
Civil Society and the Formation of Political Identity: Evidence from Egypt

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Abstract

This study examines the role of civil society organizations (CSOs) in shaping political identity and affiliation, with a focus on Egypt. While existing literature has extensively explored CSOs' impact on democratization and development, limited attention has been given to their influence on political identity formation. Using the Misr El Kheir (MEK) Foundation as a case study, this research employs Organizational Identity Theory (OIT) and Migdal's State-Society Model to analyze how CSOs influence their members and beneficiaries.

A quantitative survey was conducted among MEK members and beneficiaries, with statistical analysis revealing that CSOs play a significant role in shaping political identity, particularly among beneficiaries. The findings highlight the complex interplay between civil society and the state, suggesting that states may co-opt CSOs to align their activities with national interests. The study offers theoretical and policy implications for understanding the evolving role of civil society in shaping political identity.

Keywords: Civil society, political identity, democratization, CSOs, Egypt, Misr El Kheir Foundation.

1. Introduction

In recent years, the discipline of political science has experienced a significant change. The traditional focus on the state as the primary unit of analysis has been replaced by a more sophisticated approach that takes into account the complex interplay between the state, the private sector, and civil society organizations (CSOs). This paradigm shift has been fuelled by an increasing awareness of the critical role that civil society plays in instigating societal and political transformations, both in historical and contemporary settings. This is particularly evident in regions such as the Arab world.

Historically, the state was viewed as the central actor in political science, with other entities considered secondary. However, this perspective has evolved, acknowledging the multifaceted nature of political dynamics. The state, while still important, is now seen as one actor in a larger political ecosystem that includes the private sector and CSOs. These entities interact in complex ways, influencing each other and shaping the political landscape. The role of civil society has been recognized as particularly influential. Civil society organizations, through their work, can drive societal and political change. They

can challenge existing power structures, advocate for marginalized groups, and contribute to the development of democratic institutions. This has been true throughout history and remains so in contemporary context.

In the Arab world, the significance of civil society has become increasingly pronounced in the context of persistent political transformations and social upheaval. Civil society organizations (CSOs) have emerged as critical actors in promoting democratization, enhancing political participation, and contributing to development processes. Political science literature has extensively documented these contributions, offering substantive analyses of how CSOs engage in and influence these domains. Nevertheless, a growing body of scholarship underscores the need to move beyond functional assessments and interrogate the role of civil society in shaping political identities. Political identity constitutes a foundational variable in political analysis, as it informs individual political behavior and underpins broader patterns of affiliation and alignment. This line of inquiry is particularly pertinent in the Arab region, where civil society continues to expand its presence amid complex identity formations. Through their discursive and organizational practices, CSOs influence how individuals construct and negotiate their political identities, thereby affecting collective affiliations and contributing to the evolving political landscape.

This paper's main objective is to assess the role of one sector of CSOs, that is, non-governmental development organizations, in shaping the political identities and affiliations of their beneficiaries. This paper seeks to answer the question of whether, beneficiaries adopt the political identity and affiliation of the CSO through which they receive services? To what extent CSOs, who are engaged in socio-economic or developmental activities, utilize their role in indirectly influencing and shaping the political identities and affiliations of their beneficiaries? This research argues that the state may utilize the service delivery paradigm of civil society as a tool for shaping the political identities and affiliations of beneficiaries to the state and, consequently, fostering and ensuring a sense of nationalism. Simply put, states may rely on co-opting certain CSOs to represent their interest within civil society and guarantee a degree of control over political identities and affiliations. To verify this argument and for research purposes, this study confines the scope of the research to the role of *the Misr El Kheir (MEK) Foundation* as one example for CSOs currently working in Egypt.

The following sections develop the study's conceptual and theoretical framework, examining the role of civil society in democratization, development, and political identity formation. This is followed by a contextual overview of civil society in Egypt and a discussion of the research methodology. The analysis then turns to the key empirical findings, before concluding with a summary of the main arguments and relevant policy recommendations.

