



Arab American University
Faculty of Graduate Studies

Developing an ISO 9001-2015 based Quality Manual
for the Jasmine Charitable Society

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Thesis Approval

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This thesis was defended successfully on 23/02/2022 and approved by:

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Declaration

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

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A handwritten signature in blue ink, appearing to be 'R. Shehadeh', written over a horizontal line.

Date:---/---/-----

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Abstract

Charitable and non-profit organizations provide important and vital services that have a significant impact on people's lives. They need to improve their output and analyze their efficiency, and adhere to corporate governance norms in terms of professionalism, good management, performance evaluation, accountability, and transparency.

In line with this concept, many of the analytical techniques and management methods, such as quality management systems (QMS), can be applied to Non-Governmental Organizations (NGOs) to make them more effective, accountable, and sustainable.

This study aims to help the Jasmine Charitable Society (JCS) develop a proper QMS, by examining the JCS's current situation, Identifying JCS`s internal and external strengths and weaknesses, and creating a QMS manual for the JCS.

For this purpose, a qualitative research approach is adopted, and the data collection is based on a research visit to the Jasmine Society, which was followed by a series of activities to collect data and get a better understanding of the organization's context, as well as mapping the steps and targeted areas that needed to be activated and enhanced to achieve better QMS implementation.

The data collection activities include face-to-face interviews with unstructured questionnaires with questions based on the ISO 9000-2015 standard and are driven from the ISO 9001:2015 self-assessment checklist.

Analyzing the collected data revealed that the organization has some areas of weakness, which creates a gap between the current situation and the ideal one but, the JCS also has many strengths and great potential that can help it bridge this gap and shine with a good quality management system.

Developing a QMS in JCS required several steps that are tightly linked to the PDCA cycle

The findings showed that timing is critical -especially when processing a project that is not related to core activities of the JCS, and due to the limited resources, personnel is frequently overworked owing to the daily work requirements- and planning is a very essential part of a projects' existence and success.

Overall, the QMS implementation strategy developed and employed in this thesis is helpful and applicable and the challenges experienced during the study can be considered a gained experience to be used in future studies.

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Chapter One

Introduction

1.1 Overview

This chapter serves as an overview of this research. A brief background is provided, as well as an overview of charitable and non-profit organizations in Palestine, the study's problem, questions, and goals are identified, as well as the thesis framework.

1.2 Brief Background

Charities – which are a specific type of not-for-profit organizations- provide important and vital services which have a great impact on people's lives, they are an important partner to the government in a variety of areas, including individual empowerment and training, poverty alleviation, fighting social diseases such as drug abuse, and efforts to reduce the gap between rich and poor. They help people and the community through establishing hospitals, schools, public centers, shelters, and different facilities, among other things.

Charitable works make a substantial contribution to a nation's economic, social, and political sectors and they play an equally significant role in society as the governmental and private sectors. (Frontier-economics, 2019)

Figure 1 below illustrates the five main dimensions of how the charity benefits the public.



Figure1: who benefits from charity/source: Frontier Economics.

These dimensions are:

- Direct Recipients; The charity has a direct impact on those who receive its services.
- Volunteers; Volunteering can provide significant benefits to volunteers.

It has a long-term impact on life satisfaction and appreciation levels. Volunteering also improves skills and employability.

- Donors; According to studies, giving increases pleasure and fulfillment.
- Employees; The constantly growing charitable sector, like any other industry, offers a diverse range of job opportunities.
- Wider public; At the community level, the charity sector helps to create economic and social cooperation. Participation in volunteer activities is a kind of participatory democracy. Charitable activities improve social capital by generating increased trust and unity (Frontier-economics, 2019).

However, in terms of efficacy, productivity, and trustworthiness, charitable organizations and their volunteers` efforts are sometimes questioned or underestimated. So, it is a vital issue for charities to build internal and external efficiency and effectiveness assessments to evaluate their services and demonstrate their performance, influence, and contributions to society and the general public. (Iwaarden et al. 2009)

Funding is an important issue for all organizations or establishments, but it has much more importance for charitable organizations as they often depend on donations -as a financial resource- to keep providing their services.

According to Robin and Sharon (2010), the following factors have the most impact on the decision to donate to a charitable organization. These factors include:

- 1- The organization's reputation and public image;
- 2- Charitable contributions suggested by the employer;
- 3- General understanding of the organization and its services and activities;
- 4- The organization's advertisements for donations are needed.
- 5- The sort of services that are supplied by the organization;
- 6- Prior involvement with or experiences with a non-profit organization.

Iwaarden et al. (2009) have shown that one of the most important factors that could affect the continuation of donation, and as a consequence, the continuation of the organization activities, is the trustworthiness of this organization and its accountability which is directly related and affected by its management. So, it can be said that misdirected funds or poor managed ones will surely result in losing funds and even more losing the reputation of the organization.

The ability to evaluate the charitable organization's operations and services has been reported as one of the potential benefits of developing and implementing a Quality Management System (QMS) in a nonprofit organization. (White et al., 2009).

QMS could be described as a collection of corporate processes aligned with the establishment's mission and strategic goals and aimed at continuously assessing and improving the establishment's performance (Eogham & lenihan 2005).

For all establishments, building a good QMS is an important and wise choice as it can enhance the performance of the establishment and show to what extent its outputs are in line with its goals, but for non-profit organizations it is considered to be quite imperative as it will help in increasing productivity, enhancing services, and maximizing the ability of achieving goals of the organization and improving its reputation as well (White et al., 2009).

1.3 Overview of Charitable and Non-Profit Organizations in Palestine

Palestinian non-governmental organizations (PNGOs) have long played a crucial role in shaping Palestinians' lives in almost every way. They have provided the most needed services to support the Palestinian community during Israel's occupation of the West Bank and Gaza Strip.

During the first Intifada in 1987, Palestinian non-governmental organizations (NGOs) flourished (NGO developing center 2009).

Following the foundation of the Palestinian Authority, however, like all other sectors in the West Bank and Gaza strip, PNGOs sector had witnessed significant changes in its political and sociological functioning. Health is one of the most important fields in which non-governmental organizations (NGOs) work and serve both the government and society. For example, in 2019, the number of hospitals in Gaza Strip are 34 hospitals, 17 of which were run by NGOs (the MoH annual report for 2019). In addition, these organizations offer help and provide services in more than 25% of total number of Primary Health care Centers in Palestine (Health Annual Report/ Palestine 2020). Table (1) shows the distribution of number and percentage of primary health care centers (PHC)

by provider in Palestine in 2020, where MOH refers to the Ministry of Health and PMMS refers to Palestinian Military Medical Services.

Table (1): Distribution of number and percentage of primary health care centers (PHC) by provider in Palestine in 2020

Palestine	MoH	UNRWA	NGOs	PMMS	Total
No.	475	65	192	17	749
%	63.4%	8.7%	25.6%	2.3%	100%

Source: Health Annual Report/ Palestine 2020

Supporting people with disabilities is another significant area in which NGOs are always lending a hand in the health sector, through over 150 establishments specialized in this kind of service (Palestinian Central Bureau of Statistics [PCBS], 2011).

The rapid growth of Palestinian NGOs in the West Bank, from 210 in 1987 to 2319 in 2010 (Palestinian Authority Ministry of Interior Affairs Record, 2011), has generated questions regarding their influence, role, and accountability.

These concerns about the responsibility and transparency of PNGOs in the occupied Palestinian territories are developing among the general public and researchers, taking into consideration that according to the Palestinian Authority's (PA) Charitable and Community Organizations Law No. 1 of 2000, PNGOs are founded to serve the community and the groups they represent (women, youth, workers, students, disabled, and so on) in a wide range of disciplines, such as health, social welfare, education, cultural, human rights, etc...

As a result, the NGO Development Center (NDC) is the largest Palestinian organization of its kind that aims to improve services and develop a more efficient Palestinian civil society. and is considered this when developing its strategic framework to strengthen the

Palestinian NGO Sector which encourages NGOs to increase their openness and accountability by adopting professional financial and management systems (NDC strategic plan 2013-2017).

1.4 Statement of the Problem

According to the PCBS, people with disabilities make up at least 7 percent of the Palestinian population (PCBS, 2011) taking into consideration that disability defined as a physical or mental impairment that considerably restricts one or more of vital activities and it has three dimensions, (World Health Organization [WHO], 2015);

1. Impairment: in a person's physical or mental structure or function; such as loss of a limb, loss of vision, or memory loss.
2. Activity limitation such as having difficulties seeing, hearing, walking, or solving problems.
3. Participation restrictions during ordinary daily activities, such as Working, participating in social and recreational activities.

The mission of the JCS (which is a charitable organization located in Ramallah-Palestine) is to improve the lives of people with disabilities, it provides services for different types and forms of disabilities (such as children with cerebral palsy, Down syndrome...etc.). In addition to children with learning or speech difficulties, attention issues, and autism, aiming to merge them into regular schools or community.

Improving the life of disabled persons is not the only concern of this society, it also cares about their families and keep educating them and raising their awareness towards best

ways to understand and deal with this “disabled family member” to facilitate and improve the whole family life.

JCS is providing its services for more than one hundred cases on daily basis, with the help of its staff that consists of more than 40 hardworking employees of different fields of specialties (doctors, nurses, physiotherapists, occupational therapy, administrators, supervisors....) and through a very well-equipped building, designed and built in compliance with disabled needs and requirements. But there are still hundreds of registered cases- on waiting list- with disabilities who need and wait to receive several disability-related services but they could not because of limited resources of this society(JCS strategic plan 2013-2015).

Evaluating, assessing or judging the performance of such organizations or people working in, is not an easy task especially with the absence of standards and specifications needed to complete this mission, which is considered to be very vital for both self and external assessment.

In spite of the importance of this issue, there is a lack of information and awareness in the organizations to the necessity of having such standards or system that is able to provide guidelines and structure for processing and performing tasks in a proper and effective way.

In response to this problem, this research suggests establishing a QMS for JCS that could help this organization in achieving its goals, increasing productivity, and allowing it to expand its services to benefit and serve more disabled persons.

Having an effective QMS will enable the organization to demonstrate its commitment to running a safe, efficient, and responsible organization. Moreover, it will allow the

organization to continually evaluate and improve its performance and hence improve the organization's status in the eyes of funders and donors.

1.5 Research Question

The main question this research is trying to answer is the following one:

How to successfully develop a Quality Management System's Manual for the Jasmine Charitable Society?

1.6 Purpose and Significance

According to the similarities in too many aspects in both profit and non-profit organizations, it is thought that many of the tools usually used in the field of business to reinforce businesses and increase their profitability can also be applied to charitable organizations and NGOs to enhance their efficiency and effectiveness.

In spite of declaring this idea since 1984 by Unterman and Davis, and one more time by David Lewis in 2001; there is still a lack of information that explains the practical and realistic way to choose the suitable tool and apply it correctly and successfully in the field of charitable or NGOs work (Eoghan & Lenihan, 2005).

1.7 Research Objectives

The primary goal of this research is to help the JCS implement a successful QMS regarding the ISO 9001:2015. Accordingly, the research intends to accomplish the following precise goals:

- 1- Examine the current situation in the JCS.
- 2- Identify JCS's internal and external strengths and weaknesses.
- 3- Identify obstacles to establishing a good QMS that fulfills ISO 2001-2015 criteria.

4- This research also aims to create a suggested QMS manual for the JCS.

It is hoping that the results of this research will facilitate the implementation of QMS in the JCS, and this may encourage other similar organizations and assure the benefits of quality management tools in this type of work.

1.8 Thesis Structure

This thesis consists of five chapters:

Chapter One: Introduction;

This chapter provides a brief overview with an outline of charitable and non-profit organizations in Palestine and identifies the study's problem, objectives, and aims, besides the thesis` structure.

Chapter Two: Literature Review;

In this chapter, the definition, importance, and implementation of the quality and the quality management system are all explored. The meaning, relevance, and basic principles of ISO standards are also covered. Several empirical studies on the implementation of QMS in non-profits are reviewed.

Chapter Three: Methodology and QMS Manual Development;

This chapter discusses the methodology, identifies the research approach, and describes the selection of the appropriate QMS, and the requirements of ISO 9001-2015. It also defines Deming's Cycle and describes how it interacts with these requirements.

Chapter Four: Results and Discussion;

This chapter describes the JCS's QMS preparation phase and the steps involved, as well as the results of the following activities;

Understanding the existing situation in the JCS, identifying the JCS's internal and external strengths and weaknesses, and creating the QMS Manual.

Chapter Five: Conclusions and Recommendations;

This chapter covers the study's main findings, key recommendations, and recommendations for future research.

Chapter Two

Literature Review

2.1 Overview

In this chapter, the definition, importance, and implementation of the quality and the quality management system are all explored. The meaning, relevance, and basic principles of ISO standards are also covered. Then there's a quick rundown of the advantages and challenges that organizations experience while using the QMS. Finally, the most significant empirical studies on the implementation of QMS in non-profits are reviewed, demonstrating the similarities between for-profit and non-profit businesses.

2.2 Quality

Quality is very essential and important for all organizations in all sectors, including charitable organizations, and no one could avoid or be protected from the bad and harmful results of ignoring quality.

2.2.1 Definition of Quality

Quality is defined in a variety of ways. Some are more focused on objective facts, while others are more concerned with subjective but they are all interconnected.

The fact is that many of the quality movement's pioneers and gurus, had their own definitions of "quality," such as (Behnam, 2017):

- Philip Crosby defines quality as "conformity with requirements",
- Edward Deming; Quality is a predictable degree of uniformity and dependability at low cost and suited to the market.
- Joseph Juran; Quality is fitness for use or purpose

- American Society for Quality (ASQ) "The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs" is another definition of quality,

While the adjective - Quality- according to the International Organization for Standardization (ISO)- refers to the degree to which a set of inherent characteristics fulfills a set of requirements (International Organization for Standardization [ISO], 2015).

In the context of non-governmental organizations, a high-quality NGO, is one that provides a wide range of services as requested by interested parties, using effective and efficient management of its operations to achieve the accepted and desired outcomes (TACSO Kosovo Office, 2012).

This suggests that quality looks to be accomplished in an organization when the demands of all entities and individuals involved in projects or service supply, such as consultants and other relevant stakeholders, are met. So, if the quality is the goal, then quality management is the way and procedure for achieving this goal.

2.2.2 Quality Management

Quality management is the act of managing all activities and tasks required to achieve and maintain a specified degree of performance. It refers to all processes performed by organizations to govern, control, and coordinate quality with special attention to customer, leadership; involvement of people; continuous process improvement and scientific decision making (ISO, 2015).As a result, the most efficient way to manage quality is through a system.

2.3 Quality Management System

QMS is considered to be the cornerstone of quality in an organization's functioning, as it coordinates the operations inside an organization to control it and improve its efficiency and effectiveness and reflects the concept of establishing the foundation for a meaningful link between the requirements of consumers and employees (Iwaarden et al., 2009).

It is a complete plan for dealing with quality issues in daily activities based on standards and procedures defined by management.

The term “Quality Management System” was first identified in 1991, by the British management consultant, “Ken Croucher”, when he was working on creating a model for Total Quality Management (TQM) in an organization (Zondo & Dumisani, 2016). The term ‘management’ refers to the ability of administrators to have direct control over all activities that happen in an establishment allowing them to make the best judgments at the right time. The TQM concept, includes all components of management activities and strategies, and has, for recent decades, been adopted as a philosophy and important management tool by many firms and manufacturers and proved to be an effective survival tool in the nowadays world of business.

QMS is defined to be a framework that clarifies and identifies all responsibilities and processes, operations, or procedures that take place in the establishment to enable it to achieve excellence in all aspects of work (Eogham & lenihan 2005).

2.4 The International Organization for Standardization (ISO)

In 1946, at the Institute of Civil Engineers in London, 65 delegates from 25 countries convened to explore International Standardization. The decision was made to create a new international body in order "to ease worldwide coordination and harmonization of

industrial standards." The International Organization for Standardization (ISO) was created - as a non-governmental organization- in Geneva, Switzerland in February 1947 with 67 technical committees (ISO, n.d.).

