A Planning Proposal for Building Institutional Capacity of Community Development Centers from a Social Work Perspective

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Abstract

The present study aimed at identifying the reality of the institutional capacities available to the community development centers from a social work perspective: organizational capacities, human capacities, planning capabilities, funding capacities and information capabilities in light of their objectives, knowledge of the difficulties that limit the institutional capacities of the community development centers.

The results of the study showed that the reality of the institutional capacities available to the development centers came with a medium degree on the macro scale, and institutional capacity came in descending order. The study showed a number of difficulties and developed a planning proposal to build and support the institutional capacities of the community development centers in Kuwait.

Keywords: capacity building, Community Development Centers in Kuwait, social planning

1. Introduction

The issue of building the capacities of institutions working in the social field is problematic in terms of its ability to carry out development and construction tasks, especially with regard to the nature of its composition, the skills, expertise and human capacities necessary to achieve these tasks, its awareness of the needs of its local communities (ALSCO, 2000, p. 7).

Institutional capacity building is the process of developing and strengthening the skills, capacities, processes and resources that organizations and communities need to survive in a rapidly changing world. In this context, community development centers are an essential tool of the Ministry of Social Affairs and Labor represented in the social development sector. These centers have been used to achieve its objectives to promote community development and improve the institutional work in serving the targeted segments in order to raise the citizen's status and improve its economic and social conditions. The total social assistance provided by the Ministry of Affairs in Kuwait to eligible categories during the last five years reached (119) million Kuwaiti dinar to (260) million dinar annually, at a monthly rate in 2016: support between (559) dinars to more than (800) dinars per month per person . That was in order to provide the best care methods for the development of their abilities and social and psychological rehabilitation (Ministry of Social Affairs and Labor Annual Report, 2015).

The Community Development Centers seek to focus on some of the issues and ethical phenomenon that has a general impact and to start from it to achieve practical results on the ground. They also aim at benefiting from distinguished competencies and attracting interested volunteers who wish to participate in the fields of work and activities. The development of joint projects of the family have the integration of the leaders and members of the centers and representatives of the bodies active in the issues of the family and put them in the seminars in preparation for the launch and promotion of development interaction with the concerns of the Kuwaiti family. The treatment of the balanced developments that emerged from contemporary life and is one of the negative phenomena, and attention to children's issues by adopting initiatives elevate care and embracing it, and to promote a culture of virtue and social purity between the Kuwaiti family members in the community.

1.1 Problem of the Study

Civil society organizations and their services are considered as a very important pillar for the protection and construction of societies and work to evaluate them and protect them from any deviations, as weak capacity may represent the most difficult bottlenecks that impede the efforts of developing countries to achieve rapid socially oriented development, it strives to raise the standard of living of citizens and establish social justice values.

Therefore, there should be increased interest from the State of Kuwait in the process of capacity-building, as this process plays a key role in driving economic and social development. There have been numerous national strategies, plans and programs aimed at achieving economic and social development in the community, both at the national and local levels. However, it focused primarily on human resources development (training dimension), omitting the strengthening of community organizations and reforming their institutional structures and legal frameworks (human organizational dimension). Capacity-building should be based on the integration of a set of reform strategies that support the efficient, effective and positive functioning of all actors of society, including government, the private, this supports the idea of social justice in society, which is consistent with the concept of community governance. Therefore, the Kuwaiti government has not succeeded through long decades of economic reform attempts to achieve the desired development, where, during those past decades, it has not adopted a clear and comprehensive strategic approach to building community capacities that takes into account its different dimensions, it can be relied upon as a mechanism for strategic intervention, supportive of social justice and community governance, to achieve inclusive and sustainable community development. Hence, the problem lies in the absence of a clear and realistic integrated strategy to build community capacity in Kuwait.

1.2 Questions of Study

This study tries to answer the following questions:

1: What are the available institutional capacities of the community development centers in Kuwait?

2: What are the difficulties that limit the institutional capacities (Administrative, organizational, planning, human, human, finance, informatics) in community service centers?

3: What is the proposed planning scenario to support and build institutional capacity in community service centers from the perspective of social planning in social work?

1.3 Study Objectives

The present study aimed at describing the status of the institutional capacities of the community development service centers: organizational capacity, human capacity, planning capacity, funding capacity and information capacity in light of their objectives

1.4 Determinants of the Study

- The study was limited to community service centers in Kuwait.