2. Conceptual and Theoretical framework

The concept of civil society has long been the subject of scholarly debate in

political science and sociology, particularly regarding its role in shaping state–society relations. While literature is extensive, three key dimensions have emerged as central to understanding the political significance of civil society organizations (CSOs): democratization, development, and identity formation.

2.1 Civil Society and Democratisation

One prominent strand of literature highlights the political role of CSOs in supporting democratic transitions and consolidation. Drawing on Tocqueville, (Putnam, 1995) conceptualizes civil society as a source of social capital, arguing that participation in formal associations fosters trust, reciprocity, and cooperation essential to democratic governance. (Verba & Almond, 1963) similarly emphasize the contribution of autonomous CSOs to cultivating a civic culture necessary for democratic stability.

However, this democratizing role is not uncontested. Some scholars argue that robust democratic institutions enable the flourishing of civil society rather than the reverse (Willis, 2019). Others, such as (Brandsen, Trommel, & Verschuere, 2017), caution that CSOs alone do not guarantee democratic outcomes, particularly in authoritarian regimes where civil society can be co-opted to serve state interests. (Tusalem, 2007); (Onuh & Cyril Ike, 2021) stress that the strength and autonomy of CSOs before and after democratic transitions are critical to their impact, particularly in safeguarding electoral integrity and fostering political inclusion.

2.2 Civil Society and Development

A second body of literature positions CSOs as pivotal actors in socio-economic development. Following the decline of state-led development paradigms in the late 1970s, CSOs gained prominence as providers of services and facilitators of grassroots mobilization. (Hulme & Edwards, 1997) define CSOs as intermediary organizations that support community development efforts. (Mati, 2020); Hirari and Hyane (2021) underscore their roles in poverty alleviation, especially during periods of state retreat or economic crisis.

Neoliberal perspectives highlight CSOs' comparative advantages over the state in service delivery: leaner bureaucracies, proximity to local needs, and lower susceptibility to corruption (Ochman, 2019). In the context of global development frameworks, CSOs have also emerged as key agents in localizing and monitoring the implementation of the Sustainable Development Goals (SDGs) (Kontinen & Millstein, 2017); (Streeten, 1997).

2.3 Civil Society and Identity Formation

More recent contributions explore the role of CSOs in shaping political and social identities. Civil society actors not only represent interests but also influence how individuals perceive themselves within the political sphere. Ferrinho (2002) argues that CSOs foster collective identity among marginalized groups, while Bolleyer and Correa (2020) differentiate between internal modes of member engagement—participatory versus passive—which influence

democratic agency.

This growing interest in the identity-forming functions of CSOs calls attention to the tensions between their political and socio-economic roles. Scholars such as (Salamon & Toepler, 2015); (Abdelrahman, 2004) note a dichotomy: politically oriented CSOs often confront the state, whereas development-focused CSOs tend to cooperate with it. This distinction raises important questions about how CSOs engaged primarily in socio-economic work might still exert political influence—particularly in shaping political identities and affiliations among their beneficiaries.

This dichotomy is particularly visible in the Egyptian context, where the state has historically defined and regulated CSOs in ways that reflect broader political dynamics. Catherine Herrold (2015) offers a valuable framework for understanding this through her classification of CSOs and their relationship to the state across different political regimes in Egypt. Her model, presented in the figure below, illustrates how legal frameworks and political conditions shape the democratic functions of NGOs:

