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ISTANBUL AYDIN UNIVERSITY

INSTITUTE OF GRADUATE STUDIES

EFFECT OF REMOTE MANAGEMENT AND MANAGING VIRTUAL TEAMS ON THE PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS A CASE STUDY FROM TURKEY

MASTER'S THESIS

MALEK RYAD ABOHOUSENE

Department of Business

Business Management Program

July, 2021

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ONAY FORMU

DECLARATION

I hereby declare with respect that the study "Effect Of Remote Management And Managıng Vırtual Teams On The Performance Of Non-Governmental Organızatıons A Case Study From Turkey", which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography. (.../.../20...)

MALEK RYAD ABOHOUSENE

FOREWORD

I would dedicate my achievement to my parents; they have always been my source of inspiration. Whatever I am today, because they believe in me, I express my profound gratitude to my family for their unfailing support and encouragement .

I want to thank my supervisor, Dr. Vedat Ulusoy, for the confidence he gave me by agreeing to supervise this Thesis, his multiple pieces of advice, and for all the time he spent with me conducting this research, I appreciated his availability and his unfailing support and respected the tight deadlines for proofreading the documents I sent him.

In addition, I would like to thank my esteemed professors at Istanbul Aydin University for all their support .

Then, my appreciation and warm thanks to my friends for their help in my studies and life in Turkey.

May , 2021   **Malek ABOHOUSENE**

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ABBREVIATIONS

ICRC	: International Committee of the Red Cross
INGO	: International Non-Governmental Organization
LWF	: Lutheran World Federation
MSF	: Médecins Sans Frontières (Doctors Without Borders)
NGO	: Non-Governmental Organizations
OCHA	: The United Nations Office for the Coordination of Humanitarian Affairs
SPSS	: Statistical Package for Social Sciences
UN	: United Nations
UNDP	: United Nations Development Programme
UNICEF	: United Nations Children's Fund

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EFFECT OF REMOTE MANAGEMENT AND MANAGING VIRTUAL TEAMS ON THE PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS : A CASE STUDY FROM TURKEY

ABSTRACT

In areas where conflict is intense, humanitarian aid programs are essential. However, the increase in attacks targeting international humanitarian workers has led many NGOs to offer their assistance from a safe remote location. Remote programming is a growing trend among NGOs that offer support from a safe distance.

The present study attempted to identify the role of remote management procedures in performance management. At the same time, the effectiveness of remote management procedures and how tools for creating virtual teams can improve the performance of workers in humanitarian organizations are explored.

The data of the study were collected from 233 personnel working in Turkey-based NGOs using the survey method. The collected data were analyzed using SPSS (Edition 19).

The study's findings confirmed the following hypotheses: According to the opinions of those working in NGOs; There is a strong positive correlation of 64.1% between the virtual team and remote management. There is a 71.5% positive correlation between the virtual team and the performance of NGOs. It has been determined that there is a statistically 59% positive relationship between remote management and the performance of NGOs. In addition to the practical applications of the research, suggestions for future research are discussed in the study.

Key Words: *Remote Management, Performance Management, Organizational Performance, Team Performance, Non- Governmental Organization, Virtual team, communication, Virtual team communication, procedures*

UZAKTAN YÖNETİMİN VE SANAL EKİPLERİN YÖNETİLMESİNİN SİVİL TOPLUM KURULUŞLARININ PERFORMANSINA ETKİSİ: TÜRKİYE'DEN BİR VAKA ÇALIŞMASI

ÖZET

Çatışmaların yoğun olduğu bölgelerde, insani yardım programları önemlidir. Ancak, uluslararası insani yardım çalışanlarını hedef alan saldırı vakalarındaki artış, birçok STK'nın yardımlarını güvenli uzak bir yerden sunmalarına sebep olmuştur. Uzaktan programlama, güvenli bir mesafeden yardım sunan STK'lar arasında giderek büyüyen bir akımdır.

Mevcut çalışma, performans yönetiminde uzaktan yönetim prosedürlerinin rolü belirlemeye çalışmıştır. Aynı zamanda, uzaktan yönetim prosedürlerinin etkinliğini ve sanal ekipler oluşturmadaki araçların insani yardım kuruluşlarında çalışanların performansını nasıl iyileştireleceği araştırılmıştır.

Çalışmanın verileri, Türkiye merkezli STK'larda görevli 233 personelden anket yöntemi kullanılarak toplanmıştır. Toplanan veriler, SPSS (19. Sürümü) kullanılarak analiz edilmiştir.

Çalışma bulguları şu hipotezleri doğrulamıştır: STK'larda çalışanların görüşlerine göre; Sanal ekip ile uzaktan yönetim arasında 64.1% oranında güçlü bir pozitif ilişki vardır. Sanal ekip ile STK'ların performansı arasında 71.5% pozitif ilişki vardır. Uzaktan yönetim ile STK'ların performansı arasında istatistiksel olarak 59 % pozitif ilişki olduğu tespit edilmiştir. Araştırmanın pratikteki uygulamaları ile birlikte gelecekteki araştırmalar için öneriler de çalışmada tartışılmıştır

Anahtar Kelimeler: *Uzaktan Yönetim, Performans Yönetimi, Organizasyonel Performans, Takım Performansı, Sivil Toplum Kuruluşu, Sanal ekip İletişimi, Prosedürler.*

1. INTRODUCTION

1.1 Background to the Study

In times of conflict, the relevance of NGOs humanitarian activities is obvious. The changing nature of conflict has caused a change in the approaches used by NGOs in doing humanitarian activities. According to (Allan & Hadden, 2017), Non-governmental organizations were established following various issues in the world, including poverty, conflict and unemployment. These NGOs' humanitarian actions empower and protect the less fortunate in a society like women and children. Most humanitarian organizations work in conflict areas such as Syria, Somalia, Yemen, etc. (Malito, 2017; Coppi, 2018). In previous years, these organizations were able to work from the ground. However, many NGOs face insecurity in the fieldwork environment, targeting aid workers, difficulty in humanitarian access due to general insecurity in the operational environment, political reasons, and establishing a longstanding humanitarian management hub in a convenient location were the most key reasons that pushed the NGOs to strategize. The number of attacks on aid workers has been increasing for the last few years. In 2015, the incidences were 149, 163 in 2015, 158 in 2017, 228 in 2018 and 277 in 2019 (Aid Worker Security Database, 2019). NGOs are concerned by the gap between humanitarian needs and the reducing access to the communities in need. When a major incidence affects humanitarian staff members, it compromises the confidence of the organization affected as well as the larger NGOs community. Due to shrinking working safe opening, humanitarian agencies face hard choices as to whether they should withdraw their services from people in need, becoming tools of conflict through manipulation by belligerent groups, or running unsurmountable risk to the lives of their partners and staff member.

Faced with diminishing operational environment that hinders traditional humanitarian management procedures, humanitarian workers have been forced to adopt new modalities and approaches to deliver aid to those in need. NGOs

have adopted and developed remote management procedures and tools to enable the staff members to work remotely. By shifting to remote management , managers working remotely may delegate all the decisions and resources to the field team, leaving them with none (Duffield, 2018). Donini & Maxwell (2013) cites that remote management is a clear indication that a humanitarian agency is suspending its operations temporarily or for a considerable duration. As opposed to capacity building or decentralized programming, remote management is a less desirable adaptation. That is because its effectiveness and quality may nosedive (Dewar, 2020).

The application of remote management procedures and virtual tools in communicating with staff members enables the international staff members to liaise with national and local actors (Elkahlout & Elgibali, 2020). While the international workers do an overseeing job, the national actors, local actors do the project execution on the ground. But the use of remote management tools and procedures for humanitarian action is an area that that received little attention from the academic field (Shokole, 2020). With a focus on the NGOs based in Turkey, the current study instigates the effectiveness of the remote management procedures and tools used by virtual tools in delivering humanitarian programs.

1.2 Statement of the Problem

Many NGOs are facing challenges resulting from the conflict taking place in the region and the world, and recently facing the challenges represented by the Corona pandemic. According to Schmidt (2018), the end of Cold war resulted into an increase of attacks targeted at foreign workers in conflicting nations. These has been seen through cases International humanitarian workers getting kidnapped, attacked and killed. Since these incidences have been increasing at an alarming rate, many humanitarians have been forced to rethink about their strategies in offering their services. Major NGOs started electing their bases in a remote place mostly a peaceful nation bordering the conflicting country.

NGOs working in Somalia have been remotely working in Kenya while those serving Syria work remotely from the neighboring Turkey. Past studies have focused on the manner in which the international NGOs achieve their objectives

through capacity building. There is a huge amount literature on the advantages and ways of empowering the local actors such that they can also help eliminate common humanitarian concerns in the conflicting nations. Women and children are a particular focus of past humanitarian efforts.

But there is limited knowledge on the effectiveness on the use of remote management practices in humanitarian programs. Virtual working has also been working due to changes in technologies and shift of activities following the Covid-19 pandemic. The current study will therefore contribute to a body of knowledge on the effectiveness and applicability of both remote programming tools and procedures in achieving desired performance of NGOs with a focus on the NGOs working on humanitarian needs in Syria from Turkey.

1.3 Significance of Study

The impact of remote programming and virtual working is a rising trend in the humanitarian world. NGOs working in Syria have temporary or permanently resulted to different communication tools in order to help international workers coordinate with local actors. The current research sheds light on the use of remote management procedures and to use communication tools in virtual working. The current research will also greatly contribute to the effect of remote programming on performance of NGOs which work remotely in conflict stricken Syria. The results of the current study will to be beneficial on developing better tools and procedures in remote management.

In term of policies, the current study will contribute to the knowledge that can be used by Non-Governmental organizations in enhancing effective management of humanitarian aid via highlighting important lessons gained to upgrade the quality of NGOs services in crises areas.

1.4 Purpose of the Study

The main purpose of the study is to identify the role that remote management tools play in non-governmental organizations and how they can affect the performance of management, employees, and work from a comprehensive perspective, and to determine the role of remote management procedures and

tools in building the virtual team and improving the performance of workers in NGOs.

1.5 Research Questions

Main Question: What is the impact of the Remote management procedures and their tools on NGOs' performance?

Specific Questions

Q1 - How does the use of remote management procedures affect NGOs' performance by contributing to building a virtual team within NGOs?

Q2 -What are the procedures for building a virtual team within the organizations that manage its projects remotely and what is its impact on NGOs' performance?

Q3 - What is the impact of using the remote management approach on the performance of NGOs?

1.6 Research Hypothesis

Based on the research problem and question, the current study hypothesis include the following.

H 1 : There is no statistical significant differences between virtual team and remote management according to the opinion of employees working in NGOs in Turkey.

H 2: There is no statistical significant differences between virtual team and performance of NGO's according to the opinion of employees working in NGOs in Turkey.

H3: There is no statistical significant differences between remote management and performance of NGO's according to the opinion of employees working in NGOs in Turkey.

Framework of the study Conceptual
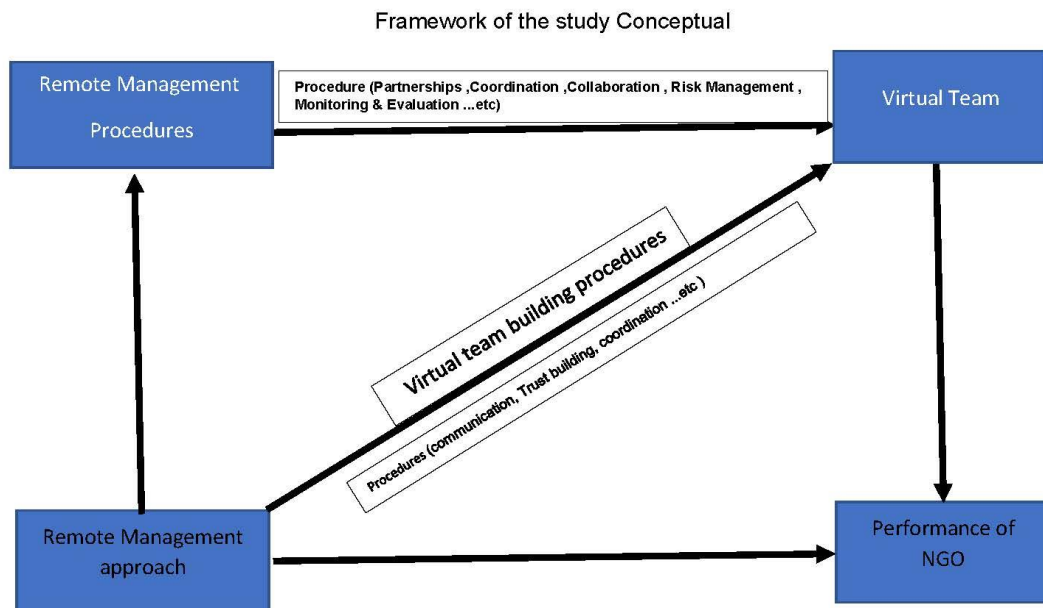
Figure 1.1: a Conceptual Framework

Considering the remote management approach that includes a set of procedures and tools is regarded as an independent variable that directly affects the NGO's performance and the performance of virtual team as a dependent variables.

The figure shows that applying the remote management approach in the organization depends on developing two lines within the organization.

The first is the managment procedures (communication, evaluation, mentoring, and any other methods that support remote management), which will affect the performance of implementations of programs/projects and the team and thus affect the organization's performance.

The second line depends on team building, as remote management depends on a new approach and its different team-building style, as trust-building procedures, Employment procedures, delegacy, leadership, etc.), team building leads to the development of team performance and the development of the organization's performance because of this remote management approach

1.7 Overview of Methodology

The research methodology presents the tools and procedures used in data collection and analysis. The study applied descriptive research design since data was to be collected using a questionnaire. The population sample chosen

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included employees from NGOs based in Turkey. The university supervisor and a professional in the field of study confirmed the validity of the research instrument. Cronbach alpha was used to reliability of internal coefficients of all the questionnaire sections. The collected data was analysed by SPSS to be understandable.

1.8 Limitation

The current research had some limitations. One possible limitation is the basis of the study is the Syrian context, which could limit the study results generalization to other nations.

The research of the present was also unable to collect data from the recipient of humanitarian aid. Due to the practical limitations and possible threats possible, the researcher traveled to the field locations.

The existing grey and peer-reviewed literature highlighted the many ways that remote management can be applied by NGOs but fail to offer any data of costs involved and what is lost when an organization's shift to remote programing. A cost-benefit analysis is fundamental for future studies.

1.9 Thesis Outline (review the example)

The current study is organized into five sections.

The First chapter : introduction chapter includes subsections, including the study's background, the statement of the problem, the significance of the study, the purpose of the study, the importance of the study, the purpose of the study, overview of methodology and limitation.

The second chapter presents the literature review. It includes subsections of remote management and performance management. It also includes the definition, role, scope, and project management in non-governmental organizations. It also includes the literature covering various facets of a virtual team.

The third chapter is on research methodology. The chapter has sub-sections such as research design, the population of the study, sampling and sampling

techniques, validity test reliability test, reliability test, Statistical Analysis, Descriptive Analysis, Correlation Analysis and Factor analysis

Fourth Chapter presents the research analysis and findings

The fifth chapter includes the study conclusion and proposals. It also includes recommendations for future research studies.

2. LITERATURE REVIEW

2.1 Remote Management

2.1.1 Definitions and approaches to remote management

There is no consensus on the meaning of the term remote management. However, aid agencies who have been adamant in their imperative operations in volatile areas have primarily agreed to use the term remote control as a humanitarian program in reaction to the ever-increasing insecurity (Stoddard, Harmer & Renouf, 2010: 16; Kalkman, 2018: 12). Some agencies have refused to adopt the term because it implies that the agency has lowered its capacity to manage and control. Due to differences in interpretation, opinions, and reference of context, the term remote management has received various but closely related definitions.

According to Stoddard et al. (2010: 19), remote management encompasses the adaptation to insecurity and deviation from routine programming practice. Stoddard and colleagues (2010:19) insist that aberration leads to a type of programming with the capacity building's key objective like any other civil society. Therefore, it is a shift in approach that humanitarian agencies take to mitigate against unacceptable risk levels. In agreement, Chaudhri et al. (2017: 16) add that remote control is a reactive stance that agencies undertake because of insecurity. The scholars also view remote management as the last step taken by agencies considering closing their programs.

As a last resort modularity, remote management is undertaken with the underlying understanding that it will continue for just a few months or years. That is because the agency cannot work to its total capacity. For instance, managers working remotely may delegate all the decisions and resources to the field team, leaving them with none (Duffield, 2018: 201). Donini & Maxwell (2013: 383) cites that remote management is a clear indication that a humanitarian agency is suspending its operations temporarily or for a

considerable duration. As opposed to capacity building or decentralized programming, remote management is a less desirable adaptation. That is because its effectiveness and quality may nosedive.

The Coordination of Humanitarian Affairs (OCHA), a body of the United Nations (UN), defined remote management as the practice and adaption to insecurity by transferring heightened programming tasks to partnering local organizations or staffs at the grassroots (Njeri, 2019: 1; Maxwell & Gilsdorf, 2019: 221). As opposed to Chaudhri et al. (2017: 16) & Donini & Maxwell (2013: 221), the UN views remote management as a viable strategy. That is informed by the fact that the programs' services lead to saving human life even though the role had been subcontracted. Other Nongovernmental Organizations have also taken on similar definitions. For instance, the International Committee of the Red Cross (ICRC) promotes remote management as an ICRC objective and activity that third parties implement in the absence of the agency staff members (Alós, 2019: 5).

For this thesis paper, we adopt a similar definition of remote management: the retraction of international or national managers of humanitarian agencies from an area receiving humanitarian actions, which make up an adaption to insecurity and deviation from routine programming practice. Remote management is situation-specific because of political barriers or insecurity, where distance technologies or subcontractors substitute physical representation of international programming to restrict access (Kalkman, 2018: 12). The insecure and fraught areas force the humanitarian agencies to use remote management approaches to continue aid delivery when it is no longer possible to send international staff to the target areas. The adopted procedures mainly involve sub-contracting, telemonitoring, remote control, and distance management. Most of these approaches are combined or used together, primarily through distance technologies (Maxwell & Gelsdorf, 2019: 222). The distance technologies include applying proxies like market mechanisms, traders to access people's needs, or smartphones (Duffield, 2018: 201). It involves the use of satellite imagery, drones, and mobile phones. There is even an expectation that will extend to remote delivery of humanitarian resources using drones.

Generally, remote management approaches are a reaction to several numbers of poorly studied and less understood developments in the running of humanitarian enterprises (Mellado Dominguez, 2020: 224). That also encompasses the perception that humanitarian efforts have become insecure; system-wide approaches to negotiate access have collapsed; and the need to satisfy the insurance backers' requirements. The overall benefit of remote management approaches is that they enable humanitarian activities to continue in what could be termed as prohibitive environments. It lowers the safety risk to international personnel, facilitates capacity building for national and local personnel, and; resumption of the humanitarian in the ground once conditions improve (Mellado Dominguez, 2020: 224).

2.1.2 Modalities of remote programming

DifferentNongovernmental Organizations adopt different key modalities to remote programming. In general, there are four modalities of remote programming, which include remote collaborating, remote support, remote management, and remote control.

