecting, the study's analysis phase began immediately. Data management and recoding of variables were completed, followed by descriptive analysis, frequency tables extraction, and inferential statistics. In August 2021, after the quantitative part had been analyzed, in-depth interviews were conducted. The researcher began working on the final report, which was completed in October 2021.

3.5 Study tools

Quantitative Part: The researcher created a self-administered questionnaire for the quantitative portion of the study. The interview questionnaires were completed by the institution's employees. The majority of the questions were closed-ended, with a few open-ended. see (Annex 2), as well as the translated version (Annex 3).

The questionnaire covers these Domains:

Sociodemographic data of the employees

Planning (Likert scale, seven statements)

Technical Expertise (Likert scale, ten statements).

Stakeholder involvement (Likert scale, six statements).

Management Participation (Likert scale, five statements).

Institutional performance (Likert scale, nine statements).

Qualitative Part: The researcher used open-ended questions (semi-structured) see (Annex 4) and the translated version (Annex 5). Questions were asked by the researcher within in-depth interviews with four different employees in Atfaluna Society for Deaf Children.

3.6 Ethical and administrative considerations

Ethical approval was asked from the Institute for Sustainable Development at Al-Quds University (Annex 6). To guarantee participants' rights, a covering letter indicating that the participation is voluntary and confidentiality was assured for all of them. All employees were asked for their agreement to participate in the study (Annex 7).

3.7 Data collection

Quantitative part: The researcher herself and one data collector gathered the data. This stage was completed in seven working days. The training was done for the data collector about the study aim and objectives and vague questions were clarified. Confidentiality and privacy were taken into consideration.

Qualitative part: Data were collected through four in-depth interviews with different specialists in the institution (Annex 8) after the completion of the quantitative part

3.8 Scientific rigor

Quantitative part

3.8.1 Validity

- Pilot study and face validity

The items' intelligibility and applicability were assessed before data collection. In addition, before the real data collection, a pilot study was done with 10% of the sample size (10 employees) to analyze employees' replies to the questionnaire and how they understood the questions. A few minor changes were made to make it more understandable. This would improve the questionnaire's validity.

- Content validity

Concerning the content validity, adequate reviewing of related topics in the literature about evaluation and monitoring and its effect on the performance of the institutions was done before designing the study instruments. To assess the relevance of the questionnaire, experts conducted an evaluation process (Annex 9), and comments were taken into consideration.

3.8.2 Reliability

To ensure instrument reliability, the following steps were taken:

- Standardization of questionnaire completion.
- Data entry was completed on the same day as data collection to allow for possible interventions to ensure data quality and the ability to re-fill the questionnaire as needed.
- After concluding data entry, 5% of the data was re-entered to ensure a correct entry process and thereby reduce errors.
- The questionnaire's domains were tested for reliability to guarantee that the clustering claims were accurate. Cronbach's alpha coefficient was utilized by the researcher, and it demonstrated strong reliability for all domains because they are all above 0.7, as shown in table (3.1)

Table 3.1: Cronbach's alpha coefficient for the main Domains

Domain	Alpha Coefficient	No. of questions
Monitoring and evaluation practices	0.760	7
Technical Expertise	0.767	10
Stakeholder involvement scale	0.794	6
Management Participation	0.866	5
Institutional performance	0.865	10

To assure the trustworthiness of the qualitative part of this study, three steps were considered. First, professionals performed a peer assessment of in-depth interview questions to ensure that they covered all of the important subjects. Second, notes were taken on the major points raised during the interviews. Third, after each interview, a debriefing report was created that included the most relevant points stated throughout it.

3.9 Data entry and analysis

For data input and analysis, the researcher utilized the Statistical Package for Social Science (SPSS) program version 25. Construction of the input base and coding of variables were the first steps in data entry, followed by actual data entry. At the time of data collection, data entry was completed. Data cleaning and data management for the variables of interest were done during the analysis stage.

The primary elements of the data were described using descriptive analysis, which included figures and frequency tables. The direct influence of the monitoring and assessment system on the institution's performance was investigated using multiple linear regression analysis.

All of these tests, as well as others, were employed to examine quantitative data; the confidence interval was set at 95%, and a p-value of less than 0.05 was considered statistically significant.

The transcripts of the in-depth interviews were analyzed using an open coding thematic analysis technique. The key findings from the interviews would be obtained by the researcher. Then, to develop rich items for discussion and interpretation, categorization of related ideas, comparison, and integration of quantitative and qualitative findings were done. In-depth interviews were also conducted to investigate the impact of monitoring and evaluation procedures on the institution's performance.

3.10 Limitations of the study

- The researcher faced difficulties in collecting data due to the lack of full-time employees due to the Corona pandemic
- The employees were very busy during daily work, which required the researcher to return to them more than one time.
- Limited access to the literature was also a limitation for this study.

Chapter Four

Results and discussion

In this chapter, the quantitative and qualitative findings of the study are presented. These findings answer the research questions formulated in the introductory chapter regarding the effect of applying a monitoring and evaluation system on the performance of the Atfaluna Society for Deaf Children. Then, we interpreted the main results and compared them with the international findings.

4.1 Results of quantitative data

4.1.1 Descriptive analysis

The questionnaire contained two sections. The first required the respondents to give personal information. While the second required the respondents to give information on monitoring and evaluation practices and projects' performance.

4.1.1.1 Respondents' Response Rate

The study recorded a response rate of 83%. The study enrolled 100 staff of Atfaluna Society for Deaf Children out of whom 83 successfully responded to the study questionnaire.

4.1.1.2 Respondents' demographic characteristics

Table 4.1: Demographic characteristics of study participants a (n= 83)

Variable1	Categories	N (%)
Gender	male	28 (33.7)
	female	55 (66.3)
Place of residence	North Gaza	17 (20.5)
	Gaza	47 (56.6)
	Middle zone	19 (22.9)
Education level	Diploma	16 (19.3)
	Bachelor degree	58 (69.9)
	Higher education	9 (10.8)

Table 4.1a: Continued

Marital status	Married	73 (88)
	not Married	10 (12)
occupation	administrative	68 (81.9)
	Technician or health care profession	12 (14.5)
	service	3 (3.6)
Type of employment	Permanent employee	68 (81.9)
	contract employee	15 (18.1)

Tables 4.1 and 4.2 show the demographic characteristics of the study participants. More than two-thirds of the employees at Atfaluna Society for Deaf Children are females. More than half living in Gaza city (56.6%) and 20.5%, 22.9% living in north Gaza and the middle zone respectively. About 70% of the employees have a bachelor's degree and 81.9% have administrative jobs, and working as permanent employees. The mean age of the participants is 41.5 years, and the mean of the experience is 17.8 years

Table 4.2: Demographic characteristics of study participants b (n= 83)

Variable	Mean ± SD	Min-Max
Age	41.5 ± 7.2	22- 59 years
Experience	17.8 ± 6.5	3- 28 years

4.1.1.3 Participants' responses about the statements of the monitoring and evaluation domains

Table 4.3: Participants responses about the planning domain

Statements	SD	D	N	A	SA	Mean	% Mean
The institution annual and strategic plans contain the monitoring and evaluation planning process	0 (0)	0 (0)	1 (1.2)	62 (74.7)	20 (24.1)	4.2	84
The institution has written and documented procedures on the monitoring and evaluation system	0 (0)	0 (0)	3 (3.6)	63 (75.9)	17 (20.5)	4.2	84
The institution allocates funds for enhancing monitoring and evaluation system	0 (0)	1 (1.2)	4 (4.8)	57 (68.7)	21 (25.3)	4.2	84
The planning process is well detailed and utilized	0 (0)	0 (0)	2 (2.4)	57 (68.7)	24 (28.9)	4.3	86
The planning process aids in estimating the cost of the monitoring and evaluation resources required.	0 (0)	0 (0)	9 (10.8)	62 (74.7)	12 (14.5)	4.0	80
The institution is able to develop a monitoring and evaluation mechanism to keep the projects on track	0 (0)	0 (0)	2 (2.4)	63 (75.9)	18 (21.7)	4.2	84
During projects implementation, the planning process aids the decision-making.	0 (0)	0 (0)	1 (1.2)	64 (77.1)	18 (21.7)	4.2	84
Overall						4.2	84