The ISO identifies the essential needs for QMS, which will enable the organization to provide its services or products in an improved way to step up its performance and keep its consistency. These standards are able to be applied in any company or organization, without any consideration for its field or nature of work (ISO 9001-2015(E)). These quality management principles that underpin the ISO standards are as follows; (2015)

- Customer focus.
- Leadership
- Engagement of people
- Process approach
- Improvement
- Evidence- based decision making
- Relationship Management

The ISO 9000 family is the most popular. There are a total of fourteen quality management standards in this family. The only one of these that can be certified is ISO 9001:2015. The standard explains how to implement a QMS to better equip the organization to deliver high-quality goods and services. It is customer-centric, with a focus on continuous improvement and top-level management practices that spread throughout the whole organization.

According to the ISO Survey of Management System Standard Certifications, more than 1,000,000 ISO certificates have been issued in over 170 countries.

2.5 Implementing Quality Management System in an Organization

2.5.1 Benefits of Implementing QMS in an Organization

Many studies had proved the efficiency and benefits of implementing a QMS in an organization.

For example, Sawant et al., (2018) showed that a successful QMS will explain all the organization`s vision, goals, strategies through effective policies and help it to develop standard operating procedures (SOPs) that enable each member of the organization to participate in an organized and standardized way in order to complete and achieve the objectives of the intended process. A successful QMS will enhance meeting customer requirements and increase customer satisfaction.

Zimon (2016), concluded that developing a complete QMS in an establishment, will help it achieve the two major and essential requirements:

First, customer requirements; meeting customer needs and exceeding them is the main goal to achieve, and it will result in increased trust and faith in the establishment.

Second, the establishment`s requirements; meeting the establishment`s internal and external requirements will be performed at the lowest possible cost as the resources will be utilized to their full potential. Moreover, he concluded that the application of the system requirements has a significant impact on the organization's management and engaging in a management system improvement process results in enhanced staff awareness of quality and a more efficient workplace.

2.5.2 Difficulties or Problems Facing the Implementation of QMS

Implementing a QMS and achieving its intended goals, is not an easy task, especially in small and medium-sized businesses, it takes more effort and dedication from management and staff, and faces much more difficulties.

Vasilevska and Rivza (2018), identified the following problems to be the most that are facing small and medium enterprises in implementing QMS;

- 1- Considerable financial costs that are linked with personnel training, as well as the design and implementation of a QMS.
- 2- Certification has significant financial costs (in case of aiming an ISO certificate).
- 3- QMS needs a long time to be implemented.
- 4- The need for in-production units to be trained on the ISO 9001 requirements.
- 5- Maintaining QMS needs extra expenditure fees.
- 6- The company's management and employees are becoming less motivated.

Because of their limited resources, charitable organizations share and exceed the problems of small and medium-sized firms, with few studies covering the implementation of a QMS in such organizations, its benefits, and challenges.

2.5.3 Implementing Quality Management System in Charities

Charity is a term used to describe a sort of non-profit organizations that have declared their mission to be for the public good.

According to the study conducted by Iwaarden et al. (2009), charities do not have standardized reporting systems to keep their supporters informed about their progress and practiced outcomes, which led them to the conclusion that charities must develop metrics

to assess their internal and external output efficiency so that donors can better understand and support them.

2.6 Similarities between for-Profit and Non-Profit Businesses

Because of the many similarities between non-profit and for-profit organizations, it's reasonable to assume that employing management tools and techniques typically used in for-profit organizations will be effective in non-profit organizations, and QMS is one of them (Eoghan & Lenihan, 2005). The following are some of these similarities:

- Goals and missions are specified in both non-profit and for-profit organizations.

Everybody knows about their products and services.

- Non-profits should meet the goals and needs of their many stakeholders, just as a private firm recognizes and serves its customers.

- Non-profit and for-profit organizations both have limited resources, and they must achieve their objectives with those resources.

- Many non-profit organizations, like private and commercial businesses, have boards of directors, management, and various levels of employees that assist in the organization's performance.

2.7 Previous Studies

Before researching the literature concerning the implementation of a QMS in various organizations, it is good to identify the organization under study, JCS.

The JCS is a non-profit, relatively small organization that provides services to disabled children. Therefore, it intersects with more than one studying area;

On the one hand, it falls within the scope of charitable or non-governmental organizations, and on the other hand, it cares for and provides services to people with disabilities. Since it is a small organization, it falls within the classification of small to medium-sized enterprises, which have unique administrative and financial characteristics to be considered while building a QMS.

However, studies that combined all of these concerns in one study are not available; instead, there were studies about implementing QMS in large NPOs, establishing QMS in SMEs (primarily for-profit organizations), and evaluating services for disabled people, separately.

Due to this lack of literature, this study will review each sector to conclude the suitable way to implement the QMS in the JCS.

In the field of NPO, the most significant empirical studies include the experience of Cambodia Trust (which was one of the first NGOs to achieve and receive an ISO 9001:2000 certificate in 2004) that has inspired many organizations. Eoghan and Lenihan (2005) addressed important issues concerning the implementation of ISO 9000 quality standards in such organizations and its benefits. The study concluded that:

- Implementing a formal QMS had been very positive in terms of the organization's sustainability, and the Quality Manual which had become a reservoir of "knowledge management," and been extremely useful to the organization in setting up new enterprises as it has provided them with the necessary knowledge and skills.
- Cambodia Trust's experience has demonstrated that tools like ISO 9000 can and do operate successfully in a non-profit sector especially for NGOs ranging in size from medium to large. NGOs that carry out comparable projects regularly, for those who want

to improve the quality of their products or services and for NGOs that need to be recognized in the eyes of donors.

The study had also addressed some difficulties which faced the implementation of ISO 9000 standards in the Cambodian trust organization. These problems can be classified into three categories. First, problems that can be resolved, such as the burden of paperwork and documentation. Second, problems that will be forgotten once the process has been established such as commitment to time and understanding the ISO 9000 standards and textbooks' which tend to be difficult and sophisticated for most of the staff, Third, the problems that should be handled by the management because of its critical effect on the whole project of having the ISO 9000 certificate, such as the problem of cost to the organization, which includes both direct and indirect costs and expenditures.

Hewitson (2013) had investigated the experience of The Geneva International Centre for Humanitarian Demining (GICHD) (as an NGO) in building a formal QMS and achieving ISO 9001 certification, and concluded that gaining ISO 9001 certification takes time and effort, but it is absolutely achievable and fully applicable to the non-profit sector. And this achievement increased the organization`s credibility among partners and donors, so he recommended every organization to consider the strengths and weaknesses of implementing this formal system- in GICHD`s case. The advantages far exceeded the disadvantages- and to benefit from other similar organization`s experience to overcome different obstacles and difficulties facing the implementation of the intended system, (especially those relating to documentation and paperwork as well as employees` training and education).

Woodroof et al. (2020) had investigated in their study the quality-oriented approach in a nonprofit sector, and emphasized five areas that link to organizational excellence in nonprofit organizations.

These areas are:

- Organizational transparency; Transparency is a key to an organization's reputation as it is necessary for gaining public confidence in terms of legitimacy, efficacy, and support (both financial and non-financial).
- Donor relationships; Long-term relationships with donors and contributors are crucial because they influence the quantity and frequency of donations.
- Board member involvement; Having active, well-managed, and engaged leadership has a significant positive impact on the organization's performance.
- Talent recruiting; Employee skill and trustworthiness are critical components of high-performing organizations.
- Staff dedication; a dedicated NPO team is the outcome of active leadership that encourages and supports the team to develop and grow while helping their community.

The study also concluded that;

- Like for-profit businesses, nonprofit organizations strive for continual improvement.

Nonprofits, on the other hand, have some aspects are specific to their structure and contribute to the overall quality of the organization.

- Adopting a quality-oriented approach by the NOP will positively affect its ability to receive funding, effectively carry out its objective, and give the charitable organizations a competitive advantage in an increasingly saturated sector.

Carins et.al (2005) have mentioned in their study that funders and other stakeholders, and less frequently, staff and board members are pushing the adoption of quality systems that seem to be management tools for an organization's development process.

Nonprofit organizations are increasingly focusing on quality approaches, which differ in a number of levels. Some quality systems cover all areas of the organization (operations and administration), while others focus on just one aspect. While some NGOs use generic quality systems similar to those used throughout industries, such as (ISO 9000) others have embraced sector-specific quality systems. Some NGOs prefer to utilize or adapt off-the-shelf software, while others prefer to build their own in-house software. Some quality management systems include external evaluation or accreditation, while others rely solely on self-evaluation.

The study highlighted the challenges of implementing performance improvement strategies in the corporate sector due to the unique characteristics of NPO, Cultures, power structures, values, stakeholders, and goals.

The primary advantages of implementing one or more quality systems were highlighted as well, and they consider the organizational self-reflection, learning, development, and benefits to beneficiaries (both direct and indirect).

The study also revealed the vital link between these benefits and the successful integration of the current working practices into the quality system.

The findings suggest that organizations should involve all internal groups in adapting the quality system at the earliest possible time, and measurements achieved should be compared to explicitly stated goals.

Effective implementation is more likely in establishments with leaders committed to the chosen system and who can act as quality leaders, articulating aims and permitting exploration of alternative ways to achieve quality goals.

Concerning the implementation of QMS in small to medium-sized enterprises (Small businesses with fewer than 50 employees are classified as small businesses, whereas medium-sized businesses with fewer than 250 employees and more than 50 employees are classified as medium-sized businesses (Karadg, 2015)). the most important thing to remember is that “A small business is not a little big business.” (Welsh & White, 1981, as cited by Bishop, 2018).

Bishop (2018) mentioned that Small to Medium Enterprise (SME) have unique characteristics which set them apart from larger companies and give them their own strengths and limits, such as:

- 1- Having very few organizational /managerial levels.
- 2- Limited and confusing division of responsibilities.
- 3- Lack of specialized knowledge.
- 4- There are no defined rules or regulations governing operations and activities.
- 5- There is a lack of formalization and standards.
- 6- Normally quick to react to variations in the environment.
- 7- Minimal unwillingness to change.
- 8- Informal practices for assessment, control, and reporting.
- 9-The mindset and perspective of the owner/manager influence the operation and behavior of personnel.
- 10-There are just a few internal triggers for transformation. He also mentioned that after years of neglect, QM research in the SME context has considerably increased to ensure

that QM is appropriate for SMEs, while essential success elements such as top management commitment, supplier quality management, resource management (both human and financial), as well as training and education, need be taken into account. Furthermore, there is widespread consensus that a lack of these resources is one of the most common implementation challenges.

The study also reveals that the adoption of QM is far more context-dependent than initially expected and that it may be influenced by factors such as business size, strategy, or geographical considerations, among others.

Murphy and Leonard (2016) concluded that according to the literature, SMEs should use quality management (QM). Despite this, SMEs' efforts to accomplish QM are frequently obstructed by a variety of potential roadblocks. Recognizing the differences between large organizations and small ones, QM efforts for SMEs may need to be scaled differently, with QM efforts aligned with SME resources.

While QM is frequently advertised as universally applicable, data suggests that country characteristics, including leadership, national culture, and governance, may influence adoption and outcomes, albeit more research is needed. Even though QM costs, resource constraints, and stress may cause a reduction in QM commitment, performance following QM deployment is generally supportive of QM.

Establishing a QMS in non-governmental and small-sized institutions is an achievable goal, but it is closely related to the individual circumstances of each organization, and it undoubtedly provides many benefits to it (White et al., 2009).

This gives evidence that SMEs recognize the advantages of ISO standards but are hesitant or unable to apply them due to a lack of resources.

As a result, the researchers proposed the creation of a smaller or customized version of the standards to enable many organizations to begin the process of establishing a formal QMS and enjoying the enormous operational benefits associated with Process improvements.

Dahiya and Bhatia (2013) determined that there is a significant potential for improvement by implementing QM ideas.

However, when the hurdles are considered, the fruits of success can be tasted. Steps should be taken to create a positive quality culture that will boost employee dedication, resulting in higher productivity and profitability for the company.

They provide some recommendations for any company looking to establish a new QM concept, including:

1. Organizations should emphasize creating a positive organizational quality culture that aids in the improvement of operations or activities.
2. Before making final decisions, top management should gather feedback from all employees in the organization.
3. Employees with a sense of ownership and responsibility are more likely to devote their best efforts to the business's success.
4. A proper method for data communication should be established. Top management is not allowed to keep any information a secret.
5. All business activities are carried out within the organization to provide the greatest possible service to the customer.

The research approaches that can supply the most information and virtually correct facts on the clients' tastes and preferences will be used.

Farinha et al., (2016) proposed a creating positive quality culture guideline to help organizations in implementing a successful QMS, which adheres to the core elements of the ISO 9001 standard: QM concepts, process approach, risk-based thinking, and the PDCA cycle. Rearranging the requirements of normative reference from the seven QM principles: Customer Orientation, Leadership, Persons Commitment, Process Approach, Improvement, Evidence-Based Decision Making, and Relationship Management.

This guide, based on a review of the literature and analysis of good practices in the industrial context, provides ten steps to implement a QMS, beginning with the identification of the initial situation, in which the organization aims to investigate their current status on the reliability of their QMS, to structure a whole work plan; and ending with a request for audit to obtain certification.

Regarding the JCS's fundamental activity of enabling disabled children, it is known that persons with disabilities require assistance and care to live a dignified life and participate in society on an equal basis with others.

Community assessment, community-based rehabilitation, self-employment and microfinance, vocational rehabilitation and training, assistive devices and technologies, among other services are extremely beneficial to disabled people, and the role of non-governmental organizations in supporting, defending, and assisting disabled people is vital and very important. (Rasi & Ashifa, 2020).

Furthermore, evaluating and assessing the work and activities of these organizations is of great value for funders, beneficiaries, or other interested parties and for the organization itself since this allows it to emphasize its activities, services, and contributions to the community.

Setting precise requirements for this evaluation is one of the fundamentals that will aid in the evaluation, sorting, and classification of these organizations on approved bases (Carman, 2014).

Koorneef (2006) had tried to measure the quality in services for children with an intellectual disability. To conduct his research, he relied on the Department of Health and Children's definition of quality (2001, p 19), which states that "Quality in health means that evidence-based standards are established in collaboration with consumers, are externally verified, and continual improvement is esteemed." As the need to measure quality - from the perspective of customers- is unquestionable, and there has been no clear plan or approach to do that in services for individuals with disabilities, this study looked at one instrument (SERVAQUAL) that proved to be useful to assess service quality. The study urged the use of similar surveys regularly in many sorts of services for individuals with disabilities and emphasized the need to broaden the notion of quality and its measurement beyond the usual focus on financial and operational process-oriented quality measurement systems to include customer-based quality measurement systems.

Roger (2020) has concluded in his study that NGOs evaluate their systems mostly in response to external requirements rather than internal motivation.

As a result, many of these organizations are putting up their best efforts to satisfy these requirements.

However, the study found that the current rules are incompatible with small businesses and overload them, as they try to improve quality information rather than improve quality.

The study concluded that the commitment of managers to quality assessment systems has a significant impact on quality. therefore, it is necessary to emphasize -even through

external systems - the need for competent managers who are highly committed to the quality system and its evaluation methods. Taking into consideration that the most quality models are designed to provide decision-makers with a systematic framework for enhancing organizational capacity and outcomes rather than merely measuring service quality through indicators.

The majority of previous research had emphasized that QM is more than a departmental job; it is an ideology shared by everyone in an organization, championed by executive management, and guided by the QM Department.

It also found that a proper way to achieve this goal is through implementing a QMS, whose success necessitates vital factors and preparatory steps. Such as; understanding the organization and its context, having competent managers, and cultivating a positive quality culture.

Many studies ensure that building QMS and achieving ISO 9001 certificate takes time and effort, but it is achievable, benefitable, and fully applicable to the non-profit sector.

Chapter Three

Research Methodology

3.1 Overview

This chapter discusses the methodology, identifies the research approach, and describes the selection of the appropriate QMS, and the requirements of ISO 9001-2015. It also defines Deming's Cycle and describes how it interacts with these requirements.

3.2 Research Approach

As mentioned before, the main goal of this research is to help the JCS implement a successful QMS regarding the ISO 9001:2015.

In line with literature review, a qualitative research approach is used in this research as it can assist to obtain empirical support for research challenges.

The QMS manual is a high-level document that describes an organization's QMS and was originally mandated by the ISO 9001 standard for QMSs.

