

جمهورية السودان
جامعة العلوم والتقانة
كلية الدراسات العليا والتطوير الأكاديمي
قسم إدارة الأعمال

أثر المعلومات الإدارية على الكفاءة والفعالية في المنظمات الطوعية الوطنية

(دراسة حالة المنظمات الطوعية الوطنية بولاية الخرطوم)

**Impact of Management Information on Efficiency and Effectiveness in the
National Non-governmental Organizations (NNGOs)**

(A Case Study of NNGOs in Khartoum State)

بحث مقدم لنيل درجة الدكتوراة في إدارة الأعمال من جامعة العلوم والتقانة

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1435هـ/2014م

المستخلص

الهدف العام لهذا البحث هو القيام بدراسة تفصيلية لإبراز أهمية والتأكد من استخدام المنظمات الطوعية الوطنية للمعلومات الإدارية في أداء وظائفها الإدارية والإلتزام بمبادئ وممارسات الشفافية والمساءلة.

ويتمثل السؤال الرئيسي لهذه الدراسة في الآتي: ما هو أثر المعلومات الإدارية على الكفاءة والفعالية في المنظمات الطوعية الوطنية؟ ويتفرع عن هذا السؤال أسئلة فرعية تتعلق بمدى وضوح المفهوم العلمي للكفاءة والفعالية بالنسبة للمنظمات الطوعية الوطنية؛ استخدام المعلومات الإدارية في التخطيط، الرقابة، واتخاذ القرارات؛ والمساءلة والشفافية في المنظمات الطوعية الوطنية؟

استخدم الباحث المنهج الوصفي التحليلي وكذلك المنهج التاريخي والإستبانة كأداة لجمع المعلومات. كما تم استخدام البرنامج الإحصائي (SPSS11.5)، اختبار (Alpha)، مربع كاي (x^2) واختبار (T) للقيام بتحليل البيانات واختبار الثبات والفرضيات.

فقد تم التوصل إلى نتائج يتمثل أهمها في التالي:

هنالك عدم وضوح للمفهوم العلمي المناسب للكفاءة والفعالية في المنظمات الطوعية لدى غالبية قيادات المنظمات الطوعية الوطنية، حيث أن المفاهيم ذات العلاقة بالجوانب المالية التي تتناسب المؤسسات الربحية هي السائدة، مما يؤثر على كفاءة وفاعلية الوظائف والممارسات الإدارية في المنظمات الطوعية الوطنية.

المساءلة والشفافية المتبعة في المنظمات الطوعية الوطنية هي المساءلة الصاعدة، التي تلبي احتياجات الجهات العليا والداعمة مثل الجهات الحكومية والمانحين. أما

المساءلة النازلة تجاه المستفيدين والعاملين والجمهور والأفقية الخاصة بالشركاء والنظراء
فضعيفة جداً.

المعوقات المتعلقة بالمعلومات الإدارية تؤثر بدرجة كبيرة على كفاءة وفعالية
الوظائف الإدارية في المنظمات الطوعية الوطنية مثل (طول الوقت اللازم لجمع
المعلومات، عدم توفر الأجهزة والأساليب الحديثة لحفظ البيانات والمعلومات وتنسيقها
واسترجاعها، عدم توفر النوعية المطلوبة من المعلومات بدقة في الوقت المناسب،
وضعف الكفاءات البشرية القادرة على جمع وتحليل البيانات وتحويلها إلى معلومات
يمكن الاستفادة منها).

بناءً على النتائج التي تم التوصل إليها، قدم الباحث بعض المقترحات العملية أهمها:

السعي لزيادة المعرفة العلمية لمفهوم الكفاءة والفعالية لدى قيادات المنظمات
الطوعية الوطنية؛ تعزيز ممارسات المساءلة والشفافية بكل أنواعها وتجاه جميع أصحاب
الشأن أو المصلحة؛ إنشاء قواعد بيانات ومعلومات في المنظمات الطوعية تشمل جميع
أنواع المعلومات ومن مصادرها المختلفة للاستفادة منها في القيام بالوظائف الإدارية
وتعزيز المساءلة والشفافية؛ بناء القدرات الإدارية وتدريب القادة والعاملين لدى المنظمات
الطوعية الوطنية على الأساليب العلمية للتخطيط، الرقابة واتخاذ القرارات في المنظمات
الطوعية.

ABSTRACT

The main objective of this research is to conduct a deep and detailed study to examine whether the National Nongovernmental Organizations (NNGOs) know the importance of, and use management information in carrying managerial functions and enforcing transparency and accountability principles and practices,

The main question of this research is: what is the impact of management information on efficiency and effectiveness in the National Nongovernmental Organizations? Other specific questions regarding, whether, the concept of effectiveness and efficiency is clearly understood by the National Nongovernmental Organizations; How the National Nongovernmental Organizations use management information in planning, controlling, and decision- making process; and which best practices the National Nongovernmental Organizations conduct to ensure transparency and accountability?

