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عمادة الدراسات العليا
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قسم إدارة الأعمال

**"The implementation of Strategic Project
Management process in major NGOs working in
Gaza Strip "**

**" تطبيق عملية الإدارة الإستراتيجية للمشاريع في كبري
المنظمات الأهلية العاملة في قطاع غزة "**

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نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة عمادة الدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحث/ راغب عبد الناصر جعفر بسيسو لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال وموضوعها:

The Implementation of Strategic Project management Process in Major NGOs Working in Gaza Strip

وبعد المناقشة العلنية التي تمت اليوم السبت 30 رجب 1432هـ، الموافق 2011/07/02م الساعة الواحدة ظهراً، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

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واللجنة إذ تمنحه هذه الدرجة فإبها توصيه بتقوى الله ولزوم طاعته وأن يسخر علمه في خدمة دينه ووطنه.

والله ولي التوفيق ،،،

عميد الدراسات العليا

د. زياد إبراهيم مقداد



Dedication

To our Palestinian Resistant Martyrs, who scarified
themselves in order to get our Holly land

To my Parents, Brothers and Sisters, Family and Friends.

To my Professors that taught me and were patient with my unending
questions and arguments .

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ABSTRACT

This research studied the implementation of Strategic Project Management process in the major 50 Non Governmental Organizations working in Gaza Strip, from general director, project officer, project coordinator perspectives, in terms of its stages , project definition , creating project strategy, project planning, project implementation and control, and finally project review and learning. The descriptive analytical method used and utilized both primary and secondary sources. A structured questionnaire including 68 close ended questions were specially designed for this study, in addition to a semi structured interviews were conducted with experts in the field of NGOs, to achieve the objectives of the study .

The main findings of the research were:

- Gaza's NGOs are implementing Strategic Project Management process by nearly 86.27%.
- There are no significant differences were found in the implementation of Strategic Project Management process, attributed to personal traits of the respondents (Job Title, sex, educational qualification, and experience,).
- There are no significant differences were found in the implementation of Strategic Project Management process, attributed to the NGOs Organizational Traits (age, Number of staff, average annual budget, and the availability of written strategic plan).

The main recommendations of the research were that Gaza Non Governmental Organizations need to concentrate their improvement efforts in the following areas in order to be more effective and successful in the implementation of Strategic Project Management process:

- Identify the type and nature of the project according to the needs and priorities of the community, the project beneficiaries, the NGOs strategic plans, not according to the needs and priorities of the donors.
- Adopt clear policy regards a regular need assessment process, diversify the methods used for need assessment.
- Ensure project target groups, and beneficiaries participation throughout the project life cycle.

الملخص

من خلال هذا البحث تم دراسة تطبيق عملية إدارة المشاريع الإستراتيجية في أكبر 50 منظمة من المنظمات الأهلية العاملة في قطاع غزة من وجهة نظر كلاً من : مدير عام المؤسسة، مدير المشاريع، منسق المشاريع، من خلال دراسة مراحل هذه العملية والتي تشمل : مرحلة تحديد وتعريف المشروع ، مرحلة تحديد سياسة المشروع، مرحلة تخطيط المشروع، مرحلة التنفيذ والرقابة علي المشروع، وأخيراً مرحلة مراجعة المشروع والتعلم . وقد استخدم الباحث في هذه الرسالة المنهج الوصفي التحليلي حيث استعانت في ذلك بالمصادر الأولية والثانوية للمعلومات . وقد تمثلت الأداة الرئيسية للبحث في استبيان تم إعداده خصيصاً للبحث . يحتوي هذا الاستبيان على 68 سؤال مغلق - بالإضافة إلي إجراء مقابلات شبه مهيكلة مع خبراء في مجال المنظمات الأهلية، من أجل تحقيق أهداف هذه الدراسة .

تمثلت النتائج الرئيسية للبحث فيما يلي :

- المنظمات غير الحكومية العاملة في قطاع غزة تقوم بتطبيق عملية إدارة المشاريع الإستراتيجية بنسبة تبلغ 86.27% .
- بينت الدراسة عدم وجود فروق ذات دلالة إحصائية بين تطبيق عملية إدارة المشاريع الإستراتيجية يمكن أن تعزى للصفات الشخصية للمستجوبين مثل (المسمى الوظيفي، الجنس ، المؤهل العلمي ، وسنوات الخبرة) .
- وقد بينت الدراسة أيضاً عدم وجود فروق ذات دلالة إحصائية بين تطبيق عملية إدارة المشاريع الإستراتيجية يمكن أن تعزى لخصائص المنظمات الأهلية مثل (عمر المؤسسة، عدد الموظفين، معدل الموازنة السنوية، وتوفر خطة إستراتيجية مكتوبة) .
- بينت الدراسة وجود فروق ذات دلالة إحصائية بين تطبيق عملية إدارة المشاريع الإستراتيجية يمكن أن تعزى للصفات الشخصية للمستجوبين مثل (العمر، ومجال التخصص) .
- وقد بينت الدراسة أيضاً عدم وجود فروق ذات دلالة إحصائية بين تطبيق عملية إدارة المشاريع الإستراتيجية يمكن أن تعزى لخصائص المنظمات الأهلية مثل (عدد المشاريع المنفذة) .

أهم التوصيات التي توصل إليها البحث أن على المنظمات الأهلية العاملة في قطاع غزة أن تحسن أداؤها في الجوانب التالية حتى تصبح أكثر فعالية ونجاحاً في تطبيق عملية إدارة المشاريع الإستراتيجية :

- تحديد نوع وطبيعة المشروع وفقاً لاحتياجات وأولويات المجتمع، والمستفيدين من المشروع، والخطط الإستراتيجية للمنظمات غير الحكومية، وليس وفقاً لاحتياجات وأولويات الجهات الممولة .
- اعتماد سياسة واضحة فيما يتعلق بعملية تحديد احتياجات مستمرة، وتنويع الأدوات التي تستخدم في عملية تحديد الاحتياجات .
- ضمان مشاركة الفئات المستهدفة للمشروع والمستفيدين في جميع مراحل دورة حياة المشروع .
- يجب علي المنظمات الدولية، والإقليمية، والوطنية المانحة، تعديل متطلبات إدارة المشروع المطلوبة من المنظمات غير الحكومية لإدارة المشروع لتعكس عملية إدارة المشاريع الإستراتيجية ، باعتبارها أداة من شأنها أن تسهل عملية الإشراف والرقابة على هذه المنظمات غير الحكومية أثناء تنفيذ المشاريع، بالإضافة إلى ضمان الانسجام بين التوجه الاستراتيجي. للمنظمات غير الحكومية ومشاريعها الممولة من قبل هؤلاء المانحين .

CHAPTER 1

INTRODUCTION

1.1 Preface

Across the whole of management, there has been a trend to append the strategic label wherever possible and thereby transform the ordinary form of management into a strategic variety. We started with strategic planning, followed by strategic management, strategic marketing, strategic manufacturing, and strategic accounting and finance. So it is not surprising that the call is getting louder for the development of strategic project management (SPM) It sounds better, more important, more professional and, of course, more valuable, (Green, 2005, p.1).

Strategic project management has been a term lately used by researchers and practitioners of project and program management to refer to the effective and efficient management of project-based organizations .Strategic Project Management is the use of the appropriate project management knowledge, skills, tools, and techniques in the context of the company's goals and objectives, so that the project deliverables will contribute to company value in a way that can be measured.(Callahan & Brooks, 2004, p 24). Strategic project management focuses on the providing means to the management enabling them to provide guidance for more than one project at a time in a way that the strategic intent of the project-based organization is met (Callahan & Brooks, 2004; Green, 2005; Grundy 2002, Brown, 2007). Strategic project management focuses on the best utilization and alignment of the resources of the project based organization to meet its vision and goals.

Strategic project management try to differentiate between an operationally managed project and a strategically managed project. Strategically managed projects are focused on achieving business results, while operationally managed projects are focused on getting the job done. Management teams in strategically managed projects spend a great deal of their time and attention on activities and decisions that will improve business results in the long run. They are concerned with customer needs, competitive advantage, and future market success, and rather than sticking to the initial product definition and project plan, they keep making adjustments that will create better business outcomes. Such projects, however, are quite rare, and most projects are still managed with an operational mindset, focusing on short-term results and delivery, namely, meeting time and budget objectives. While this approach may be justified in certain cases, in most situations a more long-term perspective will do much better, (Shenhar, Poli,& Lechler,2000, p.2).

For decades, Palestinian non-governmental organizations have performed a critical role in delivering economic and social services to the poor and marginalized in the West Bank and Gaza Strip and in developing democratic institutions in Palestinian society. These non-governmental organizations are thus capable of serving as a partners in the overall Palestinian development effort, and can lead the effort to alleviate poverty, develop infrastructure, and provide social and economic services to Palestinians in the West Bank, Gaza Strip, and East Jerusalem. (World Bank and Bisan Center, 2005, p. 1)

1.2 Research Problem

NGOs are a project based institution as their funding has always been dependent on projects , which require those NGOs to ensure the proper management of project through effective and efficient adaptation of project management techniques and procedures , which result in sustainability and growth of those NGOs .(El-Aff ,2007)

1.2.1 Thesis statement of problem

"To what extent major Palestinian local NGOs implementing strategic project management process " .

1.3 Research variables

The dependent variable is : the level of the implementation of strategic project management process.

The independent variable is :The Strategic Project Management Process ,which contains five key stages :

1. Defining the project
2. Creating the project strategy
3. Detailed project planning
4. Implementation and control
5. Review and learning

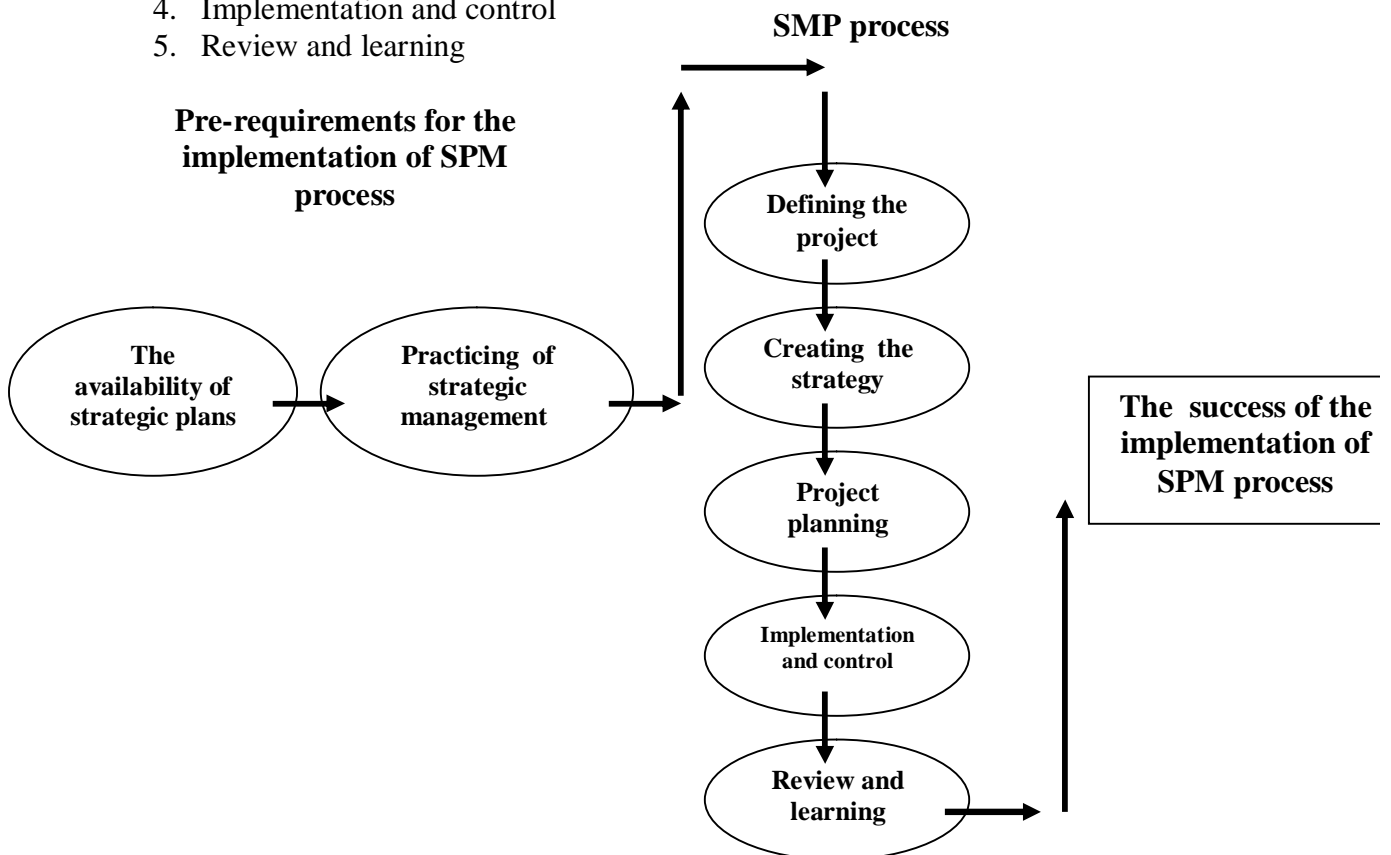


Figure (1.1) Research variables :conceptualized by the researcher depending on the different references

1.4 Research questions

1. To what extent the strategic project management process (project definition , creating the project strategy , detailed project planning, project implementation and control ,and project review and learning) is implemented in major Palestinian local NGOs .

1.1. To what extent project definition is implemented in major Palestinian local NGOs .

1.2. To what extent creating the project strategy is implemented in major Palestinian local NGOs .

1.3. To what extent detailed project planning is implemented in major Palestinian local NGOs .

1.4. To what extent project implementation and control is implemented in major Palestinian local NGOs .

1.5. To what extent project review and learning is implemented in major Palestinian local NGOs .

1.5 Research Hypotheses

1. There is no statistical difference at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to the characteristics of the respondents (Job Title, sex , educational qualification , age, experience, specialization).

1.1. There is no statistical differences at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to the respondents Job Title .

1.2. There is no statistical differences at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to the respondents sex.

1.3. There is no statistical differences at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to the respondents educational qualification.

1.4. There is no statistical differences at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to the respondents age in years.

1.5. There is no statistical differences at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to the respondents years of experience.

1.6. There is no statistical differences at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to the respondents Major Specialization .

2. There is no statistical difference at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to the NGO Organizational Traits (age, Number of staff, average annual budget, number of projects, and NGO have a written strategic plan

2.1. There are no statistical differences at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process ,due to the NGO age .

2.2. There are no statistical differences at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process ,due to the NGO number of staff.

2.3. There are no statistical differences at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process ,due to the NGO average annual budget for last two years (2009/20010).

2.4. There are no statistical differences at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process ,due to the NGO number of projects.

2.5. There are no statistical differences at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process ,due to the NGO existed written strategic plan .

1.6 Research Objectives

1. Determine the reality of the implementation of strategic project management process at Palestinian local NGOs.
2. Explain the importance of the strategic project management in promoting Palestinian local NGOs proper executed project and maximizing its impact on the society.
3. Reference to the importance of strategic project management as fast growing tools in project environment, and contribute to the development of scientific research in this field.
4. Contribute to the development of project management process at Palestinian local NGOs, through enhancing process strengths, and addressing weaknesses.

1.7 Research Importance

Despite that the NGOs sector in Palestine has been studied by many researchers, project management area has rarely been examined, partly for unexplained reasons, and partly because of lack of interested researchers in the field of project management. This is the first detailed study devoted specifically to the NGOs strategic project management in Gaza Strip. The study would contribute to the development of the NGOs project management performance by focusing on the strategic perspective of project management and their impact on NGOs sustainability and growth. Further it would enhance the library resources in the field of NGOs. Moreover this research will help the donor institutions to ensure the strategic linking between NGOs projects and strategic plans, which in turn again will help the NGOs to ensure their strategic success.

1.8 Previous Studies

Through examining the previous studies on Implementing Strategic Project Management, as most of these studies agree on the continuing popularity of strategic project management process, and the significant importance of this process which contribute to the success of the organizations through focusing on pursuing projects management in away that will pursue the strategic objectives of these organizations.

1.8.1 Local and Regional (Arabic) Studies

1. Hammad, (2010).

"The reality of project evaluation in the Non- Government Organizations in Gaza Strip. " (Thesis Dissertation)

The aim of this study is to explore project evaluation in the Non- Government Organizations in Gaza Strip from the perspective of project managers. A descriptive analytical methodology was used where a questionnaire was designed using the international standards for project evaluation (relevance, efficiency, effectiveness, impact and sustainability). The study has been conducted on 160 Palestinian NGOs in the Gaza Strip.

The results of the study were as the following:

There are no differences in the response of the study sample due to the gender, age and academic qualification of the respondent and both age and number of project of the studied organizations, and there are differences in the responses due to the years of experience of the respondents and the location of the organizations for the effectiveness standard.

The study recommended that: such that Project evaluation should also become part of the organizational culture and not upon the request of the funding agencies. The staff working in project management should be trained on project evaluation and part of the project budget should be allocated to evaluation.

2. El-Aff (2007) :

"Institutional Sustainability through mainstreaming Project Management Best Practices in Palestinian NGOs" (Thesis Dissertation)

The purposes of the study were as the following:

The study approaches the issue of Institutional Sustainability through mainstreaming Project Management Best Practices in Palestinian NGOs., from projects/programs managers/officers ,for the purposes of identifying the deficiencies and malpractices in project management practices in Palestinian NGOs .

Research sample : the study has been conducted on the largest 40 Palestinian NGOs in the Gaza Strip.

The results of the study were as the following:

- 1- The Palestinian NGOs are characterized by being heavily staffed, low budgeted, have department based structures, and usually do not have dedicated project managers.
- 2- The project managers in Palestinian NGOs are characterized by being usually rely on experience rather than proper education or skills, all are fluent in English language, all are able to express themselves eloquently, usually are involved in the proposal writing-fundraising-reporting stages of the project only , and usually do not have supporting staff .
- 3- All the project managerial practices in the Palestinian NGOs are poor with high percentages except for professional experience inadequate .
- 4- The donor entities /communities did not assist in solving the problems facing project management in the NGOs but rather assisted in the escalation of there severity .
- 5- The reasonable influence of the top management on project execution efficiency is superimposed by other factors/entities; while their true poor abilities are reflected in the practices .
- 6- The research has proposed framework for mainstreaming project management best practices is multi-dimensional which are the Organizational, the Project Management , the Community, the Donor Community, and the Regulatory and Governmental dimensions.

3. Ghalayini (2007) :

"The Good Governance Role in the Management and Development of the NGOs in the Gaza Strip from the General Director Perspective" (Thesis Dissertation)

This research studied the governance body in terms of its, structure and relationships to the management and development of Gaza's NGOs from General Director Perspective. More specifically, the research studied the board of directors in terms of board membership, board management affairs, policies and procedures, performance management, meetings and committees, financial management and control, relationship with the funding organizations, relationship with the general director, relationship with the general assembly, and finally training needs required for the boards.

Research sample: the sample size of the study was 80 Palestinian NGOs in the Gaza Strip.

The results of the study were as the following:

1. Gaza's NGOs board of directors are well governed
2. The boards of directors are performing their role in financial management and control highly satisfactory (the highest overall 90.96 weighted mean)
3. Performance measurement is the least area that board of directors are concerned about (the lowest overall 68.97 weighted mean)

The research recommended that Gaza NGOs need to concentrate their improvement efforts in the following areas in order to be more effective and successful:

1. Develop codes of ethics and conduct for both the NGO and the board of directors
2. Play more active role in fundraising efforts for the organizations
3. Establish and implement yearly development plans to develop the board members

4. Wady, and El-Ashqer , (2006):

"The Reality of Strategic Planning in the Nongovernmental Organizations in Gaza Strip (Thesis Dissertation)

The purposes of the study were as the following:

- 1) This study aimed to identify the reality of strategic planning in the nongovernmental organizations in Gaza Strip, through exploring the extent to which the directors of those organizations are aware of the scientific concept, the extent to which they practice and apply this concept.
- 2) The study also aimed to identify the obstacles that might face the strategic planning from the directors' point of view, and identify if there were statistical differences in the clarity of strategic planning concept due to some organizational and personal characteristics.
- 3) To identify if there were statistical differences about the obstacles due to the same organizational and personal characteristics.

Research sample : this study has been targeted directors of 133 Palestinian NGOs in Gaza Strip

The results of the study were as the following:

- 1) The results showed that %66.7 from the NGO's directors have an understanding of the concept of strategic planning.
- 2) They tend to practice it; the mean score for the practice question was 3.62. The study also showed that those directors don't view the obstacles stated in the questionnaires as factors hindering the strategic planning process, whereas, some pointed out other obstacles such as changing the staff frequently, lack of facilities and support from the Palestinian Authority.
- 3) The study also showed that there were no statistical differences in the clarity of strategic planning concept due to the personal characteristics of the director (gender, age, qualification, years of experience) or the organizational characteristics (the number

of volunteers, the number of permanent staff), where there were statistical differences between the directors due to the organizational variable (age of the NGO).

4) The study also showed no statistical differences between the directors about the obstacles due to the personal characteristics (gender, age, years of experience) or due to the organizational characteristics (age of the NGO, number of volunteers and number of permanent staff), whereas, there were statistical differences related to the qualification of the director. The study also showed no statistical relationship between the clarity of the strategic planning concept and the level of practice to this concept.

The study recommended NGO's to be sure about clarity of their vision and mission, and managers must work to dedicate and establish a culture of strategic planning in their organizations, and make it an integral part of the general culture of these institutions.

5. Abu Nada, (2006) :

"The barriers of using and practicing the formal strategic planning in non-profit organizations in the Gaza Strip" (Thesis Dissertation)

This study aimed to identify the barriers of using and practicing the formal strategic planning in non-profit organizations in the Gaza Strip; to asserting the extent of existence of the formal strategic planning; and to measure the formality of using and practicing strategic planning in non-profit organizations in the Gaza strip, where the researcher uses the written plan for three years at least as a criterion for formality.

Research sample : The researcher used comprehensive survey to (742) non-profit organizations in the Gaza Strip.

The results of the study were as the following:

1) The majority (647) 97.3% from the non-profit organizations do not have the formal strategic planning (have a written strategic planning for three years at least).

2) There is a positive relationship between using and practicing the formal strategic planning and the personal traits (the top management experiences of the formal strategic planning, and top management individual's qualification). In addition, there is no relationship between using and practicing the formal strategic planning and Gender.

3) There are significant differences in using and practicing the formal strategic planning attributed to the barriers related to the top management (the knowledge about the formal strategic planning – top management awareness - top management support – top management commitment – no conflict among the top management – no resistance to the formal strategic planning). It is pointed out that the arithmetic mean is 1.48, the relative weight is 29.6%, and the SIG value is $.000 < .05$.

4) There is a positive relationship between using and practicing formal strategic planning and the barriers related to the resources (existence of the formal strategic planning team - the existence of managers with formal management qualification - the allocated financial resources – the allocated time for the formal strategic planning). It is pointed out that (602) 91% from the sample individuals did not have the resources for the formal strategic planning.

5) There are significant differences in using and practicing the formal strategic planning and the barriers

related to the organization (the formal strategic planning culture - adequacy goals to the formal strategic planning). It is pointed out that the arithmetic mean of this aspect clauses is 2.17, the relative weight is 43.35%, and the SIG value is $.000 < .5$.

6) The sample individuals who have the formal strategic planning, have implementation barriers (a shortfall in employee capabilities; crises distracted attention from implementation; Unanticipated external problems arose; and External factors impacted on implementation; communication was inadequate; overall goals of strategy are not enough understood by staff). It is pointed out that the arithmetic mean of these aspect clauses is 3.7667, the relative weight is 75.3%, and the SIG value is $.000 < .05$.

The study recommended : the necessity of starting up with the use of strategic planning as an administrative tool; to provide more training courses for top management on strategic management and planning; to emphasize on the sharing principle when setting strategic plans; allocate adequate resources; focus the energy of the organization on creating an organizational climate that supports strategic planning; accepting strategic planning as its major responsibility; galvanizing organization-wide commitment to the successful implementation of the chosen strategy; and other recommendations .

1.8.2 International Studies

1. Zwikael, Ofer (2008):

"Critical planning processes in construction projects"

This study aimed to improve construction project planning capabilities. As project management is a core capability in the construction industry, high-quality project planning processes are necessary for project success.

Research sample :

This study involves data collected from 555 project managers across four industries spanning three different countries. The project planning capabilities of construction project managers are compared with other industrial sectors. In addition, critical project planning processes for the construction industry are identified.

The results of the study were as the following: relative to other industrial sectors, organizations belonging to the construction sector obtain a high quality of project planning and the highest success rate. In comparison with other sectors, schedule, quality, and procurement planning are most frequently executed in construction projects. Finally, the impact of the different planning processes on project is success are investigated. The processes that have the greatest impact on project success in the construction sector are “activity definition” and “project plan development.” However, construction project managers do not always invest enough effort in these critical planning processes.

2.Dietrich, Lehtonen (2005).

"Successful management of strategic intentions through multiple projects – Reflections from empirical study"

The purposes of the study were as the following:

This study focuses on how to implement strategies successfully through projects. Based on the literature this study was proposed three measures for successful management of strategic intentions in a multi-project context:

1. The objectives of the projects are aligned with the strategy of the organization
2. Resource allocation to different projects is aligned with the strategy of the organization
3. The current portfolio of projects implements the strategy of the organization

Research sample :

Empirical survey of 288 organizations is used to analyze practices that organizations use in managing development projects.

The results of the study were as the following:

1. The organizations that succeed best in managing strategic initiatives in a multi-project environment have a common project management process or project model and they also use it in as many projects as possible
2. The most successful organizations tend to organize at least most of their development projects into programs or other fixed entities. They also evaluate and compare their project ideas consistently when selecting new projects to be implemented.
3. The results reveal that organizations which are the most successful in managing their strategic intentions in a multi-project environment tend to review the objectives of their ongoing projects in linkage with strategy formulation. In addition, the most successful organizations review their project portfolio in linkage with the strategy follow-up process. The results clearly indicate that the management of projects and group of projects such as portfolios and programs should be included as a part of the strategy process for the organization to be able to implement its strategies successfully.

