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***Mechanisms of achieving institutional
Excellence in civil associations***

As a prerequisite for getting master degree in social work

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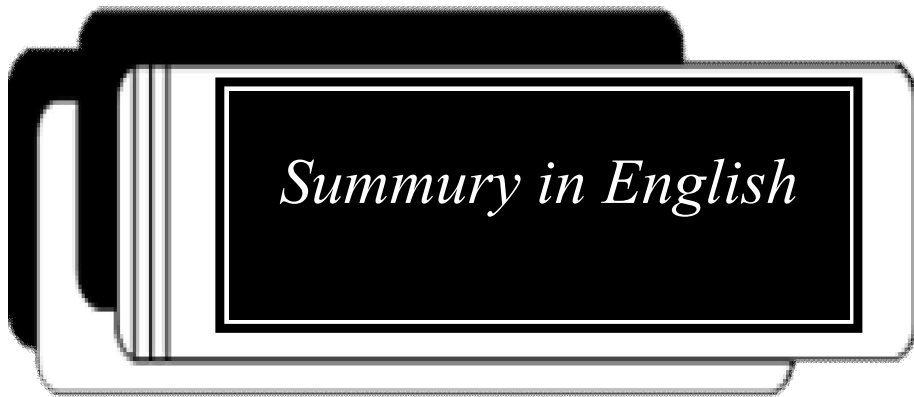
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1442 – 2020



First: problem of the study:

NGOs are one of the basic organs of the community's organization through which social organization practices the way in which it works with society. They have made clear contributions to the development of society, where the community has recently been engaged in human rights and social justice for these disadvantaged groups the method of community organization has been cited by civil associations since its assistance to governments in the community development process.

The social work profession is a development-related profession, and thus has to bear its burden, this profession has a method that is primarily concerned with societies and their development, which is community organization method, and civil associations are a basic organ of community organization method .

Despite the importance of the role that civil organizations play, there are many studies that have confirmed the deficiency of these associations' performance. They are still suffering from many obstacles that limit their ability to perform the role assigned to them and make it incapable of serving society and providing it with the required quality services..

The distinguished organization is identified by its ability to study the current status of the organization, external variables through strategic analysis processes, to identify strategic bases and guidelines, to formulate the organization's mission and vision, to identify strategic objectives, to establish benchmarks and criteria for measuring results,

and to prepare strategic plans in the light of objectives for investment opportunities and avoiding threats. Develop follow-up mechanisms and identify environmental variables and their impacts at the top of the organization

Institutional excellence and its standards are the main tool that works on identifying appropriate development and improvement activities that enable NGOs to achieve distinctive results effectively. It is considered a basis for improving and developing the performance of NGOs. According, the problem of the study lies in mechanisms for achieving institutional excellence in NGOs."

Second: Concepts of the study:

The study was based on three basic concepts

- 1- Concept of mechanisms.
- 2- the concept of institutional Excellence.
- 3- Concept of civil associations.

Third: Objectives of the Study:

The current study aims to achieve a key objective of "defining mechanisms for achieving institutional excellence in NGOs."

The overall objective is to set a set of sub-objectives: -

- 1- to determine the level of achieving the quality of institutional management of the NGOs.
- 2- setting the level of achievement of leadership in the NGOs.
- 3- To determine the level of achievement of human resources management in the non-governmental organizations.
- 4- to determine the level of use of information technology in NGOs

Fourth: Questions of the Study

The current study seeks to answer a key question, "What are the mechanisms for achieving institutional Excellence in NGOs?"

A set of sub-questions emanates from which:-

- 1- What is the level of achieving the quality of institutional management in the NGOs?
- 2- What is the level of achievement of leadership in the NGOs?
- 3- What is the level of achieving human resources management in NGOs?
- 4- What is the level of use of information technology in NGOs?

Fifth: Methodology

1- Study Type:

This study is based on the type of analytical meta-studies, which are designed to identify, describe, study, interpret, and analyze phenomena, events, and situations for the purpose of finding useful responses to either reform, update, or develop this reality, and are present responses that are intended to guide the future, and are intended to examine mechanisms for achieving institutional excellence in civil associations.

2- Methods used in the study:

The institutional excellence scale was applied to the seventeen NGOs.

3- Study Tools :

The study in this study relied on a key tool: For Board members: The scale of the institutional Excellence mechanisms in the 17 NGOs.