2.1.2.1 Remote collaborating

Remote collaborating or remote collaborating gives international firms the allowance to act as a financial broker in a bid to raise funds for activities that are wholly controlled by a well-experienced local partner (Donini & Maxwell, 2013: 383). In this case, remote collaborating further enables the international partner to engage in administrative backstopping for the local partner. The local partner is the one that takes the role of engaging with local activities oversight and management. However, the international partner will not likely be involved in capacity building to understand that local partnership requires robust global capacities and mechanisms of accountability (Van den Homberg et al., 2020: 456). That is due to the efforts of ensuring that remote collaboration prevails. Most of the solo collaboration efforts are undertaken by local nongovernmental organizations. Chaudhri et al. (2017: 16), however, note that remote partnership is also launched through the national and local government agencies as well as with private institutions in environments with community-based organizations, including traditional councils.

2.1.2.2 Remote support

Remote support empowers the local staff team to take care of daily on-ground operations. The remote manager controls the financials, capacity building, and donor reporting. The expatriate manager is usually situated in safe environs also engages in capacity building and donor reporting. Remote support modality requires a highly experienced and capable manager in sustaining attention in an insecure context for capacity building (Elkahlout & Elgibali, 2020: 235). Such may involve using a third location, usually a safe neighboring nation, or in-the-field training of the staff members.

According to Donini & Maxwell (2013: 382), modality is usually recommended for use by an organization that has existed in a nation for an extended period to the point that they have identified the local people to be trusted. NGOs involved in remote support should have stakeholders whose motivation for engagement is socially neutral (Alós, 2019: 5). The efforts should not be viewed as supporting any political group; they should be impartial to ongoing conflicts.

2.1.2.3 Remote management

Remote management entails the higher delegation of the authority to make decision-making to the staff members on the ground (Alós, 2019: 5). Like a remote control, remote management implementers are far removed from the decision-makers. The primary purpose of remote management is to enhance effectiveness, accountability, and communication. Most of the modality activities are prepared in advance by the organizations, which see the need to relocate the international personnel to a safer environment in the nation with crises or in a different country for a period. Remote management is not suitable for young agencies due to the intricacies of making practical, potent management modalities. The young organizations would struggle with experience and place a reliable infrastructure (Mellado &Dominguez, 2020: 224; Alós, 2019).

2.1.2.4 Remote control

The remote control approach entails centralizing all the authority to make decisions among expatriate staff members located in a safe location (Chaudhri et al., 2017: 16). It involves the delegation of the local executions to the

affected nation's personnel. Most of the risk is place upon the national personnel while denying them any significant responsibility. Hence the people in the risky areas on the host nations have to rely upon program authorities' decisions located in safer areas. The remote control is intended for highly volatile environments; hence the operations usually occur for a limited time.

Organizations may use the remote control to establish short operations in a particular area before it embarks on full-fledged operations (Kalkman, 2018: 12). It is also used by organizations that have been mandated to evacuate international personnel in insecure places. This modality is intended for a short time and has not deterred organizations from extending it for a lengthier time. That presents several challenges, including staff members failing to identify the programs' need for changes. Such operations' effectiveness also reduces to embezzlement of funds (Elkahlout & Elgibali, 2020: 235).

2.1.3 Remote operations challenges, considerations, and approaches

Researchers have documented several scholarly articles that identify different themes during remote operations and programming. This section explores some of the common themes found through an extensive literature review. The themes criteria of choice have also been based on the context and relevance to the current study topic. They include: needing to maintain humanitarian principles, partnerships, coordination and collaboration, acceptance, risk and risk management, advocacy, accountability, the remote operation trap, and the need for planning and guidance.

2.1.3.1 Need to maintain humanitarian principles

The basis of all humanitarian practices is the principles of humanity, independence, neutrality, and impartiality (Gil, 2019; Hoffmann, 2020: 97-112). The regulations provide the foundation for humanitarian action and are fundamental to establishing and maintaining access to affected individuals. Humanitarian principles are deduced from the core principles that have been the guide to the works undertaken by humanitarian agencies and international bodies such as The National Red Crescent societies and the Red Cross, and the European Union. These principles are derived from international humanitarian law, which the United Nations have then adopted. Humanity, impartiality, and

neutrality were adopted in 1991 by the General assembly through the 46/182 resolution (Vladu & Epure, 2017: 18).

In 2004, the General Assembly added independence to become the fourth humanitarian principle (Malito, 2017: 280-303). From time to time, the assembly has insisted on the importance of the respect and promotion of these principles (fig I). More than 492 organizations have signed into the ICRC code of conduct. The code includes the commitment to respect and promote humanitarian principles (Broussard et al., 2019: 15).

Humanity	Neutrality	Impartiality	Independence
Human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and health and ensure respect for human beings.	Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.	Humanitarian action must be carried out on the basis of need alone, giving priority to the most urgent cases of distress and making no distinctions on the basis of nationality, race, gender, religious belief, class or political opinions.	Humanitarian action must be autonomous from the political, economic, military or other objectives that any actor may hold with regard to areas where humanitarian action is being implemented.

Figure 2.1: The Humanitarian Principles. Retrieved from Source (Pallister-Wilkins, 2017: 85).

Even though these humanitarian principles are still relevant today, it is hard for international organizations to maintain them during remote operations. By collaborating with other groups and the local community, the international organizations find it extremely hard to ensure that their partners follow the rules. For example, Slim (2020: 5) cites that it is a daunting task to maintain neutrality in situations where there is conflict. When the humanitarian group offers assistance to an area under one of the opposing sides' reign, the action can be understood as a sign of political support (Hotho & Girschik, 2020: 202).

Consequently, the rival side may be reluctant to allow the humanitarian actors to access its area or become hostile towards the aid personnel leading to injuries or loss of lives. In a similar tone to Slim (2020: 5), Broussard and his colleagues (2019: 15) observes that the principles of impartiality and independence are also at stake when a humanitarian organization is influenced

by the economic and political agendas of the donors. In a social or armed conflict situation, such a challenge is bound to happen when the pugnacious nation offers financial help. That could be the nation supporting a specific opposing side or using the donation as a way to gain influence (Hotho & Girschik, 2020: 202).

The principle of impartiality is also broken in situations involving political, ethnic, and religious groups that influence the local staff based on the ground. In a 2017 study, Chaudhri and colleagues (2017: 17) gave a case scenario of such a compromise. The case was UNICEF's three-year humanitarian operation in Afghanistan from the year 2007 (Shusterman, 2019: 68). The NGO used the military to help access the southern areas of the nations. Due to security concerns, meetings between the stakeholders and the people were held inside the military camps. Though that could have been the safest option at the time, others understood the action as a compromise of UNICEF as an impartial and neutral humanitarian actor.

Hoffmann (2017: 97-112) investigated the humanitarian security situation at Azraq Camp in Jordan and discovered the same compromise similar to that of UNICEF described by (Chaudhri et al., 2017: 17). That is why (Chaudri et al. 2017 and Chaudri et al. 2019) urge that it is imperative for international organizations involved in humanitarian activities to ensure that the local staff and national personnel have a good cognition of the underlying humanitarian principles that they can integrate them with their standards.

In a 2007 speech, Mr. Angelo Gnaedinger, director-general of the ICRC, affirmed that; '' While humanity and impartiality are principles that most, if not all, humanitarian actors adhere to, independence and neutrality are more complex" (ICRC, 2007). The two principles are challenging to maintain because of internal conflict in countries like Somalia or Columbia, where the government conflicts with rebel forces. The situation is also complicated by the existence of belligerent's actors, as was the case in the Darfur conflicts. The two principles also become obsolete during the so-called ' fight on terrorism after the incident of 9/11 that occurred in the United States of America. The possible solution to such issues is to treat the principles as values and as a

means to uphold secure access for victims of violence and brunt. It is a pathway to improve humanitarianism's efficacy (ICRC, 2007).

Out of the four humanitarian principles, humanity is regarded as the core one since its driver for any response to crises emanating from artificial or natural disasters, violence, and conflict. In the case of armed conflict where the international actors have to involve multiple players like the military, the UNHCR recommends the humanitarian to have a clear division of labor between military, political, and humanitarian actors. When referring to the military, the actors can include UN peace operators, non-state actors, host state forces, regional and international forces. The best way to maximize civilians' security is to affirm all complementary roles (Slim, 2020: 5).

While strict, ethnic, or political can undermine fair-mindedness elements that focus on neighborhood staff (Xiao et al., 2020: 3). One illustration of bargained compassionate standards was the UNICEF activity in Afghanistan somewhere in the range of 2007 and 2010. Military accomplices depended upon getting to southern regions, and gatherings with populaces and partners were held in military-controlled Provincial Reconstruction Team offices. At the same time, this was the most practical alternative at that point, and it seriously undermined their position as fair-minded and impartial entertainers (Slim, 2020: 5).

When the humanitarian NGO accepts funds from the government, the action can be understood as a lack of impartiality and independence. That is why the humanitarians should conduct a careful analysis of the external donors to prevent political affiliation or any donor-driven interests. There is a need to consider every investment's probable repercussions to the local perception. For such a reason, humanitarian agencies operating in a country like Afghanistan refuse to subscribe to funding from the US federal government. That is because the US is considered a belligerent nation in Afghanistan's conflict (Shusterman, 2019: 67).

2.1.3.2 Partnerships

Due to the manner and context of remote humanitarian operations, partnerships are instrumental. Whether it is with local actors or other international agencies, associations need to be conducted with a clear delineation of each actor's roles.

To address the issue of partnership in remote programming, the theme will be subdivided into four sub-themes: selection, capacity, communication and trust, and sustainability (Chaudhri et al., 2017: 22).

1. Selection

Partnerships between the humanitarian actors and the local organization form the core of remote management of conflict (Chaudhri et al., 2017: 25). When all options are analyzed, IO could determine that the existing conditions don't offer any other viable options to protect the victims in a conflict (Michaud et al., 2019: 1). Humanitarian actors must select a suitable partner. Partners come at handly when resources are scarce. To eliminate bad or unfavorable actors, the humanitarian should use a well-thought-out protocol. An appropriate selection protocol will also help eliminate partners with vested agendas to humanitarian operations. The vested plans could be related to politics, religion, and commercial motives (Malito, 2017: 280-303). In 2017, the Partnership Brokers Association rolled out a program to strengthen international and national partnerships (Languille, 2017: 142). Such a move is motivated by partnering issues, especially in emergencies. The underlying challenges in complex emergencies are reducing fear and improving security amongst the population. So far, cross-sector partnerships have been shown to lead to significant results (Chaudhri et al., 2019:25).

That is the reason why major non-governmental organizations like UNICEF invest their time and resources to scrutinize their probable partners and publish a list of actors that can be trusted (Chaudhri et al., 2017: 25; Roth & Luczak-Roesch, 2020: 555). The scrutiny checks the actor's current partners, financial status, and skills. But even such an arrangement could also result in several issues. The UNICEF's scrutiny of potential partners in Afghanistan resulted in very few trusted actors. Such results put the humanitarian agency with the choice of partnering with the host nation's government. So if the government is marred with corruption and embezzlement compromises remote management.

The MSF came up with using the local unskilled people and their leaders to balance and eliminate dissatisfaction from the locals. That proved successful because the national were left with enough experience to continue the NGOs efforts when foreign aid comes to an end. Recruiting the local people with their

national leaders also ensures that they feel like part of the humanitarian efforts, which catalyzes the desired outcomes (Chaudhri et al., 2019:17).

More than a decade ago, the Disaster Response Network expressed its desire to see a partnership with corporate organizations. The World Economic Forum and the Humanitarian Relief Initiative, and the Office have then pushed for such discussions and efforts to coordinate humanitarian affairs (Schemper, 2019: 243). The motive behind such a trend is to see a match between the priorities between the Humanitarians and commercial actors. The significance of such partnership was seen during the Earthquake disaster seen in Haiti.

The national humanitarian actors noted in a report that there is a need for the humanitarian's efforts to be synchronized with the local business and corporates' efforts to strengthen humanitarian assistance. Such a partnership can be executed through coordination and contacts meeting with the local non-governmental organization (NGOs) and international organizations (Shokole, 2020: 12). The only problem with this criterion is that it favors the partners with more connections. Therefore, it could be less effective than other selection methods such as the use of social media accounts such as Twitter, Facebook, and LinkedIn. Other methods include interviews with the community, liaising with the local experts, and partner mapping (Schemper, 2019: 243).

The humanitarian organization making selection should ensure that the process is transparent. Though it suffers from liquidity and capacity issues, most NGOs prefer the Project Corporation Agreement. Regardless of the type of contract signed, cooperation agreements should state the responsibilities and the rights of each participant entity signing into the agreement to form a cooperative relationship (Chaudhri et al., 2017: 25). It should restrict the project scope, relationship nature, a compensation formula, and how the developed intellectual property will be apportioned or shared. The project cooperation agreement leads to an equal partnership between parties. Special Service Agreement is also preferred by some NGOs, especially when the program is forecasted to be done quickly. The UN employed it in partnering with carrier organizations and service providers. Proper understanding and interpretation of each type of contract are necessary to eliminate and mitigate possible risks (Chaudhri et al., 2017: 25).

2. Capacity Building

Several scholars and social scientists have often cited that capacity building is a crucial part of the candid partnership. However, many remote programming deployed by humanitarian organizations has ended without meeting their predestined goals. Chaudhri et al. (2017: 26) have explained the main reason for the lack of sufficient finances and inefficiencies. (Solis et al., 2020) state that most capacity-building operations use the top-down framework. Such a framework entails the international actors using their limited knowledge to tackle the locals' needs. The best alternative is the bottom-up framework, where the international actors liaise with the locals to identify their needs. The top-down capacity building follows the motto of ''giving the man a fish'. But the bottom-up method encourages the man to sustain himself by 'teaching him to fish' (Shokole, 2020: 12; Pasha, 2020: 259).

According to Chaudhri et al. (2017: 26), humanitarian actors should recognize that the locals have a rich knowledge of their contextual situation and culture. However, the same locals are less versed with operational and technical activities. As such, there is a need to enhance their capacity through training. Chaudhri et al. (2017: 26) argue that coaching and training are the most common methods that international nongovernmental organizations use to build their local partners' capacity. The training topics should be designed in a way that they are in line with the program objectives and objectives. According to Chaudhri et al. (2017: 26), fundamental problem solving, advocacy, management skills, rights, humanitarian law, monitoring and evaluation methods, negotiation skills, proposal writing, security protocols, operational procedures, and implementation. Besides, the NGOs should enroll the local partners in awareness-raising sessions, case management, structured psychological methodologies, and referral management.

Apart from the trainees' needs and needs, the actors must be aware of their linguistic and cultural differences through mentoring and training (Solis et al., 2020: 21). These aspects should be given the top priority embarking on remote programming. Some NGOs make the mistake of involving non-trained actors to train the locals. Trained locals who couch small groups of people should do pieces of training. That will help in meshing the movement with the needs of the

locals. The trainees should shadow the international staff and get couched through exposure. local non-governmental organizations offer better capacity-building coaching and training and better meet the program goals and expected outputs a Shokole (2020: 12) adds that the remote program means that most international staff are located in a different nation; hence, modern telecommunications could be used. For instance, the two parties could meet and share ideas through Zoom, Webex, or Skype. In the previous years, information and communications technologies have been used to enable telemedicine and telementoring. The case example was used successfully in Somalia by MSF. The pediatric specialist was located in Nairobi and guided the clinicians in Somalia through a Video link. Apart from saving patients' lives, telemedicine and telementoring improved clinicians' capacity through regular education. Using such telecommunication technologies also helps the on-ground staff to feel less isolated and gain more morale since they build relationships with distant specialists (Shokole, 2020: 12).

Capacity building can be executed through several methods, including but not limited to pilot projects, participatory workshops, staff secondment, good practice presentation, cross-program exposure visits, and distance learning. It can also be implemented by gathering the local staff in secure areas for training. Elkahlout & Elgibali (2020: 235) urge using planned site visits from the remote support staff and management, which are essential in fostering complete trust and better coordination.

An excellent example of an effective capacity-building program through remote programming include the United Nations Development Programme (UNDP) (Saggiomo, 2020: 119). The NGO consortium explained that due to the nature of security in Somalia, UNDP used different modalities to assure projected program quality. The NGO collaborated with the Somali Health institutions e located in the more secure Putland regions and help to build their capacity. The training and coaching helped trained health professionals to build trust with the local community (Saggiomo, 2020: 120). Another case example is the NCCI consortium operations in Iraq. It involved a partnership between 24 local NGOs and 67 international organizations who partnered in information sharing

regarding Iraq's humanitarian situation. Through capacity building, the system helped in improving the program as well as empowering the civil society.

Pascucci (2019: 743-760) adds that it is essential to create an unequal relationship by exposing all the international staff to capacity building. Those being that the many individual years of experience in management or humanitarianism activities could have created a divide among them that could inhibit collaboration. The skills differences between the locals and the international staff could divide which could work against remote programming effectiveness. Capacity building is an attractive strategy that is expected to improve the impact of these humanitarianism programs (Hotho & Girschik, 2019: 202). But as Chaudhri et al. 2017: 26) cites, it creates short-term inefficiencies in a bid to develop long-term efficiencies. Hence, it is imperative to consider the trade-offs by assessing a program's needs and context.

Besides, the team behind capacity building must be aware of the challenge of remote collaboration practices (Elkahlout & Elgibali, 2020: 235). For instance, an increase in violence and security cases could mean that the staff would have to limit their movements and be unable to attend to pieces of training. Such issues would, therefore to rescheduling coaching and training sessions. Poor quality of video and sound during remote training would cause discrepancies in training (Shokole, 2020: 12). When using the laptop camera to offer training may create some challenges. The laptop camera's limited view would mean that the trainer cannot see all the trainees observe their non-verbal expressions. Hence the locals should be trained in the best way to use the computers and other technologies involved. Classes can be subdivided into smaller groups to ensure adequate training sessions (Elkahlout & Elgibali, 2020: 235; Shokole, 2020: 12; Hotho & Girschik, 2019: 202).

3. Communication and Trust

To create better collaborations between organizations, (Burns 2019: 1101-1122) recommends that the collaborating institutions build prioritize on building trust amongst themselves. Once there is trust, the partners can quickly create joint action tools, processes, and ventures. Elkahlout & Elgibali (2020: 245) proposes that communication is a fundamental part of building trust between partnering agencies.

Chaudhri et al. (2017: 26) agree with Elkahlout and Elgibali regarding trust's role but adds that trust has intrinsically pined to communication. In (Al Adem et al. 2018: 295) study in Syria, the interviewees highlighted that communication and trust formed the foundation of effective management and leadership in remote programming. There is a need to create a central communication point responsible for message sharing between the remote office and the field to enhance communication. The communication center would enable the field operatives to reference and ask instant questions.