3.Murphyand , Ledwith (2006):

"project management tools and techniques in high-tech Small-to-Medium Enterprises (SMEs) in Ireland"

This study examines previous empirical studies on Project Management implementation in various industry sectors and the criteria and factors most frequently adopted. The study also attempts to recognize the general characteristics of projects undertaken by SMEs, the issues they encounter and their opinions on how SMEs can achieve greater efficiency and competitiveness. The results will contribute to the development of a simplified process of Project Management suited to the needs of the SME.

Research sample :

Empirical survey distributed to over 100 Owner / Managers of High- Tech Small-to-Medium Enterprises (SMEs) in Ireland.

The results of the study were as the following:

1. Success of projects is based more on internal factors than external based on trends instatement results. 'Clear Goals/Objectives' and 'Senior Management Support' were both considered most important as factors towards success .
2. Other factors, in order of importance included, 'Resource Allocation', 'Planning Monitoring and Controlling' and 'Client Consultation'.
3. Resources are always an issue and must be managed effectively, planning and controlling of projects is vital, particularly on complex projects and client consultation is critical in both the implementation and planning phases of a projects life cycle.
4. The project management is a process of improvement and is backed by the agreement to a well-defined project management process as being a necessity for successful implementation of projects.

4. Whelton , Ballard (2002):

"Wicked problems in project definition"

This study is concerned with team decision making during project definition, understood as the phase in which the design task is defined and its constraints are established sufficiently to launch design development. The concept of wicked problems is applied in an effort to improve project definition processes. Based on collaborative argumentation and reflection processes, a project learning model is proposed to better manage the resolution of wicked problems in project definition. Particular emphasis is placed on considering project definition as an adaptive process that incorporates project change through the co-evolution of problem formulation and solution generation. The research tool used is case study analysis for three projects.

The results of the study were as the following:

1. Wicked problems in problem definition are a function of the complexity of project context variables, and associated stakeholder needs and values.
2. Recognition, formulation and resolution of wicked problems require auxiliary group management skills to compliment systematic processes.
3. Organizational and process inefficiencies compound the process of uncovering and dealing with wicked problems. Organizational structures and processes add to the complexity when solving wicked problems, should multiple stakeholder values be considered in the decision process.
4. Shared understanding is important for project definition teams, and can only be achieved through reflection and ongoing learning processes.

5.Arto, Dietrich, Kujala, Martinsuo (2007):

What is project strategy?

The purposes of the study were as the following:

The concept of project strategy – referring to the strategy of a single project –has remained ambiguous in existing studies. the purpose of this research is to review literature from multiple viewpoints to develop a novel definition and interpretation about the project strategy concept.

The results of the study were as the following:

The project strategy definition suggested by this study :

1. Focuses on understanding of the project strategy in different contexts characterized by one parent organization or several strong stakeholders, and different degrees of project autonomy.
2. Allows for various interpretations of strategy, where strategy can be a plan-like
3. Description created in the front end of the project life cycle, but it also can be some other scheme – for example, a self-originated scheme within the project - that would provide direction to the project.
4. Allows for both an assumption that project strategy would be a set of static objectives, static plans, or static procedures or mechanisms, or an assumption that project strategy would be a dynamic scheme.

6. Green, (2005):

"Strategic project management: from maturity model to star project leadership."

This study aimed to shed light on the following questions: what exactly is SPM? And how does SPM reflect developments within the strategic management paradigm from whence presumably, SPM draws its inspiration. In addition to that this study seeks to deriving a model of SPM based on both on strategic management and the experience of companies who have experienced superior performance through their project management practice.

The results of the study were as the following:

1. Most of strategic project management decisions can be based on a book of knowledge which is essentially a toolkit of procedures and rules, and then there is no need for high level management, just a need for everyone to follow orders.
2. Where project management becomes strategic is in recognizing that the capabilities required to manage the network, the virtual organization and the frequently multi-functional, multi-locational, multi-cultural and multi-organizational activities involved in executing projects, are dependent on the personal characteristics and management experience of people, on the tacit knowledge gained through managing diverse projects as much as on formal structures, systems and procedures.

Discussion :

Through examining the previous studies on Implementing Strategic Project Management, there are a lack of direct studies that's study the concept of (SPM), and most of the previous studies was just studied one or two stages of SPM process. This study is the first detailed study on the implementation of SPM process , specially for the NGOs, and what distinguishes this study is that its comes to shed light on the linking between strategic planning and project management which will contribute to the strategic success of the NGOs through focusing on pursuing projects management in away that will pursue the strategic direction of these organizations .

Chapter 2 : Theoretical Frame Work

2.1 : Strategic Project Management

2.1.1 Project Management, Program Management, and Portfolio Management

The terms Project Management, Program Management, and Portfolio Management are used as synonyms as a terms, but each one have a different approaches. we are gong to define each of these three concepts based on the Project Management Body of Knowledge(PMBOK), fourth edition as being a recognized standard for the project management profession .

2.1.2 What is project

the Project Management Body of Knowledge define project as " a temporary endeavor undertaken to create a unique product, service or result "
(PMBOK,2008,P.5)

The temporary nature of projects indicates a definite beginning and end .the end is reached when the project's objectives have been achieved or when the project is terminated because its objectives will not or cannot be met, or when the need for the project no longer exists. Temporary does not necessarily mean short in duration .Temporary does not generally apply to the product, service, or result created by the project , most projects are undertaken to create a lasting outcome .

The unique nature of projects indicates that every project creates a unique product, service, or result.. Although repetitive elements may be present at some project deliverables, this repetition does not change the fundamental uniqueness of the project work.(PMBOK, 2008, p.5)

Cleland, Ireland define project as "a combination of organizational resources pulled together to create something that did not previously exist and that will provide a performance capability in the design and execution of organizational strategies."
"(Cleland, Ireland, 2002,P.4)

2.1.3 What is Project Management?

The Project Management Body of Knowledge define project management as " the application of knowledge, skills, tools, and techniques to project activities to meet the project requirement s". Project management is accomplished through the appropriate application of project management processes (Initiating, Planning, Executing, Monitoring and controlling, and closing).

Managing a project typically includes :

- Identifying requirements,

- Addressing the various needs, concerns ,and expectations of the stakeholders as the project is planned and carried out,
- Balancing the competing project constraints including ,but not limited to : (scope, quality, schedule, budget, resources, and risk. (PMBOK, 2008, p.8)

Cleland, Ireland define Project management as " a series of activities embodied in a process of getting things done on a project by working with project team members and other stakeholders to attain project schedule, cost, and technical performance objectives." "(Cleland, Ireland,2002,P.39)

Kerzner define project management as the following :

"Project Management is the planning, organizing, directing, and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives."

(Callahan & Brooks, 2004,)

According to Lewis, "Project Management is the planning, scheduling, and controlling of project activities to achieve project objectives."

(Callahan & Brooks, 2004)

2.1.4 Role of a project manager :

The project manager is the person assigned by the performing organization to achieve the project objectives .the role of a project manager is distinct from a functional manger or operations manager. typically functional manager is focused on providing management oversight for an administrative are, and operations mangers are responsible for a facet of the core business. (PMBOK, 2008, p.13)

2.1.5 Program management :

A program is defined as a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. programs may include elements of related work outside the scope of the discrete projects in the program. A project may or may be part of a program but a program will always have projects .

Program management is defined as the centralized coordinated management of a program to achieve the program's strategic objectives and benefits .projects within a program are related through the common outcome or collective capability .if the relationship between projects is only that of a shared client, seller, technology, or resource, the effort should be managed as portfolio of projects rather than a program . (PMBOK, 2008, p.9)

2.1.6 Portfolio management

A portfolio refers to a collection of projects or programs and other work that are grouped together to facilitate effective management of that work to meet strategic

business objectives. the projects or programs of the portfolio may not necessarily be interdependent or directly related .

Portfolio management refers to the centralized management of one or more portfolios, which includes identifying, prioritizing, authorizing, managing, and controlling projects, programs, and other related work, to achieve specific strategic business objectives, portfolio management focuses on ensuring that projects and programs are reviewed to prioritize resource allocation, and that the management of the portfolio is consistent with and aligned to organizational strategies .
(PMBOK, 2008, p.8)

2.1.7 Relationships among Project Management, Program Management, and Portfolio Management

Projects, programs, and portfolios have different approaches. Table 1.1 shows the comparison of project, program, and portfolio views across several domains including: scope, change, planning, management, success, and monitoring .

Table (2.1) : Comparative overview of Project, Program, and Portfolio Management

	PROJECTS	PROGRAMS	PORTFOLIOS
Scope	Projects have defined objectives. Scope is progressively elaborated throughout the project life cycle.	Programs have a larger scope and provide more significant benefits.	Portfolios have a business scope that changes with the strategic goals of the organization.
Change	Project managers expect change and implement processes to keep change managed and controlled.	The program manager must expect change from both inside and outside the program and be prepared to manage it.	Portfolio managers continually monitor changes in the broad environment.
Planning	Project managers progressively elaborate high-level information into detailed plans throughout the project life cycle.	Program managers develop the overall program plan and create high-level plans to guide detailed planning at the component level.	Portfolio managers create and maintain necessary processes and communication relative to the aggregate portfolio.
Management	Project managers manage the project team to meet the project objectives.	Program managers manage the program staff and the project managers; they provide vision and overall leadership.	Portfolio managers may manage or coordinate portfolio management staff.
Success	Success is measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction.	Success is measured by the degree to which the program satisfies the needs and benefits for which it was undertaken.	Success is measured in terms of aggregate performance of portfolio components.
Monitoring	Project managers monitor and control the work of producing the products, services or results that the project was undertaken to produce.	Program managers monitor the progress of program components to ensure the overall goals, schedules, budget, and benefits of the program will be met.	Portfolio managers monitor aggregate performance and value indicators.

(Source :PMBOK, 2008, p.7)

2.1.8 The Evolution of project management

"It has been said that there is nothing as powerful as an idea whose time has come. Project management, an evolving field of theory and practice, has emerged slowly as the field of management has come forth. Since the 1950s there has been acceleration in the development of the theory, literature, and practice of project management." (Cleland, Ireland, 2002, P.3)

Maylor and Kerzner have a different view of the evolution of the project management, presented in this section.

2.1.8.1 Project Management Development :

Project Management : 1945–1960

During the 1940s, line managers used the concept of over-the-fence management to manage projects. Each line manager, wearing the hat of a project manager, would perform the work necessitated by their line organization, and when completed, the ball was thrown over the fence, the line managers would wash their hands of any responsibility for the project because the ball was no longer in their yard. If a project failed, blame was placed on whichever line manager had the ball at that time. The problem with over-the-fence management was that the customer had no single contact point for questions.

Following World War II, the United States entered into the Cold War. To win a Cold War, one must compete in the arms race and rapidly build weapons of mass destruction. The victor in a Cold War is the one who can retaliate with such force as to obliterate the enemy. The arms race made it clear that the traditional use of over-the-fence management would not be acceptable to the Department of Defense (DoD) for projects such as the B52 Bomber, the Minuteman Intercontinental Ballistic Missile, and the Polaris Submarine.

The government wanted a single point of contact, namely, a project manager who had total accountability through all project phases. The use of project management was then mandated for some of the smaller weapon systems such as jet fighters and tanks. NASA mandated the use of project management for all activities related to the space program. Projects in the aerospace and defense industries were having cost overruns in excess of 200 to 300%. Blame was erroneously placed upon improper implementation of project management when, in fact, the real problem was the inability to forecast technology. Forecasting technology is extremely difficult for projects that could last ten to twenty years.

By the late 1950s and early 1960s, the aerospace and defense industries were using project management on virtually all projects, and they were pressuring their suppliers to use it as well. Project management was growing, but at a relatively slow rate except for aerospace and defense. Because of the vast number of contractors and subcontractors, the government needed standardization, especially in the planning process and the reporting of information. The government established a

life-cycle planning and control model and a cost monitoring system, and created a group of project management auditors to make sure that the government's money was being spent as planned. These practices were to be used on all government programs above a certain dollar value. Private industry viewed these practices as an over-management cost and saw no practical value in project management. (kerzner, 2006, p.35)

Project Management: 1960–1985

The growth of project management has come about more through necessity than through desire. Its slow growth can be attributed mainly to lack of acceptance of the new management techniques necessary for its successful implementation. An inherent fear of the unknown acted as a deterrent for managers.

Between the middle and late 1960s, more executives began searching for new management techniques and organizational structures that could be quickly adapted to a changing environment. Other than aerospace, defense, and construction, the majority of the companies in the 1960s maintained an informal method for managing projects. In informal project management, just as the words imply, the projects were handled on an informal basis whereby the authority of the project manager was minimized. Most projects were handled by functional managers and stayed in one or two functional lines, and formal communications were either unnecessary or handled informally because of the good working relationships between line managers. Many organizations today, such as low-technology manufacturing, have line managers who have been working side by side for ten or more years. In such situations, informal project management may be effective on capital equipment or facility development projects. By 1970 and again during the early 1980s, more companies departed from informal project management and restructured to formalize the project management process, mainly because the size and complexity of their activities had grown to a point where they were unmanageable within the current structure. It is possible for formalized project management to exist in only one functional department or division, such as for R&D or perhaps just for certain types of projects. Some companies have successfully implemented both formal and informal project management concurrently, but these companies are few and far between.

Today we realize that the last two questions may be the most important. The moral here is that not all industries need project management, and executives must determine whether there is an actual need before a commitment. The slow growth rate and acceptance of project management were related to the fact that the limitations of project management were readily apparent, yet the advantages were not completely recognizable. Project management requires organizational restructuring.

The second item implies that project management is a “temporary” management structure and, therefore, causes minimum organizational disruption. The major problems identified by those managers who endeavored to adapt to the new system all revolved around conflicts in authority and resources.

Three major problems were identified by Killian1:

- Project priorities and competition for talent may interrupt the stability of the organization and interfere with its long-range interests by upsetting the normal business of the functional organization.
- Long-range planning may suffer as the company gets more involved in meeting schedules and fulfilling the requirements of temporary projects.
- Shifting people from project to project may disrupt the training of new employees and specialists. This may hinder their growth and development within their fields of specialization. (kerzner, 2006, p.36)

Project Management: 1985–2006

By the 1990s, companies had begun to realize that implementing project management was a necessity, not a choice. The question was not how to implement project management, but how fast could it be done?. Table 2.2 shows the typical life-cycle phases that an organization goes through to implement project management.

Table (2.2) : life-cycle phases for project management maturity

Embryonic Phase	Executive Management Acceptance Phase	Line Management Acceptance Phase	Growth Phase	Maturity Phase
• Recognize need	• Visible executive support	• Line management support	• Use of life-cycle phases	• Development of a management cost/schedule control system
• Recognize benefits	• Executive understanding of project management	• Line management commitment	• Development of a project management methodology	• Integrating cost and schedule control
• Recognize applications	• Project sponsorship	• Line management education	• Commitment to planning	• Developing an educational program to enhance project management skills
• Recognize what must be done	• Willingness to change way of doing business	• Willingness to release employees for project management training	• Minimization of "creeping scope" • Selection of a project tracking system	

(Source : kerzner, 2006, p.44)

There are six driving forces that lead executives to recognize the need for project management:

- Capital projects
- Customer expectations
- Competitiveness
- Executive understanding
- New project development

- Efficiency and effectiveness
(kerzner, 2006, p.43)

By the 1990s, companies finally began to recognize the benefits of project management. Table 2.1 shows the benefits of project management and how our view of project management has changed.

Table (2.3) : The benefits of project management

Past View	Present View
<ul style="list-style-type: none"> • Project management will require more people and add to the overhead costs. • Profitability may decrease. • Project management will increase the amount of scope changes. • Project management creates organizational instability and increases conflicts. • Project management is really “eye wash” for the customer’s benefit. • Project management will create problems. • Only large projects need project management. • Project management will increase quality problems. • Project management will create power and authority problems. • Project management focuses on suboptimization by looking at only the project. • Project management delivers products to a customer. • The cost of project management may make us noncompetitive. 	<ul style="list-style-type: none"> • Project management allows us to accomplish more work in less time, with fewer people. • Profitability will increase. • Project management will provide better control of scope changes. • Project management makes the organization more efficient and effective through better organizational behavior principles. • Project management will allow us to work more closely with our customers. • Project management provides a means for solving problems. • All projects will benefit from project management. • Project management increases quality. • Project management will reduce power struggles. • Project management allows people to make good company decisions. • Project management delivers solutions. • Project management will increase our business.

(Source : kerzner, 2006, p.47)

2.1.8.2 A historical perspective on project management

According to Maylor ,Table (2.5) classify the development of the project management to three stages :

Table (2.4) : Historical development of project management

<i>Stage</i>	<i>Era</i>	<i>Characteristics</i>
1	Pre-1950s	No generally accepted or defined methods
2	1950s	'One best way' approach, based on numerical methods established in the USA for managing large-scale projects
3	1990s	A contingent approach based on strategy

(Source ; Maylor, 2001, p.7)

Pre-1950s:

The first form of work was known as a project can be traced back hundreds of years ago, to very successful civilization - the Roman Empire -where project did not have the same resource constraints that project managers face today. As one historian pointed out, if they wanted any more resources to complete their projects, they simply had to go and conquer the region that had those resources and take them. In addition, timescales and expectations were much less. Construction of some of Europe's great churches was accomplished over periods of many decades, or often over hundreds of years. Today, the expectation is that it will be ready tomorrow. In addition, we do have a 'survivor bias' for projects carried out by them - we do not find so much evidence of their failures as of their successes. Obviously, small- and large-scale projects were undertaken before the 1950s. Individuals managed events and other situations. For example, the Pyramids were constructed, wars were fought, and products were developed. However, project management in the way that we would understand it today did not exist until the 1950s. (Maylor, 2001,p.7)

During the 1950s:

Formal tools and techniques were developed to help manage large, complex projects that was uncertain or risky. The chemical manufacturer Du Pont developed Critical Path Analysis for scheduling maintenance shutdowns at the company's production facilities. At the same time, the defense contractor RAND Corp. created Programme Evaluation and Review Technique (PERT) for planning missile development. These tools focused almost exclusively on the project planning phase, and there were no close rivals for their use. The methods have survived and became 'the way it is done', despite never apparently having been the subject of any trial that questioned their usefulness. (Maylor, 2001,p.7)

1990s -Today:

a strategic approach is taken to the design of the project process, rather than the highly reactive approach that has been prevalent until recently. Conventional methods developed to manage large-scale direct-value-adding projects with timescales of years such as heavy engineering are too cumbersome when projects require short timescales to exploit market openings quickly, in particular in an information-based economy. The third stage of project management emphasizes the strategic role of projects, especially those processes that the project manager must put in place to deliver the end objective of the project and satisfy the needs of all the project's customers. In this new approach, project managers become project integrators, responsible for integrating the required resources, knowledge, and processes from the project's beginning to end. (Maylor, 2001,p.7)

2.1.9 The Project Life Cycle

According to the Project Management Body of Knowledge project life cycle is "a collection of generally sequential and some times overlapping project phases whose name and number are determined by the management and control needs of the organizations involved in the project, the nature of the project itself, and its area of application." A life cycle can be documented with a methodology .the project life cycle can be determined or shaped by the unique aspects of the organization, industry or technology employed. While every project has a definite start and a definite end , the specific deliverables and activities that take place in between will vary widely with the project .the life cycle provides the basic framework for managing the project ,regardless of the specific work involved.(PMBOK,2008,p.15)

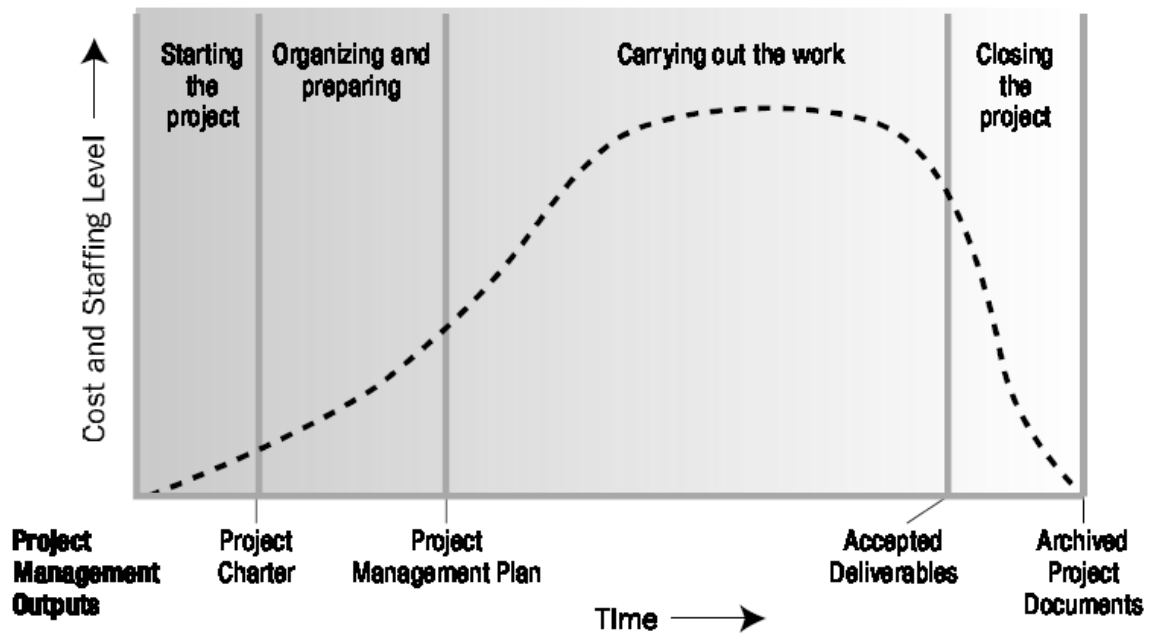
2.1.10 Characteristics of the Project Life Cycle

Projects vary in size and complexity .no matter how large or small, simple or complex, all projects can be mapped to the following lifecycle structure (see figure 2-1):

- Starting the project,
- Organizing and preparing,
- Carrying out the project work, and
- Closing the project .

(PMBOK,2008,p.16)

Figure (2.1) : Typical Cost and Staffing Levels Across the Project Life Cycle



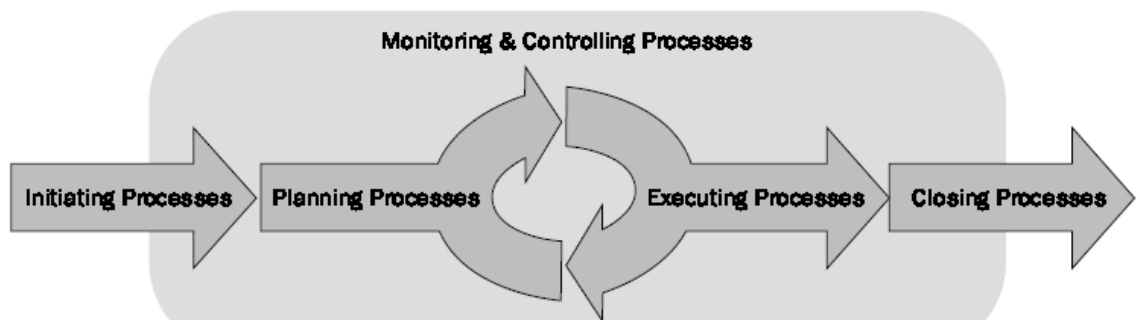
(Source : PMBOK,2008, p.16)

2.1.11 Project Phases

Project phases are divisions within a project where extra control is needed to effectively manage the completion of a major deliverable. project phases are typically completed sequentially, but can overlap in some project situations .the high level nature of project phases makes them an element of the project life cycle. A project is not a project management process group.

The phase structure allows the project to be segmented into logical subsets for ease of management, planning, and control. The number of phases, the need for phases, and the degree of control applied depend on the size, complexity, and potential impact of the project.

Figure (2.2) : One approach to managing the installation of a telecommunication network- project phases



(Source : PMBOK,2008,p.18)

2.1.12 Project Management Processes for a project

A process is "asset of interrelated actions and activities performed to achieve a pre-specified product, result, or service" . each process is characterized by its inputs, the tools and techniques that can be applied and the resulting outputs. (PMBOK,2008,p. 37)

Project Management Processes are grouped into five categories known as **Project Management Process Groups (or Process Groups)**

- **Initiating Process Group** .those processes performed to define a new project or anew phase of an existing project by obtaining authorization to start the project or phase .
- **Planning Process Group** . those processes required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project was undertaken to achieve .
- **Executing Process Group** . Those processes performed to complete the work defined in the project management plan to satisfy the project specifications.
- **Monitoring and Controlling Process Group** . those processes required to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes.
- **Closing Process Group** . Those processes performed to finalize all activities across al process groups to formally close the project or phase .
(PMBOK,2008, p.37)

2.1.13 Nine Knowledge Areas

According to the Project Management Body of Knowledge the nine knowledge areas unique to project management are as follows :

1. **Project Integration Management** :are processes and activities that integrate the various elements of project management, which are identified, defined, combined, unified and coordinated within the project management process groups. It consists of the Develop Project Charter, Develop Preliminary Project Scope Statement, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control Project Work, integrated Change Control, and Close Project Processes.(PMBOK, 2008, p.71)
2. **Project Scope Management** are the processes involved in ascertaining that the project includes all the work required, and only the work required, to complete the project successfully. It consists of the Scope Planning, Scope Definition, create WBS, Scope Verification, and Scope Control Processes. .(PMBOK, 2008, p.103)
3. **Project Time Management** are the processes concerning the timely completion of the project. It consists of the Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule

- Development, and Schedule Control project management processes . .(PMBOK, 2008, p.129)
4. **Project Cost Management** are the processes involved in planning, estimating, budgeting, and controlling costs so that the project is completed within the approved budget. It consists of the Cost Estimating, Cost Budgeting, and Cost Control project management processes.
(PMBOK, 2008, p.165)
 5. **Project Quality Management** are the processes involved in assuring that the project will satisfy the objectives for which it was undertaken. It consists of the Quality Planning, perform Quality Assurance, and perform Quality Control Processes.(PMBOK, 2008, p.189)
 6. **Project Human Resource Management** are the processes that organize and manage the project team. It consists of the Human Resource Planning, Acquire Project Team, Develop Project Team, and Manage Project Team Processes . .(PMBOK, 2008, p.215)
 7. **Project Communications Management** are the processes concerning the timely and appropriate generation, collection, dissemination, storage and ultimate disposition of project information. It consists of the Communication Planning, Information Distribution, Performance Reporting, and Manage Stakeholders Processes .(PMBOK, 2008, p.243)
 8. **Project Risk Management** are the processes concerned with conducting risk management on a project. It consist of the Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control Processes . .(PMBOK, 2008, p.273)
 9. **Project Procurement Management** are the processes that purchase or acquire products, services or results, as well as contract management processes. It consists of the Plan Purchase and Acquisitions, Plan Contracting, Request Seller Responses, Select Seller, Contract Administration, and Contract Closure Processes. .(PMBOK, 2008, p.313)

2.1.14 The Evolution of Strategic Project Management

Project management began as a tactical tool to facilitate the execution of individual projects and programs, such as building a new facility, installing new hardware or implementing a new software initiative. These early days of project management coincided with the business schools' push toward Management by Objectives, first popularized in 1954 by Peter F. Drucker in *The Practice of Management*. It is a process of agreeing upon objectives and obtaining buy-in from management and employees. However, Management by Objectives proved to be a failure. "Management by objectives works – if you know the objectives. Ninety percent of the time you don't," said Peter Drucker.

