

**„AL. I. CUZA” UNIVERSITY IN IASI
FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION
DOCTORAL SCHOOL OF ECONOMICS AND BUSINESS
ADMINISTRATION**

**ABSTRACT OF
THE DOCTORAL THESIS**

***MANAGERIAL ANALYSIS OF NON-PROFIT
ORGANISATIONS***

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Misses / Mister _____

We inform you that on the **19th of December 2013, 11:00** hours, in **room R502, UAIC building, Lapusneanu Street**, Misses **Nicoleta BABALIC (CIUCESCU)** from the Faculty of Economics and Business Administration will defend, in public session, the doctoral thesis with the following theme „**Managerial Analysis of Non-Profit Organizations**”, in order to obtain the scientific title of Doctor of Philosophy in the fundamental field of **ECONOMIC SCIENCES**, doctoral field **MANAGEMENT**.

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We forward you the abstract of the doctoral thesis and we invite you to take part in the session in which the thesis will be defended. The thesis can be consulted at the Library of the Faculty of Economics and Business Administration.

RECTOR,

PhD. Univ. Prof. Vasile IȘAN

CONTENTS

| | |
|---|-----|
| INTRODUCTION | 5 |
| The importance and topicality of the approached theme | 5 |
| The aim and objectives of the research | 6 |
| Research hypotheses | 6 |
| Bibliographical documentation on the theme | 7 |
| Research methodology | 7 |
| Structure of the paper | 8 |
| CHAPTER 1 –NON-PROFIT SECTOR – BACKGROUND IN WHICH NON-PROFIT ORGANISATIONS EXIST AND ACT | 11 |
| 1.1. Civil society | 11 |
| 1.2. Sectors of social life | 13 |
| 1.2.1. Public sector | 13 |
| 1.2.2. Private sector | 16 |
| 1.2.3. Non-governmental/non-profit sector | 18 |
| 1.3. Non-profit organisations – definition and particularities | 22 |
| 1.3.1. Concept and terminology | 26 |
| 1.3.2. Vision, mission, objectives and values of non-profit organisations | 29 |
| 1.3.3. Set up of non-governmental organisations | 35 |
| 1.3.4. Functioning of non-governmental organisations | 42 |
| 1.4. Role of non-profit organisations in the Romanian society | 45 |
| 1.4.1. Economic role | 45 |
| 1.4.2. Social role | 47 |
| CHAPTER 2 – FUNCTIONS OF MANAGEMENT AND MANAGEMENT SYSTEM OF NON-PROFIT ORGANISATIONS | 51 |
| 2.1. Prevision in non-profit organisations | 51 |
| 2.2. Organization of the activity of non-profit organisations | 66 |
| 2.3. Coordination in non-profit organisations | 74 |
| 2.4. Training in non-profit organisations | 77 |
| 2.5. Control – assessment in non-profit organisations | 81 |
| 2.6. Management system of non-profit organisations | 84 |
| 2.6.1. Concept and component subsystems | 84 |
| 2.6.2. Organisational subsystem | 84 |
| 2.6.3. Informational subsystem | 85 |
| 2.6.4. Decisional subsystem | 86 |
| 2.6.5. Methodological – managerial subsystem | 86 |
| 2.6.6. Human Resources Management Subsystem | 87 |
| CHAPTER 3 – MANAGERIAL ANALYSIS OF NON-PROFIT ORGANISATIONS | 89 |
| 3.1. Definition of the managerial analysis and of its main content elements | 89 |
| 3.2. Strategic analysis of non-governmental organisations | 90 |
| 3.2.1. Analysis of the scope of activity | 105 |
| 3.2.1.1. Analysis of the competition | 110 |
| 3.2.1.2. Analysis of the internal potential of the organization | 112 |
| 3.2.2. Analysis of competitive strategies at the level of NGOs | 132 |
| 3.2.2.1. Analysis of expenses | 132 |

| | |
|---|-----|
| 3.2.2.2. Analysis of the differentiation strategy | 135 |
| 3.3. Accounting analysis | 136 |
| 3.4. Financial analysis | 140 |
| 3.4.1. Analysis of financial indicators | 140 |
| 3.4.2. Analysis of financial flows | 142 |
| 3.4.3. Cost-benefit analysis | 143 |
| 3.5. Prospective analysis | 145 |
| CHAPTER 4 – PERFORMANCE OF NON-PROFIT ORGANISATIONS | 149 |
| 4.1. Concept of performance and its categories | 149 |
| 4.2. Social performance | 156 |
| 4.3. Economic performance | 161 |
| 4.4. Management performance | 162 |
| CHAPTER 5 – RESEARCH REGARDING THE MANAGERIAL ANALYSIS OF NON-PROFIT ORGANISATIONS IN THE NORTH-EAST REGION OF ROMANIA | 167 |
| 5.1. Research objectives | 167 |
| 5.2. Sample presentation | 167 |
| 5.3. Questionnaire presentation | 169 |
| 5.4. Data analysis and interpretation of results | 177 |
| 5.4.1. Analysis of respondents' opinions regarding vision, mission, objectives | 177 |
| 5.4.2. Analysis of respondents' opinions regarding the exercise of management functions in the organisation's (association's/foundation's) activity | 181 |
| 5.4.3. Analysis of the respondents' opinions regarding the resources of the organisation (human, financial, material, informational) | 192 |
| 5.4.4. Analysis of the respondents' opinions regarding the types of analysis used within the organisation (association/foundation) | 205 |
| 5.4.5. Analysis of the respondents' opinions regarding strategic planning | 219 |
| 5.4.6. Analysis of the respondent's opinions regarding the performance of the organisation (association/foundation) | 224 |
| 5.5. Validation or non-validation status of the formulated hypotheses | 236 |
| GENERAL CONCLUSIONS AND PERSONAL CONTRIBUTIONS | 239 |
| BIBLIOGRAPHY | 247 |
| LIST OF PUBLISHED PAPERS | 257 |
| LIST OF TABLES | 263 |
| LIST OF IMAGES | 264 |
| ABBREVIATION LIST | 269 |
| APPENDAGE 1 Organisational chart of Betania Association Bacau | 271 |
| APPENDAGE 2 Organisational chart of the Bacau Community Support Foundation | 272 |
| APPENDAGE 3 Presentation of the comparative analysis between the private and the non-governmental sectors | 273 |
| APPENDAGE 4 Managerial Analysis Questionnaire | 281 |
| APPENDAGE 5 Non-governmental organisations in the North – East Region of Romania that participate in demand | 285 |

Key words

Management, non-profit, non-governmental, non-profit organisations, association, foundation, mission, strategy, strategic planning, resources, management analysis, cost-benefit analysis, financial flow, donation, financing sources, performance.

INTRODUCTION

The importance and topicality of the approached theme

In a complex social – economic context, non-governmental organizations have a special role in the Romanian society, being set up in order to provide public services for communities in which they conduct their activity, by assuring an intermediation between citizens and authorities. These organizations represent social instruments through the agency of which the identification of adequate solutions for a wide range of issues is aimed at, having as final goal the continuous improvement of life quality.

Each non-governmental organisation has established aims and objectives that guide its activity, but the extent to which it manages to reach them depends on the management applied within it, important in terms of the impact that it has on the obtained short-term and especially long-term results. Unlike organisations in the business sector, the final goal of non-profit organisations is to generate social effects in terms of the supplied services or of the planned and implemented actions.