The descriptive explanatory method and also historical method has been adopted for this study. It involved extensive literature research, data collection in the field through questionnaire. Statistical program (SPSS 11.5), (Alpha) test, Chi-square test and T-test have also been used.

As a result, the findings of the literature search and data analysis established that the general perception that there is a lack of knowledge among the National Nongovernmental Organizations about the meaning, importance , and usage of management information in increasing efficiency and

effectiveness, carrying managerial functions and enforcing transparency and accountability principles and practices was found to be true.

Type of accountability in most NNGOs is upward accountability to government authorities and donors. Downward accountability to the beneficiaries, staff and the public and horizontal accountability to the peers and partners is very weak.

The obstacles and problems (such as, length of time for gathering information; poor equipments and systems for data collection, storing, analyzing and retrieving; poor up dating, and lack of skilled personnel) highly effect effectiveness and efficiency of NNGOs.

On the basis of the results, a number of recommendations have been suggested, such as: NNGOs should increase knowledge about the meaning, importance, and usage of management information in increasing efficiency and effectiveness, carrying managerial functions and enforcing transparency and accountability principles and practices. NNGOs should also enforce all types of transparency and accountability practices toward all stakeholders. NNGOs should also establish data bases and good information management systems that will help them in carrying management functions and accountability practices. Improvement of managerial capacities, as well as adoption of training programs for executives and workers in planning, controlling and decision making in NGOs is vital.

INTRO DUCTION

Writing is an active means of communicating ideas. In its functional sense, it is equated with speech since both are concerned with conveying information. Thus a pupil practices in writing what he has practiced orally, and expresses through it what he understands and wishes to convey. While oral practice is necessary for the learner become fluent in speaking a language, practice is a prerequisite to mastering the skill of writing. However, errors are more tolerated in speaking than in writing.

In addition to its communicative function, writing is a major classroom procedure, an important language, activity (e.g. dictation, composition, summary making, written exercises, tests, etc), and an effective technique to reinforce the oral and written language material. It also provides evidence of pupils' achievements, and a source for later reference.

However, learning to write is a gradual process which begins with simple copying and ends with free expression. Pupils should be trained systematically, under the guidance of the teacher, through several stages of writing experience, namely: handwriting, copying dictation, controlled, guided and free writing. Such gradation is necessary for developing, logically and cumulatively, the writing skill. Thus, we cannot teach pupils to write a paragraph before teaching them how to write a sentence. That is, the mastery at one level is necessary before the pupils proceed to the next level. For pedagogical purposes the writing program will be divided into three main stages: controlled writing, guided writing and free writing. They will be discussed separately with the procedures and techniques of teaching each of them.

The Statement of Problem

Writing Something in a genre That has alimited market, That panic of not Knowing weather to we write, keep. or Scratch Something, writing in the dark on lap top that doesn't have illuminated key. Also refusing to post any Thing you are super proud of line in fear of some one plug irizingit and giving your characters the Tiniest personal details liimiddle name and birth days even if They have on significance in the Story.

Knowing you Should read more the improving our writing, but you re too busy writing you have Started some any projects and mint to work on them all . in adetiaion to wanting to he Carole radii 'ill, when you realize you have to kill off your favorite supporting character Having your will and character Thought out and ready to be written , except for their name.

Staring at people in public because they look like How you imagined your character. You end unmaking a character based of your self.

The Significance of the Study

Writing is the primary bas is upon which your work, learning, and your intellect writing expresses who you are as a person.

Writing is portable and permanent it makes you thinking visible. Writing helps you move easily among fact, inferences, and opinions without getting confused, and without confusing your reader.

Fosters your ability to explain a complex position to reader, and to your self. Helps others giving you feed back.

Helps you refine your ideas when you give others feedback.

Require that you anticipate your reader needs . Your ability, to do demonstrates your intellectual flexibility and maturity.

Writing down preserves them So That you can refer to them later.

Organizing your ideas permits you to evaluate the adequacy of your argument. help you understand how truth is established in given discipline.

Writing equips you with the communication and thinking skills you need to participate effectively in democracy.

Objectives

1. Be familiar with the nature of writing and its role as a means of communication.
2. Know requirements for writing skill.
3. Be familiar with the different uses to writing in a foreign language.
4. Be familiar with the stages of writing and how to deal with each one.
5. Understand and be able to apply the different methods of teaching writing.
6. be able to identify general problems and individual differences relating to writing
7. Understand procedures of teaching guided composition.
8. Produce a reasonable range of guided writing materials.
9. Understand the necessity of adequate preparatory activities before allowing students to write freely.