

Planning Indicators to activate the organizational Capacity in NGOs for the Degree of Waster of Social Work

الملخص باللغة الإنجليزية:-

First: Introduction and problem of the study:

With the rapid pace of developments in global economic, technological and large shifts in all areas and at all levels: local, regional and international levels, has expanded the concept of development to become her other dimensions of social and environmental side of the economic dimensions, taking into account that the development is to serve the present and future generations are not directly harm or prejudice the interests of future generations. Thus emerged what is known today as sustainable development, which increasingly emphasizes that there should be participation by all sectors of society: government and private sector and community to ensure the generation of social responsibility and collective as well as for the formulation of development from the bottom up and not vice versa.

Hence we can say that the NGOs have gained increasing importance as one of the institutions of civil society, where activities are voluntary most important features of sustainable social development, because the movement and broad-based and the involvement of large numbers of individuals out is a definite indication that the community was able to build energy self-capable of developing and creating progress and prosperity on the land, but unable to pay the risks that may impede the growth.

Despite the progress made by the NGOs in improving the lives of individuals and increase the rate of development within the communities, the reality suggests that these associations still need to be developed



institutional and regulatory framework to be able to keep pace with economic and social changes in Egypt and could play a contributing role in the development process for community members .

Despite the efforts made in building the organizational capacity of NGOs but this area did not bear fruit of the performance of associations to the extent required and thus contribute to economic and social development of those societies in the community.

From this point of the current study aimed to identify the features of the reality of the organizational capacity of these associations as a first step towards planning for the indicators to be activated within the NGOs to enable them to perform the desired role of development as required.

Secondly: the importance of the study:

And determined the importance of the current study are as follows:

A - the importance of community:

- 1) Given the growing role of NGOs in recent Alooanp therefore must be taken care of and addressed in the study.
- 2) the low level of performance compared to non-governmental organizations entrusted with the performance.
- 3) international attention and the regional and local non-governmental organizations and the importance of activating their roles in achieving sustainable development process.
- 4) Given that the associations of civil institutions, grassroots development, they need all the institutional support that will help in the face of the social changes of current and future.

B - Specialized importance:

- 1) will contribute to the results of this study in the formation of clear perception of the organizational capacities of civil associations.



- 2) theoretical approaches conducted in the area of NGOs pointed to the need to be directed studies and research towards the activation of the requirements of the organizational capacity of these associations.

Third: The objectives of the study:

The present study aims to "try to find indicators of planning to activate the organizational capacity of civil associations" Emanating from this overall objective of several sub-goals are summarized as follows:

- 1) measuring the ability to practice good internal governance of civil societies as one of its organizational capacities.
- 2) measuring the ability to assess the performance of employees of National Associations as one of its organizational capacities.
- 3) measuring the ability to apply management accounting associations as one of their organizational capacity.

IV: study questions:

Start of the current study, the main question uncertain, "**What indicators planning to activate the organizational capacity of civil associations.**"

The proceeds from this year to ask several questions sub summarized as follows:

- 1) What is the ability to practice good internal governance of civil societies as one of organizational capacity?
- 2) What is the ability to assess the performance of employees of National Associations as one of organizational capacity?
- 3) What is the ability to apply management accounting associations as one of their organizational capacity?

Fifth: the concepts of the study:

Centric concepts of the study are as follows:

- a) Indicators planning



- b) the organizational capacity
- c) organizational effectiveness
- d) NGOs

VI: redirects the theoretical study:

The current study relied on the theory of organizations as a guide theoretical to them.

Seventh: The proceedings of the study methodology:

A) Type of study:

This study belongs to the pattern of descriptive studies based on the analytical description and qualitative analysis of various phenomena, therefore, interested in the study description and analysis of the nature of the prevailing organizational culture to be activated within the NGOs.

B) the approach used:

In the light of the objectives of the study was the use of integrated curriculum.

C) the methods used:

To the current study was based on comprehensive social survey method when selecting NGOs active city of Fayoum, which has been applied by the search tool, and used the Social Survey a sample when choosing members of the Bureau of National Associations Active "selected" as a community search.

D) Tools of the study:

It is divided into two Eetmthela as follows:

A - data collection tools: -

- 1) Interview guide for experts and NGOs interested in organizing.
- 2) a measure of organizational capacities of NGOs
- 3) desktop search.

B- the data analysis tools: -



Was to address the data that is collected through the computer using a program SPSS "Statistical Package for Social Sciences, and through the application of methods of descriptive statistics and analysis of the following:

- 1) frequencies, percentages, arithmetic mean, standard deviation.
- 2) weights, relative strength, the arithmetic average is likely.
- 3) (T) test.
- 4) rank correlation coefficient Spearman.

E - areas of study:

- 1) **Spatial domain:** Been applied to the study of civil associations and active city of Fayoum's (23) Assembly in accordance with the nomination of the Directorate of Social Solidarity in Fayoum.
- 2) **the human domain:** Members of the Bureau of National Associations, who are active (91) Single.
- 3) **Time domain:** Period of data collection from the field from the beginning of 24/12/2010, so // 2011.