Also, the center could be used in motivating the staff members. Through proper communication strategies, the staff member should be aware of the type of information, the mode, and the frequency of communication. But having an unhindered and open communication channel comes with several challenges (Chaudhri et al., 2017: 26). For instance, the travel of information between the different nodes between the communication partners can lead to communication distortion. For example, in Syria, the international nongovernmental organization would request information from the partnering organization's focal point. The information flow would take the path shown below.
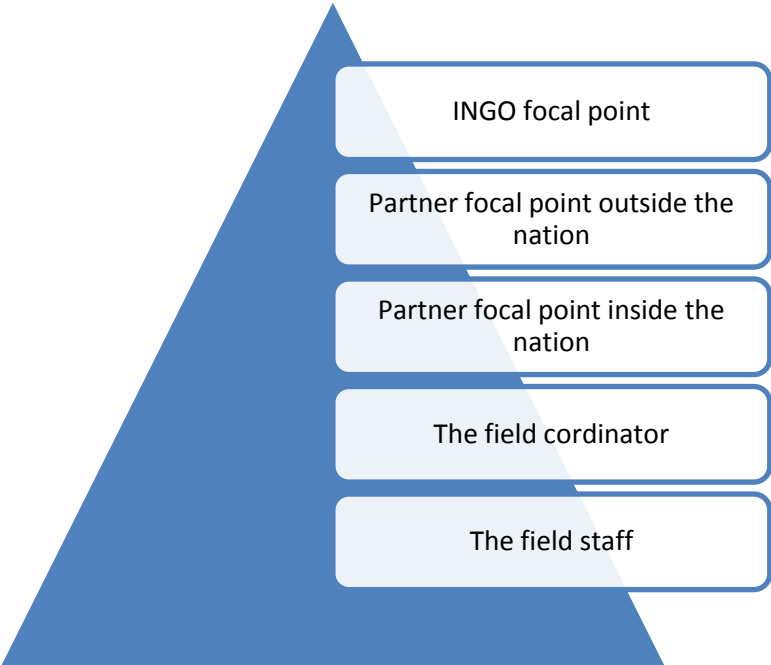
Figure 2.2: Hierarchy of Information Flow for Remote Working NGO

Source (Chaudhri et al., 2017)

Once the INGO focal point asks for information from the partner focal point based outside of Syria, who in turn request for the data from the focal point based inside Syria; who then ask for the information from the field coordinator; who would then ask for the data from the field staff (Carruth & Freeman, 2020: 3), the data would then flow back through all the steps of the hierarchy such that by the time it reaches the INGO focal point it has been changed or distorted. Communication channels are a great way to enable people in remote places to connect. But frequent conflict and insecurity are known to disrupt internet connection, telephone lines, which break communication for hours of days. That results in delays in the collection and reporting of information.

Chaudhri et al. (2017: 27) give several mechanisms of building trust in remote operations. The mechanisms include;

- Joint agenda setting between partners

- General openness to the opinions of the partners

- The proper definition of the conditions that would necessitate fund withdrawal

- Having a forum for reflection and feedback,

- Improving interaction through instant messaging and video conferencing

- Transparency in decision making

- Frequent exchange of ideas

- Having regular face to face interactions

Building trust between the partnering actors is a significant pathway to enhance trust between individuals. The lack of trust is caused by many factors and practices, including cultural insensitivity shown by the IOs, a condescending attitude towards the local staff, and excessive documentation between different actors, especially in service delivery. Top-down communication also leads to an erosion of trust between the international organization actors and the locals (Carruth & Freeman, 2020: 3). As was previously discussed in staff training, the local staff's communication is more effective than direct inputs from the International organization actors. Building trust also calls for the international

nongovernmental organizations to respect the local nongovernmental organizations (Chaudhri et al., 2017: 27).

4. **Sustainability**

Humanitarians commit to offering aid to the most vulnerable populations in times of emergency or violence (Hoelscher et al., 2017: 538-565); within the last two decades, the number of humanitarian actors has increased highly in term of agencies, corporations, stakeholders, government (taxpayers) and private organizations. The groups' diversity means that they have also had varying goals, activities, strategies, and values. But in general, the humanitarians work to alleviate suffering and decrease mortality cases for the most vulnerable. Studies have shown that most humanitarians' actions have been unsuccessful due to duplication and lack of coordination in aid delivery. They were considering the millions of dollars spent on these programs, the general public concerns these humanitarian programs' effectiveness and sustainability (Chaudhri et al., 2017: 29).

Altay et al. (2018) argue that even with the multiplication of humanitarian actors, there has been the little impact in changing the affected communities' lives. But that is a severe critic that ignores the dynamics surrounding the dynamics of the context of humanitarian aid. Most critics fail to consider the health impact these humanitarian acts have on people. Though it is easier to measure physical programs such as roads and buildings, assessing social issues is complicated. Ramsay (2020: 3) cites that it is not easy to measure the start and the end of behavioral and emotional components since they bear constant flux. Although developing countries have reported measurable gains, there is a need to determine what best systematically and what can be sustained for an extended amount of time. Sustainability is also a factor that is being stressed when considering that some nations' conflict continues for extended periods (Carruth & Freeman, 2020: 3).

Remote programs are primarily skewed towards building the national and locals capacity. Therefore, sustainability is salient to ensure that these federal or local staff members can continue the outcomes realized. The sustainability of remote operation is enhanced through organizational capacity building and focusing on the individuals' operational capacity and the institutions (Ramsay, 2020: 3). A

strong society is an outcome of the excellent synergy between the existing institutions and local groups. That is why the humanitarian agencies are supposed to encourage the regional actors to develop their contingency strategies and use the local resources (Chaudhri et al., 2017: 29).

Over the years, local non-organizations have identified a way to promote sustainability when the international humanitarian actors terminate their aid (Chaudhri et al., 2017: 29). The local staff typically switch to less expensive activities, such as using education and creating awareness instead of using costly activities. Other approaches include approaching other private organizations and donors, going dormant, relying on volunteers, and diversification (Carruth & Freeman, 2020: 3). Also, flexibility and decentralization have enhanced sustainability (Chaudhri et al., 2017: 29). Flexibility is advantageous in a rapidly changing context instead of the rigid procedure and hierarchical management.

Flexibility was applied in Syria by both the international staff and the local actors in disruptions. In remote programming, flexibility requires the acceptance and recognition of the disturbances and delays in program delivery and communication (Shultz, Hoagland & Timbie, 2018: 66). The involved stakeholders and donors should appreciate these challenges and act accordingly. Equal flexibility should be reflected across all partnership chain levels (Ramsay, 2020: 3). For instance, the donors should not pressure the national and local staff to deliver and meet the tight deadlines at times of high insecurity. There should be a demonstration and understanding of all staff members' safety and well-being.

The sustainability and effectiveness of remote humanitarian programs and aid is not a mere dream, and there is the possibility of success (Yekini, 2020: 139). That would be driven by less capital-intensive and acceptable outcomes in both short and long-term periods. The key to ensuring that is based on the continued understanding that remote humanitarian programs have no fixed endpoint but an evolving process with marketed milestones and lessons to be learned on the way. Sustainability is realized when the humanitarians hit their target outcomes, and the empowered locals continue to chase what they deem suitable for current existence and posterity (Ramsay, 2020:4).

2.1.3.3 Coordination and collaboration

In the humanitarianism context, coordination is understood as applying policy instruments in offering aid effectively and cohesively (Chaudhri et al., 2017: 29). Dubey et al. (2019: 159-177) highlight that coordination between the national and international humanitarian actors assists in running and monitoring remote programming systems. The lack of coordination between modern humanitarian programs is caused by a lack of internal communication protocols, causing reduced access to real-time data. Remote programs have failed in the recent past due to the lack of proper coordination of information with the partnering organizations. Such a case was observed in places like Iraq (Weissbecker et al., 2019: 117-153), Somalia (DuBois et al., 2018: 46), and Syria (Murad & Versey, 2020: 14), where international organizations fail to respond to needs in real-time because of ineffective information sharing and coordination.

When the organizations fail to understand what the others are doing, the outcomes are always regrettable. When one humanitarian actor decides to pull out from field operations and adopt remote programs, the other actors should be fully informed to avoid compromisation. In 2008, OCHA made a joint operation with the UN. However, the two actors failed to work in close coordination. OCHA tried to adopt standards put up by the United Nations without asking for information regarding some previously made standards or decisions. That ultimately compromised humanitarian independence (Backman, 2020: 13).

Coordination is a theme achieved through regular interactions between different levels of staff, communication strategies, and structuring strategies. Interaction between the staff members could be enhanced through video conferencing and site visits. The humanitarian agency must also be careful to choose the coordination partners (Van den Homberg et al., 2020: 457; Backman, 2020: 13). They need to remain neutral so that they do not create security risks. Better coordination could also be achieved by having the logistics center and the central administration nearby.

According to Li et al. (2020: 1), humanitarian coordination seeks to improve responses through better prediction, culpability and partnership. Successful coordination means that the involved parties agree on the common priorities,

develop harmonized strategies to tackle the identified issues. The problems that coordination would address may include access negotiations, fund mobilization, enhanced information sharing, and progress monitoring programs. Such is what the United Nations attempted to implement in 2005 through the Cluster Approach.

Van den Homberg et al. (2020:456-458) found out that the cluster program improved the humanitarian program's effectiveness and urged others to pursue the approach. Through the procedure was successful, it has its share of challenges. For instance, the approach left very large gaps in predicting leadership. The author indicated that the high turnover rates of cluster coordinates. Besides, predicting leadership with the Cluster Approach was contributed by the bad experience and training and impartiality of coordinators. The approach also suffered from barriers of inclusivity of partnership.

A case study of effective coordination is the Shura council system implemented in Afghanistan. The Tearfund executed the system as a way to represent the structure of decision-making in groups. By inviting local leaders to participate in the program, Shura was able to pre-empt the tension between the local groups in the nation. The programs helped them coordinate in eliminating uncertainty, corruption, and enhancing the monitoring process (Burns, 2019: 1101-1122).

In the last decade, humanitarians have made several efforts to improve collaboration amongst each other. Collaboration is one way organizations seek to eliminate misuse of resources and duplicate humanitarian efforts (Nnachi, 2019: 65). It also helps in improving the responses and ease of offering emergency responses. Collaboration between different organizations is a salient facet of effective remote programming. When major humanitarian groups such as the World Food Program and the UN collaborate, the result is improved coverage of services, better staff security, and enabling resourceful negotiations.

In the case of clusters, the partnering agencies need to contribute to sharing good lessons and practices. Although good practices can be assessed easily, they are normally restricted in the agency's internal environment. That is why there is a need to put effort into making sure that other partners know and appreciate them, especially in remote operations. There is a need to have a shared vision since coordination leads to more influence when there is a shared

vision. The humanitarian agencies also need to demonstrate their organizational commitment, share staffing and financial costs. For instance, when the IWG agency partnered with the Melinda and Gates foundation,, they committed a financial cost of 6 million dollars over five years (Sands, 2017: 1).

2.1.3.4 Acceptance

The effectiveness of remote operations is also determined by acceptance amongst the partnering agencies. Chaudhri et al. (2017: 32) postulate that acceptance leads to implementation, fidelity, and remote operations success. The target community, the local and the national staff, should accept the program. The success of a program is positively correlated to ownership. Apart from ensuring access, acceptance also contributes to the program's security. Lack of acceptance of a program can be trigger by many factors. This is usually an emotional problem of a divide between the international actors, the national, the local staff, and the community. Common catalysts leading to erosion of acceptance include distance, differences in pay, absence of local presence, and contact with people (Chaudhri et al., 2017: 32)

One proven way of building trust between the local staff and the internal staff is to have a national staff visit the remote program (Wade, Bush & Webb, 2020: 33). The project is also more likely to be trusted when the local staff meets the program manager. This leads to face-to-face meetings and communication, which aids in building trust and strengthening the management of the project .

2.1.3.5 Risk and risk management

1 . The risk to Local Actors

Local actors have been at the forefront of humanitarian support, but their effort and contribution are not always recognized. They to be empowered with greater leadership roles in response situations (Isaksen & Jakobsen,2017: 335) and provide them with necessary tools to manage risks that are exposed to them (Boiral et al., 2020: 1). LNGOs participation aims to identify core factors leading to crisis investigations. Second, the reason beneficiaries prefer actors to reinvent their response for them to meet their humanitarian requests quicker.

Local authorities play a great role in cooperation and coordination with humanitarian agencies and local sectors. During a global humanitarian crisis,

both local and international actors are summoned to manage and protect people together with local authorities (Pries, 2019: 23). Proper localization schedule needs to be put in action regarding the security of the volunteers, partnership principles, and risk policies. The following are some of the risks associated with local actors.

2. Risk Transfer

Risk transfer is always difficult for local actors in conflict situations where international humanitarian actors exempt themselves from neutral or impartial response activities. As cited by Boiral et al. (2020:15), it is unethical for a partnership not to address security challenges that result from the mutual transfer of risks. When developing a security risk plan for both local and international organizations, risk transfer, principles, and perception should be taken into account. The locals best accept an organization according to their perception towards its risk transfer effect security and humanitarian action principles.

3. Local Knowledge

Local actors possess both strengths and weaknesses in their capacity, it is thus important for humanitarian partners to include them in capacity building practices and training to improve their knowledge (Isaksen & Jakobsen, 2017: 335). They play a great role in alerting organizations of any alarming threats, and thus, quick steps are taken to verify the situation. Nevertheless, this security information method is not solely dependable without the appropriate tools and resources to gather and analyze security information. According to Boiler and colleagues (2020), local actors are targeted by gangster groups to reveal the sensitive information entrusted to them by the organizations.

4. Local Actors' Capacity

Local aid workers are involved with more serious incidents than their international counterparts when it comes to attacks. Despite their capacity, they get fewer training opportunities and essential resources from either their international or national NGOs than international actors (Buckner, Spencer & Cha, 2018: 444-465). Due to assumptions, local actors have well-established risk management practices because of their familiarity with the settings. These

assumptions put their lives in greater danger. Instead, international organizations should identify security risk gaps in their skills and knowledge to build their capacity. For example, the Lutheran World Federation (LWF) introduced such training initiatives in South Sudan to build the locals' capacity in security risk management (Tobinai, 2020: 1).

5. Resources challenges

The localization policy created by donors is weakened by the poor funding strategies that diminish actors' efforts to carry out humanitarian activities. Also, local organizations lack funds to provide necessary insurance covers to their staff in emergencies (Pries, 2019: 23; Buckner et al., 2018: 444-465). The funding process is not an easy task to donors, but efforts are taken to arousing donors' realization and influence on the localization agenda. Thus, the risk mitigation plan on local actors must be implemented effectively to diminish risk exposures and improve their capacity positively.

6. General risks in humanitarian actions

Humanitarian actions occur in unstable and unpredictable situations where individuals experience; risks from disasters, political violence, human rights abuse, and armed conflict (Walch, 2018; Kienzler, 2019: 636-662). Humanitarians intervene in such a crisis in a modified manner to help civilians without exposing them to greater risks. The risk impact is frequently high, and actors must define well ways to assess, define, and manage them. General risks are many in isolated humanitarian operations, and they include;

- Casualties and fatalities

- Poor coordination

- Limited program expansion

- Insufficient impact

- Reduced advocacy

- Compromised impartiality

These risks aggravate poor risk perception and reduce urgency from remote managers who are supposed to always get in touch with the situations on the

ground. The best way of dealing with these risks is the formation of a Risk Management Unit, which was initiated in 2011 by the UN team in Somalia (Grijalva-Eternod, 2018: 1). It helped direct the aid and local actors in ensuring accountability and quality services. The unit also provided advice to all agents on programmatic, reputational risks, and financial monitoring.

Some strategies to reduce general risks (Baharmand, Comes & Lauras, 2017: 14); (Beerli, 2018: 70-87) include; employing qualified staffs with enough skills, regular communication across all levels, detailed records and monitoring, strategic coordination with partners, building solid relationships with the communities and gaining acceptance and acceptance from partners. Early detection of risk occurrence prevents harms that may befall the organization's objectives. Organizations need to understand sources of risks, which are either internal-staffs' conduct or external-political events and natural hazards. As postulated by the World Health Organization (2020). Through proper risk assessment, risks can possibly be managed by measuring the likely impact of risk and the probability of occurrence.

Risks are grouped into three broad categories; contextual risk, programmatic, and institution risks. **Contextual risks** include; political risks such as political instability, the collapse of the rule of law and intensified conflict; development and economic factors like a market failure, collapsing of national service infrastructure and inflation; security issues like transnational and organized crimes. These risks are predictable, but in most critical situations, they go beyond humanitarian actors' capacity to control them (Beerli, 2018: 87),

Programmatic risks- are categorized into two areas; the first is the possibility of causing harm to others, which include physical risks to citizens from particular programs or in the presence of actors, fueling a war economy associated risks, and finally, gender or religious discrimination. Second is the failure to achieve program goals risks, including setting excessively ambitious objectives, grounding programs on faulty needs assessments, and using an innovative way of approaching the program (Beerli, 2018: -87).

Institutional risks- these are internal organizational risks with external implications. They include; development and security agendas that contain humanitarian priorities, politicization risks of aid in complex international

interventions. For example, multiple humanitarian workers attack is sometimes associated with their increased presence and increased difficulties of the operating environment. As cited by Jeng (2018: 6), when humanitarian interventions are exercised in areas with overwhelming needs and the weak rule of law, they experience excessive extortion, kickbacks, bribery, cronyism, and nepotism.

UNICEF adopted some comprehensive risk management tools (Sheshe, 2018:1), which include: a) Exercising internal management processes, which include audit, partner screening, risk managing working groups, and staff training. b) Multi-source monitoring can analyze and triangulate info, including; monitoring systems, partners self-reporting, and program to regularly monitor staff and community feedback mechanisms. c) Linking humanitarian planning with inter-agency Program Criticality and Stringent Regulatory Authority for security purposes. d) Assessing UNICEF programs for non-security risks information. e) Conflict sensitive programming. f) Capacity building for stakeholders on risk management contained in humanitarian principles. g) Implementing mutual UN risk management tools (Qazi & Akhtar, 2020: 5) Necessary threat and risk analysis approach by the Country Office.

In general, clear plans should be made to curb worsening insecurities by including local security expenses in the financial budget. According to Baharmand et al. (2017: 14), risks should not be avoided but reasonably managed in all concerned sectors. Organizations reporting requirements should not escalate risks to national staff. Clear policies that acknowledge the reality of corruption in either local or national set-up need to be implemented. General risk management needs to be compared with internationals in their risk analysis, necessary support, and regular security training (Baharmand et al., 2017: 14).

2.1.3.6 Advocacy

According to OCHA (2020), advocacy, whether public or private, creates awareness of crises that are ignored promotes the respect that deserves to the international humanitarian law, help in elevating the voices of the people in crises, and enables those people to get humanitarian assistance (Coppi, 2018: 5-7). When advocacy activities reduce, protection programs are also affected negatively. In remote operations, advocacy suffers the most. That is because the

internal staff supports remote programs. International counterparts have more influence in communication as compared to the local non-governmental (Lennox, 2019: 3).