The study identified the level of application and practice of the planning process and the findings were presented in table 4.3. The cumulative mean score for this domain is 84% as it is the highest among other domains. Consistent with these findings, the interviewees in the KII reported the importance of the planning domain as it is important in attracting donors, maintaining the continuity of the institution and partnership with international institutions. One of the KII said, *"As for planning, I think this domain always takes the highest attention from the institution to maintain its continuity"* (Participant 3, KII). Another one said, *"As for planning, I see that funding is closely related to the plans of the institution, so it should be the best performance in the institution"* (Participant 1, KII).

The highest cumulative score (86%) is for the statement " The planning process is well detailed and utilized ". A cumulative score of 84% was given for most of the statements in this domain. "the institution annual strategic plan containing monitoring and evaluation process planning", "funds allocation for monitoring and evaluation at its initial stages of

planning", " The institution has written and documented procedures on the monitoring and evaluation system", "The institution can develop a monitoring and evaluation mechanism to keep the projects on track", and " During projects implementation, the planning process aids the decision-making". However, the lowest mean score was given for the statement "The planning process aids in estimating the cost of the monitoring and evaluation resources required" as it is recorded a score of 80%. In the in-depth interviews, the KII related the lowest score for the reality that the evaluators and monitors are employees that have other tasks to do rather than evaluation and monitoring. One of the KII said, *"Monitoring and evaluation specialists are often employees of other projects, and therefore their work as observers and evaluators is one of the functional tasks and not the basis for their work"* (Participant 2). Another KII considers this score as a good score as he said, *"I see 80 % is a good score in circumstances and conditions in which the institution is living"* (Participant 3).

Table 4.4: Participants responses about the technical expertise domain

Statements	SD	D	N	A	SA	Mean	% Mean
Monitoring and evaluation system is applied in the institution with a high professional	0 (0)	0 (0)	11 (13.3)	55 (66.3)	17 (20.5)	4.2	84
There is an internal evaluator in the institution	0 (0)	1 (1.2)	3 (3.6)	52 (62.7)	27 (32.5)	4.3	86
There is an external evaluator in the institution	0 (0)	1 (1.2)	7 (8.4)	50 (60.2)	25 (30.1)	4.3	86
The staff is well trained in the institution's monitoring and evaluation system.	0 (0)	4 (4.8)	6 (7.2)	58 (69.9)	15 (18.1)	4.1	82
A survey is conducted to evaluate the employees' satisfaction about the projects	0 (0)	5 (6)	15 (18.1)	49 (59)	14 (16.9)	3.9	78
I believe that technical skills have a significant role on monitoring and evaluation	0 (0)	1 (1.2)	7 (8.4)	60 (72.3)	15 (18.1)	4.1	82
The institution identifies skilled persons to carry out the monitoring and	0 (0)	1 (1.2)	13 (15.7)	52 (62.7)	17 (20.5)	4.2	84

Table 4.4a: Continued

The projects have a flexible design in order to achieve better results	0 (0)	5 (6)	10 (12)	52 (62.7)	16 (19.3)	4.1	82
A final report is written to assess the gaps and the extent to which performance has been achieved is made at the end of each project	1 (1.2)	4 (4.8)	5 (6)	53 (63.9)	20 (24.1)	4.2	84
The institution conducts extensive training for its staff on any project to ensure the development of skills relevant to monitoring and evaluation processes	0 (0)	2 (2.4)	14 (16.9)	55 (66.3)	12 (14.5)	4.0	80
Overall						4.1	82

The study identified the level of technical expertise, and the findings were illustrated in table 4.4. The cumulative mean score for this domain is 82%. The participants responded with the highest cumulative mean score of 86% for two statements "There is an internal evaluator in the institution" and "There is an external evaluator in the institution". The lowest cumulative mean score of this domain (78%) was given for the statement "A survey is conducted to evaluate the employees' satisfaction about the projects". During the interviews, Two KII considered that it is a good score. However, one of them attributed it to the employees' perception about the importance of developing the projects. One of them said, *"The percentage appears that the employees believe that the projects need to be developed, and this is because the institution lacks many projects that it is supposed to implement for the stakeholders"*.

In addition, the statement "The institution conducts extensive training for its staff on any project to ensure the development of skills relevant to monitoring and evaluation processes" reported a score of 80%. The KII attributed this to many reasons; the responsibility of the higher management in the evaluation and monitoring procedures, Gaza political conditions, and donors' requirements. One of them said, *"The institution is now working on programs and projects that will develop employees, especially concerning monitoring and evaluation,*

but always monitoring and evaluation is the responsibility of the higher management and not the competence of project coordinators" (Participant 2). Another said, "Because of the problems faced by the Gaza Strip, which sometimes cause a lack of funding, wars, or internal and external political problems, which affect the performance of projects and employees" (Participant 3). Moreover, the third said, "Sometimes funding forces the institution to reduce expenditures in certain aspects and increase them in others. The donor institutions are more interested in activities that benefit the target groups than aspects that benefit the development of staff efficiency" (Participant 4). However, the fourth employee considered the score as a good score as he said "On the contrary, I see that the institution is training its staff on upcoming projects and implements its projects with high quality, and 80 % is a good percentage" (Participant 1).

Table 4.5: Participants responses about the Stakeholder involvement domain

Statements	SD	D	N	A	SA	Mean	% Mean
Stakeholders are involved in the monitoring and evaluation processes and procedures of the institution	0 (0)	4 (4.8)	8 (9.6)	61 (73.5)	10 (12)	3.9	78
Stakeholder analysis is carried out to ensure that all project stakeholders are involved in the monitoring and evaluation process.	0 (0)	5 (6)	8 (9.6)	60 (72.3)	10 (12)	3.9	78
Stakeholders' feedback is well captured and analyzed to adjust project trajectory	0 (0)	4 (4.8)	12 (14.5)	47 (56.6)	20 (24.1)	4.0	80
Communication strategy provides information appropriately to stakeholders	0 (0)	4 (4.8)	11 (13.3)	54 (65.1)	14 (16.9)	3.9	78
Stakeholder participation reflects community needs and increases people's interest in monitoring and evaluation implementation.	0 (0)	1 (1.2)	8 (9.6)	60 (72.3)	14 (16.9)	4.0	80
The institution incorporates stakeholder opinions into its products and services	0 (0)	0 (0)	9 (10.8)	61 (73.5)	13 (15.7)	4.0	80
Overall						3.95	79

The study identified the level of responses about the stakeholders' involvement domain, and the findings were illustrated in table 4.5. The cumulative mean score for this domain is 79%. The participants responded with the highest cumulative mean score 80% for three statements " Stakeholders' feedback is well captured and analyzed to adjust project trajectory", "Stakeholder participation reflects community needs and increases people's interest in monitoring and evaluation implementation", and "The institution incorporates stakeholder opinions into its products and services". On the other hand, the participants responded with the lowest cumulative mean score 78 % for three statements; " Stakeholders are involved in the monitoring and evaluation processes and procedures of the institution", " Stakeholder analysis is carried out to ensure that all project stakeholders are involved in the monitoring and evaluation process", and " Communication strategy provides information appropriately to stakeholders". The employees in the interviews considered this important to the institution however, it does not work efficiently, one of KII said, *"The institution needs to involve stakeholders in all phases of the project, from identifying needs to the final evaluation, and this does not exist effectively"* (Participant 4). However, some challenges were reported by the interviewees such as priorities as one participant said, *"The institution prioritizes its priorities and introduces the lowest possible number of staff members into the monitoring and evaluation process". In addition to the unwillingness of the stakeholders to participate as one of them said, "Sometimes the stakeholders, whether institutions or individuals, do not show willingness and competence to participate in evaluation and monitoring activities, and thus this affects the rate of participation"* (participant 1).