While Management by Objectives required a precise written description of objectives and timelines for their monitoring and achievement, it did not enable organizations to evolve over time by accomplishing *strategic* objectives, such as entering a new market, increasing revenues, reducing costs or returning greater value to shareholders. Soon the new rallying cry became Management by Projects,

evolved after Tom Peters launched a management revolution with his book, *In Search of Excellence*. Even Peter Drucker, in his later years, jumped on the bandwagon as he realized that moving an organization forward required project management skills.

Organizations now use project management as a tactical tool to execute projects. Projects are essential to the growth and survival of organizations today. They create value in the form of improved business processes, are indispensable in the development of new products and services and make it easier for companies to respond to changes in the environment, competition and the marketplace. Often changing business needs can be satisfied only through IT solutions, which require projects to implement.

However, the Standish Group's 2004 Third Quarter Research Report, culminating from a decade of IT project surveys, shows a reversal of gains that had been evident in recent years: Five percent fewer projects were deemed successful than in 2003; the IT project failure rate increase by 3 percent, while challenged projects increased by 2 percent (The Standish Group International, Inc., *2004 Third Quarter Research Report*, Resolution of Projects, 20 May 2005,

Further, according to the Office of Management and Budget, March 26, 2003, "...771 projects included in the fiscal 2004 budget– with a total cost of \$20.9 billion – are currently at risk." Software development projects in particular are in crisis: Nearly 70 percent of projects fail (Standish); 50 percent are rolled back out of production (Gartner); 40 percent of problems are found by end users (Gartner); and 25-40 percent of all spending on projects is wasted as a result of rework (Carnegie Mellon). The bottom line is that existing approaches and tools simply don't deliver the improvements that are needed.

The root cause of these failures is a lack of understanding of business requirements from a strategic point of view. Forrester Research, for example, states, "Poorly defined applications have led to a persistent miscommunication between business and IT that largely contributes to a 66% project failure rate for these applications, costing U.S. businesses at least \$30B every year"

Clearly, bottom-up management is not enough. Organizations must:

- Define where the organization needs to be
- Understand capacity to field project teams to effect change
- Invest in the best projects in terms of added value
- Execute flawlessly
- Continually monitor and manage project investments

The solution then is the application of project management as a *strategic* tool. According to *Managing Projects for Value*, by John C. Goodpasture (Project Management Institute, 2001), *strategy* is the term for the collective, actionable steps necessary to achieve goals and implement operating programs. Since all projects proposed by an organization's departments and divisions compete for resources

and support, strategic project management views all of the organization's projects together as components of a portfolio and makes strategic choices in their support. "While project management and program management have traditionally focused on "doing work right," portfolio management is concerned with "doing the right work," states the Project Management Institute's *Standard for Portfolio Management* (p.3).

However, traditional strategic planning is not the right tool for project portfolio management. Strategic planning begins with initiatives and develops objectives for senior and mid-level managers who then push them down into the lower levels. While each level may accomplish its objectives, strategy remains limited to the executive level whose high-level initiative began the process while the lower levels still work according to the old, ineffective mantra of Management by Objectives.

Strategic project management differs from traditional strategic planning in the following ways:

- It aligns key business processes of strategic planning, strategic goal setting and enterprise project management.
- Using the analogy of financial portfolio, it allows the most effective use of constrained resources.
- Like a well-managed portfolio of investments, an efficiently managed portfolio of projects
 - 1- ensures a high ROI because projects can be managed together. The leadership team can select the
 - 2- right investment path from the mix of potential opportunities, including research initiatives, new
 - 3- product development activities, information technology enhancements, internal business improvement projects and new business endeavors.
- Just as a financial portfolio changes over time with the short-term and long-term goals of the investor, portfolio management keeps projects aligned with the company's short-term, mid-term and long-term goals by making changes in individual projects as well as adjusting the mix of the portfolio. This focused alignment prevents the diffusion of effort that drains resources.
- Since project portfolio management improves visibility across different projects and their tasks, it also prevents resource conflicts from escalating to upper levels of management where they waste executives' time and effort.

(Wessels, 2007,p.2)

2.1.15 Theory of Strategic Project Management

2.1.15.1 What is Strategic Project Management

Heerkens defines "strategic project management" as "a series of practices, procedures, processes, tools, and behaviors which, when considered collectively, characterize the extent to which an organization creates effective linkages between excellent project management practices and excellent business practices – all in

the name of advancing the overall strategic objectives of the organization” (Heerkens, 2007,p.1).

Grundy define strategic project management (or ‘SPM’) as:

"The process of managing complex projects by combining business analysis and project management techniques in order to implement the business strategy and to deliver organizational breakthroughs."

These business analysis techniques include strategic, operational, organizational and financial analysis.

This process will help managers gain more organizational influence and also, ultimately, develop general management skills for future career development. (Grundy,2001, P.3)

Strategic Project Management (SPM) has been defined by Callahan & Brooks (2004) as “the use of the appropriate project management knowledge, skills, tools and techniques in the context of the companies goals and objectives so that the project deliverables will contribute to company value in a way that can be measured” (Callahan & Brooks, 2004, p. 23). They further describe SPM as a “process that takes into account a company’s way of doing business, allowing for the possibility of a significant payoff with fewer risks” (Callahan & Brooks, 2004 p. 30).

Strategic project management focuses on the providing means to the management enabling them to provide guidance for more than one project at a time in a way that the strategic intent of the project-based organization is met (Callahan & Brooks, 2004; Green, 2005; Grundy and Brown, 2002).

Strategic projects are projects that deal with new business and create or sustain strategic positions in markets and businesses. Typically, strategic projects are initiated with a long-term perspective in mind. (Shenhar, 2004, p. 3).

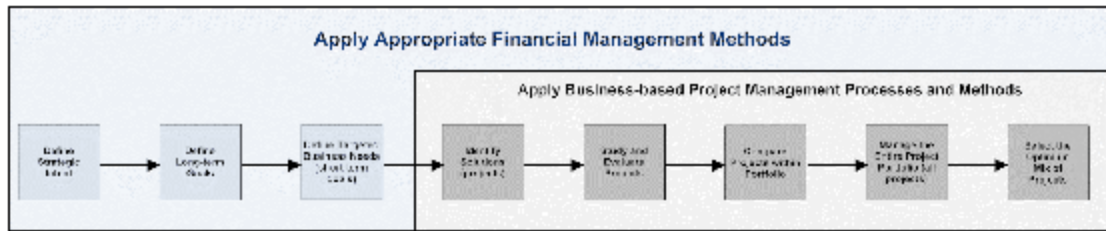
2.1.15.2 Selected Strategic Project Management perspectives

This literature review examines four selected models that assist organizations in bridging the gap between organizational strategic objectives and project management strategy, also known as “strategic project management”.

Heerkens (2007)

Heerkens defines “strategic project management” as “a series of practices, procedures, processes, tools, and behaviors which, when considered collectively, characterize the extent to which an organization creates effective linkages between excellent project management practices and excellent business practices – all in the name of advancing the overall strategic objectives of the organization” (Heerkens, 2007, p. 1).Figure (2.3)show Heerkens model of strategic project management.

Figure (2.3): The Strategic Project Management Process (Heerkens, 2007)



(Source: DyReyes, 2008, p.77)

Since Heerkens' definition identifies the core elements that comprise the concept of strategic project management while advancing the relationship between project management and strategic business objectives, it is utilized as the context within which the selected models of alignment between business and project strategy are examined. Heerkens model of strategic project management is comprised of four main aspects of higher level project management practices:

1. Strategic alignment of projects. This practice refers to the extent to which an organization ensures that the projects it pursues are directly tied to the organizational strategy.
2. Project portfolio management. This practice refers to the identification of a project investment categorization scheme to assist the organization with prioritizing projects.
3. Program management. The Project Management Institute (2008) defines the concept of "program management" as "the centralized coordinated management of groups of projects to achieve the program's strategic objectives and benefits" (PMBOK, 2008, p. 9). Heerkens states that program management practices are inherent within the pursuit of strategic project management and are demonstrated as the management of groups of projects and the management of interactions between projects (portfolio coordination).
4. The business results of projects. Since projects are financial investments, organizations should estimate and measure project impacts on organizations from a business results perspective. (Heerkens,2007, p. 2)

Green (2005)

Green views "strategic project management" as "the management of projects in such a way as to develop competencies and capabilities, which contribute to the organization's sustainable competitive advantage" (Green, 2005, p. 2). Several authors (Green, 2005; Wessels, 2007) identify project managers as strategic implementers and cross-functional project teams as strategic tools to convert strategy into execution. Green specifically identifies project management as a source of sustainable competitive advantage and underlying his model of strategic project management is the notion that "project management skills and leadership skills are scarce, firm specific and highly valuable" so that strategic project management "promotes them and the tacit knowledge which they engender" (Green, 2005, p.13).

Wessels (2007)

Wessels explains that for strategic business objectives to actualize value, they must be converted into program initiatives and supporting projects (Wessels, 2007, p. 19). He suggests that adopting strategic project management to select, manage and support multiple projects gives companies the best chance of moving the organization forward by keeping the company vibrant in the marketplace and returning maximum value for shareholders. Further, he identifies the following key characteristics of strategic project management:

1. Alignment of the following key business processes: strategic planning, strategic goal setting, and enterprise project management;
2. Functions as a well-managed portfolio of investments as it: (a) allows for the most effective use of constrained resources; (b) ensures a high return on investment since projects are managed collectively; (c) it maintains alignment between the projects and the organization's short, medium and long term goals.
3. A new management process embedded between strategic planning and project execution that manages project investments strategically and combines business planning and management with project management best practices (Wessels, 2007, pp.6-11).

Naughton (2006)

Naughton defines the term "strategic project management" as "the management of those projects which are of critical importance to enable the organization as a whole to have competitive advantage". (Naughton, 2006, p.1). According to Naughton, there is a gap between aligning project management competencies to the selection of projects that will give organizations a competitive edge. Specifically, strategy is formulated at the senior management level and for it to be implemented, it should be broken down into discrete projects. Project management becomes a source of competitive advantage when an organization outperforms other companies through the experience and knowledge built up over time through managing projects. Also, project management yields competitive advantage through the actual selection and prioritization of projects that organizations engage in and secondly, through implementation and execution of the projects. Furthermore, according to Naughton, project portfolio management is essential and the prioritization of projects should be based on competency building (rather than traditional financial analysis). Project portfolio selection depends on being able to link and prioritize projects according to an understanding of what the capability of an organization is relative to other firms (Naughton, 2006, p.1).

2.1.16 Implementing Strategic Project Management

An examination of the strategic project management models presented by Heerkens (2007), Green (2005), Wessels (2007) and Naughton (2006) reveals several common, underlying determinants of competitive advantage. All four authors agree that the theory of strategic project management is based on alignment between organizational

business strategy with project strategy and that project portfolio management is a critical and necessary requirement for the implementation of strategic project management. The Project Portfolio Management aspects are examined in greater detail below.

According to Patton and White (2002), rapid implementations of strategic plans require “critical integrative links” (CILs) to “transform the broad plan [strategic] into specific integrated action steps and to establish processes that enable the high-velocity strategic implementation needed for a sustainable competitive advantage” (p. 2). These authors suggest that strategies be driven down to the operational levels of the organization where they can quickly evolve into a large number of projects; these projects that are derived from the high level strategic plan are the various specific cross-organizational changes that are necessary to implement the strategies, goals and vision of the strategic plan (p. 3). Two foundational CILs are listed below that assist organizations with formally defining, articulating, managing and aligning project strategy with business strategy (Shenhar, 2000). These CILs serve to bridge the gap between strategic planning and implementation while ensuring that linkages between the strategic direction of the organization and its execution via projects are tightly integrated (Patton & White, 2002):

- CIL #1: Adopting project portfolio management to maximize the value of the total collection of an organization’s projects and programs to ensure that projects and programs selected for execution align with the business-level strategies (Garfein, 2007);
- CIL #2: Developing strategic project leadership (Patton & White, 2002) via project management competencies and capabilities that contribute to an organization’s sustainable competitive advantage (Hamel & Prahalad, 1990; Green, 2005).

2.1.17 Project Portfolio Management

Deguire and Thiry define the term “project portfolio management” (PPM) as “a management approach that aims to align project efforts with the corporate strategy and optimize the efficient use of resources throughout the organization” (Deguire and Thiry, 2007, p. 653). Garfein presents two types of portfolio management: “tactical” and “strategic”. “Tactical” portfolio management “involves span of control supervision (similar to program management) but of unrelated projects” whereas “strategic” portfolio management is conducted at a much higher level within the organization where “those that are involved are deciding if the projects and programs selected for execution align with the organization’s strategies [senior executives]” (Garfein, 2007, p. 2). Wessels define “portfolio management as : “the centralized management of one or more portfolios, an approach to achieving strategic goals by selecting, prioritizing, assessing and managing projects, programs and other related work based upon their alignment and contribution to the organization’s strategies and objectives” (Wessels, 2007, p. 1).

Lanka and Martin characterize PPM as a three-pronged continuous management process that assesses: (1) how projects are staffed, selected, managed and monitored

across the enterprise; (2) the estimated and actual return on investments for projects within the portfolio; (3) the organization's resources to ensure that the appropriate skills, competencies and organizational structure are in place to deliver the projects; and (4) the frequent reassessment of the project portfolio to ensure that projects that are actually selected and funded support the overall business strategy throughout their entire lifecycle (Lanka and Martin ,2007, p. 2). Jamieson and Morris propose a succinct description and differentiator of PPM from project management: "project portfolio management is predominantly about choosing the right project, whereas project management is about doing the project right" (Jamieson and Morris,2004, p.9). In other words, according to Boto , "the focus of portfolio management is selecting the right projects, while project management's concern is executing the projects correctly". In summary, PPM is an iterative process and continuous cycle of project portfolio analysis, implementing project management of the projects, and linking projects to strategic goals and objectives (Eidsmoe, 2000, p. 45).

Heerkens explains that the effective practice of strategic project management includes the realization that organizations cannot initiate and implement as many projects as they prefer since one of the most pervasive handicapping phenomenon in today's project environment is resource overload. However, by implementing project portfolio management (PPM) as part of an overall strategic project management initiative, many organizations have improved project success rates by thirty-five percent (Heerkens ,2007,p. 4). In addition to increasing project success rates, PPM is viewed by Patton and White (2002) as the "first missing link" in strategy implementation in the absence of an implementation process that is "focused on the portfolio of strategy-fulfilling projects" (Patton and White, 2002, p. 1).

2.1.18 Deficiencies in conventional project management

Conventional project management is very much the offspring of Taylorian Scientific Management. Although the idea that management is a science, and should be managed as such, is no longer much in vogue, the rationalist assumptions embedded in project management carry on.(Grundy,2001)

Table (2.5) : comparison between conventional project management and SPM

	CONVENTIONAL PROJECT MANAGEMENT	STRATEGIC PROJECT MANAGEMENT
Link with business strategy	Vague and distant	Direct and explicit
Project definition	Usually portrayed as a 'given'	Highly flexible, creative, depending on options
Project planning	Follows on directly from project definition	Only done once a project strategy is set
Attitude to detail	Absolutely central – it is all about control	Important but only in context – try always to see the Big ('Helicopter') Picture
The importance of stakeholders	Emphasis on formal structures – project manager, team sponsor	Far-reaching stakeholder analysis; requires continual scanning
The importance of uncertainty	Coped with through critical path analysis (after activity planning)	Do uncertainty analysis first, then plan activities

(Source : Grundy, 2001,p.3)

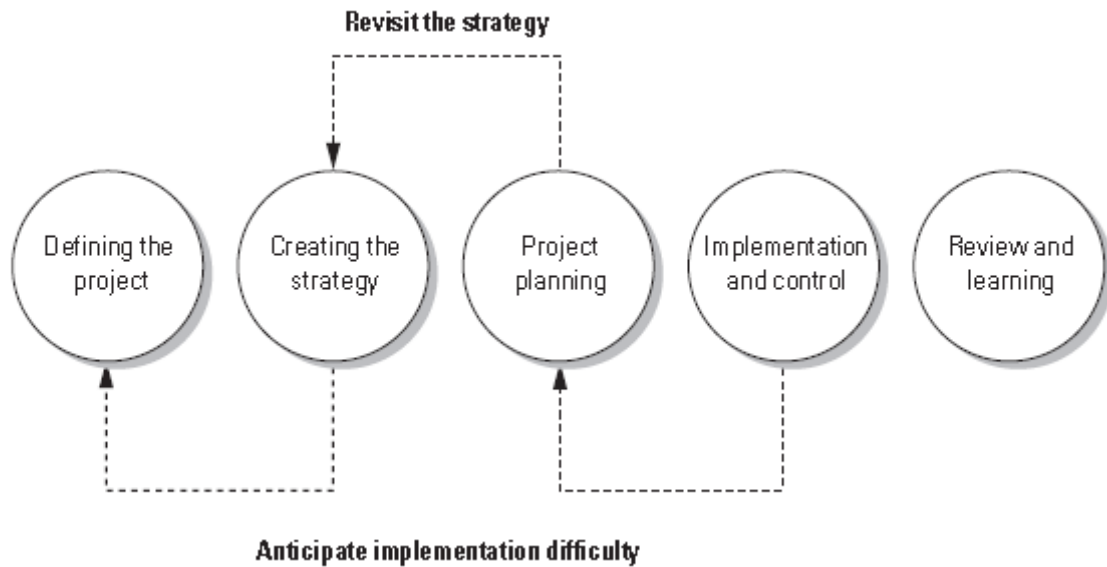
2.1.19 The Strategic Project Management Process

According to Grundy ,the Strategic Project Management Process contains five key stages .These stages are :

- Defining the project
- Creating the project strategy
- Detailed project planning
- Implementation and control
- Review and learning

(Grundy, 2001, p.11)

Figure (2.4): The strategic project management process



(Source : Grundy, 2001)

According to Grundy the main Strategic Project Management Process contains five key stages which mentioned above . As these stages similar to the traditional project management stages except that as Heerkens (2007), Green (2005), Wessels (2007) and Naughton (2006) agree that the strategic project management is based on alignment between organizational business strategy with project strategy ,these aspects are examined in greater detail next .Mentioned Below are the stages of project management according to many authors and experts .

According to PMBOK, Project Management Processes are grouped into five categories known as Project Management Process Groups (or Process Groups):

- Initiating process group
- Planning process group
- Executing process group
- Monitoring and controlling process group
- Closing process group

(PMBOK,2008, p.37)

Both of Westland, and Young agreed that the project life cycle should consists of four phases :

- Project Initiation
- Project Planning
- Project execution
- Project closure

(Westland,2008, p.22)

According to Burde Project life cycle consists of the following :

1. Detailed requirement for the project.
2. Plan the project - time, team, activities, resources, and financials.
3. Correspond the project plan to the project group.

4. Consent and allot project actions.
5. Control, encourage, notify, promote, and facilitate the project team.
6. Verify, assess, evaluate project development; regulate project procedure, and notify the project members and others.
7. Finish project; evaluation and report on project performance; Admire and thanks to the project members.(Burde, 2008, p.1)

According to Labuschagne and Brent the project life cycle consists of :

- Pre Feasibility
 - Feasibility
 - development
 - Execution &Testing
 - launch
 - Post Implementation Review
- (Labuschagne and Brent, 2005, p.5)

According to Callahan and Brooks the main project life cycle stages are :

- Project Initiation
 - Project Planning
 - Project Execution and Control
- (Callahan and Brooks, 2004, p.31)

As presented above , most of the authors agree with the PMBOK, and Grundy classification of the stages of project management, as they are comprehensive. For this reason we are going to use Grundy classification to describe the main stages, and PMBOK classification to describe the components of each strategic project management stage .

Morris (2003) describes the PMBOK as having shortcomings when he writes: Though widely accepted, many practitioners, academics and others however believe it has serious shortcomings. It contains nothing detailed on project strategy, nothing on project definition, little on value management, nothing on technology management, and little on the linkage with programs and portfolios. All these shortcomings derive from its intellectual perspective of project management essentially as an *execution* discipline: of delivering a project ‘on time, in budget, to scope’ (Morris, 2003, p. 2).

2.1.19.1 Strategic project definition

Callahan and Brooks define project definition as “the process of formally authorizing a new project or that an existing project should continue into its next phase. According to Callahan and Brooks project initiation includes the following components :

- Formally authorizes the project to begin.
- Defines top-level objectives.
- Defines requirements.
- Secures approval and resources.
- Ensures alignment with the organization’s strategic objectives.
- Identifies the project manager.

- Establishes the project manager's authority.
 - Delivers the project charter.
- (Callahan and Brooks, 2004, pp.55-56)

Young define project definition as " the process of turning the project data into something more realistic, not just a wish or a hope but creating the solid foundations of your project". According to Young five essential documents are required to define a project effectively:

- a statement of requirements;
- a stakeholder list;
- a project brief;
- a scope of work statement;
- a risk assessment.

(Young, 2007, pp.100-101)

According to PMBOK project definition or initiating process : "are consists of those processes performed to define anew project or anew phase of an existing project by obtaining authorization to start the project or phase". This stage include identifying the project scope , the financial resources, internal and external stakeholder, project manager and project team .(PMBOK,2008)

According to Grundy project definition involves the following steps :

- Defining the project's scope and main focus
- Diagnosing any key problems which gave rise to the project in the first place
- Clarifying any key interdependencies
- Creating an overall (at a very high level) vision for the project, and its key objectives
- Thinking through, at least initially, who the stakeholders might be.

(Grundy, 2001,p.11)

According to PMBOK, project definition includes the following two steps :

1. Develop project charter : is the process of developing a document that formally authorize a project or a phase and documenting initial requirements that satisfy the stakeholder's needs and expectation.
2. Identify stakeholders : is the process of identifying all people or organizations impacted by the project, and documenting relevant information regarding their interests, involvement, and impact on project success .

(PMBOK, 2008, pp.45-46)

Grundy, Young, Callahan and Brooks agree with PMBOK on the components of project definition stages , which involves :

1. identifying the project scope .
2. identifying stakeholder

other components mentioned above will be included indirectly in those 2 major stages .

a) Defining the project's scope

Project scope is the work that needs to be accomplished to deliver a product, service, or result with the specified features and functions .

(PMBOK,2008)

According to Grundy, who define project scope as a step of the whole process, The scope of the project can crudely be defined as: "Project size x duration x interdependencies" (Grundy,2001)

PMBOK define project scope as a process that consisting of the sub processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully .managing the project scope is primarily concerned with defining and controlling what is and is not included in project.

According to POMBOK, project scope include the following :

1. Collect requirements , the process of defining and documenting stakeholder's needs to meet the project objectives.
2. Define scope, the process of developing a detailed description of the project and product .
3. Create WBS, the process of subdividing project deliverables and project work into smaller, more manageable components.
4. Verify scope, the process of formalizing acceptance of the completed project deliverables.
5. Control scope, the process of monitoring the status of the project and product scope and managing changes to the scope baseline.

According to Wysocki and McGary , Scope the project main components are :

- State the problem/opportunity.
- Establish the project goal.
- Define the project objectives.
- Identify the success criteria.
- List assumptions, risks, and obstacles.

(Wysocki and McGary, 2003, p.23)

According to Young , identifying project scope require preparing the scope of work statement (SOW) which is a narrative description of the project objectives in more detail, giving more information about each deliverable and benefit identified.

The Sow will should includes the following :

- internal product specifications;
- external product specifications;
- mandatory standards imposed by legislation;
- process specifications;
- customer specifications;
- standard operating procedures;

- purchasing procedures;
- quality standards;
- testing specifications and procedures;
- sub-contract terms and conditions imposed on third parties.

(Young, 2007, p.105)

b) The difference between project goals and project objectives

Callahan and Brooks define project objectives and project goals as :

Project objectives :The desired future position of the project in terms of cost, schedule, and technical performance. Project goals: Milestones leading to the completion of the project's "work packages."

(Callahan and Brooks, 2004, p.327)

Goals are defined as open-ended statements of planned accomplishment, while objectives are defined as being the desired end result of this planned accomplishment. The terms are often confused with each other, but they are most certainly not the same things. Simply stated, objectives provide specificity generally lacking in a statement of goals. If objectives provide specificity for goals, goals might be said to provide focus for the organization's mission statement.