Advocacy goes hand in hand with communication from IOs and INGOs (Walton, 2018: 642-660). When an NGO decides to undertake its actions through remote programs, there a need to communicate that message to portray ownership and acceptance of a program, apart from delivering the message themselves, international organizations can use their collaborating agencies in delivering the message. Such was the case in Iraq, where UNICEF used local partners' message delivery (UNICEF, 2020). According to the observations and experience in Somalia, MSF cited that the international staff (outsiders) were at a vantage point of speaking about problems of a country (Bowden & Metcalfe-Hough, 2020: 1).

2.1.3.7 Monitoring & Evaluation

Every organization requires an operational monitoring and evaluation structure to assess the general performance. Monitoring is a long-term and organized way of gathering information about developing an ongoing project. The evaluation assesses the performance of a project towards reaching the set goal and the results within a specific period.

1 . Upward accountability

Upward accountability refers to a beneficiary's process of accountability towards their donors (Dewi, Manochin & Belal, and 2019: 1). Organizations and individuals take responsibility for their actions. Donors expect transparency to account for any unnecessary expenses like profit gaining intentions that would exhaust the project fund. The follow-up process discourages most stakeholders and beneficiaries in fulfilling the donors' strict demands. They are required to provide complete fund management and allocation reporting that contains charts, graphs, photographs, and testimonies (Chaudhri et al., 2017: 39).

In this process, the NGOs should produce performance reports, including disclosure reports and assessment reports. The reports provide information on the number of funds received, how beneficial it was, how the fund had been used and lessons learned from the completed projects (Chaudhri et al., 2017:

39). Fieldworkers often experience operational issues, especially in the health sector. According to Chaudhri et al. (2017: 39), engaging with mentally ill patients is challenging and requires some forms of therapy to quicken stabilize the situation. Field workers do their best to meet donors' expectations, requiring detracting extra funds from the project. Consequently, shifting away from the donor's accountability agreement results in limited human resources designed by the donors to the project.

2. Downward accountability

It refers to the process in which a donor organization is accountable to its beneficiaries (Asgary & Waldman, 2017: 343-348). Donors set effective accountability measures will have the potential to increase the effectiveness and efficiency of the results and decrease corruption risks. However, it is difficult to fully implement a downward accountability structure without complications, but the NGOs must see to it they comply with their clients' desires. The success of charity organizations relies on safeguarding confidentiality, acquiring enough resources to develop accountability measures, and choosing a dependable accountability technique (Doughan, 2020:1). Nevertheless, beneficially accountability is less complicated than donors' accountability due to the restricted authority of beneficiaries' stakeholders.

To successfully monitor downward accountability, the management needs to adopt the following follow-up measures; beneficiary feedback forms, beneficiary hotlines, discussing with the designated beneficiary reference groups, beneficiary rapid assessment surveys, entitlements transparency, and have storytelling moments with beneficiaries, and adopting a system for complaint damages. According to Yekini (2020: 139), there exists two-way communications improvement, thereby establishing the best accountable protection environment to the concerned persons. There are widespread humanitarian activities, corruption, and fraud activities frequented by the organization and its workforce. Such issues force the donors to set strict measures to stop slowing down the accountability process. For example, some NGOs introduce a toll-free helpline for calls and individual complaints towards corruption and harassment acts. The platform gained full acceptance by the

community, who used it to make referrals, lodge sensitive info, and access information (Yekini, 2020: 139).

Increased inconsistencies in corruption matters have led to the adoption of a system approach technology, which is operational across several sectors and stakeholders. Through numerous criticisms, UNHCR eventually designed accountability technologies such as biometrics, cash-based interventions (CBIs), and result-based management (RBM) (Jacobsen & Sandvik, 2018: 1508-1524). Accountability is a hard task, which faces many challenges, including; misinformation about a certain organization's activities, lack of fund disbursement supervision, and false financial reports given to donors. A participatory approach is adopted to engage beneficiaries and stakeholders to reflect their needs and ambitions. A benefiting downward accountability system must consider beneficiary vulnerability and context specificity (Asgary & Waldman, 2017: 343-348).

3. General Monitoring and Evaluations Methods

M& E is a process of consistent data collection and assessment to check whether the desired progress is being achieved towards certain goals and objectives. M&E also looks into any negative or positive unintended impacts from a program. There is a need to monitor internal and external remote operations' progress. M&E can either be internal or external (Mitchell & Stroup, 2017: 397-419).

Internal M&E methods are regarded as less rigorous as compared to external M&E. For internal M&E, the administrative authority is decentralized. The frequent, usually daily reporting' makes internal monitoring a clear way of monitoring with advanced planning procedures. A typical example of this was carried out in Somalia by the UNHCR (Chaudhri et al., 2017: 39). It included camera phones to capture GPS encrypted images of real-time progress coupled with daily notes. Internal M& E also includes unplanned visits by local and international NGOs to monitor the program's progress. Previous humanitarian programs learned that such monitoring requires extensive communication and prior preparation to ensure all needed documentation of M&E are availed on time (Chaudhri et al., 2017: 39).

External M&E methods involve the use of third party agencies or contracted organization to ensure that the quality of the programs meets the desired standards. Third-party monitoring is regarded as a gold standard evaluation. That is because third party organizations are assumed impartial and independent. As compared to internal methods, external methods are capital intensive, and their objectivity can be reduced when one firm is repeatedly used (Chaudhri et al., 2017: 39).

2.1.4 Remote management procedures

Many humanitarian agencies are scaling up or shifting to programming and management practices in response to increased security concerns and a response to the spread of the COVID-19 global pandemic (Daniele, 2020: 96:1605-1614.). These issues have resulted in other ripple challenges, including travel and movement restrictions, inhibited access, and increased risk of humanitarian assets, reputation, and staff members. Accessibility is a particular problem for international organizations due to staff evacuations and border closures leading to a separation of the national and local humanitarian actors.

In the context of the current study, access denotes two aspects. First, it means the humanitarian agency one on one access to the needs of the population, and second, the population access to the services offered by the agency. National or local non-governmental partners, national staff, local staff, contracted agencies, or any mix of these can execute remote management operations (Dewar, 2020: 1-4). That has forced the humanitarian agencies to think of the working models and practices to enable remote management approaches.

2.1.4.1 Setting And managing expectations

As an agency considers shifting to remote operations, it is important to consider all program participants' safety, that is, the staff members and the partners. There should be clear communication of the expected running and managing of the roles now that people will be geographically separated (Stoddard et al., 2010: 16). It is imperative to call upon all the involved staff and agency partners and discuss the feasibility and justification of the operations' remote management. At this juncture, it defines whether all or a segment of the operations can be carried out remotely (Dewar, 2020: 1-4).

The agency will also be able to identify whether the staff members' roles are fit for remote working. In the previous humanitarian in Somalia, agencies like UNICEF have found many program managers' roles can be carried exclusively from a remote location (Chaudhri et al., 2017: 40). The agency should involve all the stakeholders in creating the project expectations once remote programming has been enrolled. Setting up small experimental test runs is also a great way to assess the program's feasibility and possible expectation. That should also include setting reasonable goals as opposed to mere practices. By setting clear goals, each actor will then recognize the practices that can help achieve the goal (Chaudhri et al., 2017: 40).

In remote operations, communication can be a major challenge due to creating several chains of management. One particular case of communications drawbacks in remote management was the case in Iraq where communication channels established led to a distortion of messages. One communication focal point needs to be set up. The staff actors located in the field should communicate directly with international operatives. Instant messaging platforms effectively enable different partners to communicate or reference effectively (Boomsma & O'Dwyer, 2019:1).

The procedure should also consider the changes that could occur during the implementation stage. Remote programs are prone to disruptions leading to delays (Daniele, 2020: 96). For instance, the staff in the field may run into unsecured territories, requiring rescheduling or halting humanitarian actions. Humanitarian agencies manage such changes by the integration of flexibility in the programs. Compensation of the staff is also likely to change when they operate remotely. Compensation of the staff, as well as the partnering agencies, should be revised and be awarded following the contribution, accuracy, and quality of work of each staff or partner (Daniele, 2020:96).

In the face of the current global COVID 19 pandemic, the humanitarian actors need to discuss how remote management can build local capacity and commitment (Daniele, 2020:96). Such that the national staff should carry out higher local decision while the local partners are given implementation roles. In this way, the agency can monitor the utilization of funds and improve

transparency. There should be a framework of how the program shareholders can measure the program's progress.

2.1.4.2 Implementing remote work successfully

In the recent past, most humanitarian organizations in places like Iraq and Somalia have been 'going remote' as a reaction to high insecurity. However, the advent of the COVID-19 pandemic has meant that ad hoc measures cannot be sustained. The implementation of remote work would be successful where there is a proper framework. Implementation of remote programming is possible when there is a well-developed organizational policy (Dewar, 2020: 1-4). The international humanitarian actors should maintain a working relationship with the local partners. That is possible by signing a Memorandum of Understanding (MOU). In addition to MOU, the group can sign into other documents, which stipulate the procedures and details of reporting, transfer, and procedures for cash transfer (Boomsma & O'Dwyer, 2019: 1).

During the implementation stage, most NGOs give little consideration to the exit plan. Remote programs are largely temporal. After a vaccine contains the crises end, violence cases go down, or COVID-19 pandemic, NGOs should way the benefits. By going private, some NGOs have found themselves 'trapped.' Implementation of any remote management should consider the onset to the exit the risk to benefit ratio for national and local staff (Dewar, 2020: 1-4).

2.1.4.3 Security for a remote workforce

Due to security concerns, especially to the international staff, they should pay few or no visits to the programs sites. The executive national staff members should be given major roles for program implementation. The national staff should there take the role of supervising the project's progress at the local sites. Most security risks should be deferred from the international non-governmental to the local and national staff members because they are at a lower risk. However, these local and national humanitarian actors' safety and well-being should be ensured. In case there is a need, the international staff should visit the national staff at their provincial offices (Dewar, 2020: 1-4).

2.1.4.4 The tools you need to transition to remote work

Transitioning to local staff members requires the use of several tools necessary to maintain the project's desired quality. Working remotely could mean that the agency needs to adopt cloud-based computing tools. Currently, there are several cloud-based service companies, including Microsoft and Amazon Web Services. The humanitarian agency can use the cloud-based option for data analysis, communication, and management of projects (Larson et al., 2020: 2).

There is a need for managers to see their staff face to face. That is virtually possible through the use of modern video chatting platforms. Apart from reading the non-verbal commutations, video chatting enables the managers to keep a close relationship with the employees. Another instrumental facet of shifting to remote management has quality staff members. If the members are not conversant with the technologies used, they should invest in training them. The managers themselves should sharpen their writing skills because effective commination is salient in remote management (Saveliev et al., 2020; Larson et al., 2020: 2).

2.2 Performance Management

Performance management is a complex and multifaceted term that has received scholars' attention, especially in the field of management accounting (Getti, 2018: 1). As a multifaceted term, the current study explores the definition, performance measurement, and the effect of Remote management procedures on management performance within NGOs.

2.2.1 Performance management definition

Performance management is the continuous process of communication between the employees and the manager that happens throughout the years to achieve the organizational strategic goals. The communication process includes laying down organizational expectations, developing objectives, goal identification, feedback, and evaluation of the outcomes. According to DeNisi, & Murphy, 2017: 421), performance management is a tool used by organizational managers in evaluating and monitoring the work done by employees.

López-Arceiz et al. (2020) add that performance management ensures that the set of activities undertaken by the employees are in line with the expected outputs. In agreement (Getti 2018: 1) observes that performance management is a forward-oriented process that is utilized to create goals and regularly check the progress of hitting the goals. The goal of performance management are the creation of a working environment where people can work to the best of their abilities. A typical performance management program enables employees to meet the eye to eye with their supervisors to discuss goals, expectations, and progress (Audenaert et al., 2019: 818)

2.2.2 Measurement of management performance

In practice, firms create goals, identify the actual data for measuring performance and act on the outcomes to enhance the performance in the direction of the goals. Measurement of management performance is a process where the organization monitors the key facets of its systems and programs (Maestrini et al., 2017: 299-315). According to Veronica & Hastuti (2020), there are different performance measures, which can be used by firms, non-profit, and governments. There are three key stages in measuring performance: description of results, description of measures, and description of the target and thresholds.

1. Results Description

There should be individual desired results (Getti, 2018: 1). It is salient to form results for every objective using a specific language to those results. In this case, the NGO enables the organization to have precise consideration of what is is actually being achieved. In a typical organization, it is normal to hear managers using productive, effective, world class, optimized, and best practices. These terms are used with a positive connotation, and the actual meaning is blurred. In creating results for specific objectives, such a terms is not ideal. Indeed the use of such results will lead to compromised improvements in performance.

The use of words that reflect how people perceive the physical world is a recommended technique to enable a person to sense-check that they are on the right track (Getti, 2018: 1). For example, an objective described as; ''To lower

hunger cycle in area A in Syria' may have a result described as; 'To lower the time taken to identify and deliver food to hungry children in Area A in Syria. That may be physically perceived as ''to reduce the days taken to distribute food to the hungry people in Area in Syria'. That creates an objective that can be fully and interpreted.

2. Description of the Measure

In project management, there are two types of measures, which could be described, direct and indirect (Getti, 2018: 1; Amos et al., 2019: 1). It is key for the organizations to ask themselves whether the expected results can be measured clearly and unambiguously. That will help in determining the success of the results. For instance, it should be possible to determine the amount of time that can be taken to distribute food to a thousand households. When the length of achieving an objective can be determined, direct measurement is possible.

In the case of indirect measurement, the agency may require to use an extra step. If the objective is to "improve the brand of the NGO," the expected results could be '' an improved reputation of the NGO is the donor market. There maybe a need to look at the visitor's comments on the NGO's official website. Positive comments and traffic could be correlated to an improved reputation. However, care should be taken because an increase in the website traffic and positive reviews could be moving hand in hand with negative reviews (Amos et al., 2019: 1).

It is important for the go an extra mile in indirect measures and used other analysis approaches. The approaches and methods could include the following but are not limited to cause-effect-analysis, logic models, and process flow method (Getti, 2018: 1). The mere act of measuring does not affect the results. Hence there is a need for the organization to create lead measures. Lead measures are conducted regularly to show what happens when a certain action is undertaken. Lead measures are hard to generate, but they are considered the best measures to influence and cause change (Amos, Musa & Au-Yong, 2019: 1). At this point, key performance indicators should be assigned to specific people, let say - ground staffs, so that ownership is created. The key performance indicators are calculated to ensure that the right person is awarded

the activities. Ownership of the activities may also be awarded to the certain units within the agency.

3. Description of targets and thresholds

Measuring performance management is insignificant is of little use when it is not compared against certain parameters (Verawati, 2020: *27*).   The gotten performance value should be put against what can be regarded as indifferent, bad, or good. The target to be compared against could be a made-up value or previous performances. The target goal should be considered as achievable or reasonable. Many organizations prefers looking at financial targets. The NGO could use the previous programs' financial expenses and compare them with the measured results (Amos et al., 2019: 1).

In conclusion, when developing measurement metrics for NGO performance, it is important to recognize that research shows that organizations managed using metrics are more effective (Lall, 2017: 2633). A performance measure is a step within the overall organizational planning strategy. Performance management matters since it aids in the establishment of robust rules since every individual and unit clearly understand organizational expectations (Amos et al., 2019: 1). The employees were posted on international, national, or local sites do just do the random tasks of impressing the management. On the other side, the managers or supervisorss do not waste time telling employees that they are not working as expected (Verawati, 2020: *29*).

2.2.3 Effect of remote management procedures on management performance within NGOs

As discussed earlier, remote management of humanitarian operations was historical a response to restricted access and deterioration of security (Stoddard et al., 2010: 19). The international donors and aid agencies considered it as a last resort to suspend the operations for a short period. Attacks on humanitarian workers have forced aid agencies and private organizations to adopt remote programming models. For instance, humanitarians in Somalia work from Nairobi, Kenya, in Iraq, they work from Amman in Jordan, and for Syria, they work from Ankara in Turkey (Stoddard et al., 2010: 18; Tenney, 2020: 311). The increasing attacks on aid workers are shown below.

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Number of incidents	107	124	165	155	130	152	170	265	192	149	163	158	228	277
Total aid worker victims	240	221	278	295	250	311	277	475	332	289	295	313	408	483
Total killed	88	91	127	108	73	86	71	160	123	111	108	139	131	125
Total injured	87	87	91	94	84	127	115	179	88	109	99	102	146	234
Total kidnapped*	65	43	60	93	93	98	91	136	121	69	88	72	131	124
International victims	26	35	51	74	41	29	49	60	32	29	43	28	29	27
National victims	214	186	227	221	209	282	228	415	300	260	252	285	379	456
Un staff	61	39	65	103	44	91	57	106	66	43	71	48	69	69
International NGO staff	110	133	158	128	149	135	97	142	152	173	159	98	183	260
LNGO and RCS staff	55	35	45	54	47	80	115	205	98	67	52	153	151	170
ICRC staff	10	4	5	9	10	5	3	14	16	3	10	14	5	2

Figure 2.3: The number of incidents on aid workers between 2006 to 2007.

Source (Aid Worker Security Database, 2019)

In the last year, the advent of the global COVID-19 pandemic has forced to be remotely managed almost in their entirety. Remote management is no more an exception; it a normal way for humanitarians to conduct their operations, especially in the insecure and Covid-19 hotspots Xiao et al. (2020: 4). The adopted remote management procedures have led to several impacts on management performance with the NGOs.

NGOs, whether remotely or indirectly managed, all NGO programmers face similar inherent risks. Remotely managed programs reduce some of these risks (Freccero et al., 2019: 685-713). However, it also comes a price of exacerbating other risks. Remote management procedures lead to heighted risks including aid diversions, embezzlement of funds, fraud, and poor service quality. These issues are associated with high stakes, particularly in the aid diversion and resources toward terrorist groups and belligerent organizations. Such issues can lead to to an erosion of acceptance and community trust (Freccero et al., 2019: 685-713). Remote management approaches also attract unrealistic expectations such that they can achieve the same project quality and complexities as indirect program management. In most cases, the local partners and staff lack the level of expertise needed in remote programming. It, therefore, becomes unrealistic and

complex for the managers to everything hence compromising the whole program.

Remote program procedures also compromise the humanitarian principles of neutrality and impartiality. One case example was the disruption of NGO operations in Somalia by the Al-Shabaab terrorist groups forcing many organizations to start remote management of their operations (Stoddard et al., 2017: 19). Later, it was found that all the local staff and partnering groups come from certain political and ethnic groups. The needy community members not belonging to the same group could not receive the same help. Hence the organizations that relied on such locals to make situational decisions on their behalf risked their perception of impartiality and neutrality.

In remote program management verifiability, timeliness and accuracy are another big repercussion. Remote management creates a geographical divide or restricted access group of staff. The practices of project management, including conducting need assessment, monitoring, and evaluation, largely depend on the field staff's information and partnering local non-governmental organizations (Stoddard et al., 2017: 19). The quality of the collected data is correlated to the local staff's skills in terms of observation, conducting interviews, and accurate transcription of the data. The reduced access to remotely managed programs also affects data's representability and granularity. There is also an increase in the lag period between data collection, processing, and transmission for analysis purposes (Amin, 2018: 642).