3.3 Quality Management System for the Jasmine Charitable Society and ISO Standards

The JCS had to decide whether to create its own quality system or use the ISO 9001-2015 framework; investigating the advantages and disadvantages of adopting ISO 9001-2015 was a starting point in addressing this issue.

Adopting the ISO 9000-2015 in small-to-medium-sized charitable organizations (like the JCS) has many benefits in terms of sustainability, accountability, efficiency, and cost-effectiveness. A QMS with a defined framework and structure based on management principles- not only allows the organization to run smoothly but also drives continual development in all areas, and this will result in increased donor confidence as well as increased beneficiaries and other interested parties` satisfaction (White et al.,2009).

Implementing a QMS requires an organization to define overall performance indicators and use them as the baseline for monitoring and enhancing performance by uncovering hidden problems. So, developing a culture of excellence is another advantage of having a QMS.

On the other hand, there are too many obstacles to overcome when it comes to the ISO 9001-2015 implementation. The most difficult of which is the financial cost, as well as the long implementation time due to the process to be certified, and other challenges and expenditures to keep the certificate.

As a result, JCS made the decision to go as far as practicable in adopting QMS highlighted by ISO 9001-2015, to improve the overall performance of the society including their processes and significant services, without taking the extra step of getting the ISO certification in the meanwhile.

3.4 ISO 9001-2015 Requirements for a Quality Management System

Implementing a QMS in accordance with ISO standards necessitates the adoption of several principles and the fulfillment of a number of requirements.

The key principles of the QM according to the ISO 9001-2015 have been mentioned previously in Section 2.4, and top management of JCS is fully convinced of these principles.

Some of ISO standards' clauses for developing a QMS are outlined here (ISO, 2015):

Context of the Organization

This clause includes:

- Understanding the organization and its context; the organization must identify external and internal challenges that are relevant to its mission and strategic direction and have an impact on its capacity to accomplish the QMS 's desired result(s).
- Understanding the needs and expectations of interested parties; The organization shall determine the interested parties who are relevant to the QMS, as well as their requirements, because of their effect or potential effect on the organization's ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements.
- Determining the scope of the QMS; The scope of the organization's QMS must be documented and accessible.

The scope must specify the products and services covered, as well as justify any requirement of this International Standard that the organization considers does not apply to the scope of its QMS.

- QMS and its processes; Following the requirements of this International Standard, the organization shall establish, implement, maintain, and continuously improve a QMS, including the processes required and their interconnections.

Leadership and Commitment

Top management must show leadership and dedication concerning the QMS and customer focus.

Policy

- A quality policy must be established, implemented, maintained, and communicated by top management.

Organizational Roles, Responsibilities and Authorities

Top management is responsible for ensuring that key roles' tasks and authorities are assigned, communicated, and understood throughout the organization.

Planning

- All of the concerns and requirements previously described in 'the context of the organization' should be considered when planning the QMS, as well as the activities required to address risks and opportunities, including the methods to evaluate it.

- The organization must set quality goals for the QMS's key functions, levels, and processes.

- When the organization believes that changes to the QMS are necessary, the changes must be implemented in a planned manner.

Support

Support is one of the most important ISO requirements, it includes issues such as the communication, documented information, competence, and awareness among other issues regarding resources, people, infrastructure. For example:

- The organization must define and supply the resources required for the QMS's establishment, implementation, maintenance, and improvement. Taking into account current internal resources' capabilities and limits, as well as the requirements for external providers.
- People, the organization must identify and provide the personnel required for the proper implementation of its QMS, as well as the operation and control of its processes.
- Infrastructure, the organization is responsible for determining, providing, and maintaining the infrastructure required to run its processes.

Operation

The following concerns were addressed in detail by ISO standards in the field of operation:

- Operational planning and control
- Requirements for products and services
- Design and development of products and services
- Control of externally provided processes, products and services
- Production and service provision
- Release of products and services
- Control of nonconforming outputs

Performance Evaluation

Performance evaluation is a crucial clause that tries to evaluate the performance and effectiveness of the QMS.

- Monitoring, measurement, analysis and evaluation, the organization must decide on the means for gathering, monitoring, reviewing, and archiving data on customer satisfaction and QMS performance.
- Internal audit
- Management review for inputs and outputs.

Improvement

- The organization must identify and prioritize areas for improvement, as well as take any required steps to meet customer needs and improve customer satisfaction.
- The organization's QMS must be consistently improved in terms of its suitability, sufficiency, and effectiveness.

3.5 Plan-Do-Check-Act (PDCA) Cycle and ISO Standards

The ISO standard urges the use of a process approach when establishing, implementing, and enhancing the efficiency of a QMS to improve customer satisfaction by meeting their needs.

The 'Process Approach' is a management strategy that utilizes the four-step management method of Plan-Do-Check-Act (PDCA) with risk-based thinking. An organization that adopts a process approach manages its business as a system of processes rather than departments, people, or products. The interactions (the inputs and outputs that connect the processes) between them are critical. The result of one process is the input of another,

each process must ensure that it produces (outputs) what the next process requires (inputs).

The process approach in a QMS allows for (ISO, 2015):

- a) Better knowledge and consistency in satisfying requirements;
- b) Considering processes in terms of added value;
- c) Achieving appropriate process performance;
- d) Process improvement based on data and information evaluation.

The Deming's cycle –known also as PDCA cycle- is a simple tool, based on scientific method and depends on four-step cycle to offer a continuous improvement in process. It was first established in the 1920s by statistics expert Mr. Walter A. Shewhart, who presented the principle of Plan, Do, and See. Deming changed the cycle of Shewart to become: PLAN, DO, CHECK, and ACT (Sokovic & Pavletic, 2007).

The PDCA cycle is a continuous improvement approach for products, people, and services. It can be used to improve all processes and the overall QMS ((ISO 9001:2015(E))

The PDCA cycle is identified as follows (ISO, 2015):

- 1- Plan: design system and process objectives, as well as the needed resources to produce results in accordance with customers' expectations and organization's policies, in addition identify and resolve risks and opportunities.
- 2- Do: carry out what has been planned.
- 3- Check: monitor and (when appropriate) measure processes, as well as the products and services that result, against policies, objectives, requirements, and planned activities, and report the findings.

4- Act: take steps to improve your performance, as needed.

Using the PDCA cycle also develops the organization's culture as people learn to solve problems and think critically. If an employee's concept has potential, PDCA evaluates it, changes it, and then implements it. The cycle is an ongoing process that tests concepts and improves them over time.

3.6 Steps for Implementing a QMS in JCS

The steps for developing a QMS JCS are as follows (Farinha et al., 2016):

Step 1 - Top management commitment

Step 2 - Establishing an implementation team

Step 3 - Identifying the needs of interested parties

Step 4 - Understanding current situation

Step 5 - Defining the scope of a QMS

Step 6 - Leadership and involvement of people

Step 7 - Identifying and mapping key process

Step 8 - Setting up an information management system supporting a QMS

Step 9 - Audit, Monitoring, and Evaluation

Step10 – Sustaining a QMS

These steps are tightly-linked to the PDCA cycle and they can be grouped together as follows (Farinha et al., (2016)):

1- Plan/ Set up: this phase includes the following steps;

- Top management commitment.
- Building Team Work.
- Understanding current situation.

- Identifying the needs of interested parties.

2- Do/ Implementation: this phase includes the following steps;

- Formulation of Quality Policy.
- Creation of Quality Manual.

3- Check/ evaluation and self-assessment:

- Conduct internal audits of the QMS.
- Data collecting and processing.
- Discussion of results and outcomes.

4- Action;

- Corrective action where needed.
- Continuous evaluation.

The interactions between the PDCA cycle and the implementation steps are visualized in Figure (1).

JCS will establish a QMS by complying with ISO regulations to the greatest possible extent and applying the PDCA process through a series of steps specified in the next chapter, taking into consideration all activities inside the society must be implemented as a series of interrelated processes, according to ISO 9001 criteria.

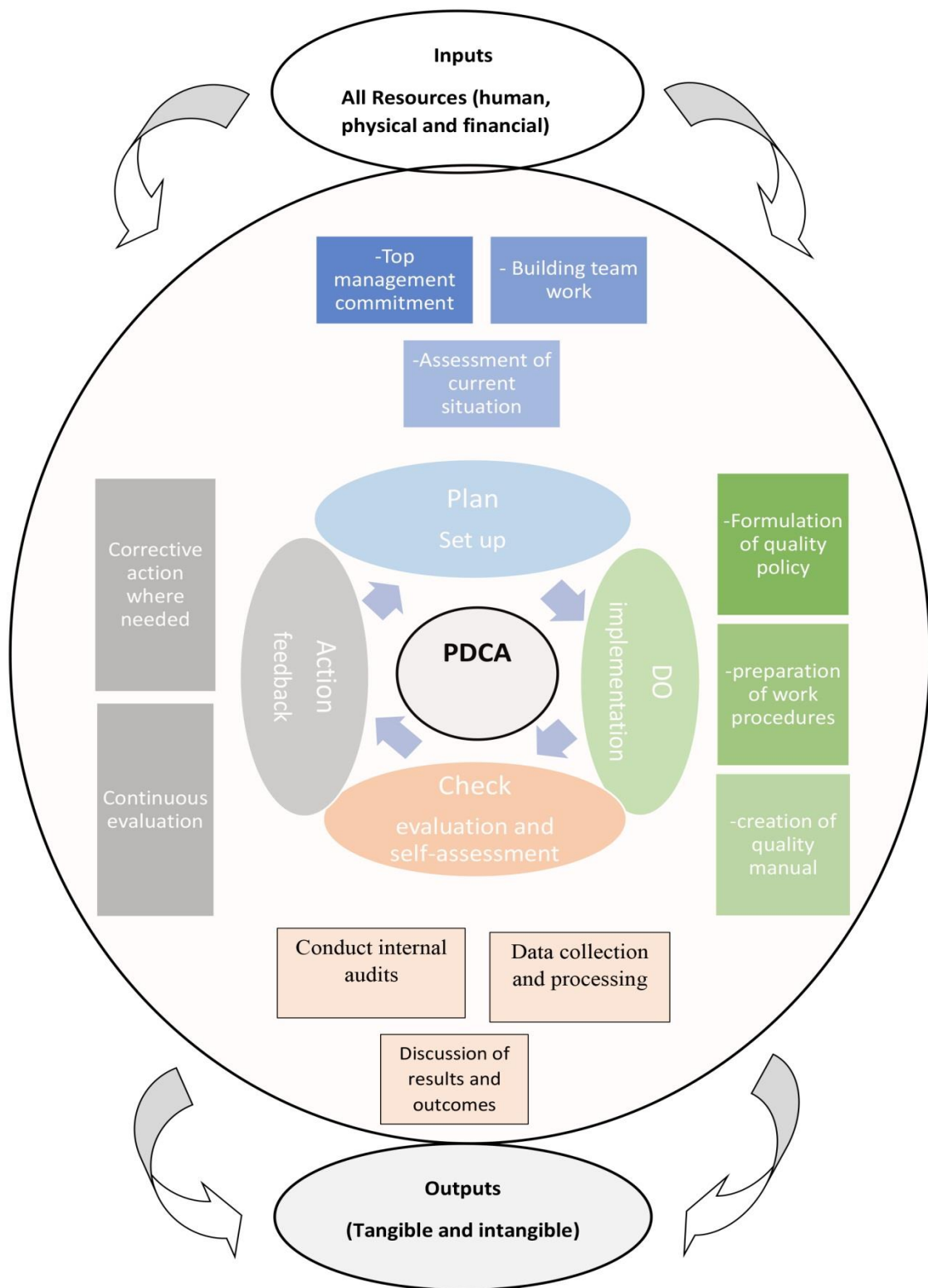


Figure (1): The interactions between the PDCA cycle and the implementation steps/ ISO 2015

3.6.1 Data Collection and Analysis

It is required to collect data relevant to the assessment of the existing administrative situation, as well as to understand and use the needs of all interested parties, to achieve the third and fourth steps outlined above. (Step 3 - Identifying the needs of interested parties, and Step 4 - Understanding current situation)

The data collection for this purpose was based on a research visit to the JCS during the period January- March 2020.

The primary research included visits to the JCS's functional units which are located in the society's main building. These include: Initial evaluation unit, Family and Community Counseling Department, Occupational therapy department, Hydrotherapy department, Educational and Rehabilitation Classrooms, Department of Speech and Language Disorders, Department of computer and electronic auxiliary tools, Department of Music and Drama Therapy, Painting therapy department, outdoor playground, and a hall for sports activities. Other functional units include the Jasmine society halls, which are located next to the main building and were built to assist the JCS in securing an income source that helps the JCS pay its monthly operating costs of more than 150,000 ILS.

Several actions were taken to collect data in order to have a better understanding of the organization's context and map the steps and targeted areas that needed to be activated and enhanced in order to achieve better implementation to the QMS:

1. Discussing the questions listed in the ISO 9001-2015 GAP analysis checklist (ISO, 2015) with some managerial members and professional staff (shown in Appendix A).

Face-to-face Interviews with unstructured questionnaire was used to get qualitative data, as it -in contrast to structured questionnaire - allows more flexibility and less standardization during the interview process (Saunders et al., 2009, p. 320). Taking into

consideration that individual interviews are an excellent way to learn about people's perceptions, understandings, and experiences of a topic.

The questions in this unstructured questionnaire are based on the ISO 9001-2015 standard, and are driven from the ISO 9001:2015 self-assessment checklist, with modifications made during the interview to obtain additional information based on the interviewee's job status.

The questions' main goal was to determine activities that already existed and their suitability within the context of the organization in addition to evaluating the awareness of employees about the quality and ISO standards to see how well the JCS could implement a QMS.

The interviews covered the various functional sections of the society, which can be viewed as representative of the organization as a whole.

2. Studying and analyzing the results of the annual questionnaire carried out by this society. (a copy of this questionnaire is provided as (shown in Appendix B)).

The questionnaire, which was created by the society's management, intends to measure the organization's progress and to achieve the best level of service.

There are three sets of questions in the questionnaire:

The first group is to assess beneficiaries' satisfaction with the association's goals and progress toward those goals through the association's efforts.

The second set of questions consists of 26 questions about the association's activities and children's programs.

The final set of questions consists of six questions on working hours.

The researcher paid special attention to a section of the questionnaire that deals with people's views, comments, and suggestions for developing and strengthening the society's work.

Note, because the questionnaire was created ahead of time by the society's management and there was no room for changes, it will be used descriptively rather than statistically.

3. Revising and analyzing available documents concerning processes, administrative issues, and previous strategic plans is another way to collect more data.

These documents, particularly those relating to the JCS strategic plan for the years 2013-2015, have helped in identifying society's main concerns and performing a SWOT analysis to be used in preparing to implement the proposed QMS.

Chapter Four

Results and Discussion

4.1 Overview

This chapter describes the JCS' QMS preparation phase, and the steps involved in it, It shows the results concerning the following activities;

Understanding the current situation in the JCS, Identifying the JCS's internal and external strengths and weaknesses, and developing the QMS manual is also covered in this chapter.

4.2 Steps Involved in Implementing a QMS in JCS

Plan/ Set up: this phase includes the following steps;

4.2.1 Top Management Commitment

The top management at JCS had shown a real commitment to building a QMS and its related activities and gave proof of its commitment through:

- Communicating with staff and employees to illustrate the importance, needs, and benefits of implementing QMS.
- Ensuring that all necessary requirements that are needed to ease the achievement of applying the intended QMS are adequately provided.
- Adapting the philosophy of the importance of creating and maintaining a positive atmosphere to promote the changing processes and assessing results.

4.2.2 Establishing an Implementation Team

To establish the QMS implementation team and improve its effectiveness, several factors were considered:

- Authority; it is important for team members to have authority and be empowered by management to conduct their work appropriately.
- Expertise; expert employee has the ability to give detailed explanation for particular problem.
- Familiarity; it is necessary to be familiar with different aspects of the processes of work in order to evaluate it.
- Knowledge about quality and its importance and relationship in each aspect of work, and this knowledge may be obtained or enriched either by training or by education.
- Team size; having team of moderate number of members will ease issues of communication, corporation and sharing information....