The degree of importance of management is amplified by the instability of the environment in which it conducts its activity, from the point of view of the availability of financing sources and human resources. This is all the more valid in the topical context, when the fields in which they activate are more and more varied, when the notion of competition is more and more significant in this field, NGOs competing both for the financial resources, as well as for the human resources.

In this context, the adaptation of the management procedures and instruments specific for the business environment to the features of non-profit organisations is necessary. The use of such instruments in the current activity ensures the harmonious development and the productivity of these organisations. Such an instrument is the management analysis, which implies the research of the information held about a NGO and the examination of each component element in order to identify the actual state, as well as the planning of future activities and periodical assessment of the obtained results.

Analysing the evolution of the number of non-profit organizations in Romania between 1997 and 2011, a continuous increase is observed until 2008, when the highest number of NGOs (126228) for the reviewed period was registered. But in the next year, their number decreases with 37%, a sign that the effects of the economic crisis have also been felt in the non-governmental sector. During the following period, until 2011, an increase with approximately 5% of the number of NGOs was registered. This evolution emphasizes the vulnerability of the non-governmental sector to external factors, fact which accentuates the importance of the management applied in NGOs, as well as the importance of adapting the instruments in order to improve the management, to ensure stability, competitiveness and performance among them. The influence of external factors is completed by the one of the field-specific features: lack of direct control on the resource flow, intangible results, difficulty in assessing performance, characteristics of the categories of beneficiaries and their different needs.

These are some of the points of view that emphasize the importance and necessity of conducting the herein research, which aims to identify the important aspects in the activity of non-governmental organisations whose assessment may compose a management analysis specific for these types of organisations, analysis which can constitute a management instrument of great importance in making decisions, formulating and implementing strategies, assessment of the performance of the organisation, etc.

The aim of the research

The herein research aims to achieve the overall image of the global management analysis at the level of non-governmental organizations emphasizing the particularities for this type of units.

The objectives of the research

O1. Presentation of the features of management analysis at the level of non-profit organizations compared to organizations in the private sector.

O2. Definition and theoretical substantiation of the concept regarding the management analysis of non-profit organisations.

O3. Emphasizing the role of the management analysis of non-profit organisations.

O4. Outlining the particularities of the elements of management analysis for non-profit organisations.

O5. Conducting a research regarding the management analysis at the level of non-profit organisations in order to identify the specific aspects that characterize them.

Research hypotheses

In accordance with the approached purpose the following hypotheses were formulated:

H1. Setting the long-term direction and objectives of non-governmental organisations implies strategic planning.

H2. An efficient coordination within non-governmental organisations contributes to the achievement of the objectives and optimization of their activities.

H3. Non-governmental organisations implement specific actions in order to motivate volunteers, that determine their involvement in the activities of the organisation.

H4. The diversity of the financing sources contributes to the financial stability of non-governmental organisations.

H5. The programs and services offered within non-governmental organisations are improved by evaluating their impact on the beneficiaries.

Bibliographical documentation on the theme

In order to illustrate the current stage of the matter, the autochthonous and foreign specialized literature was researched. Thus, the paper reflects different approaches in the field of economic sciences (the field of management in general, of strategic management and of human resources, of organisational psychology and sociology).

I can emphasize that a significant contribution to the approach of the theme subjected to research was made by numerous specialists in the field of management, such as: H. Anheiner, I. Ansoff, B. Bigelow, I. Boboc, J.M. Bryson, D.A. Constantinescu, W. Crittenden, R. Courtney, P. Drucker, M. Dumitrescu, C. Handy, O. Hoffman, O. Jaba, P. Kotler, D. Mason, R.L. Mathis, H. Mintzberg, P. Nica, O. Nicolescu, C. Rusu, P. S. Robbins, J.I. Siciliano, I. Străinescu, R. Steers, M. Stone, I. Verboncu, M. Vlăsceanu, J. Wolch, M.J. Worth etc.

Research methodology

The main research methods that were used in the paper are field sociological survey based on questionnaires, at the same time using other efficient research methods, such as: synthesis, induction, comparison, deduction. The actual research has been focused on the investigation of associations and foundations in the North – East region of Romania that conduct their activity in a multitude of fields, such as: culture, art, sports, recreation, learning, education, research, health, social services, environmental protection, economic and social development, defence of rights and promotion of interests of citizens, philanthropy and volunteering, international cooperation, representing business and professional interests, religion, others.

The questionnaire was applied to a number of 30 associations and foundations in the counties of Bacau, Botosani, Iasi, Neamt, Suceava and Vaslui, between the 1st of June and the 31st of July 2013.

The processing and analysis of the data was realized using the Microsoft Office Excel program.

The scientific innovation of the investigations consists in:

- Highlighting the managerial practices of efficiency and effectiveness;
- Identifying methods of making more efficient the activity conducted by associations and foundations in the context of realizing the managerial analysis at their level.

The theoretical significance and applicative evaluation of the paper is determined, first and foremost, by the possibility of using the obtained results, as well as the drawn conclusions. The solutions that result from the research conducted within the thesis can have positive effects on the quality of the managerial act and implicitly on the performance of associations and foundations, contributing to the re-orientation of the decisional factors towards modern management methods and instruments of the human resource, as well as of the financial one, absolutely necessary for the good development of the activities of these organisations.

Structure of the paper

The objectives of the herein research have conditioned the structuring of the paper in five chapters, plus bibliography, which was the basis of the theoretical documentation and the practical approaches of the research demarche, as well as the appendages.

The “**Introduction**” highlights the rationale which constituted the origin of the doctoral thesis theme, as well as few brief references regarding the aim and objectives of the research, the research hypotheses, the used research methodology, bibliographic documentation on the theme, as well as the presentation of the structure of the paper.

Chapter 1 - “The non-profit sector – background in which the non-profit organisations exist and act” - defines classic research concepts, respectively the civil society and non-profit sector, details a series of aspects regarding the non-profit / non-governmental organisations, such as their terminology, set up and functioning, the chapter ending with the presentation of their economic and social role within the Romanian society.

Chapter 2 - “Functions of management and management system of non-profit organisations” – focuses on the analysis of the information regarding the particularities specific for all management functions and of the management subsystem, existent within non-profit organisations. Thus, the prevision, organizational, coordination, training, control – evaluation functions and the component subsystems of the management system are detailed in separate sub-chapters.

Chapter 3 - “Management analysis of non-profit organisations” – includes the defining and content elements of managerial analysis, with reference to the presentation of the different types of analysis. This chapter covers in distinct sub-chapters the strategic analysis, accounting analysis, financial analysis and prospective analysis of non-governmental organizations.

Chapter 4 - “The performance of non-profit organisations” – illustrates the dimensions of performance: *effectiveness or obtaining results, service quality and efficiency; main performance measurement methods and main types of performance: social, economic and managerial.*

In **chapter 5 - “Research regarding the managerial analysis of non-profit organisations in the North - East region of Romania”** – comprises the research objectives, sample presentation, questionnaire presentation, data analysis and interpretation of the research results, as well as the validation or non-validation status of the formulated hypotheses.

