

Mechanisms of Community Organizing in Activating the Role of Human Rights Coordinators in Governmental Sectors

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ABSTRACT

The basic function of any society is to satisfy the needs of its members through the social organizations that exist in it. Recently, there has been a significant increase in the need for resources which has led to the failure of social organizations to fully perform their functions and the emergence of some societal problems. Excluding many citizens from existing social organizations that they could benefit from their services deprives many citizens of benefiting from these services. This requires defending the rights of citizens who benefit from the services of existing organizations in their community. Therefore, it is necessary to have human rights representatives or coordinators in the various governmental sectors. Accordingly, this study aims at identifying the community organizing mechanisms in activating the role of human rights coordinators in different governmental sectors. It also aims at determining the role of human rights coordinators in these sectors, obstacles to performing their role, and suggestions for overcoming those obstacles. It is a descriptive study that uses the General Social Survey (GSS) for (70) members of human rights coordinators in governmental sectors in Assiut Governorate. Based on the results of the study, the most important community organizing mechanisms are the coordination mechanisms and the empowerment mechanisms. This study concludes that the most important tasks of human rights coordinators are to receive and follow up on complaints and spread the culture of human rights among workers in governmental sectors. It also addresses the most important obstacles to performing their role in these sectors and suggestions for overcoming them.

KEYWORDS: Community Organization, Human Rights, Governmental Sectors

INTRODUCTION

The idea of human rights is one of the ancient ideas that is linked to the values of freedom, justice, and equality. Human rights are those values that humanity has undergone a bitter struggle to defend. Various civilizations and religions have participated in their formulation and development as a result of the political, religious, and ethnic conflicts that the world has witnessed regarding different crimes against humanity (Hamza, 2015, p. 286). This is what Hamza's study (2022) indicates: humanity has dreamed since ancient times of achieving justice and equality among individuals and protecting the rights of others from assault and injustice. Despite the primary role of

governments in assuming responsibility for protecting human rights under the conventions related to this field, they are not sufficient to guarantee those rights. Everyone in society must strive to promote respect for these rights to reach universal recognition of human rights. This is represented by understanding these rights, not opposing them, and believing in all their forms, as well as supporting them and fighting for them. The right to life is one of the most important rights that cannot be dispensed with or given up in any way (Ahmed, 2021, p. 169). This is consistent with Ibrahim's study (2015) whose results reach the most important rights known to society: the right to obtain the highest level of health care, the right to education and training, the right to be heard, the right to freely express their opinions, the right to obtain a decent life and an adequate standard of living, and the right to equality with one's peers in all rights and duties. Egypt's Vision 2030 focuses on improving the quality of life of Egyptian citizens and the standard of living in various aspects of life by emphasizing the consolidation of justice and social integration principles (Al-Qutb and Al-Gendy, 2021, p. 329). In addition, international conventions recognize the rights of citizens to obtain social welfare services that those rights have also been approved by constitutions and regulations in all countries of the world (Ali, 2009, p. 25). Among the international regulations and agreements to which the Kingdom of Saudi Arabia has joined is the appointment of human rights coordinators in governmental institutions regarding the start with the basic agencies such as the Ministry of Interior and the Ministry of Justice (Al-Derby, 2011, p. 434). The coordinators have many tasks: promoting and protecting human rights, empowering the vulnerable ones whether they are groups or individuals, engaging with all relevant stakeholders including national and international governments and human rights defenders, identifying deficiencies or challenges, and preventing violations or potential crises in the future (Guidance, 2017). Jenna's study (2018) indicates that protecting the social and economic rights stated by the Council of Europe is primarily through collecting complaints. Efficient data collection is crucial to implementing the human rights. It is recommended that humanitarian coordinators seek the assistance of specialists in evaluating and analyzing human rights information. The coordinators must also advocate for the application of humanitarian principles including the promotion of respect for human rights. They may find it

very useful to appoint other human rights coordinators to assist them in carrying out their responsibilities (Committee, 2006, p. 6:9).