(Katsioloude, 2006, p.12)

The objective defines the reason for having and needing the product in the first place. An objective statement starts with identifying the customer, the client, and the potential user of the product. It then describes and articulates their need – what do they want, and what could help them, and how will this need be addressed, namely is there a feasible way to solve the customer's problem, and what is it. Finally, the objective states what is the business opportunity associated with this need and solution. (Noda and Collins, 1995).

c) Identifying stakeholder

Callahan and Brooks ,Identified project stakeholder as" project team members, higher-level managers, and outside organizational entities such as contractors, subcontractors, customers, regulators, financial institutions, and other claimants who have—or believe they have—vested rights in the project"

(Callahan and Brooks, 2004, p.161)

The PMBOK definition of Stakeholders are "persons or organizations (e.g., customers, sponsors, the performing organization, or the public), who are actively involved in the project or whose interests may be positively or negatively affected by the performance or completion of the project. stakeholders may also exert influence over the project, its deliverables, and the project team members."

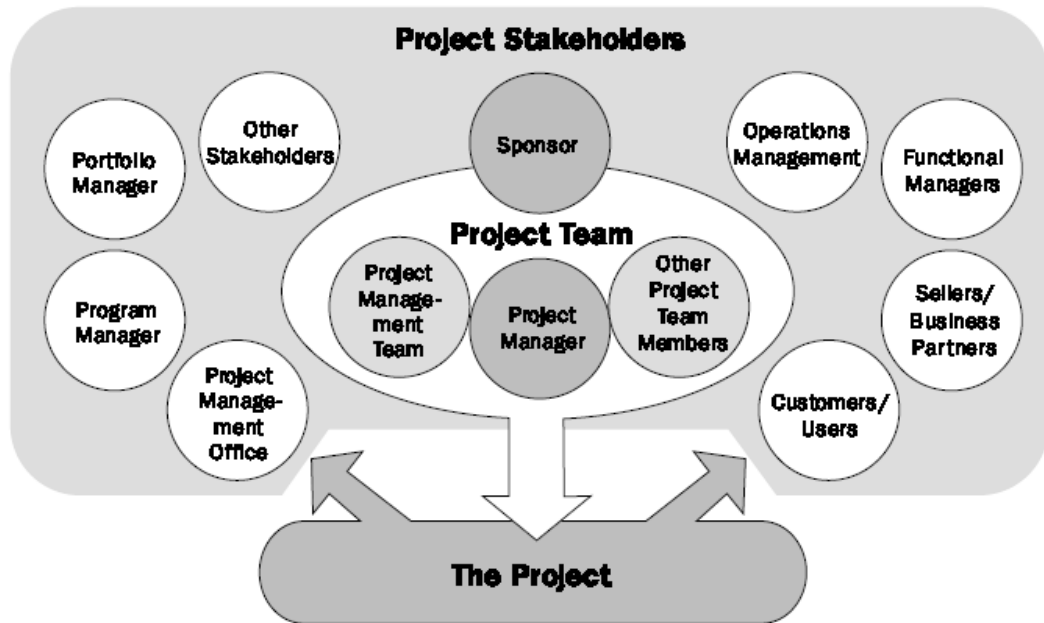
(PMBOK, 2008, p.23)

The following are some examples of project stakeholder according to PMBOK:

- **customers/users:** are the persons or organizations that will use the project's product or service.
- **Sponsor:** a person or group that provides the financial resources, in cash or in kind, for the project.
- **Portfolio managers/portfolio review board:** are responsible for the high level governance of a collection of projects or programs.
- **Program managers:** are responsible for managing related projects in a coordinated way to obtain benefits and control not available from managing them individually .
- **Project management office :** is an organizational body or entity assigned various responsibilities related to the centralized and coordinated management of those project under its domain .
- **Project manager :** are assigned by the performing organization to achieve the project objectives .
- **Project team :** is comprised of the project manager, project management team, and other team members who carry out the work but who are not necessarily involved with management of the project .
- **Functional managers :**are key individuals who play a management role within an administrative or functional area of the business, such as human resources, finance, accounting, or procurement.
- **Operations management:** are individuals who have a management role in a core business area, such as research and development, design, manufacturing, provisioning, testing, or maintenance.
- **Seller/business partner :** sellers, also called vendors, suppliers, or contractors, are external companies that enter into a contractual agreement to provide components or services necessary for the project . business partners are also external companies, but they have a special relationship, who provide specialized expertise or fill a specified role such as installation, customization, training, or support. (PMBOK, 2008, p.23)

The project management team must identify both internal and external stakeholders in order to determine the project requirements and expectation of all parties involved .furthermore, the project manager must manage the influence of the various stakeholders in relation to the project, requirements to ensure a successful outcome. Figure 2-5 illustrate the relationship between the project, the project team, and other common stakeholders.

Figure (2.5) : Project life cycle and organization



(Source : PMBOK,2008, p23)

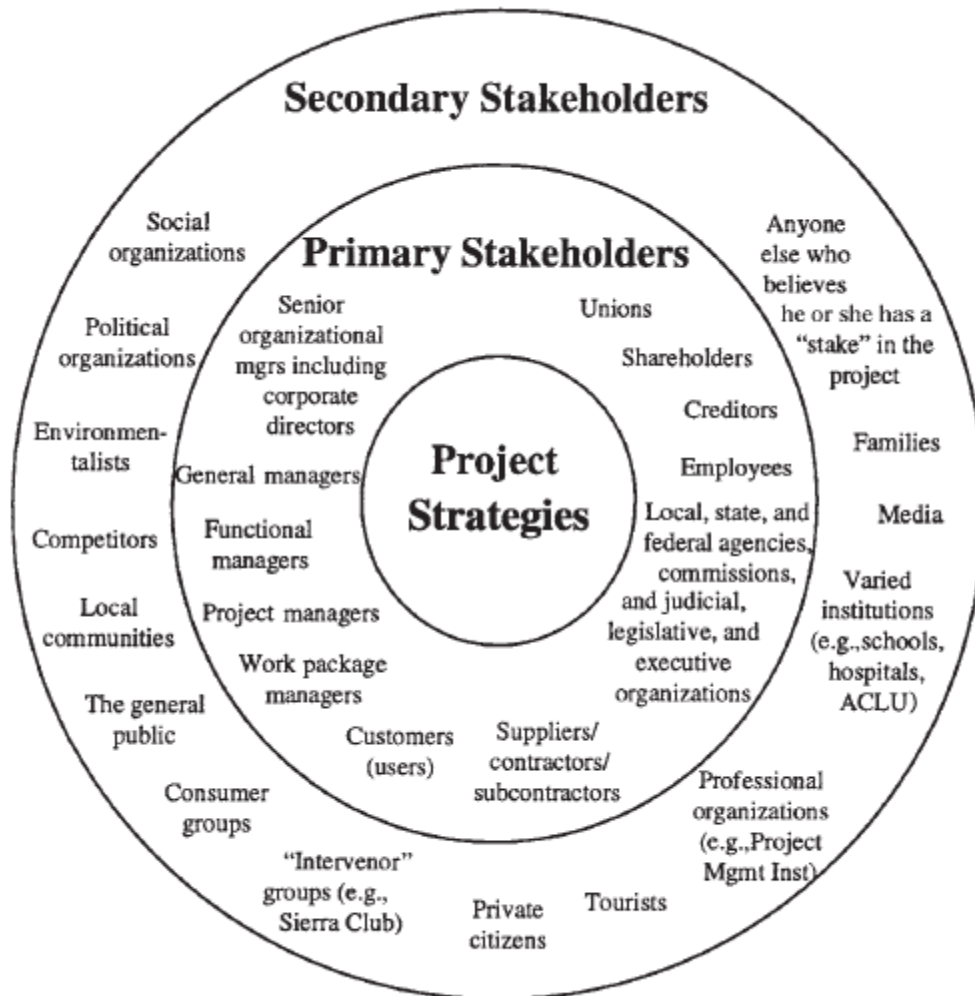
Project stakeholders classification

Callahan and Brooks divide project stakeholders into primary and secondary stakeholders .

Primary stakeholders are those persons or groups on the project team who have a contractual or legal obligation to the project team and have the responsibility and authority to manage and commit resources according to schedule, cost, and technical performance objectives.

Secondary stakeholders are those who have no formal contractual relationship to the project but can have a strong interest in what is going on regarding the project. (Callahan and Brooks, 2004, pp.176-177) Figure 2-6 illustrate the primary and secondary stakeholders .

Figure (2.6) : Project stakeholders



(Source : Callahan and Brooks, 2004, p.176)

2.1.19.2 Developing project strategy

a) The Definition of Project Strategy

The word strategy refers to the method of achievement, a planned operation in the execution of a project. A more comprehensive definition of organizational strategy might be a match between the organization’s internal capabilities and its external relationships.(Katsioloudes, 2006, p.13)

Project strategy A plan of action with accompanying policies providing general direction of how resources will be used to accomplish project goals and objectives. (Callahan and Brooks, 2004, p.327)

Artto, Kujala, Dietrich, and Martinsuo define project strategy as :

“Project strategy is a direction in a project that contributes to success of the project in its environment.”(Artto, Kujala, Dietrich, and Martinsuo,2008, p.8)

Shenhar, Poli,& Lecher, define project strategy as follows: the project perspective, direction, and guidelines on what to do and how to do it, to achieve the highest competitive advantage and the best project results.

(Shenhar, Poli,& Lecher,2000, p. 5).

b) Project strategy components

According to Grundy Creating the project strategy entails:

- Exploring the external and internal environment for the project at greater length
- Defining more specifically the key strategic goals of the project
- Examining strategic options for:
 - a) what to do, and
 - b) how to do it, including ‘push’ versus ‘pull’ strategies (a ‘push’ strategy is one where little discretion is allowed to those stakeholders impacted on by the project. A ‘pull’ strategy is one where the degree of discretion is higher, either over the project’s goals or the project’s process, or both)
- A preliminary appraisal of the project’s overall attractiveness and implementation difficulty
- Further thinking about the positioning of key stakeholders, and how these might be influenced.

Project strategy demands even more thought than project definition – as there may be many ways of implementing the project.

(Grundy, 2001, p.12)

c) The Project Strategy Framework :

Shenhar, Poli, and Lechler, have created a framework for delineating the elements of project strategy. they distinguish four elements of project strategy: Product Definition and Competitive Advantage, Business Perspective, Project Scope, and Strategic Focus. When dealing with project strategy, one needs to address all four elements, in an interactive and cyclic way. The following discussion will describe each of these elements in more detail.

1-Product Definition and Competitive Advantage

This is typically the starting point. It is the base on which the strategy is built, the project is defined, and the plan is outlined. Every project relates to some product, and product definition defines this product. But as we show below, at this stage you must also define the product’s competitive advantage.

Competitive Advantage and Value. This is the most important element of the product definition. It articulates the value of the product from two perspectives: that of the customer, and that of the company (the organization). From the customer's point of view, the value statement needs to articulate the product's competitive advantage: why will customers prefer our product and why will they buy it from us. And from the company's perspective, what is the value of this product in the long run. How will this product contribute to our business and long-term strategic goals.

2-Business Perspective

This part of project strategy provides the perspective and expectation the organization has for the product. It makes things clear: these are the business aspects of the product, and this is what the product is supposed to achieve in the market. In some cases the business perspective includes a detailed business plan: the projected sales and growth pattern of sales over a period of several years. In other cases it only includes more general statements about projected market performance. However, in any case this part must include the success measures in a multidimensional framework. Success measures provide the expectations and the means by which we will be able to assess project success.

3-Project Scope Definition

This part will define the project boundaries - the scope of work that needs to be done, and the classification of the project type.

4- Strategic Focus

Strategic: in dictionary , the word strategy has to do with war and deception of an enemy . In non profit management, strategy has to do with responding to a dynamic and often hostile environment in pursuit of a public service mission. Thinking strategically thus mean being informed and consciously responsive to this dynamic environment.

This is the last and most important component of the project strategy. It creates the mindset and guidelines for behavior to achieve the product's competitive advantage and value. The right strategic focus translates the desired competitive advantage into guidelines for project management. These guidelines help focus activities and foster behavior that will make the competitive advantage a reality. Strategic focus involves four components: position, policy, behavior, and processes.

- **Position.** This is a statement that describes the desired position that we want to achieve, and it simply reiterates the expected competitive advantage that was defined earlier.
- **Policy and Behavior.** Rules and guidelines that would direct behavior and decision making. The right policy will drive team member activities that are consistent with the position and will free managers from day to day decisions. The right pattern of behavior will cumulatively contribute to the expected position.

- **Processes.** Defining the right processes will consistently create the product advantage.
(Shenhar, et al, 2000, pp.6-8)

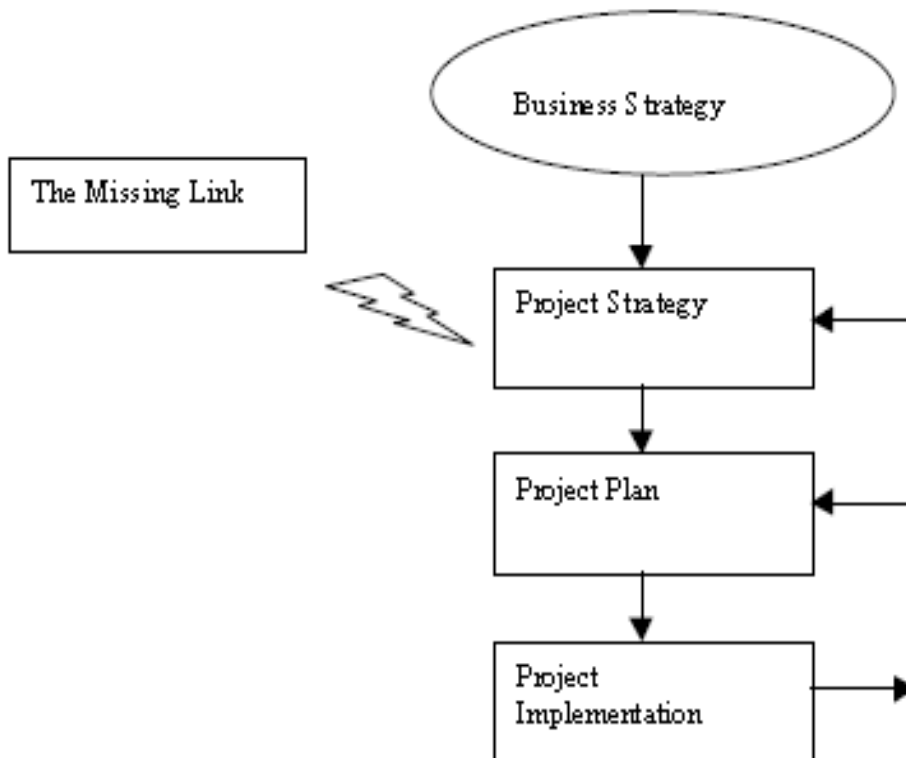
d) The Role of Strategy in Project Management

The Missing Link:

We define projects as temporary organizations and processes that have been set to achieve certain goals under the constraints of time, budget, and other resources. Projects conceive of goals, structures, processes, and of course resources. Unlike on-going operations, each project is unique, and to some extent, “first of its kind.” Furthermore, projects are initiated to implement business, corporate, or organizational goals into action. They are the vehicles with which organizations execute their strategies, things get done, and decisions are being implemented.

Typically, most projects would start with a project plan. The plan normally includes the project goal, project scope, project deliveries, project milestones, project resources, and activities for execution. Also typically, projects are initiated as part of a grand-plan, which is consistent with business strategy and conceived at the corporate or business unit level. But how exactly is this plan translated into what needs to be done on the project arena? While some projects do better than others, conceptually, there is a missing link – between the business strategy and the project plan. We call this link the *project strategy* (see Figure 2.7).

Figure (2.7) : Project Strategy- The Missing Link



(Source : Shenhar and other, 2000, p.3)

e) Concept of “Alignment”

Strategic alignment is the coordination of an organization’s external business and IT goals and its internal business and IT organizational infrastructures (Luftman, 2004).

Luftman (2003) defines the term “alignment” as “the purposeful creation of integrated environments that leverage human skills, business processes, organizational structures, technologies, competencies, and industry direction to transform the competitive position of the firm” (p. 382). He suggests that when these areas are in alignment, a company’s ability to react to increasingly uncertain and dynamic markets is significantly enhanced “sometimes to the level of where companies can define entirely new markets or set the standard of excellence in their industry” (p. 382). He further describes “alignment” as “a consequence of sound processes, practices, and evolving human relationships that embrace mutual understandings of goals, values, culture and capabilities that leverage the development of strategies that can ultimately adapt to changing situations” (p. 383). Srivannaboon (2006) explains that literature research has examined the concept of alignment in various management areas (such as research and development, human resources and information technology) but since project management is similar to these functional strategies, it too should be aligned with an organization’s business strategy (p. 89).

f) *Strategy is About Success*

Yet some projects may not be carried out in a competitive environment. They may comprise internal organizational projects, restructuring efforts, or public works. In that case, and given the above discussion, do we still need a project strategy? The answer is, again, *yes!* Even if a project is conducted in a non-hostile environment, we still want it to succeed. Project strategy, then, simply becomes the specific way in which the project is going to succeed. In this case we call it *the way to success*, rather than the way to win, and all the previous statements are exactly as relevant as before.

g) *Strategy Is Not A Plan*

What, then, distinguishes a project strategy from a project plan. Obviously, each project must have a plan for execution, for getting things done. Why not call this plan the project strategy, (as some actually do)? Strategy, in our view, is at a higher level than a plan .

Plans normally include decisions about activities that should be carried out, and involve resources, timelines, and deliverables. Strategy, in contrast, is what drives the plan. It is that specific twist to a project that makes all this happen successfully, and it is what makes a difference beyond the routine plan. Strategy, therefore, involves the critical elements for winning with the project – its “secrets of success.” And while distinguished from the routine plan, strategy involves the perspective, the

guideline, the attitude, the direction, and the policy which leads to the actual plan, and which will promote a pattern of behavior that is needed for winning and succeeding. (Source : Shenhar and other, 2000, p.5)

2.1.19.3 Project planning

The PMBOK does not contain a specific definition of project planning. The PMBOK define project planning as a series of processes which consists of those processes performed to establish the total scope of the effort, define and refine the objectives, and develop the course of action required to attain those objectives.(PMBOK, 2008, p.46)

According to Grundy Detailed project planning requires:

- A detailed analysis of the key activities and/or sub-projects which the overall project strategy .
- An analysis of how these activities are networked in a sequence, given their interdependencies and also an analysis of their critical paths .
- An appraisal of key uncertainties, along with contingency plans and impact analysis
- A financial appraisal of the project's value and cost drivers, along with an overview of the financials.

Whilst this is the core of traditional project management, project plans will only ever be as good as the project strategies they are based upon.
(Grundy, 2001,p.13)

According to Lewis, project planning is “the answering of the following questions:

- What must be done?
- How should it be done?
- Who will do it?
- By when must it be done?
- How much will it cost?
- How good does it have to be?”

(Lewis, 2007, p.31)

Kerzner writes that project planning “includes three elements:

1. Definition of work products
2. Definition of quantity and quality of work
3. Definition of resources needed”

(Kerzner,2006, p.401)

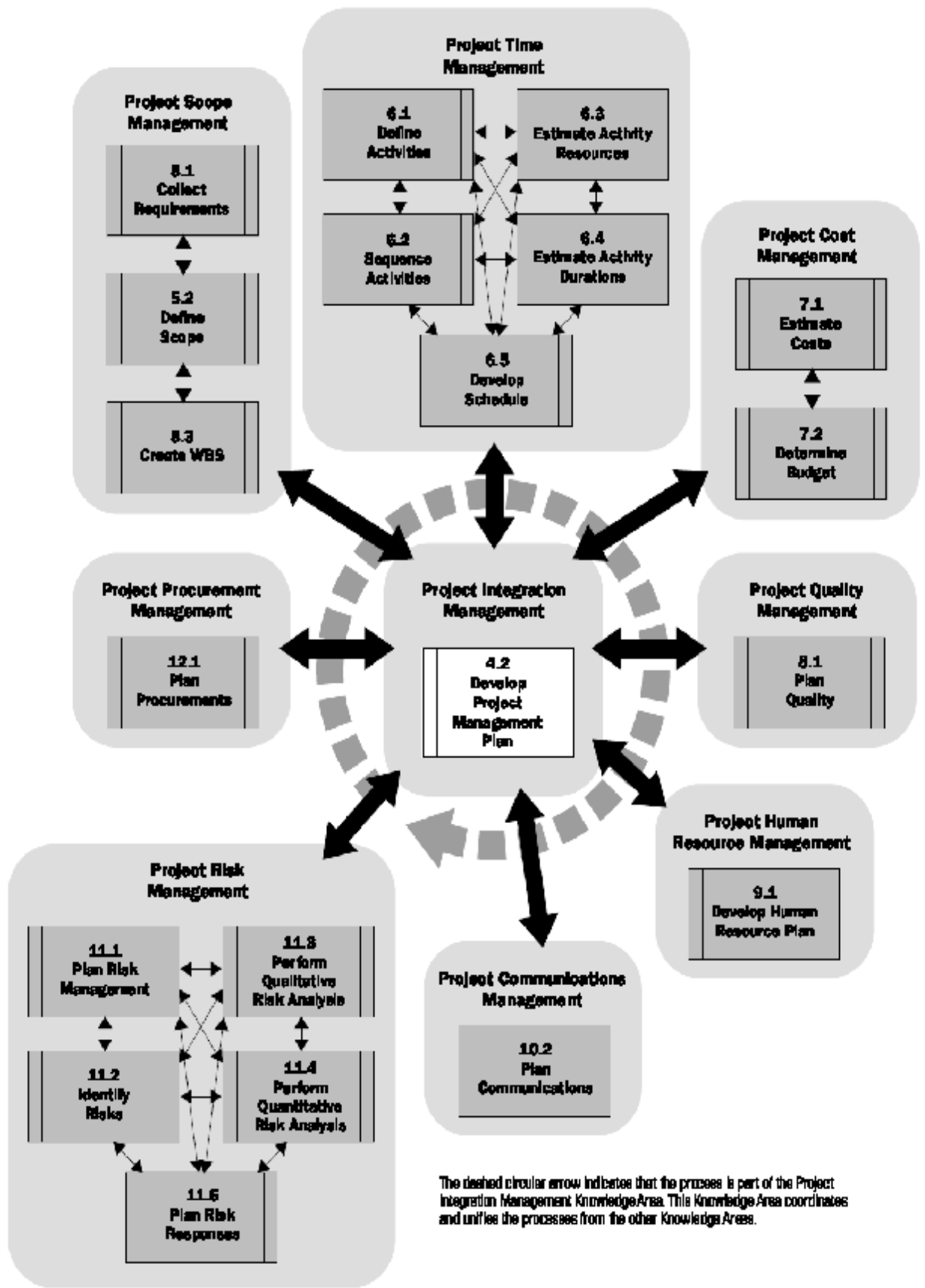
As we can see from the definitions, project planning is about getting ready to do a project. Although one definition uses formal language and the other informal, both definitions share several qualities. Both definitions are focused on what the project will deliver. This is a change in perspective from initiation.

a) Project Planning Processes

According to PMBOK , Figure (2.8) represents the main processes in project planning which includes the following steps:

1. Develop project management plan : is the process of documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans.
2. Collect requirements: is the process of defining and documenting stakeholders' needs to meet the project objectives.
3. define scope : is the process of developing a detailed description of the project and product.
4. Create WBS : is the process of subdividing project deliverables and project work into smaller, more manageable components.
5. Define activities : is the process of identifying the specific actions to be performed to produce the project deliverables .
6. Sequence activities : is the process of identifying and documenting relationships among the project activities .
7. Estimate activity resources : is the process of estimating the type and quantities of material, people, equipment, or supplies required to perform each activity .
8. Estimate activity durations : is the process of approximating the number of work periods needed to complete individual activities with estimated resources .
9. Develop schedule : is the process of analyzing activity sequence, duration. Resource requirements, and schedule constraints to create the project schedule .
10. Estimate costs : is the process of developing an approximation of the monetary resources needed to complete project activities .
11. Determine budget : is the process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline.
12. Plan quality : is the process of identifying quality requirements and/or standards for the project and product, and documenting how the project will demonstrate compliance .
13. Develop human resource plan : is the process of identifying and documenting project roles, responsibilities, and required skills, reporting relationships, and creating a staffing management plan .
14. Plan communication : is the process of determining project stakeholder information needs and defining a communication approach.
15. Plan risk management : is the process of defining how to conduct risk management activities for a project .
16. Identify risks : is the process of determining which risks may affect the project and documenting their characteristics.
17. Perform qualitative risk analysis : is the process of prioritizing risks for further analysis or action by
18. assessing and combining their probability of occurrence and impact .
19. perform quantitative risk analysis : is the process of numerically analyzing the effect of identified risks on overall project objectives.
20. Plan risk responses : is the process of developing options and actions to enhance opportunities and to reduce threats to project objectives .
21. Plan procurements : is the process of documenting project purchasing decisions, specifying the approach, and identifying potential sellers. (PMBOK, 2008, pp.48-55)

Figure (2.8) : Project planning processes



(Source: PMBOK, 2008, p.47)

The diagram in Figure (2.11) represents another classification of project planning main processes, according Callahan and Brooks as they classify project planning into :

Primary Planning Processes: they refer to the first group of processes as primary processes because each of the processes must occur, and they generally must occur in the order in which they are listed, because each subsequent process depends on output from the prior process.

Secondary Planning Processes

Secondary processes support the primary processes, but they do not necessarily happen in a predetermined sequence. Some of these processes may or may not happen in a given project.

(Callahan and Brooks, 2004, p.71)

b) Project Plan

The project plan is a compilation (often in electronic format) of the output of the planning process, and is actually a detailed guide to executing and controlling a project. (Callahan and Brooks, 2004, p.72)

c) Project Scope Planning :

Project scope planning is the process that delivers the scope statement, which is the crucial link between project initiation and project planning.

several other factors are considered during scope planning:

- Assumptions. Any condition that is known to be true that will affect a project.
- Constraints. Any condition that may impede the progress of a project.
- Project justification. Why the project is needed.
- Product/service description. A more detailed description of the product or service to be delivered.
- Deliverables. A more detailed listing of deliverables.
- Time, cost, and performance. The scope statement should contain information, at least at a high level, about time, cost, and performance.

