

## Conference Paper

# Impact Measurement of Programs Provided By Charity Civil Society Organizations for Community Development in Bahrain

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## Abstract

The objective of this research is to elaborate an analytical analysis of the contribution of charity civil society organizations working in the Kingdom of Bahrain for community development purposes. A thorough literature survey of the field of public policy analysis and program evaluation reveals that many evaluation models exist for this purpose. The framework of programs evaluation proposed by the authors Marceau et al. (1992) and Marceau (2012) is a useful tool to reach the general objective of this research project. The methodology of this research is a case study of the Social Charity Organization of Sadad. A questionnaire was elaborated for this purpose that investigates the relevance, effectiveness, efficiency and impact of the program. The results of this research project provide a good understanding of the effectiveness and efficiency of charity civil society organizations working in the Kingdom of Bahrain regarding the principle of community development and citizen-life improvement proposed by the National Economic Vision of Bahrain 2030.

**Keywords:** Impact Measurement of Program, Charity Civil Society Organizations, Community Development, Regression Analysis, Correlation, Kingdom of Bahrain

Corresponding Author:  
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Received: 18 September 2018  
Accepted: 10 October 2018  
Published: 15 October 2018

Publishing services provided by  
Knowledge E

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Selection and Peer-review under the responsibility of the Sustainability and Resilience Conference Committee.

## 1. Introduction

The Economic Vision 2030 focuses on shaping the vision of the government, society and the economy, and aiming to build a better life for every Bahraini. Partnership between civil society organizations and local government has a significant responsibility to enhance the process of community development in Bahrain (Document of E-Government Portal – Bahrain 2030: The Economic Vision 2030). The Ministry of Labour

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and Social Development in Bahrain is providing a detailed Civil Society Organizations Directory working in different fields for development purposes in the country.

A thorough literature review demonstrates the scarcity of researches dedicated to the subject of our research. Therefore, the importance of this research paper originates from the novelty of the study, besides; the results of the research will provide a good understanding of the effectiveness and efficiency of charity civil society organizations working in the Kingdom of Bahrain regarding the principle of community development and citizen-life improvement proposed by the National Economic Vision of Bahrain 2030.

After a detailed literature review of the field of public policy analysis and program evaluation we may conclude that many evaluation models were elaborated by different authors. The framework of programs evaluation proposed by the authors Marceau et al. (1992) and Marceau (2012) is a useful tool to reach the general objective of this research project.

## 2. Research Problem: NGOs in the Kingdom of Bahrain

Upon our observation of the NGOs working in Bahrain we may illustrate that many organizations do not dedicate importance to the evaluation of their programs nor they possess the pertinent techniques to ensure the evaluation activities.

In Bahrain, civil society organizations play a vital role for the development of community. The Ministry of Social Development was established under the Royal Decree No. (73) in 2005 to manage the social activities and the work of NGOs in Bahrain (Document of Ministry of Social Development – Our Social Services: Empowering the Individual.. Advancing the Society).

The directory of the Ministry presents all the NGOs operating in Bahrain where there work varies between different fields including the private institution, association, amateur and hobbies, human rights, development services to the populations and regions, public, students, Palestinian issue, elderly, friendship with communities, charities, family, relief, environment and natural resources, education and training, national development, foreigner communities and societies, Islamic, youth, vocational, animal care, physical and psychosomatic health, child and juniors, scientific, social responsibilities, talent innovation and creativity, cooperatives, women, Arabian Gulf, churches, clubs, disability and anti-corruption (Document of Ministry of Social Development-NGOs Directory).

Upon the last update on 26/7/2018 of the directory of Charities Societies provide by the Ministry of Social Development there are 112 NGOs working in this field (Document of Ministry of Social Development – Charities Societies).

### 3. Research Objective

The objective of this research is to elaborate an analytical analysis of the contribution of charity civil society organizations working in the Kingdom of Bahrain for community development purposes. The research aims to evaluate the impact of these organizations in order to participate in the economic reform which goes in parallel with the National Economic Vision of Bahrain 2030.

### 4. Research Methodology

The objective of this research is to elaborate an analytical analysis of the contribution of charity civil society organizations working in Kingdom of Bahrain for community development purposes.

The methodology of this research project is a case study of the Social Charity Organization of Sadad. The organization is providing a number of programs for the development of Sadad village situated in the western shore of Bahrain governed by the Northern Governorate administrative region. The selection of this organization is justified by the reason that Sadad is one of the smallest villages in Bahrain which suffers most from vulnerability and poverty.

We selected one of the most significant programs in the field of health care provided by the organization to the population of Sada village. The population of this research is 1200 and we distributed a pre-prepared closed ended questionnaire to a random sample of 200 persons who got the program services. The number of the persons who answered the questionnaire was 147 persons.

The framework of programs evaluation proposed by the authors Marceau et al. (1992) and Marceau (2012) is a useful tool to reach the general objective of this research project. A questionnaire was elaborated for this purpose which investigates the relevance, effectiveness, efficiency and impact of the program. The answers were analyzed by employing a rating scale indicators varying from 1 to 5 as the following: 1: Very poor, 2: Poor, 3: Fair, 4: Good and 5: Excellent (Appendix 1).