4- Fields of the study:

A) Spatial field:

The study was applied to 17 civil associations in Fayoum: (Institution of MisrAlkhayr – Institution of Al'uwman – Association of RuadSonaeAlhayat – Association of Risala–Association of Al'etisalatAlkhayria – Association of AlziraeatAleidwia – Association of community development and Youth Training – Association of community development Bialmadabie – Salah Alsiyn Association – Sharia Association –Branch Omar Bin Al-Khattab – Sharia Association Bialnuwariy – QulubAlkhayr Association – ShafieAssociation – Alqadysa Maryam Association –Coptic Orthodox Charitable Association –Abu BakrAlsadiq Association –Institution of AltakafulAlijtimaity)

B) Human field:

For Board members, the total study community for Board members represents (98) individual members of the Board of Directors of the 17 NGOs under consideration.

C) time-field:

The period of the study in its theoretical and field forms, which is one year and four months, from the enrollment of the Master's degree to the formation of the panel for discussion and governance.

Sixth: Results of the study:

- 1- Results of the answer to the first sub-question: What is the level of strategic planning in the NGOs? The response was approved by a large percentage and came with the total likely iterations of these responses, which were estimated at 3233, a general average of 32.99, and a relative strength of 82.47%.
- 2- Results of the second sub-question answer: What is the level of the organizational structure of the NGOs? The response was approved by a large percentage and came with the total likely iterations of these responses, which were estimated at (2974), the average of my overall calculation (30.35), and a relative strength of (75.87%).
- 3- Results of the third sub-question answer: What is the level of financial and material resources of NGOs? The response was approved by a large percentage and came with the total likely iterations of these responses, which were estimated at (3004), the average of my overall calculation (30.65), and a relative strength of (76.63%).

Results of response to the second major dealing: What is the level of achieving leadership in NGOs?

- 1- Results for the first sub-question: What is the optimal level of impact for leadership in NGOs? The response was approved by a large percentage and came with the total likely iterations of these responses, which were estimated at 3181, the average of my overall calculation (32.46), and a relative strength of (81.15%).
- 2- Results of the second sub-question answer: What is the level of motivation for leadership in NGOs? The response was approved by a large percentage and came with the total likely iterations of these responses, which were estimated at (2987), the average of my overall calculation (30.48), and a relative strength of (76.20%).
- 3- 3-Results of the answer to the third sub-question: What is the level of empowerment of leadership in the NGOs? The response was approved by a large percentage and came with the total likely iterations of these responses, which were estimated at (2734), the average of my overall calculation (27.90), and a relative strength of (69.74%).

Results of response to the Third President: What is the level of achieving Human Resources Management in NGOs?

- 1- Results of the answer to the first sub-question: What is the level of selection and polarization of human resources in NGOs? The response was approved by a large percentage and came with the total likely iterations of these responses, which were estimated at 2,998, the average of my overall calculation (30.59), and a relative strength of (76.48%).

- 2- Results of the answer to the second sub-question: What is the level of training and development of human resources in NGOs? The response was approved by a large percentage and came with the total likely iterations of these responses, which were estimated at 2,816, the average of my overall calculation (28.73), and a relative strength of (71.84%)
- 3- the outcome of the answer to the third sub-question: What is the level of wages and incentives for human resources in NGOs? The response was approved at an average rate and came with the total likely iterations of these responses, which were estimated at (2576), the average of my overall calculation (26.29), and a relative strength of (65.71%).
- 4- Results of the answer to the fourth sub-question: What is the level of evaluation of the performance of the employees of the human resources in the NGOs? The response was approved by a large percentage and came with the total likely iterations of these responses, which were estimated at 2,819, the average general arithmetic (28.77) and a relative strength of 71.91%

Results for response to the Third major dealing: What is the level of achieving the use of information technology in NGOs?:

- 1- Results of the answer to the first sub-question: What is the level of innovation of the technological knowledge of the NGOs? The response was approved by a large percentage and came with the total likely iterations of these responses, which were estimated at 2,845, the average of my overall calculation (29.03), and a relative strength of (72.58%)

2- The results of the answer to the first sub-question are: What is the level of transfer of technological knowledge to NGOs?? The response was approved by an average percentage and came with the total likely iterations of these responses, which were estimated at 2,611, the average of my overall calculation (26.64), and a relative strength of (66.61%)