Regarding the statement " Communication strategy provides information appropriately for stakeholders" also has a low score (78%). Within in-depth interviews, the KII said that the communication strategy with the stakeholders is available. However, one of them said that it is sometimes affected by some conditions. *The institution has an appropriate information*

and communication strategy. But for some circumstances, some defects may occur, but the institution is always working to fix and develop it" (Participant 1). Another one attributed the low score for the problem in stakeholders' cooperation as he said, "The institution is unable to provide an appropriate strategy without the cooperation of stakeholders and this is the main reason for the low availability of the communication strategy". The third showed the lack of interest as he said, "Sometimes the reason is the stakeholders and their lack of interest in participating". The fourth participants attributed it to lack of technology as he said, "Technology needs to be developed to allow better information exchange and sharing".

Table 4.6: Participants responses about the management domain

Statements	SD	D	N	A	SA	Mean	% Mean
Management is clear in their support and commitment to the project's success.	1 (1.2)	5 (6)	3 (3.6)	57 (68.7)	17 (20.5)	4.0	80
Management participation aids in the creation of efficient communication to achieve the institutions' objectives.	1 (1.2)	4 (4.8)	6 (7.2)	53 (63.9)	19 (22.9)	4.0	80
Ensure that lessons acquired from previous projects are used effectively in future decision-making and project delivery.	1 (1.2)	4 (4.8)	5 (6)	54 (65.1)	19 (22.9)	4.0	80
Management Participation ensures results ownership, learning, and long-term sustainability.	2 (2.4)	4 (4.8)	2 (2.4)	62 (74.7)	13 (15.7)	4.0	80
Management promotes the principle of employee participation, which supports the credibility of the evaluation and monitoring process and ensures greater acceptance of results	2 (2.4)	5 (6)	3 (3.6)	58 (69.9)	15 (18.1)	4.0	80
Overall						4	80

The study identified the level of responses about the statements of the management domain, and the findings were illustrated in table 4.6. The cumulative mean score for this domain is 80% and the cumulative mean score is 80% for all the statements of this domain.

4.1.1.4 Participants' responses about the statements of performance domains

Table 4.7: Participants responses about the performance domain

Statements	SD	D	N	A	SA	Mean	% Mean
The projects are delivered on time	0 (0)	0 (0)	7 (8.4)	61 (73.5)	15 (18.1)	4.1	82
The projects are delivered within the agreed cost	0 (0)	0 (0)	6 (7.2)	51 (61.4)	26 (31.3)	4.2	84
The projects are delivered to the agreed scope	0 (0)	0 (0)	4 (4.8)	57 (68.7)	22 (26.5)	4.2	84
The projects are delivered to the agreed quality	0 (0)	1 (1.2)	7 (8.4)	52 (62.7)	23 (27.7)	4.2	84
The institution is interested in product and service acceptance and impact on the customer or end user	0 (0)	1 (1.2)	7 (8.4)	61 (73.5)	14 (16.9)	4.1	82
The projects affect the institution to move and prepare for the future	0 (0)	1 (1.2)	5 (6)	60 (72.3)	17 (20.5)	4.1	82
The institution is interested in donors' satisfaction about the delivered projects	0 (0)	0 (0)	4 (4.8)	56 (67.5)	23 (27.7)	4.2	84
The institution is interested about the National visibility of the project	0 (0)	0 (0)	8 (9.6)	59 (71.1)	16 (19.3)	4.1	82
The institution is interested about the conformity of the goods and services delivered to the project plan	0 (0)	0 (0)	4 (4.8)	61 (73.5)	18 (21.7)	4.2	84
The recommendations derived from monitoring and evaluation system are taken into consideration each time	0 (0)	0 (0)	3 (3.6)	61 (73.5)	19 (22.9)	4.2	84
Overall						3.16	83

The study identified the level of responses about the performance domain, and the findings were illustrated in table 4.7. The cumulative mean score for this domain are 82%, and 84% for all statements of this domain.

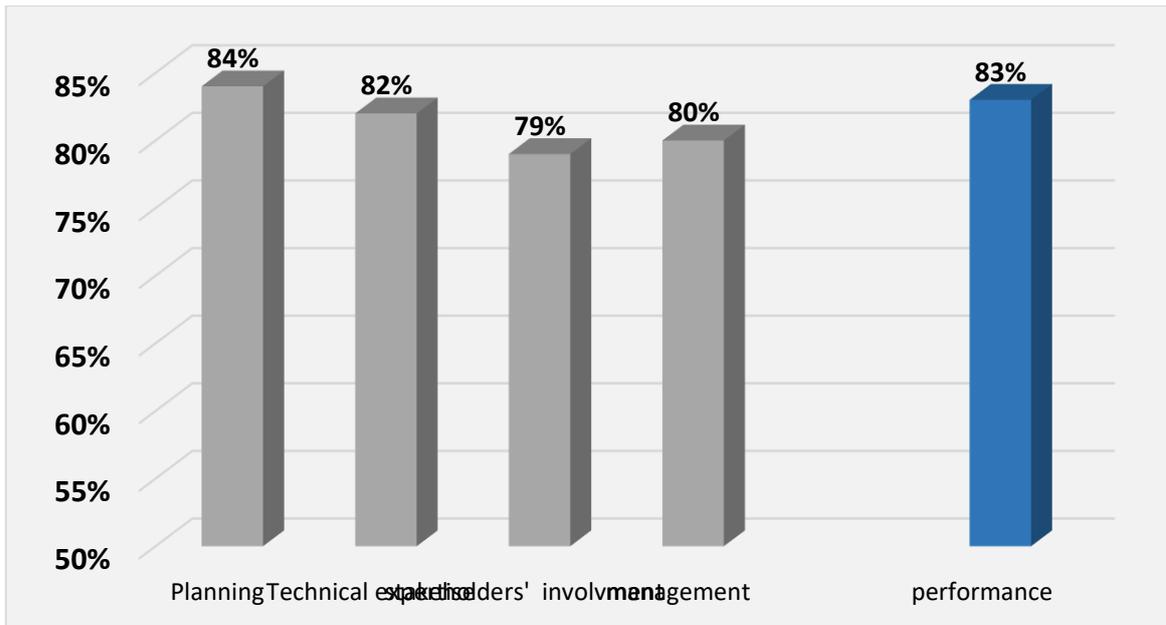


Figure 4.1: Cumulative mean scores of all domains

Figure 4.1 shows the cumulative mean scores for all domains. The cumulative mean scores are 84%, 82%, 79%, 80%, and 83% for planning, technical expertise, stakeholder's involvement, management, and performance respectively. The chart clarifies the increasing score for the planning and expertise domains if compared to the management and stakeholder's involvement domains.