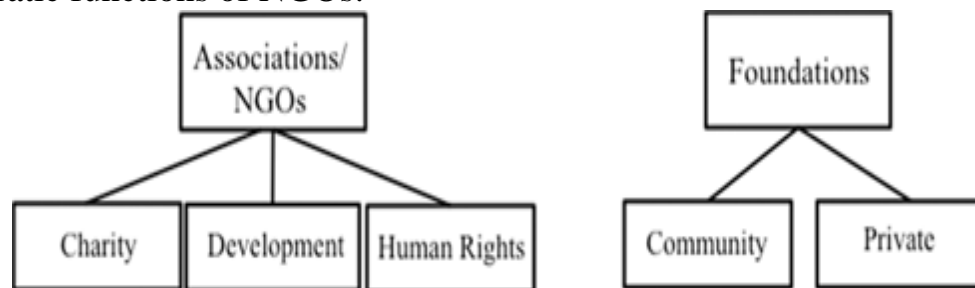


Figure 1. Classification of NGOs in pre- and post-Mubarak Egypt

(Source: Catherine E. Herrold, “NGO Policy in Pre- and Post-Mubarak Egypt: Effects on NGOs’ Roles in Democracy Promotion,” *Nonprofit Policy Forum* 7, no. 2 (2015): 189–212. <https://doi.org/10.1515/npf-2014-0034>)

This study builds on Herrold’s classification by examining how a development-oriented CSO—the Misr El Kheir Foundation—negotiates its role within this legal and political framework, and whether it contributes, albeit indirectly, to the formation of political identities among its beneficiaries.

3. Methodology and Analytical Framework

This study adopts a dual-theoretical framework combining Organizational Identity Theory (OIT) and Migdal’s State–Society model to examine how civil society organizations (CSOs) contribute to the formation of political identities in the context of a competitive and state-regulated environment.

3.1 Organizational Identity Theory (OIT):

The concept of organizational identity, as defined by Albert and Whetten, refers to the attributes that members perceive as central, distinctive, and enduring within their organization. Grounded in symbolic interactionism, OIT emphasizes how identity is socially constructed through institutional interaction, group membership, and internal self-evaluation. It assumes that individuals

define themselves through their affiliations with organizations, and that dialogue within these settings shapes both self-concept and collective identity.

Key features of organizational identity include perceived group distinctiveness, prestige, salience of out-groups, and shared goals or histories (Ashforth & Mael, 1989). While not directly observable, organizational identity can be inferred from institutional features such as mission statements, public image, leadership, and the organization's relationship to the state. This study draws on OIT to analyze how CSOs define themselves and communicate that identity through their activities, affiliations, and community engagement—elements that may shape the political identities of their beneficiaries.

3.2 Migdal's state–society model:

To situate organizational identity within the broader socio-political context, the study employs (Migdal, 1988) model of state–society relations, which critiques the conventional view of the state as a monolithic authority. Migdal conceptualizes the state as one among many competing social organizations in contexts where institutional weakness limits its capacity to assert control. In such environments, CSOs, families, religious institutions, and other actors may compete with the state for “social control”—the ability to shape behavior and define rules.

Migdal further argues that individuals, in response to fragmented authority, develop “strategies of survival” by aligning themselves with organizations capable of meeting their needs. From this perspective, CSOs do not merely deliver services; they also compete for legitimacy and influence, potentially shaping the identities and affiliations of the individuals they serve.

3.3 Analytical Strategy

The empirical component of this study utilizes a quantitative survey to assess the perceived role of the Misr El Kheir (MEK) Foundation in shaping political identity among its beneficiaries. The analysis is guided by the interplay between organizational identity—as defined by OIT—and state–society dynamics—as conceptualized by Migdal. This combined framework enables a nuanced understanding of how CSOs both position themselves within a competitive state structure and potentially influence individual-level political identity formation.

4. Empirical analysis and Discussion

4.1 Foundation-Level Analysis: Organisational Identity of MEK

To operationalize the assumptions of Organizational Identity Theory (OIT), the study begins by analyzing the Misr El Kheir (MEK) Foundation's self-representation through its public discourse, mission statements, and strategic partnerships. This includes content drawn from its official website, speeches by organizational leaders, and its involvement in national and regional development initiatives.

MEK defines itself as a non-profit development institution committed to

advancing the “Egyptian individual” across six domains: health, education, scientific research, social solidarity, quality of life, and integrated development. Its mission and vision reflect an emphasis on national identity and public service, positioning MEK as both a domestic actor and a model of institutional excellence with regional aspirations.

