

Questionnaire for Beneficiaries

The questionnaire comprises three parts (A to C).

Part A - a single question on your level of satisfaction with the overall services

Part B - a set of 26 statements on your assessment of the quality of services delivered.

Part C - four questions: one on overall service quality assessment; one on your years of service experience; one on your rating of the importance of the 10 service quality dimensions and a final question for additional comment

The questionnaire will take no longer than 10 minutes to complete

Part A

Q1. Please indicate your degree of SATISFACTION with the overall services provided by the NGO, by placing a check mark X in the relevant box below.

Completely dissatisfied	dissatisfied	Neither dissatisfied nor satisfied	satisfied	Completely satisfied

Part B ASSESSMENT OF SERVICE DELIVERY QUALITY

This section of the questionnaire contains 26 statements relating to the quality of service delivery.

Please indicate your degree of agreement with the following 26 statements, on performance on the service feature described.

Strongly Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Strongly Agree
1	2	3	4	5

You should insert the number that reflects your rating of that service feature in the Answer Box

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
1	2	3	4	5

1. Your opinions are solicited while providing the services.

2. You can access easily:-

i) Services

ii) Physical facilities

iii) Equipments

iv) Staff

v) Communication materials

3. Information, advice and support on potential funding sources are made available to you so that you can be clear about the mandate of the NGO.

4. Staff provides prompt and timely service to you.

6. Your complaints are constructively handled.

4. The NGO is willing to defend and fight for your individual rights.

5. A flexible service is provided to meet your individual needs.

6. Staffs are polite and courteous with you.

7. Staffs are willing to listen to your individual point of view.

8. Staff communicate in a language that you understand.

9. Complete and accurate information is provided to you in good time.

10. Staffs reassure you in terms of your personal anxieties, concerns and problems.

11. Staff are sympathetic to your individual needs, while respecting your privacy
12. Staff respects your confidences and feelings.
13. You feel safe under the care of the staff.
14. Accurate and secure records are maintained and same is intimated to you so that transparency is maintained
15. The NGO environment enables you to take responsibility for your personal development.
18. Specific opportunities and support for you to attain your personal goals are provided.
19. The required level of service is delivered, with clearly stated terms and conditions.
20. The required number of staff has the ability to do the job.
21. The full range of services is delivered to meet your changing needs.
22. Staff delivers the appropriate service as promised.
23. A dependable service which does not vary over time is provided.
24. The behaviour of staff makes you feel that you can trust them and have confidence in them.
25. An equitable service is delivered to individual clients, as well as groups.
26. A full range of up-to-date physical facilities and equipment are provided

Part C

FINAL SECTION

Q1. Please indicate your overall evaluation of the QUALITY of the services provided, by placing a check mark **X** in the relevant box below

Very poor	poor	Neither poor nor good	good	Very Good

Q2. Please enter the number of year’s experience that you have of the services
Number of years _____

Q3. Please rate the importance of the following ten service quality dimensions, by giving a mark out of 100 for each. Insert your mark in the answer box provided.

- 1. Access to overall services
- 2. Responsiveness to your needs
- 3. Communication style and information provision
- 4. Humaneness in dealing with you
- 5. Security of your care
- 6. Enabling/Empowerment of your development
- 7. Competence in overall service delivery
- 8. Reliability of overall service delivery
- 9. Equity of overall service delivery
- 10. Tangibles: up-to-date range of physical facilities

Q4. ADDITIONAL COMMENTS ON HOW THIS NGO COULD IMPROVE ITS SERVICE DELIVERY (*Anecdote and descriptions of your experiences are especially encouraged*).

Re-engineering Service Delivery Process: A study on NGO sector of Assam

END OF QUESTIONNAIRE, THANK YOU

Donor Interview Schedule

1. Your name
2. Your Organisation
3. Position/Title/Role:
4. When did your partnership with NGO start?
5. What was/is this partnership about?
6. Who initiated the partnership and on what considerations was the partnership accepted?
7. If you provided/provide financial support to NGO, what kind of projects did you/are you supporting?
8. What was/is your role and that of NGO in the project needs identification?
9. How much financing did you/have you provided for this/these projects (Give estimate in Indian Rupees) since your partnership with NGO started)
10. Why did/do you support these types of projects and not others?
11. Why did you choose to support these projects through NGO and not implement them by yourself?
12. What are some of the social and economic impacts (positive & negative) that you as a donor can point to as a result of your support to these projects?
13. Which of the projects that you support/ed were successful or not successful?
14. In the projects you have mentioned, what are/were the factors that led to their success or failure?
15. How sustainable are the projects that you have supported?
16. What strategies have you put in place as a donor to attain value for money, and making sure that the project effects go beyond the project period?
17. What constraints have you encountered in the partnership and the financial support to NGO implemented projects?
18. What strategies have/did you devise to address some of the constraints that you have mentioned?
19. In your partnership with NGO, and support you have/you provide, how best can the projects gain effectiveness on their intended targets on the ground?
20. Do you have any other comment/thoughts that you would like to share?