## 5. The Role of NGOs for Community Development

The role of civil society organizations are swiftly increase in the world (Holanquist 1984), and (Briton 1987). NGO's has been established to encourage the citizens to develop themselves through self – initiative and motivation, with guidance from government. The community members are involved in formulating, implementing and evaluating the programs, while the government provides the necessary support for their activities (Gboyega, 1992: 231).

Sustainable development has developed over the past few decades as a fundamental paradigm for community development. However, as Bradshaw and Winn (2000) have stated, sustainability is embedded largely in an environmental perspective, mostly in the developed countries. Though, the objective of sustainable development is to reach equilibrium between three pillars - social, economic and environmental – of communities (Sneddon 2000).

## 6. Programs Evaluation Theory

Recently, programs evaluation gained its significance in the field of public policy analysis in order to investigate the role of programs and policies anticipated in society and community development (Beaudry and Gauthier, 1992; Crête et al., 1994; Knoepfel et al. 1998, 2001, 2015).

Programs evaluation has been emerged between two different consecutive paradigms. The traditional group of thoughts, adheres to the positivist paradigm while the subsequent group, has been developed in the constructivist paradigm (for more details see Bussmann and Knoepfel, 1998; El Dessouky, 2016).

Since then, different model of programs evaluation has been proposed by many authors to precisely identify the unit of analysis of each program evaluated. One of the pertinent known models in this field of study was introduced by Marceau et al. (1992) and Marceau (2012). The researchers proposed specific elements in consistent questions regarding the relevance, effectiveness, efficiency and impact of the programs (elements are presented in Appendix 1).

For the authors, the program relevance is possibly be measured when we succeed to recognize if the interventions answer a specific need and when the resources used are appropriate. The effectiveness of the programs might be reached when the objectives are reached. The efficiency of the programs questioned the relationship between the results observed and the resources used. And the impact of the programs interrogated

the outcomes of the interventions regarding: the citizens, the economy and the society (Marceau et al., 1992; Marceau, 2012).

## 7. Analysis and Interpretation

The analysis of the impact of the health care program provided by Saddad organization is showing the following results.

TABLE 1: Mean and Standard Deviation of the study.

Descriptive Statistics			
	Mean	Std. Deviation	N
Impact	4.2338	.66213	147
Relevance	4.4320	.69339	147
Effectiveness	4.2490	.73189	147
Efficiency	4.3367	.49454	147

Table (1) presents the analysis of the mean and standard deviation of 147 persons who answers the questionnaire.

TABLE 2: Correlation of Variables.

Correlations					
		Impact	Relevance	Effectiveness	Efficiency
Pearson Correlation	Impact	1.000	.767	.709	.604
	Relevance	.767	1.000	.712	.539
	Effectiveness	.709	.712	1.000	.658
	Efficiency	.604	.539	.658	1.000
Sig. (1-tailed)	Impact	.	.000	.000	.000
	Relevance	.000	.	.000	.000
	Effectiveness	.000	.000	.	.000
	Efficiency	.000	.000	.000	.
N	Impact	147	147	147	147
	Relevance	147	147	147	147
	Effectiveness	147	147	147	147
	Efficiency	147	147	147	147

Table (2) presents the correlation between the dependent and independent variables of the study. The analysis indicates that there is no full correlation between all the independent variables.

Table (3) presents all variables/entered removed of the study. The analysis reveals all variables of the regression equation: Relevance, Effectiveness and Efficiency. We

TABLE 3: Variables Entered/Removed.

Variables Entered/Removed <sup>b</sup>			
Model	Variables Entered	Variables Removed	Method
1	Efficiency, Relevance, Effectiveness	.	Enter
a. All requested variables entered.			
b. Dependent Variable: Impact			

may notice that the entire independent variables were included in the regression equation and no variable was excluded.

TABLE 4: Variables Entered/Removed.

Model Summary <sup>b</sup>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.813a	.660	.653	.38985	.660	92.715	3	143	.000
a. Predictors: (Constant), Efficiency, Relevance, Effectiveness									
b. Dependent Variable: Impact									

Table (4) presents the Model Summary of the study. The results confirm that the correlation coefficient value is (0.813) which can be considered as high value. Furthermore, the correlation coefficient square is (0.660) which affirms the relevance of the suggested model. The Adjusted R Square is more accurate than the correlation coefficient which confirms that the suggested model is consistent with the research problem of this study. The Std. Error of the Estimate is (0.38985) is very low which approves that the more this indicator is low the more the error of the model is low.

TABLE 5: ANOVA Analysis.

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.274	3	14.091	92.715	.000a
	Residual	21.734	143	.152		
	Total	64.009	146			
a. Predictors: (Constant), Efficiency, Relevance, Effectiveness						
b. Dependent Variable: Impact						

Table (5) presents the ANOVA analysis of the study. The results reveal that (sig=000) which is less than 0.005. In this case, we will reject the null hypothesis and we will accept the alternative hypothesis which confirms the significance of regression.