4.1.2 Inferential analysis, direct relationship

4.1.2.1 Model 1

Table 4.8: Multiple linear regression, model summary, Model 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776 ^a	.602	.581	4.60122

Predictors: (Constant), management, planning, technical expertise, stakeholders' involvement

In the model summary table, R= 0.776, this means there is a strong correlation between predictors and performance. The adjusted R squared is 0.581, this means 58.1% of the performance of the institution is predicted by the examined domains (management, planning, technical expertise, stakeholders involvement). The results are illustrated in the table (4.8)

Table 4.9: Multiple linear regression, ANOVA, Model 1

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2493.509	4	623.377	29.445	.000 ^b
	Residual	1651.358	78	21.171		
	Total	4144.867	82			

a. Dependent Variable: performance

b. Predictors: (Constant), planning, technical expertise, stakeholders involvement, management

Table (4.9) shows model is statistically significant as (p-value < 0.05). This means the predictors explore the difference in the outcome variable (performance).

Table 4.10: Coefficients and significance of the regression model, Model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.023	6.998		2.290	.025
	planning	.418	.103	.364	4.069	.000
	technical expertise	.251	.111	.322	2.258	.027
	Stakeholders' involvement	.025	.133	.029	.189	.851
	management	.129	.050	.231	2.589	.011

a. Dependent Variable: performance

Table (4.10) shows a statistically significant effect of all examined domains on the institution performance (p- values <0.05) except for the stakeholders' involvement as the p-value is (>0.05).

The model indicates a good weighted measure performance for projects with good evaluation and monitoring domains including planning and technical expertise. However, the model showed a weaker stakeholder involvement and management. The findings show a strong correlation between the comprehensive application of strategic and operational monitoring and evaluation practices and increased institution impact performance measurements. However, the model does not show a correlation with stakeholder involvement.

4.1.2.2 Model 2

Table 4.11: Multiple linear regression, model summary, Model 2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.776 ^a	.601	0.586	4.57306

Predictors: (Constant), management, planning, technical expertise

In the model summary table, R= 0.776, this means there is a strong correlation between predictors and performance. The adjusted R squared is 0.586, this means 58.6% of the performance of the institution is predicted by the examined domains(management, planning, technical expertise). The results are illustrated in table

Table 4.12: Multiple linear regression, ANOVA, Model 2

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2492.753	3	830.918	39.732	.000 ^b
	Residual	1652.114	79	20.913		
	Total	4144.867	82			

a. Dependent Variable: performance

b. Predictors: (Constant), management, planning, technical expertise

Table (4.12) shows mode 1 is statistically significant as (p-value < 0.05) and the F is 39.7. This means the model is more fit and predictors explore the difference in the outcome variable (performance).

Table 4.13: Coefficients and significance of the regression model, Mode2

Coefficients						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.203	6.890		2.352	.021
	planning	.422	.100	.367	4.205	.000
	technical expertise	.267	.071	.342	3.784	.000
	management	.133	.047	.236	2.818	.006

a. Dependent Variable: performance

Table (4.13) shows a statistically significant effect of all examined domains on the institution's performance (p- values <0.05).

The equation that explain the relationship can be written as follow:

$$\text{Performance} = 16.2 + 0.42 \text{ planning} + 0.267 \text{ technical expertise} + 0.133 \text{ management}$$

The model fits the variables because F=39.7, p-value = 0.000, and the t-test for all variables is more than 2 and is statistically significant (> 0.05) . This means that all variables entered in the model has a good effect on the performance and the best factor that affect the performance is the planning in that if the level of planning increase by 1% will increase the performance by 42% which is higher than the effect of technical expertise and management.

Consistent with the quantitative findings, the findings from the in-depth interviews reported the high impact of the monitoring and evaluation on the performance of the individuals and the institution as a whole as it increases the funding opportunities, continuity, and to be effective. These are the perceptions of the interviewees, *"it made Atfaluna be a pioneer in its field and contributed to the expansion and increasing of funding opportunities"* (Participant 1). *"It contributed to obtaining more funding opportunities"* (Participant 2). *"The evaluation and follow-up system helped to provide the necessary tools and projects for the continuity of the existence and work of the institution"* (Participant 3). *"Monitoring and evaluation increase the effectiveness of the performance of the working staff in the institution"* (Participant 4).

The results of the current study accept the hypothesis that planning, technical expertise, and management affect the performance of the Atfaluna Society for Deaf Children.

In addition, the study rejects the hypothesis that stakeholders' involvement affects the performance of the institution.

4.1.3 Analysis of open-ended questions

In the open-ended questions, four questions were asked

4.1.3.1 What is the impact of the monitoring and evaluation system on your performance?

The participants were asked about the impact of the monitoring and evaluation on the performance and the participants have good responses about the question. In that most of the answers are positive. About 30% of the respondents said that it is a good method to increase the institution's performance. These are the most benefits of the monitoring and evaluation system registered by the respondents.

- Monitoring and evaluation increase experience and good quality of the work
- Monitoring and evaluation increases productivity and performance within the period
- Monitoring and evaluation increase performance and to be as it was planned before
- Monitoring and evaluation develop the capability of the employees and the institution
- Monitoring and evaluation increase the quality of the institution outcome
- Monitoring and evaluation determine strong and weak points which can be improved accordingly
- It is very important to increase the performance of both the employees and the institution as a whole.
- Increases employee affiliation with the institution
- increase the continuity, responsibility, teamwork capability of management and project management.

4.1.3.2 What is the impact of the monitoring and evaluation system on the performance of your unit in the institution?

30% of the respondents said that the monitoring and evaluation system has a good impact on the performance of the unit. Also, the other participants responded with good and positive perspectives about the system. These are the most included answers.

- Monitoring and evaluation increase the capability of the unit and increase the quality of the outcome
- Monitoring and evaluation increase performance and enhance the working environment
- Monitoring and evaluation develop the department of training in the institution
- Monitoring and evaluation increase the use of institution criteria and the employees' commitment to the guidelines and laws
- Monitoring and evaluation contributes to the development of monthly and annual strategic plans in the institution
- Monitoring and evaluation increase teamwork, communication and enhance the quality of the outcome
- Monitoring and evaluation increase the effectiveness of the institution
- Monitoring and evaluation increase productivity, and trust

4.1.3.3 What is the impact of the monitoring and evaluation system on the performance of the Atfaluna Society for Deaf Children?

Almost all the participants said that the monitoring and evaluation system in the institution has a good impact on the performance of Atfaluna Society for Deaf Children. These are some of their perspectives

- Monitoring and evaluation increase the productivity of the institution and increase the quality of the provided services
- Monitoring and evaluation remarkable improvement in the general results for all departments
- Monitoring and evaluation positive effect for the institutional development and quality service provision
- Monitoring and evaluation increases donor trust, global and international support
- Monitoring and evaluation work to increase the presence of institutions and people that support children
- It helps in developing institutions and working to strengthen their relationships with other institutions
- Monitoring and evaluation work to increase communication and integration between institutions
- It makes Atfaluna institution a pioneer in its field and increases the confidence of the beneficiaries in the services of the institution
- Monitoring and evaluation increases profit and increase the success of the institution
- it is important for the continuity of the institution.

4.2 Discussion

Introduction

The impact of the monitoring and evaluation system on the performance of Atfaluna Society for Deaf Children was investigated in this study. The goal of the study was to see how the structure of monitoring and evaluation planning affects the performance of Atfaluna, as well as to see how technical skill affects the institution's performance. Also, to look into how the involvement and management of stakeholders affect performance. As a result, the summary of findings, conclusion, and recommendations, as well as suggestions for future research, are presented and discussed in this chapter.