-The study was applied on a target sample of the employees of the community development centers, social workers, psychologists and trainers, permanent social workers, and direct contact in providing services to the beneficiaries in the community service centers in Kuwait during the period from the beginning of October until the end of December 2017.

-The results of this study are limited to the study community and similar communities.

1.5 Study Concepts

1.5.1 Institutional Capacity Building

As mentioned by Brown. L., and Macintyre (2000) capacity building is to improve the institutional ability to achieve goals. The ultimate goal of capacity-building is to provide an institution capable of performing its functions efficiently and effectively through a set of interactive and interrelated processes through which individuals, organizations and communities are assisted in order to develop performance. it is also the ability to adapt to changes in the surrounding environment.

Therefore, the researcher considers that the concept of institutional capacity building for community service centers can be defined as a series of interrelated and overlapping stages and procedures that lead to achieving specific objectives. This process involves a range of activities, such as training, technical support, planning, financing, communication, Human resources development and others.

1.5.2 Community Development Centers

The Community Development Center (CDC) is defined as an essential tool of community development management that is used to achieve its developmental goals that enable citizens to achieve improvement in their quality of life. Therefore, it has become of great importance as it affects the human needs as well as the distribution of services. Through a distinguished cadre of social workers and an integrated team; the center is established to provide tangible and mental services and assistance.

1.6 The Theoretical Guidelines for the Study

- Capacity Building Approach:

- The institutional capacity building entries are classified into three entries: (NGO Services Center, 2004, pp. 5-6; Deborah, 2001, p. 230).

1- **Entrance to capacity building** from the outside to the inside. The institutional capacity building and technical specialist from outside the organization identifies the ideal image that the organization should have, and then together with the staff of the organization, the specialist conducts an assessment to identify the strengths and weaknesses of the organization. The outcome of the evaluation process begins with planning to address deficiencies, ultimately aiming to achieve the best image of the organization.

2- **The entrance of capacity building from the inside out**.

Here the external specialist begins working with the institution by asking a set of questions about the organization's mission, goals, activities and performance. He also examines the written records and shareholders' documents and concludes with a session to express opinions and comments. He compares different views, then analyzes differences, identifies issues and plans change.

This approach assumes that the organization is able to identify its needs and problems and it is able to solve them in line with its mission and objectives. It uses the "confrontation" method. The technical support specialist faces the problems and weaknesses of the organization and gives it the opportunity to find suitable solutions, especially if part of the problem is the same institution. This method aims to highlight the difference between the optimal situation that "the current situation" should be the relationship between the technical support specialist of the institution must be managed with caution and care based on trust and constructive confrontation.

3- **Integrated Capacity Building Approach**

It depends on the mixture between the two previous entries and is applied as follows:

The institutional capacity-building specialist provides technical support from outside the institution as well as the institutional evaluation manager of the institution, assesses the capabilities of the institution and is applied collectively. Therefore, it plans to address the weaknesses identified through the institutional assessment tool. Despite the many standards, the diversity of their areas, and the wide range of change, each institution can identify areas and activities for which it is a priority.

This approach is based on "participation", which aims to involve the organization in the assessment and planning process to build its capacity. This direct approach depends on the specific nature of each institution and its basic needs. a plan is developed specifically to build the capacity of each institution to ensure that it meets its own needs and requirements.

2. Previous Studies

The researcher reviewed many studies in the field and the following are some of these studies:

Costantini et al. (2015) conducted a study entitled "Analytical Survey of Civil Society Organizations in Palestine". This study aimed to enhance the participation of civil society in public affairs and in the preparation, implementation and monitoring of development strategies, through cooperation with the European Union, to achieve the objective of the study, the researchers used the descriptive analytical and content analysis approaches, the study tools were numerous and the researchers used questionnaire, interview, and focus groups, the study population reached (2793) organizations in the West Bank and Gaza Strip, the study concluded a set of results:

- Identify key civil society organizations and key structures in Palestinian civil society; and identify key constraints and capacity-building needs.

- Identify key policy areas in which CSOs can successfully participate, taking into account their current capacities and political context, and the current situation of the civil society sector.

- Develop a practical strategy to enhance the participation of civil society in policy dialogue and governance.

The study recommended several recommendations including:

- Support the establishment and strengthening of monitoring mechanisms with regard to the use of funds to implement activities and services provided to the community.