VIII: Results of the study:

The study found several indicators of planning contribute to the activation of the organizational capacity of civil associations represented in:

a) Indicators of planning to activate the ability to practice good internal governance of civil associations:

- the need to develop professional leadership and technical quantitatively and qualitatively, and by organizing training courses that focus on the foundations of the practice of good internal governance.
- that the plans and programs of civil associations are able to achieve development goals through the optimal use of available resources.
- the need to respond to the needs of customers in order to link the beneficiaries of NGOs Fill in improving services.



- The need to disclose information relevant to the management, development and disposition of the resources of NGOs as the right of the circulation of information is a human right.
- To provide a fair legal frameworks are being implemented impartially to all members of NGOs.
- The need to be subject to the accountability of NGOs affected by its decisions.
- the need for a clear vision outlines a strategy to provide NGOs with the tools to ensure achievement of this vision and that by translating them into plans and objectives of the short - and long - term.
- The need to have NGOs clear organizational structure determines both Authority areas and areas of responsibility fostered by group systems such as: "the rules of procedure, a system of responsibility accounting is available indicators of financial and non-financial, which serve as a standard of accountability and performance evaluation.
- The establishment of an Audit Committee Audit committee have the powers that ensure them in a climate of democratic right to exercise its oversight role on the work of NGOs and also have the right to pursue their reports to make sure the departments of NGOs implementing its contents of those reports of the proposals and recommendations.
- Provide an effective system of reporting Reporting systems transparent as to ensure provision of appropriate information on the performance of the NGOs do not manage, and its members, but also to all other parties related to those associations. - Must ensure that the Governing Council of NGO's compliance with applicable laws and to take into account the concerns of all stakeholders.
- Care should be taken to strengthen the empowerment of the administrative any deployment decision-making power in all parts of

the Assembly, in addition to upholding standards of empowerment skills, which means the transfer of skills and resources necessary to work within a framework of trust and self-reliance, and finally consolidate the foundations of political empowerment, which means the capacity to influence political decision-making.

B) indicators of planning to activate the ability to assess the performance of employees of National Associations:

- the need to develop specific standards concerned with the performance of employees of civil associations, in addition to the need to be included in the bylaws of the association, and so can monitor compliance with these standards with the need to develop ways to deter workers in case of violation of the application of these standards.
- systems should be the report of the work appropriate to measure the level of performance is clear.
- You must not circulate the criteria for evaluating performance on all functions of National Associations.
- should be achievement of the objectives of NGOs in the process of evaluating the performance of workers in order to control costs, and effectively improve productivity and public service.
- create a favorable climate of trust and ethical dealing away the possibility of multiple complaints of workers for NGOs.
- Raise the level of performance of employees and investment to support their organizational development within the NGOs.
- Work on the evaluation of programs and policies of the Department of Human Resources Associations.
- Develop standardized performance-minute rates for employees of National Associations.



The creation of competition between organizational units of the NGOs through the promotion of accountability and reward its laws.

- Diversity in the use of models assessing the performance of employees with civil associations into account the different work and grades them.
- Has to be evaluated periodically the performance of employees within the NGOs.
- The need to ensure the use of performance appraisal in the identification of training needs as a means to improve the performance of employees of National Associations.
- Inform the official reactions to the most mature of the work or the outcome of its work to take advantage of them in developing and modernizing the rules of procedure for NGOs.

C) Indicators of planning to activate the ability to apply management accounting associations Eligibility:

- Reduce the chances of illegal spending between councils and responsible authorities in charge of control on NGOs.
- Provide structure include the accountability of all administrative levels of various civil associations.
- Work on the regularity of the meetings of the various bodies entrusted to the achievement of management accounting of civil associations, "the Department, the General Assembly, committees of jurisdiction."
- Provide documentation available and clear on the message and philosophy of the work of NGOs, and objectives, strategy, plans and budgets, revenues and expenditures, these documents are, logically and practically, the reference that is accountable to the leaders of associations and workers in accordance to their commitment to it.
- Work on the design structure that provides the property subject all lower-level bodies for accountability and follow-up bodies of the top,



and this means providing a system determines the nature and form of accounting, as the legal framework to it, including the provisions defining the rights and duties and responsibilities of members, employees and officials within the organization of NGOs.

- The need to create a system produces boards and committees elected in a democratic and well-founded given the opportunity to the largest number of individuals to participate in the transfer of power in the internal governance of NGOs.
- To ensure the sustainability of the elections based on universal suffrage and voting.
- The current board of directors controls the means of communication within the NGO.
- Must be management accounting in the framework of formative and final, in the sense that accompany the stages of performance in the system in order to strengthen the pros and creativity at the same time, which was formed when these accounting continuous way control the disorder by the deepening and the conduct of the patch necessary and that could affect the type of output and how to fix imperfections as they arise less effort and cost.
- Building a culture of accountability and transparency of civil associations.
- Provide a statement of values and the Charter of the creation of National Associations
- The application of conflict of interest policy of National Associations
- Conduct an independent financial audit and published monthly and annually strictly even seen by anyone who has the interest of civil associations