The purpose of this study was to examine the effect of monitoring and evaluation systems on the performance of Atfaluna. The research objectives were used to guide the collection of required data from the respondents.

4.2.1 Main findings

The study revealed that the highest cumulative mean scores of the evaluation and monitoring system domains are for planning 84%, and technical expertise 82%. Then, it is for the management domain 80% and the lowest for the stakeholders' involvement 79%. There is an institution between planning, technical expertise, and management domains with the institution performance with the highest impact for the planning. However, the study did not show any relationship with stakeholder involvement.

4.2.2 Comparison with previous research

The study showed the highest mean score is for the planning domain. The result is in a line with another study, that revealed the highest mean scores is for the planning domain (Kahuna, 2018). The lowest score in this domain was for estimating the cost of the monitoring and evaluation process.

A study was conducted to examine the effect of monitoring and evaluation on the performance of institutions to execute the projects in Kenya. The study showed that monitoring and evaluation domains have a positive and significant effect on the performance of projects in Kenya (Kahuna, 2018). In another study aimed to examine the effect of monitoring and evaluation systems on the performance of an academic institution showed that the project monitoring and evaluation system greatly influence the academic performance of the school (Vianney et al., 2020).

In terms of planning in the monitoring and evaluation system, the study found that planning is a critical component of the monitoring and evaluation that affect the performance, and the findings are consistent with previous research (Kimatu, 2020). Furthermore, according to Serrador and Turner. (2015) states that planning is commonly regarded as a significant contributor to project success in businesses. Project planning, when done correctly, has been shown to lead to project success across all time, cost, and quality factors. Planning, according to 80% of our participants, could estimate the cost of evaluation and monitoring. This is a critical aspect because it has been documented that allocating resources for monitoring and evaluation has a significant impact on project performance (Golini and Landoni, 2013; Kimatu, 2020).

Of the important issue in the application of monitoring and evaluation is training staff. An issue that was discussed before in a previous study. Participants in Yusuf et al. (2017) study argued that untrained staff will face challenges to implement monitoring and evaluation, resulting in poor results. Whereas, trained and knowledgeable teams or stakeholders are critical in ensuring quality monitoring and implementation of all projects on key issues such as quality feedback and information on program planning and design.

The study discovered that technical expertise is an essential domain that influences the institution's performance. Kimatu. (2020) also discovered that the number of personnel

trained in monitoring and evaluation had a moderate impact on project performance. Also, according to Bell and Marais (2015), human capital on the project should be assigned to jobs that are appropriate for their skills, and if they are lacking, training for the required skills should be established. There is a requirement for constant and extensive onsite assistance for projects utilizing field personnel who are referred out to carry out project tasks on their own.

The cumulative mean score of the stakeholders' involvement has the lowest 79%. Also, the results of multiple linear regression showed a lower effect of the stakeholders involvement on the performance which is may be related to the previous results. However, it is very important to include the stakeholders in the project monitoring and evaluation. In a previous study, it was reported that there is a need to include all stakeholders in project monitoring and evaluation in each stage as they play an active role since they are the consumers of the project for the sake of sustainability, cooperation of stakeholders should also be encouraged (Yusuf et al., 2017).

In another study, it was found that that stakeholders' involvement in monitoring and evaluation influenced the performance of the projects. Ofori and Ntiamoah. (2016) agree that involving stakeholders in discussions about the what, how, and why, of project activities is often empowering for them and it promotes inclusions and facilitates meaningful participation by diverse stakeholder groups.

Stakeholder participation entails empowering development beneficiaries in terms of resource and needs identification, resource allocation planning, and development initiative implementation. According to Golini and Landoni (2013), the engagement of intended beneficiaries, who are the major stakeholders in their development and the best judges of their condition, can improve the impact evaluation process, particularly the analysis and interpretation of outcomes. Stakeholder engagement, on the other hand, must be managed with caution. Too much stakeholder involvement could result in disproportionate influence

on the assessment, while too little could result in evaluators dominating the process (Felix, 2018).

A summary of project performance indicators provides an estimate of Atfaluna's performance for deaf children. These variables were examined based on the respondents' perceptions of how their institution's performance is usually defined. Timeliness, cost, scope, quality, impact, goals, visibility, donor fulfillment and satisfaction, and conformity of goods and services were all rated on a Likert scale by respondents. All of these indicators have high scores, with the total mean score for all of them over 82 percent. Other research found similar results; Khan (2013) mentions that monitoring and evaluation techniques have a significant budget, time, and human resource implications, even though they are critical for initiatives that are successful from the start. Shenhar. (2011) classifies four performance indicators as time, cost, quality, and efficiency. And our results showed better results if compared to another study which showed poor responses of its participants regarding performance indicators; impact, scope, donor fulfillment, visibility, and goals (Kahuna, 2018).

The direct relationship showed that monitoring and evaluation domains (planning, technical expertise, and management) affect the performance positively with the major effect being for planning. This result could be interpreted by the institution's concern about the planning domain as it leads to the continuity of the institution and to maintain funding by other institutions.

The results of multiple linear regression analysis showed that planning, technical expertise, and management are predictors for the performance of Atfaluna. The model failed to predict the performance through the stockholders' involvement. Inconsistent with this finding, another study showed a significant effect of the fourth domains of monitoring and evaluation on the performance of the institution (Kihuha, 2018). As a result, increasing stakeholder participation in Atfaluna is required.

Chapter Five

Conclusion and Recommendations

The planning process, technical expertise and management participation in monitoring and evaluation all have a positive and significant impact on the performance of Atfaluna Society for Deaf Children in Gaza, according to findings of this study. The mean scores of responses for all domains is good in general and the best domains are planning and technical expertise. Multiple linear regression shows a significant impact of planning, technical expertise, and management domains on the performance of Atfaluna. However, stakeholders' involvement failed to predict the performance.

The various relevant authorities should consider hiring specialists to assist them in developing efficient monitoring and assessment strategies, which will aid in the planning process. Besides, the authorities should think about improving the monitoring and evaluation skills of their technical staff. In addition, project stakeholders should be encouraged to participate actively in the monitoring and assessment of their initiatives. Further, management should take an active part in the evaluation and monitoring system to enhance the institution's performance outcome.

5.1 Recommendations

5.1.1 Recommendations for institutions

- The institutions should concern about the evaluation and monitoring domains as they are predictors of the institution's performance.
- Decision-makers should consider increasing their staff's capacity for monitoring and assessment planning.

- Employees who are eligible for technical training in monitoring and evaluation should be given scholarships and study leaves by the competent authorities, as this would help to improve monitoring and evaluation technical expertise.

5.2 Recommendations for Atfaluna Society for Deaf Children

- Atfaluna institution should continue and increase the concern about all the monitoring and evaluation domains as it makes Atfaluna a pioneer in its field and increases the confidence of the beneficiaries in the services of the institution.
- The cost of monitoring and evaluation should be estimated in the planning process.
- After each project, employees' satisfaction with the evaluation and monitoring system should be reviewed.
- The necessity of stakeholder and management participation in monitoring and evaluation should be emphasized.
- The role of stakeholders' involvement should be more activated.

5.3 Suggestions for further research

- Detailed examination of the effects of stockholder and management participation in project implementation to determine the crucial role they play in project success. This will aid in determining whether these are important factors to consider when evaluating an institution's performance.
- More study needs to be done at other institutions and institutions to confirm our findings.