- Support the development of funding plans for activities other than service delivery and relief, and funding plans targeting different categories of organizations

Pfister (2014) conducted a study entitled "A Systematic Framework for Measuring Sustainability in Civil Society

Organizations Engaging in Development" An Integrated Approach to CSOs working in Support of Development for Planning, Evaluation, Increasing Project Impact and Sustainability of the Organization", the study aims to develop a framework for special measurement for civil society organizations working in the field of development and relief to manage the sustainability process by measuring the successes provided by these organizations in the areas of: Credibility, continuity, resilience to constraints, reliability, stability, resistance, and effectiveness of the Organization's resources in all services provided.

The researcher used the questionnaire tool, which was distributed to several international organizations working in the field of development and relief in several countries and were as follows: (31) in Germany, (45) in Switzerland, (57) in Britain, (52) organization in the United States of America, the number of questionnaires distributed was (185) questionnaires, and the most important results of the study were the following:

That all organizations use different methodologies to measure sustainability and evaluate their work, these methodologies depend on the size of the institution, the scope of its work, its available resources, the administrative nature of the institution, and the extent of the management culture and orientation, therefore, a unified framework for these organizations had to be developed; leads the organization to work; works to increase the impact of projects and services provided better.

The most important recommendations of the study were the need to ascertain the capacity of the methodology developed in different countries, and the need to disseminate and develop the methodology to suit different sectors to improve the quality of work in non-profit organizations.

Wadongo (2014) conducted a study entitled "Performance Management and Evaluation in Non-profit Organizations: an Embedded Mixed Methods Approach". The study aimed to identify the development and validation of a model that examines the impact of management practices on the performance and effectiveness of the institution in non-profit organizations in Kenya, the researcher used different methods for the study, where he collected and analyzed data using both quantitative and descriptive methods, through questionnaires, where (1000) questionnaires were distributed, and conducting interviews and focus groups for 13 non-profit organizations operating in Kenya. The results of the study included:

- Non-profit organizations in Kenya have many different characteristics that complicate institutional building, which affect managerial performance.

- Management performance relates to variables such as performance planning, performance objectives, information collection methods, rewards, performance of the project implementation system, and the strength and consistency of the organizational structure.

The study made several recommendations, the most important of which are:

That modern technology programs have to be used to analyze data and get results, the researcher recommends that a study be conducted to identify new indicators to measure institutional performance and evaluate the effectiveness of work in the institution to be compatible with all sectors in different countries.

Julian (2013) conducted a study entitled "Relationship between Strategic Planning and Organization's Performance in Non-governmental Organizations (NGOs): a case of Action aid ‹Kenya. The study aimed to learn how strategic planning can be used to improve the performance of approved programs in relief work in Kenya; it is a case study of NGOs in Kenya.

The researcher used the descriptive analytical method in his study, and conducted a case study on (5) partner institutions in relief work, he collected information in a number of ways through interactive interviews with (12) senior and executive departments, in addition to access to a large amount of files and documents of the targeted organizations and analysis, and the most important results of the study:

There is a positive and statistically significant relationship between the planning process and the improvement of institutional work performance in non-profit organizations working in the field of relief work in Kenya, and target organizations have a high performance in the work; this is due to the use of different planning tools at all stages of work and the use of different strategic planning systems to improve performance.

The study recommended that evaluations be undertaken of projects implemented in the nature of administrative, institutional and other performance and measure the results and impact of the services provided; to develop more robust strategic plans with a strong vision and mission.

Al-Ziyadi (2011) conducted a study entitled "Organizational development requirements and strategies in light of the challenges of the business environment". The study aimed to identify the requirements of organizational development in light of the challenges facing the environment, through the analysis of organizational

development theories contained in the administrative literature related to the responsibility of managing the project of change and organizational development and stages and strategies, the research reached several results, the most important of which are:

Organizations adopt a proactive approach to change and development that allows them to chart the future direction, and choose the appropriate strategic mode in the light of internal and external environmental variables, it also allows it to develop and maintain its relationship with the environment in which it operates by defining the goals and objectives of the various processes and activities it conducts.

The researcher recommended achieving some kind of harmonization between the activities of the organizations and the various changes that occur in their economic and social environment, a strategy that takes into account available capacities and challenges, and prioritize a development strategy commensurate with the needs, characteristics and preparations of individuals within the organization.

3. Methodology of Study

The present study used a descriptive analytical approach and depended on social survey as a comprehensive inventory on the team workers and the social workers in the development centers.

3.1 Population of the Study

The society of the study is composed of (321) (social workers, psychologists, administrators and employees working in whole or in part in the community development centers), distributed in (19) centers (Ministry of Social Affairs and Labor Kuwait, 2017).