Excluding many citizens from existing social organizations that they could benefit from their services deprives many citizens of benefiting from these services. This requires defending the rights of citizens to benefit from such services (Al-Omari, 2000, p. 266). Recently, there has been a significant increase in the need for resources which has led to the failure of social organizations to fully perform their functions and the emergence of some societal problems (Abdul-Latif, 2003). This leads to the necessity of having human rights representatives or coordinators in the various governmental sectors to communicate with the citizens, assist them in obtaining those services, and influence specialists and authorities in the field of human rights. Ibn-Shalhoub's study (2014) aims at determining the role of social work in activating children's rights in Saudi society from the point of view of social workers. It discusses the role of social work in activating children's developmental, educational, and health rights. It also identifies the professional, societal, and organizational obstacles that limit the role of social work in activating children's rights. Finally, that study states the obstacles that limit the role of social work in activating children's rights. These obstacles are represented by the multiplicity of responsibilities and tasks of social workers at schools that negatively affect the performance of their professional role, the lack of professional supervision and guidance in the field of human rights, the lack of opportunities for practitioners to join training courses in human rights field, and the lack of practical training in human rights organizations for social workers during their academic studies. These results that shed light on the importance of human rights education and the potential core competencies relevant to students' learning about human rights violations are also confirmed by Noyori-Corbett and Moxley's study (2021). There has become an urgent need for social work efforts regarding human rights in general, and the methods of community organizing in particular to help the concerned organizations perform their role in accordance with the strategies, principles, and goals of professional practice (Abdul-Latif, 2007, p. 212). The development of society requires intensified efforts by many professions as well as the use of various scientific methods (Khater, 2003, p. 15). Accordingly, community organizing is practiced by specialized institutions that have been agreed upon by different community organizations. These organizations are of all types:

productive, governmental, and private (Hamouda, 2010, p. 117). In its practice, the method of community organizing achieves social justice and eliminates injustice from the oppressed and vulnerable groups in society regarding the improvement of performance and effectiveness rates of social organizations (Abdel-Fattah, 2011, p. 14). Hence, the social work profession in general and the community organization field in particular work to form human beings and citizens who exercise their rights and duties within the framework of the group to which they belong that qualifies them in the future to protect their privacy and identity and to exercise their rights with all awareness and responsibility (Abdul Latif, 2003, p. 126). This is based on the values and principles of the practicing method, the framework of its integration with society, and the goals that it seeks to achieve during professional practice. The way society is organized works on achieving society's goals, bringing about change in it, and directing it for the benefit of society's members (Al-Melegy, 1996, p. 30). Ibrahim's study (2020) agrees with this and addresses several topics: the most important of which is the professional roles that a social organizer can play in civil society organizations to spread and strengthen the culture of human rights. The way a community is organized to achieve its goals depends on a wide range of mechanisms and tools (Al-Agha, 1998, p. 310). Sarhan's study (2009) identifies the mechanisms of the community organizing method in strengthening political and civil rights that help enable different social groups to participate socially and politically. It also investigates the ways by which they obtain their rights to services and care. In addition, it confirms the importance of preparing qualified political cadres and holding seminars that address political topics such as coordination and cooperation.

Study Goals

The current study aims at achieving the following objectives:

Determine the mechanisms of community organizing in activating the role of human rights coordinators in governmental sectors, Define the role of the human rights coordinator in governmental sectors, Identify the obstacles that hinder the performance of human rights coordinators, Determine the necessary suggestions to overcome those obstacles.

Study Hypotheses

The first hypothesis: It is expected that the performance of the human rights coordinators of their assigned responsibilities will be average. The second hypothesis: There is a statistically significant relationship between the use of coordination mechanisms and the activation of human rights coordinators in governmental sectors.

The third hypothesis: There is a statistically significant relationship between the use of empowerment mechanisms and the activation of human rights coordinators in governmental sectors.