In general, remote management procedures affect performance management in risk management, staff capacity, and data management (Tysowski et al., 2017: 342). Many organizations have opted to use modern technological innovations in a bid to lower the negative effects. The GPS tagged photographs and survey, for instance, enables the NGO to track the location of the activities shown. It is also being used to monitor the supplies and goods to check arrival and departure.

2.3 Non-Givernmental Organizations

Also referred to as civil societies, NGOs are formed at the community, national, or international level meant to advocate for certain political or social goals, such as the environment or humanitarian causes (Seu & Orgad, 2017). Currently, NGOs are hailed as the third economic actors on human rights, environment, development orientation, humanitarian action, etc. Over the years, NGOs have been defined and described to represent different roles and scopes as described below.

2.3.1 Definition, role, and scope

There is no universal definition of the word NGO since different scholars have defined it in many ways. Many lacks of a common definition is contributed by a large and diverse group of NGOs that steer away from generalizations. NGOs take different shapes and play different roles in society (Gupta & Koontz, 2019: 340). The term has a different connotation concerning the setting; for instance, the Australians prefer using the term NGO while their counterparts in America will refer to the same agency as a non-profit. Besides, NGO as a term creates several complexities it is analysis. For instance, while they are not driven by profit or managed by the government, some NGOs are making profits so that they can plow it back to their operations, while others receive a considerable amount of funding from the government. That has generated heated debate about what is and what is not an NGO (Blasiak et al., 2017: 1-8).

The current studies choose to ignore GONGOs since they are just bogus NGOs established as briefcase politically motivated fronts. The definitions given herein are for those NGOs with a facet of humanitarianism (Kevern et al., 2020: 486). According to the World Bank, an NGO is a private agency that pursues activities of relieving the suffering and promoting the poor's suffering, protecting the environment, giving basic social services, and doing community development (World Bank 0rg, 2020). A Non-governmental organization (NGO) is a nonprofit group that operates independently of any government. Many NGOs also receive funds from the development industry that combines agencies and multilateral including the United Nations Bretton Wood Institutions and other aid donors.

As a term, NGOs are traced back to 1945 in an article published by the United Nations (Stensvold, 2018: 441-447). The roles and activities of NGOs range from human rights, advocacy, social and environmental works. The scope of NGOs keeps expanding with increasing needs in society. An NGO could be small or large formal or informal, flexible, or bureaucratic (Adem et al., 2018: 295-322). An NGO could be funded from external or internal sources in the scope of financing. For instance, in Asia, growth in NGOs is partly contributed by Christian missionaries' influence. Besides, there was growth reformist such as Association of Sarva Seva Farms that focused on spreading the revolutionary ideas of Mahatma Gandhi. In Brazil, the Paulo Frieres radicalization inspired the growth of several NGOs. Most of the inspired NGOs wanted to help spread formal education (Kevern et al., 2020: 486).

2.3.2 Project management in NGOs

Many non-governmental organizations conduct their activities through projects related to the agency mission. The financing of many NGOs occurs through donors where private and public organizations offer resources to develop projects undertaken by the NGOs (Lacruz, Moura, & Rosa, 2019: 1). The donor's finances received by the NGOs are usually insufficient concerning the demands. Therefore, managing an NGO means competing with the other NGOs to get the finances to fund the projects. To make the seeking of resources more professional, the humanitarian administration set up project management offices (PMOs), which have largely been successful in their management procedures (Krishnan, 2019: 1). The PMOs' core function is to seek resources and manage them efficiently.

Fundraising is one popular approach to gathering the needs resources for an NGO. Krishnan (2019: 1) observes that more than 90 percent of NGOs' most resources come from donations related to their projects. Project management also coordinates the development and implementation of standards, training, team support, and methods. It also facilitates the provision of capabilities paramount in the competition of financial resources. Hence, the performance management function of an NGO enables competitive sustainability of the agency in the donor and fundraising market (Lacruz & Cunha, 2018: 1).

2.4 Virtual team

2.4.1 Definition

According to Alsharo, Gregg, & Ramirez (2017: 479-490), a virtual team is defined as a group of people working together from different geographical settings and connected through communication to share information, ideas, work plans, and knowledge. Team members never meet physically but converse electronically to complete a given organization task. Alsharo and colleagues (2017: 479-490) also assert that virtual teams also operate in a virtual workplace that is not located in any physical place but typically through the internet disregarding geographical boundaries.

(Olaisen & Revang, 2017: 1441) the defined virtual team as a Geographically Dispersed Team meaning individuals who work across organizational boundaries, time, and space. Team members possess complementary abilities to achieve the organization's goals that they are held responsible for. They share the same approach to their work, have interdependent performance objectives, and are finally dedicated to a mutual purpose.

In a related note Olaisen & Revang (2017: 1441), a virtual team is a collection of people spread across different ethnicities, cultures, time zones, or languages brought together by telecommunication and information technologies to achieve a common goal. The teams are formed for temporal purposes to solve a critical problem or develop a new product. The organization selects experts who are experienced and can solve a given task within a given limited time (Amin, 2018: 642).

A given number of individuals are distributed at different locations and works or communicates through communication and information technologies (Alsharo et al., 2017: 479-490). The teamwork harmoniously completes a given task within either a limited or unlimited duration. Virtual teams may conduct physical meetings at the beginning of the team.

2.4.2 Managing virtual team

Virtual team members are organized and coordinated by virtual management, who oversees maintenance, leadership, and work supervision. The management

also provides requirements and appropriate communications to ensure efficient connection to culturally diverse and geographically dispersed members. Virtual workplaces face communication dilemma challenges, which include; lack of commitment by members, technology-related problems, communication breakdown, language, and cultural struggles (Vroman & Makarius, (2020: 2).

Thus, to ensure full collaboration, virtual teams need to apply simple communication easily and ensure limited ambiguity in all the information. Furthermore, Larson, Vroman, & Makarius (2020: 2) argued that members must possess the following collaboration skills; ability to innovate and create, ability to adapt to the changing environments, ability to delegate work and work alone, finally, the ability to motivate others. Misunderstanding is highly manifest in this set-up due to membership dispersion, which only relies upon word communication

Trust is the foundation of strong relationships among members and leads to a functional and efficient team (Costa, Fulmer, & Anderson, 2018: 1). It helps members to; converse in an open environment, acquire mutual respect towards each other, share information, and appreciate diversity (Larson et al., 2020: 2). Therefore, members should set aside their cultures, experiences, and different backgrounds to establish a long-lasting trust.

The following strategies can be implemented to manage the virtual team effectively.

2.4.2.1 Defining a working system

To reduce wasting time in the workforce, there should be set standards and a suitable defined work system for each task. That gives the virtual team the necessary freedom required to complete a task effectively (Costa et al., 2018: 1; Larson et al., 2020: 2).

2.4.2.2 Creating a proficient work environment

That can be achieved by investing in an organizational working environment without distractions. The culture of dressing professionally should be cultivated amongst the staff members. Besides, professional standards promote efficiency and improve people's thinking (Costa et al., 2018: 1; Larson et al., 2020: 2).

2.4.2.3 Hiring the right staff

According to Larson et al. (2020: 2), before employing people in an organization, they must pass the professional personality test. Hiring the right workforce determines the quality of output to be produced. Giving out work should not be based on color, physical appearance, religion, family, or ethnic group but on the necessary skills and capacity.

2.4.2.4 Using necessary tools to manage the project

They are useful in keeping track of time to avoid lagging on projects. This can be achieved by sending reminders and alerts on what needs to be done at the assigned period. Managers should have a weekly or monthly overview of the progress of the project. For example, using Google Docs is an effective application for sharing Information, tracking progress, and monitoring work (Larson et al., 2020: 2; Costa et al., 2018: 1).

2.4.2.5 Introducing a rewarding program

This is a way of recognizing peoples' efforts or skills by rewarding them based on their achievements. By doing this, workers get more motivated and determined to work harder. The rewarding system also creates competition among members who crave recognition leading to increased output (Larson et al., 2020: 2).

2.4.2.6 Overlapping working hours

Managers need to plan a schedule where all the team members will be online simultaneously in a certain period. It reduces boredom at work and fuels the team in solving the problem quickly than when not all members are engaged (Larson et al., 2020: 2).

2.4.2.7 Introduce meetings

Work briefings could either be face-to-face or through a video call. Meetings relay important information promote togetherness, reduces stress, and make the team feel part of the organization (Costa et al., 2018: 1; Larson et al., 2020: 2). Therefore, regular meetings should be set to put forward their thoughts or claims.

2.4.3 Virtual team building procedures

Due to increased insecurity, the risk of Covid-19 infection, and action restrictions has forced many organizations to build virtual teams (Silva et al., 2020: 6).   Nevertheless, as the humanitarians seek to conduct remote management programs, they need to use proven strategies and procedures (Heaslip, Kovács & Haavisto, 2018: 7). As organizations 'go remote', they need to recognize the whole spectrum of remote management modalities, including remote support, the remote delegation of authority, remote control, and remote partnership with local actors in maintaining core authority of making decisions (Amin, 2018: 642). The practical procedure for building virtual teams for non-governmental organizations are the following.

2.4.3.1 Team development and Training

As described in the previous step, collaboration with national and local partners is essential. However, team management and development are only possible if the is proper team development and training. According to (Keating, & Thrandardottir, 2017: 134-151), the development and training of the NGO staff members should be based on the deficits and needs of the members. The remote managers

2.4.3.2 Building trust

Organizational trust is the fundamental part of team confidence concerning the company activities. Therefore, there should be rigid trust between NGOs and their staff based on the ground. Trust building in remote operations is essential and calls for respect to local nongovernmental organizations from international ones' (Keating, & Thrandardottir, 2017: 134-151). Organizational trust and performance go hand in hand in all sectors of operation. It brings upon coordination, reduced conflicts, and advanced innovation among co-workers. To fully build trust in an organization, the culture of inclusion, honesty, and trust must be mandated to accomplish the goals. Also, the workforce needs to be rewarded and encouraged to work hard. In this way, they will be certain that they are trusted, thus forming a strong sense of purpose.

Although trust does not guarantee complete safety in an organization, it gives employees the freedom to be more creative and productive. According to

Hartmann et al. (2020: 31-46), some tactics of building trust in an organization include; allowing employees to bond through sharing their personal experiences, upholding open communication with the team, being the role model as a leader, and adopting brainstorming measures to solve problems between workers.

2.4.3.3 Building a team culture

An organization's success is determined by the compelling purpose of the team towards achieving the goals rather than prioritizing their gains. That desire to belong in an organization leads to the team's full contribution. Thus, leaders must continue infusing the teams' big vision to continue being productive and enhance more growth (Jamshed & Majeed, 2019: 1; Super, 2020: 553).

Team culture can be built through the following ways;

1. **Setting regular meetings**-, scheduling meetings weekly or monthly engage the team and encourages productivity, builds relationships, and discusses the team improvement measures.

2. **Making leaders**- a good team culture mentors workers to become leaders (Latif & Williams, 2017: 20-32). That is enhanced through clear communications, making employees feel part of the organization. Furthermore, allowing the team to be flexible enhances them to fully exercise their efforts, thus enabling them to discover their full potentials.

3. **Enhance learning-** endorsing a culture of learning to the team encourages them to add their skills through personal development and training. Jamshed & Majeed (2019: 1) added that this builds a strong working environment enabling the team to solve problems, set goals on the team's vision and plan appropriately. Also, learning new skills benefits the organization as well as the team.

4. **Knowing your team**- leaders should engage in happy occasions with their workers to develop a great culture that strengthens them. They should plan occasions such as; holidays, promotions, celebrating birthdays, and having lunch together with the team.

2.4.3.4 Delegation

Delegation means assigning authority and responsibilities to another person to carry out a given task but retaining responsibility for the success. As cited by Marchesi & Masi (2020: 21; Tapas et al., 2020: 111), this process of entrusting workers empowers the team and motivates them to achieve more. Delegation duty is not an easy task in any organization, especially for remote workers who operate in different geographical settings. In this case, delegation is virtual, and leaders must adopt the best measures to enhance it. To delegate duties successfully, a person needs to;

1. Know the process- a leader must fully understand the task all-around before entrusting someone to do it. Therefore, they should appoint a knowledgeable person who learns through observing their processes of doing things. In a virtual team, one should give the best training and clarify their expectations about the task to their assistance (Tapas et al., 2020: 111).

2. Breakdown the project involves sharing a load of a project among different people. That ensures that big and hard projects are accomplished in time.

3. Give out all details of the project- the project manager should not skimp any important information concerning the task before delegating. Tapas et al. (2020: 111-113) also added that documenting everything relays useful information, thus preventing misunderstandings and discrepancies.

4. Use appropriate communication tools- a good manager should know which communication channel to use when delegating a certain task (Tapas et al., 2020: 111).

2.4.3.5 Employee recruitment

Hiring remotely requires an organization to establish mutual trust while assessing the necessary skills for recruiting the team (Pulè, & Vella, 2021: 1). The following are the recruitment steps;

A) make the recruitment procedure easy- the process should be easy in the early stages of recruitment to attract more willing workers. Stringent measures must be there, but the management needs to avoid requesting candidates to take an exam before the screening and demanding candidates to fill long forms.

B) **Create room for many candidates**- when a large number of candidates submit for recruitment, an organization has the benefits of choosing from the best of the best.

C) **Screen the candidates**- this stage involves deciding who to pick and who to reject. D) **Evaluate the selected team**- hiring the candidates who fit the organization's culture.

2.4.3.6 Assigning tasks

A leader's responsibility is to assign tasks effectively to the workers by considering their different skills. According to Gong, Zhang, B & Li (2018: 1772-1783), managers should delegate tasks with a clear direction to smoothen the workflow, minimize troubles and increase productivity.

1. Identifying the task- involves deciding on the task and responsibilities to delegate. The main motive behind delegating a task is the time limit or the available time to finish a task (Gong et al., 2018: 1772-1783).

2. Deciding on who to give the task- this involves evaluating workers' strengths and skills and selecting the one who fits the best.

3.Giving out the task fairly- the task should contain all the outcome expectations.

4 Follow-up- after delegating the task, a follow-up process should follow to ensure the task is planned.

2.4.4 Challenges of a virtual team

Nowadays, companies and organizations have evolved such that working with virtual teams. According to (Batarseh, Usher & Daspit, 2017: 21 and; Legg, 2020: 77), hiring or working with virtual teams is beneficial in some ways, such as; increased efficiency and productivity, saves costs on resources and infrastructure, availability of a wide range of talents globally. However, 'going remote' presents a considerable number of challenges. The current spread of the COVID-19 pandemic has, intensified these challenges in a huge way. Though a virtual team sets up organization opportunities, it is important to recognize the resultant challenges.

The following challenges are common in a virtual team:

2.4.4.1 Poor communication

Employees misunderstand each other due to the communication barrier between them. Thus, they rarely meet physically, passing information from one person to another through Information Technology. This barrier's main cause is the differences in **time zone** and **cultural differences** between the virtual team. Differences in geographical zones more often lead to intermitted communications. For instance, an NGO was remote managing its Nairobi programs and experienced such a problem. The poor internet and telephone connections in Darfur caused a significant interruption. The international staff could not carry out regular communication with the field staff. In a related scenario, the international stakeholder may send regular emails to the field offices; however, lack of response to such emails creates a problem of one-way communication (Cagiltary et al., 2015: 1).

Virtual has the characteristic feature of bringing people from diverse cultures under one virtual team (Cagiltary et al., 2015: 1). Due to differences in backgrounds and political opinions, the multicultural team may have a problems agreeing on some subjects. A discussion into how to best approach, a certain community may lead to a heated discussion where each member has different opinions based on culture. The virtual team manager may, unfortunately, make the comment that brushes people from a certain culture, wrongly, causing conflict in the team (Cagiltary et al., 2015: 1). According to the Japanese culture, people like working in teams and don't seem to mind being directed and pushed compared to their American Counterparts (Magnier-Watanabe et al., 2017: 10). Workers understand each other's feelings and emotions through facial or body expressions and gestures, which lack in a virtual team. The miscommunication leads to conflict between workers, unsatisfying the customers, increased stress and falling short targets (Batarseh et al., 2017:21).

2.4.4.2 Unsuitable communication tools

Selecting a suitable medium of communication lessens complications among the team. Communication tools such as E-Mail are regarded as outdated due to additional features in other modern tools. The few features in email apps such as

Gmail, Yahoo mail, and outlook cause them to have low functionalities. When NGOs use these tools to convey information, efficacy is lost. Batarseh et al. (2017:21) have better tools for virtual team communication. For instance, google hangout and slack are appropriate for instant chatting and messaging. The skype and Zoom web applications can be utilized to conduct video conferences, virtual meetings, and hosting group calls. Also, G-Suite is useful for the safe storage of team files where all members can easily access them. Finally, organizations like NGOs use the virtual phone systems to communicate work-related matters to members. That reduces distractions on members scrolling their cellphones each moment, thus diverting their focus on the project.

2.4.4.3 Inability to manage employees

Poor accountability makes it difficult to manage and oversee the virtual team's progress towards accomplishing the task (Schulze & Krumm, 2017: 1). Managers cannot prove whether the team is working or how they manage time during working hours. Thus tracking workers virtually is a stressful task, and leads to the reduced overall performance of employees. More so, the lack of direct supervision of workers reduces their motivation leading to low productivity and poor results.

Poor or lack of team coordination confuses workers and may result in the following:

> ➢ Workers do not fully understand the teams' objectives and role in completing the task.

> ➢ Lack of knowledge on who is leading them and in which manner.

> ➢ Management difficulties in breaking down the duties across all members.

> ➢ Coordinating the work between members become difficult for the management.

2.4.4.4 Poor team relationships

Virtual workers lack a socialization spirit that assists team members to interact with each other, discuss important things as well teasing each other. That kills the team spirit, enabling them to trust and depend on each other to solve work

problems. Due to team demotivation, there is reduced performance compared to the traditional context where there is human contact (Schulze & Krumm, 2017: 1).

2.4.4.5 Impact on mental health

Staying indoors for a long period without social interactions results in poor mental health, associated with restlessness and increased anxiety (Xiao et al., 2020: 3). As a result, workers may become more upset and irritable over minor issues associated with work or personal issues, thereby reducing performance. Therefore, social isolation to team members reduces efficiency and collaboration as workers struggle to fight their emotions (Legg, 2020: 77).

2.4.4.6 Insecurity

In a virtual team, members use different networks, making it difficult for safeguarding and verification. Employees who use the vulnerable and insecure network put organizational data at risk of exposure to the public. Network attacks such as credential stuffing, brute force attacks, and phishing are used to avoid identity verification. More so, workers may intentionally or accidentally leak organizational data that sometimes its hard to trace where it is going (Alsharo et al., 2017: 479-490).

2.4.4.7 Distractions

Environmental distractions diminish workers' work optimally (Legg, 2020: 354-366). Distractions cause workers to lose attention and concentration in their work leading to inefficiency or poor performance (Schulze & Krumm, 2017: 1). The causes of distraction include; lack of mental discipline to focus, boring virtual meetings, and lack of supervision, causing workers to multi-task. Working indoors is thus associated with all sorts of distractions, including loud noises, children playing, dog barking, and destructions.