3.2 The Study Sample

A sample of the study population was selected from the full-time study community in the community development centers. The study sample was (293) which is almost 91% of the study population.

Table 1. Properties of sample study

Gender	N	%
Male	76	25.60%
Female	217	74.06%
Age		
20 – 25	27	9.22%
26 – 35	158	53.92%
36 – 45	95	32.42%
46 +	13	4.44%
Average age	34	
Marital status		
Unmarried	53	18.09%
Married	212	72.35%
Divorced	21	7.17%
Widowed	7	2.39%
Qualification		
Diploma - Secondary school	181	61.77%
Bachelor of Social services	64	21.84%
Bachelor of commerce	30	10.24%
Different specialties in Science	18	6.14%
Total	293	100%
Job		
Accountant	30	10.24%
Social specialist	55	18.77%
Secretary – Administration	130	44.37%
Training coordinator	47	16.04%
Psychological specialist	12	4.10%
Center manager	21	7.17%

Number of courses		
Less than 3 courses	68	23.21%
3 – 6 courses	69	23.55%
7 – 10 courses	19	6.48%
11 courses +	13	4.44%
Not trained	124	42.3%
Topics of training courses		
Computer and administration	71	42%
Human resource development	16	9.5%
Small industries	24	14.2%
Professional and Scientific skills	45	26.6%
In Art and Education	13	8.28%

3.3 Study Tools

3.3.1 Questionnaire I related to institutional capacities available in community development   centers). This tool was developed using the theoretical literature contained in the study. The tool consisted of (66) items, divided into five subjects.

3.3.1.1 Validity of the Tool

In order to verify the veracity of the study, it was presented to (10) specialized and experienced jury members. The validity of the content was verified by presenting the study tool to a group of experienced and competent jury members. The researcher adopted the items approved by (80%) and more of the jury members. based on the observations of the arbitrators, f (5) items were worded and deletion of (6) items applied. The questionnaire was finalized and it consisted of (60) items. Every items was given graded scale according to three-scale measurement as following: (3) for strong degree, (3) for medium degree, and (1) for weak degree.

3.3.1.2 Reliability of the Tool

The questionnaire was calculated by re-testing the test-re-test and then the test was conducted on a sample of the team members and the social workers at the center from outside the sample of the study (10) vocabulary. The questionnaire was applied and re-applied at a time interval (15) days. Reliability coefficient using the Spearman correlation coefficient before and after application = (0.91) which means the strength of the validity of the questionnaire and its validity for application. Statistical analysis of data and information was carried out using the statistical program SPSS A + version 20.

3.3.2 Questionnaire II: related to difficulties that limit institutional capacity .It included five specific questions directed at the sample members to reveal the difficulties they faced.

3- Suggestions: related to the proposals of the sample members to support and build capacities available in community service centers.

Governance Standard:

-      The researcher followed the code of ethics of the NASW.

In order to facilitate the passing of judgments on the degree, the reality of the institutional capacity of the community development centers in Kuwait, the three-dimensional cells were determined in this study. The range (2 = 1-3) was calculated and then divided by the number of cells to obtain cell length, 0.66 = 3 2 2 This value was then added to the lowest value in the scale (0.67) + 1 = 1.67 and so the length of cells became as follows:

- If the probable average of sample responses is (1.67) or less, the reality of the institutional capacities of the community development centers in Kuwait is weak.

- If the probable average of sample responses ranged from (1.68 to 2.34) to the responses of the sample members, the reality of the institutional capacities of the community development centers in Kuwait is at medium degree.

- If the arithmetic average of the sample responses varies between (3.00-2.35), the reality of the institutional capacities of the community development centers in Kuwait is significantly strong.

4. Study Results

1: What is the reality of the institutional capacities available to the community development centers in Kuwait?

Table 2. Ranking the available institutional capacities of the centers (descending order) according to the responses of the sample members

N	Domains	Total weights	Probable ratio	Probable average	Ranking
1	Administrative and organizational capacities	7999	0.76	2.28	1
2	Human capacity	7537	0.71	2.14	2
3	Information and technological capabilities	7418	0.70	2.11	3
4	Planning and Development Capabilities	7336	0.69	2.06	4
5	Funding Capacities	6831	0.65	1.94	5
	Total	37121	0.70	2.11	