THEORETICAL FRAMEWORK

1. Concept of Mechanisms:

A mechanism is linguistically defined as the nature of the assembly of parts in a machine or something similar to it (Baalbaki, 2009, p. 712). It also means the techniques and tactics that are used to achieve specific goals according to specific specializations (Abdel-Rasoul, 2007, p. 1256). This study defines the mechanisms of how the community is organized as a set of methods and technical ways through which professional knowledge, practices, activities, theories, and research results can be indicated.

2. Concept of Activating the Role of Human Rights Coordinators:

Based on the vision of the Ministry of Local Development and the minister's directives, a training program was implemented for the leaders of human rights units and their assistants in the governorates at the Local Development Training Center. This training program ended with a set of recommendations: the necessity of having a representative of the human rights unit in each local unit in centers, cities, and villages to receive citizens' complaints (Ministry of Local Development, 2019). This unit is specialized in carrying out the following tasks: Addressing problems, receiving complaints, and developing solutions to them, Spreading the culture of human rights through various means of awareness in the light of the citizens' rights guaranteed by the constitution and law, Working to promote and protect the rights of the vulnerable groups: women, children, the elderly, and people with disabilities. In the light of the current study, human rights coordinators can be defined as a group of people who have been nominated by concerned human rights entities. They have several tasks: protecting the rights of vulnerable groups of beneficiaries, educating them about their constitutionally and legally

guaranteed rights, receiving complaints, detecting problems related to human rights, and preparing regular reports in this regard

Methodology

A: Type of Study: This is a descriptive study that aims at identifying the most important community organizing mechanisms in activating the role of human rights coordinators in governmental sectors.

B: Fields of Study: the fields of study were determined as follows:

1.Spatial field: The spatial scope of the current study is in Assiut Governorate. The researcher selects all human rights coordinators in governmental sectors as follows.

Table (1) show spatial fields of this research

Governmental Sectors	
Directorates of governmental ministries	Assiut university
	1. Faculty of Arts
	2. Faculty of Education
	3. Faculty of Social Work

Population:

The population of this study consists of (70) human rights coordinators in governmental sectors: directorates affiliated with governmental sectors and some university colleges in Assiut Governorate.

Data Collection Procedures and Ethical Considerations

This study uses a questionnaire that is designed to be applied to members of human rights coordinators in governmental sectors after the approval of the management of those sectors. The human rights coordinators are also informed of the purpose of this questionnaire. Accordingly, they ensure the confidentiality of the data they provide while filling out the form. The data collection process lasted for about 65 days.

MEASUREMENT INSTRUMENT

A questionnaire for the human rights coordinators in the directorates of the governmental sectors and the university: The researcher designs a questionnaire, by referring to the theoretical framework and the theoretical guidelines of the study and by reviewing the literature related to the subject of the study to determine the phrases that are suitable for each of the study variables, Validity of performance (form validity): The tool is presented to (10) faculty members at the Faculty of Social Work, Assiut, and Helwan Universities. Based on their opinion, some statements on which the percentage of agreement do not reach (80%) are excluded and others

are reformulated, Reliability of performance: The reliability of the tool is confirmed by applying it to a sample of (10) human rights coordinators, and re-applying it after (15) days and the latter is excluded from the study sample. The results of the reliability are presented as follows:

Table (2): The results of the reliability of the questionnaire’s axes using the reliability coefficient (Cronbach’s alpha) and internal consistency validity (n=10).

No.	Axes	Correlation Coefficient	Cronbach's Alpha Coefficient
1.	The role of the human rights coordinator in governmental sectors	0.981**	0.923
2.	Coordination as a mechanism for community organizing	0.922**	0.954
3.	Empowerment as a mechanism for community organizing	0.971**	0.934
4.	Obstacles	0.965**	0.921
5.	Suggestions	0.976**	0.946
Total			0.969

**Significant at (0.01)

Table (2) indicates that the reliability coefficient for the axes of the questionnaire is highly reliable. Thus, its results can be relied upon. The correlation coefficient values for each of the statements are positive and statistically significant at the significance level (0.01%). Therefore, the form has a high degree of validity and is valid for application.