The research was conducted by means of a questionnaire which was structured on seven areas of interest for the managerial analysis, respectively:

- the first area of interest referred to *vision, mission, objectives;*
- the second area of interest regarded the *exercise of management functions in the organisation’s (association’s/foundation’s) activity;*
- the third area of interest followed the analysis of the *organisation’s resources (human, financial, material, informational);*
- the fourth area of interest regarded the *types of analysis used in non-governmental organisations;*
- the fifth area of interest highlighted *strategic planning;*

- the six area of interest regarded the *performance of* associations/foundations;
- the seventh area of interest aimed at obtaining information regarding *identification data* regarding the form of constitution, county and field or fields which they address with programs and services.

The final part of the paper, “**General conclusions and personal contributions**”, presents the conclusions of the theoretical – methodological demarche and of practical applicability approached within the conducted research and emphasizes the personal contributions.

CHAPTER 1

NON-PROFIT SECTOR – BACKGROUND IN WHICH NON-PROFIT ORGANISATIONS EXIST AND ACT

The non-profit sector has existed in the organisational system of social life, and is also known in the specialized literature under the name of “the third sector” or “the independent sector”, for at least four centuries in the form of activities conducted by the church, philanthropic or charity institutions, mutual aid associations, private schools etc.

Even if some of the organisations and activities characteristic for the non-profit sector formed the basis of some detailed and comprehensive analyses, the non-profit sector as such began to be studied shortly, which justifies the ambiguous character or the lack of semantic clarity in defining this sector.

The non-profit sector is a notion that describes apolitical associative forms that don't represent parts of a fundamental state institution and neither of the business sector. Thus, the non-governmental organisations - associations or foundations, trade unions, employers' unions are the actors of the non-profit sector who make representations to decision factors, to institutions of the lawful state in order to influence them, in the sense of defending the rights and interests of the citizen groups they represent.

The non-profit sector is the simplest notion to describe an entire system of structures, that implicate the citizen in his different poses as member of a non-governmental organisation, of a trade union or of an employers' organisation.

The non-profit sector consists of citizens, associates in various forms, who have the same interests and who dedicate their time, experience and knowledge to promote and defend these rights and interests.

A **non-governmental organisation** (abbreviated **NGO**) is an institution that carries out its activity independently of the government's activity, although some non-governmental organisations are partially or entirely financed by it.

CHAPTER 2

FUNCTIONS OF MANAGEMENT AND MANAGEMENT SYSTEM OF NON-PROFIT ORGANISATIONS

At the present there is no unanimously accepted delimitation of these functions or a consensus as to their number. In Romania however a quasi-unanimous consensus of the specialists was reached regarding the division of the management process into the following five functions:

- prevision;
- organisation;
- coordination;
- training;
- control-evaluation.

The management system is the result of important decisions taken by the non-profit organisation's management that comprises the totality of the decisional, organisational, informational, methodological and motivational elements and of the relations between them. By

means of the management system management processes of the non-profit organisation's activities are exercised in order to reach the set objectives, while achieving the highest possible effectiveness.

The non-profit organisation's management system includes the following component subsystems:

- organisational subsystem;
- informational subsystem;
- decision making subsystem;
- methodological-managerial subsystem;
- human resources management subsystem.

All these component subsystems differ depending on the nature and characteristics of the used instruments.

CHAPTER 3

MANAGERIAL ANALYSIS OF NON-PROFIT ORGANISATIONS

The set of methods and procedures used in assessing the activities and characteristics specific to non-governmental organisations, that can contribute to the elaboration, implementation and evaluation of strategies meant to optimize the activities within organisations, are gathered under the general notion of managerial analysis. In the works of some authors a series of approaches regarding managerial analysis were attempted, but only from the perspective of business organisations and without an actual conceptual clarification.

The comparative analysis contributed, on one hand, to the more profound understanding of the researched field, and on the other hand, to the elaboration of the questionnaire (appendage 4) used in the research found in chapter 5.

It is necessary to emphasize the fact that the managerial analysis is in course of completion of the content, in terms of components and operationalization.

The assessment of the level of performance that can be reached by a non-profit organisation requires an analysis of the field in which it conducts its activity, targeting aspects such as the potential of the organisation and the specific level of competition.

The environment in which the organisation conducts its activity has a major influence on its strategies, on the possibilities to accumulate resources, as well as on the characteristics of the human resources needed to carry out activities within the organisation.

The main activity fields in which non-profit organisations can conduct their activity are:

- culture, art, sports, recreation;
- learning, education, research;
- health;
- social services;
- environmental protection;
- economic and social development;
- defending the rights and promoting the interests of citizens;
- philanthropy and volunteering;
- international cooperation;
- representing business and professional interests;
- religion;
- other.

CHAPTER 4

PERFORMANCE OF NON-PROFIT ORGANISATIONS

The interest of non-profit organisations for measuring performance and achieving objectives has risen in the last period, becoming an essential element for the survival of the organisation. The main reasons that underlie the increase in interest are:

- increase of the number of newly-formed organisations;
- increase of budgetary cuts;
- decrease of the number of donors;
- increase of the challenges arising from the multitude of social cases.

Moreover, the majority of stakeholders associated with non-profit organisations want to know if the programs or services they support have a positive and visible impact on the community.

Thus organisations feel the need to demonstrate the effectiveness of the programs they supply and the fairness with which they use funds made available to them.

3 dimensions of performance were identified:

- effectiveness or obtaining results;
- service quality;
- efficiency.

For the best possible assessment at a managerial level, non – profit organisations must develop a continuous internal assessment system that targets the efficiency and effectiveness of the conducted programs and of decision makers.

Some clues that may form a clearer image of managerial performance are:

- interdependency;
- team work;
- manner of solving problems at task level;
- productivity;
- member safety
- degree of mutual aid.

The most important thing in assessing performance is the continuity in assessing, measuring and evaluating it, regular formulation of assessments, in order to maintain a constant vision, so that a problem is tracked down in good time.

CHAPTER 5

RESEARCH REGARDING THE MANAGERIAL ANALYSIS OF NON-PROFIT ORGANISATIONS IN THE NORTH – EAST REGION OF ROMANIA

5.1. Research objectives

In order to reach the aim proposed by the herein research the following objectives were formulated:

O1. Presentation of the features of managerial analysis at the level of non-profit organisations compared to organisations in the private sector.

O2. Definition and theoretical substantiation of the concept regarding the managerial analysis of non-profit organisations.

O3. Emphasizing the role of the managerial analysis of non-profit organisations.

O4. Outlining the particularities of the non-profit organisations' managerial analysis elements.

O5. Conducting a managerial analysis at the level of a few non-profit organisations in order to identify the specific aspects that characterize them.

5.2. Sample presentation

In order to make a global managerial analysis at the level of non-governmental organisations in the North - East region of Romania a research was conducted by statistical survey on a sample of 30 non-governmental organisations in the counties of Bacau, Botosani, Iasi, Neamt, Suceava and Vaslui, of which 22 associations and 8 foundations.

Collection of the data necessary to realize the herein research implied the elaboration of a questionnaire, and for its application, representatives of the management of the organisations were contacted by phone in order to establish the manner in which the questionnaire was going to be filled in, respectively by email or at their registered offices.