The foundation further articulates its identity through strategic alignment with state and private sector actors. In a speech delivered at the CSR Egypt Forum, MEK representatives explicitly framed the foundation as part of a tripartite development model—a partner working alongside the government and private sector to achieve comprehensive human development. This collaborative framing highlights MEK’s self-perception as a constructive and system-aligned actor, rather than an oppositional force within civil society.

In keeping with OIT’s emphasis on distinctiveness and prestige, MEK underscores its uniqueness as the only foundation in Egypt explicitly focused on integrated development. It differentiates itself from traditional charitable organizations by emphasizing continuity, sustainability, and innovation in development. This is reinforced through public statements by its leadership—most notably, its Head of Investment, who likened MEK to “the UNICEF of the Middle East,” reflecting the foundation’s aspiration to act as a regional benchmark for civil society excellence.

In terms of out-group differentiation, MEK positions itself as a leader in civil society by initiating sector-wide programs to build capacity and advance the SDGs. Notable initiatives include:

- Launching a national NGO development program offering SDG-aligned training.
- Hosting the "MEK Award for Pioneering Charitable and Developmental Work" in partnership with the UNDP and the Ministry of Social Solidarity.
- Supporting academic training through funding a specialized NGO management diploma at Cairo University.

These initiatives not only signal institutional pride and leadership, but also a deliberate attempt to shape the broader civil society ecosystem, consistent with OIT’s view that organizational identity emerges through interaction and recognition within a field.

Ultimately, MEK’s public positioning reflects a coherent and strategic organizational identity built on national affiliation, development leadership, and collaborative legitimacy. It defines itself not merely as a service provider but as a model for civil society innovation, aiming to influence both beneficiaries’ identities and the operational norms of the sector.

4.2 Surveying MEK Members and Beneficiaries:

In light of the application of the OIT on the MEK Foundation and to measure the extent to which the members and beneficiaries adopt the

organization’s identity, the study designed two separate surveys for a sample of members and another sample of beneficiaries (see Appendices A and B).

The survey questions reflected the eight dimensions/indicators of identity presented in the methodology section. The population of the study included a random sample of the members of *MEK Foundation* and a random sample of the beneficiaries of the foundation as illustrated in the below table (2):

Table (2): Sample Size & Response Rate

Category	Sample Size	Returned Surveys	Response Rate
Members	200	149	74.5%
Beneficiaries	140	99	70.7%

Using SPSS and to test the reliability and validity of the survey questions, the study conducted a reliability test using Cronbach’s alpha. Reliability coefficients more than .6 are considered sufficient. The overall reliability coefficients reached .947 and .967 for the surveys on the members and beneficiaries, respectively, which indicates that all variables are reliable (Tables 3 and 4).

Table (3) Reliability Analysis of Members’ Sample (Appendix A)

Variable	Number of Items	Cronbach’s Alpha	Reliability
Image of Organization	13	0.765	0.875
Performance of Organization	10	0.822	0.907
Total	23	0.897	0.947

Table (4) Reliability Analysis of Beneficiaries’ Sample (Appendix B)

Variable	Number of Items	Cronbach’s Alpha	Reliability
Services Provided by Organization	6	0.905	0.951
Image of Organization	8	0.903	0.950
Total	14	0.935	0.967

The study utilizing SPSS, simple linear regression analysis, Pearson’s coefficient, and analysis of covariance (ANOVA) to measure the strength of the linear association between the two key variables. The result indicates a statistically significant relationship between the identities of the organization and those of the members and beneficiaries (Table 5 and 6).

Table (5): Testing the Significance of the Correlation Coefficient: Image of Organization (Appendix A - Part One of Member’s Survey)

Independent Variable	Regression Coefficient	(T) Value	Significance	$\alpha=0.05$	Pearson Coefficient
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Civil Society	1.561	10.33	0.0	Significant	0.675
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Table (6) Analysis of Variance, i.e. ANOVA Image of Organization (Appendix A - Part One of Member’s Survey)

Dependent Variable	(F) Value	Significance	$\alpha=0.05$	Determination Coefficient R
Identities and Affiliations	106.8	0.0	Significant	45.5%

**The Pearson coefficient indicated a moderate correlation while a significance level below 0.05 showcases a significant association between the two variables. The determination coefficient R square is 45.5% which indicates that 45.5% of changes that occur to dependent variable- identities and affiliations- can be attributed to the independent variable-civil society.