Table 2 shows that the overall probable mean of the study areas reached (2.11). This means that the respondents believe that the reality of the institutional capacities of the community development centers in Kuwait is medium (according to the criterion of the judgment adopted in the study). The sample responses to the study areas ranged between (1.94-2.28), which means that their responses were medium in each field of study. The area of administrative and organizational capacity came first with total probable weights (7999) which constitutes probable ration of (76%) and probable average of (2.28), that is, administrative and managerial capacity available were medium which is due to the feeling of the respondents that some centers do not fully comply with the objective criteria in evaluating the work performance and achievement of the goals. They also feel that the centers do not adhere effectively to form specialized committees to monitor the quality of services provided. That also relates to the absence of the involvement of staff in participation in decision-making, and the absence of some centers of the existence of a system of reward and punishment for employees. That required the administrative leaders in the centers to make more effort to avoid some shortcomings in the administrative aspects in their positions. The results of the present study are consistent with the results of the study of Naji (2006) and the study of Abdel Moneim (2007).

In the second rank is the domain of human capacities with total probable weight of (7537), which is a probable raio of (71%) and a probable average of (2.14), meaning that the human capacities available in the centers came to a medium degree. Although the centers pay close attention to their human power, there are some shortcomings in terms of training on what is new. The training courses should include new and innovative ways of working in line with the requirements of their work at the center.

This was confirmed by the study of Barakat and Sha'aban (2002) on the need to train employees in institutions to increase their ability to deal with different challenges. This is in line with Frederic and William's 1993 study, which emphasized the importance of institutional capacity-building by building the capacity of training personnel to design, implement and follow up on their programs and projects.

In the third place was the domain of information and technological capabilities, with probable weights of (7418), which is a probable ratio of (70.%) and a probable average of (2.11). that means that information and technological capabilities available in the centers are medium in the viewpoint of the sample. In other words, these results should lead the decision makers in the community service centers to make efforts in the field of networking between their database and the information centers at the level of the bodies operating in the same field. There should be a periodic survey through emailing for the opinions of customers in the level of services provided. And As Rashwan (2010) noted, the success of the capacity-building process within any organization requires the establishment of an information base characterized by realism and continuous renewal of information and data.

In the fourth place was the domain of the planning and development capacity with total probable weights of (7336) probable percentage of (0.69%) and probable average of (2.06), which means the planning and development capacities available in the centers were medium. The Center provides programs and projects using the latest Technology. Field research is carried out periodically to know the needs of the beneficiaries of the Center. The Center constantly evaluates its programs and projects to avoid weaknesses in performance. The Center uses experts and specialists for the quality of services and projects.

The results of the studies and theoretical research show that the results of the table are consistent with the results of the study of Hijazi (2006) Amri (2004), and Mustafa (2007).

Finally, the domain of the financing capacity with total probable weights (6831), probable percentage of (0.65%),

and a probable average of (1.94). In other words, the funding capacity available in the centers is medium. accordingly, the issue of financial resources and financing capacity building is vital in any institution since funding is the lifeblood of the institution. Building capabilities of institution depends on self-funding by Investing and developing institution resources to ensure sustainability in the community and contribute to the institution's other institutional capacity-building activities. This is done through careful and transparent planning by the administration which provides the center with data on financial systems for project financing, the exchange of methods of the budget within the center, and the center cover programs and project financing, and the cost of producing a budget.

Table 3. Sample responses to the reality of available managerial and organizational capacities

N	Item	Total weights	Probable ratio	Probable average	Order
5	There is a continuous monitoring and evaluation of the Center's work	711	0.81	2.43	1
2	The rules and regulations governing the work achieve internal control of the Center's employees.	701	0.80	2.39	2
4	The Center follows a time plan for programs and activities on specific dates	700	0.80	2.39	2
1	There is a common policy for the center work specified in accordance with the regulation.	691	0.79	2.36	4
12	The regulation allows flexibility and ease in implementing plans and programs at the center.	679	0.77	2.32	5
8	Decisions are made based on sufficient information and data at the Center.	678	0.77	2.31	6
9	Objective criteria are put in place to evaluate the work performance and achieve the objectives of the Center	662	0.75	2.26	7
11	The Center sets up flexible rules to provide timely and appropriate service.	660	0.75	2.25	8
3	The staff of the center participates in the development of plans and programs.	639	0.73	2.18	9
7	The center's service delivery procedures are adjusted to customer requests	637	0.72	2.17	10
10	The Center set up specialized committees to monitor the quality of the services provided.	623	0.71	2.13	11
6	There is a specific system of reward and punishment for employees within the center.	618	0.70	2.11	12
Relative strength of dimension		0.76	The probable average of dimension		2.28