Groups Interview Schedule

1. Name of your Group
2. Village
3. When did your group start?
4. Who started it?
5. Why was your group started?
6. What brings you together as members?
7. What activities do you implement?
8. Whose ideas are the activities that you implement?
9. How are these activities financed?
10. How have these activities impacted on the communities/your members?
11. How successful are the activities that you implement with the support of NGO/ or other donor support?
12. What are the factors responsible for the success or failure of your work?
13. What have been the negative effects of these activities on to your members and the communities you serve?
14. What will happen to your activities and the impact of your work if external assistance stopped coming?
15. How are you prepared for such eventualities such as reduced external financing?
16. What are some of the constraints that you face in relation to the projects that are financed by NGO or other donors (excluding government)?
17. How can these constraints be solved so that the projects can benefit their targets better?

Household Interview Schedule

1. What projects are implemented by NGO in this village?
2. How were the projects started?
3. How were/are these projects funded?
4. Whose ideas are the projects that you are implemented in your village?
5. How have the projects contributed to social and economic welfare in your household?
6. What has been the negative impact of the NGO Projects on your household?
7. What is your perception of the projects implemented by NGO in your village (NGOs)?
8. How does government perceive/view these projects implemented by NGO or other NGOs in your village?
9. How would you describe your level of ownership of the projects implemented by NGO in your village?
10. To whom is NGO accountable to?
11. What is your opinion regarding current/future funding of projects implemented by NGO in your village?
12. What are some of the constraints that you know affect the implementation of NGO projects in your village?
13. What would you recommend in order to improve the performance of how projects are designed and implemented to benefit your household level?
14. Is there anything more that you would like to add to this conversation?

NGO STAFF QUESTIONNAIRE

The purpose of this work is to analyse and compare knowledge creation, knowledge sharing and knowledge. The questionnaire will take no longer than 10 minutes to complete.

Information/Knowledge Management

A1 Does your organisation have an "information data base" (or something similar) which you can use to answer enquiries? (Information is facts, documents, etc.)

Yes No Not sure

A1.1 Do you regularly use this "information data base" (or something similar)?

Yes No

A1.2 Who else has access to this data base?

- Only the colleagues from my office,
- Colleagues from other branch offices,
- Staff from our headquarter
- Staff from the institution which is funding our organisation
- Staff from other related organisations

A2 Does your organisation have a "knowledge data base" (or something similar) which you can use to answer enquiries? (Knowledge is experienced information)

Yes No Not sure

A2.1 Do you regularly use this "knowledge data base" (or something similar)?

Yes No

A2.2 Who else has access to this data base?

- Only the colleagues from my office,
- Colleagues from other branch offices,
- Staff from our headquarter
- Staff from the institution which is funding our organisation
- Staff from other related organisations

A3 Who do you think is most responsible for managing knowledge in your organisation?

Head of the organisation Head of Department

My direct supervisor It is everybody's job

A4 Do you think it is necessary to have a "Chief Information/Knowledge Officer" to be responsible to manage information/knowledge in your organisation?

Yes No Does not matter

Part B: Information/Knowledge Needs

B1 I am fully aware of the information/knowledge I need to fulfill my job effectively

Strongly agree

Agree

Not sure

Disagree

Strongly disagree

B2 I always have the information/knowledge I need to fulfil my job effectively myself or I know how and where I can get it

Strongly agree

Agree

Not sure

Disagree

Strongly disagree

B3 I always have full access to the information/knowledge I need to fulfill my job effectively

Strongly agree

Agree

Not sure

Disagree

Strongly disagree

Part C: Knowledge Creation

C1 My organisation always provides the necessary sources (internet, publications, colleagues, etc.) for me to create the knowledge I need to fulfill my job effectively

Strongly agree

Agree

Not sure

Disagree

Strongly disagree

C2 My organisation provides opportunities on a regular basis to attend training internally to enhance knowledge creation