Table (7): Testing the Significance of the Correlation Coefficient: Performance of Organization (Appendix A-Part Two of Member’s Survey)

Independent Variable	Regression Coefficient	(T) Value	Significance	$\alpha=0.05$	Pearson Coefficient
Civil Society	0.439	2.904	0.004	Significant	0.349

Table (8): Analysis of Variance, i.e. ANOVA: Performance of Organization (Appendix A - Part Two of Member’s Survey)

Dependent Variable	(F) Value	Significance	$\alpha=0.05$	Determination Coefficient R
Identities and Affiliations	8.434	0.004	Significant	12.2%

**The Pearson coefficient indicated a moderate correlation while a significance level below 0.05 showcases a significant association between the two variables. The determination coefficient R square is 12.2% which indicates that 12.2% of changes that occur to dependent variable- identities and affiliations- can be attributed to the independent variable-civil society.

Table 9: Testing the Significance of the Correlation Coefficient Services of Organization(Appendix B-Part One of Beneficiaries’ Survey)

Independent Variable	Regression Coefficient	T Value	Significance	$\alpha=0.05$	Pearson Coefficient
Civil Society	1.065	23.75	0.0	Significant	0.929

Table (10): Analysis of Variance, i.e. ANOVA Services of Organization(Appendix B - Part One of Beneficiaries’ Survey)

Dependent Variable	(F) Value	Significance	$\alpha=0.05$	Determination Coefficient R
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Identities and Affiliations	564.3	0.0	Significant	86.4%
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**The Pearson coefficient indicated a strong correlation while a significance level below 0.05 showcases a significant association between the two variables. The determination coefficient R square is 86.4% which indicates that 86.4% of changes that occur to dependent variable- identities and affiliations- can be attributed to the independent variable-civil society.

**Table (11): Testing the Significance of the Correlation Coefficient
Image of Organization (Appendix B-Part Two of Beneficiaries’ Survey)**

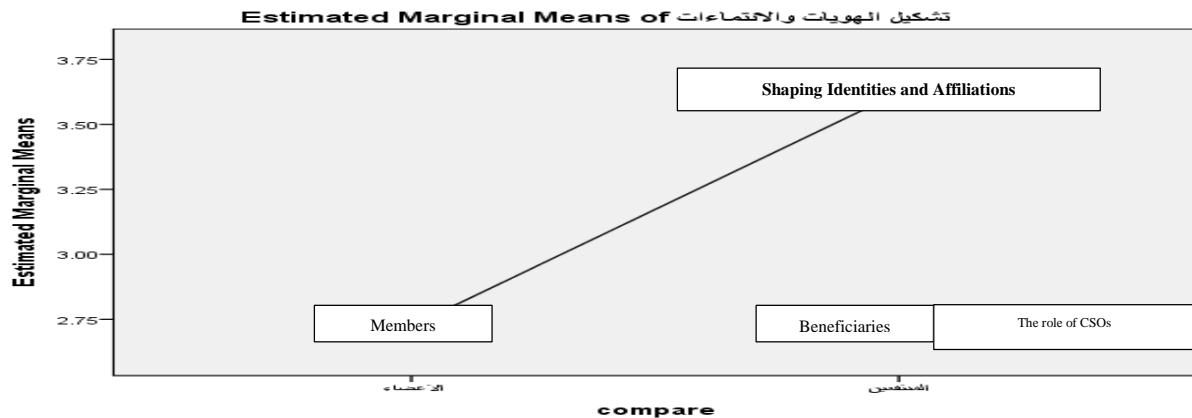
Independent Variable	Regression Coefficient	T Value	Significance	$\alpha=0.05$	Pearson Coefficient
Civil Society	0.935	20.85	0.0	Significant	0.911

**Table (12): Analysis of Variance, i.e. ANOVA
Image of Organization (Appendix B-Part Two of Beneficiaries’ Survey)**

Dependent Variable	(F) Value	Significance	$\alpha=0.05$	Determination Coefficient R
Identities and Affiliations	434.9	0.0	Significant	83%

**The Pearson coefficient indicated a strong correlation while a significance level below 0.05 showcases a significant association between the two variables. The determination coefficient R square is 83% which indicates that 83% of changes that occur to dependent variable- identities and affiliations- can be attributed to the independent variable-civil society.