- In addition to the researcher, a team of three members has been built: first member represents the administrative department, the second member represents the financial department, and the third one represents the professional and medical staff, as well as the continuous consultancy of the general manager throughout different steps of work.

4.2.3 Identifying the Needs of Interested Parties

As a charitable organization, JCS has a unique set of interested parties with different needs:

- Customers: the term “customers” in the context of charitable organizations, refers to beneficiaries and their families, and their main concern is reliability and quality of services with minimum cost. (The JCS serves disabled children of various levels of

disability. Some have severe intellectual disabilities that prevent them (as direct beneficiaries) from expressing their needs, while others with mild disabilities could be asked directly about their needs and express satisfaction with the services provided. In both cases – mild and severe – the responsibility of parents and families in identifying the different needs and requirements of those children is essential).

- Board of Directors: JCS has a nine-member board of directors, whose primary concern is the organization's long-term viability and expansion.
- Employees: Employees of the JCS have several needs, including security, adequate skills and expertise, and development opportunities.
- Donors: Donors' top priorities are partnership, transparency, and the organization's accountability. The JCS relies on donors with whom the members of the Board of Directors have long-standing friendships, and the JCS's management is committed to maintaining and strengthening these ties via transparency and superior performance.
- Regulatory and Statutory: Compliance and Reporting.

4.2.4 Understanding Current Situation

Assessing the current situation in an establishment regarding its management system and its business processes is a vital step to understand this situation and study it thoroughly to identify all factors that affect the quality and get further information about the strengths and weaknesses of this system and this step was achieved through the following;

1-Discussing the Questions Listed in the ISO 9001-2015 GAP Analysis Checklist with Some Managerial Members and Professional Staff (3.5.1 Data Collection):

Face-to-face Interviews with unstructured questionnaire were used to get qualitative data, the questions in this unstructured questionnaire were based on the ISO 9000-2015

standard, and are driven from the ISO 9001:2015 self-assessment check list, with modifications made during the interviews to obtain additional information based on the interviewee's job status.

Those interviewed included top management and receptionists, clinical, administrative, training, and teaching specialists. So, a group of eight persons was individually interviewed: two members of the top management - the chairman of the board and the general manager - the receptionist, the accountant, the secretary, two teachers, one from the autism department and the other from the cerebral palsy department, as well as an occupational therapist.

When asked if they had any prior knowledge of the ISO system, five of them indicated they had no prior experience, two said they had some knowledge, and the Chairman of the Board of Directors said he had a complete comprehension and awareness of the concept since he had previously earned an ISO certificate for his own company (and this is by the way was an excellent starting point in getting the top management commitment to the implementation process).

Except for the Chairman of the Board of Directors, who had his interview in his own company, all other interviews were conducted in the society's main building.

It is worth noting that, as a result of the interviewees' selection to cover all of the society's divisions, some interviewees were unfamiliar with all aspects of the organization. As a result, interviews for these people took less time and the interviewees' answers were very limited; however, the researcher obtained more than yes/no answers to her questions from interviews with interviewees at a higher administrative level, as the debate focused on the style and prerequisites of change. The questions and answers of these interviews are included in appendix (1).

And following is a summary of the outcomes of these interviews:

The infrastructure in the association has been prepared and created at a high level in terms of relevance to the type of services supplied and the target groups for these services. Furthermore, most of the personnel had shown great motivation to provide the best services possible, anyway, several issues in the work system have been found and must be addressed to improve the QMS's implementation.

Poor departmental relationships, a lack of comprehension of quality and insufficient knowledge about it, a lack of funding, and insufficient human resources is some of these issues, **unavailability of quality manual** (Although providing a quality system manual in the organization is no longer required by ISO 2015, it is still very useful in that it describes and documents the quality system in the organization, especially since the goal is to create a QMS guided by ISO requirements without being bound by them. It is, therefore, useful to prepare this guide and review it regularly).

Table (2) below has grouped some of these issues with clauses corresponding to ISO 9001-2015 standards

Table 2:

Gap analysis findings grouped with clauses corresponding to ISO 9001-2015 Standards

	Gap finding	Clause ref.
1.	Interdepartmental relationship.	Clause 7/ Organizational knowledge
2.	Knowledge in quality among employees	Clause 7/ People
3.	Quality awareness training for employees.	Clause 7/ People
4.	Human resources involvement.	Clause 7/ People
5.	leadership involvement.	Clause 5/ leadership
6.	Inspection and Testing	Clause 9/ 9.2 Internal audit
7.	Organizational culture.	Clause 5/ leadership

2-Studying and Analyzing the Results of the Annual Questionnaire Carried out by JCS Society. (3.5.1 data collection);

The findings of 52 parent-completed questionnaires were evaluated to reveal that the factors that affect the parents' satisfaction with the society's performance are restricted to:

- Therapeutic sessions, about 48% of parents (25 out of the 52) asked for the increase in number of therapeutic sessions.
- Interaction with educators, about 36% of parents (19 out of 52) expressed their need to more interaction with their kids` educators.
- Interacting with social workers, and therapists; more than 28% (15 out of 52) defined the need of more interaction with social workers and therapists.
- Working during summer, 27% of parents request the JCS to continue offering its services during summer.
- Working on Saturdays, 17% request the JCS to continue offering its services even on Saturdays.
- After- school service, about 12% asked to have this service.
- Dealing and cooperation of the accounting department and administrators was the request of about 10% of parents
- Extracurricular activities and events organized by the association
- Society's facilities, including the dining hall and meals, less than 2% of persons had bad comments on this point (Only one parent out of 52 expressed dissatisfactions with the food served.)

The use of the Pareto chart reveals that the sectors that require more research and study in order to improve participant satisfaction are those relating to employment and

educational staff first, followed by the possibility of working during holidays and the summer vacation.

Figure 2 shows the results of questionnaire analysis.

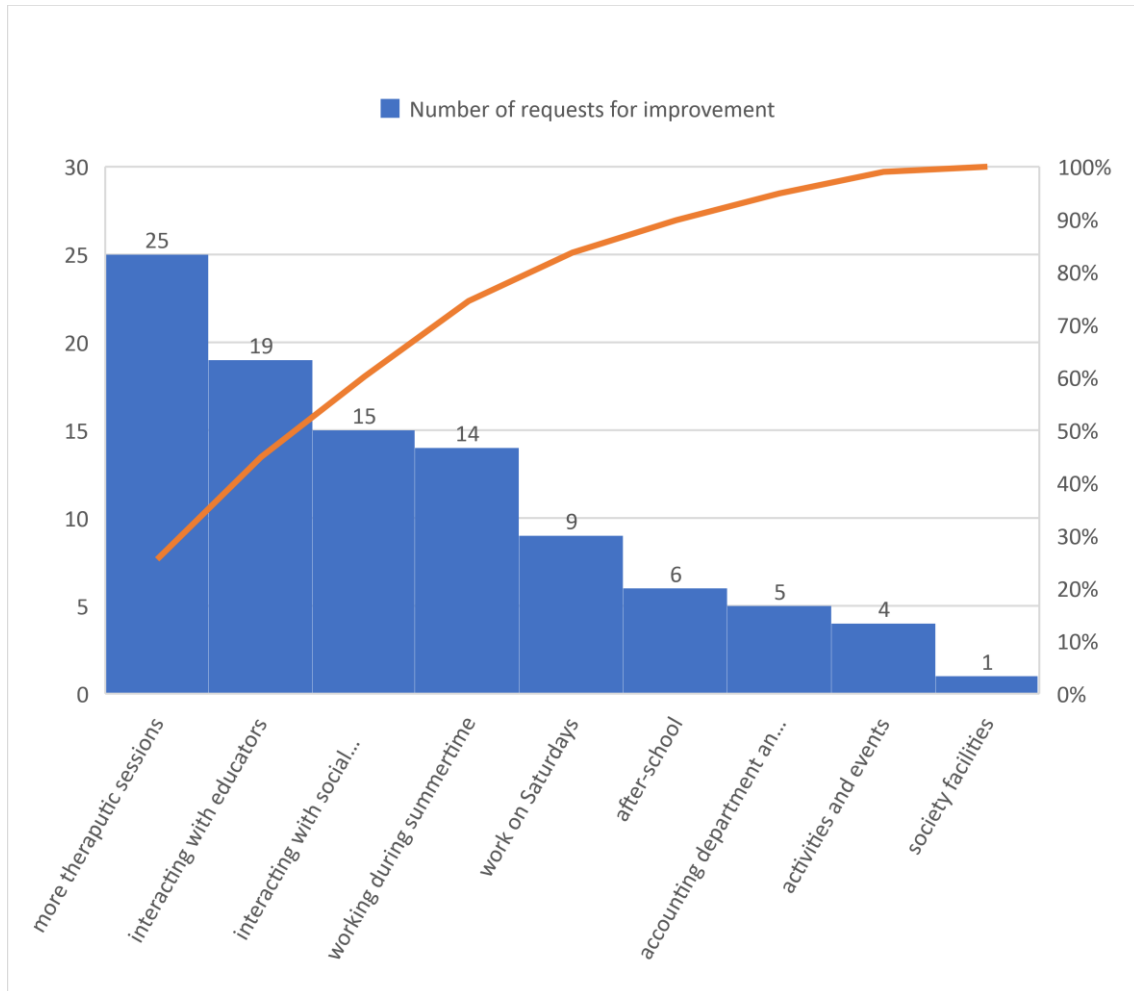


Figure 2: Pareto results of questionnaire analysis.

3-Revising and Analyzing Available Documents Concerning Processes, Administrative Issues, and Previous Strategic Plans (3.5.1 Data collection).

The SWOT analysis was used to provide a comprehensive overview of the JCS and to determine its strengths, weaknesses, opportunities, and threats.

This type of analysis is necessary because it uncovers both the factors that can be relied on to establish and support a quality system, as well as those that need to be improved and serve as motivation for change.

The organization has several strengths that assist it in improving and enhancing its overall performance;

One of these strengths is that the majority of the board of directors are founding members of the organization who are also parents of children with disabilities -making them beneficiaries of the JCS's services- As a result, they are better informed, communicative, and have the drive to improve the services given.

The permanent headquarters of the JCS is one more strength as it was designed, built, and executed to comply with the services it provides to persons with disabilities.

While the Jasmine Halls project is a potential project, great hopes are put on it to enhance the financial condition and make it more stable of donor fluctuations.

The recognition of the JCS as an accredited training body by universities provides it with a one-of-a-kind opportunity to attract trainees and volunteers and benefit from this young and scientific vitality.

These strengths are vital because utilizing and profiting from them in proper way will assist the organization in overcoming its most serious flaws.

Table (3) below summarizes the SWOT analysis results for the JCS.

Table 3: The SWOT analysis results

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - The administrative body is made up of family members of disabled persons who use the society's services. - The society has a permanent headquarter that is designed, constructed and equipped specifically to suit its services. - Building the Jasmine halls to use their profits to promote the society's programs. - The Society provides high-quality assistance to people with impairments and mental disability - The society is a registered as a member of international organizations. - According to Palestinian legislation, the society meets all legal requirements. -computerized program. -A bus is available to transfer kids. - Universities and colleges consider the society to be a recognized organization for training students in their various disciplines. 	<ul style="list-style-type: none"> - Administrative and professional workers in society are overloaded. - documentation system needs upgrade - The society has a high level of job turnover. - At the local level, there is a lack of specialty in the field of assistance for people with disabilities. - Low rate of the involvement of members of the general body in the operations of the association. - The beneficiaries' inability to pay the association's dues. - The increased reliance on donations, as well as the inconsistency of these donations. 	<ul style="list-style-type: none"> - Obtaining external financial support from foreign and local entities, either to help with running expenses or for training purposes. - The ability to collaborate with educational and private institutions to benefit from volunteers in support of the association's activities. - Possibility of energizing the role of private sector institutions in terms of social responsibility - Providing possibilities for human personnel to receive training on current equipment and transferring external skills - The ability to implement disabled people's rights in both private and public institutions. - The ability to use the Internet's enormous distribution to explain the society's mission and goals among other uses. 	<ul style="list-style-type: none"> - Poor attention showed by institutions and individuals of the local community to the rights of the disabled people. - The difficulty of providing financial assistance for the development of the society's operations and programs, as well as training its personnel. - Lacking external financial assistance, which leads to a shortage of services and difficulty to attract and retain a sufficient number of specialists, experts, and professionals. - Due to insufficient pay, professionals quit the organization. - Failure of the authority to adopt or adequately activate the law on the rights of the disabled.

The QMS manual gives more details about 'understanding the organization and its context' as an important clause of ISO 9001-2015 standards. (The manual is attached at the end of this chapter).

4.2.5 Defining the Scope of a QMS

JCS has established the scope of its QMS based on the results received from analyzing the collected data obtained from the previous steps to fulfill JCS` aims and policies that are relevant to its context, services, and any interested parties.

4.2.6 Leadership and Involvement of People Training

The main goal of this step is to:

1- Establish and communicate the JCS`s quality policy.

A quality policy: a quality policy is usually a short statement that matches an organization's vision, purpose, and strategic direction.

It establishes a framework for quality goals and includes a commitment to achieve all applicable requirements for the QMS as well as to improve it continuously.

- The Quality Policy for the JCS and quality targets were developed, approved, and announced.

2- Identify organizational roles, responsibilities and authorities.

To ensure the convenient and effective performance of processes, top management provides leadership and governance of all activities relevant to them, including identifying the strategic direction, authority, and communication.

3- Creating the Quality Manual: A quality manual is a document that specifies an organization's QMS and explains how that system should operate and be maintained.

- The Quality Manual for the JCS was prepared according to ISO 9001-2015 criteria, it contains a brief introduction to the JCS, strategic objectives, quality policy, and quality manual scope, followed by ISO 9001:2015 specifications.

Note; discussing all these topics, and the way the JCS is handling them are detailed in the QMS manual in section number five, and parts 2,3, and 4 from section seven.

4.2.7 Identifying and Mapping Key Processes

JCS is a charitable organization that works on the care, rehabilitation, and treatment of individuals with disabilities and contributes to integrating them into the local community, the registration process and the core services in the JCS are supplied to the beneficiaries through several steps:

- Scheduling an appointment via a phone call, or a visit to the society.
- Filling out all required forms, paying special attention to the medical history and any medical reports.
- Conducting an initial evaluation session, which is designed to determine the availability of therapeutic services in the society for the targeted case.
- If the JCS's services do not match the case's needs, it is recommended that they seek medical care elsewhere. If the answer is affirmative, the Assessment Committee will suggest a therapeutic class.
- Checking the treatment group's availability; if none is available, the case will be placed on a waiting list; otherwise, it will move on to the next step.
- The severity of the disorder is determined by specialists according to the advanced and specialized assessment activities.

- Preparing a specific and customized file for each beneficiary containing all reports and documents relevant to his situation, as well as to track his progress and achievements.
- Professionals and expert personnel supervise the tracking and follow-up process, and the beneficiary's file is revised every three months and updated according to his responses to the treatment program.

The last two steps are repeated every three months until the beneficiary has responded to the treatment in a way that allows him or her to merge into school or kindergarten, or has developed skills that allow him to rely on himself (in mild cases).

In severe cases, the society keeps providing its services as long as the beneficiary requests them.

Figure 3, illustrates the JCS service's overall and basic process.