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Annexes

Annex 1: Sample size calculation

Calculate your sample size

Population Size ⓘ	Confidence Level (%) ⓘ	Margin of Error (%) ⓘ
<input type="text" value="134"/>	<input style="border-bottom: 1px solid black;" type="text" value="95"/> ▼	<input type="text" value="5"/>

Sample size
100

Population sized= 134, CI: 95%, margin of errors 0.05

Annex 2: Self-administered questionnaire, English version

"The impact of Applying Monitoring and Evaluation System on The Institutional Performance Case Study of Atfaluna Society for Deaf Children"

First: Demographic characteristics		
▪	Ageyears
▪	Gender	<input type="checkbox"/> Male
		<input type="checkbox"/> Female
▪	Place of residence	<input type="checkbox"/> North Gaza
		<input type="checkbox"/> Gaza
		<input type="checkbox"/> Middle Zone
		<input type="checkbox"/> South Gaza
▪	Education level	<input type="checkbox"/> Diploma
		<input type="checkbox"/> Bachelor degree
		<input type="checkbox"/> Higher education
▪	Marital status	<input type="checkbox"/> Married
		<input type="checkbox"/> Not married
▪	years of experience in the institution	<input type="checkbox"/>years
▪	occupation	<input type="checkbox"/> Technician or health care profession
		<input type="checkbox"/> Management
▪	Type of employment	<input type="checkbox"/> Permanent employee
		<input type="checkbox"/> contract employee

Second: Monitoring and Evaluation Practices

Statement		SA	A	N	D	SD
Planning process						
1.	The institution annual and strategic plans contain the monitoring and evaluation planning process					
2.	The institution has written and documented procedures on the monitoring and evaluation system					
3.	The institution allocates funds for enhancing monitoring and evaluation system					

Statement		SA	A	N	D	SD
4.	The planning process is well detailed and utilized					
5.	The planning process aids in estimating the cost of the monitoring and evaluation resources required.					
6.	The institution can develop a monitoring and evaluation mechanism to keep the projects on track					
7.	During projects implementation, the planning process aids the decision-making.					
▪	Technical Expertise					
1.	A monitoring and evaluation system is applied in the institution with a high professional					
2.	There is an internal evaluator in the institution					
3.	There is an external evaluator in the institution					
4.	The staff is well trained in the institution's monitoring and evaluation system.					
5.	A survey is conducted to evaluate the employees' satisfaction with the projects					
6.	I believe that technical skills have a significant role in monitoring and evaluation					
7.	The institution identifies skilled persons to carry out the monitoring and evaluation functions					
8.	The projects have a flexible design to achieve better results					

Statement		SA	A	N	D	SD
9.	A final report is written to assess the gaps and the extent to which performance has been achieved is made at the end of each project					
10.	The institution conducts extensive training for its staff on any project to ensure the development of skills relevant to monitoring and evaluation processes					
Stakeholder Involvement						
1.	Stakeholders are involved in the monitoring and evaluation processes and procedures of the institution					
2.	Stakeholder analysis is carried out to ensure that all project stakeholders are involved in the monitoring and evaluation process.					
3.	Stakeholders' feedback is well captured and analyzed to adjust project trajectory					
4.	Communication strategy provides information appropriately to stakeholders					
5.	Stakeholder participation reflects community needs and increases people's interest in monitoring and evaluation implementation.					
6.	The institution incorporates stakeholder opinions into its products and services					
• Management Participation						
1.	Management is clear in their support and commitment to the project's success.					

Statement		SA	A	N	D	SD
2.	Management participation aids in the creation of efficient communication to achieve the institutions' objectives.					
3.	Ensure that lessons acquired from previous projects are used effectively in future decision-making and project delivery.					
4.	Management Participation ensures results ownership, learning, and long-term sustainability.					
5.	Management promotes the principle of employee participation, which supports the credibility of the evaluation and monitoring process and ensures greater acceptance of results					

Third: Institutional performance

Statement		SA	A	N	D	SD
1.	The projects are delivered on time					
2.	The projects are delivered within the agreed cost					
3.	The projects are delivered to the agreed scope					
4.	The projects are delivered to the agreed quality					
5.	The institution is interested in product and service acceptance and impact on the customer or end-user					
6.	The projects affect the institution to move and prepare for the future					
7.	The institution is interested in donors' satisfaction with the delivered projects					

Statement		SA	A	N	D	SD
8.	The institution is interested in the National visibility of the project					
9.	The institution is interested in the conformity of the goods and services delivered to the project plan					
10.	The recommendations derived from the monitoring and evaluation system are taken into consideration each time					

Fourth: Open-ended questions

What is the impact of the monitoring and evaluation system on your performance?

.....

What is the impact of the monitoring and evaluation system on the performance of your unit in the institution?

.....

What is the impact of the monitoring and evaluation system on the performance of Atfaluna Society for Deaf Children?

.....

Do you want to add information related to the research?

.....

Thanks for your cooperation

Batoul Ismail Muhra

Annex 3: Self-administered questionnaire, Arabic version

أولاً: الخصائص الديموغرافية		
•	العمرسنة
•	النوع	<input type="checkbox"/> ذكر <input type="checkbox"/> أنثى
•	مكان السكن	<input type="checkbox"/> شمال غزة <input type="checkbox"/> غزة <input type="checkbox"/> المنطقة الوسطى <input type="checkbox"/> المنطقة الجنوبية
•	مستوى التعليم	<input type="checkbox"/> دبلوم <input type="checkbox"/> بكالوريوس <input type="checkbox"/> ماجستير <input type="checkbox"/> دكتوراه
•	الحالة الاجتماعية	<input type="checkbox"/> متزوج/ة <input type="checkbox"/> غير متزوج/ة
•	عدد سنوات الخبرة في المؤسسة سنة
•	الوظيفة	<input type="checkbox"/> تقني أو أخصائي صحي <input type="checkbox"/> إداري
•	نوع الوظيفة	<input type="checkbox"/> ثابت <input type="checkbox"/> عقد
ثانياً: المراقبة والتقييم		

الرقم	فقرات المتغيرات المستقلة	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
•	التخطيط					
1.	تحتوي خطط المؤسسة الاستراتيجية والسنوية على عملية تخطيط للمراقبة والتقييم					
2.	يوجد نظام محدد وموثق مكتوب بشأن نظام المراقبة والتقييم					
3.	تخصص ادارة المؤسسة موازنة لتعزيز نظام المراقبة والتقييم					

الرقم	فقرات المتغيرات المستقلة	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
4.	عملية التخطيط مفصلة ومستخدمة بشكل جيد					
5.	تساعد عملية التخطيط في تقدير تكلفة موارد المراقبة والتقييم المطلوبة					
6.	المؤسسة قادرة على تطوير آلية رقابة لإبقاء المشاريع على المسار الصحيح					
7.	تساعد عملية التخطيط في اتخاذ القرار أثناء تنفيذ المشاريع					
•	الخبرات التقنية					
1.	تطبق المؤسسة بمهنية عالية اجراءات المتابعة والتقييم					
2.	يوجد مقيم داخلي في المؤسسة					
3.	يوجد مقيم خارجي في المؤسسة					
4.	يتم تدريب الموظفين بشكل جيد على نظام المراقبة والتقييم في المؤسسة					
5.	يتم إجراء مسح لتقييم رضا الموظفين عن المشاريع					
6.	أعتقد أن المهارات الفنية لها دور مهم في المراقبة والتقييم					
7.	تحدد المؤسسة الأشخاص المهرة للقيام بعمليات المراقبة والتقييم					
8.	تتميز المشاريع بالمرونة من أجل تحقيق نتائج أفضل					
9.	يتم كتابة تقرير نهائي لتقييم الثغرات ومدى تحقيق الأداء في نهاية كل مشروع					
10.	تقوم المؤسسة بإجراء تدريبات مكثفة لكادرها العامل على أي مشروع لضمان تطوير المهارات ذات الصلة بإدارة عمليات المراقبة والتقييم					