Strongly agree

Agree

Not sure

Disagree

Strongly disagree

C3 My organisation provides opportunities on a regular basis to attend training externally to enhance knowledge creation

Strongly agree

Agree

Not sure

Disagree

Strongly disagree

C4 Which three sources are you using most for creating knowledge? (Please select only three)

Internet

Internal data base Colleagues Intranet

External data base

External experts

Magazines, Newsletters or other publications

Training/Workshops/Seminars

Others

Part D: Information/Knowledge Sharing

D1.1 I share information/knowledge on a regular basis with my colleagues in our office

Strongly agree

Agree

Not sure

Disagree

Strongly disagree

If you agree or strongly agree, please indicate what and how you are sharing it, otherwise go directly to D2.1

Information (facts, documents) related to my office tasks through:

Automated processes/data bases and/or personal ties

Knowledge (experienced information) related to my office tasks through:

Automated processes/data bases and/or personal ties

Information (facts, documents) related to administrative tasks through:

Automated processes/data bases and/or personal ties

Knowledge (experienced information) related to administrative tasks through:

Automated processes/data bases and/or personal ties

D2.1 I share information/knowledge on a regular basis with other branch offices

Strongly agree

Agree

Not sure

Disagree

Strongly disagree

If you agree or strongly agree, please indicate what and how you are sharing it, otherwise go directly to D3.1

Information (facts, documents) related to my office tasks through:

Automated processes/data bases and/or personal ties

Knowledge (experienced information) related to my office tasks through:

Automated processes/data bases and/or personal ties

Information (facts, documents) related to administrative tasks through:

Automated processes/data bases and/or personal ties

Knowledge (experienced information) related to administrative tasks through:

Automated processes/data bases and/or personal ties

D2.2 Please indicate with how many people from other offices you have been in direct contact (through email, phone or other) over the last 6 months.

None 1 or 2 3 to 5 more than 5

ADDITIONAL COMMENTS

(Anecdote and descriptions of your experiences are especially encouraged)

END OF QUESTIONNAIRE, THANK YOU

Schedule for Supporting Agencies

1. Your name
2. Position/Title/Role
3. Project involved in
4. Name and Nature (composition & intensions) of your Organization
5. When did your organization start?
6. How did your organization start?
7. What is your relationship with the NGO?
8. What projects do you implement?
9. What has been the NGO support towards these projects?
10. What is the origin of the projects that you are implementing?
11. What has been the social and economic impact (positive and negative) of these projects on their intended targets?
12. What are some of the donor projects that you are/have implemented with NGO and other donor support do you consider most successful and not successful?
13. What are the reasons for the successful projects and those not successful?
14. What is the perception of the community and government towards these projects?
15. What is the level of ownership of these projects by their intended targets?
16. How do you normally account?
17. To who are you accountable to?
18. Why are you accountable to a particular group and not the other?
19. What has your organization done to attain project sustainability?
20. To what extent are you as an organization confident that you can do without donor funding?
21. What constraints do you encounter when implementing donor aided projects?

Staff Interview Schedule

1. Your name:
2. Position/Title/Role
3. Project involved in
4. What are some of the projects that you implement?
5. When did the projects start?
6. What is the source of financing for these projects?
7. How much of the project finances is your own local contribution?
8. How much of your own ideas are the projects that you are implementing?
9. In your opinion, what has been the social and economic impact of these projects since they were established?
10. Which of the donor aided projects that you implement have been successful, partially successful and those which had little or no impact? Please point to some key examples of success, and failure.
11. What have been some of the factors leading to successful, partial success or failure of the implementation of these projects?
12. In your own view, what have been the positive and negative impacts of these donor aided projects?
13. How sustainable are these projects that you implement?
14. What would or, did happen in the event that, donor funding is/was curtailed?
15. What are some of the constraints/challenges that you have encountered while implementing donor dependent projects?
16. What are some of your strategies to address the constraints/challenges you have highlighted to attain project sustainability?

Strategy Assessment (Organizational Details)

Date of interview:

Person interviewed and position in organization:

Length of time on position in the organization:

Organizational information

Name of NGO

Year started in

Sector of NGO

Type and number of projects implemented

Number of professional personnel

How many left since formulation of strategic plan

Annual budget

Date strategic plan was formulated

Questions

1. Who called for the strategic planning process?
2. What were the reasons for calling for the strategic planning process? What were the key challenges facing the organization?
3. From the strategic plan, what was implemented and what was not? Why? How much of what you are doing is reflected in the strategic plan?
4. How has the strategic plan helped the NGO in?
 - Ensuring ownership by key stakeholders especially communities or beneficiaries?

