

## **Review and Comments on PhD Dissertation**

### Comments By

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### Title of PhD

“The Managerial and Democratic Imperatives of Good NGOs Governance: A Comparative Study  
between Berlin, Cairo and Prague”  
by Dina Abdelhafez

#### **General Comments:**

This is a very good piece of work and presents valuable contributions to the field of NGO governance. The researcher has expended time and effort in doing the comparative field work and collecting data from three different cities in three different countries. She performed a comprehensive literature review and managed to identify and explain the relevant theories to her work and accurately defined the main concepts and variables. She also managed to link the theoretical work with the field work to present a cohesive study using an abductive qualitative approach. The study is well structured and reads very smoothly.

Having said that, and in preparation for the defense scheduled on the 16<sup>th</sup> of December there are a number of comments and questions raised to be detailed in the following section.

#### **Detailed Comments:**

#### **General Questions to be clarified by the Researcher:**

- To what extent do you believe that the theory by Alexis de Tocqueville (1956) that states that “associations are schools of democracy” applies to the current days and times, especially in Egypt? And as mentioned on p. 60, “NGOs as democracy promoters”?
- P. 85: In explaining the reason for the selection of the three cities, it is good to be candid and mention accessibility and feasibility, but aside from that you can also mention parameters related to the developmental stage an historical and political background of the three countries chosen, to show diversity.
- P. 90: You mention the number of interviews conducted in each city, (11, 12 and 13) why not the same number of interviews in each? Explain the reason more.

- P. 93: What were the criteria used for the selection of the NGOs? For example in Egypt, why those 11 NGOs out of more than 50k registered with the MOSS.

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### **Formatting:**

- There is a difference between the title on the cover page and the title as mentioned in the citation section preceding the abstract. Kindly check. The Citation title sounds better.
- P.89: There is a difference between the title of Chapter 5 and what is in the Table of Contents. You have to be consistent.
- The Table of Contents needs better formatting with clear Roman Numerals indicating the start of the different chapters. Within each chapter in the table of contents and inside the thesis, the numbering, if Roman numerals are used, should match the chapter number. Currently it is very confusing. For example, in Chapter Three, the numbering should start with 3.1, not 1.
- P.12. There is a title 'List of Abbreviations' that is mentioned at the bottom of the page. It should be moved to the next page.
- P.13: You can add an acronym for AUPO CR mentioned in thesis on page 233.
- The figures in the dissertation need to be enlarged and a larger font used in general, example: p. 29; p. 31, p. 46

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### **Language**

- The language needs some revision throughout for better flow.
- On the title page it is mentioned "Dissertation Thesis". I suggest sufficing with Dissertation. This marks the thesis at the doctoral level.
- P. 61: Proposition 1 is missing "good governance" after "of".
- Check the language of the Recommendations section for a better flow.

### **Content:**

- P. 19 in the last research question add "In the three countries studied".
- P. 75, first paragraph, you mention "recently" referring to a 2014 study by El Baradei and the meaning needs further clarification. It is not a unit for assessing NGOs per se but it is an M&E unit affiliated to the Ministry of International Cooperation focusing on monitoring and evaluating all donor funded projects and programs. Please amend.
- P. 75, 2<sup>nd</sup> paragraph: "leaders are more known by their leaders". The meaning is not clear.
- P. 82: 3<sup>rd</sup> paragraph. "secondary data are collected from the articles". It is better to mention that these articles published mostly in peer reviewed journals.
- P. 97: the author Alnoor Ebrahim is mentioned a lot. Try to diversify your references more, p. 104, P. 105, 163
- P. 101: When talking about performance management in NGOs in Cairo, check the below article:

- Newcomer, Kathryn, Laila El Baradei and Sandra Garcia Jaramillo (2013). “Expectations and Capacity for Performance Measurement in NGOs in the Development Context”. *Public Administration and Development*, Vol. 33, pp. 62-79.
- P101: There seems to be some confusion between employees’ performance appraisal and performance management for the organization. See also page 205.
- P. 115 and throughout the dissertation: When using quotations from the interviews, you have to reflect on these quotations and explain them further even if in one sentence and even if the meaning in the quotation is obvious to you as a researcher. The rule is to Set-Quote-Comment (SQC). Check the following youtube video for further instructions: <https://www.youtube.com/watch?v=mmKuvwk8x84>
- P.133: You discuss the participatory management in Alwan wa Awtar NGO in Egypt, now they have come up with even a more participatory model, where there is no individual manager but rather a managing committee.
- P. 151: Example of how you end the chapter with a quotation from one of the interviewees. There should be a concluding paragraph for each chapter that wraps up what was discussed and prepares the readers for what is going to follow.
- P. 157: Table 2. You should explain it more and show how you came up with the average assessment of the different variables in each of the three cities.
- P. 230: In the policy recommendation section: You explain the efficiency of NGOs as being related to them being responsible, accountable and transparent. Efficiency is not related to any of those traits.
- P.232: Recommendation number 2 for Egypt is not clear. Needs better phrasing.
- P. 232: Several of the recommendations for Egypt seem to be not practical. For example, that the state can help change the negative image that society has against NGOs especially human rights defenders! In many cases it was the state that initiated and spread this negative image. Remember the ad on T.V. about the spy sitting in a café and asking people questions. Also, the idea that NGOs should better cooperate with one another. Competition is the norm, not the exception, so you should reflect on the challenges and come up with practical proposals and if this is a policy section, then explain the role of the state in achieving that goal.
- P.233: Last recommendation for Prague not clear.

**Thank you very much and best of luck.**