الرقم	فقرات المتغيرات المستقلة	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
•	اشراك أصحاب المصلحة					
1.	يشترك أصحاب المصلحة في عمليات المراقبة والتقييم وإجراءات المؤسسة					
2.	يتم إجراء تحليل أصحاب المصلحة لضمان مشاركة جميع أصحاب المصلحة في المشروع في عملية المراقبة والتقييم					
3.	يتم تسجيل ملاحظات أصحاب المصلحة وتحليلها جيدًا لتعديل مسار المشروع					
4.	توفر استراتيجية الاتصال المعلومات بشكل ملائم لأصحاب المصلحة					
5.	تعكس مشاركة أصحاب المصلحة احتياجات المجتمع وتزيد من اهتمام الناس بمراقبة تنفيذ المشاريع وتقييمها					
6.	تقوم المؤسسة بتضمين آراء أصحاب المصلحة في منتجاتها وخدماته					
•	المشاركة الإدارية					
1.	الإدارة واضحة في دعمها والتزامها بنجاح المشاريع					
2.	تساعد المشاركة الإدارية في خلق تواصل فعال من أجل تحقيق أهداف المؤسسة					
3.	الدروس المستفادة من المشاريع السابقة تستخدم بشكل فعال في صنع القرار في المستقبل وتسليم المشروع.					
4.	المشاركة الإدارية تضمن ملكية النتائج والتعلم والاستدامة على المدى الطويل					
5.	تعزز الإدارة مبدأ المشاركة للموظفين مما يدعم مصداقية عملية					

الرقم	فقرات المتغيرات المستقلة	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
	التقييم والرصد وتضمن زيادة قبول النتائج					
ثالثاً: الأداء المؤسسي						
الرقم	فقرات المتغير التابع	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
1.	يتم تسليم المشاريع في الوقت المحدد					
2.	يتم تسليم المشاريع ضمن التكلفة المنفق عليها					
3.	يتم تسليم المشروع ضمن النطاق المنفق عليه					
4.	يتم تسليم المشروع بالجودة المتفق عليها					
5.	تهتم المؤسسة بقبول المنتج والخدمة وتأثيره على العميل أو المستخدم النهائي					
6.	تؤثر المشاريع على المؤسسة للتحرك والاستعداد للمستقبل					
7.	تهتم المؤسسة برضا المانحين عن المشاريع المنفذة					
8.	تهتم المؤسسة بالرؤية الوطنية للمشروع					
9.	تهتم المؤسسة بمطابقة المنتجات والخدمات المقدمة بخطة المشروع					
10.	تؤخذ توصيات نظام المراقبة والتقييم بعين الاعتبار في كل مرة					

رابعاً: الأسئلة المفتوحة؟

ما تأثير نظام الرقابة والتقييم للمؤسسة على أدائك؟

.....

ما تأثير نظام الرقابة والتقييم للمؤسسة على أداء وحدتك؟

.....

ما تأثير نظام الرقابة والتقييم على أداء جمعية أطفالنا للصم؟

.....

هل تريد اضافة أي معلومات تخص البحث؟؟

.....

شكراً لتعاونكم

Annex 4: Semi structured in-depth interview questions (English version)

Is there a monitoring and evaluation system for the projects undertaken by your institution?

.....

Does the institution rely on the results of the monitoring and evaluation system and benefit from them in the development of upcoming projects in the institution?

.....

The analysis part of the quantitative data of this study indicates that the lowest average score was for "technical skills", "stakeholder engagement" and management items from the employees' point of view in Atfaluna society, while the planning items got the highest scores in your opinion, what are the reasons for this?

.....

Planning

The analysis of the quantitative data indicates that the paragraph “the planning process helps in estimating the cost of the required monitoring and evaluation resources” has an average score of 80%. Do you have an explanation, as it is the lowest rate for the planning paragraphs?

.....

Technical expertise

The analysis of the quantitative data indicates that the paragraph "a survey is conducted to assess employee satisfaction with projects" got the lowest rate of 78%. What do you think about that?

.....

The paragraph "The institution conducts intensive training for its staff on any project to ensure the development of skills related to the management of monitoring and evaluation processes" received an average of 80%.

Does the institution interested in the training of its staff on upcoming projects, even to ensure the quality of the submitted projects?

.....

The paragraph, "The institution identifies skilled people to carry out monitoring and evaluation processes" had an average score of 80%. Do you think it is appropriate?

.....

Stakeholders' involvement

Of the paragraphs that got lower rates, "stakeholders participate in the monitoring and evaluation processes and the institution procedures" What is the reason in your opinion?

.....

Of the paragraphs with lower scores, "Stakeholder analysis is conducted to ensure the participation of all project stakeholders in the monitoring and evaluation process" What do you think is the reason?

.....

Of the paragraphs with the lowest ratings, the paragraph "Communication strategy provides information appropriately for stakeholders"

What are the reasons in your opinion?

.....

In your opinion, does the current monitoring and evaluation system have an impact on your performance?

.....

What is the impact of the institution's monitoring and evaluation system on the performance of Atfaluna society for Deaf children?

.....

Annex 5: Semi structured in-depth interview questions (Arabic version)

- هل يوجد نظام رقابة وتقييم للمشاريع التي تقوم بها مؤسستك؟

.....

- هل تعتمد المؤسسة على نتائج نظام المراقبة والتقييم وتستفيد منها في تطوير المشاريع القادمة في المؤسسة؟

.....

- تحليل البيانات الكمية لهذه الدراسة يفيد بأن أقل متوسط جاء لفقرات "المهارات التقنية" وفقرات "اشراك أصحاب المصلحة" وفقرات الإدارة من وجهة نظر الموظفين في المؤسسة بينما حصلت فقرات التخطيط على أعلى الدرجات برأيك ما أسباب ذلك؟

.....

• التخطيط

- يفيد تحليل البيانات الكمية أن فقرة "تساعد عملية التخطيط في تقدير تكلفة موارد المراقبة والتقييم المطلوبة" حصلت على معدل 80%. هل لهذا المعدل تفسير حيث أنه أدنى معدل بالنسبة لفقرات التخطيط

.....

• المهارات

- يفيد تحليل البيانات الكمية أن فقرة " يتم إجراء مسح لتقييم رضا الموظفين عن المشاريع " حصلت على أقل معدل 78%. برأيك ما هي الأسباب؟

.....

- أيضا حصلت الفقرة "تقوم المؤسسة بإجراء تدريبات مكثفة لكادرها العامل على أي مشروع لضمان تطوير المهارات ذات الصلة بإدارة عمليات المراقبة والتقييم" على معدل 80% لماذا لا تهتم المؤسسة بتدريب كوادرها على المشاريع القادمة حتى لضمان جودة المشاريع المقدمة؟

.....

بالنسبة للفقرة "تحدد المؤسسة الأشخاص المهرة للقيام بعمليات المراقبة والتقييم" من فقرات المهارات حصلت على معدل 80% فقط ما السبب

هل الأشخاص الذين يقومون بعمل التقييم ليس من ذوي الخبرات؟ وهل يتم تعيين الشخص المناسب لمثل هذه المهمات أم لا؟

.....

● فقرات اشراك أصحاب المصلحة

من الفقرات التي حصلت على معدلات أقل فقرة " يشارك أصحاب المصلحة في عمليات المراقبة والتقييم وإجراءات المؤسسة" ما السبب برأيك؟

.....