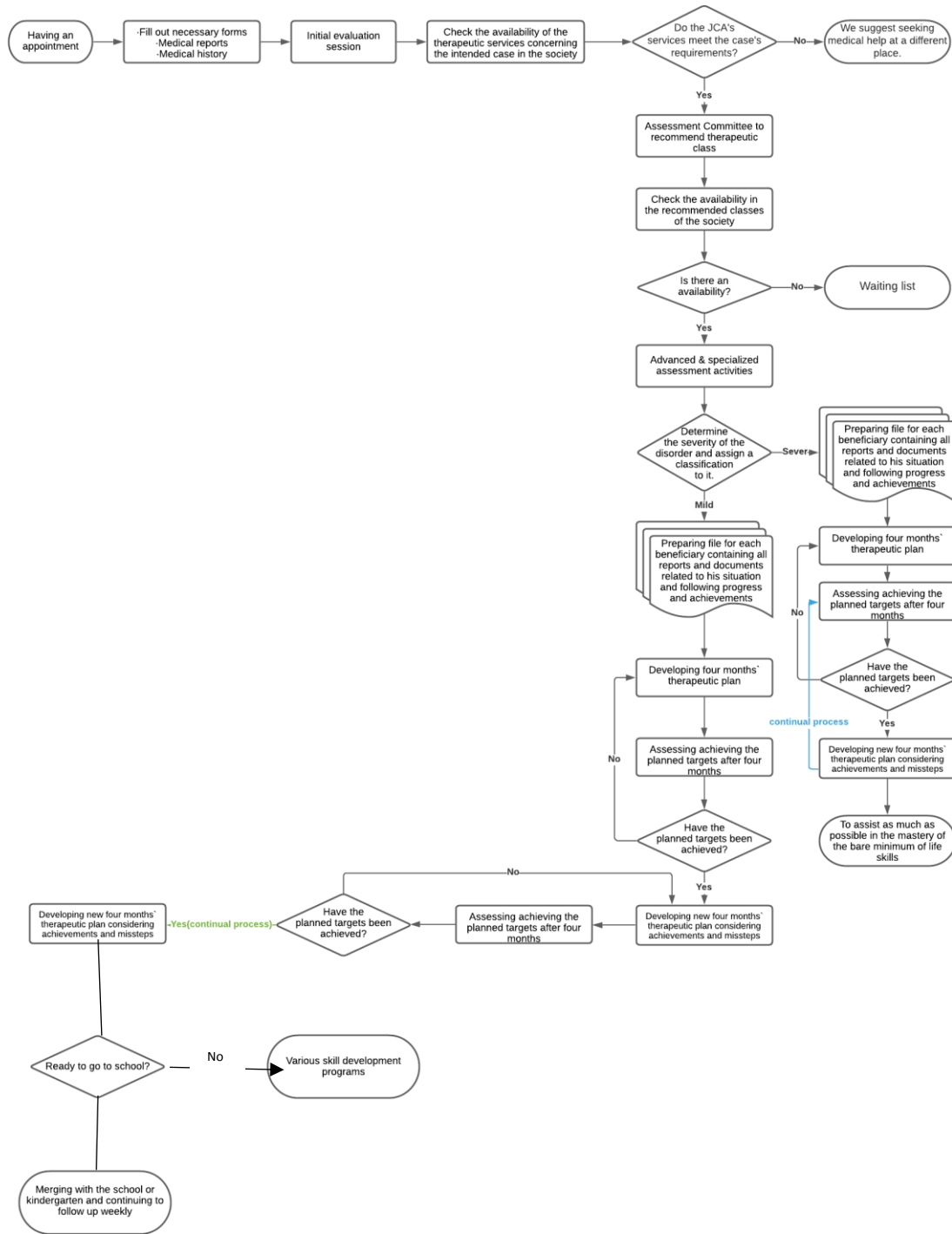


Figure 3: Flowchart to Illustrate the JCS core process

4.2.8 Setting up an Information Management System Supporting a QMS;

“Support” is the ISO standard clause number 7, and it refers to a variety of factors that have an impact on the QMS, including resources, human resources, infrastructure, and working environment.

These factors are discussed in section seven from the quality manual which was prepared according to ISO 9001-2015 criteria, it contains a brief introduction to the JCS, strategic objectives, quality policy, and quality manual scope, followed by ISO 9001:2015 specifications.

4.2.9 Audit, Monitoring, and Evaluation

Internal auditing has the primary goal of ensuring that essential processes are reviewed on a regular basis to ensure that they are in compliance with the intended arrangement and organizational requirements, and that they are executed and maintained successfully. Gaps, non-conformances, and areas for improvement are identified and used for internal strategic planning.

Internal auditing is a value-added activity that assesses the effectiveness of QMS processes and determines if they comply with intended arrangements and standards.

1- Getting ready for an internal QMS audit:

The internal audits are planned and prepared by each department depending on the status and relevance of the processes and areas to be examined, the audits are carried out according to predetermined checklist. The internal auditors are Employees at JCS who received training on performing internal audits.

2- Conducting internal audits:

Internal auditing allows gaps, non-conformances, and areas of weaknesses to be discovered and remedied as soon as possible. The key activities include:

- Identifying and reporting the nonconformities.
- Comparing actual results to planned ones, and discussing the findings with the quality teamwork and related head departments.

All data gathered in this stage should be reviewed, documented, and analyzed in order to take corrective actions as needed (to complete the PDCA cycle's final and following step, 'Action').

4.2.10 Sustaining a QMS

To ensure that the QMS is maintained, it is necessary to:

- Organize frequent seminars on the definition of quality system concepts and the impact of their application.
- Modify the job description and work practices on a regular basis.
- Keep training courses for staff up to date.

4.3 The Quality Management System Manual

Preparing a draft for a quality manual at JCS is one of the thesis's notable outcomes. The draft's development has been a significant task. There are nine sections in this document in which there is a general description of the JCS's system. The quality manual summarizes the most significant aspects of JCS' practices. It is always JCS's aim to find out the ideal way to do activities and to keep their business's standards up to date.

The quality manual draft which was prepared according to ISO 9001-2015 criteria contains a brief introduction to the JCS, strategic objectives, quality policy, and quality manual scope, followed by ISO 9001:2015 specifications.

Please note that the numbering in this section (recognized in bold) is according to ISO 9001:2015 specifications.

4.3.1. Scope of the QMS

4.3.1.1 Introduction

- The policy of the Jasmine Charitable Society, is to Focus on the Care, rehabilitation, and treatment of individuals with disabilities, as well as contributing to their integration into the local community, in a managed manner, while constantly striving to improve productivity and achieve a higher degree of sustainability by constantly improving methods and processes.

- JCS has developed a QMS to demonstrate its ability to consistently provide services that meet customer requirements and improve customer satisfaction through the effective application of the system and the continuous improvement processes

- The QMS is highlighted by the International Standard ISO 9001:2015.

- The purposes of this manual are:

1- To specify and describe the quality system, as well as the authorities and roles of the management staff involved in its implementation and a general overview of the system's main processes.

2- To explain the quality system to consumers, donors, regulators, and other interested parties, as well as what practices JCS uses to maintain a high degree of quality efficiency.

- PDCA (Plan, Do, Check, Act) approach represents the JCS's methodology in developing its QMS and figure 1, shows the interaction between QMS and PDCA.

4.3.1.2 Application

The QMS defined in this manual applies to the Jasmine Charitable Society.

4.3.1.3 Exclusions

As the JCS is involved in care and services for children with disability, the following clause is not applicable and should be excluded.

Clause 8.3: Design and Development.

4.3.2 References

Reference Document used for preparing this QMS manual is the ISO 9001:2015.

4.3.3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 9000:2015 apply.

- Audit – A structured and independent, method for collecting audit information and critically reviewing it to assess if audit requirements are met.
- Audit findings- Are the outcomes of a procedure that analyses audit facts and applies them to audit criteria.
- Audit Team– An audit is performed by one or more auditors.
- Auditor – A person who is qualified to perform an audit.

- Beneficiary- someone who benefits from a society's services.
- Conformity – Meeting a requirement.
- Corrective Action- Corrective action aims to remove the source of a detected nonconformity or other unacceptable circumstance.
- Customer- The term "customers" in the context of a charitable organization refers to the people that have been helped (beneficiaries and their families).
- Customer Satisfaction – A customer's assessment of the degree to which his or her needs have been met.
- Effectiveness - The degree to which planned events are carried out and predicted effects are realized.
- Organizational Structure – The arrangement of roles, authorities, and interpersonal relationships.
- Service - is an intangible result of at least one operation conducted at the supplier-customer interface.
- Supplier is an organization or person who provides a service or a product.

Figure (4) shows the PDCA cycle in accordance with the ISO 9001-2015 clauses, The numbers in parenthesis correspond to the ISO standard clauses.

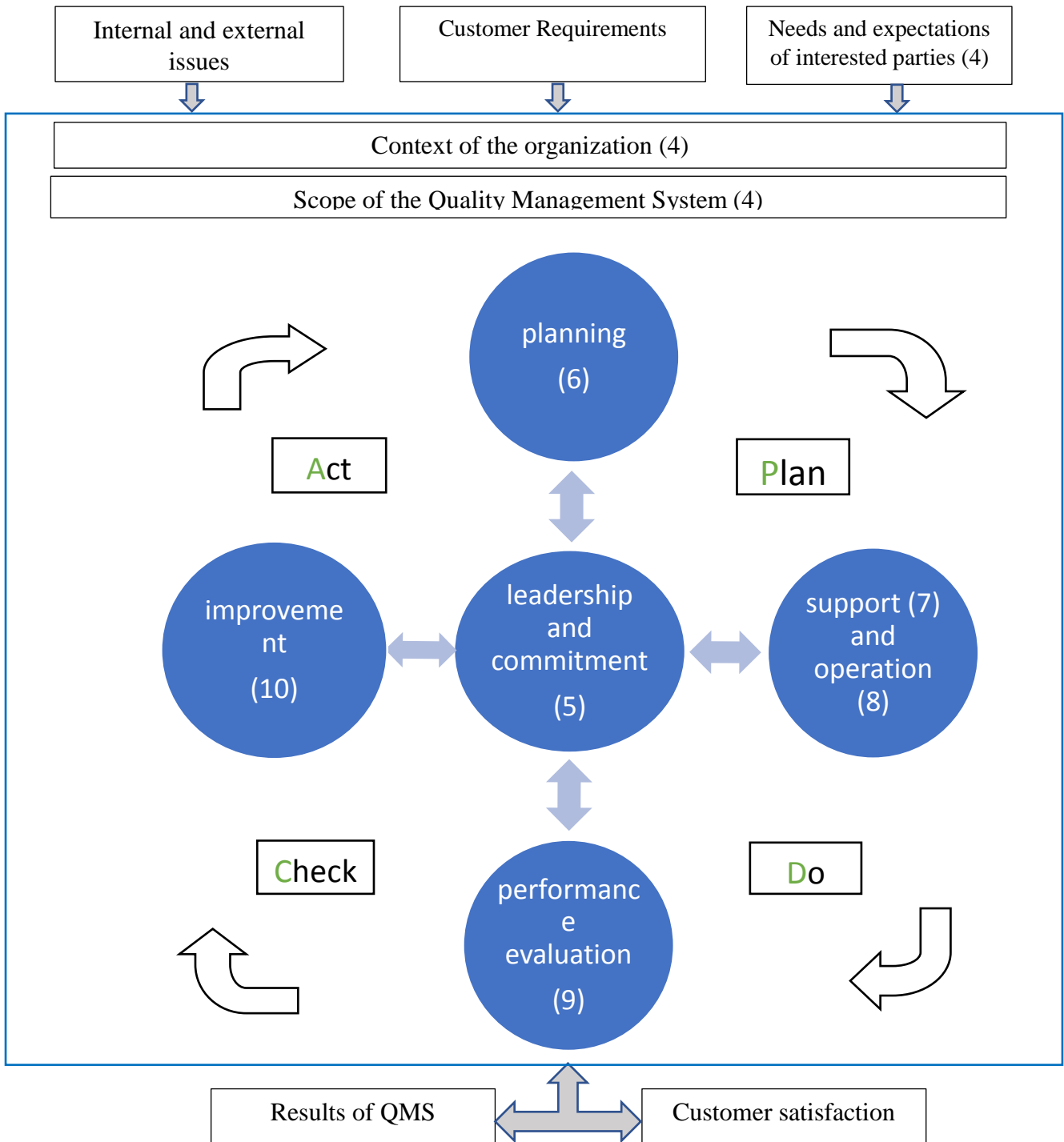


Figure 4: QMS and PDCA interaction according to ISO 9001- 2015 Source ISO,2015

4.3.4 About the JCS

4.3.4.1 Context of the Organization

1. Jasmine Charitable Society (JCS) is a Palestinian non-profit civil society organization dedicated to the caring of disabled children, founded in 2002 in the governorate of Ramallah and Al Bireh and was registered in the Palestinian Ministry of Interior on 19/7/2003 under the registration number of RA-2290-C.

2. JCS works on the care, rehabilitation and treatment of individuals with disabilities and contributes in integrating them in the local community, so they can become self-dependent in their different daily life activities.

3. JCS is committed to defining its position and understanding how relevant factors arising from legal, political, economic, social, and technological issues influence its strategic direction and organizational context.

4. JCS is also committed to identifying, analyzing, monitoring, and reviewing factors that may affect its ability to satisfy customers and interested parties, as well as; factors that may adversely affect our process or management system's integrity.

These issues may be defined as:

- Internal Issues: conditions related to our organizational activities, services, strategic direction, culture, people, knowledge, processes, and systems.
- External Issues- conditions related to cultural, social, religious, political, legal, regulatory, financial, technological, economic, competition at local, and regional levels.

Using SWOT analysis provides the JCS with a framework for reviewing and evaluating JCS's strategies, and the position and direction of this society, as well as measuring growth potential.

5. The outputs from these activities are evident as an input to determining the scope of JCS's QMS and its processes besides, the consideration of risk and opportunities that may affect JCS's QMS, and the resulting actions that are taken to address them.

4.3.4.2 Understanding the Needs and Expectations of Interested Parties

1- As a charitable organization, JCS has a unique set of interested parties with different needs:

- Customers: Reliability and Quality of services with minimum cost.
- Board of Directors: Sustainability and growth of the organization.
- Employees: Security, appropriate skills and knowledge, development opportunities.
- Donors: Partnership, transparency, and organization's Accountability.
- Regulatory & Statutory: Compliance & Reporting

2- Continual identification and assessment are conducted to ensure that JCS's services meet all relevant needs and expectations and that its processes are aligned to deliver the requirements which become inputs to the JCS's QMS and its services.

4.3.4.3 Determining the Scope of the Quality Management System

- Depending on section 1- the introduction and the analyzing activities of the issues and requirements took place in sections 4.1 and 4.2. JCS has determined the scope of JCS' QMS in order to implement its objectives and its policies that are relevant to its context, services, and any interested parties.

- The scope of JCS' QMS includes all the activities and services undertaken by JCS. in the field of its core process range.

- This manual outlines the JCS's QMS, describes the authorities, and responsibilities of process owners and staff that up and running services within the system.

This document also defines the interaction between the QMS and the key process, as shown in Figure (5).

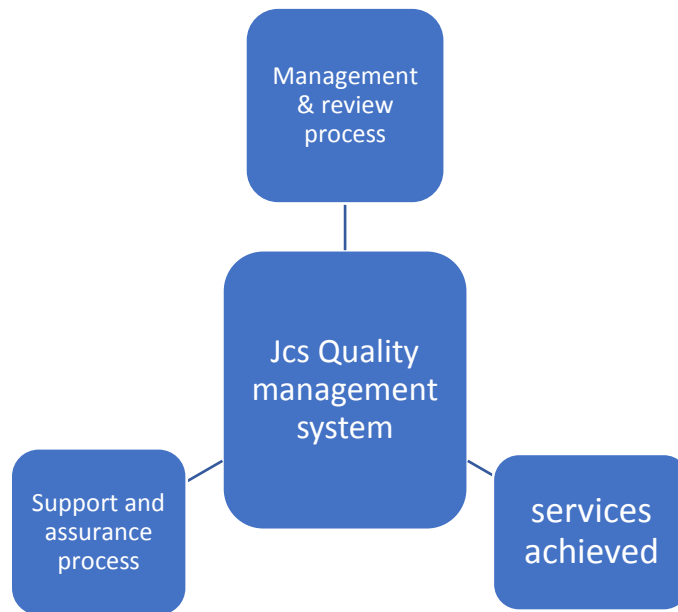


Figure 5: The interaction between the quality management system and the key process

4.3.4.4 Quality Management System and its Processes

- JCS has established a QMS that is a part of a larger strategy that contains its processes, quality policies, and objectives.

- To achieve the intended objects of JCS, and manage its Processes, inputs, outputs, and interactions with different activities.

The top management has defined three key process-groups;

- 1- Management & review process;
- 2- Services achieved;
- 3- Support and assurance process;

- Documented processes, process maps, and schedules, among other methods, are used to define these process classes.

- It is agreed that identifying, implementing, and tracking the JCS` QMS is just the first step in completely implementing the system's specifications.

Regular internal audits and data analysis should be used to assess and evaluate the efficacy of each process and its subsequent performance.

- Key performance indicators (KPIs) are used to assess and communicate process performance and are related to our objectives.