5.3. Questionnaire presentation

The elaboration of the questionnaire used for the collection of the data necessary for the herein research, followed a series of aspects related to the global managerial analysis of non-governmental organisations. To that effect, the questionnaire (Appendage 2) contains a number of 56 statements (symbolized within the text from A1 to A56) grouped in seven areas of interest of managerial analysis, respectively:

- the first area of interest referred to *vision, mission, objectives* and was analysed in terms of three statements: A1, A2 and A3;
- the second area of interest regarded the *exercise of management functions in the organisation's* (association's/foundation's) *activity* through the medium of 14 statements (A4-A17);
- the third area of interest followed the analysis of the *organisation's resources* (*human, financial, material, informational*) with the help of statements A18 - A22 human resources, A23 - A28 financial resources, A29 and A30 material resources, A31 - A33 informational resources;
- the fourth area of interest regarded the *types of analysis used in non-governmental organisations* by the agency of statements A34 - A41;
- the fifth area of interest highlighted *strategic planning* by statements A43 - A47;
- the sixth area of interest regarded the *performance of* associations/foundations by statements A48 - A53;
- the seventh area of interest aimed at obtaining information regarding *identification data*, regarding the form of constitution, county and field or fields which they address with programs and services (A54-A56).

5.4. Data analysis and interpretation of the results of the research

5.4.1. Analysis of the respondents' opinions regarding vision, mission, objectives

For the first area of interest of the questionnaire, that targets aspects regarding vision, mission and objectives, the results were centralized and processed obtaining, for each statement the average scores presented in figure 5.8.

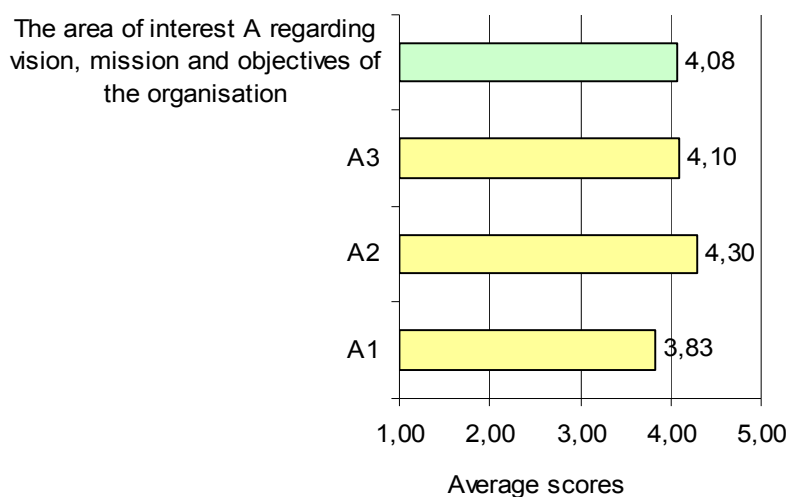


Figure 5.8. Average score of the area of interest A regarding vision, mission and objectives of the organisation

The setting of clear objectives contributes to the outlining of future directions of the association/ foundation, together with the vision and mission. The vision and mission of non-governmental organisations in the North – East region offers an important context in what regards the measurement of the effectiveness of its activities, and, on the other hand, influences the process of attracting and keeping employees and volunteers.

5.4.2. Analysis of the respondents' opinions regarding the exercise of management functions in the organisation's (association's/ foundation's) activity

From the analysis of the data obtained for area of interest B, a series of conclusions can be drawn, that contribute to the forming of an overall image regarding the exercise of management functions within non-governmental organisations.

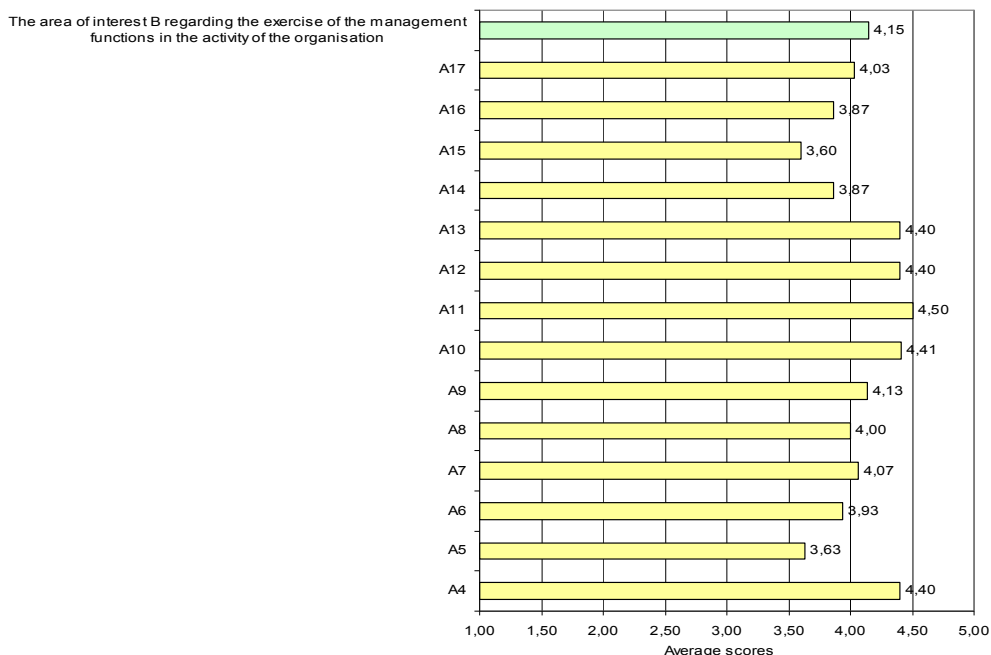


Image 5.23. Average score of the area of interest B regarding the exercise of the management functions in the activity of the organisation

The highest average score, respectively 4,50 was registered by statement A11 regarding the collaboration between the board of directors and the management team, which may be due to the fact that within an association or foundation the achievement of objectives implies an efficient collaboration which also contributes to a good coordination, by adequately communicating within the organisation.

Because of the management's high level of involvement, fact revealed by statement A12, with an average score of 4,40, the management teams of organisations have an adequate and efficient collaboration with the staff (employees and volunteers), at a superior level, aspect revealed by A13 with an average score of 4,40, while also continuously evaluating the activity, aspect highlighted by the average score of 4,03 obtained for statement A17.

5.4.3. Analysis of the respondents' opinions regarding the organisation's resources (human, financial, material, informational)

The non-governmental organisation's resources (human, financial, material, informational) have been analysed through the agency of statements A18-A33. The analysis of the results of the area of interest C, regarding the resources of the associations/foundations subjected to research emphasizes the following hierarchy of resource categories depending on the average score obtained for each:

- informational resources, measured through the agency of statements A31, A32 and A33 obtained an average score of 3,92;
- material resources, measured through the agency of statements A29, A30 obtained an average score of 3,83;
- human resources, measured through the agency of statements A18 - A22 obtained an average score of 3,42;
- financial resources, measured through the agency of statements A23 - A28 obtained an average score of 2,94.