Accordingly, it is possibly to determine the existence of correlation between the dependent and independent variables suggested in the model of our study.

TABLE 6: Coefficients.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.165	.295		.561	.576
	Relevance	.483	.067	.506	7.231	.000
	Effectiveness	.210	.071	.232	2.959	.004
	Efficiency	.239	.087	.178	2.730	.007

a. Dependent Variable: Impact

Table (6) presents the coefficients analysis of variables which illustrate the unstandardized and standardized coefficient as well as the Std. Error. The results demonstrate the multiple regression equation as the following:

$$\text{Impact} = 0.165 + 0.483 \text{ Relevance} + 0.210 \text{ Effectiveness} + 0.239 \text{ Efficiency}$$

The results confirm that the multiple regression equation is significant.

## 8. Conclusion

The objective of this research is to elaborate an analytical analysis of the contribution of charity civil society organizations working in Kingdom of Bahrain for community development purposes. The methodology of this research project is a case study of the Social Charity Organization of Sadad. We selected one of the most significant programs in the field of health care provided by the organization to the population of Sada village. The research investigated the relevance, effectiveness, efficiency and impact of the program.

In general, we may conclude that the health care program provided by Saddam organization to its community is a successful program regarding the relevance, effectiveness and efficiency. Moreover the program reached the intended outcomes and recognized a significant impact to the community development where it is operating.

The relevance of the program succeeded to address the health care needs of the community through its ability to identify these needs, its ability to indicate the rational purposes of the program, its ability to address current crucial needs of citizens and its ability to provide appropriate resources to the program.

The effectiveness of the program is approved through its ability to meet the desired objectives, its ability to achieve the intended short, medium and long term intended outcomes, and its ability to produce worthwhile results.

The efficiency of the health care program provided by Saddam is reached through its timely and correctly accomplishment of outputs with its appropriateness of inputs. The appropriate planning of costs and budget in addition to the recourses best uses was a curtail factor to the success of the program.

The impact of the health care program was significant to the community development in Sadadd village through the ability of the program to improve the overall health of the governorate's citizens. This improvement was attained through the achievement of the planned goals, objectives and outcomes. Furthermore, the program succeeded to improve the health care problem of the targeted population through valuable and beneficial results/outcomes to each citizen in particular and to the society in general. The sustainability of objectives was a crucial factor to reach a significant impact of the program.

## 9. Recommendations

The success of the decision-making and policy formulation of the NGOs for community development requires a great attention to be devoted to study and to respond to a specific need of the community. Moreover, it is crucial to provide and to diversify the resources required during the implementation process of the intended programs.

The accomplishment of the role of the NGOs regarding the community development depends on the effectiveness of the programs they are providing. The decision and policy makers of NGOs, in order to succeed, they have to precisely identify and have the capability to reach the objectives, results and outcomes of their programs in the short, medium and long term.

In order to succeed in their role of community development, the NGOs have to dedicate great importance for timely and correctly accomplishment of outputs through the appropriate uses of its inputs. The appropriate planning of costs and budget in addition to the best uses of recourses are crucial factors to succeed.

The impact of the NGOs programs has to be significant to improve a particular issue endangering the community citizens through the appropriate planning of goals, objectives and outcomes. The decision and policy makers of NGOs have to manage their programs with the main goal to achieve valuable and beneficial results/outcomes



to each citizen in particular and to the society in general. Correspondingly, the sustainability of objectives has to be taken into fully consideration by the NGOs in order to realize a significant impact of their programs.

## Appendix (1)

Element	Questions	Rating Scale				
		1 (Very Poor)	2 (Poor)	3 (Fair)	4 (Good)	5 (Excellent)
Relevance of the program	1. Ability of the program to address identified needs.					
	2. Ability of the program to indicate rational purposes of the initiated program.					
	3. Ability of the program to address crucial needs to the citizens.					
	4. Level of resources used is typically appropriate.					
Effectiveness of the program	1. Ability of the program to meet the desired objectives.					
	2. Ability of the program to achieve the intended outcomes in the short term.					
	3. Ability of the program to achieve the intended outcomes in the medium term.					
	4. Ability of the program to achieve the intended outcomes in the long term.					
	5. Ability of the program to produce worthwhile results.					
Efficiency of the program	1. Level of the relationship between input and output was timely and correctly accomplished.					
	2. Level of the relationship between input and output was implemented by cost effective ways.					
	3. Level of input and output has being delivered on budget.					

4. Level of resources used has being delivered to produce the output as planned.		Rating Scale				
Element	Questions	1 (Very Poor)	2 (Poor)	3 (Fair)	4 (Good)	5 (Excellent)
Impact of the program	1. Ability of the program to improve the overall health of the governorate citizens.					
	2. Ability of the program to achieve the planned goals.					
	3. Ability of the program to achieve the planned objectives.					
	4. Ability of the program to achieve the planned outcomes.					
	5. Ability of the program in alleviating the problems of the target population.					
	6. Level of results/outcomes were valuable and beneficial to the citizens.					
	7. Level of results/outcomes were valuable and beneficial to the society.					
	8. Level of program objectives are likely to be sustained.					

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