(Callahan and Brooks, 2004, pp.72-74)

d) Work Breakdown Structure

The work breakdown structure (WBS) is the spinal column of any project. The PMBOK defines the WBS as “a deliverable-oriented hierarchical decomposition of the work to be executed by the project team to accomplish the project objectives and create the required deliverables, with each descending level of the WBS representing an increasingly detailed definition of the project work. The WBS organizes and defines the total scope of the project, and represents the work specified in the current approved project scope statement .

.(PMBOK, 2008, p.116)

According to Callahan and Brooks the WBS" is the primary planning tool that will transform the high-level deliverables into the individual work packages that will make up the project."

The completed WBS will be used to do the following:

- Delineate work into specific activities.
- Assist in determining resources and their skill levels.
- Provide a foundation for estimating cost, resources, and time.
- Identify baselines for measuring performance.
- Provide a basis for project change control.

(Callahan and Brooks, 2004, p.76)

Figure 6-6 provide an example of WBS .

e) Tasks

There are two terms that have various meanings in project management: task and activity. Depending on which source you consult, that meaning changes. For example, in the PMBOK an activity is the lowest level of the WBS, but it can be subdivided into tasks. From other experts, the opposite is true. For our purposes, we will say that there is no difference between a task and an activity, and our term of choice is task.

Callahan and Brooks define a task" as a unit of work that takes one or two people no longer than two weeks to accomplish". (Callahan and Brooks, 2004, p.80)

f) Resources

Now that the tasks have been defined and the preliminary estimates on resources—or at least the skill sets needed—have been compiled, the next step is to determine the actual resources needed to complete the project. (Callahan and Brooks, 2004, p.84)

g) Scheduling

Turning a series of tasks, duration and resource estimates, and other information into a realistic project schedule. (Callahan and Brooks, 2004, p.84)

h) Cost Estimation

Estimating project costs can seem to be very difficult. The difficulty may come from two sources: size and information. Very large projects will have complex cost estimates. cost estimating is done at the task level of detail. The cost of a task is equal to the effort multiplied by the rate of the assigned resources. The other source of difficulty can be a lack of information about the project.

(Callahan and Brooks, 2004, p.98)

i) Project Quality Planning

The PMBOK defines Project Quality Management are the processes involved in assuring that the project will satisfy the objectives for which it was undertaken. It consists of the Quality Planning, perform Quality Assurance, and perform Quality Control Processes.(PMBOK, 2008, p.313)

What we would like to do is explain the concept of quality in the context of project management, by focusing on the following concepts :

- **Quality management.** The processes undertaken to ensure that a project will satisfy the needs for which it was undertaken.
- **Quality planning.** Identifying which quality standards are relevant to the project and determining how to satisfy them.
- **Quality assurance.** Evaluating overall project performance regularly to provide confidence that the project will satisfy the relevant quality standards.
- **Quality control.** Monitoring specific project results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance.

(Callahan and Brooks, 2004, pp.100-101)

j) Project Risk Management

According to PMBOK Project Risk Management are" the processes concerned with conducting risk management on a project." It consist of the Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control Processes . (PMBOK, 2008, p.273)

According to Callahan and Brooks, Risk refers to those things that can go wrong with a project that are unknown.

There are two types of unknowns: the known unknown and the unknown unknown. There are things that could possibly go wrong with your project, and you know what they are but not whether they will happen or not. These are known unknowns. The second category of unknowns is things that could go wrong but you don't know what they are, so you cannot know if they will happen. The latter category is usually uncontrollable events such as weather, which are normally mitigated with insurance.

Risk planning deals with the known unknowns. It is the process of defining potential risks and the ways in which you will both mitigate their occurrence and respond if they actually do occur.

Risk Management includes the following steps:

1. Risk identification. Systematically identifying all possible risks

2. Risk qualification. Judging the probability that a risk will occur, and if it does, how serious a threat it poses to the project
 3. Risk mitigation planning. What you will do to prevent identified risks from occurring
 4. Risk response planning. What you will do if a risk actually occurs
 5. Risk management plan development:
 - Documenting roles and responsibilities
 - Budgeting (contingency dollars and insurable risk)
 - Reporting and tracking
- (Callahan and Brooks, 2004, pp.102-104)

k) Project Communication Planning

The PMBOK defines Project Communications Planning as the processes concerning the timely and appropriate generation, collection, dissemination, storage and ultimate disposition of project information. It consists of the Communication Planning, Information Distribution, Performance Reporting, and Manage Stakeholders Processes. (PMBOK, 2008, p.243)

l) Project Procurement Planning

The PMBOK defines project procurement management as “are the processes that purchase or acquire products, services or results, as well as contract management processes. It consists of the Plan Purchase and Acquisitions, Plan Contracting, Request Seller Responses, Select Seller, Contract Administration, and Contract Closure Processes.(PMBOK, 2008, p.313)

2.1.19.4 Implementation and control

According to Grundy, Implementation and control necessitates are :

- Definition of project milestones and responsibilities
- Key implementation difficulties highlighted and counter-measures built-in to resource, action plans
- Some preview of likely project dynamics.

Implementation and control requires continual checking back to the project’s strategy and vision to ensure that apparent delivery of milestones is actually fulfilling the original purpose of the project.

(Grundy, 2001, p.13)

a) Project execution

The PMBOK defines project execution as “coordinating people and other resources to carry out the

(project) plan.” This definition of project execution is deceptively simple; under the direction of the project manager, the project team, vendors, and others carry out the

tasks that are defined in the project plan in order to produce the project deliverables. (PMBOK, 2008, p.55)

The researcher considers the two term "execution" and "implementation" as a similar term , have the same meaning .

According to PMBOK, project execution includes the following steps:

1. Direct and manage project execution: is the process of performing the work defined in the project management plan to achieve the project's objectives.
2. Perform quality assurance : is the process of auditing the quality requirements and the results from quality control measurements to ensure appropriate quality standards and operational definitions are used .
3. Acquire project team: is the process of conforming human resource availability and obtaining the team necessary to complete project assignments.
4. Develop project team :is the process of improving the competencies, team interaction, and the overall team environment to enhance project performance .
5. Manage project team :is the process of tracking team member performance , providing feedback, resolving issues, and managing changes to optimize project performance.
6. Distribute information : is the process of making relevant information available to project stakeholders as planned .
7. Manage stakeholder expectation: is the process of communicating and working with stakeholders to meet their needs and addressing issues as they occur .
8. Conduct procurements : is the process of obtaining seller responses, selecting a seller, and awarding a contract .(PMBOK, 2008, pp.57-59)

b) Project control

The PMBOK defines project control as" those processes required to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes." (PMBOK, 2008, p.59)

According to Callahan and Brooks the definition of project control was to “Ensuring that project objectives are met by monitoring and measuring progress regularly to identify plan variances so that corrective actions may be taken.

According to PMBOK, project control includes the following steps:

1. Monitor and Control project work: is the process of tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan. Monitoring includes status reporting, progress measurement, and forecasting.
2. Perform integrated Change Control: is the process of reviewing all change requests, approving changes, and managing changes to the deliverables, organizational process assets, project documents, and the project management plan.

3. Verify Scope : is the process of formalizing acceptance of the completed project deliverables.
4. Control Scope : is the process of monitoring the status of the project and product scope and managing changes to the scope baseline .
5. Control Schedule : is the process of monitoring the status of the project to update progress and managing changes to the schedule baseline .
6. Control Costs : is the process of monitoring the status of the project to update the project budget and managing changes to the cost baseline.
7. Perform Quality Control : is the process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes .
8. Report Performance : is the process of collecting and distributing performance information including status reports, progress measurements, and forecasts.
9. Monitor and Control Risks : is the process of implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project .
10. Administer Procurements : is the process of managing procurement, relationships. Monitoring contract performance , and making changes and corrections as needed . (PMBOK, 2008, pp.61-64)

c) Project close

PMBOK define Closing process as " those processes performed to finalize all activities a cross all project management process groups to formally complete the project, phase, or contractual obligation. This process ,when completed, verifies that the defined processes are completed within all the process groups to close the project or a project phase, as appropriate, and formally establishes that the project or project phase is complete . At project or phase closure, the following may occur:

- Obtain acceptance by the customer or sponsor.
- Conduct post–project or phase–end review.
- Record impacts of tailoring to any process.
- Document lessons learned.
- Apply appropriate updates to organizational process assets.
- Archive all relevant project documents in the project management information system to be used as historical data .
- Close out procurements .

(PMBOK, 2008, p.64)

According to PMBOK, project closing consists of the two following steps :

1. Close project or phase : is the process of finalizing all activities across all of the management process groups to formally complete the project or phase .
 2. Close procurements : is the process of completing each project procurement .
- (PMBOK, 2008, p.65)

2.3.19.5 Review and learning

Review and learning is thus not merely a peripheral part of the process, but is the driver of continuous improvement in the project process. Generally speaking, review and learning is frequently the weakest link in the strategic project management chain.

(Grundy, 2001, p.13)

a) Project learning

Throughout the project a great deal of learning can be gained – both for the project manager and for the team generally. This learning can take many forms, including learning about:

- the feasibility of achieving project goals (the ‘what’)
- the project process (the ‘how’)
- capability and effectiveness of the project team
- the organization itself
- the environment external to the project.

(Grundy, 2001, p.15)

b) Project review

Oakes define project review as "a way to help people (teams, project managers, sponsors, other stakeholders) manage problems and keep in touch with what’s really happening on their projects.

The primary purpose of project reviews, then, is to ground people in reality. By providing clear and independently validated information to project stakeholders, reviews help people avoid cognitive biases and information bottlenecks.

Reviews can help people to understand the information, and can also facilitate dialogue between stakeholders, review help connect projects to wider organizational objectives. As they work across a portfolio of projects, they are able to help individual project teams understand the broader perspective for their work. Finally, reviews can be an important mechanism for embedding organizational learning. (Oakes, 2008, pp.28-29)

Purpose of project review :

- Revisiting the project to assess whether the targeted deliverables were achieved, whether the implementation process went smoothly or not, how effectively the project positioned politically, and other behavioral lessons
- And, also, how could the strategic project management process itself be improved?

Benefits of Effective Project Reviews :

Reviews help organizations to clarify what is going on, disseminate this information and hence to learn from experience. As they do this, organizations can expect to derive benefits in two areas – execution of individual projects and overall decision making across the portfolio of projects.

- Earlier identification of risks and issues: As it often becomes more difficult, or even impossible, to rectify problems as they escalate and accumulate, this reduces project costs and failure rates. In extremis, it allows projects to be cancelled sooner, reducing the investment in failed projects.
- Adoption of good practice: Reviewers can help project teams to identify, understand and adopt practices learned from experience elsewhere in the organization.
- Availability of skills and experience: Reviewers take their experience to a range of projects, both directly and through mentoring. They also learn by seeing this range of projects, then bring this learning back to their own projects. Both mechanisms allow projects to benefit from a wider range of skills and experience than would otherwise be available. This process also builds resilience against staff turnover and associated issues, by developing a pool of people with understanding of several projects.
- Improved communication: Reviewers can help project teams to think through and make the case for the resources they need. They can help teams to engage and communicate with other stakeholders. The clarity and understanding that reviews create can significantly enhance communication within and around the project.(Oakes, 2008, pp.32-33)

Types of project review

1. Evaluation review: Can happen at any point through the project. It checks progress against the original schedule, budget and deliverables, and reviews the effectiveness of project management and related processes. It typically delivers some sort of assessment of the likelihood of project success and identifies areas of concern and corrective actions.
2. Gate review: Happens at the end of a project phase or at some other defined point in the project's lifecycle. It typically represents a decision point, using the outputs from an evaluation to decide whether continued investment in the project is justified.
3. Audit: An objective evaluation by a group outside the project team.
4. Post-project review: Happens as the project closes down. It assesses the overall success of the project and identifies what did or didn't work during its execution, generating lessons learned for the future.
5. Benefits realization review: Happens after the organization has had some chance to use the outputs from the project. It evaluates the extent to which the benefits identified in the original business case have been achieved.
(Oakes, 2008, p.34)

2.1: Palestinian NGOs in Gaza

2.1.1 Introduction

It is worth mentioning that this section has been researched in great depth and diversity by seven Master researchers during the past five years namely Shper (2004), El-Ashqer (2006) and Awad (2006), El-Aff (2007) ,Ghalayini(2007), judily (2008), Nasser(2010). It is recommended to revert to these studies to have more in depth information about the Arabic perspective of the issue. Accordingly, only a brief summary of the issue was formulated to enable the reader of this research to have a basic understanding of the issue. The summary was formulated based on both Arabic and international literature to present a balance view of the issue.

2.1.2 The Term NGO

The World Bank (2001) defines NGOs as "private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development"

According to Prodi and Kinnock, the term "NGO" can nevertheless be used as shorthand to refer to a range of organizations that normally share the following characteristics:

- Ÿ NGOs are not created to generate personal profit. Although they may have paid employees and engage in revenue-generating activities they do not distribute profits or surpluses to members or management;
- Ÿ NGOs are voluntary. This means that they are formed voluntarily and that there is usually an element of voluntary participation in the organization;
- Ÿ NGOs are distinguished from informal or ad hoc groups by having some degree of formal or institutional existence.
- Ÿ Usually, NGOs have formal statutes or other governing document setting out their mission, objectives and scope. They are accountable to their members and donors; (Prodi , Kinnock,2000)

According to Al- Saied , there are two major dimensions of defining non-profit organizations: The first is broad while the other is narrow.

The broad definition: states that any organization in the society is not a part of the government, so the organizations that work in the civil society are nongovernmental. Thereby, organizations that work as political groups, labors, syndicates, religious groups, institutions, sporting clubs, artistic & cultural associations, vocational federations, or commercial chambers are regarded as voluntary organizations. It's clear that this broad definition has a problem regarding including a great deal of various organizations that are not of joint elements except they are all non-governmental.

On the other hand, the narrow definition: refers to a specific type of organizations working in development field and advocating people to improve their social and

economic position. Yet, this definition has its own problems since it's so narrow beside it could be broad.

The report of "non-profit organizations" which is adopted by the Commonwealth shall formulate a definition appointing four criteria for non-profit organizations as follows:

- 1) Volunteerism: It means that all participants in those organizations including board members, members, and beneficiaries give a portion of their time as volunteers.
- 2) Independence: Such a type of organizations cannot be supervised or managed but by those who founded them.
- 3) Non-profit: Profits and revenues of those are not to be distributed on members but for the development aspired.
- 4) Responsible people do not work practice personal service: Key persons must not practice activities that violate the public interest. (Al-Saied, 1997)

Thomas, David, and Fottler Defines non-profit organizations as: Non profit organizations are private institutions work for the public service field depending on donations, grants, and governmental allowances, but those organizations are founded out of the governmental and legislative framework. (Thomas, David, 1986; Fottler, 1981).

2.1.3 The NGOs according to the Palestinian Law:

The Othman law of 1908 was the first law applied in Gaza strip and organized the establishment of civil societies. This law became obsolete with the issuing of the Palestinian authority law # 1 for the Year 2000. The new law have organized the establishment of new NGOs and clarified the issues related to the work of both old and new NGOs under the umbrella of the PA ministries. It also identified the rights and obligations imposed on these organizations. Furthermore the new law addressed issues of merger and splitting of existing NGOs and organized the work of international organizations working in the Palestinian Territories.

The definition of the NGO in the Palestinian Law of 2000 "An independent illusory identity resulting from an agreement between not less than seven individuals for the purpose of achieving legitimate goals that serve the community interest while avoiding the attaining of personal profit of benefit for any of the members. (Palestinian Law, 2000).

2.1.4 The Role of the Palestinian NGOs

Abdel Hadi and El Nahass (2002) had identified four reasons for the existence and development of civil society:

- Improve the daily lives of individuals in general aspect
- Fulfillment of social needs that are beyond the responsibility or the concerned of the official authority
- Improve the lives of the poor and marginalized
- Participate in the social change through affecting laws, public policies, and advocacy

In a more recent study Songco, Nijem and El Farra (2006) had identified five major roles for Palestinian NGOs:

- Asserting and advancing national sovereignty
- Delivering basic services
- Strengthening civil society
- Promoting Dialogue and interaction
- People empowerment

2.1.5 Number of NGOs:

NGOs working in Palestine are registered at: 1) Ministry of Interior according to the Palestinian Law No. 1/2000. 2) Ministry of Commerce as non-profit companies according to Companies' Law No. 18/1929. 3)

MAS (2007, p. 9) studied had showed that the number of NGOs that are operating at the Palestinian Territories is about 1,495. MAS had information for about 1,388 organizations who had answered the questionnaire of MAS. Around 68.5% of these 1,388 NGOs are located in the West Bank and around 31.5% are located in the Gaza Strip (MAS, 2007, p. 11).

According to the Ministry of Interior the number of NGOs that are operating at Gaza Strip was 894 organizations, table (2.6) show how NGOs were distributed based on the geographical areas, and table (2.7) show how NGOs were distributed based on the work sector categories .

Table (2.6): NGOs Categories Based on geographical area in the Gaza Strip in 2011

Number	Category	Number of NGOs
1.	North area	130
2.	Khanyonis	111
3.	Middle area	109
4.	Gaza	455
5.	Rafah	89
	Total	894

Source: Ministry of Interior, 2011

Table (2.7): NGOs Categories –Ministry of Interior, 2011

Work sector	Responses	
	N	Percent
Islamic	34	3.8%
Union	39	4.4%
Brotherhood	3	0.3%
Foreign	68	7.6%
Tourism and Antiquities	2	0.2%
Agricultural	39	4.4%
higher education	14	1.6%
Human rights	7	0.8%
Alumni	8	0.9%
Youth and Sports	56	6.3%
Handicapped	32	3.6%
Environmental	12	1.3%
maternal and child	42	4.7%
Culture and Art	69	7.7%
Social	401	44.9%
Education	13	1.5%
Family and Children	14	1.6%
Medical	37	4.1%
Friendship Societies	4	0.4%
Total	894	100.0%

Source: Ministry of Interior, 2011

2.1.6 Funding of NGOs

MAS (2007, pp. 15-17 and 36) had revealed that Palestinian NGOs received funding from variety of sources: external, self-funded, governmental, local funding, within the Green Line, and others. The total revenues for the NGOs in the West Bank and the Gaza Strip had reached USD 223,607,358 in 2006. It was USD 112,736,506 in 1999. The following is a summary of the funding received by the Palestinian NGOs from different sources broke-down as follows:

- 60.9% from external sources
- 21.5% from self-funding activities
- 9.3% from the local society
- 3.7% from sources inside the “Green Line”
- 0.7% from governmental sources

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology of the study including research method, research population, the questionnaire that was used in the study and the way it was designed, pilot study, data collection, response rate, and data analysis.

3.2 Research Method

The study is a descriptive analytical ,since it will best achieve the objective of the research. The main objective is to study the implementation of Strategic Project Management process in major NGOs working in Gaza Strip. The research used types of data: primary and secondary sources. The primary source is mainly through using a questionnaire which was specifically designed for this study. The secondary sources include academic works such as articles, reports, books, special studies and other material.

3.3 Resources of data collection :

Primary resources: the primary information were collected via using the main tool of the study which is a questionnaire designed to serve the goals of the study and then distributing this questionnaire samples for (general directors, projects managers, and projects coordinators) of the non-profit organizations in Gaza Strip .In addition to that the researcher used a semi structured interviews with a group of experts in NGOs and project management areas, a list of their name was attached in (Annex 5).

Secondary resources: they could be represented in books, studies, periodicals, and leaflets that have a relation between strategic planning and the non-profit organizations.

3.4 Data collection process :

The researcher used two tool for primary data collection of a direct relationship with the subject of the study. Meanwhile, regarding the goals of the study, questionnaires and interviews were used .

- 1. In parallel to the questionnaire design and development ,the other data collection approach as identified by the researcher was semi structured interview. The researcher selected this method in order to enable the collection of any additional data that was not taken into consideration at the design of the questionnaire. Moreover this tools was used to support research results .The process adopted in the interviews was as follows :**

- 1.introducing the research and the tool.
 - 2.Attain the general information about the interviewee
 - 3.Ask question about questionnaire sections
2. A list of the open ended questions used during the semi –structured interview to enable the researcher to attain basic understanding of the practices related to the implementation of the strategic project management, were was attached in (Annex 6).
 3. data collection process, were started in 01/03/2011,and finished on 01/05/2011 , both for the questionnaire and the interviews .

3.5 Research Population

The researcher has identified that the population would be the general directors, projects managers, and projects coordinators of a Top 50 NGOs that are working in the Gaza Strip. The UNSCO directory of Non-Governmental Organizations in the Gaza Strip (2007) had been used to determine the names, numbers and locations of NGOs that were considered in this research, where the directory contained 262 NGO, include 246 Palestinian organization as was shown in the table (3.1) . The UNSCO directory was selected because its contains the best NGOs working in Gaza Strip, despite that there are other resources.

Table (3.1): NGOs Categories Based on UNSCO directory 2007

Work sector	Responses	
	N	Percent
Social development	16	6.1%
Culture and sport	32	12.2%
Agriculture and environment	14	5.3%
Democracy and human rights	12	4.6%
Education and training	45	17.2%
Women and child	26	9.9%
Social services and relief	53	20.2%
Economic development	17	6.5%
Health and rehabilitation	47	17.9%
Total	262	100.0%

Source: UNSCO, 2007

The criteria for selecting the NGOs were the following:

- To be a local Palestinian NGOs .
- To be of official legalized presence.
- To have a strategic plan .
- NGOs that employ more than 20 persons as full time employee .

- To be unrepresentative – not limited to specific sector such as student unions or workers unions and professional unions.

The selection criterion has been adopted to focus only on the top 50 big and active local NGOs that are working in the Gaza Strip. The research sample was a purposive sample to assure sufficient organizational complexity in their project management work ,to assist in effective analysis of their strategic success .

The directories showed 57 NGOs were applicable for the study (Table 3.1). Yet, when examined more closely by the researcher, 7 of these NGOs were employing less than 10 employees and they were excluded form the study. The population size of the study was 50 organizations. The researchers contacted the 50 organizations and 3 questionnaire were distributed for each one , 109 questionnaire was retrieved . The response rate was 72.66%.

Table (3.1.1): NGOs Categories Based on Number of Employees in the Gaza Strip in 2007

Number	Category	Number of NGOs
6.	From 21 to 50 employees	35
7.	From 51to 100 employees	12
8.	More than 100 employees	10
	Total	57

Source: UNSCO, 2007

3.6 The Questionnaire Design

The questionnaire was designed in the Arabic language to make it more understandable. An English version was attached in (Annex 2). Unnecessary personal data, complex and duplicated questions were avoided. The questionnaire was provided with a covering letter which explained the purpose of the study, the way of responding, the aim of the research and the security of the information in order to encourage high response.

A structured questionnaire was specially designed for the study and it consisted of three main sections:

- The first section was general information about the respondent.
- The second section was general information about the organization characteristics.
- The third section was the main body of the questionnaire and it was divided into 5 sub-sections related to the stages of the Strategic Project Management process .

The process adopted by the researcher was as follows :

- Establish relationship with the organization and hold informal discussion to introduce the study and data collection approach to attract their interest .
- Proceed to setting up appointment with the targeted individuals
- The researcher has acted as a facilitator to the questionnaire parts .

3.7 Pilot Study

A pilot study for the questionnaire was conducted before collecting the results of the sample. It provides a trial run for the questionnaire, which involves testing the wordings of question, identifying ambiguous questions, testing the techniques that used to collect data, and measuring the effectiveness of standard invitation to respondents, a group of academic experts and professional share in this step , and a list of their names was attached in (Annex 3).

3.8 Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the important (1,2,3,4,5) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels. Based on Likert scale we have the following:

Item	<i>Strongly agree</i>	<i>Agree</i>	<i>Do not Know</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
Scale	5	4	3	2	1

3.9 Validity of Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which include internal validity and structure validity. The questionnaire was evaluated by 7 experts from the Islamic university and 2 NGO directors. The experts provided helpful comments on the questionnaire.

3.9.1 Internal Validity

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is measured by a scouting sample, which consisted of 40 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole field .