STUDY RESULTS

Study Sample Characteristics

Table (3): The characteristics of the study sample (n=70)

No.	Characteristics	Variables	Frequency	Percentage
1.	Gender	Male	50	71.4
		Female	20	28.6
2.	Age	Less than 30 years old		
		30: 39 years old		
		40: 49 years old		
		50 years and over		
3.	Education	Under Intermediate		
		Intermediate		
		upper Intermediate		

No.	Characteristics	Variables	Frequency	Percentage
		University Degree		
		Master's Degree		
		Ph.D. Degree		
4.	Years of Experience Working as a Coordinator	Less than one year		
		From 1 year to 3 years		
		From 4 years to 5 years		
		More than 5 years		
5.	The Way of becoming a human rights coordinator	Appointment	4	5.7
		Direct selection	7	10.0
		Nomination	59	84.3
6.	Did you get training courses in the field of human rights?	Yes	18	25.7
		No	52	74.3
Total			70	100
7.	If yes, how many courses did you take?	From 1 to 3	6	33.3
		From 4 to 5	8	44.4
		From 6 to 7	4	22.2
		From 8 or more	0	0
8.	Did you benefit from the training courses?	Yes	18	100
		No	0	0
9.	If yes, indicate to what extent you benefited	To a great extent	14	77.77
		To an acceptable degree	2	11.1
		To a weak degree	0	0
		To a very weak degree	0	0
		I did not benefit	2	11.1
Total			18	100

Regarding gender in the results of Table (3), male coordinators represent 71.4%. This indicates a lack of consideration for human harmony in nominating and selecting the coordinators and may also indicate a weak desire among females to work as human rights coordinators. Regarding age, from 40 to 49 years is 48.6% representing the highest degree revealing that human rights coordinators have sufficient experience in dealing with issues related to defending citizens' rights in governmental sectors. Regarding education, the coordinators with a university degree are 47.1%, the highest percentage; while, the smallest one represents 5.7%, and belongs to those with master's and doctorate degrees. This may be due

to the lack of time or the several burdens and tasks assigned to them at work. Regarding years of experience, in the first place comes 'from one to three years' with 42.9%. While 'from 4 to 5 years' comes last with 10%. This may indicate that they do not have sufficient experience in dealing with citizens' rights issues that enables them to effectively work with the highest performance in the shortest time. Regarding the way of becoming a human rights coordinator, 'nomination' comes in the first place with 84.3%. 'Direct selection' comes last with 10 %. This may be because a member of the government is nominated either based on experience or trust. Hence, no conditions and criteria have been set for selecting members of human rights coordinators. Regarding the training courses, not getting any training courses comes first with 74.3% which may negatively reflect on the performance of their role and on their competence in dealing with human rights issues in governmental sectors. In the last place comes the coordinators' getting training courses with 25.7%. Regarding the number of those training courses, in the first place comes 'From 4 to 5 courses' with 44.4%. 'From 6 to 7 courses' comes last with 22.2%. As a result, a few human rights coordinators have the experience and skill to deal with human rights issues through which they can carry out their roles efficiently and effectively. Regarding the coordinators' benefit from the training courses, the results of the study indicate that "100% benefit from the training courses they obtained" to a significant degree with 77.77%.

Table (4): the role of human rights coordinators in governmental sectors (n=70)

No.	Roles of Human Rights Coordinators in Governmental Sectors	Mean	Standard Deviation	Ranking
1.	I prepare the necessary data and reports for the human rights unit.	2.343	0.657	5
2.	I prepare a report on the progress achieved in the work submitted to organizations concerned with human rights.	2.300	0.645	7
3.	I work to enhance the principles of human rights in the services provided by government institutions.	2.557	0.651	1
4.	I receive and follow up on complaints.	2.557	0.673	1
5.	I spread the culture of human rights among workers in governmental sectors.	2.529	0.631	2
6.	I follow the implementation of human rights principles in the governmental sectors.	2.471	0.653	3