Give examples

- Balancing service provision with transformation of the people? Give examples
 - Financial, organizational and benefits sustainability? Give examples
5. What 3 things have changed as a result of the strategic plan? What have been the expected and unexpected outcomes of the strategic plan? How well did the strategic plan respond to the challenges facing the organization?
 6. How was the preparation for the strategic planning process done? What went well? What did not go well? Why? How can preparations for preparations of strategic planning processes be improved?

7. How was the strategic plan formulated? What went well? What did not go well? How can formulation of strategic plans be improved?

8. How was the strategic plan implemented (projects, internal capacity building and collaboration with stakeholders)? What went well? What did not go well? How can implementation be improved?

9. How was the implementation monitored? What tools and systems were used? What went well? What did not go well? How can monitoring and evaluation of strategic plans be improved?

10. What roles and responsibilities did the following play in the strategic planning process:

- Board
- Management
- Donors
- Consultants
- Communities

11. What did each do well? What did they not do well? How can each group improve its roles and responsibilities in all the stages of strategic planning process?

a. How are these frameworks affecting the work of your organization? How can they be used to the advantage of the organization?

b. How conscious was your strategic planning process of these frameworks?

c. How is donor funded projects affecting your organization? Probe on these hints:

- Staff productivity
- Direct and indirect financial costs
- Recruitment and replacement costs
- Loss of organizational memory and learning
- Leadership and management costs

12. How conscious is your strategic plan to organizational effects of projects

How can the next strategic plan respond more effectively to this issue?

Publications

1. Human Resource Management Practices and its Outcome- A Case Study on Women Employees of Non-Governmental Sector. SIDDHANT-Journal of Decision Making, 12(2).
2. Employees' Attitude: Performance and Satisfaction. SCMS Journal of Indian Management, 9(3).
3. Assessing Beneficiary Satisfaction with Service Delivery of Non-Governmental Organizations. International Journal of Scientific Research, 1(2).
4. Effectiveness of capacity building initiatives of NGO's: A case study of Center for Rural Development, in C.Sharma, B.K. Saikia and P.J. Mahanta (Eds), The Millennium Development Goals and Human Development Performance in North East India. Morigaon: Morigaon College.
5. Employees as Catalysts for Sustainable Service Delivery-A case study on NGOs in Assam, in B.K. Sarma (Eds), Sustainable Development in North East Region.Kaliabor: Kaliabor College Teachers Unit, Kaliabor College
6. Impact of Knowledge Management on the Organisational Performance: A case study on Non-Governmental Organisations of Assam, ISMS Journal of Business Spectrum.

Papers presented in Seminars and Conferences

1. Impact of Socio-Cultural Factors on Women Empowerment and its present status: An Empirical study on Barak Valley of Assam-presented in an UGC Sponsored National Seminar on “Role of Women in Rural Development” on 6th October 2012 at Silapathar College.
2. Effectiveness of capacity building initiatives of NGO’s : A case study of Center for Rural Development- presented in an UGC Sponsored National Seminar on “The Millennium Development Goals and Human Development Performance in North East India ” on 28th and 29th September 2012 at Morigaon College.
3. Human Development Initiatives through services of Non-Governmental Organizations: A Beneficiary Perspective: presented in an UGC Sponsored National Seminar on “Human Development in North East India: Issues and Challenges” on 31st August and 1st September 2012 at Barbhag College.
4. Linkages Between Employees’ Attitudee,Beneficiaries’ Satisfaction And Organisational Performance-An Empirical study on NGOs in Assam- presented in an UGC Sponsored National Seminar on “Rural development in North East Region” on 31st March 2012 at Gargaon College.
5. Employees as Catalysts for Sustainable Service Delivery-A case study on NGOs in Assam- presented in an UGC Sponsored National Seminar on “Sustainable Development in North East Region” on 2nd and 3rd December 2011 at Kaliabor College.
6. “Need for Enterpreneurial support for capacity building of Rural People” – presented in International Conference on Entrepreneurship & Innovation: The New Age Mantra,2011
7. Human Resource Management Practices and its Outcome- A Case Study on Women Employees of Non-Governmental Sector- presented in 24th AIMS Annual Management Convention 2012 on Innovative Management Education for Sustainable Development on 25th -27th August 2012 at Mahindra Satyam Learning World, Madhapur, Hyderabad.