The results lend evidence to the study’s main hypothesis or argument by revealing that the MEK Foundation plays a role in shaping the political identity and affiliation of its beneficiaries and members. However, the finding also indicates that the role it plays in shaping the identity of tis beneficiaries is more statistically significant than that of its members (Figure 2):



Covariates appearing in the model are evaluated at the following values: 3.4981 = دور منظمات المجتمع المدني

Figure 2: Distribution of Differences between (2) Samples

4.3 Survey Results Discussion:

The survey results reveal several important dimensions regarding the role of the MEK Foundation in shaping identity among its beneficiaries and members. Drawing from the eight measurable dimensions of organizational identity used in this study, the findings suggest a notable internalization of the foundation’s identity by its beneficiaries, albeit with varying degrees of depth and exclusivity.

The first key dimension—recognition—is reflected in the responses of 79.6% of beneficiaries who acknowledged MEK’s role within Egyptian civil society. This recognition appears to translate into a deeper sense of belonging and loyalty, with 74.29% expressing affiliation and commitment to the foundation. These sentiments are closely tied to perceptions of MEK’s leadership, with 69.8% of respondents citing leadership as a factor influencing their loyalty—corresponding with OIT’s emphasis on internal organizational prestige as a component of identity formation.

The exclusivity of this loyalty is evidenced by 68.25% of beneficiaries who reported a rejection of similar services offered by other CSOs. This demonstrates a dimension of primordiality—that is, a conscious and voluntary allegiance to MEK, perceived as unique. Moreover, 71.02% of respondents reported gradual adoption of the foundation’s beliefs, including its perceived political positioning. A further 69.09% expressed pride in their association with MEK, with some respondents indicating a refusal to accept criticism of the foundation. This reflects both status projection and in-group preference, elements that reinforce a sense of collective identity.

In contrast, the responses from MEK members—those more institutionally involved with the foundation—reveal a more nuanced and less politically charged relationship with the organization’s identity. While 91% of members expressed pride in their affiliation, and 87.07% described themselves as a "product" of MEK, their engagement lacked the exclusive in-group orientation observed among beneficiaries. Indeed, 76.33% of members expressed openness to participating in and respecting other CSOs, signaling a lower degree of

organizational exclusivity and a higher degree of inter-group tolerance.

Although a majority of members reported alignment with the foundation's values, they did not reflect similar levels of political alignment. This suggests that MEK's influence on political identity may be more effective among beneficiaries than members, and that members are likely to possess pre-established political identities, shaped independently of their organizational affiliation.

This distinction may, in part, be explained by demographic differences, particularly in educational attainment. Among MEK members, 59% held a bachelor's degree and 26% held graduate degrees, whereas none of the beneficiaries held graduate degrees; the majority were either pursuing (70%) or had completed (27%) only a diploma-level or undergraduate education. These disparities suggest that educational level may mediate the extent to which CSOs shape political identity, with less formally educated individuals potentially more susceptible to identity influence through organizational affiliation.

This finding aligns with broader national statistics. According to the Central Agency for Public Mobilization and Statistics (CAPMAS), the illiteracy rate in Egypt was 24.6% in 2020, affecting approximately 18.4 million citizens. This context provides a broad societal space in which CSOs can influence identity formation, particularly among underserved populations.

Significantly, MEK has positioned itself not only as a service provider but as a key actor in Egypt's educational landscape. The foundation funds academic competitions, research initiatives, and scholarships, and has been a strong advocate for innovation in education. Its partnership with the Ministry of Education in establishing community schools in underserved regions reflects its dual strategy of addressing structural educational inequality while simultaneously using education as a vehicle for shaping individual and collective identities.