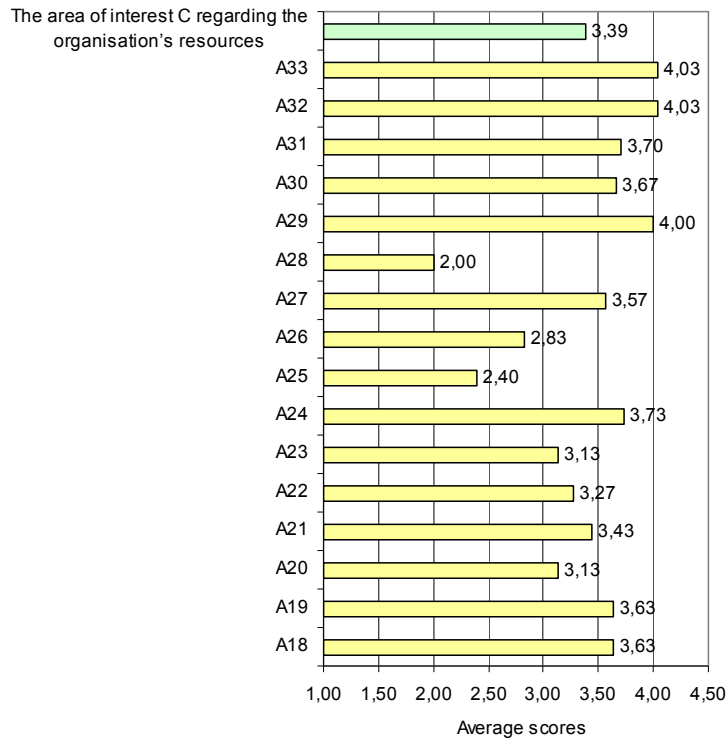


Image 5.40. Average score for the area of interest C regarding the organisation's resources

As can be seen the area of interest C regarding the organisation's resources has obtained an average score of 3,39, and the utmost attention is given to informational resources, followed by material, human and financial resources.

5.4.4. Analysis of the respondents' opinions regarding the types of analysis used in the organisation (association/foundation)

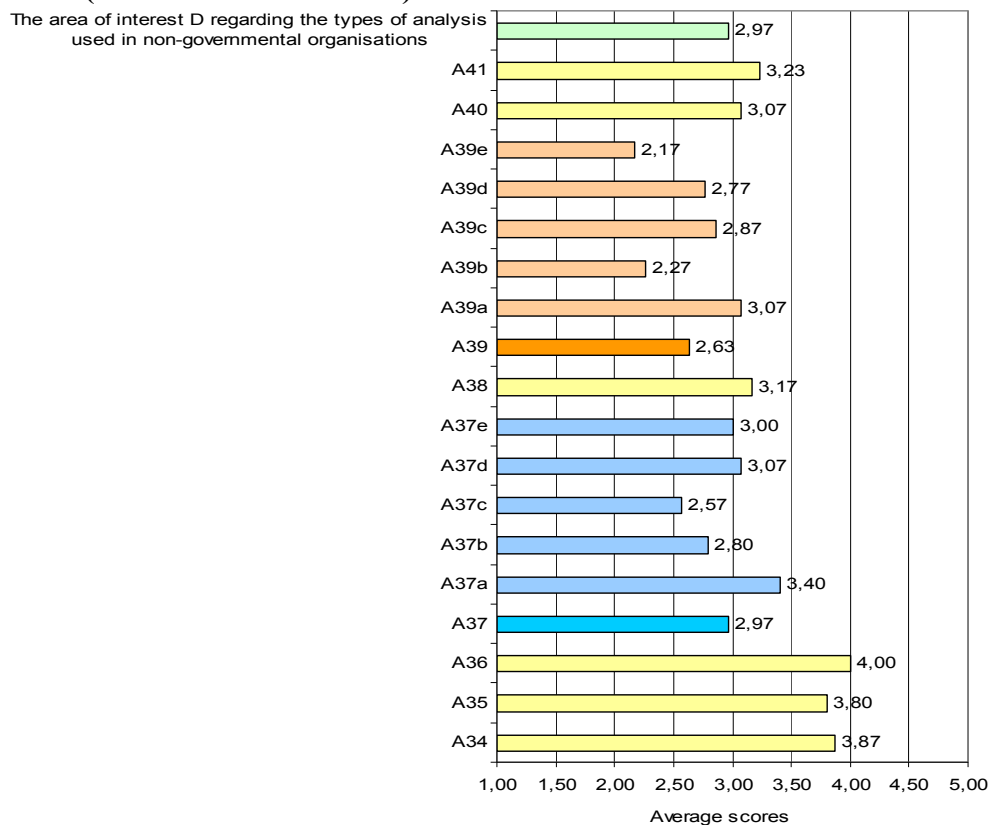


Image 5.59. Average score for the area of interest D regarding the types of analysis used in non-governmental organisations

At the level of non-governmental organisations a series of analysis can be done, that regard various aspects, such as assessment of the financial stability, of the organisation's internal potential, of the conducted activities, of the financial flows, but also expense analysis, of the target groups which organisations addresses with programs and services. The results obtained within this area of interest of the questionnaire reveal the preoccupation of respondent non-governmental organisations to make different types of analyses and assessments of the activities from different points of view.

Non-governmental organisations take into account the obtaining of the necessary profit / surplus in order to achieve the proposed objectives. Reducing costs can have an important contribution to the profit / surplus increase, this aspect often constituting a determinant factor for differentiating some organisations from others. The obtained average score of 2,97 per total area of interest shows a tendency of respondent non-governmental organisations to make the various analyses and assessments, but does not represent an important preoccupation for them.

5.4.5. Analysis of the respondents' opinions regarding the strategic planning

For statement A42- *The organisation has developed a concrete and realistic medium / long-term development strategic plan*, the following results were obtained (image 5.60): 22 organisations have answered YES, and 8 organisations answered NO.

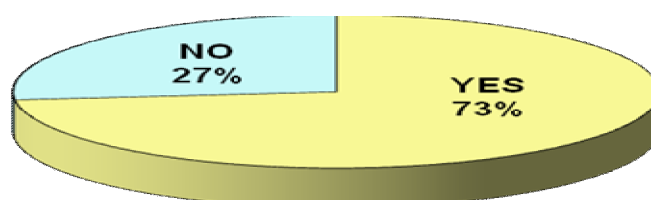


Image 5.60. Respondent distribution according to the expressed opinion regarding the existence of a concrete and realistic medium /long-term development strategic plan

The statement aimed at identifying those non-governmental organisations that conduct strategic planning and in consequence have developed a concrete and realistic medium /long-term development strategic plan.

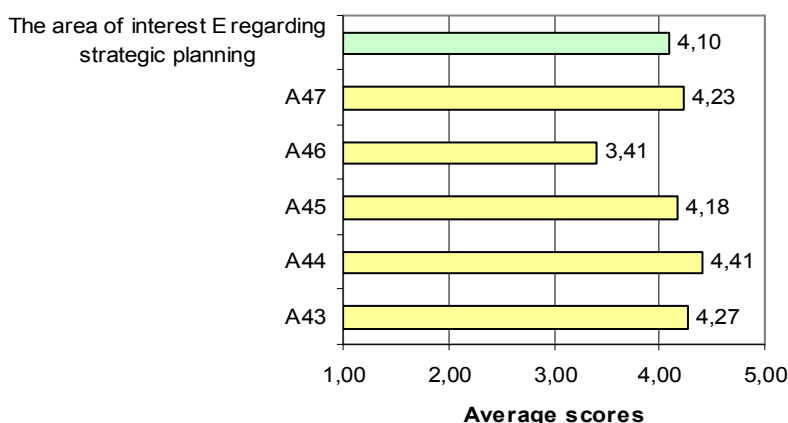


Image 5.67. Average score for the area of interest E regarding strategic planning

From the analysis of the results obtained in statements A43 - A47 an overall image of the non-governmental organisations regarding strategic planning can be outlined.