Table (3.2) clarifies the correlation coefficient for each paragraph of the " Project definition , and Identification" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (3.2): Correlation coefficient of each paragraph of " Project definition , and Identification" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The organization identifies the community needs, which corresponds to its directives and abilities , as basis for new project .	0.418	0.004*
2.	The organization identifies the type and nature of the project according to the needs and priorities of the donors	0.461	0.001*
3.	The organization identifies projects through regular needs assessment process .	0.480	0.001*
4.	The organization identifies project purposes(project reasons, and stakeholder needs).	0.402	0.005*
5.	The organization identifies assumptions, risks, and obstacles for the project being defined .	0.270	0.046*
6.	The organization identifies primary	0.646	0.000*

	projects key stakeholders, who have official or formal relations with the organization .		
7.	The organization identifies secondary projects key stakeholders, who do not have official or formal relations with the organization .	0.422	0.003*
8.	The organization identifies project requirements, and expectation of key stakeholders.	0.589	0.000*
9.	The organization identifies the problems/opportunities form the project .	0.483	0.001*
10.	The organization target groups , and beneficiaries participate in projects definition, and regular need assessment .	0.294	0.033*
11.	The organization develops measurable objectives , goals , and success indicators, while defining project.	0.694	0.000*
12.	The organization translates project purposes into criteria for project design.	0.569	0.000*
13.	The organization uses the "logical framework approach "while defining project .	0.621	0.000*
14.	The organization selects project that is consistent with its strategic goals.	0.529	0.000*
15.	The organization understands the corporate and strategic context and priority of the project .	0.606	0.000*
16.	The organization understands the required information, and support form its various stakeholders	0.537	0.000*
17.	The organization considers the feed back form the beneficiaries of previous project, while defining project .	0.529	0.000*
18.	The organization considers the influence of the various stakeholders, while defining project .	0.495	0.001*
19.	The organization considers the various stakeholders requirements to ensure a successful project outcomes.	0.652	0.000*

* Correlation is significant at the 0.05 level

Table (3.3) clarifies the correlation coefficient for each paragraph of the " Developing project strategy" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (3.3): Correlation coefficient of each paragraph of " Developing project strategy" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
20.	The organization explores its external and internal environment at greater depth, while developing project strategy .	0.520	0.000*
21.	The organization identifies project strategy through identifying a group of policies , procedures which will lead, and ensure the implementation of project plan .	0.443	0.002*
22.	The organization identifies the key strategic goals of the project, while developing project strategy	0.695	0.000*
23.	The organization identifies the project scope, and the classification of the project type, while developing project strategy .	0.741	0.000*
24.	The organization identifies the right project processes, while developing project strategy .	0.349	0.014*
25.	The organization identifies Policies that would direct behavior and decision making, while developing project strategy .	0.626	0.000*
26.	The organization conducts a preliminary appraisal of the project's overall attractiveness and implementation difficulty, while developing project strategy .	0.625	0.000*
27.	The organization considers the results of Project Definition stage ,while developing project strategy .	0.391	0.006*
28.	The organization considers its strategic goals, while developing project strategy .	0.657	0.000*
29.	The organization links its strategic goals, with project strategy.	0.601	0.000*
30.	The organization links business strategy and the project plan, through developing the project strategy .	0.721	0.000*

* Correlation is significant at the 0.05 level

Table (3.4) clarifies the correlation coefficient for each paragraph of the " *Project planning*" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (3.4) : Correlation coefficient of each paragraph of " Project planning" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
31.	The organization develops project management general plan which include the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans.	0.655	0.000*
32.	The organization collects project requirements through defining and documenting stakeholders' needs to meet the project objectives.	0.306	0.028*
33.	The organization identifies project activities,	0.639	0.000*
34.	.The organization creates project WBS "Work Breakdown Structure, and identifies the sequences of project activities.	0.505	0.000*
35.	The organization identifies project scope through developing a detailed description of the project.	0.535	0.000*
36.	The organization estimates activity durations, and develops project schedule, while project planning.	0.534	0.000*
37.	The organization estimates project costs, and determines project budget, while project planning.	0.496	0.001*
38.	The organization identifies quality requirements, and standards for the project, while project planning.	0.554	0.000*
39.	The organization estimates the type and quantities of (material, people, equipment, or supplies) required to perform each project activity .	0.571	0.000*
40.	The organization develops human resource plan through identifying and documenting project roles, responsibilities, and required skills, reporting relationships, and creating a staffing management plan .	0.453	0.002*
41.	The organization plans risk management, identifies project risks, perform qualitative and quantitative risk analysis, assessing and combining their probability of occurrence and impact, and plan risk response .	0.696	0.000*
42.	The organization plans communication with project stakeholder .	0.588	0.000*

43.	The organization plans project procurements .	0.679	0.000*
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* Correlation is significant at the 0.05 level

Table (3.5) clarifies the correlation coefficient for each paragraph of the " Project execution" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (3.5): Correlation coefficient of each paragraph of " Project execution" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
44.	The organization direct and manage project execution.	0.691	0.000*
45.	The organization manages project team through tracking team member performance , providing feedback, resolving issues, and managing changes.	0.796	0.000*
46.	The organization acquires qualified project team, and work to develop the project team .	0.827	0.000*
47.	The organization manages stakeholder expectation through communicating and working with stakeholders to meet their needs and addressing and solve relevant issues .	0.787	0.000*
48.	The organization allows project stakeholders to access relevant information.	0.724	0.000*
49.	The organization conducts procurements through obtaining seller responses, selecting a seller, and awarding a contract.	0.567	0.000*

* Correlation is significant at the 0.05 level

Table (3.6) clarifies the correlation coefficient for each paragraph of the " Project control" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (3.6): Correlation coefficient of each paragraph of " Project control" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
50.	The organization monitors and controls project work through tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan.	0.450	0.002*
51.	The organization controls any project change through reviewing all change requests, approving changes, and managing changes to the deliverables, organizational assets, project documents, and the project management plan.	0.520	0.000*
52.	The organization verifies scope through formalizing acceptance of the completed project deliverables.	0.668	0.000*
53.	The organization monitors and controls project scope, through monitoring the status of the project and managing changes to the scope baseline .	0.597	0.000*
54.	The organization monitors and controls project schedule, through monitoring the status of the project to update progress and managing changes to the schedule baseline .	0.706	0.000*
55.	The organization monitors and controls project costs, through monitoring the status of the project to update the project budget and managing changes to the cost baseline.	0.725	0.000*
56.	The organization monitors and controls project quality, through monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes .	0.765	0.000*
57.	The organization reports project performance for key stakeholders.	0.659	0.000*
58.	The organization monitors and controls project risks, through implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project .	0.592	0.000*
59.	The organization monitors and controls project activities, which related to procurements management .	0.448	0.002*

* Correlation is significant at the 0.05 level

Table (3.7) clarifies the correlation coefficient for each paragraph of the " Project Review and learning" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (3.7) :Correlation coefficient of each paragraph of " Project Review and learning" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
60.	The organization believes that review and learning stage is the driver of continuous improvement in the project management process.	0.744	0.000*
61.	The organization conducts review after each stages of the strategic project management process.	0.747	0.000*
62.	The organization reviews the project to assess whether the targeted deliverables were achieved, whether the implementation process went smoothly, how effectively the project positioned, and other behavioral lessons .	0.731	0.000*
63.	The organization reviews the project target groups satisfaction with the project deliverables .	0.646	0.000*
64.	The organization reviews final schedule, effort and cost figures, with the original project estimates.	0.523	0.000*
65.	The organization retains of project experiences and document, its most effective problem solving mechanisms, its mishaps, mistakes or potential pitfalls.	0.726	0.000*
66.	The organization learns form its past project experiences	0.705	0.000*
67.	The organization project learning is a process of intention, action, and reflection activities	0.732	0.000*
68.	The organization uses project learning for developing project competencies that lead to a sustainable competitive advantage.	0.667	0.000*

- Correlation is significant at the 0.05 level

3.9.2 Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

Table 3.8 : Correlation coefficient of each field and the whole of questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Project definition , and Identification	0.866	0.000*
2.	Developing project strategy	0.593	0.000*
3.	Project planning	0.850	0.000*
4.	Project execution	0.587	0.000*
5.	Project control	0.816	0.000*
6.	Project Review and learning	0.717	0.000*

* Correlation is significant at the 0.05 level

Table (3.8) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

3.9.3 Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (Polit & Hunger,1985). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (Polit & Hunger, 1985).

3.9.4 Cronbach's Coefficient Alpha

This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher

degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (3.9) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.751 and 0.861. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.924 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

Table (3.9): Cronbach's Alpha for each field of the questionnaire and the entire questionnaire

No.	Field	Cronbach's Alpha
1.	Project definition , and Identification	0.814
2.	Developing project strategy	0.766
3.	Project planning	0.751
4.	Project execution	0.815
5.	Project control	0.780
6.	Project Review and learning	0.861
	All paragraphs of the questionnaire	0.924

3.9.5 Split Half Method

Table (3.10): Split Half Method for each field of the questionnaire and the entire questionnaire

No.	Field	Correlation Coefficient	Pearson –Brown Correlation Coefficient
1.	Project definition , and Identification	0.797	0.887
2.	Developing project strategy	0.720	0.838
3.	Project planning	0.721	0.838
4.	Project execution	0.795	0.886
5.	Project control	0.763	0.865
6.	Project Review and learning	0.909	0.953
7.	All paragraphs of the questionnaire	0.903	0.949

Table (3.10) clarifies the correlation coefficient for each field of the questionnaire. The correlation coefficients of all field are significant at $\alpha = 0.05$, so it can be said that the fields are consistent and valid to be measure what it was set for.

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

3.10 Statistical analysis Tools

The researcher would use data analysis both qualitative and quantitative data analysis methods. The Data analysis will be made utilizing (SPSS 17). The researcher would utilize the following statistical tools:

- 1) Cronbach's Alpha for Reliability Statistics
- 2) Pearson and correlation for Validity
- 3) Frequency and Descriptive analysis
- 4) Kolmogorov-Smirnov test of normality
- 5) Parametric Tests (T tests, Analysis of Variance)

- *T-test* is used to determine if the mean of a paragraph is significantly different from a hypothesized value 3 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha = 0.05$, then the mean of a paragraph is significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P-value (Sig.) is greater than the level of significance, $\alpha = 0.05$, then the mean a paragraph is insignificantly different from a hypothesized value 3.
- The *Independent Samples T-test* is used to examine if there is a statistical significant difference between two means among the respondents toward **The reality of the implementation of Strategic Project Management process in Major NGOs working in Gaza Strip** due to personal characteristics
- The *One- Way Analysis of Variance (ANOVA)* is used to examine if there is a statistical significant difference between several means among the respondents toward **The reality of the implementation of Strategic Project Management process in major NGOs working in Gaza Strip** due to personal characteristics.

CHAPTER 4

DATA ANALYSIS AND DISCUSSION

4.1 Test of Normality for each field:

Table (4.1) shows the results for Kolmogorov-Smirnov test of normality. From Table (4.1), the p-value for each field is greater than 0.05 level of significance, then the distribution for each field is normally distributed.. Consequently, Parametric tests was used to perform the statistical data analysis.

Table (4.1): Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	P-value
Project definition , and Identification	0.895	0.400
Developing project strategy	0.739	0.645
<i>Project planning</i>	0.442	0.990
Project execution	1.112	0.169
Project control	0.914	0.374
Project Review and learning	0.752	0.624
All paragraphs of the questionnaire	0.867	0.440

4.2 Personal data :

a) Job Title

Table No.(4.2) shows that 36.7% of the sample are " general directors ", 25.7% of the sample are " project officers ", 25.7% of the sample are " project coordinators". This study indicates that majority (88.1%) of the research sample have job title related to project management issues . This properly reflects their level of influence on the success of the implementation of SPM process.

Table (4.2): Job Title

Job Title	Frequency	Percent
general director	40	36.7
project officer	28	25.7
project coordinator	28	25.7
Other	13	11.9
Total	109	100.0

b) Sex

Table No.(4.3) shows that 71.6% of the sample are Males and 28.4% are Females . This is expected and was probably due to the Palestinian work culture, as the Palestinian central bureau of statistic showed that work force structure distributed as follows : 75% male , and 25% female (BCBS,2011)

Table (4.3): Sex

Sex	Frequency	Percent
Male	78	71.6
Female	31	28.4
Total	109	100.0

c) Educational Qualification

Table No.(4.4) shows that 74.3% of the sample are " Bachelor degree" holders and 25.7% of the sample are " Master degree " holders . This reflects the high level of education that the respondents have which reflects on their skills and abilities in implementing SPM process, and dealing with questionnaire sections .

Table (4.4): Qualification

Qualification	Frequency	Percent
Bachelor	81	74.3
Master	28	25.7
Total	109	100.0

These results match with the results of Ghalayini study (2007) which showed that 91.8% of the research population has a bachelor degree or higher, and with the results of Wady, and El-Ashqer. study (2006) which showed that 81.6% of the research population has a bachelor degree or higher.

d) Age in years

Table No.(4.5) shows that 29.4% of the sample are " Less than 30 years old" , 33.9% of the sample are of "30 – less than 40 years old" and 36.7% of the sample are " 40 years and Older " . This indicates that majority (70.6%) of the respondents age 30 or more. This properly shows that youth was the dominant in Palestinian community population structure .

Table (4.5): Age

Age in years	Frequency	Percent
Less than 30 years	32	29.4
30 – less than 40 years	37	33.9
40 years and Older	40	36.7
Total	109	100.0

These results match with the results of Ghalayini study (2007) which indicated that majority (65.5%) of the respondents age 40 or more, and with the results of Wady, and El-Ashqer study (2006) which indicated that majority (49.5%) of the respondents age 40 or more.

e) Years of Experience

Table No.(4.6) shows that 10.1% of the sample have experience " Less than 3 years " , 16.5% of the sample have experience "3 – Less than 5 years", 25.7% of the sample have experience "5 – Less than 10 years" and 47.7% of the sample have experience " 10 years and higher " . This clearly shows that most of the respondents have enough experience to successfully implement SPM process .

Table (4.6): Years of Experience

Years of Experience	Frequency	Percent
Less than 3 year	11	10.1
3 – Less than 5 year	18	16.5
5 – Less than 10 year	28	25.7
10 years and higher	52	47.7
Total	109	100.0

These results match with the results of Ghalayini study (2007) which showed that 65.6% of the research population has over 10 years of experience, and with the results of Wady, and El- Ashqer study (2006) which showed that 46.8% of the research population has over 10 years of experience .

f) Major Specialization

Table No.(4.7) shows that 19.8% of the sample there major is "Arts " , 15.8% of the sample there major is " Engineering " , 10.9% of the sample there major is" Education " , 34.7% of the sample there major is" Commerce " , 5.0% of the sample there major is " IT " and 13.9% of the sample there major is " Medicine " . This clearly shows that the respondents have different educational background which is expected because since the NGOs they have worked for different fields of work, which require different specialization .

Table (4.7): Major Specialization

Major Specialization	Frequency	Percent
Arts	20	19.8
Engineering	16	15.8
Education	11	10.9
Commerce	35	34.7
IT	5	5.0
Medicine	14	13.9
Total	101	100.0

This study disagrees with El-Aff study (2007) which showed that 65% of project managers have degrees other than Business Administration and Engineering .

4.3 NGO Organizational Traits

a) Date of Establishment

Table No.(4.8) shows that 11.0% of the sample are " Less than 10 years " old , 24.8% of the sample are "10 – Less than 15 years" old and 64.2% of the sample are" 15 years and higher " . This indicates that the majority (64.2%) of the NGOs have more than 15 years of existence which reflects their sustainability and strategic success.

Table (4.8): organization date of establishment

Age of organization form the date of establishment	Frequency	Percent
Less than 10 years	12	11.0
10 – Less than 15 years	27	24.8
15 years and higher	70	64.2
Total	109	100.0

These results match with the results of Ghalayini study (2007) which showed that 80.3% of the NGOs have more than 10 year of existence , and with the results of Wady, and El-Ashqer study (2006) which showed that 57.8% of the NGOs have more than 10 years of existence .

b) Number of staff

Table No.(4.9) shows that 30.3% of the sample have " 20 – Less than 40"employees , 17.4% of the sample have"40 – Less than 60" employees , 13.8% of the sample have" 60 – Less than 80 " employees , 11.9% of the sample have" 80 – Less than 100" employees and 26.6% of the sample have " 100 and higher " employees . These results consistent with the selection criteria that were set up by this research.

Table (4.9): Number of staff

Number of staff	Frequency	Percent
20 – Less than 40	33	30.3
40 – Less than 60	19	17.4
60 – Less than 80	15	13.8
80 – Less than 100	13	11.9
100 and higher	29	26.6
Total	109	100.0

These results also consistent with the results of El-Aff study (2007) which showed that 57.5% of the NGOs have more than 50 employees, and with Ghalayini study (2007) which

showed that 68.8% of the research population employs 20 persons or more, and this match the researcher selection criteria .

These results does not consistent with the results of Wady, and El- Ashqer (2006) study which showed that 27.6% of the research population employs 20 persons or more .

c) Work sector

Table No.(4.10) shows that 20%of the sample are working in " Social services and relief " sector , 18% of the sample are working in " Health and rehabilitation " sector , 17% of the sample are working in " Education and training " sector , 10% of the sample are working in " Culture and sport "and " Women and child" sectors , 6% of the sample are working in " Social development "," Democracy and human rights", and " Economic development" sectors , 5% of the sample are working in " Agriculture and environment " sector . This shows that the research sample was representative for most NGOs population work sectors presented in table (3.1) .

Table (4.10): Work sector

Work sector	Responses	
	N	Percent
Social development	3	6%
Culture and sport	5	10%
Agriculture and environment	3	5%
Democracy and human rights	3	6%
Education and training	9	17%
Women and child	5	10%
Social services and relief	10	20%
Economic development	3	6%
Health and rehabilitation	9	18%
Total	50	100%

d) Average annual budget for last two years (2009/2010)

Table No.(4.11) shows that 21.2% of the sample there Average annual budget for last two years (2009/2010) is" \$100,000 – Less than \$500,000" , 29.3% of the sample there Average annual budget for last two years are(2009/2010) "\$500,000 – Less than one million " , 26.3% of the sample there Average annual budget for last two years (2009/2010) one million – two million " and 23.2% of the sample there Average annual budget for last two years are(2009/2010) are" three million and higher " .

The results show that 79% of the research population have average annual budget of more than \$500,000. The high budget level of these NGOs is expected since most of them have high experience of work. Further, the donor usually provide their support to old and experienced NGOs, moreover these results match the selection criteria that were set up by this research in selecting the big NGOs.

Table (4.11): Average annual budget for last two years (2009/2010)

Average annual budget	Frequency	Percent
\$100,000 – Less than \$500,000	21	21.2
\$500,000 – Less than one million	29	29.3
One million – two million	26	26.3
three million and higher	23	23.2
Total	99	100.0

This study agrees with Ghalayini study (2007) which showed that 47.5% of the research population have average annual budget of more than \$500,000 , and with El-Aff (2007) study which showed that 67.5% of the research sample have average annual budget of less than \$1,500,000 .We conclude that Gaza strip NGOs have small budgets in general .The total of the respondents to this item was only 99 persons, the rest of the respondents refused to responds to this item, and this was expected since any financial information specially those related to budgets was considered as a secret information by the NGOs .

e) Number of projects implemented by the organization during the last 2 years (2009-2010):

Table No.(4.12) shows that 14.6% of the sample implemented " Less than 5" projects , 24.3% of the sample implemented " 5 – Less than 10" projects , 31.1% of the sample implemented " 10 – Less than 15" projects and 30.1% of the sample implemented " 15 and higher " projects. The results show that 61.2% of the research population implemented 10 projects and more, these results match the selection criteria that were set up by this research in selecting the big NGOs, as the number of the project is an evidence of the size and the level of the experience of these NGOs. .The total of the respondents to this item was only 103 persons, the rest of the respondents refused to responds to this item, and this due to unclear reasons .

Table (4.12): Number of projects

Number of projects	Frequency	Percent
Less than 5	15	14.6
5 – Less than 10	25	24.3
10 – Less than 15	32	31.1
15 and higher	31	30.1
Total	103	100.0

f) Does the organization possessing a written strategic plan ?

Table No.(4.13) shows that 100% of the sample have Written strategic plan. These results match the selection criteria that were set up by this research as the researcher assumed that having a written strategic plan will be a pre-requirement for the implementation of SPM process .

Table (4.13): Written strategic plan

Written strategic plan	Frequency	Percent
Yes	109	100
No	0	0
Total	109	100.0

These results match with the results of Wady, and El- Ashqer study (2006) which showed that 86.1% of research sample prepare strategic plans .

While these result does not match with the results of Abu Nada Study (2006) which indicated that the majority (97.3%) of the research sample from the non-profit organizations in the Gaza Strip do not have formal strategic plans, and only 2.7% from the nonprofit organizations have formal strategic plans.

4.4 Discussion and Interpretation of the Research Questions, and Hypothesis Testing

In the following tables the research uses a one sample t test to test if the opinion of the respondents in the content of the sentences are positive (weight mean greater than "60%" and the p-value less than 0.05) or the opinion of the respondent in the content of the sentences are neutral (p- value is greater than 0.05) or the opinion of the respondent in the content of the sentences are negative (weight mean less than "60%" and the p-value less than 0.05).

4.4.1 Research questions :

To what extent the strategic project management process (project definition , creating the project strategy , detailed project planning, project implementation and control ,and project review and learning) is implemented in major Palestinian local NGOs .

a) To what extent project definition is implemented in major Palestinian local NGOs .

Table (4.14) shows the following results:

- The mean of paragraph #14 “The organization selects project that is consistent with its strategic goals” equals 4.61 (92.29%), Test-value = 33.22, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. This means that the respondents agreed to this paragraph.

- The mean of paragraph #2 “The organization identifies the type and nature of the project according to the needs and priorities of the donors” equals 3.25 (64.95%), Test-value = 2.04, and P-value = 0.022 which is smaller than the level of significance $\alpha = 0.05$. This means that the respondents agreed to this paragraph. Despite this paragraph have the lowest mean, it have a positive impact, since doing so will increase the number of funded project, which in turn will reflected on the society .

- In general the field “**project definition**” equals 4.21 (84.15%), Test-value = 34.07, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$.

This means that the majority of the respondents indicated that the NGOs are already implement project definition stage .

This means that the Palestinian NGOs while project definition, identifies the community needs, which corresponds to its directives and abilities, identifies projects through regular needs assessment process, identifies project purposes(project reasons, and stakeholder needs), primary and secondary projects key stakeholders, and considers

the requirement and the influence of the various stakeholders, uses the "logical framework approach, and selects project that is consistent with its strategic goals.

This study match with Grundy study (2000) which showed that Project definition requires a relatively intensive diagnosis process prior to detailed planning and certainly prior to commencing implementation. This diagnosis process assesses the real or underlying nature of the opportunity/threat which the project aims to address, as opposed to its symptoms or more superficial definition , in addition to that Project definition requires Stakeholder analysis through a systematic identification of key stakeholders and appraisal of their influence on, and posture towards implementation.

This study match with Whelton and Ballard study (2002) which showed the following results :

- Recognition, formulation and resolution of project wicked problems require auxiliary group management skills to compliment systematic processes.
- Organizational and process inefficiencies compound the process of uncovering and dealing with wicked problems. Organizational structures and processes add to the complexity when solving wicked problems, should multiple stakeholder values be considered in the decision process. In order to generate greater value for customers and stakeholders, groups need to think critically and collectively on project issues, and gain a greater understanding of how stakeholder organizations operate, and how their value sets are developed.
- Shared understanding is important for project definition teams, and can only be achieved through group dialogue, reflection and ongoing learning processes.

According to the interview with some experts and professional in the field of NGOs and project management, held in the period from 15 April to 1st May,2011, a list of their name, and their jobs was attached in (Annex 5).

All of the NGOs experts being interviewed by the researcher, agreed that NGOs are performing very well in project Definition stage .

According to El Shawa these point should be considered while project definition :

- there was nothing called community needs, because our community is demanding every thing, despite the work sector(relief, medical, agriculture, development , advocacy) or the type of the project , our political and economic situation as a nation suffering under occupation.
- The NGO should identifies assumptions, and risks of the project as this is a part of the reporting requirement for the donors .
- While defining project, there are some aspects related to the strategic plans of the organization, the donors, and to the organization itself should be considered .

According to Abu-Ghazaleh the project definition stage suffers from the following :

- There was no regular need assessment process , but the selection of the project to be defined and designed was basically done according to funds .
- The NGOs have a list of justification and risks, but this list does not be changed and was used for all project .

- The NGOs selects projects not based on their strategic direction , but based on project potential funding opportunities .

Siam have a different views of the project definition stage :

- The major NGOs do not identifies the type and nature of projects according to the donors, but these organization do not seek out funding , but its have their own strategic direction, and working according to their vision .
- There was no regular need assessment process, as this process was only conducted for funding purposes , and there was nothing documenting the need assessment process in a targeted and scientific manner .
- There was no clear strategies to let project target groups, and beneficiaries participate throughout the project life cycle .
- The organizations considers the feedback from the project beneficiaries of previous projects, only for the ongoing projects, which will last for a long period exceeding one year.

Table (4.14): Means and Test values for “project definition”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The organization identifies the community needs, which corresponds to its directives and abilities , as basis for new project .	4.60	91.93	30.50	0.000*	2
2.	The organization identifies the type and nature of the project according to the needs and priorities of the donors	3.25	64.95	2.04	0.022*	19
3.	The organization identifies projects through regular needs assessment process .	4.35	87.04	21.28	0.000*	6
4.	The organization identifies project purposes(project reasons, and stakeholder needs).	4.28	85.50	19.62	0.000*	7
5.	The organization identifies assumptions, risks, and obstacles for the project being defined .	4.22	84.40	18.97	0.000*	11
6.	The organization identifies primary projects key stakeholders, who have official or formal relations with the organization .	4.19	83.85	18.49	0.000*	12
7.	The organization identifies secondary projects key stakeholders, who do not have official or formal relations with the organization .	3.80	75.96	11.62	0.000*	18
8.	The organization identifies project	4.24	84.77	22.46	0.000*	9

	requirements, and expectation of key stakeholders.					
9.	The organization identifies the problems/opportunities form the project .	4.23	84.67	20.48	0.000*	10
10.	The organization target groups , and beneficiaries participate in projects definition, and regular need assessment .	4.18	83.67	15.77	0.000*	13
11.	The organization develops measurable objectives , goals , and success indicators, while defining project.	4.49	89.81	25.66	0.000*	4
12.	The organization translates project purposes into criteria for project design.	4.00	80.00	10.64	0.000*	16
13.	The organization uses the "logical framework approach "while defining project .	3.97	79.45	9.37	0.000*	17
14.	The organization selects project that is consistent with its strategic goals.	4.61	92.29	33.22	0.000*	1
15.	The organization understands the corporate and strategic context and priority of the project .	4.55	91.01	32.19	0.000*	3
16.	The organization understands the required information, and support form its various stakeholders	4.39	87.78	28.39	0.000*	5
17.	The organization considers the feed back form the beneficiaries of previous project, while defining project .	4.28	85.50	19.62	0.000*	7
18.	The organization considers the influence of the various stakeholders, while defining project .	4.16	83.12	19.27	0.000*	15
19.	The organization considers the various stakeholders requirements to ensure a successful project outcomes.	4.17	83.30	16.18	0.000*	14
	All paragraphs of the field	4.21	84.15	34.07	0.000*	

* The mean is significantly different from 3

b) To what extent creating the project strategy is implemented in major Palestinian local NGOs .

Table (4.15) shows the following results:

- The mean of paragraph #28 “The organization considers its strategic goals, while developing project strategy” equals 4.44 (88.81%), Test-value = 25.74 and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. This means that the respondents agreed to this paragraph which have the highest mean .

- The mean of paragraph #26 “The organization conducts a preliminary appraisal of the project’s overall attractiveness and implementation difficulty, while developing project strategy” equals 3.93 (78.53%), Test-value = 11.90, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$.This means that the respondents agreed to this paragraph which has the lowest mean .

- In general the field “project strategy” equals 4.22 (84.47%), Test-value = 27.60, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$.