2.4.4.8 Suspicion and mistrust

Building mutual trust in a virtual team is difficult, considering the team has no crucial information about their partners (Alsharo et al., 2017: 479-490). For the team to team perform their best, collaboration is key as members share feedback, discuss conflict and issues affecting them positively or negatively,

and asking for assistance from each other. Trust is also vital in virtual teams because computer-mediated communication (CMC) technology is less certain and lacks appropriate cues such as tonal voice and body expressions (Lee & Malcein, 2020: 366).

Lack of physical interactions and communication formalities in virtual teams omit the most basic social ties lifecycle stages, which are build-up and renewal phases. The first stage, which is the introduction, is utilized but becomes stunted due to the process. That affects the organization's functioning due to absenteeism, social loafing, role overload, role ambiguity, and low personal commitment. Thus, when team members feel unrecognized, their trust gets smashed up, leading to little contribution towards their task. Trust is the key to success in NGOs activities as it contributes to cooperation, open communication, high-quality decision-making, and members' satisfaction on the final decision (Davidaviciene et al., 2020:490).

2.4.4.9 Cultural differences

Dealing with different peoples' cultures to work as a group is unachievable. Forcing teams' members to fit in other cultures such as national holidays and religious observations is unfair, but the company can only advocate for leeway. Therefore, the management must discuss allowances, days off, and discrimination against others who don't fit in their culture. Schulze & Krumm (2017: 1) added that social- culture might develop pride in some members making interactions and communication hard. The most common cultural differences are; Language barriers, Gender disparities, Nationalism, holidays, and Religion.

2.4.4.10 Software and hardware problems

Employees are supposed to streamline their devices to connect with others, but occasionally, devices break, connection failure between new and old devices, and internet problems (Knyaze et al., 2020). Acquiring the same digitized software may be a struggle for some workers due to low income. Therefore, connectivity becomes an issue leading to lagging on projects. Most NGOs select a standard electronic collaboration technology that meets the team requirements and the overall organization's needs. Due to geographical

locations, some connections are weak, resulting in the low quality transmission and increased costs. In addition to solving devices and technological problems, the virtual team has external support mechanisms and internal team dynamics to solve their project problems (Knyaze et al., 2020).

2.4.5 Virtual team communication

Virtual teams are now a common trend within modern organizations. Virtual communication enables people in the office environment to interact with others without being in the same spot. For many employees, virtual communication happens through the use of different communication tools. The virtual teams are geographically separated and hence get into contact through computer-mediated communication systems; hence they never have a rare face-to-face meeting. Liu et al. (2018: 291) describe virtual teams as a group of individuals engaged in a common goal or task communicating via electronic means such as email, web based communications, audios, and audio. Virtual team communication is achieved through several procedures and tools that affect employee performance, as discussed in the next two subsections.

Team communication is regarded as an exchange of messages between several individuals of a team. It is important because it facilitates the development and attainment of other team processes that enhance other team performance, including team monitoring and coordination. Communication is a wide variable such that different aspect and forms of communication are used independent of other communication elements. Common communication elements include the content of communication, quality, and frequency (Liu et al., 2018: 291).

2.4.5.1 Communications procedures and tools of virtual team

According to Han et al. (2017: 1), virtual team communications follow the model of input-mediator, output-input. Nevertheless, according to Liu et al. (2018: 291), communication within virtual teams starts from the sender, who sends the message through modern Information Technologies to the receiver. During transmission, part of the message is lost since the IT channels fail to capture some aspects of the message. The message receiver then decodes the message before send back their feedback through the relevant IT transmission tools. The modern tools of information technology enable virtual teams to

instantly send messages through the internet. The coding and decoding of messages have also become an efficient process in enhancing virtual communication.
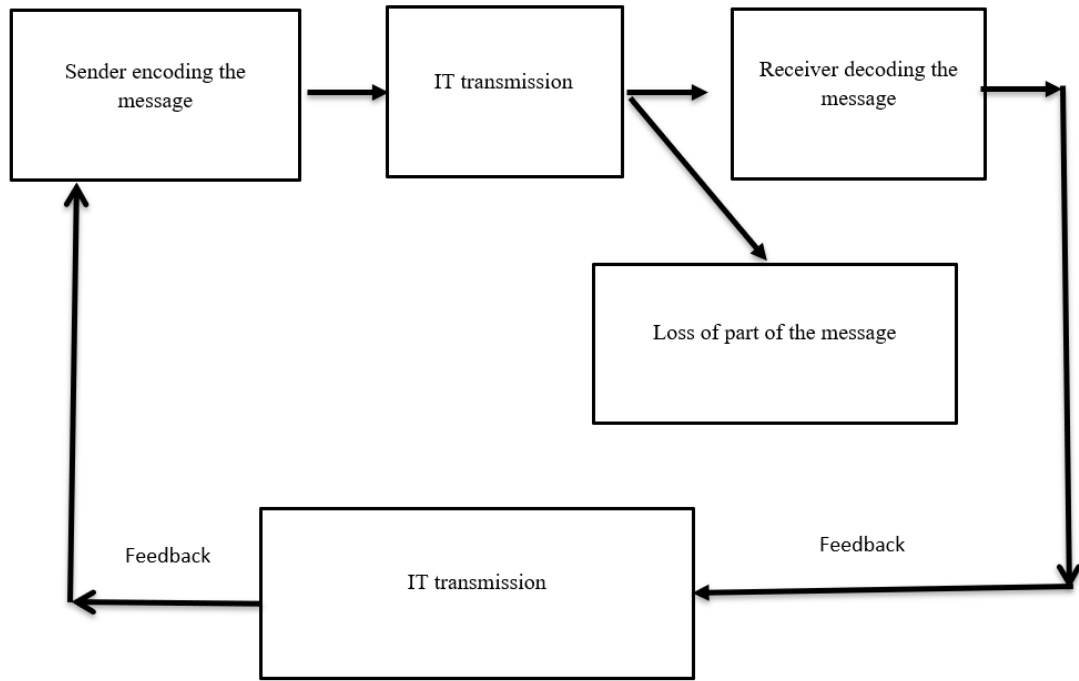
Figure 2.4: Communication processes in the virtual team

Source (Liu et al., 2018:291)

Virtual team communication makes use of several tools. Many organizations including NGOs us these modern tools to achieve different forms of communication (Hill & Bartol, 2018: 1). The tools are listed below:

- Phone calls; smartphones, VoIP applications, or Desk phones.

- Social media; Twitter, Facebook, or LinkedIn.

- Emailing Partners and Actors; Gmail, Outlook, Yahoo mail or Apple Mail

- Project management tools; Trello, Basecamp, or Asana

- Video conferencing software; Hangout, Co space or Nextiva

- Instant messaging applications; Whatsapp, Slack, Telegram, or iMessage

The various virtual communication tools enable employees working remotely to communicate. The NGO managers could be using the tools to answer calls or coordinating a team of contractors working remotely (Liu et al., 2018: 291). Effective communication is important for the success of any company. When a team knows how to communicate well, they can get programs continuing without waiting for long hours a response (Stoddard et al., 2010: 16; Hill & Bartol, 2018).

2.4.5.2 Effect of communications procedures and Tools on employees Performance within NGOs

Communication procedures are chronological steps that are followed when one wants to convey a message in an orderly manner, while communication tools are channels and platforms through which the message is conveyed (Schulze & Krumm, 2017: 1). They normally occur through physically present people or IT-based solutions. Examples of communication tools include; mails, telephones, text messaging, cell and data plans, video and web conferencing, and even social networking sites (Schulze & Krumm, 2017: 1). The communication procedures and tools used in remote programming of humanitarian action have negative and negative effects on the performance of the NGO staff. According to Han et al. (2017: 1), the virtual team members cause communication complexities. The virtual team members with diverse competencies are more likely to gather knowledge, skills, and abilities that lead to improvement of their performances compared to those with fewer competencies. Communication complexities arising in virtual team communication can also cause the weak and instability roles.

The communication tools and procedures used in remote management also cause international organizations to invest heavily in logistics to enhance the capacity and position of senior employees. Maintaining and managing a virtual team requires the use of robust communication infrastructure. Unfortunately, the NGOs are made to pull down all that infrastructure when their missions end. A typical example of this is the NGO that worked in Sri Lanka who was pushed by the authorities to dismantle all their communication equipments and infrastructure. However, the NGO decided to leave some communication devices with the locals against the government directive. That is a case example

of logistical issues that occurs due to use virtual communication procedure and tools. The local authorities demand such measures because of security concerns or misuse of the now 'free communication' tools (Davidaviciene et al., 2020: 490).

Humanitarians working in places like Iraq have identified that the language barrier is more pronounced through technological tools than in-person communication. For instance, communication via Satellite phones between an international English speaking staff with local staff with limited English language skills creates issues. The two parties cannot see each other hence the international respondent may not be able to see the gesture language to make up for the misspoken words. The challenges can be reduced through the proper use of communication protocols. For instance, the phone calls could be followed afterward by an email with detailed discussions (Hagy, 2018: 85-112). However, care should be taken since use some communication protocols may inhibit or discourage employees from using the available communication tools. That can therefore affect the employee's commitment to their jobs and, their productivity.

These communication tools are indicators of high levels of techniques used to manage information transmission within the International NGO and its employees who are geographically separated. These communication tools also help the receiver and the provider connect, thus reducing the distance between them. On the contrary, when these tools are not implemented effectively, they can result in waste because a multiple of information is shared, resulting in confusion (Lam, 2016). Thus misusing the communication tools and procedures can hinder learning capabilities and as lower the speed of communication. Due to the increased speed of information flow, learning capabilities are also improved. The communication tools and the procedures followed result in effective communication when correctly applied to the task (Hagy, 2018: 85-112).

The use of remote management proceduress and tools leads to to a great reduction in the real-time field-level information that they could enjoy when based on the ground (Davidaviciene et al., 2020: 490). Using modern web applications for communication purposes reduces real-time field level

information enjoyed in-ground projects. The computer-based or web based communication with the local staff's offers a limited or keyhole view. The humanitarian organizations can minimize this problem by carrying out constant training to the focal employees on how to collect information best, disseminate data, and reach out to (Stoddard et al., 2010: 16).

According to (Stoddard et al., 2010: 16 & Davidaviciene et al., 2020: 490) the remote communication tools or computer-mediated technologies also lead to a positive effect on group decision-making dynamics. That is because the participants can express their opinions without the fear of being mocked or interrupted. Information sharing between the staff members is enhanced and enables them to speak out their unique ideas or ask questions that enhance the decision making process. Asynchronous technologies have also been found to offer more time to reflect more in the discussions since they can retrieve the archived communication. Electronic mails are a communication tool that creates such an advantage (Davidaviciene et al., 2020: 490)

2.4.6 Managing team performance

In a traditional organizational setting, managing team performance requires constant maintaining the balance between individuals and activities under a given amount of time (Batarseh et al., 2017:21). A high performing team is necessary in the high expectation and high competition market in the contemporary world. Virtual teams are now part of a global market and increasingly gaining popularity due to the increased use of all resources, partnerships, outsourcing, and cross-organizational projects (Chaudhri et al., 2017: 50). Nevertheless, managing virtual teams can be challenging since an organizational culture must be created remotely (Chaudhri et al., 2017: 50).

Besides, the staff members are separated geographically, and communication only happens through electronic means Schulze & Krumm (2017: 1). It is a daunting task for the organization to address issues that arise when working on several projects simultaneously, challenges of web-based communication, and issues of asynchronous and synchronous meetings. In this section, the researcher looks at how to improve performance of virtual team and maintain

performance. The section also explores improving employee performance on the organization and its performance.

In a bid to improve and maintain a virtual team's performance, there is a need to follow the following steps.

- Stipulate the work system; employees have different approaches to their activities. Formulating ways and setting milestones can drastically lower the time spent achieving desired results. An organization should create a working system that the team can repeat without many questions from the members (Chaudhri et al., 2017: 51). The work system will also enable the staff members to forecast their time in doing certain tasks. Standards at work are also important for improved effectiveness. Due to the inherent nature of virtual teams, the work system should consider the flexibilities and freedom of ensuring that everyone completes their tasks. Such flexibility should take into consideration insecurities or internet disruptions that are encountered by ground-based staffs (Alós, 2019: 5).

- Creating several tools of communication

There is a need to have multiple communication tools that the team members can use to relay messages. There two main advantages to this approach. First, the members have a way of relating urgent messages to the right individual. That is pertinent for NGOs virtually managing teams that are working with hostile communities or areas, for instance, nations in conflicts such as Iran, Somalia, among others. Second multiple tools help in laying down clear protocol and procedure in communication. Therefore, members will be aware of the tools to use, let us say, for calling, teleconferencing, screen recording, and so on Schulze & Krumm (2017: 1).

- Set up regular meetings;

Setting up regular briefings on the same day the time helps in forming an organizational routine. The team members have something to expect and familiarize, putting them at ease and lowers stress. Schulze & Krumm (2017: 1) cites that video conferencing should be utilized to recreate a virtual office setting where possible. In the case of NGOs, regular meeting forms a good

chance for the remote manager to inspect the national or local staff's mood and body languages. The team members also get a sense of unification since they can see their fellow team members.

Besides, the virtual team members could be located in different time zones; as such, the international staff members must make arrangements to set up asynchronous meetings. That requires a meticulous approach to enable the team members to address issues and come up with effective decisions in the absence of other members Tenney, 2020: 311).

- An enabling working environment; whether located on the ground or based in an international office, staff members deserve a professional working environment. Although it may be virtually impossible to create a distraction-free environment, the organization should do its best to mitigate them. This measure should be integrated as a core part of the corporate culture. Setting up an enabling working environment contributes to organizational efficiency and keeps the team members in the right working mindset. Choosing the right personnel for the job; choosing the wrong person for remote work is a ticket to reduced work productivity. Remote working does not favor every person. NGOs should conduct professional personality test in determining the right individual to join the team. A background checking and contacting all the references is important (Tenney, 2020: 311).

- A reward system. One of the best wayss to improve a virtual team's organizational productivity is having a well thought out meritocratic system. Such a system is supposed to recognize and reward people as per their skills to motivate them to work better and harder. Rewarding is also a golden way to help the NGO identify the team members who can be given special or added responsibilities Schulze & Krumm (2017: 1).

- Using measurement metrics, the previous approaches are important in keeping the team performance on track. However, performance improvements are only possible if measured and the next

performance expectations improved. Whichever the organization's metrics should aim for the budget compliance, subjective measurements, on-time delivery, and checking the number of changes. By doing this, the organizational stakeholders, including donors, will be kept satisfied (Baranek, 1999: 1; Chaudhri et al., 2017: 50).

2.4.7 Performance of the virtual team And performance Of NGOs

For years, NGOs have used several measures to improve their staff members' performance with the ultimate goal of improving organizational performance. However, there has been a paradigm shift in the measures as more of these organizations subscribe to the virtual management of their team members. As was earlier discussed, this has been sparked by the increase in incidences facing international staff members working in volatile environments such as Somalia, Syria, South Sudan, and Afghanistan (Tenney, 2020: 311). The advent of Covid-19 also leads to the restriction of access and movement. Remote management of virtual team creates several challenges meshed around the distances between virtual team members. As such the benefits and challenges may cause employee to think that there is no improvement.

According to (Mellado Dominguez, 2020: 224; Alós, 2019: 5), remote management takes advantage of modalities including remote collaborating, remote support, remote management, and remote control. The local staff members in remote management of NGOs undertake the daily activities while the remote managers oversee donor reporting, capacity building, and financial management. Also, the performance of the team members is determined by a robust work system, an exclusive meritocratic system, selection of human resources, and evaluation of performance (Adem et al., 2018: 295-322).Adem adds that managing these process leads to improved staff and organizational performance. According to Schulze & Krumm (2017: 1), procedures of improving the performance of virtual team members lead to a balance in their personalities, abilities, and skills. These individuals have better contributions leading to the improved overall performance of the organization.

Stoddard (2010: 16) cites that the only communication between team members in remote management occurs through electronic means. Researchers like (Stoddard et al., 2010: 16 & Davidaviciene et al., 2020: 490) refer to virtual communication tools as computer-mediated technologies. Common web based communication tools used by NGOs include video conferencing applications, phone calls, social media platforms, project management tools, electronic mails, and instant messaging software (Lam, 2016; Davidaviciene et al., 2020: 490).

Communication procedures include the sequential steps people follow when they want to relay messages (Schulze & Krumm, 2017: 1). NGOs use various communication procedures to communicate messages between field-based staff, the international organizational staff, and their partners. Some communication procedures could lead to a problem in remote management. For instance, the creation of too many layers as part of communication protocol can lead to misinformation and erosion of messages. But proper communication procedures lead to accurate communication and the better performance of the organizations (Schulze & Krumm, 2017: 1). As observed in (Saggiomo 2020: 119), proper communication procedures enable the remotely-based manager to manage local actors and staff to specifications.

When proper communication procedures and tools are integrated, they enable the NGOs to remotely coordinate programs to the stakeholders' expectations (Chaudhri et al., 2017: 27). For instance, recent programs have been remotely conducted in Somalia from Nairobi. The use of video conferencing applications has helped international doctors to coordinate the surgery of patients in Somalia remotely. GPS pinned photographs (DuBois et al., 2018: 46) are also used by NGOs to enhance an accurate data collection and progress follow-up (Adem et al., 2018: 295-322). The communication procedure and web based tools have created opportunities for international organizations to carry out capacity building to communities that would otherwise be inaccessible indirect management.

Other virtual communication tools have a positive impact on decision-making. In particular, the participants have the liberty to express their perceptions and ideas without the fear of interruption or mockery (Tenney, 2020: 311). The communication tools also enable the capturing and storage of communications.

These features enable the participants to reference previous communication and enable discussions that are more informed during virtual meetings. Referencing back to previous communication enables staff to follow given guidelines or job roles with minimal errors (Adem et al., 2018: 295-322). As result, team members are more informed and more articulate in the jobs leading to better performance in NGO programs (Adem et al., 2018; 295-322; Tenney, 2020: 311).

3. RESEARCH METHODOLOGY

3.1 Introduction:

This chapter displays a description of the study's sample, also addresses the description of study's tool, and the procedures followed in the implementation, in addition to statistical treatments that have been used in the analysis of the results.