For area of interest E regarding the opinion of organisations about strategic planning and average score of 4,10 was obtained, which reveals the fact that strategic planning is frequently used by the questioned associations / foundations.

5.4.6. Analysis of the respondents' opinions regarding the organisation's (association's/ foundation's) performance

Area of interest F regarding the performance of the organisation was analysed with statements A48 – A53.

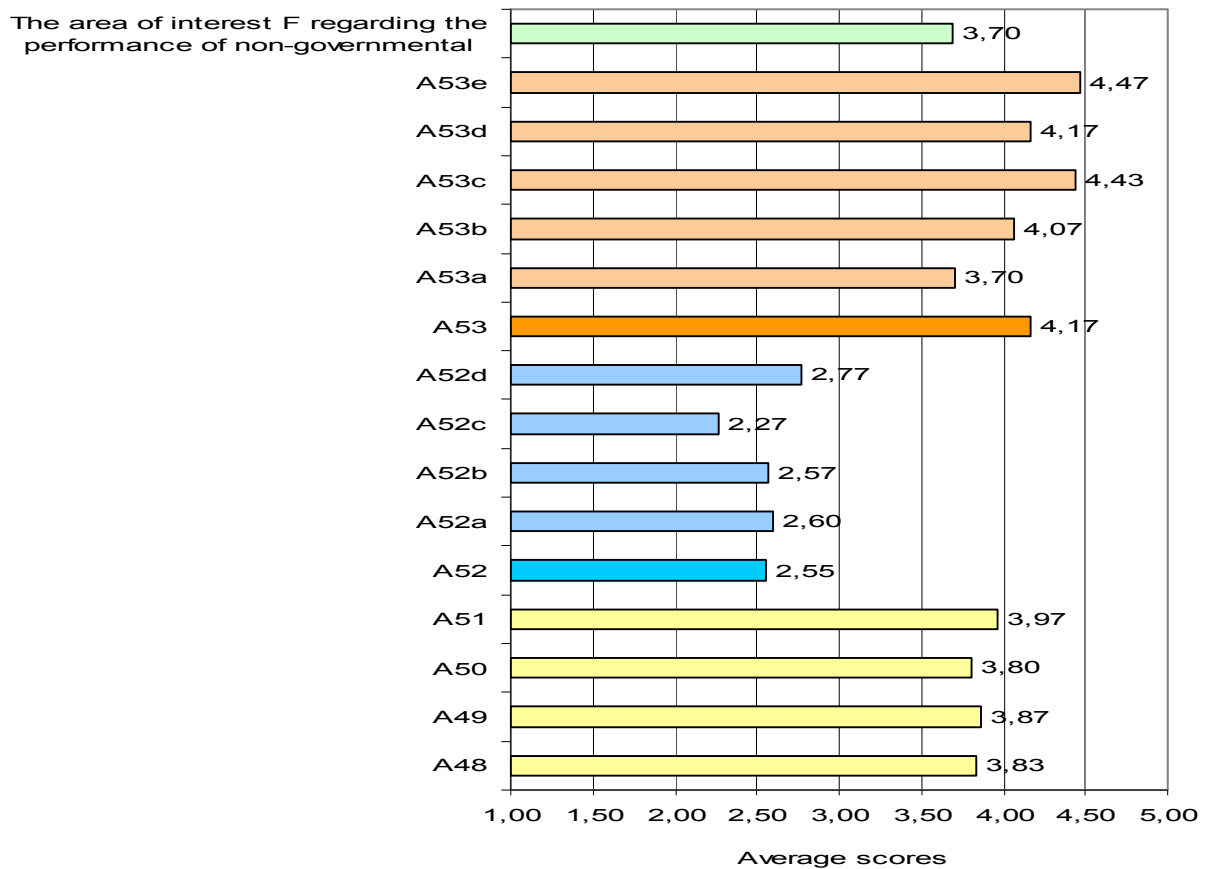


Image 5.83. Average score of the area of interest F regarding the performance of non-governmental organisations

Analysing the average scores obtained for statements within area of interest F- performance of the organisation, is found that there is a pretty big connection between statements A48 “*The organisation assesses the impact of programs and services among beneficiaries*” (average score: 3,83), A49 “*Improvement of the offered programs and services is done based on the results of the monitoring and assessment process*” (average score: 3,87), A50 “*In the organisation there is an internal system through which the quality of the supplied services is ensured*” (average score: 3,80), A51 “*The organisation’s programs and services are acknowledged and efficient*” (3,97), with a tendency to overestimate, in the case of statement A51, aspect reinforced by the average score of statement A53b regarding the assessment of performance by the questioned organisations in terms of the quality of the performed services, where the average score of 4,07 was obtained.

5.5. Validation or invalidation status of the formulated hypotheses

The results obtained from applying the questionnaire on the sample of non-governmental organisations in the North – East region of Romania lead to the validation/invalidation of the research hypotheses.

II. Setting the direction and long-term objectives of non-governmental organisations implies strategic planning.

This hypothesis is validated by the results, respectively the high average scores (4,10 and 4,27), obtained in statement A3 “*Assess the extent to which the fundamental objectives of the organisation establish long-term priorities (2-3 years)*” and in statement A43 “*Strategic planning contributes to the clarification of the organisation’s direction*” within the questionnaire, that reveals

a wide applicability of strategic planning in non-governmental organisations with the help of which they set their direction and long-term priorities.

12. An efficient coordination within non-governmental organisations contributes to reaching the objectives and to the optimization of their activities.

The high level of communication within the questioned non-governmental organisations, as well as the informational flow between members, contribute to the motivation of volunteers by means of their efficient management, fact which leads to an efficient and effective functioning of the organisation. These aspects were measured using statements A8 “*Coordination ensures the synchronization of actions and decisions by adapting to the conditions of the environment in which your organisation conducts its activity.*”, A9 “*At the level of your organisation, coordination implies the existence of an adequate communication because of its impact on the entire activity within the organisation, as well as in the external relations*”, A20 “*There is an efficient volunteer management that motivates them*” and A31 “*The informational flow between members favours an efficient and performant functioning of the organization*”.

The hypothesis is validated due to the results obtained for these statements, respectively to the average scores: A8 (average score of 4,00), A9 (average score of 4,13), A20 (average score of 3,13) and A31(average score of 3,17).

13. Non-governmental organisations implement specific actions for motivating volunteers, which determines their involvement in the organisation’s activities.

Average scores obtained for statements A14 “*At the level of your organisation there is a training process, both for employees, as well as for volunteers*” (average score 3,87), A15 “*There are actions and methods for staff motivation*” (average score of 3,60), A20 “*There is an efficient volunteer management that motivates them*” (average score of 3,13) and A53d “*Please grade from 1 to 5 your organisation’s performance in terms of: b. Efficiency and involvement of human resources in the achievement of the objectives*” (average score of 4,17) which led to the validation of this hypothesis, prove that motivation of volunteers represents one of the important concerns of non-governmental organisations.