In this regard, MEK's role can be understood as both practical and ideological: addressing educational deficits while embedding its institutional values and frameworks into the social fabric. This confirms OIT's assertion that organizational identity is internalized through ongoing interaction and alignment with the group's mission and leadership—and that such alignment may, over time, extend to political beliefs and affiliations, particularly in contexts where alternative sources of identity are weak or inaccessible.

5. Conclusion and Recommendations

5.1 The Role of CSOs in State–Society Relations and Identity Formation

This study highlights the significance of identity and affiliation as critical variables in analyzing the relationship between the state and civil society. Within the framework of Migdal's theory of state–society relations, political identity and affiliation emerge as central components of the implicit contest

between the state and civil society organizations (CSOs) over social control.

The findings indicate that the Egyptian state has successfully engaged the MEK Foundation within this contest, fostering a form of strategic cooperation. Rather than presenting an oppositional stance, the foundation appears to assume a leadership role within civil society, aligning itself with state objectives—particularly those related to national development and the Sustainable Development Goals (SDGs). MEK's programming, which includes workshops, competitions, and training sessions for other CSOs, reflects not only operational alignment but also a deeper sense of institutional affiliation with the state. This suggests that MEK does not merely operate within the state's framework, but actively reproduces its developmental and nationalistic narratives, reinforcing a shared national identity.

In line with Migdal's model, the study argues that the state may at times co-opt select CSOs to represent its interests within civil society. In doing so, the state delegates authority to these organizations, equipping them with legitimacy and influence to disseminate particular ideas, values, and affiliations. The strategic deployment of such CSOs enables the state to retain control over ideological and identity-related narratives while projecting an image of pluralistic civic engagement.

Survey results confirm that beneficiaries of MEK develop strong feelings of loyalty, exclusivity, and affiliation toward the organization. This supports Migdal's assertion that individuals adopt the identity of the organization that meets their basic needs, as part of broader strategies of survival. In this context, MEK's service provision does more than meet material needs; it contributes to the internalization of its values and, by extension, the state's vision of national identity.

Although CSOs have evolved from their early roles in grassroots mobilization to becoming service-oriented institutions, this study suggests that identity formation remains embedded within service delivery. The provision of essential services, especially in contexts marked by poverty or limited state capacity—can serve as a conduit for instilling national and political values. Notably, education emerges as a key vector for identity transmission. The data reveals a correlation between beneficiaries' lower levels of formal education and their stronger alignment with the foundation's identity. This highlights the potential of CSOs to shape political and national affiliation in populations with limited access to formal education.

Given that over 24% of Egypt's population is illiterate (CAPMAS, 2020), the scope for CSOs to influence identity through service provision is considerable. MEK's active involvement in the education sector, including its partnerships with the Ministry of Education to establish community schools—demonstrates how service delivery can simultaneously address structural inequalities and foster a shared sense of national belonging.

This study underscores the need to raise awareness at two levels. First, state institutions must recognize the political significance of CSOs in shaping identity and affiliation, particularly in transitional or post-conflict contexts. Second, CSOs themselves should be conscious of their potential role in national and political identity formation, especially when designing programs in education, healthcare, and community development. Targeted service delivery, particularly in the education sector, can become a strategic entry point for cultivating civic identity and promoting social cohesion.

5.2 Recommendations For Future Research

Future research should explore the role of international CSOs in shaping identity—specifically whether their programming contributes to a sense of global citizenship and how this interacts with national identity in different cultural and political contexts. Given the increasing influence of globalization, a deeper understanding of how transnational actors shape identity narratives is essential.

In addition, further investigation is needed into the influence of religious civil society organizations, particularly those explicitly linked to religious institutions. Such studies should examine the extent to which religious CSOs impact national, political, and religious identity both locally and transnationally. Contextual factors—such as political transitions, social unrest, or religious revival—should be considered in assessing their influence. Research in this area can contribute to both scholarly understanding and the formulation of evidence-based policies that account for the multifaceted roles of religious institutions in shaping civic life.