No.	Roles of Human Rights Coordinators in Governmental Sectors	Mean	Standard Deviation	Ranking
7.	I present proposals to improve services based on human rights.	2.357	0.703	4
8.	I identify problems related to human rights in the governmental sectors.	2.357	0.723	4
9.	I supervise the government sector's implementation of its commitments in the field of human rights.	2.314	0.713	6
10.	I prepare conferences on human rights.	1.914	0.717	9
11.	I prepare seminars on human rights.	2.157	0.792	8
12.	I strengthen relationships with other institutions.	2.243	0.669	7
13.	I prepare specialized studies and research in the field of human rights.	1.886	0.733	10
Total		2.307	0.689	Average

The previous table indicates that human rights coordinators perform various roles in governmental sectors. The sample's responses to the items in this dimension are mean (2.307). In the first place, 'promoting human rights principles in the services provided by governmental sectors', as well as 'receiving and following up on complaints' with an equal arithmetic mean (2.557). 'Spreading the culture of human rights among workers in governmental sectors' comes second with an arithmetic mean (2.529). While, 'Preparing specialized studies and research in the field of human rights' comes last with an arithmetic mean (1.886).

Table (5): The coordination mechanism in activating the role of human rights coordinators in governmental sectors (n= 70)

No.	Regular Meetings	Arithmetic Mean	Standard Deviation	Ranking
1.	I communicate meeting decisions to human rights coordinators in other governmental institutions.	2.400	0.668	1
2.	I follow up on the implementation of decisions taken in regular meetings with human rights coordinators in other sectors.	2.329	0.717	2
3.	I represent the human rights coordinators in the regular meetings of the top administrative apparatus of civil society organizations.	2.271	0.679	4
4.	I exchange meeting places between sectors concerned with other human rights.	2.271	0.679	4

No.	Regular Meetings	Arithmetic Mean	Standard Deviation	Ranking
5.	I prepare agendas for regular meetings in cooperation with coordinators of other governmental sectors.	2.043	0.729	5
6.	I am interested in reaching joint decisions in periodic meetings in the form of program activities to defend the rights of beneficiaries of governmental sector services.	2.300	0.703	3
Total		2.269	0.696	Average

No.	Communication Patterns	Arithmetic Mean	Standard Deviation	Ranking
7.	Communicating with the human rights coordinators in governmental sectors via e-mail	2.043	0.731	5
8.	Communicating with the human rights coordinators in governmental sectors via social media (Twitter, WhatsApp)	2.286	0.745	3
9.	Cooperative workshops between human rights coordinators and civil society organizations	2.086	0.644	4
10.	Contacting human rights coordinators and other entities concerned with human rights	2.043	0.711	5
11.	Human rights coordinators in other governmental sectors are contacted through speaking with them personally	2.371	0.663	1
12.	Contacting the human rights coordinator in other governmental sectors through the exchange of information and ideas	2.329	0.631	2
Total		2.193	0.688	Average

No.	Committees, Conferences, and Seminars	Arithmetic Mean	Standard Deviation	Ranking
13.	Seeking the assistance of human rights coordinators in other governmental sectors to prepare joint seminars to educate citizens about their rights in governmental sector services	2.286	0.684	1

No.	Committees, Conferences, and Seminars	Arithmetic Mean	Standard Deviation	Ranking
14.	Seeking the assistance of experts in other institutions concerned with human rights when preparing seminars	2.214	0.740	3
15.	The cooperation of human rights coordinators with other sectors concerned with human rights to form committees to exchange experiences in the field of human rights	2.229	0.705	2
16.	Forming committees in cooperation with institutions concerned with human rights to coordinate efforts among human rights coordinators	2.200	0.714	4
17.	Organizing conferences to discuss common issues in the field of human rights in cooperation with institutions concerned with human rights	2.114	0.713	6
18.	Organizing conferences to attract officials' attention to human rights issues in cooperation with civil society organizations	2.143	0.748	5
Total		2.198	0.717	Average