14. The diversity of financing resources contributes to the financial stability of non-governmental organisations.

The validation of this hypothesis is the result of the correlation between the average scores obtained at statements A23 “*There is an efficient fund raising strategy*” (average score of 3,13), A24 “*The organisation uses a variety of financial resources*” (average score of 3,73), A25 “*The organisation elaborates projects which it forwards to the competent bodies in order to obtain European funds*” (average score of 2,40), A26 “*An important financing source of the organisation is represented by grants*” (average score of 2,83), A27 “*At the level of your organisation donation is an important financing source for the organisation*” (average score of 3,57) and A28 “*Revenue from economic activities constitute an important financing source for the organisation*” (average score of 2,00) by which both the importance of the variety of financing sources, as well as its existence within non-governmental organisations is outlined.

15. Within non-governmental organisations, the programs and services offered are improved by evaluating their impact within beneficiaries.

This aspect is verified through the results obtained at statements A41 “*Analyse the market and target groups in order to identify the types of programs and services that can be useful to the beneficiaries and revenue generators for your organisation.*”, A48 “*The organisation evaluates the impact of programs and services among beneficiaries*”, A49 “*The improvement of the offered programs and services is done based on the results of the monitoring and evaluation system*”, A50 “*Within the organisation exists an internal system by which the quality of the provided services is ensured*”, A51 “*The organisation’s programs and services are acknowledged and effective*” and A53b “*Please grade from 1 to 5 your organisation’s performance in terms of: b. The quality of the provided services*” the correlation of which, done by the obtained average scores validates this hypothesis (A41- average score of 3,23; A48- average score of 3,83; A49- average score of 3,87; A50- average score of 3,80; A51- average score of 3,97; A53b- average score of 4,07).

GENERAL CONCLUSIONS AND PERSONAL CONTRIBUTIONS

1. General conclusions

Human, financial, material and informational resources of non-governmental organisations represent that essential, and at the same time critical, component of the managerial analysis. All resource categories influence the association's / foundation's organisational stability.

From the results obtained within the herein research it can be ascertained that both the correct appropriation of the organisation's vision by its members, as well as the actual and engaged involvement of the management determine the organisation's employees to become more responsible.

At statement A3 *“Assess the extent to which the fundamental objectives of the organisation establish the long-term priorities (2-3 years)”* an average score of 4,10 was obtained, which emphasizes the fact that the long-term direction and priorities of non-governmental organisations are determined by the fundamental objectives of the organisation.

The average score of 4,27 obtained for statement A43 *“Strategic planning contributes to the clarification of the organisation's direction”* emphasizes the importance of strategic planning within non-governmental organisations and if the average score for this statement is compared to the average score of 4,40 obtained for statement A4 *“Assess the extent to which prevision is important for your organisation”* we notice that also in the case of non-governmental organisations strategic planning is based on an important management function, namely prevision.

Another management function, whose importance within the researched non-governmental organisations has been assessed at a score near to that of prevision, measured by statement A4 *“Assess the extent to which prevision is important for your organisation.”*, is the coordination function, that was measured by statement A8 *“Coordination ensures synchronization of actions and decisions by adapting to the conditions of the environment in which your organisation conducts its activity.”* for which an average score of 4,00 was obtained. Concurrently, high average scores were obtained for other statements within area of interest B, regarding the exercise of management functions within non-governmental organisations, the average score obtained for this area of interest being of 4,15 from a maximum average score of 5. Thus, both the importance of each management function, as well as their importance and high applicability level within the researched non-governmental organisations are emphasized, through the connection between these functions reflected by the results obtained for this area of interest.

The high level of involvement of the management and the efficient collaboration between the management team and the organisation's employees induce seriousness and responsibility on the employees' side towards the organisation's mission and vision, most questioned organisations giving answers over the average in proportion of 63% to the statement A18 *“Employees manifest seriousness and responsibility towards the organisation's mission and vision”*, for which the average score of 3,63 was obtained, a similar tendency being also present in statements A12 *“The managing director actually gets involved with engagement in the organisation's mission and vision”* (average point of 4,40) and A13 *“The management team collaborates efficiently with the staff (employees and volunteers)”* (average score of 4,40).

In order to reach the objectives set by the researched non-governmental organisations, besides human resources, the financial, material and informational resources are also absolutely necessary.

As far as fund raising goes, a large part of the questioned organisations, respectively 40% use fund raising strategies, to a large extent or to a very large extent, although for 46% of the total questioned organisations, donation represents an important financing source for the organisation, these needing the existence of a fund raising strategy or a re-evaluation of the existing strategy.

For 43% of the respondent associations/foundations, an important financing source is represented by grants, but if we analyse statement A25 *“The organisation elaborates projects which it forwards to the competent bodies in order to obtain European funds”*, we notice that only 23% of them elaborate projects which they forward to the competent bodies in order to obtain European funds, the difference of 20% focusing on grants obtained from Romanian public authorities.

64% of the organisations don't carry out at all or carry out to a very small extent projects for obtaining European funds. A proportion of 44% of the questioned organisations don't rely on projects or these represent a negligible source for them. The differences are explained by the fact that accessing European funds represents for many of the associations/foundations that participated in the study a laborious and cumbersome process that requires qualified human resources and a very good financial stability of the organisation.

Overall, we can consider that most questioned non-governmental organisations situate themselves at a medium level of development, which however does not allow them to elaborate projects in order to obtain European funds, and that is why many of the organisations (69%) prefer to orient themselves towards grants from Romanian public authorities, to the detriment of accessing European funds.

Even though revenue from economic activities represents an opportunity to obtain the financial resource, only 10% of the organisations consider this financing source important, given that economic activities, most of the time require qualified personnel and important financial investments.

Drawing a conclusion from the results obtained for statement A24 "*The organisation uses a variety of financial resources*", for which an average score of 3,73 was obtained, it is ascertained that non-governmental organisations require and even tend to rely on a variety of financial resources thus ensuring their financial stability. For that matter, a pretty obvious connection is noticed between statements A23 "*There is an efficient fund raising strategy*", A26 "*An important financing source of the organisation is represented by grants (financing projects)*", A27 "*At the level of your organisation, donation is an important financing source for the organisation*" and A28 "*Revenue from economic activities constitutes an important financing source for the organisation*". The small difference between the average scores obtained for the above statements reveals that non-governmental organisations don't consider any of the financing sources presented in the questionnaire as being of major importance, but each of them being used with an over-average frequency (less the revenue from economic activities), accent being placed on the diversity of financing sources.

About the material resources of the questioned non-governmental organisations we can say that they are suitable for a good conduct of their business, aspect confirmed by the high average score obtained for statements A29 "*The organisation has access to the equipment and materials necessary for the conduct in good conditions of its activity*" (average score of 4,00) and A30 "*The technological endowment of the organisation is suitable for optimization of all activities*" (average score of 3,37).

The access to information of the questioned non-governmental organisations is an easy one, favouring the efficient organisation and functioning of their activities. Of the questioned organisations, 84% stated that they have easy access to various information sources at a minimum medium level, 77% even declaring they have a higher than average access to information. Due to the above presented shares, an average score of 4,03 was obtained for statement A32 "*The organisation has easy access to various sources of information necessary for the conduct of their activity*". An identical average score was also obtained for statement A33 "*The organisation has the capacity to use the sources of information to achieve its objectives*" which shows that the questioned non-governmental organisations, besides the easy access to various sources of information, also hold a superior capacity to process it.