In general the results for all statements of the field show that the majority of the respondents indicated that the NGOs are already implemented project strategy stage .

This means that the Palestinian NGOs while creating project strategy, explores its external and internal environment, identifies the key strategic goals of the project, identifies the right project processes, identifies Policies that would direct behavior and decision making, considers the results of Project Definition stage, links its strategic goals, with project strategy.

This study agrees with Arrto and others study (2007) which showed that project strategy would be a set of static objectives, plans, procedures or mechanisms, and that the project’s strategy is different from its parent’s strategy independently of the fact whether parent’s and project’s strategies are aligned by using specific processes for strategy definition and alignment.

This study disagrees with Englund and Graham study (1999) which indicated that a common occurrence in many organizations is too many projects being attempted by too few people with no apparent link to strategy or organizational goals.

All of the NGOs experts being interviewed by the researcher , agreed that NGOs are performing very well in project Definition stage .

From NGOs experts points of view the NGOs are performing very well in project strategy stage , and most of the experts agree that there was nothing called project strategy , but what is commonly used is creating a strategy for program .

According to Siam the process of developing project strategy is a part of strategic planning , and these NGOs are planning on a regular basis , and have a special department for projects with a special projects strategy , but in general project strategy

presence is weak and does not exist in written form , and this does not agree with the results of this study which show that the project strategy stage is implemented by 85% .

With regard the project strategy stage, El- Ghalayni as other experts , noted that this stage first was implemented but not in the same terminology presented in the SPM model , as some organizations have projects strategy ,not for each project, and usually the NGO have their own strategy in general which was applied to all project, other organization may have program strategy not project strategy .

El- Ghalayni as other experts noted that this stage have the lowest level of the implementation than other SPM stages , and according to El- Ghalayni this was due to the following reasons :

1. The project strategy stags was a difficult stage, which requires a special attention from the NGOs , because this stage is considered as one of the most important stages of SPM .
2. The NGOs project experiences were not the same at all , so this bring differences in the way these NGOs deals with project strategy stage .
3. Most of these NGOs were applying for more than 50 project per year , and usually got 10 out of those 50 , and it is illogical to follow the SPM process for each project , as these NGOs tried to follow the process in general .
4. There were no strategic goals for the project, but for each project there were an objectives that the project try to fulfill.
5. The strategic plans are the basis for the projects selected .

Table (4.15): Means and Test values for “project strategy”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
20.	The organization explores its external and internal environment at greater depth, while developing project strategy .	4.20	84.04	18.91	0.000*	7
21.	The organization identifies project strategy through identifying a group of policies , procedures which will lead, and ensure the implementation of project plan .	4.24	84.77	20.31	0.000*	6
22.	The organization identifies the key strategic goals of the project, while developing project strategy	4.32	86.42	21.67	0.000*	5
23.	The organization identifies the project scope, and the classification of the project type, while developing project strategy .	4.33	86.67	21.61	0.000*	4
24.	The organization identifies the right project processes, while developing project strategy .	4.04	80.75	13.70	0.000*	9
25.	The organization identifies Policies that would direct behavior and decision making, while developing project strategy .	4.15	82.96	17.18	0.000*	8
26.	The organization conducts a preliminary appraisal of the project’s overall attractiveness and implementation difficulty, while developing project strategy .	3.93	78.53	11.90	0.000*	11
27.	The organization considers the results of Project Definition stage ,while developing project strategy .	4.02	80.37	13.21	0.000*	10
28.	The organization considers its strategic goals, while developing project strategy .	4.44	88.81	25.74	0.000*	1
29.	The organization links its strategic goals, with project strategy.	4.40	88.04	21.61	0.000*	2
30.	The organization links business strategy and the project plan, through developing the project strategy .	4.39	87.78	23.71	0.000*	3
	All paragraphs of the field	4.22	84.47	27.60	0.000*	

* The mean is significantly different from 3

c) To what extent detailed project planning is implemented in major Palestinian local NGOs .

Table (4.16) shows the following results:

● The mean of paragraph #37 “The organization estimates project costs, and determines project budget, while project planning” equals 4.60 (91.93%), Test-value = 32.59, and P-value = 0.000 which is smaller than the level of significance. This means that the respondents agreed to this paragraph which have the highest mean.

● The mean of paragraph #41 “The organization plans risk management, identifies project risks, perform qualitative and quantitative risk analysis, assessing and combining their probability of occurrence and impact, and plan risk response” equals 3.68 (73.58%), Test-value = 6.57, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. This means that the respondents agreed to this paragraph which have the lowest mean.

● In general the field “project planning” equals 4.35 (87.05%), Test-value = 31.53, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$.

In general the results for all statements of the field show that the majority of the respondents indicated that the NGOs are already implemented project planning stage .

This means that the Palestinian NGOs while project planning , develops project management general plan, identifies project activities, identifies project scope, develops project schedule, estimates project costs, develops human resource plan, plans communication and project procurement .

This study match with the following studies :

Zwikael study (2008) which showed that the schedule, quality, and procurement planning are most frequently executed in the research organization projects. and the impact of the different planning processes on project are investigated.

Ngoc Se study (2010) which showed that success in the Project Management was due to a well-thought-out plan with detail of WBS, Responsibility Matrix, Project Charter, Communication Paths.

NGOs experts being interviewed agree that the NGOs are performing very well in project planning stage, and the project planning stage suffers in the following areas :

- There are no quality requirement to be identified for the project , and usually the concepts of quality does not applied on NGOs, which are considered a services organizations and does not have quality standards .
- There are no risk management polices or practices in the NGOs, as this concept is a new concept in the NGOs work field , and most of NGOs are dealing with strategy are a mean for means of struggle and survival.

Table (4.16): Means and Test values for “project planning”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
31.	The organization develops project management general plan which include the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans.	4.50	89.91	24.67	0.000*	5
32.	The organization collects project requirements through defining and documenting stakeholders' needs to meet the project objectives.	4.39	87.71	21.30	0.000*	8
33.	The organization identifies project activities,	4.50	89.91	25.90	0.000*	5
34.	.The organization creates project WBS "Work Breakdown Structure, and identifies the sequences of project activities.	3.94	78.88	9.19	0.000*	12
35.	The organization identifies project scope through developing a detailed description of the project.	4.30	86.06	17.53	0.000*	10
36.	The organization estimates activity durations, and develops project schedule, while project planning.	4.56	91.19	28.66	0.000*	3
37.	The organization estimates project costs, and determines project budget, while project planning.	4.60	91.93	32.59	0.000*	1
38.	The organization identifies quality requirements, and standards for the project, while project planning.	4.26	85.14	16.68	0.000*	11
39.	The organization estimates the type and quantities of (material, people, equipment, or supplies) required to perform each project activity .	4.59	91.74	30.24	0.000*	2
40.	The organization develops human resource plan through identifying and documenting project roles, responsibilities, and required skills, reporting relationships, and creating a staffing management plan .	4.43	88.52	23.00	0.000*	7
41.	The organization plans risk management, identifies project risks, perform qualitative and quantitative risk analysis, assessing and combining their probability of occurrence and impact, and plan risk response .	3.68	73.58	6.57	0.000*	13

42.	The organization plans communication with project stakeholder .	4.34	86.79	21.80	0.000*	9
43.	The organization plans project procurements .	4.50	90.09	28.31	0.000*	4
	All paragraphs of the field	4.35	87.05	31.53	0.000*	

* The mean is significantly different from 3

d) To what extent project implementation is implemented in major Palestinian local NGOs .

Table (4.17) shows the following results:

- In general the field “project implementation” equals 4.51 (90.21%), Test-value = 35.52, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$.

In general the results for all statements of the field show that the majority of the respondents indicated that the NGOs are already implemented project implementation stage .

This means that the Palestinian NGOs while project implementation , direct and manage project execution., manages project team, acquires qualified project team, manages stakeholder expectation, allows project stakeholders to access relevant information..

This study agrees with Dietrich and Lehtonen study (2005) study which showed that the availability and quality of project information the decision makers have on projects is strongly related to the successfulness of project implementation , and that the most successful organizations review their project activities in linkage with the implementation follow-up process, and that successful management approaches are characterized by formal decision making practices in project implementation phase .

NGOs experts agree that the NGOs are performing very well in project implementation stage , but most of the NGOs does not allowed the stakeholders to access relevant information about the project but only provide them with the information it wants .

Table (4.17): Means and Test values for “project implementation”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
44.	The organization direct and manage project execution.	4.61	92.29	29.27	0.000*	1
45.	The organization manages project team through tracking team member performance , providing feedback, resolving issues, and managing changes.	4.57	91.38	28.08	0.000*	3
46.	The organization acquires qualified project team, and work to develop the project team .	4.56	91.19	25.85	0.000*	4
47.	The organization manages stakeholder expectation through communicating and working with stakeholders to meet their needs and addressing and solve relevant issues .	4.42	88.44	25.51	0.000*	5
48.	The organization allows project stakeholders to access relevant information.	4.29	85.87	20.13	0.000*	6
49.	The organization conducts procurements through obtaining seller responses, selecting a seller, and awarding a contract.	4.61	92.11	34.14	0.000*	2
	All paragraphs of the field	4.51	90.21	35.52	0.000*	

* The mean is significantly different from 3

e) To what extent project control is implemented in major Palestinian local NGOs.

Table (4.18) shows the following results:

- The mean of paragraph #50 “The organization monitors and controls project work through tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan” equals 4.65 (93.03%), Test-value = 34.64, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. This means that the respondents agreed to this paragraph which have the highest mean.

- The mean of paragraph #58 “The organization monitors and controls project risks, through implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project” equals 3.86 (77.25%), Test-value = 9.13, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$.This means that the respondents agreed to this paragraph which have the lowest mean.

- In general the field “project control” equals 4.36 (87.23%), Test-value = 29.94, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$.

In general the results for all statements of the field show that the majority of the respondents indicated that the NGOs are already implemented project control stage .

This means that the Palestinian NGOs while project control , monitors and controls (project progress, project changes, scope, schedule, costs, and procurements) .

This study match with the following studies :

Ngoc Se study (2010) which showed that success in the Project Management was due to good monitoring process of Cost Management, Risk Management, Project Monitoring, Rehearsal .

Hammad study (2010) which concluded that the projects under investigation use the standards of: relevancy with a percentage of 73.9%, efficiency with a percentage of 69.16%, effectiveness with a percentage of 68.23%, impact with a percentage of 70.93% and sustainability with a percentage of 69.34% while evaluating projects .

NGOs experts agree that the NGOs are performing very well in project control stage , and most of the experts being interviewed by the researcher are agree on the importance of the project control stage .

Table (4.18): Means and Test values for “project control”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
50.	The organization monitors and controls project work through tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan.	4.65	93.03	34.64	0.000*	1
51.	The organization controls any project change through reviewing all change requests, approving changes, and managing changes to the deliverables, organizational assets, project documents, and the project management plan.	4.31	86.24	17.09	0.000*	8
52.	The organization verifies scope through formalizing acceptance of the completed project deliverables.	4.42	88.44	24.22	0.000*	4
53.	The organization monitors and controls project scope, through monitoring the status of the project and managing changes to the scope baseline .	4.39	87.71	23.24	0.000*	5
54.	The organization monitors and controls project schedule, through monitoring the status of the project to update progress and managing changes to the schedule baseline	4.38	87.52	19.68	0.000*	7
55.	The organization monitors and controls project costs, through monitoring the status of the project to update the project budget and managing changes to the cost baseline.	4.39	87.71	21.30	0.000*	5
56.	The organization monitors and controls project quality, through monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes .	4.17	83.49	13.45	0.000*	9
57.	The organization reports project performance for key stakeholders.	4.57	91.48	30.69	0.000*	2
58.	The organization monitors and controls project risks, through implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project .	3.86	77.25	9.13	0.000*	10

59.	The organization monitors and controls project activities, which related to procurements management .	4.48	89.54	25.60	0.000*	3
	All paragraphs of the field	4.36	87.23	29.94	0.000*	

* The mean is significantly different from 3

f) To what extent project review and learning is implemented in major Palestinian local NGOs .

Table (4.19) shows the following results:

- In general the field “project review and learning” equals 4.40 (88.09%), Test-value = 30.35, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$.

In general the results for all statements of the field show that the majority of the respondents indicated that the NGOs are already implemented project review and learning stage .

This means that the Palestinian NGOs while project review and learning stage, conducts review after each stages of the strategic project management process , reviews the project, groups satisfaction, final schedule, and learns form its past project experiences.

NGOs experts agree that the NGOs are performing very well in project Review and learning stage .

According to El Shawa while project review and learning stage ,The organization does not reviews the target group satisfaction with the project deliverables, this may be needed for the sustainability of the organization on the strategic level , as the impacts of project on the organization should be reviewed .

According to Siam Learning culture are varied from organization to other, and there are differences between institutions in the nature of the culture of learning, according to the project, its importance, and its impact on the organization .

Table (4.19): Means and Test values for “project review and learning”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
60.	The organization believes that review and learning stage is the driver of continuous improvement in the project management process.	4.52	90.46	28.68	0.000*	1
61.	The organization conducts review after each stages of the strategic project management process.	4.41	88.26	23.00	0.000*	5
62.	The organization reviews the project to assess whether the targeted deliverables were achieved, whether the implementation process went smoothly, how effectively the project positioned, and other behavioral lessons .	4.39	87.71	22.71	0.000*	6
63.	The organization reviews the project target groups satisfaction with the project deliverables .	4.24	84.77	16.82	0.000*	9
64.	The organization reviews final schedule, effort and cost figures, with the original project estimates.	4.35	86.97	18.18	0.000*	7
65.	The organization retains of project experiences and document, its most effective problem solving mechanisms, its mishaps, mistakes or potential pitfalls.	4.33	86.61	22.24	0.000*	8
66.	The organization learns form its past project experiences	4.50	90.09	29.20	0.000*	2
67.	The organization project learning is a process of intention, action, and reflection activities	4.47	89.36	26.13	0.000*	3
68.	The organization uses project learning for developing project competencies that lead to a sustainable competitive advantage.	4.43	88.62	23.22	0.000*	4
	All paragraphs of the field	4.40	88.09	30.35	0.000*	

* The mean is significantly different from 3

g) In General:

To what extent the strategic project management process is implemented in major Palestinian local NGOs .

Table (4.20) shows the following results:

- The mean of all paragraphs of the questionnaire equals 4.31 (86.27%), Test-value =36.92, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **This means that the respondents agreed to all paragraphs of the strategic project management process.**

Table (4.20): Means and Test values for “strategic project management process”

Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)
All paragraphs of the strategic project management process.	4.31	86.27	36.92	0.000*

*The mean is significantly different from 3

In general the results for all statements of the field show that the majority of the respondents indicated that the NGOs are already implemented strategic project management process .

In general this study match with the following studies :

Green study (2005) which showed that project management becomes strategic in recognizing that the capabilities required to manage the network, the virtual organization and the frequently multi-functional, multi-locational, multi-cultural and multi-organizational activities involved in executing projects, are dependent on the personal characteristics and management experience of people, on the tacit knowledge gained through managing diverse projects as much as on formal structures, systems and procedures. SPM recognizes these general management and leadership skills as scarce, firm specific, and highly valuable. Hence it promotes them and the tacit knowledge which they engender and encapsulate as key drivers of sustainable competitive advantage That, combined with a landscape which privileges the potential competitive contribution of projects over the easier to calculate financial ones, constitute the defining features of a truly, Strategic `Project Management.

Moreover this study agrees with Murphyand and Ledwith study (2006) which indicated that there was disagreement to the statement that projects can be successful despite the failure of project management. This signifies a belief in project management as a

process of improvement and is backed by the agreement to a well defined project management process being a necessity for successful implementation of projects

NGOs experts agree that the NGOs are performing very well in SPM Process , and agree that to some extent that the level of the NGOs implantation of SPM in general was accepted and justified because the research was studied major NGOs , but the real level being practiced by NGOs should be some where between 75 to 80% , and this was not bad at all.

From Ghalayni point of view , the research were studied the top NGOs , those that have a big program and activities within a clear strategic direction and vision , and he added that he understand these results as these NGOs through time , develop itself, and have a special funding for their capacity building, for preparing strategic plans, for developing their financial and managerial systems .

El- Ghalayni noted regard the SPM stages that it already was being practiced by the major NGOs, as these organizations were forced to follow the SPM process stages by the donor community. More over these major NGOs were applying for funding for international and regional donors, and those donors usually asked these NGOs to make every thing clear , and to follow SPM process . Further more he said that the SPM process may be better apply for international or regional NGOs, as our Palestinian NGOs do not have strategic project , by the real meaning of strategic .

According to El Shawa the level of the implementation of SPM in general was accepted, since those are the top NGOs, with accumulated experiences, and some of those NGOs were become model organizations .

4.4.2 Hypotheses Testing :

4.4.2.1 First Hypothesis – Respondents personal traits

There is no significant statistical difference at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to respondents personal traits (Job Title, sex , educational qualification , age, experience, specialization).

From the hypothesis above a sub-hypothesis can be derived as the following :

a) There is no significant statistical difference at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to the respondents "Job Title".

Table (4.21) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference in respondents' answers toward each field due to Job Title. This means that the respondents Job Title has no effect on each field. These results were expected since all of the research sample (general directors, projects managers, and projects coordinators) belongs to the same job field and they participate in most duties and activities related to project management as there are a big similarities in their nature of work.

Table (4.21): ANOVA test of the fields and their p-values for Job Title

No	Field	Test Value	P-value(Sig.)
1.	Project definition , and Identification	0.446	0.720
2.	Developing project strategy	0.305	0.822
3.	Project planning	0.960	0.414
4.	Project execution	0.545	0.652
5.	Project control	1.490	0.222
6.	Project Review and learning	0.258	0.856
7.	All fields together	0.635	0.594

b) There is no significant statistical difference at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to respondents "sex"

Table (4.22) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference in respondents' answers toward each field due to sex. This means that the respondents sex has no effect on each field. These results were expected since both type of sex (male and female) belongs to the same job title and both are professional in their field of work .

This study match with El Ashqer study (2006) which showed that there were no statistical differences in the clarity of strategic planning concept due to the respondents sex , and with Hammad (2010) study which showed that there were no statistical differences in the level of project evaluation due to the respondents sex .

Table (4.22): Independent Samples T-Test of the fields and their p-values for Sex

No	Field	Test value	P-value(Sig.)
1.	Project definition , and Identification	-1.221	0.225
2.	Developing project strategy	-0.520	0.604
3.	Project planning	0.063	0.950
4.	Project execution	-0.557	0.579
5.	Project control	-0.217	0.828
6.	Project Review and learning	-0.247	0.805
7.	All fields together	-0.567	0.572

c) There is no significant statistical difference at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to the respondents "Educational qualification"

Table (4.23) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference in respondents' answers toward each field due to Educational qualification. This means that the respondents Educational qualification has no effect on each field. These results were expected since the work in the NGOs sector depends on experience , more than educational qualification, , except in some special high level project management positions experience in addition to educational qualification is required. More over the work in the project management does not needs a high educational qualification . This study match with El Ashqer study (2006) which showed that there were no statistical differences in the clarity of strategic planning concept due to the respondents sex educational qualification, and with Hammad (2010) study which showed that there were no statistical differences in the level of project evaluation due to the respondents educational qualification .

Table (4.23): Independent Samples T-Test of the fields and their p-values for Educational qualification

No	Field	Test value	P-value(Sig.)
1.	Project definition , and Identification	0.715	0.476
2.	Developing project strategy	0.396	0.693
3.	Project planning	-0.629	0.531
4.	Project execution	0.147	0.883
5.	Project control	-0.274	0.785
6.	Project Review and learning	0.150	0.881
7.	All fields together	0.117	0.907

d) There is no significant statistical difference at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to the respondents "Age".

Table (4.24) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the fields “Developing project strategy, Project planning, and all fields

together”, then there is significant difference in respondents' answers toward these fields due to age. This means that the respondents age has an effect on these fields which is logical since respondents age are vital elements for effective implementation of SPM process , and project management in general , as age entails greater experience. This especially true for project strategy and project planning stage because these two stages requires an experienced people to be prepared in an effective way, and again experience entails age .

This study disagrees with both, El Ashqer study (2006) which showed that there were no statistical differences in the clarity of strategic planning concept due to the respondents age, and Hammad (2010) study which showed that there were no statistical differences in the level of project evaluation due to the respondents age.

But it has insignificant differences in other stages as Table (4.24) showed . This means that the respondents age has no effect on these fields. To some extent this is logical , as these other stages of SPM process (project definition, project execution, project control, project review and learning) could be implemented by any one have enough understanding of these stage, and usually for big NGOs these stages have a straightforward sequence of steps and procedures to be followed , as these procedure may be prepared by NGOs itself or be a part of donors requirements for funding .while project planning and strategy are some thing that was not easy to be prepared , even if there are a written guidelines and requires people with greater age and experience .

Table (4.24): ANOVA test of the fields and their p-values for Age

No	Field	Test Value	P-value(Sig.)
1.	Project definition , and Identification	2.493	0.087
2.	Developing project strategy	3.760	0.026*
3.	Project planning	4.994	0.008*
4.	Project execution	1.320	0.271
5.	Project control	2.718	0.071
6.	Project Review and learning	2.135	0.123
7.	All fields together	4.011	0.021*

* The mean difference is significant a 0,05 level

Table (4.25) shows the mean for each field for Age . For the fields “Developing project strategy, Project planning, and all fields together”, the mean for respondents with age of "40 years and Older" is higher than other age groups. This confirms what was mentioned above, that age entails experience , and only those with greater age can easily implementing the SPM process .

Table (4.25): Mean for each field of age

No	Fields	Means		
		Less than 30 years	30 – less than 40 years	40 years and Older
1.	Project definition , and Identification	4.09	4.26	4.25
2.	Developing project strategy	4.06	4.23	4.35
3.	Project planning	4.15	4.41	4.46
4.	Project execution	4.41	4.54	4.57
5.	Project control	4.20	4.42	4.44
6.	Project Review and learning	4.26	4.49	4.44
7.	All fields together	4.16	4.36	4.39

e) There is no significant statistical difference at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to the respondents "Experience".

Table (4.26) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the fields “Project planning and Project control ”, then there is significant difference in respondents' answers toward these fields due to experience. This means that the respondents experience has an effect on these fields. This may be due to that the project planning and control is an essential stages in the project management process , and the success of the NGOs project is totally depending on the proper planning and controlling of projects, so these two stages must be implemented by an experienced people .

Table (4.26) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the other fields, then there is insignificant difference in respondents' answers toward these fields due to experience. This means that respondents experience has no effect on these fields. This argument does not applies since from the researcher point of view the work in the NGOs sector depends on experience, but this my be attributed to the process of standardization of the donors requirements for project management procedures for most of NGOs .

This study match with El Ashqer study which showed that there were no statistical differences in the clarity of strategic planning concept due to the respondents years of experience.

This study disagrees with Hammad (2010) study which showed that there were statistical differences in the level of project evaluation due to the respondents years of experience.

Table (4.26): ANOVA test of the fields and their p-values for Experience

No	Field	Test Value	P-value(Sig.)
1.	Project definition , and Identification	1.700	0.172
2.	Developing project strategy	0.965	0.412
3.	Project planning	4.200	0.008*
4.	Project execution	0.967	0.411
5.	Project control	2.723	0.048*
6.	Project Review and learning	1.759	0.160
7.	All fields together	2.638	0.053

* The mean difference is significant a 0,05 level

Table (4.27) shows the mean for each field for Experience . For the fields “Project planning and Project control ”, the mean for respondents with experience of "10 years and higher" is higher than other experience groups. These results were expected since the greater respondents years of experience the more the effectiveness in the implementation of SPM process , specially for project planning and control as those two stages were the most important stages in the project lifecycle, and again the success on the project depends on the proper planning and controlling of that project .

Table (4.27): Mean for each field of Experience

No	Field	Means			
		Less than 3 year	3 – Less than 5 year	5 – Less than 10 year	10 years and higher
1.	Project definition , and Identification	4.05	4.11	4.21	4.27
2.	Developing project strategy	4.16	4.13	4.17	4.30
3.	Project planning	4.20	4.08	4.38	4.47
4.	Project execution	4.44	4.38	4.51	4.57
5.	Project control	4.31	4.12	4.34	4.47
6.	Project Review and learning	4.31	4.22	4.38	4.50
7.	All fields together	4.20	4.15	4.30	4.40

f) There is no significant statistical difference at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to the respondents "Specialization".

Table (4.28) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the fields “Project definition and Identification, Developing project strategy, Project execution, Project control, Project Review and learning, and all fields together ”, then there is significant difference in respondents' answers toward these fields due to Specialization. This means that the respondents Specialization has an effect on these fields. This argument does not applies since form the researcher point of view the specialization of the respondents has no effect on the implementation of the SPM process, because the work sectors of the NGOs are the main determinant of the

employee specialization, for example the NGO that works in medical sector requires a project manager specialized in medicine , not science or commerce.

Table (4.28) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the field “project planning”, then there are insignificant differences in respondents' answers toward these fields due to Specialization. This means that the respondents Specialization has no effect on this fields .These results were logic since, there are difference in the NGOs work sector and nature of work, which requires different specialization , but this differences will not changes the project management process at all ,especially the project planning stage are the same process done by an engineer or a doctor having t the same job title .

Table (4.28): ANOVA test of the fields and their p-values for Specialization

No	Field	Test Value	P-value(Sig.)
1.	Project definition , and Identification	3.934	0.003*
2.	Developing project strategy	3.536	0.006*
3.	Project planning	2.044	0.079
4.	Project execution	2.930	0.017*
5.	Project control	2.552	0.033*
6.	Project Review and learning	2.958	0.016*
7.	All fields together	3.935	0.003*

* The mean difference is significant a 0,05 level

Table (4.29) shows the mean for each field for Specialization. For the fields “Project definition and Identification, Developing project strategy, Project execution, Project control, Project Review and learning, and all fields together ”, the mean for respondents with Specialization of Arts is higher than other Specialization groups. These results were expected as the funding of the major NGOs coming from an international or regional donors, an this requires a project manager or coordinator who is fluent in English language, this explains the greater percent of the respondents with Specialization of Arts, despite that its not necessarily that the majority of Arts specialized on English language, as there are other important specialization in the Arts.