The previous table shows that the responses of the coordinators to the coordination mechanisms are average as the arithmetic mean for the regular meetings is (2.269). 'Communicating meeting decisions to human rights coordinators in other governmental institutions' comes first with an arithmetic mean (2.400) due to the importance of cooperative work between all human rights coordinators in various governmental sectors. The committees, seminars, and conferences represent the second dimension with an arithmetic mean (2.198). In the first place comes 'Seeking the assistance of human rights coordinators in other governmental sectors to prepare joint seminars to educate citizens about their rights in governmental sector services' with an arithmetic mean (2.286) that increases the effectiveness of the role of human rights coordinators in governmental sectors. The final dimension is the communication patterns with an arithmetic mean (1.193). 'Human rights coordinators in other governmental sectors are contacted through speaking with them personally' comes first with an arithmetic mean (2.371).

Table (6): The mechanisms of empowerment in activating the role of human rights coordinators in governmental sectors (n=70)

No .	Administrative Empowerment	Arithmetic Mean	Standard Deviation	Ranking
1.	Other human rights institutions regularly follow up on the tasks delegated to me.	2.143	0.728	4
2.	The tasks delegated to me are listed in writing.	2.157	0.773	3
3.	I have sufficient authority to fulfill my job duties as a coordinator.	2.029	0.761	6
4.	Other human rights institutions orally determine the work they delegate to me.	2.157	0.694	3
5.	I feel highly appreciated by other human rights institutions for my professional achievements as a coordinator.	2.171	0.680	2
6.	The regulations and instructions that exist in human rights help develop my skills in working as a coordinator.	2.043	0.624	5
7.	I am provided with all the necessary resources to develop my abilities and skills.	1.943	0.720	7
8.	I am free to make decisions that do not conflict with the laws of the governmental sector.	2.043	0.731	5
9.	Other institutions respect the decisions of regular meetings with human rights coordinators.	2.229	0.685	1
Total		2.102	0.711	Average
No .	Training and Capacity Building	Arithmetic Mean	Standard Deviation	Ranking
10.	There is an ongoing training plan.	2.186	0.728	8
11.	I can use modern technology programs on the computer.	2.400	0.710	3
12.	I benefit from the experiences of others to efficiently carry out my tasks.	2.529	0.631	1
13.	Training courses are conducted on how to prepare reports.	2.229	0.745	6
14.	Workshops are conducted with beneficiaries of governmental sector services to increase their awareness of our role as a human rights coordinator.	2.200	0.734	7
15.	I have the opportunity for continuing education.	2.443	0.629	2

No	Training and Capacity Building	Arithmetic Mean	Standard Deviation	Ranking
16.	Training courses are conducted on how to receive complaints.	2.186	0.708	8
17.	I can understand all aspects of human rights.	2.329	0.653	5
18.	I can build relationships with other sectors and institutions concerned with human rights.	2.386	0.621	4
Total		2.321	0.684	Average

Table (6) shows that the most important mechanism of empowerment in activating the role of human rights coordinators in governmental sectors is the training and capacity building with an arithmetic mean (2.321). 'I benefit from the experiences of others to efficiently carry out my tasks.' comes first with an arithmetic mean (2.529) that indicates the importance of exchanging information and experiences between human rights coordinators and organizations responsible for human rights. Regarding the administrative empowerment, In the first place comes 'Other institutions respect the decisions of regular meetings with human rights coordinators' indicating flexibility in dealing with human rights issues in governmental sectors. Regarding the obstacles related to beneficiaries of governmental sector services, 'Lack of knowledge of all aspects of human rights' comes first. While, 'Passivity of beneficiaries in searching for their rights' comes second with an arithmetic mean (2.514). From the data of the table, the data in this table, there is a group of obstacles that human rights coordinators suffer from.