من الفقرات التي حصلت على معدلات أقل فقرة "يتم إجراء تحليل أصحاب المصلحة لضمان مشاركة جميع أصحاب المصلحة في المشروع في عملية المراقبة والتقييم" ما السبب برأيك؟

.....

من الفقرات التي حصلت على معدلات أقل فقرة "توفر استراتيجية الاتصال المعلومات بشكل ملائم لأصحاب المصلحة"

ما الأسباب برأيك؟

.....

● برأيك هل لنظام المراقبة والتقييم الحالي أثر على أدائك؟

.....

● ما تأثير نظام الرقابة والتقييم للمؤسسة على أداء مؤسسة أطفالنا للصم؟

Annex 6: Ethical consideration

بسم الله الرحمن الرحيم

معهد التنمية المستدامة
Institute of Sustainable Development

التاريخ

تسهيل مهمة

يقيد برنامج التنمية المستدامة - بناء مؤسسات وتنمية موارد بشرية - جامعة القدس بأن
الطالب/ة... لدول... أكاديمي... ورقمه/ها الأكاديمي... **S1812546**...
هو/هي أحد طلبة معهد التنمية المستدامة في جامعة القدس يقوم بعمل بحث ودراسة عن:
... نظام... اقتصاد... بيئية... على... للدراسة... في... قطاع... غزة...

وعليه نرجو التكرم منكم بمساعدته/ها للحصول على المعلومات اللازمة لهذه الدراسة، علماً بأن
المعلومات والبيانات التي يحصل عليها الطالب تعامل بسرية تامة ولأغراض البحث العلمي فقط.

وتفضلوا بقبول وافر الاحترام والتقدير،،،


د. تهاي جفال
مديرة برنامج التنمية المستدامة
Institute of Sustainable Development
Al-Quds University

نسخة : الملف

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Annex 7: Consent form



جامعة القدس أبو ديس

"أثر تطبيق نظام المراقبة والتقييم على الأداء المؤسسي -دراسة حالة لجمعية أطفالنا للصم"

أخي المشارك/أختي المشاركة

أنا الباحثة/ بتول اسماعيل مهرة، طالبة ماجستير بجامعة القدس أبو ديس برنامج ادارة المؤسسات والتنمية المستدامة أقوم بإجراء هذا البحث كمتطلب رئيسي من متطلبات الدراسة لنيل درجة الماجستير حيث تهدف هذه الدراسة إلى تقييم أثر تطبيق نظام المراقبة والتقييم على الأداء المؤسسي- دراسة حالة لجمعية أطفالنا للصم.

أتمن عالياً مشاركتكم في تعبئة هذه الاستبانة والتي قد تستغرق 15-10 دقيقة، علماً بأن مشاركتكم طوعية. من المهم أن نشير إلى أن مشاركتكم في الدراسة تعتبر بالغة الأهمية، ونؤكد لكم أن إجاباتكم ستستخدم لأغراض البحث العلمي فقط مع ضمان السرية التامة.

لذا نرجو من سيادتكم تعبئة الاستبانة كاملة بدقة وواقعية وبما يعبر عن رأيك

شكراً لكم على حسن تعاونكم،

الباحثة: بتول مهرة
0597711690

قرأت هذه الاستبانة وأوافق على محتوياتها

توقيع المشارك

التاريخ

Annex 8: List of interviewees (KII)

No	Name	Affiliation
Participant 1	Mr. Fadi Abed	Internal evaluator, Head of monitoring and evaluation unit
Participant 2	Mr. Mohamed Abo Elaiwa	Technical Officer
Participant 3	Mrs. Mandi Serdah	Human Resource Officer
Participant 4	Mr. Ibraheem Almohtadi	Director of Marketing

Annex 9: List of evaluators

No.	Name	Affiliation
1.	Dr. Tareq Obaid	Assistant professor, Doctorate in human resources, Alazhar University, Gaza
2.	Dr. Samira Abo Alshiekh	Doctorate in public health and epidemiology, statistician, MoH, Palestine
3.	Dr. Mosab Elsheikh Khalil	Doctorate in Economics, University College of applied sciences, Gaza
4.	Dr. Ala' Alokosh	Consultant of the strategic plan, University college of applied sciences, Gaza
5.	Dr. Ghassan Abo Hattab	Doctorate of Business administration, Coordinator of the Center for Development Studies, Birzeit University, Palestine

Abstract in Arabic

العنوان: "أثر تطبيق نظام المراقبة والتقييم على الأداء المؤسسي -دراسة حالة لجمعية أطفالنا للصم"

اعداد: بتول إسماعيل خليل مهرة

اشراف: الأستاذ الدكتور محمد مقداد

جمعية أطفالنا للصم في غزة هي منظمة تعنى بمساعدة الأطفال والأشخاص ذوي الإعاقة السمعية في الحصول على التأهيل والتعليم والتدريب المهني. من أهم جوانب أداء المؤسسات مراقبة وتقييم المشاريع. من الدراسة: هدفت هذه الدراسة إلى التعرف على أثر ممارسات الرصد والتقييم على أداء مؤسسة أطفالنا للصم في قطاع غزة. استخدمت الدراسة تصميم مقطعي تحليلي لدراسة تأثير تطبيق أنظمة المراقبة والتقييم على الأداء المؤسسي. تم استخدام برنامج عبر الإنترنت لحساب حجم عينة من الموظفين المستهدفين (إجمالي 134 موظفًا). تم تضمين طريقتين لجمع البيانات؛ أولاً، استبيان استقصائي بالمقابلة استهدف الموظفين الذين تم تعيينهم لمدة ستة أشهر أو أكثر. وشمل ذلك 83 موظفًا بنسبة استجابة 83%. ثانيًا، أسئلة شبه منظمة، المقابلات المتعمقة مع أربعة من KII وكان معدل الاستجابة 100%.

شارك في الدراسة ثلاثة وثمانون موظفًا من جمعية أطفالنا للصم. أظهرت الدراسة أن متوسط الدرجات التراكمي 84%، 82%، 79%، 80%، 83% للتخطيط والخبرة الفنية ومشاركة أصحاب المصلحة والإدارة والأداء على التوالي. كما كان للتخطيط والخبرة الفنية دور مهم في التأثير على أداء المؤسسة كما حظى باهتمام كبير من قبل المؤسسة. أظهر الانحدار الخطي المتعدد تأثيرًا ذو دلالة إحصائية لجميع المجالات التي تم فحصها على أداء المؤسسة حيث القيمة الاحتمالية ($0.05 >$) باستثناء مشاركة أصحاب المصلحة حيث أن القيمة الاحتمالية هي ($0.05 <$). ضمن المقابلات المتعمقة، أكد المشاركون على أهمية جميع مجالات المراقبة والتقييم وخاصة التخطيط على أداء المؤسسة.

في الختام، فإن عملية التخطيط والخبرة الفنية ومجالات المشاركة الإدارية في نظام المراقبة والتقييم لها تأثير إيجابي وهام على أداء جمعية أطفال الصم في غزة، وفقًا لنتائج هذه الدراسة. أداء مؤسسة أطفالنا للصم جيد جدًا بشكل عام حيث أنها تلعب دورًا رئيسيًا في تنفيذ المشاريع في الوقت والتكلفة المحددين مما جعلها رائدة في مجالها. هناك ضرورة لتعزيز دور أصحاب المصلحة ومشاركة الإدارة في المراقبة والتقييم وإيلاء المزيد من الاهتمام لبعض البنود المتعلقة بالخبرة الفنية ومجالات التخطيط لنظام التقييم والرصد.

الكلمات المفتاحية: التقييم، المتابعة، الأداء، المؤسسات، أطفالنا للصم، قطاع غزة.