Table 3 shows that the probable weights of the sample of the study in relation to the organizational management capacity reached (7999), which is a probable ratio of (76%) and a probable average of (2.28). Those weights came in the first rank in the community development centers, indicating that there is a level of administrative and organizational capacity at an average level

Table 4. Sample responses to the reality of available human capacities

No	Items	Total weights	Probable ratio	Probable average	Order
29	The Working Group recognizes the operational policies and work programs	690	0.78	2.35	1
25	There is a willingness and acceptance of the nature of work at the center	680	0.77	2.32	2
30	Employees are aware of their roles and functions in providing the service.	671	0.76	2.29	3
31	The Center's management encourages good social relations between employees.	666	0.76	2.27	4

28	The Center holds training courses to improve the performance of employees.	653	0.74	2.23	5
27	The staff have expertise to help them improve their performance.	625	0.71	2.13	6
26	Employees recognize the mechanisms of teamwork in providing service to beneficiaries.	606	0.69	2.07	7
35	Training courses include new and innovative methods of work	599	0.68	2.04	8
34	Employees are trained in the new application of working methods in community development	596	0.68	2.03	9
32	Monitored appropriate resources and capabilities to train staff according to their specialties are set	592	0.67	2.02	10
33	The training courses take into account the individual differences and the different experiences of the employees.	585	0.67	2	11
36	Training courses for employees meet with the requirements of their work at the Center	574	0.65	1.96	12
	Relative strength of dimension	0.71	The probable average of dimension		2.14

Table 4 shows that the probable weights of the responses of the sample of the study in relation to human capacities reached (7537), which is a probable ratio of (71%) and probable average of (2.14). And ranked second in the capacity available at community development centers, indicating that there is a "medium level" human capacity availability.

Table 5. Responses of respondents to the reality of the available information and technological capabilities

N	Items	Total weights	Probable ratio	Probable average	Order
50	There is a complete database on the expertise and skills of the Center's staff	659	0.75	2.25	1
49	There is an extensive information network on the beneficiaries of the Center's projects	656	0.75	2.24	2
52	There is a database on all the programs and projects offered to the Center's clients.	634	0.72	2.16	3
56	The rule can be used to maintain and classify everything related to the functional system	631	0.72	2.15	4
51	The database allows you to identify changes in the service recipient	621	0.71	2.12	5
58	The database includes training needs of employees.	615	0.70	2.10	6
53	The database provides a program that prevents duplication and repetition in the delivery of programs.	616	0.7	2.10	6
60	The database facilitates periodic follow-up and evaluation of the programs provided by the Center	610	0.69	2.08	8
55	The database helps the Center manage rational decisions regarding planning for community development programs.	598	0.68	2.04	9
57	The database includes forms of organizational relationships between all managerial levels of employees and the content of their decisions.	597	0.68	2.04	9
54	There is a periodic survey through emails for customer feedback on the level of services provided.	591	0.67	2.02	11
59	The Department is keen to link its database with information centers at the level of bodies operating in the same field.	590	0.67	2.01	12
	Relative strength of dimension	0.70	The probable average of dimension	2.11	

Table 5 shows that the probable weights of the responses of the study sample in terms of information capacity reached (7418), which is a probable ratio of (70%) and a probable average of (2.11), ranked third in the capacities available in the community development centers which indicates that there is a "medium level" of information capacity.

Table 6. Sample responses to the reality of available planning and development capacities

N	Items	Total weights	Probable ratio	Probable average	Order
23	Direct beneficiaries to prioritize their program and project needs.	624	0.71	2.13	1
16	The Center's plan includes priorities and alternatives for the provision of diversified services to beneficiaries.	626	0.71	2.13	1
17	Organizes seminars and meetings to explain how to benefit from the programs and projects of the Center.	625	0.71	2.13	1
24	The Center's management ensures coordination between programs and projects.	617	0.70	2.11	4
19	There is a plan to follow up on the utilization of projects provided in the development of society.	609	0.69	2.08	5
20	Employ the resources available to maximize beneficiaries' benefits.	610	0.69	2.08	5
18	The administration is concerned with the opinions of beneficiaries regarding the quality of the services they receive	600	0.68	2.05	7
22	Discuss beneficiaries' views on improving the level of services at the center.	595	0.68	2.03	8
15	The Center continuously evaluates its programs and projects to avoid weaknesses in performance	594	0.68	2.03	9
13	Field research is conducted periodically to identify the needs of the beneficiaries of the center.	588	0.67	2.01	10
21	The Center uses experts and specialists in the quality of services and projects	582	0.66	1.99	11
14	The Center offers programs and projects using technological innovations	565	0.64	1.93	12
	Relative strength of dimension 0.69 The probable average of dimension			2.06	

Table 6 shows that the probable weights of the sample responses of the study sample in terms of planning and development capacities reached (7336), which is a probable rate of 69% and a probable average of (2.06), ranked fourth in the Community development centers. That indicates there is an average level of planning and development capacity.