3.2 Research Design:

Descriptive cross sectional design method was conducted. based on literature review of previous studies , a questionnaire was designed to collect the data. After that the data was processed and analyzed to get the results and discuss it .
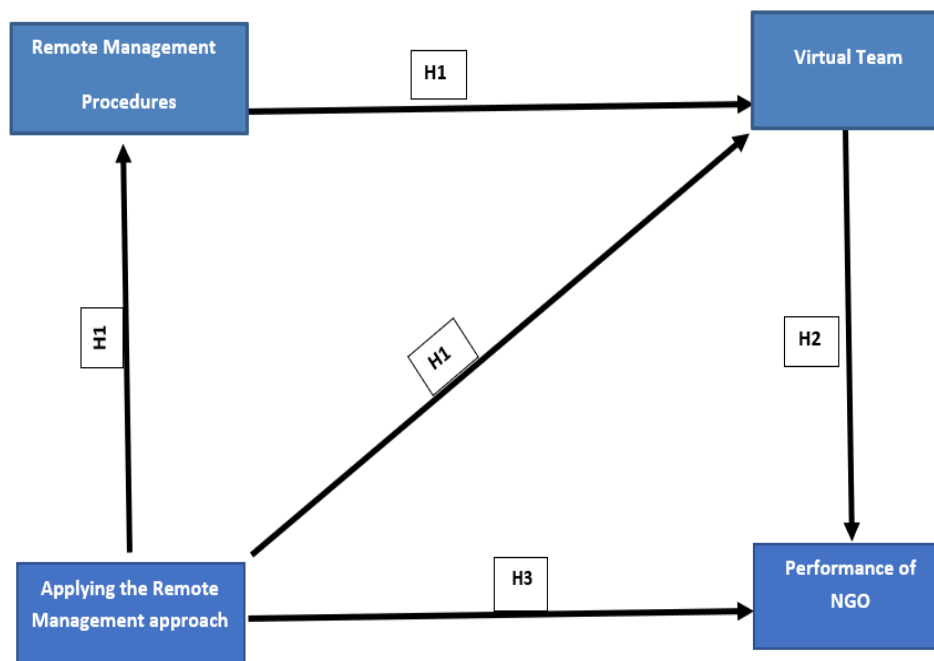
Figure 3.1: Research Model

from the above model came the following Hypothesises of this research :

H 1 : There is no statistical significant differences between virtual team and remote management according to the opinion of employees working in NGOs in Turkey.

H 2: There is no statistical significant differences between virtual team and performance of NGO's according to the opinion of employees working in NGOs in Turkey.

H3: There is no statistical significant differences between remote management and performance of NGO's according to the opinion of employees working in NGOs in Turkey.

3.3 Population and Sample:

A simple and random sampling technique is used to collect data; further , the number of samples at least 5 if the number of survey questions is not 10 possible , according to the study's survey.

The questionnaire has 5 scales for 39 items; the sample size was 235 responses.

 According to non-response, only 2 employees have not responded, with a percentage 0.89% of the sample size.

The sample were taken from 2 parts:

- 4 of NGO's in Turkey,

- other NGO's employees that the researcher know, and it was sent by Whatsapp and email

Questionnaire was designed and filled using google form. Its designed by 5 parts:

Part (1): which named section (A), it includes demographic information: Respondents were asked about (gender, education, and experience in non-governmental organizations)

Part (2): which named section (B), it includes background Information: Respondents were asked about the type of their organizations and also the time period in which their organization has applied the remote management approach.

Part (3): which named section (c): it includes the virtual team: Respondents were asked about The importance of technical support in a virtual environment and about cultural differences, decisions within the team and communication within the team, other questions about previous experiences in working remotely.

Part (4): which named section (D & F): it includes description of remote management: Respondents were asked about the reasons for applying the remote management approach in their organization

Part (5): which named section Section (E & G): it includes performance of NGO's: Respondents were asked about their openion on program quality management procedures, the impact of remote management on the organization, the team, and the changes that followed the remote management approach's application

3.4 Questionnaire Validity:

Validity is the ability of an instrument to measure what is intended to measure. The validity of the questionnaire was checked presenting the questionnaire to academic supervisor and specialists in the field of the study, and they reported that the questionnaire is valid and appropriate to achieve the purpose of the study .

3.5 Questionnaire Reliability:

The reliability of the questionnaire was checked by the test of internal consistency and calculate the extraction reliability coefficient (Cronbach's alpha) for each section. It is clear in below table that the reliability coefficient of all sections are acceptable and meet the objectives of the study.

Table 3.1: Reliability coefficients of questionnaire's sections

Section's Number	Section's Tittle	Reliability coefficient
1	Virtual Team	0.870
2	Previous Experience of virtual Work	0.857
3	performance of NGOs..	0.744
4	Remote Management Description	0.873

4. ANALYSIS & FINDING

4.1 Statistical Analysis:

The data analysis was performed by using Statistical Package for Social Science (SPSS) version 19. Factor analysis were calculated for all parts of study.

According to hypothesis, the 2 main variables were transformed to 3 indices and hypothesis were teted using Pearson correlation test

4.2 Method Correction:

Some of the results were produced by the Likert scale method, and the following distribution was used in the correction of the questionnaire's paragraphs :

Table 4.1: Likert scale

Strongly agree	Agree	Moderate	Disagree	Strongly disagree
5	4	3	2	1

4.3 Demographic Data:

The main characteristics of sample's members, of (233) employees working in NGOs in Turkey are shown in the below tables and figures.

**Table 4.2:** Characteristics of Samples' respondents

Variable	classifications	Frequency N= 120	Percentage (%)
Gender	Male	112	48.1 %
	Female	121	51.9%
Total		**233**	**100.0%**
Age	18-30	111	47.6%
	31-42	96	41.2%
	43-54	20	8.6%
	55-65	6	2.6%
Total		**233**	**100.0%**
Educational qualifications	H/S Graduate	36	15.5%
	Bachelor degree	117	50.2%
	Master degree	67	28.8%
	PhD	13	5.6%
Total		**233**	**100.0%**
Years of experience	1-5	141	60.5%
	5-10	71	30.5%
	11-15	21	9.0%
Total		**233**	**100.0%**
Type of Organization	National	138	59.2%
	International	61	26.2%
	United Nations	10	4.3%
	Donor	10	4.3%
	Consultancy Firm	14	6.0%
Total		**233**	**100.0%**
How long has your organization applied a remote management approach (months)?	0-11	116	49.8%
	12-23	66	28.3%
	24-35	24	10.3%
	36 or more	27	11.6%
Total		**233**	**100.0%**

According to **Gender** the results showed that the females represent 48.1% of the sample where males represent 51.9% . and the **Age** of the most of them is between 18-30, and 41.2% of them are between 31-40 years , while 8.6% of them are between 43-54 years. this is clear in below table.

According to **educational qualifications** 50.2% of respondents have Bachelor degree and 28.8% of them have Master also 15.g% of them have H/S Graduate, only 6.6% have PhD. Also for **year's experience**, the analysis showed that 60.5% of the respondents have 1-5 years' experience, 30.5% have 5-10 years, and 9% have 11-15 years' experience. This is clear in below table.

For **type of organization**, the sample contains 59.2% of respondents work in national organizations, 26.2% in international organizations, others are distributed in united nation, donor and consultancy firms. this is clear in below table.

For **remote management approach**, 49.8% of organizations applied to that approach last 11 months, 28.3% of them applied in 11-23 months, while 11.6% of organizations applied in more than 35 months. This is clear in below table.
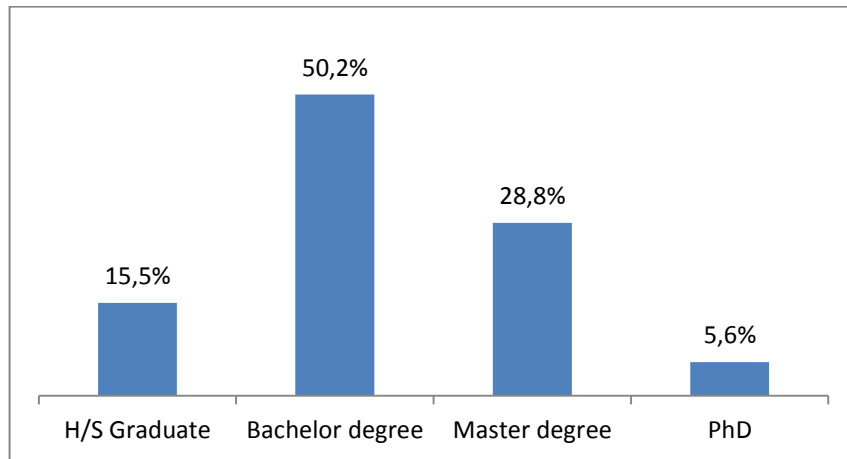
Figure 4.1: Sample distribution according to educational qualifications
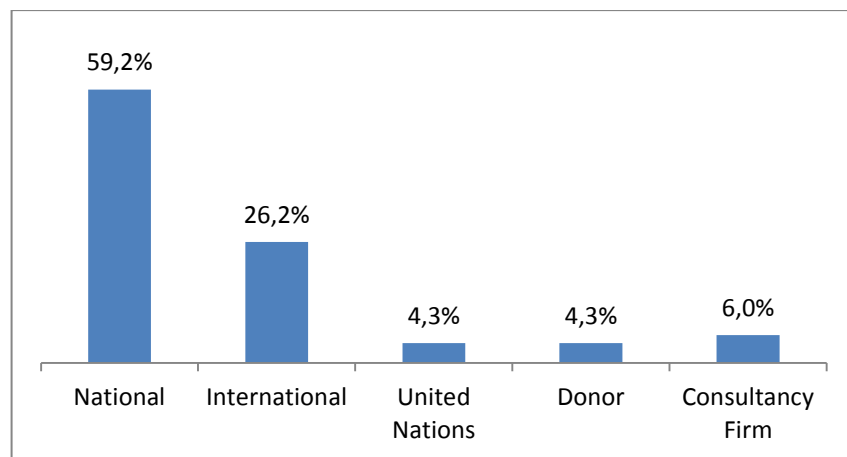
Figure.4.2: sample distribution according to type of organization
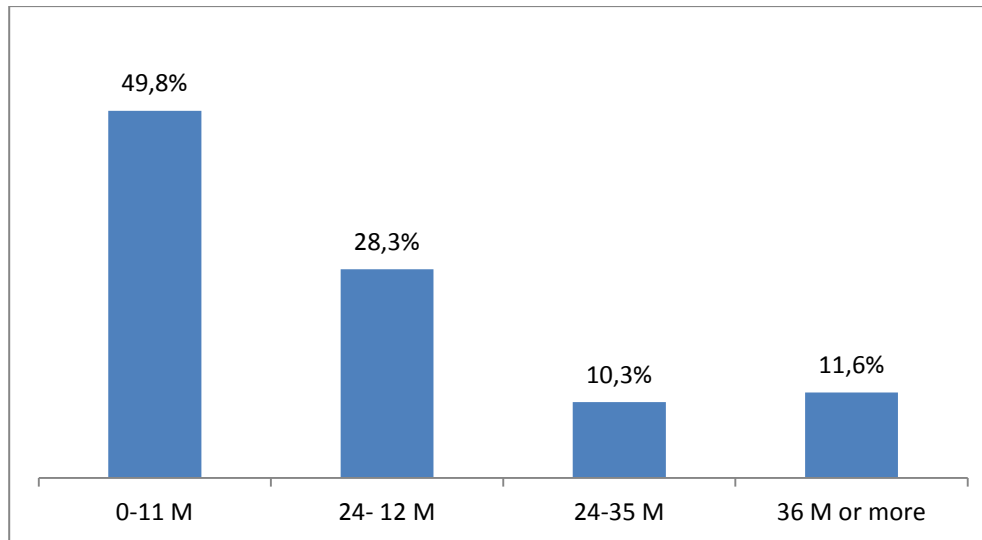
Figure 4.3: Sample distribution according to applying remote management approach

4.4 Descriptive Analysis:

4.4.1 Descriptive Statistics

Table below displays the descriptive findings regarding each of virtual team, Previous, Experience of virtual Work, remote management and performance of NGO's

Table 4.3: Descriptive statistics

Dimension	Std. Deviation	Mean	N
Virtual_Team	233	41.3004	8.84858
Romote_Management	233	28.8326	8.67380
Performance	233	28.7296	6.01935
Previoues	233	23.4979	5.35718
Valid N (listwise)	233		

Table 4.4: Descriptive statistics of Virtual team dimensions

Virtual team items	Mean	Std. Deviation	Skewness	Kurtosis
I think technological support is more important when working in a virtual setting	3.96	1.17	-1.14	0.44
I believe that cultural differences becomes more salient in a virtual setting compared to a face-to-face setting? "	3.14	1.25	-0.24	-0.99
I have a high degree of influence in my team's decisions"	3.39	1.06	-0.47	-0.46
My views have a real influence in the team's decisions	3.54	1.01	-0.83	0.34
"My communication with my team leader (manager) is of high quality (frequency and overall quality	3.55	1.09	-0.65	-0.27
I usually initiate contact with my manager regarding work related questions."	3.56	1.06	-0.68	-0.08
My manager usually makes the initial contact regarding work related questions"	3.12	1.13	-0.13	-0.75
High frequency communication with my manager enhance my perceived sense of involvement	3.74	1.17	-0.96	0.13
Low frequency of team/employee communication decrease my perceived sense of involvement"	3.51	1.20	-0.60	-0.70
"I consider myself as experienced of working dispersed/virtually"	3.39	1.18	-0.57	-0.64
"I was not used to work dispersed/virtually before I got this position"	3.05	1.22	-0.01	-1.09
I was familiar with the technology (software) when I got this position"	3.37	1.25	-0.51	-0.87

Table 4.5: Descriptive statistics of Remote management dimensions

Remote management ıtems	Mean	Std. Deviation	Skewness	Kurtosis
Specific and targeted aid worker insecurity	3.70	1.30	.31	-1.11
Difficulty in humanitarian access due to general insecurity in the operational environment	3.51	1.31	.48	-.96
Political reasons	3.60	1.25	.41	-.90
Cost of maintaining security of humanitarian operations	3.83	1.26	.28	-1.06
Establishment of a longstanding humanitarian management hub in a convenient location	3.67	1.27	.45	-.87
Organizational and decision making structure	3.18	.97	1.32	1.80
Defined information needs	3.12	.96	1.11	1.15
IT, Communication methodologies and equipment	3.31	1.18	.80	-.30
Remote managers with strong contextual and cultural knowledge	3.35	1.07	.62	-.39
Free and fair recruitment process	3.25	1.03	.78	.17
Staff capacity building	3.31	1.07	.83	-.04
Clear financial management, procurement and logistics	3.22	1.01	.88	.43
Guidelines	3.25	1.09	.94	.15

Table 4.6: Descriptive statistics of Performance of NGO's dimensions

Performance of NGO's	Mean	Std. Deviation	Skewness	Kurtosis
Strategic reviews to assess the relevance of the Strategic program document	3.09	.91	1.19	2.26
Staff have enough information on the project	3.08	1.23	.55	-1.37
Staff access information in a timely manner to manage projects	3.68	1.18	.59	-.73
Staff have sufficient information to make strategic decisions on project management	3.84	1.15	.43	-.96
Periodic portfolio reviews	3.66	1.16	.60	-.49
Technical oversight to programs	3.44	.98	.76	.20
Project M & E plans adapted to remote management	3.50	1.01	.46	-.37
Collection of adequate and accurate data	3.42	1.01	.50	-.41
Third party Monitoring	3.68	1.16	.27	-.81
Has Remote Management significantly changed your organization's approach to project management	3.29	.45	.94	-1.12
Has Remote Management induced a change in the composition of your team's set up?	3.39	.49	.47	-1.79
Has Remote Management changed the decision making process in your organization?	3.40	.49	.40	-1.86
Do the staff feel able to influence the management of the project	3.27	.45	1.02	-.98
Does your organization expect to resume Remote Management approaches?	3.26	.44	1.09	-.82

4.4.2 Correlation Analysis

Table below shoes the correlation between the 3 dimensions of the study

Table 4.7: Correlations

		Virtual_Team	Performance	Romote_Management
Virtual_Team	Pearson Correlation	1	. 641*	716*
	Sig. (2-tailed)		.043	.041
	N	233	233	233
Performance	Pearson Correlation	. 641*	1	.590**
	Sig. (2-tailed)	.043		.000
	N	233	233	233
Romote_Management	Pearson Correlation	716*	.590**	1
	Sig. (2-tailed)	041	.000	
	N	233	233	233

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

Table above shows the linear significant correlation betwen each of Virtual team & Performance, Romote management & performance and Virtual team & Romote management, as follow:

- Virtual team is correlated positively with remote management

- Virtual team is correlated positively with Performance

- Remote management is correlated positively with Performance

4.5 Factor Analysis

4.5.1 Factor analysis of virtual team

Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) was tested and results showed its 0.873 which close to 1, and Bartlett's Test is significant

Table 4.8: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.873
Bartlett's Test of Sphericity	Approx. Chi-Square	1031.972
	Df	66
	Sig.	.000

The table below shows the factor matrix after rotation and includes 2 factors, and the rule is that any variable that has relationships greater than 0.30 with 3 or more variables is considered a good component to take in and in cases of overload the largest value is taken.So, results indicate that factor 1 has the relation with all items except the item of ""I was not used to work dispersed/virtually before I got this position" is in the relation with factor 2

Table 4.9: Factor loadings of Virtual Team

	Factor 1	Factor 2
I think technological support is more important when working in a virtual setting	.741	
I believe that cultural differences becomes more salient in a virtual setting compared to a face-to-face setting? "	.614	
I have a high degree of influence in my team's decisions"	.685	
My views have a real influence in the team's decisions	.724	
"My communication with my team leader (manager) is of high quality (frequency and overall quality	.689	
I usually initiate contact with my manager regarding work related questions."	.638	
My manager usually makes the initial contact regarding work related questions"	.649	
High frequency communication with my manager enhance my perceived sense of involvement	.760	
Low frequency of team/employee communication decrease my perceived sense of involvement"	.641	
"I consider myself as experienced of working dispersed/virtually"	.649	
"I was not used to work dispersed/virtually before I got this position"		.528
I was familiar with the technology (software) when I got this position"	.512	

4.5.2 Factor Analysis of remote management:

Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) was tested and results showed its 0.869 which close to 1, and Bartlett's Test is significan.

Table 4.10: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.869
Bartlett's Test of Sphericity	Approx. Chi-Square	1412.744
	Df	78
	Sig.	.000

The table below shows the factor matrix after rotation and includes 2 factors, and the rule is that any variable that has relationships greater than 0.30 with 3 or more variables is considered a good component to take in and in cases of overload the largest value is taken.So, results indicate that factor 1 has the relation with 10 items of 13 items in remote management secton, and only 3 items of 13 are in relation with factor 2.

Table 4.11: Factor loadings of Remote Management

Item	Factor 1	Factor 2
Specific and targeted aid worker insecurity		.601
Difficulty in humanitarian access due to general insecurity in the operational environment		.618
Political reasons		.647
Cost of maintaining security of humanitarian operations	.547	
Establishment of a longstanding humanitarian management hub in a convenient location	.600	
Organizational and decision making structure	.676	
Defined information needs	.768	
IT, Communication methodologies and equipment	.613	
Remote managers with strong contextual and cultural knowledge	.681	
Free and fair recruitment process	.734	
Staff capacity building	.708	
Clear financial management, procurement and logistics	.713	
Guidelines	.725	

4.5.3 Factor analysis of performance of NGO's:

Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) was tested and results showed its 0.753 which close to 1, and Bartlett's Test is significant

Table 4.12: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.753
Bartlett's Test of Sphericity	Approx. Chi-Square	984.785
	Df	91
	Sig.	.000

The table below shows the factor matrix after rotation and includes 3 factors, and the rule is that any variable that has relationships greater than 0.30 with 3 or more variables is considered a good component to take in and in cases of overload the largest value is taken.So, results indicate that factor 1 has the relation with 7 items of 14 items in Performance of NGO's section, 4 items of 14 are in relation with factor 2 and 3 items of 14 are in factor 3.