In area of interest C regarding the resources of the organisation, an average score of 3,39 was obtained, which confirms the high level of importance within the researched non-governmental organisations, contributing alongside management functions and strategic planning, to the directing of the organisation's entire activity.

The average score of 3,87 obtained for statement A34 "*Do you know well the competitors of your organisation*" shows a good knowledge of the competition by the questioned non-governmental organisations, 70% of them stating that they know their competitors to a large and to a very large extent. A good knowledge of the competition in the case of the questioned organisations is also determined by the fact that their financing sources are to a large extent the same, this also being the main reason for the competition between them. This aspect was also

emphasized during the discussions had with representatives of organisations, who claimed that one may rather speak of partnerships than competition, but that they become competitors when they have to share financing sources.

The importance given to resources by the questioned non-governmental organisations is also reflected in statement A35 *“Do you conduct periodical assessments of the internal (human, material, financial) potential of the organisation?”* for which an average score of 3,80 was obtained.

With regard to statement A36 *“Do you conduct a systematic analysis of the organisation’s expenses”* the large share of organisations that periodically analyse their expenses, respectively of 97%, is explained by their dependency on the financiers, the latter being interested in the manner in which the money is spent. Thus, organisations elaborate and forward to their financiers on a periodical basis financial and activity reports in which they present both the achievements, as well as the quantity of resources used for the reported activities. All these aspects have generated for statement A36 an average score of 4,00. Of the total questioned organisations only 74% declared that they conduct an evaluation of financial flows, that determined the obtaining of an average score of 3,17 for statement A38 *“Assess your organisation’s financial flows (for non-profit activities, including special destination activities and for the conducted economic activities)”*, while only 68% of the questioned organisations claimed that they have a system that registers the revenue and expenses distinctly, generating an average score of 3,07 for statement A40 *“You have a system that registers the revenue and expenses distinctly per projects, programs and services”*.

By correlating the following statements:

- A37e *“The organisation’s activities are assessed through the agency of financial indicators, such as project rate of return”*
- A39a *“Assess the financial stability considering several indicators, such as yearly average of approved financing applications”*
- A52a *“The performance measurement within your organisation takes into consideration indicators, such as cost per collected monetary unit (measures the value of costs determined by collecting one monetary unit from sponsors or partners)”*

it results that, in relation to covering their financial necessity, the questioned organisations are oriented to the elaboration of programs and projects for which they file financing applications to the local authorities and sponsors, aspect highlighted by the average score of 3,07 obtained for statement A39a.

Correlating the results obtained for statement A48 *“The organisation assesses the impact of programs and services among beneficiaries”* with those obtained for A41 *“Analyse the market and target groups in order to identify the types of programs and services that can be useful to beneficiaries and generators of revenue for your organisation.”*, we can say that non-governmental organisations are interested in identifying those types of programs and services that intercede their obtaining of funds, but in terms of the social effects the programs and services produce to the beneficiaries, more than in terms of the revenue these programs and services can generate for organisations.

Strategic planning is realized in 73% of the associations/foundations participant in the research. Within area of interest E regarding strategic planning, statement A44 *“Strategic planning helps for a more efficient use of all resources the organisation has”* obtained the highest average score of 4,41, followed by statement A43 *“Strategic planning contributes to the clarification of the organisation’s direction”* with an average score of 4,27. Thus the conclusion can be drawn that most of the respondent non-governmental organisations set the direction of the organisation and allocate resources, necessary for a good functioning of it, through strategic planning. Furthermore, statement A47 *“The strategic plan is followed carefully and adapted depending on the intervened changes”* obtained an average score of 4,23, and statement A45 *“Strategic planning constitutes a basis for the development of management and of the organisation”* obtained an average score of 4,18, which emphasizes the importance given by the non-governmental organisations to strategic planning in relation to the development of the organisation and to the adapting of the strategic plan to the occurred changes. Thus, by using adequate analysis techniques non-governmental

organisations identify changes in the environment and modify the strategic plan, which contributes to the optimization of all activities of the organisation and to its perpetuation.

The results obtained for statements:

- A48 *“The organisation assesses the impact of programs and services among beneficiaries”* with an average score of 3,83
- A49 *“The improvement of the offered programs and services is realized based on the results of the monitoring and evaluation process”* with an average score of 3,87
- A 50 *“In the organisation there is an internal system which ensures the quality of the provided services”* with an average score of 3,80

emphasize that a share of 90% of the questioned non-governmental organisations hold a system for evaluating the quality of the supplied services, their concern for outlining a positive image by supplying superior quality services to beneficiaries being thus revealed, even if many of the beneficiaries don't pay for their services. At the same time they seek an evaluation of the effects produced by the services supplied by non-governmental organisations, subsequently improving the supplied services, based on the results obtained from their monitoring and assessment.

The tendency of non-governmental organisations to evaluate their performance more in terms of the social effects produced by the offered services and programs (A48, A49, A50), rather than in terms of financial effects, is also strengthened by the average score of 2,55 obtained for statement A52 *“The measurement of performance within your organisation takes into consideration indicators, such as: cost per collected monetary unit, average value of one donation, improved alliances within the community, degree of coverage of the necessary donations”*.

For statement A53 *“Please grade from 1 to 5 the performance of your organisation in terms of: collection of funds, quality of provided services, spending the obtained funds, efficiency and involvement of human resources in achieving objectives, the quality and efficiency of the management team”* an average score of 4,17 was obtained, thus outlining a high level of performance of the questioned non-governmental organisations.

2. Personal contributions

a. Theoretical

- Conducting a comparative analysis (Appendage 3) between the private and the non-governmental sector, through which the similarities and differences between the two compared sectors were highlighted. The comparative analysis was structured in 4 sections which focused on:
 - *Legal aspects*: legal regulation, general provisions, number of shareholders, registered capital/assets, financial contribution, articles of incorporation, subsidiaries/branches, public utility status, set up, dissolution/liquidation, management structure;
 - *Managerial aspects*: decision-making process, activity types, personnel categories, human resources management, organisational skills, assessing the individual and organisational performance, interests of organisational actors, resource flows, competition;
 - *Financial aspects*: possible income sources, most important financial resources, result of the financial year;
 - *Aspects regarding the exercise of the management functions*: prevision function, organization function, coordination function, training function, control – evaluation function.
- The aspects that result from the comparative analysis between the private and the non-governmental sector led to a better understanding of the general background of NGOs and to the elaboration of the questionnaire (Appendage 4), through the agency of which we obtained information necessary to emphasize the manner of using managerial analysis within non-governmental organisations.

b. Applicative

- Elaboration of the questionnaire, which consists of 56 statements, grouped in seven areas of interest, follows the obtaining of information regarding particularities of the managerial analysis of non-governmental organisations. For a better understanding of the studied field,

- the obtaining of information regarding the non-governmental organisations' manner of approaching management functions was also followed by applying the questionnaire.
- Conducting an actual analytical research based on questionnaire, regarding the applicative managerial analysis in NGOs, led to the emphasizing of several aspects important for knowing and increasing the performance of these types of organisations.

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