Table 7. Sample responses to the reality of available financial financing capacities

N	Items	Total weights	Probable ratio	Probable average	Order
41	The Center always needs to obtain funds from various quarters.	602	0.68	2.05	1
46	The Center encourages donations to finance some productive projects.	594	0.68	2.03	2
45	The annual budget plan barely covers expenses for the center.	590	0.67	2.01	3
48	The Department works to increase sources of funding by all means.	585	0.67	2	4
38	There are multiple ways to obtain financing from multiple governmental and non-governmental entities	585	0.67	2	4
42	The Center organizes annual campaigns to mobilize donations and donations.	562	0.64	1.92	6
43	The Center provides data on financial systems to follow up on project finance	563	0.64	1.92	6
44	The Center studies and manages funding problems.	553	0.63	1.89	8
39	There is a systematic system for reviewing disbursement methods from the budget within the Center.	554	0.63	1.89	8
40	The Center's annual budget plan is flexible and transparent.	551	0.63	1.88	10
47	The Center's management explains to beneficiaries the sources of funding for their projects	551	0.63	1.88	10
37	The Center's budget covers the cost of programs and financing of productive projects.	541	0.62	1.85	12
	Relative strength of dimension 0.65 The probable average of dimension			1.94	

Table 7 shows that the probable weights of the responses of the study sample in relation to financial and financial capacity reached (6831), which is a probable ratio of (65%) and a probable average of (1.94).

Question 2: What are the difficulties that limit the institutional capacities in community development centers?

Table 8. The difficulties faced by workers

Difficulties		%	order
Organizational and administrative difficulties			
lack of a specific policy that regulates the Center's programs throughout the year	95	41	1
weak organizational structure resulting in overlapping roles and specialties among employees	60	26	2
shortage in technical and administrative competencies in the center	53	22	3
Routine procedures such as: Documentary and central course of work	48	19	4
slow implementation of ministerial and administrative decisions	37	16	5
Planning difficulties			
The rigidity of the plan and its lack of resilience to accommodate all societal variables	86	37	1
Centralization of the plans makes them disproportionate to the diversity of citizens' needs	72	31	2
There is no prior planning of programs in light of the actual needs of citizens	53	23	3
The plans are short-term and vary according to personal preferences and are not adhered to	46	20	4
Poor participation of planners makes them inadequate and ineffective	19	8	5
human difficulties			
Random recruitment and the presence of large numbers of workers without the need for them	198	85	1
Lack of specialized human cadres qualified to work centers	75	32	2
Lack of training programs related to human development and development	62	27	3
The job description is not complied with in accordance with the qualification when distributing the employees of the center	57	24	4
Financing difficulties			
Lack of regular funding for the programs provided and their dependence on donations and grants	233	100	1
Weak incentives and rewards for the Center's employees	166	71	2
The budget is general and there is no special funding for development projects	78	33	3
Lack of access to available funding for program implementation	27	16	4
Information difficulties			
Lack of computers and networks in the centers	185	79	1
Lack of database and information for programs at the level of all centers	177	76	2
Difficulty in obtaining information about clients of the Center	70ǀ	73	3
The scarcity of qualified persons in dealing with the computer and codifying the information	98	42	4
There is no link between centers for information exchange and customer service	32	14	5
No difficulties were mentioned	60		

Question 3: What is the proposed planning scenario to support and build institutional capacity in community centers from the perspective of social planning in social work?

Table 9. The proposals of the employees of the community service centers

Suggestions		%	order
Organizational and administrative suggestions.			
Organizing the administrative relationship between the leaders and all the employees of the center	55	19	5
Periodic and continuous evaluation of the achievements of the Center to identify the strengths and weaknesses	92	31	1
Make an organizational plan according to the circumstances and needs of each center	75	26	3
Simplifying procedures for obtaining service and facilitating the customers of the center	67	23	4
Make a job description for all employees explaining all disciplines to prevent interference	77	26	2
Planning suggestions			
Availability of sufficient flexibility in the annual plans received from the Ministry	48	16	2