This approach enables Top Management to review the QMS regularly to ensure its continued incorporation into the organization.

- JCS uses evaluation results, audit results, and compliance data as part of the decision-making process to ensure that goals are met and responsible management decisions are taken.

- Where JCS identifies the need to outsource any process or part of a process, which has an impact on compliance with specified requirements, JCS identifies control criteria such as staff competence, inspection regimes, adherence to standards, and unique job files, among others.

- The controls established improve the ability of the JCS to manage its services effectively.

4.3.5. Leadership & Governance

4.3.5.1. Leadership and Commitment

4.3.5.1.1. General

The JCS leadership is also in charge of putting the QMS into action, which includes developing and deploying the quality strategy, quality priorities, and customer-focused services specific plans.

To ensure the convenient and effective performance of the processes, top management provides leadership and governance of all activities relevant to them, including identifying the strategic direction, accountability, authority, and communication.

The JCS governance framework is crucial for the development and implementation of appropriate processes that are needed to sustain and achieve our quality goals and policies.

Furthermore, governance practices include rigorous verification of our QMS's effectiveness through institutional verification, internal reviews, and performance data analysis.

Regular management reviews ensure that JCS's quality system is effective and efficient and that any necessary improvements are made as a result.

Top management is committed to adopting and improving the QM framework, and its strategies and goals reflect this dedication.

JCS makes certain that its strategies are well-understood, adopted, and practiced at all levels of the organization.

JCS alerts all staff about its quality policy, strategy, practices, procedures, and processes to:

1. Develop and maintain common principles of justice and ethics;
2. Build a culture of confidence and honesty;

3. Encourage quality-oriented behavior;
4. Provide people with the tools, preparation, and authority they need to act with responsibility;
5. Encourage, inspire, and thank people for their contributions.

Figure (6) shows how the leadership interacts with PDCA cycle.



Figure 6: The leadership PDCA cycle

4.3.5.1.2 Customer Focus

Identifying the customers' needs, meeting their requirements and exceed their expectations, are the first and continuing priority of JCS top management.

JCS' top management ensures that customer needs are well-understood and met by setting proper ways of communication among all interested parties of the organization.

JCS' top management monitors and revises the customers' complaints and feedback through different ways such as, discussing annual questionnaire results, weekly reports and other monthly meetings focusing on different aspects of customers' satisfaction.

4.3.5.2 Quality Policy

4.3.5.2.1 Establishing the Policy

The quality policy drives all the functions of QMS and set the proper framework to help it achieve, assess and improve its performance and progress towards its targets and goals. The founders of the society, supported by the management team, have taken the responsibility of identifying, implementing, documenting, and reviewing the JCS quality policy. This policy is revised at least once a year.

4.3.5.2.2 Communicating

Quality policy has been communicated to all the staff, workers and employees throughout the society in many ways, such as;

- Training.
- Regular internal meetings and workshops.
- Hanging posters that conveys key concepts of the quality policy.
- Utilizing social media platforms (to communicate motivational messages)
- Internal audits

4.3.5.2.3 Quality Policy Statement

Jasmine Charitable Society, JCS, is a charitable organization that works on the care, rehabilitation, and treatment of individuals with disabilities and contributes to integrating

them into the local community, in a managed way, while constantly aiming to increase efficiency and achieving greater level of sustainability by continuously improving methods and processes. Achieving these goals is based on the following principles;

- **Community:** JCS believes in the practice of social duty and responsibility, and encourage similar behavior in our employees and providers. We comply with all applicable legal and regulatory requirements to which we subscribe.
- **People:** JCS is committed to:
 - Equality in employment opportunity, individual growth and rewards.
 - Empowerment through training and communication;
 - Designing and providing a safe and secure work environment.
- **Customers:** Customer needs represent top priority within JCS` services. Our duty is to proactively seek out and trace these needs while using every possible helping tool to benefit them, regarding transparency with suppliers and donors.
- **Quality:** JCS aims to consistently meet or exceed the expectations of its clients, starting with a simple understanding of those expectations. JCS follows all relevant criteria and customer-specific specifications, and strives to have processes that ensure doing so in order to create an accountable, well-reputed, and recognized organization.

4.3.5.3 Roles, Responsibilities and Authorities

Top management reviews and approves job requirements and organizational structure for adequacy in light of the needs and requirements of the interested parties defined in Section 4.2.

Top management and administrative staff are essentially responsible for the quality of JCS' services and performance as they regulate the resources, programs, and procedures by which conforming work is completed.

Top management is in charge of quality strategy, development and communication.

QMS planning, setting and implementing goals, providing support to establish and improve the QMS, and performing management reviews.

The levels of management within the JCS, and the interrelationship with the staff are shown in figure (7) below.

The management teams and divisions have been given responsibilities and authority to:

1. Make sure that the QMS processes are achieving the desired results;
2. Make sure that the continuous improvement is taking place;
3. Make sure that the importance of customer is emphasized in the organization;
4. Ensure that any modifications to the QMS are scheduled and enforced on safe basis;
5. Ensure that the QMS's roles and authorities are clearly articulated and understood.

Managers show their dedication to the growth and advancement of the QMS by allocating required resources, contributing to the internal audit process, and participating in strategic practices such as continuous improvement.

All managers are in charge of planning and organizing the management system processes in their areas of responsibility, including the spread of information of organizational- level goals and the provision of resources to execute and develop these processes.

Employees are accountable for their work as well as the application of policies and procedures that relate to the processes they conduct.

Employees are encouraged and empowered to recognize and report any known or possible issues, as well as to suggest ways to help with the improvement process.

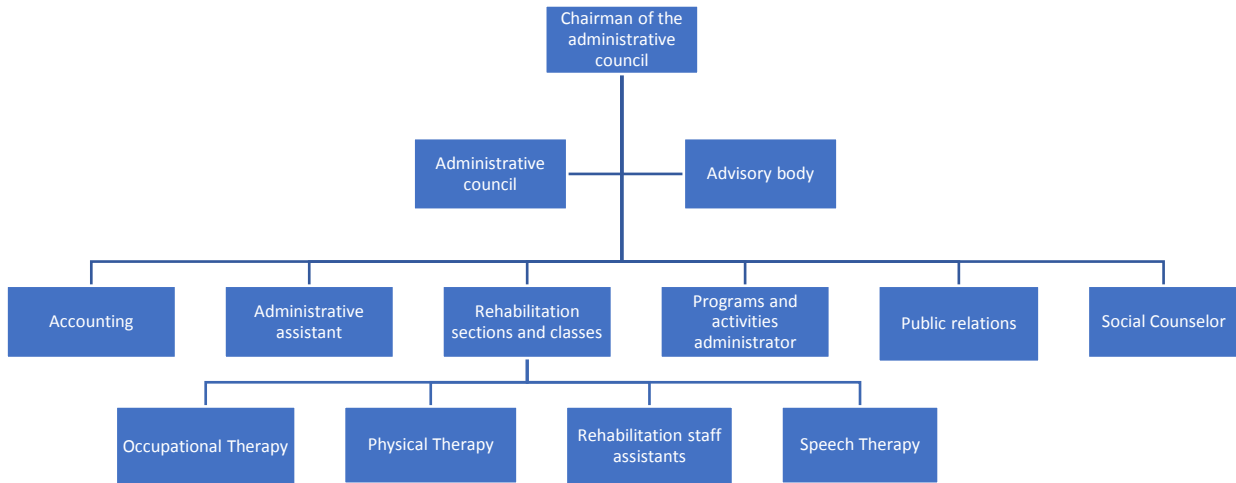


Figure (7): The chart that illustrates the interrelationship of staff within the JCS

5.3.5.4 Communication

5.3.5.4.1 Internal Communication

JCS communicates information internally regarding our QMS and its effectiveness, through training, internal audit reports and continual improvement processes. All managers should develop regular formal and informal communication links -as needed - to express to their staff the great value of their work and conducted activities; typically, obtained information is discussed through team meetings.

Communications regarding how employees affect the achievement of targets are also considered and discussed during employee performance reviews. Issues relating to our QMS that may be communicated internally include:

1. Day-to-day work activities and general awareness;
2. Quality policy;

3. Information on accomplishing objectives and targets;
4. Risk and opportunities.

Top management are responsible for communicating the intended policies as well as the great impact of statutory and regulatory requirements on employees within their belonging departments. They make sure the quality policy is understood and applied to the daily work of the association through building up measurable goals and targets. Internal communication takes place on continual basis and is achieved through various mechanisms as appropriate:

1. Regular meetings and briefings;
2. Training sessions and training material;
3. Website, social media platforms.
4. Reports analysis and audit results.
5. Targets, objectives, KPIs, management system manual and procedures.

5.3.5.4.2 External Communication

JCS defines the need to convey information about the effectiveness of our QMS with our interested parties, as defined in Section 4.2. One of the key driving forces for our organization to develop our QMS is caring for external interested parties.

As necessary, the different processes or means of external contact may include:

1. Performance reports, such as annual reports or newsletters.
2. Relationships with suppliers.
3. Media outlets (magazine, website, flyers, etc.) meetings, and surveys.
4. Regulatory and statutory requirements.
5. Submissions for regulations or audit findings.

JCS make sure that all external communications are authorized before release.

4.3.6. Management System Planning

4.3.6.1 Addressing Risks & Opportunities

The main target of risk and opportunity management within JCS is to be sure that all abilities and resources are well managed in an effective way to get best results and achievements and avoid dangers and risks.

Top management of JCS has adopted risk -based thinking and it is responsible for spreading awareness about the importance of this thinking within the organization, building up risk management policies and targets and doing all needed activities to ensure achieving these, such as;

1. Assigning responsibilities and authorities for risk and opportunity management activities;
2. Supply needed resources to conduct risk and opportunity management activities;
3. Analyzing information and reports obtained from risk and opportunity management activities.

The JCS risk and opportunity management process includes the assessment of the internal and external issues identified in Section 4.1 and the assessment of the needs and expectations of any interested parties identified in Section 4.2.

Risk and opportunity management is undertaken as part of daily activities and is classified according to the following levels;

1. Strategic levels (related to Budgets, funds and relationships)
2. Performance level (related to activities and efficiency)
3. Department level (resources and targets)

4. Process Level (rating and commitment).

4.3.6.2 Quality Objectives

Upon identifying objectives and goals, our charitable society ensures that they are in line with needs and expectations of all interested parties (Section 4.2)

To inspect and decide to what extent our objectives and goals are achieved, a set of key performance indicators (KPI's) has been established and measured on regular base.

Please note that these KPIs were suggested by the researcher and other team members to meet the JCS's objectives and They are susceptible to change during the manual's yearly review.

KPIs and objectives for our organization include the following:

- Achieving greater level of sustainability is one of the strategic targets in our association, and trying to check achieving this target by the following KPI S:

1- Fundraising KPIs: such as;

Gift secured; it measures the quantity of gifts or donations received over a specific time period.

Average gift size; is an essential measure since it indicates the value of each donor to your organization.

Average Gift Size Growth; measures how much your average gift size has grown over time.

2- social media KPIs:

Amplification Rate; The number of shares per post divided by the total number of followers

3- Donor Retention KPIs

Donor Retention Rate; The percentage of donors that donate twice in a row

Donor growth; tracks the increase in number of persons who make donations.

- Developing and improving programs and services provided by the JCS is another important target checked by:

1. Number of beneficiaries of physiotherapy service.
2. Number of people who benefit of Audiology department.
3. Degree of satisfaction of the beneficiaries about the association services (special form for evaluation is used and analyzed).
4. Number of training programs provided to the staff and workers.
5. Degree of benefit result from training programs and courses (special form for evaluation is used and analyzed).
6. Number of medical staff that have been brought in.
7. Number of new jobs.

- Additional sources of income for the association:

1. Net income from profitable projects.
2. Increasing value of the association`s assets.

- Spreading and elevating community awareness towards disabled people issues, as a strategic target is checked by the number of awareness campaigns held by the association or participated with.

- Contributing to enabling people disabilities to obtain all their rights, checked by:

1. Annual number of meetings with decision-makers related to people with disabilities issues and rights.

2. Participating in events held by other interested parties and coalitions and supporting them (annual number).

- Activating the programs that are directed to the families of the beneficiaries of the society`s services;

This target is measured by:

1. Number of programs held per year.

2. Level of satisfaction of the families about the services presented by the society.

- Developing the society infrastructure; the KPI`s used are:

1. Annual number of new beneficiaries.

2. Level of satisfaction of staff and beneficiaries towards equipment and facilities used in the society.

3. Providing new and modern means and techniques for educating and rehabilitating.

Managers in all departments are required to translate broad goals into specific goals for their departments and employees and all workers are responsible for ensuring that these goals and priorities are met.

4.3.6.3 Planning for Change

When major changes -that can impact key processes - are planned, the management review and internal audit procedures ensure that the credibility of the QMS is preserved.

When improvements to the QMS are expected, top management ensures that all employees are informed of any changes that affect their processes and that subsequent review is carried out to ensure that the QMS is implemented properly and effectively.

4.3.7 Support

4.3.7.1 Resources

4.3.7.1.1 General

Employees and specialist skills, facilities, technology, work climate, and financial resources are all part of the Jasmine charitable society's resources.

The resources that are needed for the implementation, management, monitoring, and continuous improvement of the QMS, as well as activities that will increase customer satisfaction, are included in the following parts of this manual:

1. Management System Planning; Section 6.0
2. Management review; Section 9.3
3. Human resources; Section 7.1.2
4. Infrastructure; Section 7.1.3
5. Work environment; Section 7.1.4
6. Planning of services realization; Section 8.1
7. Determination of customer requirements; Section 8.2

4.3.7.1.2 Human Resources

Job specifications outlining the skills, experience, and responsibilities needed for each role that affects services and system compliance have been prepared to ensure competence of our staff.

Qualifications include educational, ability, and experience criteria for each role.

Employees should be educated on the value and significance of their work, as well as how it contributes to the accomplishment of our policies and goals.

The organization should have a structured plan in place to ensure that all workers within the organization are properly qualified to perform their assigned tasks.

The Human Resources Manager keeps track of training records and checks them to ensure that they are accurate and to determine any potential training requirements.

4.3.7.1.3 Infrastructure

JCS has established an excellent infrastructure that is designed to achieve services and process conformity, such as facilities, workspace, and related utilities; process equipment; and supporting services, and it is responsible for maintaining it.

4.3.7.1.4 Work Environment

Top management is committed to providing:

1. A secure work environment, including all facilities and methods of work;
2. Employee training, instruction, knowledge, and supervision;
3. A secure working atmosphere with adequate lighting, ventilation for corridors, passages and stairs.

4.3.8 Service Development

4.3.8.1 Services Planning & Control

JCS top management and other responsible personnel should define the following criteria during this planning phase:

- The service's objectives and requirements;
- Specifications for verification, supervision, and testing;
- Evidence of conformity in the form of documentation;

- Keep track of data to show the reliability of the process;
- Services that are required; or processes that are outsourced.
- Process efficiency acceptance criteria;
- Changes affecting input specifications and their potential implications
- Resources required to sustain the service's ongoing operation.

Documented plans, resource schedules, operations, specifications, and procedures are among the outcomes of planning activity.

4.3.8.2 Customer Requirements

4.3.8.2.1 Customer Communication

JCS emphasizes good customer engagement as an integral aspect of delivering customer satisfaction and tries to minimize customer frustration and, in many situations, turns a stressful situation into a positive experience by handling customer communication properly.

The following formats, events, and procedures are used to communicate with customers:

1. Introductory Brochures.
2. General and individual meetings.
3. Social events and workshops.
4. E-mails, letters, and other forms of communication via social media platforms.
5. Management of customer reviews and complaints.

4.3.8.2.2 Determining Requirements

JCS ensures that we fulfill the needs and desires of our customers and other interested parties through defining and meeting the criteria set by its management.

The following are examples of customer requirements:

1. Previous customer (beneficiaries) specifications (determined by professionals and Doctors).
2. Service- related statutory and regulatory requirements;
3. Other performance specifications not specified by the customer; but needed for process development and improvement.

4.3.8.2.3 Changes in Requirements

JCS ensures that all relevant information relating to changes in services specifications is approved and updated as required, and that all relevant personnel are informed of the changes.