Table (7): Obstacles activating role of human rights coordinators in governmental sectors

No.	Obstacles to the Performance of Human Rights Coordinators	Arithmetic Mean	Standard Deviation	Ranking
1.	Lack of knowledge related to human rights issues	2.329	0.653	2
2.	Lack of skills related to human rights	2.229	0.641	3
3.	Lack of sufficient experience in receiving problems	2.200	0.714	4
4.	Lack of experience in preparing reports	2.129	0.741	5
5.	Lack of authority to carry out work	2.457	0.674	1
Total		2.269	0.685	Average

Obstacles related to other institutions concerned with human rights		Arithmetic Mean	Standard Deviation	Ranking
6.	Lack of follow-up by human rights coordinators according to a timetable	2.429	0.672	3
7.	Lack of a clear work plan	2.429	0.671	3
8.	Lack of the application of a financial reward system	2.471	0.675	2
9.	Lack of specific mechanisms and criteria for selecting human rights coordinators	2.329	0.696	4
10.	Lack of resources necessary for human rights coordinators to develop their capacity and skills	2.571	0.604	1
Total		2.446	0.664	High
Obstacles related to beneficiaries of governmental sector services		Arithmetic Mean	Standard Deviation	Ranking
11.	Passivity of beneficiaries in searching for their rights	2.514	0.631	2
12.	Lack of beneficiaries' awareness of methods to defend their rights	2.514	0.631	2
13.	Lack of knowledge of all aspects of human rights	2.529	0.653	1
14.	Beneficiaries' lack of trust in human rights coordinators	2.329	0.696	4
15.	The presence of some previous negative experiences among beneficiaries of services provided by government sectors	2.429	0.604	3
Total		2.463	0.643	High

Regarding the obstacles to the performance of human rights coordinators that is with a high degree with an arithmetic mean (2.269), 'Lack of authority to carry out work' comes first. Secondly comes 'Lack of knowledge related to human rights issues'. Therefore, human rights coordinators must obtain training courses and acquire more personal skills to defend the rights of beneficiaries of governmental sector services. The obstacles related to other institutions concerned with human rights comes with a high degree and an arithmetic mean (2.446). 'Lack of resources necessary for human rights coordinators to develop their capacity and skills' comes first with an arithmetic mean (2.571). In the second place, 'Lack of the application of a financial reward system' comes with an arithmetic

mean (2.471) that affects their motivation and ability to effectively carry out their assigned tasks.

Table (8): Suggestions for activating the role of human rights coordinators

No.	Suggestions Related to the Role of Human Rights Coordinators	Arithmetic Mean	Standard Deviation	Ranking
1.	Focus on increasing their competencies and capacity through training	2.786	0.508	1
2.	Focus on providing knowledge and information regarding preparing reports and detecting complaints	2.743	0.530	2
3.	Focus on having a financial incentive to motivate them to carry out their tasks	2.600	0.623	5
4.	Providing resources to facilitate their detection of problems related to services provided by governmental sectors based on human rights	2.729	0.536	3
5.	Providing them with powers and authorities to carry out their duties	2.714	0.568	4
Total		2.714	0.553	High
No.	Suggestions related to other human rights institutions	Arithmetic Mean	Standard Deviation	Ranking
6.	Defining standards and criteria for the selection of governmental sector coordinators	2.729	0.536	2
7.	Providing human rights coordinators with the freedom to make decisions that do not conflict with work decisions	2.686	0.578	5
8.	Increasing the human rights coordinator's supply of information and knowledge related to human rights	2.786	0.508	1
9.	Providing modern mechanisms for exchanging experiences between other institutions concerned with human rights and their coordinators	2.700	0.598	3
10.	Providing a specific description of the goals and tasks of human rights coordinators	2.671	0.583	4
Total		2.714	0.561	High

No.	Suggestions related to the beneficiaries of governmental sector services	Arithmetic Mean	Standard Deviation	Ranking
11.	Preparing regulations and publications clarifying the role of human rights coordinators within the governmental sector	2.700	0.598	3
12.	Holding combined discussion and dialogue sessions among the human rights coordinators	2.700	0.598	3
13.	Focusing on evaluating beneficiaries of the quality of services provided and the role of human rights coordinators	2.714	0.568	2
14.	Increasing the beneficiaries' participation in developing plans and suggestions regarding human rights issues	2.686	0.603	4
	Increasing the beneficiaries' awareness of the tasks and competencies of institutions concerned with human rights	2.757	0.550	1
Total		2.711	0.583	High

