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Evaluation of the Institutional Performance of Non-Governmental Organizations (NGOs) Working in the Field of Environment

Thesis Submitted in Fulfillment for the Requirement of the
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Summary of the Study

First: Problem of the study and It's Importance:

The environment has been exposed to a lot of problems since the industrial revolution. The increasing size of such problems made protection of the environment of the main concerns. The role of non-governmental organizations in developing countries in general and Egypt in particular has recently received much attention due to its important role in community development and environment protection.

At this point, there emerged a lot of non-governmental organizations concerned with all matters related to protection of the environment and its resources. Organizational success requires being responsible toward the community in order to improve its mental image of employees, community members and beneficiaries of the environmental services provided to them.

Non-governmental environment organizations are endeavoring organizational development and performance evaluation as a whole through the human and technical elements necessary for organizational development, efficiency and effectiveness to fulfill its objectives and reach the highest degree of performance.

In order to fulfill the desired goal those organizations, performance evaluation should be done on regular bases. Therefore , there appeared great focus on the evaluation of institutional performance of non-governmental organizations working in the field of environment in order to evaluate the results and current actual practices and their correlation to the pre-established goals of the organization , improve performance , shed the light on weaknesses of environmental problems , evaluate their organizational structures , motivate employees through appropriate organizational climate within the organization to provide, and increase organizational efficiency and investment of human and technical resources, and also determine the effectiveness of the organization to meet the needs of the beneficiaries of the environmental services provided by the organization which in turn affects performance of the organization .

Second: Terms of the study:

The study includes some concepts as follows:

- 1) Evaluation.
- 2) Institutional performance (efficiency of the organizational structure - organizational effectiveness - efficiency of the cognitive and informatics structure).
- 3) Non-governmental organizations-NGOs working in the environment.

Third: Objectives of the study:

The main objective of the study is:

"Assessment the Institutional performance Indicators of the non-governmental organizations working in the field of environment"

This objective is branched into several sub- objectives:

1. Measuring the efficiency of the organizational structure (organizational structure, organizational climate) of the non-governmental organizations working in the environment.
2. Measuring the extent of organizational effectiveness (effective planning, effective implementation, the effectiveness of the control and follow-up) of the non-governmental organizations working in the environment.
3. Measuring the efficiency extent of cognitive and informatic structure (beneficiaries, the field of employment, and the quality of the projects) of non-governmental organizations working in the environment.
4. Measuring the availability of resources (human resources, financial resources and technical resources) of non-governmental organizations working in the environment.
5. Measuring the effectiveness of the environmental services provided to beneficiaries of the non-governmental organizations working in the field of environment.

The second objective is: providing a proposed vision for the role of society organizing method in evaluating

institutional performance of the non-governmental organizations working in the environment.

Fourth: Questions of the Study

The first main question of the study is:

What is the level of institutional performance of the NGOs working in the field of the environment?

The former main question is branched into sub questions:

1. What is the level of efficiency of the organizational structure (organizational structure, organizational climate) of the non-governmental organizations working in the environment?
2. What is the level of organizational effectiveness (effective planning, effective implementation, the effectiveness of the control and follow-up) of the non-governmental organizations working in the environment?
3. What is the level of efficiency of cognitive and informatics structure (public beneficiaries, the field of employment, and the quality of the projects) of the non-governmental organizations working in the environment?
4. What is the level of availability of resources (human resources, financial resources and technical resources) of non-governmental organizations working in the environment?
5. What is the performance level of the environmental services provided to beneficiaries of the non-governmental organizations working in the field of environment?

The second Question is:

What is the role of organizing society method in assessing the performance of institutional non-governmental organizations working in the environment?

Fifth: Methodological Procedures of the Study:

1. **Type of Study:** Evaluation Study

2. Curriculum type:

- A social sample survey of board members, staff and social workers of non-governmental organizations working in the field of environment.
- Social sample survey of the beneficiaries of the environmental services provided by non-governmental organizations working in the field of environment.

3. Tools of the study:

- i. A scale administered to the members of the directors council and staff of non-governmental organizations working in the field of environment.
- ii. A form administered to the beneficiaries of the environmental services provided by non-governmental organizations working in the field of environment.

4. Spheres of the Study:

The study was confined to:

- i. **Spatial aspect:** Ten associations , simply and randomly selected.

ii. **Human aspect:**

- A simple random sample of members of the administration council and staff of non-governmental organizations working in the selected environment at Fayoum Governorate, where the scale was implemented on the number of (N= 258): 163 in urban areas, and 95 in the countryside.
- A simple random sample of beneficiaries of environmental services to non-governmental organizations working in the environment, where the form was implemented on 328 ; 170 in urban areas and 158 in the countryside.

iii. **Duration aspect:**

Refers to time devoted for collection of theoretical data: from 5/11/2014 to 15/1/2015.

Sixth: Results of the study:

1- Results related to the first question

- The organization has an accurate specification for the organizational structure.
- The organizational structure corresponds with the overall general objectives.
- The organizational structure - to some extent- has diversified majors required to employment at the organization.

- Employees enjoy a strong professional commitment toward the organization.
- Employees make a good use of time at the organization.
- There are fairly tools, to some extent, to evaluate the performance of the organization.
- Disputes are solved, to some extent ,among employees within the organization in light of its regulations.
- There are significant differences in the efficiency of organizational structure between non-governmental organizations at urban and the countryside's working in environment favoring non-governmental organizations working in urban areas.

2- Results related to the second question:

- The organization put all the target categories into account when planning services.
- The organization has alternative plans in case the pre-determined plans failed.
- The organization determines roles when implementing its plans.
- The non-governmental organizations working in the environment has a dominant system of control.
- The organization lacks follow-up mechanisms to achieve its goals.
- There are significant differences in organizational effectiveness between non-governmental

organizations in rural and urban working environment favoring the non-governmental organizations.

3- Results related to the third question:

- The organization is interested in investigating the opinions of the beneficiaries of environmental services provided to them.
- The organization provides environmental service that do not suit the needs of beneficiaries.
- The organization is keen on investigating the priorities of the beneficiaries.
- The organization lacks determined criteria for performance.
- The organization is keen on implementing projects to achieve its goals.
- Staff and beneficiaries participate to some extent in the selection of environmental projects.
- The organization provides projects suitable somewhat to the needs of the environment.
- No significant differences in cognitive and informatic structure between non-governmental organizations in the efficiency of the rural and urban areas working in the environment.

4- Results related to the fourth question:

- The organization implements training courses suitable for the needs of its staff.

- The organization seeks to achieve job satisfaction of its employees.
- Employees at the organization work in teams to achieve the its goals.
- The organization provides mechanisms to take appropriate financial decisions.
- The organization obtains the necessary financial support to some extent from government agencies.
- There are no regular financial resources to support the constant work of the organization.
- There is a lack of the necessary financial resources to implement the plans.
- There is a shortage in the staff with the ability to deal with the modern technology of the organization.
- There are significant differences in the organizational structure between non-governmental organizations in the efficiency of the rural and urban working environment favouring non-governmental organizations working in urban areas.

5- Results related to the fifth question:

- The non-governmental organizations working in the field of environment provides environmental services to fit the needs of beneficiaries whether in the countryside or urban areas.
- Non-governmental organizations working in the field of environmental (whether in rural or urban) to implement projects

to meet the needs of the environment from the point of view of the beneficiaries.

- Financial difficulties received the highest percentage of the difficulties faced by the beneficiaries of the environmental service.

- The beneficiaries do not participate with the organization in determining quality of the projects undertaken in the field of the environment, whether in rural or urban areas.