Table 4.13: Factor loadings of Performance of NGO's

Item	Factor 1	Factor 2	Factor 3
Has Remote Management significantly changed your organization's approach to project management			.739
Has Remote Management induced a change in the composition of your team's set up?			.815
Has Remote Management changed the decision making process in your organization?			.643
Do the staff feel able to influence the management of the project	.443		
Does your organization expect to resume Remote Management approaches?	.467		
Strategic reviews to assess the relevance of the Strategic program document	.439		
Staff have enough information on the project		.591	
Staff access information in a timely manner to manage projects		.840	
Staff have sufficient information to make strategic decisions on project management		.791	
Periodic portfolio reviews		.757	
Technical oversight to programs	.789		
Project M & E plans adapted to remote management	.828		
Collection of adequate and accurate data	.816		
Third party Monitoring	.737		

4.6 Hypothesis Testing

4.6.1 Hypothesis 1

There is no statistical significant differences at level (a=0.05) between virtual team and remote management according to the opinion of employees working in NGOs in Turkey.

Pearson correlation tests was used to test the hypothesis, the results showed that all correlations are statistically significant with P-values less than α=.05 and Pearson value = 0.641 this indicates that there is a high positive correlation between virtual team and remote management. This is clear in below table.

Table 4.14: Results of Hypothesis 1

		Virtual_Team	Romote_Management
Virtual_Team	Pearson Correlation	1	.641*
	Sig. (2-tailed)		.043
	N	233	233
Romote_Management	Pearson Correlation	.146*	1
	Sig. (2-tailed)	.043	
	N	233	233

The distribution of roles in the decision-making process is an essential procedure that affects the team's performance in particular and is reflected in the organisation's performance in general.

Also, remote management procedures allowed the team to expand the delegation during the implementation process at different levels. This was demonstrated by sharing information and allowing access to it and Identifying centres of sharing information more broadly with employees.

It also seems that enabling the team of its procedures like mentoring, evaluation, risk assessment, and strategic review for work plans is crucial in building the team's capabilities in remote work management.

These enabling measures for the team are an essential step in developing the team's performance to deal with the new form of management and Improving the performance of NGOs,

It has been observed that the application of a wide range of procedures means building the efficiency of the team and securing the tools necessary for remote work, which is a significant indicator of the improvement of the performance of non-governmental organizations that take remote management as a management approach.

The researcher finds that the appropriate work tools for remote management approach can make a big difference in performance.

and determining the management procedures that contribute to building the virtual team expertise needs further development to be more specific in its interventions and in another way how the procedures are allocated so that they are focused on two types of virtual team building and remote management approach .

The first type is the procedures that help build the knowledge and culture necessary for managing programs, understanding the nature of work areas and their specificity, and making the strategies.

The second type of procedures focuses on skills during work practice and program implementation, such as the procedures that contribute directly to the speed of the implementation process, the rate of humanitarian response, or techniques that help monitor and identify risks.

The effectiveness of these procedures able to Contribute to improving the performance of the team and NGOs.

4.6.2 Hypothesis 2

There is no statistical significant differences at level (a=0.05) between virtual team and performance of NGO's according to the opinion of employees working in NGOs in Turkey.

Pearson correlation tests was used to test the hypothesis, the results showed that all correlations are statistically significant with P-values less than α=.05 and Pearson value = 0.716 this indicates that there is a high positive correlation between virtual team and performance of NGO's. which means that performance of NGO"s increased positively with increasing of building the virtual team with percentage 71.6%. This is clear in below table.

Table 4.15: Results of Hypothesis 2

		Virtual_Team	Performance
Virtual_Team	Pearson Correlation	1	.716*
	Sig. (2-tailed)		.041
	N	233	233
Performance	Pearson Correlation	. 716	1
	Sig. (2-tailed)	. 041	
	N	233	233

By reviewing the literature and reviewing the analysis results, it becomes clear that NGOs are keenly aware of the importance of building virtual teams and adapting them to the remote management approach.

These organizations noticed the influence of team building and improving the efficiency of their work on the Performance of NGOs.

One of the conclusions that the communication factor within The team is of the greatest importance, as the role of identifying effective and appropriate communication tools and technology for the team plays a major role in improving the efficiency of employees, managing work teams and raising the level of the organization's Performance, so any defect in communication contributes directly to creating a state of instability and confusion at work and Performance

In addition to the communication factors within the organization, many procedures had important effects, which mean that the organizations need to apply them all to obtain the highest level of Performance. Such as, creating a safe work environment, the culture of remote work, defining a clear work system, setting regular meetings and the processes of developing the team and enabling it to work remotely.

Also, developing the tools, technologies, knowledge, providing supervision and the necessary direction, as well as mechanisms for employing important experiences to support the team, and that the recruitment processes be is compatible with the requirements of remote work,

 also, have to mention that the NGOs need to clarify the job description of the employees and clarify the roles and responsibilities between the employees and

the decision-making mechanism to the greatest extent as we find that strengthening the delegation procedures is very important in the participation of employees in decision-making in the projects .

In the researcher's opinion, delegation is one of the procedures that need to be developed in NGOs, as remote work needs more space in making decisions for employees and teams that work remotely according to their estimates of working conditions. NGOs need to strengthen this procedure by building an accurate monitoring and evaluation system capable of continuously measuring Performance and verifying indicators of project realization, work strategies and implementation plans.

Also, During data collection from responders, the researcher had some observations which were some factors classified as essential factors for the success of the virtual team, and they were as follows:

Trust Building: trust within the virtual team helps to improve the performance of the team and organizations.

Clear Roles/Responsibilities: Clarify roles, responsibilities and job descriptions are critical factors

Cultural Awareness: Enhance employees' understanding of cultural differences and respect for work culture

Technical Support: providing applications, communication tools and sharing the information by the organization with its employees help improve employees' performance and their interaction with work tasks.

Defined Strategies: That there are clear strategies for the team and that the team knows the work plan and the strategic objectives of the project

High communication frequency within the workgroup: There should be motivation for teamwork and team spirit during the implementation of projects.

Good conflict management, Working Experience

and Leaders competence: That the project and program leaders have sufficient experience and high competence in how to manage conflicts and disagreements within the team and the potential complexities of work

Technical experience of the technology used: That employees have sufficient experience in the use of means of communication and modern technology helps in improving work performance within non-governmental organizations.

Non-governmental organizations need to continue developing the tools and procedures for building a virtual team. These procedures are considered factors to improve the Performance of virtual teams and the Performance of NGOs, and the application of these procedures represents an important tool for measuring Performance.

4.6.3 Hypothesis 3

There is no statistical significant differences at level (a=0.05) between remote management and performance of NGO's according to the opinion of employees working in NGOs in Turkey.

Pearson correlation tests was used to test the hypothesis, the results showed that all correlations are statistically significant with P-values less than $\alpha=.05$ and Pearson value = 0.59 this indicates that there is a high positive correlation between remote management and performance of NGO's. Which means that performance of NGO"s increased positively with increasing of remote management with percentage 59%. This is clear in below table.

Table 4.16: Results of Hypothesis 3

		Romote_Management	Performance
Romote_Management	Pearson Correlation	1	.590[**]
	Sig. (2-tailed)		.000
	N	233	233
Performance	Pearson Correlation	.590[**]	1
	Sig. (2-tailed)	.000	
	N	233	233

Based on the literature review and the analysis results, we find that the transition of NGOs to a new approach to management, the remote management approach, has become a reality and a fundamental approach to work in the era of speed.

as the case study and the literature review showed that the application of the remote management approach has a positive impact on the performance of NGOs, especially in conflict areas,

the case study shows that organizations registered in Turkey and that remotely manage their humanitarian and development projects in regions such as Syria were able to improve their work performance by applying a set of measures that were a positive indicator in enhancing the performance of NGOs.

The researcher noted that the performance improvement was logical and there is a clear link between these procedures and performance, as remote work leads to the development of many procedures for controlling, coordinating and organizing work more by the management so that the management can monitor the application of policies and procedures from Before its employees and partners more tightly and focus on the results of the implementation of these projects.

We also find that moving to a remote management approach contributed to avoiding exposing the organizations' teams to danger and contributing to giving more space to local employees and local partnerships and using these local experiences in project implementation and greater access.

The researcher believes that this is the most sensitive and fragile part of the project. Telework, which needs continuous development of special procedures for managing partnerships, follow-up and evaluation in non-governmental organizations, as the constant development of these procedures in particular and the rest of the procedures, in general, reflects positively on controlling remote work to achieve the required results.

Table 4.17 : Hypothsis results

Hypothesis	Structural Paths	p value	Result
Hyp 1.	virtual team > remote management	.043	Supported
Hyp 2.	virtual team > performance of NGO's	.041	Supported
Hyp 3.	remote management > performance of NGO's	.000	Supported

5. CONCLUSIONS AND RECOMMENDATIONS

Non-governmental organizations were established following various issues happening in the world, including poverty, conflict and unemployment. The purpose of the various NGOs is to empower and protects the less fortunate in society like women and children. The NGOs also aid in societies' economic and social development because of the belief in positive change through sustainable development models and projects. Most of the humanitarian organizations work in conflict areas such as Syria. In previous years, these organizations were able to work from the ground.

However, many cases of Insecurity in the fieldwork environment, targeting aid workers, difficulty in humanitarian access due to general Insecurity in the operational environment, political reasons, and establishing a longstanding humanitarian management hub in a convenient location were the most fundamental reasons that pushed the NGOs to the use remote management approaches. The NGOs seeking to offer aid in Syria work remotely from Turkey. Different Non-Governmental Organizations adopt different key modalities to remote programming.

Organizations have applied a set of procedures related to remote management, such as defining a clear organizational structure, clarifying the decision-making process, and identifying the necessary information needs for work. The organizations also took care to provide capacity building for their employees and provided appropriate communication tools, applications and equipment, and providing guidelines and Clear financial policies and supported the recruitment of managers with solid experience in their work context. Therefore, the current study investigated the effect of remote management and managing virtual teams on the performance of non-governmental organizations, a case study from turkey.

The study findings taken from NGO employees based on turkey show no statistical differences between virtual teams and remote management. There is

also a high correlation between a virtual team and remote management. A positive correlation is found with percentage 64.1%. Additionally, the data collected through virtual teams and remote management was adequate, making it practical for third-party monitoring.

Secondly, the study found no statistically significant difference between virtual teams and the performance of NGOs as per the opinions of the employees of the NGOs in Turkey. There was a high positive correlation between virtual teams and the performance of Non-Governmental organizations. ıt showed that the performance of NGOs increased positively with the increase in building the virtual team with a percentage of 71.6 percent. About half (51.2 %) of the employees were previously not used to working remotely before getting their current positions. That shows that the transition is not problematic, especially for staff members with background knowledge of software technology. That was because the employees were able to promptly access information to manage projects and make strategic decisions on project management.

Thirdly, the study findings indicated no statistical differences between remote management and the performance of NGOs according to the opinion of employees working at the NGOs based in Turkey. The performance of NGOs increased positively with increasing of remote management with a percentage of 59%. Remote management was found to induce a change in the composition of the NGOs team set up.

The current research focused on a virtual team and remote management on virtual teams in nonprofit organizations. Hence, the following recommendations are made;

a) Future research studies should attempt to find out feasibility and effectiveness of use of different communication tools by local actors in ensuring remote programing and virtual working.

b) Developing remote management approach through working on new studies which can focus on different sectors like education and the banking sectors.

c) Researchers could use each of suggested managing and virtual team building procedures as a research topic and develop them to offer more insights on NGO's performance.

d) To improve the efficacy and application of remote programming and virtual, this study recommends that NGOs document and share their activities with both the local and international humanitarian communities.

e) Improve the tools of measuring the performance of NGO's to include different aspects to have a wide overview for performace indicators.

f) Managers need to focus on building trust, delegating, relying on the results of the virtual team, and evaluating achievement and quality at different stages of the project.

g) Business institutions also need to pay attention to building a culture of working remotely by developing communication and monitoring tools necessary for remote management approach.

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URL-2 (https://aidworkersecurity.org/incidents/search)

APPENDIX

Appendix A: Survey

Appendix B: Ethical Approval Form

Appendix A: Survey

Section (A): Demographic Information: -

1.Age	18 – 30 ☐ 31 – 42 ☐ 43 -54 ☐ 55- 6☐
2.Gander	☐Male ☐ Female
3.Education	H/S Gradua☐ Bachelo☐ Mast☐ Ph☐
4. Years of work experience remotely in non - governmental organizations	1☐ 5-☐ 1☐15

Section (B): Back Ground Information:

1. Type of organization	National ☐ International ☐ United Nations ☐ Donor ☐ Consultancy firm
2. How long has your organization applied a remote management approach (months)?	0 – 11 ☐ 12 -23 ☐ 24 – 35 ☐ 36 and above ☐

Section (C): Virtual Team:

Indicate the level of relevance with the following statements using the following rating:

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

1	"I think technological support is more important when working in a virtual setting"	1	2	3	4	5
2	"I believe that cultural differences becomes more salient in a virtual setting compared to a face-to-face setting? "	1	2	3	4	5
3	"I have a high degree of influence in my team's decisions"	1	2	3	4	5
4	"My views have a real influence in the team's decisions"	1	2	3	4	5
5	"My communication with my team leader (manager) is of high quality (frequency and overall quality)"	1	2	3	4	5
6	"I usually initiate contact with my manager regarding work related questions."	1	2	3	4	5
7	"My manager usually makes the initial contact regarding work related questions"	1	2	3	4	5
8	"High frequency communication with my manager enhance my perceived sense of involvement"	1	2	3	4	5
9	"Low frequency of team/employee communication decrease my perceived sense of involvement"	1	2	3	4	5

Previous Experience of virtual Work

10	"I consider myself as experienced of working dispersed/virtually"	1	2	3	4	5
11	"I was not used to work dispersed/virtually before I got this position"	1	2	3	4	5
12	"I was familiar with the technology (software) when I got this position"	1	2	3	4	5

Section (D) : Remote Management Description

What triggered your organization to apply the remote management approach ?

Indicate the level of relevance with the following statements using the following rating:

1	2	3	4	5
Strongly Relevant	Relevant	Do not know	Irrelevant	Completely Irrelevant

1	Specific and targeted aid worker insecurity	1	2	3	4	5
2	Difficulty in humanitarian access due to general insecurity in the operational environment	1	2	3	4	5
3	Political reasons	1	2	3	4	5
4	Cost of maintaining security of humanitarian operations	1	2	3	4	5
5	Establishment of a longstanding humanitarian management hub in a convenient location	1	2	3	4	5

Section (E): Programme Quality Management

Does your organization implement the following ensure program quality management ?

1	2	3	4	5
Strongly implement	Implement	Do not know	Does not implement	Does not completely implement

1	Strategic reviews to assess the relevance of the Strategic program document	1	2	3	4	5
2	Staff have enough information on the project implementation	1	2	3	4	5
3	Staff access information in a timely manner to manage projects	1	2	3	4	5
4	Staff have sufficient information to make strategic decisions on project management	1	2	3	4	5
5	Periodic portfolio reviews	1	2	3	4	5
6	Technical oversight to programs	1	2	3	4	5
7	Project M & E plans adapted to remote management	1	2	3	4	5
8	Collection of adequate and accurate data	1	2	3	4	5
9	Third party Monitoring	1	2	3	4	5

Section (F): SECTION B: REMOTE MANAGEMENT DESCRIPTION

Does your organization has Implemented the following with regard to the remote management office and remote operation ?

1	2	3	4	5
Strongly have	Have	Do not know	Does not have	Does not completely have

1	Organizational and decision making structure	1	2	3	4	5
2	Defined information needs	1	2	3	4	5
3	IT, Communication methodologies and equipment	1	2	3	4	5
4	Remote managers with strong contextual and cultural knowledge	1	2	3	4	5
5	Free and fair recruitment process	1	2	3	4	5
6	Staff capacity building	1	2	3	4	5
7	Clear financial management, procurement and logistics	1	2	3	4	5
8	Guidelines	1	2	3	4	5

Section (G): General Questions:

1	Has Remote Management significantly changed your organization's approach to project management	YES ☐	NO ☐
2	Has Remote Management induced a change in the composition of your team's set up?	YES ☐	NO ☐
3	Has Remote Management changed the decision making process in your organization?	YES ☐	NO ☐
4	Do the staff feel able to influence the management of the project	YES ☐	NO ☐
5	Does your organization expect to resume Remote Management approaches?	YES ☐	NO ☐

Appendix B: Ethical Approval Form

T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Lisansüstü Eğitim Enstitüsü Müdürlüğü

Sayı : E-88083623-020-9139
Konu : Etik Onayı Hk.

Sayın Malek ABOHOUSENE

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 01.04.2021 tarihli ve 2021/04 sayılı kararıyla uygun bulunmuştur.
Bilgilerinize rica ederim.

Dr.Öğr.Üyesi Alper FİDAN
Müdür Yardımcısı

Dağıtım:
Sayın Dr.Öğr.Üyesi Alper FİDAN
Sayın Ecehan ŞİMŞEK
Sayın Merve AKBULUT
Sayın Gülfidan ERDOĞAN
Sayın Yeşim TİMİSİ
Sayın Buse DURAN
Sayın Feyza ÇAVUŞOĞLU
Sayın Tuğçe DÖNMEZER
Sayın Kadirye Defne DEMİRDÖVEN
Sayın Tuğba SOYSAL
Sayın Özge ALGÜL
Sayın Mayar RANNEH
Sayın Mehmet Ali BALTA
Sayın Ayşe KIZILKUŞ
Sayın Marıam CHAWK
Sayın Danıyal Humaıd Ur REHMAN
Sayın Amır T S AL IDRISI
Sayın Nazir Ahmed NOORI
Sayın Oluwadamilare Dare OSENİ
Sayın Sara Emad Eldin Ahmed Aly
Sayın Awaıs ALSHRAIEDEH
Sayın Hebah Maher Baker HANBALI
Sayın Dmytro BABUKHIN
Sayın RAED KAMHIA
Sayın ZINEB IDDOUTE
Sayın Ayşe Meriç YAZICI
Sayın Sümeyra TİRYAKİ

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Adres : Beşyol Mah. İnönü Cad. No:38 Sefaköy , 34295 Küçükçekmece / İSTANBUL   Bilgi için : Tuğba SÜNNETCİ
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RESUME

Name Surname: Malek Abohousene

Education:

2009-2014 Damascus University - Faculty of Economics - Accounting Department

2012-2018 İstanbul Aydın University- **MBA, Business Administration** Department

Work Experience:

2009-2012 - Al Zamel for Accounting and Auditing - Accountant

2014 - Medical Relief (MRFS) - Field Coordinator

2015 - 2021 – Dawlaty Organaization - Opeartions Manager

Languages:

-Arabic: Native Language

-English: Advanced

-Turkish: beginner

Skills:

-Communication, Teamwork, • Experience in working with Youth and civil organizing, Teams Leadership, Create Strategies and Tactics, Structure, Motivational Action and Recruitment

- Computer skills (Microsoft Office) and others