Defining the items of the plan according to each department of the Center, with its financial allocations	88	30	1
Participation of employees in the development and implementation of the action plan within a community framework	62	21	2
Establish a clear policy for the center defined by long-term plans for programs	49	17	3
Human suggestions			
Provide leaders, administrators and technicians with experience	125	43	3
To reduce the density of unqualified workers in the center	137	47	2
Intensifying the training courses in the center to support all employees in all specialties	146	50	1
Funding suggestions			
Develop funding plans for the programs annually according to the needs of each center	176	60	1
Increase incentives and rewards for the Center's employees	148	71	3
Search for sources of funding and volunteering to support community development programs and projects	27	16	4
Information suggestions:			
Design a database and integrated information at the level of all centers	157	54	2
Provide centers with equipment and specialists in information networks and databases	98	33	4
Increasing the networking between the centers for the exchange of information and services for the benefit of customers	47	16	5
Linking the Center's information network with all departments of the Ministry of Social Affairs and other centers to increase the exchange of information and services	72	24	3
Supporting the role of the media in spreading the center's services and its role in the community	29	10	5

These suggestions helped to develop a schematic proposal for building the institutional capacities of the community development centers from the perspective of the social planning method in social work. This schematic proposal goes as following:

Objective of the schematic proposal:

• Building the institutional capacity of community development centers as a local institution to achieve their objectives and use these capacities to support the dynamics of development after the provision of resources and capabilities. Capacity building becomes a strategy for achieving sustainable development in society.

Mechanisms of the planning proposal in building the institutional capacities of the from the perspective of the social planning method in social work.

Organizational and administrative capacity building including:

-**Periodic and continuous** evaluation of the Center's achievements to identify strengths and weaknesses

-**Organization**: the administrative relationship between the leaders and social workers and all the staff

-**Organizational planning**: An organizational chart is drawn up according to the conditions and needs of each center. It specifies the administrative structure and job descriptions of all the staff of the center, explaining all disciplines to prevent overlap and duplication of work and helps in reaching rational decisions related to the planning of the programs implemented by the center.

-**Simplification and facilitation**: on the clients of the Center in the procedures for obtaining the service.

-**Reward and punishment**: the establishment of a specific system agreed to reward the committed and punish the neglected and contrary to his duties.

Mechanisms for building human and human capacities for workers including:

-**Education**: Provide the social worker with a set of theoretical knowledge, linked to modern trends in planning, management and knowledge of methods of classification and classification of data and information and methods of advanced statistical analysis. How to make and make a rational decision

-**Training**: Intensifying the training courses to support all staff in all disciplines and monitoring the appropriate financial and financial resources for training and that the training programs include ways to cope with deficiencies during work.

-**Appointment**: in accordance with the need to effectively reduce the intensity of non-qualified workers in the center and to choose the human element appropriate to the nature of the work entrusted to him.

-**The use of experts**: provide leaders, administrators and technicians with experience in the nature of work in the centers to create a second row and help them to improve their performance in the future.

-**Encouragement**: To promote cooperative relations between the social workers and employees and to create a social atmosphere based on the friendliness and understanding between the center's management and employees.

• Mechanisms for building planning capacity, including:

-**Development of plans**: to build a clear policy and a detailed study of the terms of the plan and according to the needs of each section of the Center and specific financial allocations for him and the methods of expenses and the timeline for implementation.

-**Participation and dialogue**: with the staff in the development of the executive plan to work within the community and commitment to it

-**Innovation**: in the development programs and projects provided by the Center to its clients.

-**Setting priorities**: directing clients to prioritize and replace their needs to ensure satisfaction and to achieve better quality of services provided.

Mechanisms for building financing capacities, including:

-**Financial planning**: the development of policies and the drawing of plans and the design of programs and activities according to the financial and physical needs of each center, provision of financial allocations that help to complete the work

-**Motivation**: Increase incentives and rewards for the center's employees and create an encouraging atmosphere to work

-**Research:** sources of funding and donors. And volunteers to support the programs of community development and projects as well as study the difficulties and funding of funding.

Mechanisms for building information capacities, including:

-**Design and construction**: for a database and integrated information at the level of all centers, including: data relating to information about the Center's customers and the level of services provided by the Center and the needs of customers accurately and programs that benefited customers to prevent recurrence.

-**Providing centers** with equipment and specialists in information networks and databases

-**Networking**: Increasing operations between the centers for the exchange of information and services for the benefit of customers, as well as linking the information network of the Center with all departments of the Ministry of Social Affairs and other centers to increase exchange .

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