Table (8) shows the suggestions needed to overcome the obstacles in governmental sectors. 'Suggestions related to the role of human rights coordinators' and 'Suggestions related to other human rights institutions' come first in a high degree and with an equal arithmetic mean (2.714). Then, comes 'Suggestions related to the beneficiaries of governmental sector services' with an arithmetic mean (2.711).

DISCUSSION OF RESEARCH RESULTS:

The results of this study are consistent with the results of many previous studies and the theoretical framework. For example, the results display that the most important roles of human rights coordinators: enhancing human rights principles in the services provided by governmental institutions, receiving and following up on complaints that is consistent with the theoretical framework in the vision of the Ministry of Local Development in developing the performance of human rights units in the governorates. The results also clarify the importance of preparing joint seminars to educate citizens about their rights in governmental sectors. These results are consistent with Sarhan's study (2009) which recommends holding seminars that address political issues such as coordination and cooperation. Ibrahim's study (2020) agrees with this and addresses several topics:

the most important of which is the professional roles that a social organizer can play in civil society organizations to spread and strengthen the culture of human rights. These results are consistent with Hashim's study (2016) which emphasizes the necessity of having skills in carrying out the coordinators' tasks: collecting information, organizing seminars, conducting field visits, spreading awareness of human rights, submitting suggestions, and holding workshops. These results are also consistent with the study of Noyori-Corbett and Moxley (2021) which emphasizes the importance of understanding positive and negative human rights. These results are consistent with Ibn-Shalhoub's study (2014) that states the most significant obstacles that limit the role of social work in activating children's rights: the lack of professional supervision and guidance in the field of human rights and the lack of opportunity for practitioners to join training courses in the field of human rights. The results of the study propose many suggestions to overcome the obstacles that prevent human rights coordinators from carrying out their roles. These results are consistent with the study's theoretical framework regarding the importance of education and capacity building in the field of human rights as well as continuous training programs and courses. Show result **Testing the validity of the first hypothesis:** Human Rights Coordinators are expected to perform their responsibilities at an average level. The results of the study indicate that human rights coordinators in governmental sectors perform their tasks at an average degree with an arithmetic mean (2.307). A very significant difference is found between the value of the neutral and the general average that indicates the existence of the relationship and acceptance of the hypothesis (the T value is 5.090 at a degree of freedom of 13) which is very significant and **Testing the validity of the second hypothesis:** There is a significant relationship between the use of coordination mechanisms and activating the performance of human rights coordinators in governmental sectors. To verify this hypothesis, the Pearson correlation coefficient is used that there is a statistically significant relationship (0.001) between the use of coordination mechanisms and activating the performance of human rights coordinators in governmental sectors, as the value of the correlation coefficient is (0.465**) and **Testing the validity of the third hypothesis:** There is a significant relationship between the use of empowerment mechanisms and activating the performance of human rights coordinators in governmental sectors. To verify this hypothesis,

the Pearson correlation coefficient is used.that there is a statistically significant relationship (0.001) between the use of empowerment mechanisms and activating the performance of human rights coordinators in governmental sectors, as the value of the correlation coefficient is (0.564).

Recommendation: In light of the study's findings, it recommends the following :Setting specific criteria for selecting human rights coordinators, Initiating coordination between civil society organizations and other entities concerned with human rights, Forming international committees for human rights whose members include human rights coordinators, Developing a specific description of the tasks and performance of human rights coordinators in various governmental sectors, Putting description for following up and evaluating the work of human rights coordinators so that they feel socially responsible, Focusing on providing specialized training programs to provide human rights coordinators with the necessary skills and experience in dealing with human rights issues ,Conducting future studies on the obstacles to partnership between civil society organizations and human rights organizations .

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