4.3.8.3 Design & Development – N/A

As the JCS is involved in care and services for children with disability, this clause is not applicable and should be excluded.

4.3.8.4 Control of Suppliers & External Processes

4.3.8.4.1 General

Our organization's ability to provide our beneficiaries with goods and services that meet their needs is largely dependent on donations.

JCS guarantees that all goods or services (either purchased or donated) that are integrated into our processes, meet our standards.

JCS does this by collaborating closely with a network of local and external donors.

4.3.8.4.2 Purchasing Information

JCS` purchasing department is in charge of completing the identifying the items to be purchased in detail, including the product description and quality specifications. Before issue, purchasing documents are checked and authorized.

4.3.8.5 Service Provision;

8.5 Service Provision

All departments of the JCS are responsible for planning, monitoring and controlling service processes as necessary to meet established QMS requirements and/or customer requirements.

8.5.1 Control of Service Provision

JCS`s management delivers its services under controlled conditions include;

- Availability of information that identify the services.
- Availability of work instructions and plans.
- Implementation of monitoring and measurement processes.

8.5.2 Identification and Traceability

Where traceability is a requirement, JCS controls and records the unique identification of the service. Traceability for the products shall be by the following format:

JCS considers following requirements

- a) Statutory and regulatory requirements
- b) Customer requirements
- c) Customer feedback

8.5.3 Control of Changes

JCS reviews and control of changes for service provisions, to the extent necessary to ensure continuing conformity with requirements.

8.5.4 Control of Nonconforming service;

The possibility of having nonconforming service is ruled out by adopting appropriate control measures during various stages of service. The organization ensures that service which does not conform to service requirements is identified and controlled to prevent its unintended use or delivery.

Department Managers and Supervisors are responsible for identification, recording and immediate reporting of any instances of non-conforming service and investigation causes of non-conformity and recording reasons for non-conformity. The causes of non-conformity will be investigated by the relevant Department Manager.

The nonconforming services are reviewed and suitable actions are taken for the detected nonconformity and all the relevant records are maintained for effective controls in future.

4.3.9. Performance Evaluation

4.3.9.1 Monitoring, Measurement, Analysis & Evaluation

4.3.9.1.1 General

Services and procedures are performed in a regulated environment where applicable, the regulated conditions require the followings:

- Process guidelines
- Process tools and equipment
- Monitoring and evaluating equipment
- Monitoring and evaluating activities

4.3.9.1.2 Customer Satisfaction

Data and feedback from beneficiaries and other interested parties are analyzed and used as indicators in the measurement process.

4.3.9.2 Internal Audit

Using the PDCA cycle, JCS carries out Internal audits at predetermined intervals to obtain reliable proof of our QMS's compliance.

- Each department plans and prepares internal audits based on the status and relevance of the processes and areas to be audited, as well as the results of previous audits.
- The auditing standards of adherence to principles, impartial presentation, professionalism, confidentiality, independence, and an approach based on evidence gathered during the audit are all ensured by the selection of auditors and the conduct of audits.
- The nonconformities identified are reported, and those in charge of the audited area ensure that the necessary corrections and necessary changes are taken as quickly as possible to eradicate the nonconformities discovered and the causes of their recurrence.
- After the audit

Followup activities are carried out to assess the implementation and feasibility of action taken in response to the audit findings, as well as reporting the findings to the engagement personnel in charge.

4.3.9.3 Management Review

1.3.9.3.1 General

- Management evaluations of the QMS should be performed once every year

- The administrative managers and all other interested parties are invited to attend management evaluations, which are chaired by the general manager.
- Management evaluations aim to accomplish the following:
 1. Evaluate the QMS's suitability.
 2. Evaluate the QMS's adequacy.
 3. Assess the quality control system's efficacy.
 4. Determine where process changes can be made.
 5. Identify areas where the quality control system can be strengthened.

4.3.9.3.2 Inputs

The knowledge and data related to the organization's performance are used as input into management evaluations, these data include;

- Audits reports.
- Interested parties` feedback and complaints.
- Requirements for new or amended legislation.
- Actions have been taken in reaction to previous management evaluations.
- Recommendations and suggestions for further development and improvements.

4.3. 9.3.3 Outputs

Following the conclusion of management evaluations, new quality objectives are set, and the responsibilities are assigned to plan and conduct steps to achieve these objectives and enhance the quality management system, procedures, and services.

4.3.10 Improvement

4.3.10.1 General

JCS uses the quality strategy, and targets, audit reports, relative data obtained throughout all corrective and preventive activities, and management evaluation to continuously increase the efficacy of the QMS.

4.3.10.2 Complaints & Corrective Action

Complaints:

JCS considers that beneficiaries and interested party's satisfaction is just like a compass to show that it is moving towards its goals and achieving its main mission.

So, considering their complaints is a cornerstone in evaluating and improving its QMS.

Corrective and preventive actions:

To be conducted by the JCS through several activities

- Identifying the causes of current and future disappointing issues
- Assessing the need for intervention to overcome those occurrences and avoiding them in the future.
- Examining the efficacy of the corrective or preventive action taken.

4.3.10.3 Improvement

JCS consistently increases the efficiency of its quality control system by following the PDCA cycle when it comes to company strategies, goals, auditing and data analysis, corrective and preventive measures, and management evaluations.

The development of our organizational policies and objectives is the first step in the continuous improvement process.

Customer satisfaction, internal audit data, process, and product performance data, and the cost of poor quality or risk management are then compared to targets or KPIs to define additional areas for improvement.

Via our management evaluation process, we evaluate the overall success of our continuous improvement program, including corrective steps taken and overall progress against improvement objectives.

* The manual must be updated on a regular basis, and responsibility for doing so should be delegated.

Chapter Five

Conclusions and Recommendations

5.1 Overview

This chapter presents the study's main conclusions, essential recommendations, suggestions for future research.

5.2 Conclusions

The main conclusions of the study are outlined as follows;

- 1- The importance of charities in society's various sectors is highlighted in this study, as is their need to receive all possible support. Using the available scientific and technological methods to enforce, activate, and evaluate this function is a great way to help.
- 2- Establishing a QMS is not a one-time task with fixed results; rather, it is the adoption of a management style and culture of work, as well as a permanent adoption of the PDCA concept, intending to continuously improve job performance and society's reputation and commitment towards achieving its goals.
- 3- The goal of this study is to put in place the required preparatory steps for establishing a QMS in the JCS.

One of the most fundamental steps is to understand and assess the current situation in the organization, which has led to the identification of the organization's most serious flaws, such as quality awareness, personnel training, top management involvement, employee culture and behavior and organizational culture.

- 4- Accordingly, the management's awareness of these issues and dedication to fixing them will directly impact the quality of the QMS to be implemented and its potential to provide the JCS with the intended advantages.
- 5- Although it is not a mandatory requirement for ISO 9001-2015 standards, the manual for the JCS` QMS was developed during this study because of its vital role in providing a framework for satisfying quality system objectives, ensuring effective information communication, and reflecting the management commitment to the quality system.

5.3 Recommendations

The recommendations below are worth mentioning in light of the above conclusions;

1- This study's primary goal is to achieve preparatory steps towards implementing a QMS following ISO requirements without considering obtaining the ISO certificate; however, given the effort and understanding related to working mechanisms and employee performance, as well as the progress made in this direction, it is recommended to devote the effort and make obtaining the ISO certificate a near-term goal, as this will motivate both staff and management to embrace change and remain committed to achieving this goal.

2- The Jasmine Charitable Society is encouraged to prioritize its investment in its employees and makes every effort to retain them and gain their loyalty and affiliation.

3- The JCS is also urged to stay updated on the needs of its interested parties.

Considering surveys as an integral part of the JCS plan will aid in gathering the most data to analyze and use.

For example, Concerning the volunteers- who are considered an important resource-each volunteer who completes an opportunity should be provided a follow-up survey, which can help organizations measure program satisfaction and understand the volunteers' perceptions to get the most out of this resource.

5.4 Suggestions for Future Research

Future studies are required to focus more on the non-profit sector, and more research is needed to help shape and improve the future of NGOs in Palestine.

As the enormous growth in the number of non-governmental organizations in Palestine necessitates the development of a framework for these organizations to control and evaluate their work, whether internally - by the organization itself - or externally - for transparency, accountability, and continuous improvement.

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APPENDIX A

Transcript of Interviews

It is important to note that the researcher conducted an unstructured interview with a list of questions covering specific ISO-related requirements.

These questions aimed at determining the present status of the management system, focusing on the processes and overall system rather than the individuals following the practices and procedures supplied.

These questions are used only to steer the conversation; the respondent should feel free to share his or her views and opinions descriptively about the interview's topics. Keeping in mind that when the researcher observes that the interviewee has a weak response due to lack of information, she moves to the next topic.

Following are the main questions, along with the interviewee's reply, with the understanding that some slight alterations or explanation may be needed during the interview.

Because some interviewees are more knowledgeable about administrative aspects than others- who are more knowledgeable in the professional field- we will find some answers very brief while others were more detailed.

To make it easier for interviewees to freely answer questions, their responses were given numbers and classified as Administrators (Admin) or Professionals (Pro.), so, for each set of questions there will be answers of eight respondents, with Admin.1, Admin.2, Admin.3, for administrators and Pro.1, Pro.2, Pro.3, for professionals beside the answers of the general manager and chairman of the board.

Regarding **clause 4- context of the organization**- sets of questions are as follow,

1. Understanding the Organization and its context

Has your organization determined the external and internal issues that affect the ability to achieve intended results? If yes, are these issues reviewed and monitored on regular basis?

If yes, how often?

General Manager; * Yes, of course. Determining all issues that may affect society's performance has been achieved, and dealing with them is one of our core values. Our society has been registered in the Ministry of Social Affairs from its inception and meets all of its requirements; additionally, any advancements are considered at the Board of Directors' regular meetings.

We have a strategic plan in which we have explained all internal and external concerns that may have a good or negative impact on society's activities.

Chairman of the board; * Our journey in The Jasmine Society began in 2002 with the primary purpose of serving children with special needs and enhance their own lives and families` as well. The Jasmine Society was registered at the Ministry of Social Affairs in 2003. since then, until now, we and the society have been growing and developing together, moving forward with enthusiasm and tremendous ambition to continue to improve our services and efforts to help this marginalized section of the community and support them to get their rights.

In 2016, the society had received the Excellence and Creativity Award, which was a great honor for us. Of course, this would not have happened if the management did not

investigate and evaluate continuously all of the working circumstances and all the aspects related to it in terms of internal and external features and variables.

Admin.1; * Yes, I assume. Because it's normal for such a large organization to determine the difficulties and concerns that will have an impact on the organization's performance.

According to my knowledge, the organization has been registered with the Ministry of Social Affairs from its inception and meets all of the requirements.

I have no idea how, when, or who is responsible for reviewing these issues.

Admin.2; * Correct. When I started as a new employee, the society was a candidate for the Excellence and Creativity Award, and there were numerous discussions about documenting various concerns and writing them down in a clear manner that could be referred to later.

Identifying difficulties that would enhance or hinder society's performance was one of them.

The society has been registered in the Ministry of Social Affairs since its inception and meets all of the requirements.

I honestly have no idea how to review it, when to review it, or even if it should be reviewed at all.

Admin.3; * Obviously sure. The society is not separate; it is a part of the larger community since it works for and receives power from.

It is well known that the existence and continual of the society and its services is influenced and affected by a variety of issues (internal and external).

Identification of these issues may aid society in improving its performance and avoiding negative outcomes.

Revising these issues is achieved by the management when needed.

Pro.1; * The JCS has been registered in the Ministry of Social Affairs and has met all of its requirements.

identifying and dealing with such issues is the management responsibility.

Pro.2; * Yes, the society has recognized all of the issues that could have an impact on its activities, and management is accountable for dealing with them and updating its strategies to cope with them.

Pro.3; *Yes, this is an early move that the board of directors has taken, and the management monitors these issues and discusses them in its annual meeting.

2. Understanding the needs and Expectations of interested Parties

Have the needs and expectations of interested parties are determined? Does your organization monitor and review the information about these parties? If yes, how frequently is it performed?

General Manager; * We are working hard in society to meet all the requirements of the beneficiaries of the society's services and their families. Achieving this by employing a questionnaire developed by the organization to assess beneficiary satisfaction and evaluating the results to be presented at the board of directors` meeting.

Another key concern is taking into account both the expectations of the board of directors and all legal issues. In addition to following up with all donors to learn about their standards when dealing with or donating to charity organizations, so that we can be trusted.

Chairman; * What distinguishes the Jasmine Organization is that its board of directors and the people who founded it are themselves families of the beneficiaries.

So, this makes the identifying of the needs of interested parties (the board of directors, the beneficiaries of the society, and their families) easier.

But to better evaluate beneficiary satisfaction, the JCS's management has developed a questionnaire of three parts, the first of which is about the participants' satisfaction with the educational and administrative staff in the society, while the other parts of the questionnaire are for the participants' ideas or complaints. All of the responses are then discussed with the board of directors to solve any problems or make any significant changes.

The questionnaire is not the only tool we use to assess our beneficiaries' happiness; we engage with the majority of parents daily, whether when receiving their children or leaving, and there are no obstacles to meeting with management at any time for any reason.

For other interested parties, such as donors, we rely on personal relationships with people who believe in our work and support us, we consider them to be partners not only funders, and we attempt to keep them up to date on the newest developments with high transparency.

Admin.1; * Taking such a step is a natural and essential practice, but I have little understanding of the methods followed, other than encouraging people - through my interaction with them - to fill out the society's questionnaire.

Admin.2; * The society has identified the needs of those who are interested in its work through a questionnaire, frequent meetings, workshops with families, organizing events with donors, welcoming guests to its local center, and through social media platforms

Admin.3; * The society conducts an annual questionnaire to assess the satisfaction of its beneficiaries. because the parents frequently take the form and do not return it or answer some items and leave the rest, it is my responsibility - part of my job - to take care of this subject. I frequently assist families in filling out the forms, either over the phone or in person with some of the families who could not read - I simply explained the question and write the answer without trying to interfere on my part with their answers –.

Pro.1; * The society performs a questionnaire to assess the satisfaction of the society's beneficiaries with the services offered.

Pro.2; * The JCS administration has created a questionnaire to assess beneficiary satisfaction.

Parents are requested to complete the form, answer the questions, and express their needs or complain about any unsatisfactory problem.

Pro.3; * I guess there is no need to use the questionnaire to learn about the demands of the beneficiaries; their requests are obvious and mainly related to the quality of service and lowering fees as much as possible.

The JCS should pay more attention to the rest of the interested parties, particularly those who fund its activities.

Clause 5- Leadership

1. Leadership and Commitment

How does the top management ensure resources are available as appropriate? How does the top management ensure intended results are achieved? How does the top management ensure the focus on enhancing customer satisfaction and maintaining it?

General Manager; * As you are aware, resources are classified into numerous categories, the first and most difficult of which is human resources, followed by everything related

to the process of preparing the location to suit the services given by society. Among the other resources required are appropriate infrastructure, medical equipment, a bus that transports students, and daily culinary supplies, as the society provides lunch to its students and employees. As a result, dealing with and maintaining these resources is a continuous activity.

Part of these resources is managed more easily, in the sense that supplying a bus to transport students necessitates the administration placing it on the purchase list as a priority and thus offering it to the society as soon as possible. What comes from planning its working hours and maximizing its benefit to the society is a basic part that does not require much explanation.

While you find that the process of providing the necessary staff and professionals to perform the functional tasks in the society and keep them necessitates significantly more effort, a relatively long time, and additional training to gain the necessary expertise and the ability to withstand work pressure, especially with a limited budget. The management is concerned that the quality of services offered by the organization will not be compromised as a result of the occasional retirements of staff members.

The society is also recognized as an accredited facility for receiving and training students from local colleges and institutions, and the society regards these students as an important resource to benefit from during the training time or as employees after graduation.

In the kitchen, for an example, donations frequently come in the form of supplies (meat - vegetables, etc.), so it is up to the kitchen department and the person in charge to manage these imports in the manner he deems appropriate and correspond with the fact that these donations are irregular and unpredictable.

To ensure intended results are achieved - and we are talking about our core services in the society - we focus on two main phases, first; the initial diagnosis of the case second; the follow-up process.