APPENDICES

APPENDIX A- MEMBER’S SURVEY PART 1

Statement	Mean	Standard Deviation	Rank
1. I consider my membership in MEK Foundation an integral part of identifying myself.	4.53	0.673	1
2. My membership has added to my personality.	4.51	0.600	2
3. Joining MEK had played a role in the formation of my character.	4.42	0.630	3
4. I do not see myself anywhere but MEK Foundation.	4.04	0.766	10
5. I see that the nature of work in the foundation is not subject to external pressures and influences.	4.09	0.713	8
6. I see that members of the foundation are homogeneous in their vision for the institution.	4.07	0.653	9
7. I share the same beliefs with my fellow members of the foundation.	3.99	0.688	11

8. I share the same values with my fellow members of the Foundation.	4.13	0.700	6
9. I adopt the same political stances as my fellow members of the Foundation.	3.71	0.671	12
10. I do not see a difference between the value system that I acquired in the Misr Al-Kheer Foundation and the value system that I adopt in my personal life.	4.12	0.677	7
11. I consider participating in projects that take place between my institutions and other institutions as a priority.	4.22	0.623	5
11. Sometimes I see that my membership in the MEK Foundation may cause me to miss an alternative opportunity for me, economically or socially.	4.06	0.660	13
13. I always feel that there is a common ground between me and the MEK Foundation	4.23	0.630	4

MEMBER'S SURVEY PART 2

Statement	Mean	Standard Deviation	Rank
1. I know my specific job and role in the organization.	4.45	0.634	2
2. My place in the organizational structure of the institution corresponds to my capabilities.	3.95	0.999	9
3. I know the mission and vision of the institution and I want to implement it.	4.45	0.609	3
4. My participation in a number of projects implemented by the Foundation corresponds to my capabilities.	4.20	0.703	7
5. I accept criticism of the MEK Foundation and its policies from others.	3.98	0.792	8
6. I respect the previous affiliation of the new members of the organization.	4.25	0.605	6
7. I consider my membership in the MEK Foundation a source of pride.	4.56	0.631	1
8. My experiences with other organizations vary besides my work and my affiliation with this organization.	3.82	1.007	10
9. I work and communicate effectively with both my managers and team members.	4.40	0.669	4
10. I always define myself as a product of MEK	4.35	0.882	5

Foundation.			
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APPENDIX B- BENEFICIARIES' SURVEY PART 1

Statement	Mean	Standard Deviation	Rank
1. I know the role that MEK Foundation plays in providing services.	3.98	1.143	1
2. I interact with the MEK Foundation by attending events and contacting the Foundation's employees.	3.55	1.335	6
3. I follow the news and activities of the MEK Foundation.	3.48	1.240	5
4. I accept activities and services of the institution regardless of its political orientation.	3.72	1.021	4
5. I accept activities and services of the organization regardless of its leadership.	3.79	0.993	2
6. The quality and type of services are requirements of my acceptance of what the organization offers.	3.73	1.150	3

BENEFICIARIES' SURVEY PART 2

Statement	Mean	Standard Deviation	Rank
1. I adopt the same beliefs as the MEK Foundation for obtaining its services.	3.55	1.113	2
2. I adopt the same beliefs as the MEK Foundation because I am convinced of the performance of its leadership.	3.49	0.997	3
3. I adopt the same political stances as the MEK Foundation in order to obtain its service.	3.22	1.121	7
4. I adopt the same political stances as the MEK Foundation, because I am convinced of the performance of its leadership.	3.30	1.092	6
5. I do not accept criticism of MEK Foundation by others.	3.45	1.127	4
6. I am fighting social and ideological pressures as a result of receiving services from MEK Foundation.	3.12	1.221	8
7. By receiving its services, I feel connected and belonging to the MEK Foundation.	3.71	1.025	1
8. I do not accept similar services from another organization.	3.41	1.197	5

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