There is a known protocol to be followed regarding diagnosing any new case, and according to this diagnosis the therapeutic plan is prepared, and achieving this plan is the responsibility of teachers and related professionals and to be supervised and checked by specialists from time to time, and from parents as well.

Parents are an important part of the treatment process on the one hand, and monitor the development and improvement of their child's condition on the other. the instructor continuously requires the parents to complete certain home exercises required for their child's condition, as well as make them aware of the developments that must be watched in the child's burden.

So, feedback from parents is vital, and we receive it through daily reports, individual meetings, or by the related questionnaire once a year.

The administration accepts all parent recommendations and takes them seriously, discussing them to incorporate them if suitable. It also handles complaints from parents professionally and objectively, intending to repair and resolve any current flaws.

Chairman; *There is no doubt that the top management is directly responsible for securing all of the society`s personnel and financial needs, as well as equipping the infrastructure, and it is working hard to support this society and enable it to carry out its tasks to the fullest extent possible.

Also, no one can deny that there are always obstacles and challenges that hinder the completion of this task.

Because the charitable foundation largely depends on donations, its financial status is insecure. Donations are infrequent or insufficient, or they are conditional on the completion of a specific project, and so on. As a result, we strive in the JCS, to achieve financial stability and find stable funding sources that can financially support The association, and from here until then, the association's management and board members leverage their personal and professional relationships to collect donations and support the association's continuity.

We expect that the Jasmine Halls project, on which we are currently working, will have a significant positive impact on the JCS. It is almost finished and will be available in a few months.

Our main priority is to serve those children, and we are seeking to find solutions to any problems that may arise.

Purchase requests for devices of little use or related to very individual circumstances and extremely limited in use are sometimes averted by turning to trusted centers that can supply the required service with good specifications and at a reasonable cost.

Admin.1; *The administration of the society does not hesitate to provide all of the supplies needed for the workflow if the financial means are available, and it verifies the correctness of the workflow through direct observation and inspection visits to its employees, and it is always ready to receive anyone and address their complaints, whatever they may be.

Admin.2; *To ensure that things are performed properly the administration usually employs intense follow-up, inspection, direct guidance, and adherence to instructions (part of which are written and part of which are oral), in addition to the administration's great respect for hearing the beneficiaries' thoughts, suggestions, and complaints.

Admin.3; *There is continual communication between all departments and the top management of the association, so the administration is notified of the progress of work and the relevant requirements required to continue providing services in the best way possible.

Pro.1; *The management of the society is directly responsible for providing all requirements and resources that would improve the quality of work in the society, facilitate it, and ensure its continuity, whether financial or professional. It always requests that department heads disclose any inadequacies as soon as feasible. It also asks any employee who desires to resign to report this at least a month before he stops working.

Pro.2; * To be fair, there has been no failure from the side of the management to equip us with all of the essential tools and technology to execute our jobs properly. It has an outstanding infrastructure and provides all necessary support, as well as continuously checks the staff performance and parent satisfaction, but in fact we are constantly facing work pressure due to a shortage of staff, which has a negative impact on our work energy, both emotionally and physically.

Pro.3; * In general, ensuring that things are done the way they should be, goes through direct supervision over the employees.

In a certain period of the society`s work, the computer was adopted as a means to keep students' files, so that it would be an alternative to paper files and thus facilitate the follow-up of the student's development by the administration, specialists, and the parents themselves, There is no doubt that it is a great step that keeps up with the times, but we had numerous challenges with it, including a lack of time for workers to transfer information to the computer on a regular basis, resulting in data loss in so many times and this results in ignoring this idea and go back to the paper work.

2. Quality Policy

Has top management implemented and maintained a quality policy that is appropriate to the purpose and context of the organization? Is it available as documented information? Is it available to relevant interested parties? Is it communicated, understood, and applied within the organization?

Chairman; *The quality policy document was developed by the society's top management in accordance with the society`s goals, capabilities, and aspirations. The top management reviews this document regularly.

The administration is committed to educating and explaining it to employees to produce a higher level of loyalty and job involvement, as it acts as a compass for the JCS` progress and development.

Other interviewees; All interviewees acknowledged that a quality policy document is available and that they have communicated it.

3. Organizational roles, responsibilities and authorities

Does the top management ensure that the responsibilities and authorities for processes roles are assigned, communicated and understood within the organization?

(Organization charts, job descriptions, standard operating procedures, work instructions...)

Chairman; *We at the JCS seek to outline the jobs and obligations of the employees clearly and precisely. And to enjoy living with our employees in a state of job stability, with the resulting improvement in productivity and quality of work, but unfortunately, this is not available under the current circumstances because we always need to strike a balance between the optimal situation and what is available in our hands due to the society's budget and ability to employ. There is a partially written sop, which means that

the essentials of the work are written down, but other specifics are distributed orally among the personnel.

We consider each child or case to be unique. Everything linked to it is documented in a particular file that is opened for the patient upon registration, and then all assessments, observations, or special treatments are added.

General Manager; *During the training term or at the start of the employee's appointment, he is asked to train in multiple departments so that he can work in any of them if necessary.

The JCS has a staffing shortfall or frequent resignations, which means that if one of the employees resigns, the rest of the employees will be asked to undertake his work until a replacement is hired.

Work instructions and procedures, with some written and some oral, are present, being followed and updated due to the development of the cases and the requirements of work.

Pro.1; *Due to a lack of staff at JCS, a clear delineation of roles does not exist. This means that if one of the employees resigns, the remaining employees will be obliged to complete his task until a replacement is hired, which may take a long time that is enough to exhaust the remaining employees and may drive another one resigns.

Pro.2; *My job is to take care of children in this class, and the work instructions are very clear and achievable, any problems may arise to me I consult the manager to guide me. I do not know about others.

Pro.3; *I don't participate in administrative affairs. My work is what concerns me. My duties and responsibilities are clear, and how I carry them out is determined by experience and professionalism rather than an administrative style. Knowing that there are

administrative duties and reports associated with them, I frequently do not have time to complete them.

Admin.2; *the JCS aims to establish clear and defined tasks and obligations for staff as permitted by the society's budget and its employing capacity, However, we believe that there it is quite good for employees being able to perform various tasks that would protect the workflow when needed and assure the society`s continuity

Admin.3; *I've been with JCS for a long time, and there have been various changes, including administrative divisions and job duties.

We were previously aware of the position of the head of an administrative body, and he had a deputy who did his work in his absence or when he was traveling, as well as an executive director, public relations manager, accountant, secretary, heads of departments, treatment specialists, rehabilitation teachers, cleaning staff, activities supervisor, and social specialist, etc.

However, several of these job titles have now been merged, other positions have been dropped, and their responsibilities have been reassigned to other departments, there is no title for department heads, for example, but there is an occupational therapist who is accountable for the rehabilitation departments and classes, and the general manager is directly responsible for him and the rest of the employees. There is currently no responsible for activities. we hope things will get better soon.

Clause 7- Support/ communication- competence;

Has your organization determined the internal and external communication relevant to your managing system?

Interviewees	Chairman	General manager	Admin. 1	Admin.2	Admin.3	Pro.1	Pro.2	Pro. 3
Methods								
personal contact with employees	Often	Often	Often	Time to time	Time to time	When needed	Few times	When needed
Pre-and Post work briefings/de-briefings	Often	Often	Often	Often	Time to time	Time to time	Very few	When needed
Advertising symbols and slogans	Used often	Used often	Used often	Used often	Used often	Used often	Used often	Used often
Topical Focus groups	Depending on subject	Not too much	Few times	Very few	Very few	When needed	Very few	Very few
Organization`s events that allow for internal networking and even family involvement.	Used in the same events organized for beneficiaries of the society	Sometimes we do this on the fringes of other activities rather than main event.	Very few	Very few	Very few	Very few	Very few	Very few
Employee portal	Not ready yet	Working on it	No	No	No	No	No	No
internet surveys	No	No	No	No	No	No	No	No
questionnaires	Annual one for parents	Annual one for parents	Annual one for parents	Annual one for parents	Annual one for parents	Annual one for parents	Annual one for parents	Annual one for parents
public website	Yes, needs update	yes	Yes	yes	yes	Yes	yes	Yes
social media sites	available	available	available	available	available	available	available	available
company sponsored email	No	No	No	No	No	No	No	No

With the purpose of addressing these questions and facilitating information grouping, several methods- known to be used for achieving internal communication in the organizations- were offered during this phase of the interview, and respondents were requested to identify the used method in their society, estimate its frequency of use, and mention any additional one.

APPENDIX B

Questionnaire



جمعية ياسمين الخيرية لرعاية و تأهيل ذوي الاعاقة
(استمارة تقييم)

الاسم الرباعي للشخص المقيم:

اسم الطفل: المجموعة: اسماء المشرفين:

تاريخ تعبئة الاستمارة:

الهدف من التقييم تطوير عمل الجمعية و الوصول الى اعلى مستوى من الخدمات المقدمة للاطفال.

اولا: اهداف الجمعية :

الرقم	البند	وافق بشدة	وافق	لا اوافق	ملاحظات
1	هل اهداف الجمعية تتناسب و احتياجات طفل				
2	هل الجمعية تقوم على تحقيق اهدافها و تطويرها				

توصيات لتحقيق اهداف الجمعية و تطويرها:

ثانيا: نشاطات الجمعية و برامج الاطفال :

الرقم	البند	ممتاز	جيد جدا	جيد	متوسط	ضعيف	ملاحظات
1	مدى تواصل الممرضة مع الاهل مباشرة						

						2	تواصل المعلمة مع الاهل من خلال الملاحظات الكتابية اليومية (دوسية الملاحظات)
						3	تطبيق خطة العمل مع الطفل من قبل المعلمة المشرفة
						4	تطبيق خطة العمل مع الطفل من قبل اخصائية العلاج الوظيفي
						5	تطبيق خطة العمل مع الطفل من قبل اخصائية علاج النطق
						6	تطبيق خطة العمل مع الطفل من قبل اخصائية العلاج الطبيعي
						7	هل يتم متابعة طفلك في التدريب على برامج العناية الذاتية داخل الجمعية(تناول الطعام, تنظيف الاسنان, غسل اليدين, ارتداء الملابس, استخدام الحمام ...)
						8	هل يتم متابعة طفلك في التدريب على برامج العناية الذاتية في المنزل
						9	مدى مشاركة الطفل في النشاطات اللامنهجية
						10	مدى مشاركة الطفل في النشاطات الترفيهية و الرحلات
						11	مدى تطبيق ولي الامر لبرنامج الطفل اليومي في المنزل
						12	هل تم زيارة الطفل في البيت
						13	هل طفلك موجود في المجموعة المناسبة لقدراته
						14	هل قمت بزيارة الجمعية و التعرف على اقسامها

						هل قمت بالمشاركة في حضور جلسات الطفل داخل الجامعة	15
						هل تم مشاركتك بورشات عمل و دورات تدريبية داخل الجمعية	16
						هل هناك استفادة من المنشورات التثقيفية للجمعية	17
						هل شاركت الام في وضع الاهداف العامة و الخاصة لطفلها اثناء التقييم	18
						هل تلاحظين انه هنالك وضع الاهداف العامة و الخاصة لطفلها اثناء التقييم	19
						هل يتناول الطفل وجبة الطعام داخل الجمعية و هل هي مناسبة له	20
						هل هناك متابعة من قبل الاخصائية الاجتماعية	21
						مدى تعاون و تعامل سائق الباص	22
						مدى تعاون و تعامل موظفة الاستقبال	23
						مدى تعامل و تعاون ادارة الجمعية مع اولياء الامور	24
						مدى تعاون ادارة الجمعية مع اولياء الامور	25
						هل لديكم معرفة باعضاء مجلس ادارة الجمعية و معلومات حول تاسيسها	26

توصيات لتطوير العمل مع الطفل من خلال البرنامج اليومي و وسائل التواصل المستمر مع الاهالي:

ثالثاً: اوقات الدوام

الرقم	البند	نعم	لا	ملاحظات
1	هل اوقات الدوام الصباحي لطلاب الباص المناسبة			
2	هل اوقات مغادرة الطلاب من الجمعية مساء مناسبة			
3	هل ترغب بدوام طفلك يوم السبت			
4	هل ترغب بدوام طفلك اثناء العطلة الصيفية			
5	هل ترغب بتسجيل طفلك لدوام اضافي بعد انتهاء دوام الجمعية الرسمي			

توصيات و اقتراحات :

توصيات عامة للادارة:

التوقيع:.....

الملخص

تكتسب الجمعيات الخيرية والمنظمات غير الحكومية مكانتها في المجتمع من خلال دورها الكبير والفعال في دعم المجتمع بقطاعاته المختلفة فهي رديف داعم ومساند للمؤسسات الحكومية في أداء مهامها المتعددة في خدمة الافراد والمجتمع بشكل يضاها في أهميته دور المؤسسات الربحية. وبالتالي، وحتى تستطيع هذه الجمعيات ان تحافظ على وجودها وجودة أداءها واستمراريتها بالاضافه الى السمعة الطيبة، لا بد لها من أن تلتزم بمعايير الحوكمة نفسها المعمول بها في المؤسسات الربحية من حيث المهنيه العالية، الادارة الجيدة، تقييم الأداء والشفافية.

ومن هنا يمكن القول إنه من الممكن استخدام الأساليب الادارية ذاتها المستخدمة في الشركات أو المؤسسات الربحية مثل نظام ادارة الجودة، والحصول على نتائج ايجابية.

وعليه فإن هذه الدراسة تعتبر مقدمة ضرورية لتمهيد بناء نظام إدارة جودة لجمعية الياسمين الخيرية. اذ انها عملت على دراسة وتقييم الوضع الحالي في المؤسسة ومقارنته بالمعايير المطلوبه بغرض تحديد الفجوة بينهما حتى تتمكن الجمعية لاحقا من ردم هذه الفجوة وبناء نظام ادارة جودة جيد.

كما عملت الدراسة على تحضير كتيب دليل الجودة للاستفادة منه خلال تنفيذ نظام الجودة. لتحقيق هذه الغاية، تم اعتماد نهج البحث النوعي، واستند جمع البيانات إلى زيارة بحثية لجمعية الياسمين، والتي أعقبتها سلسلة من الخطوات لجمع البيانات والحصول على فهم أفضل لسياق عمل الجمعية، وكذلك وضع خطة عمل لتحديد المجالات المستهدفة والتي يجب تفعيلها وتحسينها لتحقيق تنفيذ أفضل لنظام إدارة الجودة.

تشمل أنشطة جمع البيانات إجراء مقابلات وجهاً لوجه مع عدد من الأشخاص في الجمعية من مختلف الفئات الوظيفية حتى تكون شاملة لكل جوانب الجمعية. كما استندت الأسئلة خلال المقابلة إلى قائمة مراجعة التقييم الذاتي المستخدمة في معايير الايزو 2015، مع اجراء بعض التعديلات أثناء المقابلة تبعاً لوظيفة الشخص الذي تتم مقابلته، بهدف الحصول على أكبر كم ممكن من المعلومات التي تفيد البحث.

كذلك فإن دراسة وتحليل الاستبيانات لأولياء أمور 52 مستفيد في الجمعية (تم اجراء الاستبيان مسبقاً من قبل إدارة الجمعية لاستخدامهم الخاص) ساهمت في تحديد العوامل التي تؤثر على رضا أولياء الأمور عن أداء الجمعية، بالإضافة إلى إجراء تحليل لتحديد العوامل الداخلية والخارجية التي تؤثر في أداء الجمعية، مع تحديد نقاط القوة و الضعف لدى الجمعية إلى جانب الفرص والتهديدات التي تتعلق بها.

يتطلب تنفيذ نظام إدارة الجودة وفقاً لمعايير الايزو تبني العديد من المبادئ وتحقيق عدد من المتطلبات فهو يحث على استخدام حلقة ديمنغ للتحسين المستمر بالاضافة الى منهجية التفكير القائم على المخاطر.

بشكل عام، تعد استراتيجيات انشاء نظام إدارة جودة لجمعية الياسمين والتي تمت دراستها واستخدامها في هذه الأطروحة مفيدة وقابلة للتطبيق ويمكن اعتبار التحديات التي تمت مواجهتها خبرة مكتسبة لاستخدامها في الدراسات المستقبلية.