Table (4.29): Mean for each field of Specialization

No	Fields	Means					
		Arts	Engineering	Education	Commerce	IT	Medicine
1.	Project definition , and Identification	4.47	4.07	4.34	4.13	4.14	4.06
2.	Developing project strategy	4.48	3.90	4.36	4.14	4.18	4.22
3.	Project planning	4.57	4.18	4.48	4.25	4.34	4.31
4.	Project execution	4.73	4.33	4.62	4.53	4.27	4.29
5.	Project control	4.59	4.11	4.54	4.32	4.20	4.27
6.	Project Review and learning	4.67	4.13	4.46	4.43	4.20	4.26
7.	All fields together	4.56	4.10	4.44	4.26	4.21	4.21

4.4.2.2 Second Hypothesis – NGO Organizational Traits

There is no significant statistical difference at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to the NGO Organizational Traits (age from the date of establishment, Number of staff, average annual budget, number of projects, and NGO have a written strategic plan)

From the hypothesis above we can derive the following sub-hypothesis:

a) There is no significant statistical difference at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to "NGO 's date of establishment " .

Table (4.30) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference in respondents' answers toward each field due to NGO's age. This means that the NGO's age from the date of establishment has no effect on each field. This argument does not applies since this study focus on the major NGOs, and for sure major NGOs entails greater age, reflects experiences, the size of funding, the size and the number of services provided , as those NGOs have a clear strategic direction, and vision , and it seems to be model organization in the NGOs sector . Moreover the implementation of SPM process requires such type of NGOs that are able to link their strategies with project , which was already done in those major NGOs . Further, the donor usually provide their support to old and experienced NGOs .

This study agrees with Hammad (2010) study which showed that there were no statistical differences in the level of project evaluation due to the NGOs age .

This study disagree with El Ashqer study which showed that there were statistical differences in the clarity of strategic planning concept due to the NGOs age .

Table (4.30): ANOVA test of the fields and their p-values for NGO 's age

No	Field	Test Value	P-value(Sig.)
1.	Project definition , and Identification	0.493	0.612
2.	Developing project strategy	0.538	0.586
3.	Project planning	0.896	0.411
4.	Project execution	1.302	0.276
5.	Project control	1.063	0.349
6.	Project Review and learning	0.336	0.715
7.	All fields together	0.613	0.544

b) There is no significant statistical difference at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to due to "NGO 's Number of staff "

Table (4.31) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each fields, then there is insignificant difference in respondents' answers toward each field due to NGO's Number of staff. This means that the NGO's Number of staff has no effect on each field. This argument does not also applies, since it is illogical that the number of staff have no effect on the implementation of SPM process as the number of staff bring such type of complexity in the nature of NGOs work which required to ensure effective implementation of SPM process.

This study match with El Ashqer study which showed that there were no statistical differences in the clarity of strategic planning concept due to the NGOs number of staff

Table (4.31): ANOVA test of the fields and their p-values for Number of staff

No	Field	Test Value	P-value(Sig.)
1.	Project definition , and Identification	1.595	0.181
2.	Developing project strategy	1.147	0.339
3.	Project planning	0.195	0.941
4.	Project execution	1.164	0.331
5.	Project control	0.829	0.509
6.	Project Review and learning	0.413	0.799
7.	All fields together	0.809	0.522

c) There is no significant statistical difference at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to "NGO 's average annual budget".

Table (4.32) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the field “Project control”, then there is significant difference in respondents' answers toward this field due to NGOs average annual budget. This means that the NGO average annual budget has an effect on this field. These results were expected since, NGOs with greater budget have to follow a greater level of control over their projects, and this part of the donors funding procedures .

Table (4.32) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the other fields, then there is insignificant difference in respondents' answers toward these fields due to NGOs average annual budget. This means that the NGO average annual budget has no effect on these fields. This may be due to that the process and procedures related to project management are the same despite the size of the funding or the NGOs annual budget , as the results show that 79% of the research sample have average annual budget of more than \$500,000, and this budget level of these NGOs is expected since most of them are old and experienced NGOs.

Table (4.32): ANOVA test of the fields and their p-values for NGO average annual budget

No	Field	Test Value	P-value(Sig.)
1.	Project definition , and Identification	1.161	0.329
2.	Developing project strategy	1.904	0.134
3.	Project planning	2.179	0.075
4.	Project execution	1.139	0.337
5.	Project control	4.570	0.005*
6.	Project Review and learning	1.659	0.181
7.	All fields together	2.546	0.061

* The mean difference is significant a 0,05 level

Table (4.33) shows the mean for each field for NGO average annual budget. For the field " Project control", the mean for respondents with NGO average annual budget of "\$500,000 – Less than one million" is higher than other NGO average annual budget groups. This may be due to that this size of budget need more control over project , then by time , these NGOs gain trust form the donor community and could be funded by more than "\$500,000 " . As a result the need for high controlling effort may decreased .

Table (4.33): Mean for each field of NGO average annual budget

No	Field	Means			
		\$100,000 – Less than \$500,000	\$500,000 – Less than one million	one million – two million	three million and higher
1.	Project definition , and Identification	4.14	4.28	4.17	4.11
2.	Developing project strategy	4.23	4.37	4.12	4.10
3.	Project planning	4.24	4.52	4.30	4.24
4.	Project execution	4.44	4.57	4.57	4.38
5.	Project control	4.22	4.60	4.29	4.20
6.	Project Review and learning	4.29	4.56	4.32	4.38
7.	All fields together	4.23	4.45	4.26	4.21

d) There is no significant statistical difference at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to "NGO's number of projects implemented by the organization"

Table (4.34) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the fields “Project control and all fields together”, then there is significant difference in respondents' answers toward these fields due to NGO's number of projects implemented . This means that the characteristic of the NGO's number of projects has an effect on these fields. To some extent this argument does applies, since the number of the project is an evidence of the size and the level of the experience of the NGOs , but the researcher believes that ,it is illogical that the number of projects implemented have an effect on the implementation of the SPM process, since NGOs numbers of projects implemented do not reflect the size of funding , the age and the experience of

the NGOs, as such characteristic enable only big , experienced and active NGOs to implement SPM .

This study agrees with Hammad (2010) study which showed that there were statistical differences in the level of project evaluation due to the NGOs number of projects .

Table (4.34) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the other fields, then there is insignificant difference in respondents' answers toward these fields due to NGO's. This means that the characteristic of the NGO's number of projects has no effect on these fields. These results were expected since the NGOs number of projects implemented does not valid indicator that reflects the size, experience, budget, and the age of the organization, so it does not affect the implementation of SPM process .

Table (4.34): ANOVA test of the fields and their p-values for NGO's number of projects

No	Field	Test Value	P-value(Sig.)
1.	Project definition , and Identification	1.752	0.161
2.	Developing project strategy	2.055	0.111
3.	Project planning	1.609	0.192
4.	Project execution	2.601	0.056
5.	Project control	4.140	0.008*
6.	Project Review and learning	2.421	0.070
7.	All fields together	2.892	0.039*

* The mean difference is significant a 0,05 level

Table (4.35) shows the mean for each field for NGO's number of projects . For the field “Project control and all fields together”, the mean for respondents with NGO's number of projects of Less than 5 projects is higher than other NGO's number of projects groups. These results is expected since NGOS with lower number of project " less than 5" entails the size of the budget , age, and experience of such NGOs which require a great project management effort in general and a controlling effort in specific ,as these NGOs have a budget over "\$500,000 " and compared to other NGOs , this budget size entails the size of the supervisory and control over those NGOs form the donors.

Table (4.35): Mean for each field of NGO's number of projects

No	Field	Means			
		Less than 5	5 – Less than 10	10 – Less than 15	15 and higher
1.	Project definition , and Identification	4.29	4.20	4.27	4.08
2.	Developing project strategy	4.37	4.24	4.28	4.06
3.	Project planning	4.43	4.42	4.38	4.20
4.	Project execution	4.41	4.51	4.67	4.38
5.	Project control	4.47	4.45	4.44	4.11
6.	Project Review and learning	4.44	4.45	4.53	4.22
7.	All fields together	4.39	4.35	4.39	4.15

e) **There is no significant statistical difference at significant level ($\alpha=0.05$) in the level of the implementation of strategic project management process , due to "NGO's possessing a written strategic plan"**

Table (4.36) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference in respondents' answers toward each field due to NGO have written strategic plan. This means that the NGOs possessing written strategic plan has no effect on each field. This argument does not applies, since it is illogical that the NGOs with no written strategic plan will have the ability to implements SPM process , as this will not match with the selection criteria of this study , more over the heart of the SPM process are the linking between the strategic plans of the NGOs, and their project, and also the research studied the major NGOs , so we are talking about historical, old, and experienced NGOs that have strategic direction ,vision , proven record of achievements, and services for community .

Table (4.36): Independent Samples T-Test of the fields and their p-values for written strategic plan

No	Field	Test value	P-value(Sig.)
1.	Project definition , and Identification	0.347	0.729
2.	Developing project strategy	0.349	0.728
3.	Project planning	1.490	0.139
4.	Project execution	0.799	0.426
5.	Project control	0.706	0.482
6.	Project Review and learning	0.515	0.608
7.	All fields together	0.805	0.423

CHAPTER 5

CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the main conclusions related to the field work and the appropriate recommendations to address the weaknesses if any related to the implementation of SPM process .

5.2 Conclusions

Gaza Strip NGOs are implementing Strategic Management Process by nearly 86.27% . This conclusion is some how expected since the study had concentrated on the large and active NGOs (the ones that have 20 employees or more, have more than 500,000\$ as an average annual budget, have more than 15 year of existence, and implemented more than 10 project on annual basis) of the Gaza Strip.

The following is a summary of the conclusions that can be drawn from this study based on the research field :

5.2.1 Project Definition

Gaza Strip NGOs are implementing project definition stage by 84.15%, which mean that Gaza's NGOs identifies the community needs, which corresponds to its directives and abilities, identifies projects through regular needs assessment process, identifies project purposes(project reasons, and stakeholder needs), primary and secondary projects key stakeholders, and considers the requirement and the influence of the various stakeholders, uses the "logical framework approach, and selects project that is consistent with its strategic goals.

5.2.2 Project Strategy

Gaza Strip NGOs are implementing the project strategy stage by 84.47%, which mean that Gaza's NGOs While creating project strategy ,explores its external and internal environment, identifies project strategy through identifying a group of policies and

procedures, identifies the project scope, identifies policies that would direct behavior and decision making, and the most important results related to this stage was that Gaza's NGOs links its strategic goals, with project strategy.

5.2.3 Project Planning

Gaza Strip NGOs are implementing project planning stage by 87.05%, which mean that Gaza's NGOs develops project management general plan, collects project requirements, identifies project activities, estimates activity durations, and develops project schedule, estimates project costs, and determines project budget, identifies quality requirements, and standards for the project, develops human resource plan, plans communication with project stakeholder, and plans project procurements.

5.2.4 Project Implementation

The project implementation stage is well implemented by the Gaza's Strip NGOs, With overall implementation level of 90.21%, which mean that Gaza's NGOs directs and manages project execution, manages project team through tracking team member performance , providing feedback, resolving issues, and managing changes, acquires qualified project team, and work to develop the project team, manages stakeholder expectation through communicating and working with stakeholders to meet their needs and addressing and solve relevant issues .

5.2.5 Project Control

The study showed that the project control stage is implemented with overall level 87.23%, which mean that While project control stage the study showed that Gaza's NGOs controls any project change through reviewing all change requests, approving changes, and managing changes to the deliverables, organizational assets, project documents, and the project management plan, that the NGOs verifies scope through formalizing acceptance of the completed project deliverables, monitors and controls project scope, schedule, and cost through monitoring the status of the project to update the project and managing changes.

5.2.6 Project Review and Learning

The study showed that the project review and learning stage is implemented with overall level 88.09%, which mean that Gaza's NGOs conducts review after each stages of SPM process, reviews the project to assess whether the targeted deliverables were achieved, whether the implementation process went smoothly, how effectively the project positioned, and other behavioral lessons. Those NGOs also retains project experiences, and documents its most effective problem solving mechanisms, its mishaps, mistakes or potential pitfalls in addition to uses project learning for developing project management competencies.

5.2.7 Other important research conclusions :

- The study concluded that there are no differences in the response of the study sample, due to the respondents personal traits (Job Title, Sex, Educational Qualification, Experience).
- The study also concluded that there are no differences in the response of the study sample, due to the NGO Organizational Traits (Age, Number of Staff, Average Annual Budget, , The possessing of written strategic plan).
- The study concluded that there are differences in the response of the study sample, due to the respondents Age attributed to respondents with 40 years and older , and respondents Specialization, attributed to the Arts specialization.
- The study also concluded that there are differences in the response of the study sample, due to the NGO Organizational Traits (Number of Projects), and attributed to NGO with less than 5 projects .

5.3 Recommendations

In order to improve their performance and enhance the sustainability and the impact of their projects, Gaza NGOs need to improve their Strategic Project Management Process through the following :

1. Identify the type and nature of the project according to the needs and priorities of the community, the project beneficiaries, the NGOs strategic plans, not according to the needs and priorities of the donors.
2. Adopt clear policy regards a regular need assessment process, diversify the methods used for need assessment.
3. Ensure project target groups, and beneficiaries participation throughout the project life cycle.
4. NGOs have to plan risk management, monitor and control project risks, through implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project.

5. NGOs should pay attention to the area of quality, and adopt a clear policy regarding the quality issues through identifying quality standards and requirements, and ensure continuous quality improvement, which will be reflected on the services provided by these NGOs, beneficiaries' satisfaction, and will improve the performance standards and enhance the growth of these NGOs.
6. Review project stages, impact, and target groups' satisfaction with project deliverables, for sustainability and credibility purposes of the NGOs on the strategic level.
7. NGOs' associations and unions, with cooperation with NGOs should enforce rules as part of the Code of Conduct for documenting the need assessment process, for enhancing NGOs' commitment to their strategic direction, for ensuring the strategic plans are really implemented so this may in turn increase the level of implementation of the strategic project management process by these NGOs.
8. NGOs should start to adopt more practical steps to build and promote a learning culture, as a tool that distinguishes successful NGOs from others.
9. International, regional, and national donors should adjust project management requirements from NGOs to reflect the strategic project management process, as a tool that will simplify the supervisory and control over these NGOs while implementing projects, in addition to ensure harmony between NGOs' funded projects and their strategic direction.

5.4 Proposed Future Studies :

- "The implementation of Strategic Project Management process in major NGOs working in the West Bank."
- "The implementation of Strategic Project Management process in major NGOs working in the Gaza Strip from donors' perspective."
- "The implementation of Strategic Project Management process in major NGOs working in Palestine, a comparative study, between Gaza Strip and West Bank."
- "The relationship between strategic planning and growth of Palestinian NGOs."
- "Key success factors for implementing strategic project management process in major Palestinian NGOs."
- "The implementation of Strategic Project Management process in all NGOs working in the Gaza Strip."

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Annex 1 – Questionnaire in Arabic

Islamic University- Gaza		الجامعة الإسلامية - غزة
Faculty of Commerce		كلية التجارة
Business administration		قسم إدارة الأعمال

تعليمات عامة :

يقوم الباحث بتنفيذ دراسة حول " تطبيق عملية الإدارة الإستراتيجية للمشاريع في كبري المنظمات الأهلية العاملة في قطاع غزة " وذلك كبحت تكميلي لنيل درجة الماجستير في إدارة الأعمال.

جميع البيانات التي ستجمع من خلال هذا الاستبيان ستعامل بسرية تامة ، وستقدم في شكل موجز فقط دون الكشف عن الاسم أو أي معلومات شخصية، وسيتم استخدامها فقط لغرض البحث العلمي.

"شاكرين لكم حسن تعاونكم "

الباحث : راعب بسيسو
إشراف : د.رشدي وادي

الجزء الأول: بيانات شخصية (يرجي وضع إشارة أمام العبارة المناسبة)

1- المسمى الوظيفي						
2- الجنس						
نكر			أنثى			
3- المؤهل العلمي						
4- العمر						
5- سنوات الخبرة						
6- التخصص						

الجزء الثاني : بيانات خاصة بالمؤسسة

1- عمر المؤسسة من تاريخ التسجيل :						
2- عدد الموظفين						
3- مجال العمل						

** خدمات اجتماعية وإغاثة ** تنمية اقتصادية ** صحة وإعادة تأهيل			
4- معدل الموازنة السنوية للمؤسسة خلال السنتين (2009-2010) بالدولار الأمريكي :			
** \$100,000 إلى أقل من \$500,000 ** \$500,000 إلى أقل من مليون \$ ** مليون \$ إلى 2 مليون \$ ** 3 مليون \$ فأكثر			
5- كم يبلغ عدد المشاريع المنفذة من قبل المؤسسة خلال السنتين (2009-2010) :			
أقل من 5	5 - أقل من 10	10 - أقل من 15	15 فأكثر
6- هل لدى المؤسسة خطة إستراتيجية ؟			
** نعم		** لا	

الجزء الثالث : عملية إدارة المشاريع الإستراتيجية :

تعليمات هامة :

لكل من العبارات التالية ، يرجى وضع إشارة أمام أفضل إجابة تصف درجة موافقتك أو عدم موافقتك مع العبارة .

م .	التفاصيل	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
تحديد وتعريف المشروع :						
1.	تحدد المؤسسة احتياجات المجتمع ، التي تتلاءم مع توجهاتها وقدراتها كمواضيع للمشاريع الجديدة					
2.	تحدد المؤسسة طبيعة المشروع وفقا لاحتياجات وأولويات الجهات الممولة					
3.	تحدد المؤسسة المشاريع من خلال عملية تحديد احتياجات مستمرة					
4.	تحدد المؤسسة أغراض المشاريع (تحديد سبب الرغبة في تنفيذ المشروع وتحديد احتياجات أصحاب المصلحة)					
5.	تحدد المؤسسة الافتراضات ، المخاطر ، والعوائق التي قد تواجه المشروع الذي يتم تصميمه					
6.	تحدد المؤسسة الجهات ذوى العلاقة بالمشروع الرئيسيين الذين تربطهم علاقة رسمية أو قانونية مع المؤسسة					
7.	تحدد المؤسسة الجهات ذوى العلاقة بالمشروع الثانويين الذين لا تربطهم علاقة رسمية أو قانونية مع المؤسسة					
8.	تحدد المؤسسة متطلبات المشروع ، وتوقعات الجهات ذوى العلاقة بالمشروع					
9.	تحدد المؤسسة الفرص والمعوقات التي قد تترتب عن المشروع					
10.	تشارك المؤسسة الفئات المستهدفة من المشروع في تحديد الاحتياجات وتعريف المشروع .					
11.	تضع المؤسسة أهداف قابلة للقياس ومؤشرات نجاح واضحة عند تحديد وتعريف المشروع					
12.	تترجم المؤسسة أغراض المشروع إلي معايير تستخدم في عملية تصميم المشروع					
13.	تستخدم المؤسسة " آلية الإطار المنطقي" في تحديد وتعريف المشاريع الجديدة					

م .	التفاصيل	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
14	تختار المؤسسة المشاريع التي تتناسب مع أهدافها الإستراتيجية					
15	لدى المؤسسة فهم واضح للبعد الاستراتيجي للمشروع والأولويات التي يجب التركيز عليها أثناء تحديد وتعريف المشروع					
16	لدى المؤسسة فهم واضح لطبيعة المعلومات ، والدعم المطلوب من مختلف الجهات المعنية بالمشروع					
17	تأخذ المؤسسة بعين الاعتبار التغذية الراجعة من المستفيدين من المشاريع السابقة عند تحديد وتعريف المشاريع الجديدة					
18	تأخذ المؤسسة بعين الاعتبار تأثير مختلف الجهات ذوى العلاقة بالمشروع أثناء تصميمه					
19	تأخذ المؤسسة بعين الاعتبار ، متطلبات مختلف الجهات المعنية بالمشروع ، لضمان النجاح في تحقيق أهداف المشروع					
تحديد سياسة المشروع						
20	تقوم المؤسسة باستكشاف وتحليل البيئة الداخلية والخارجية لها بمزيد من التفصيل أثناء تحديد سياسة المشروع					
21	تحدد المؤسسة سياسة للمشروع من خلال تحديد مجموعة من الإجراءات والتوجيهات التي تقود وتضمن تنفيذ خطة المشروع .					
22	تحدد المؤسسة الأهداف الإستراتيجية الرئيسية للمشروع ، أثناء تحديد سياسة المشروع					
23	تحدد المؤسسة مجال العمل للمشروع ، ونوع المشروع أثناء تحديد سياسة المشروع					
24	تحدد المؤسسة عمليات المشروع أثناء تحديد سياسة المشروع					
25	تحدد المؤسسة السياسات التي ستقود عملية اتخاذ القرار أثناء تحديد سياسة المشروع					
26	تنفذ المؤسسة تقييم مبدئي لتحديد الجاذبية العامة للمشروع المتمثلة في قدرته على النجاح ، مقارنة بمعوقات تنفيذه ، أثناء تحديد سياسة المشروع					
27	تأخذ المؤسسة بعين الاعتبار نتائج مرحلة تحديد وتعريف المشروع السابقة في تحديد سياسة المشروع					
28	تأخذ المؤسسة بعين الاعتبار أهدافها الإستراتيجية في تحديد سياسة المشروع					
29	تربط المؤسسة بين أهدافها الإستراتيجية وسياسة المشروع					
30	تربط المؤسسة بين سياستها العامة ، وخطة المشروع من خلال تحديد سياسة المشروع					
تخطيط المشروع						
31	تطور المؤسسة خطة عامة لإدارة المشروع والتي تشمل الأنشطة اللازمة لتحديد وإعداد والتنسيق بين جميع الخطط الفرعية للمشروع					
32	تجمع المؤسسة متطلبات المشروع من خلال تحديد وتوثيق احتياجات الجهات ذوى العلاقة بالمشروع من أجل تحقيق أهداف المشروع.					
33	تحدد المؤسسة أنشطة المشروع ، والنتائج المترتبة علي هذه الأنشطة					
34	تنشئ المؤسسة هيكل تجزئة العمل للمشروع " Work Breakdown Structure." ، وتحدد تسلسل أنشطة المشروع					
35	تحدد المؤسسة نطاق المشروع من خلال تطوير وصفا مفصلا للمشروع					

م .	التفاصيل	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
36	تحدد المؤسسة الجدول الزمني للمشروع من خلال تقدير الفترات الزمنية لأنشطة المشروع					
37	تحدد المؤسسة تكاليف المشروع ، ومن ثم تقوم بتحديد الموازنة الكلية للمشروع					
38	تحدد المؤسسة متطلبات الجودة أو معايير خاصة للمشروع، أثناء التخطيط له					
39	تقدر المؤسسة نوع وعدد (المواد-المعدات-والأشخاص) أو الإمدادات اللازمة لتنفيذ كل نشاط من أنشطة المشروع .					
40	تضع المؤسسة خطة للموارد البشرية للمشروع من خلال تحديد وتوثيق الأدوار ، والمسؤوليات ، والمهارات اللازمة ، وطريقة تقديم التقارير ، ووضع خطة لإدارة التوظيف للمشروع					
41	تضع المؤسسة خطة لإدارة المخاطر ،تحدد مخاطر المشروع ، تجري تحليل وصفي وكمي للمخاطر ، تقييم المخاطر من حيث احتمال حدوثها وتأثيرها ، بالإضافة لتحديد سياسة للاستجابة للمخاطر					
42	تخطط المؤسسة لعملية التواصل مع الجهات ذوى العلاقة بالمشروع					
43	تخطط المؤسسة لتوفير كافة المستلزمات المتعلقة بأنشطة المشروع					
تنفيذ المشروع :						
44	تدير المؤسسة عملية تنفيذ المشروع وتقدم التوجيه المناسب					
45	تدير المؤسسة فريق المشروع من خلال متابعة أداء أعضاء الفريق ، وتوفير التغذية الراجعة لهم ، وحل المسائل العالقة ، والتعامل مع المتغيرات .					
46	تختار المؤسسة فريق مؤهل لإدارة المشروع ، وتحرص على تطوير الفريق					
47	تتعامل المؤسسة مع توقعات الجهات ذوى العلاقة بالمشروع من خلال التواصل معها،والعمل علي تلبية احتياجاتها ، ومعالجة وحل القضايا العالقة					
48	تتيح المؤسسة للجهات ذوى العلاقة بالمشروع ، الوصول إلي المعلومات الهامة الخاصة بالمشروع .					
49	توفر المؤسسة المستلزمات المتعلقة بالمشروع من خلال استقطاب عروض أسعار ، اختيار أفضل العروض ، ومن ثم إبرام العقد					
المتابعة و الرقابة علي المشروع :						
50	تراقب وتتابع المؤسسة سير العمل في المشروع ، ومدى التقدم في تحقيق أهداف الأداء المحددة في خطة إدارة المشروع					
51	تراقب المؤسسة أي تغيير بالمشروع ، من خلال دراسة متطلبات هذا التغيير ، اعتماد التغييرات المناسبة ، ومتابعة أثر هذا التغيير علي نتائج المشروع ، أصول المؤسسة ، وثائق المشروع ، وخطة إدارة المشروع					
52	تتحقق المؤسسة من درجة الالتزام بنطاق العمل المحدد للمشروع ، من خلال قبول ومتابعة نتائج المشروع المكتملة					
53	تراقب وترصد المؤسسة نطاق عمل المشروع بغرض تحديثه ، وإدارة أي تغييرات في نطاق العمل الأساسي .					
م .	التفاصيل	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة

					54	تراقب وترصد المؤسسة الجدول الزمني للمشروع بغرض تحديثه ، وإدارة أي تغييرات في الجدول الزمني الأساسي .
					55	تراقب وترصد المؤسسة تكلفة المشروع بغرض تحديثه ، وإدارة أي تغييرات في التكاليف الأساسية .
					56	تراقب وترصد المؤسسة جودة المشروع بغرض تحديثها ، وإدارة أي تغييرات في الجودة
					57	تعد المؤسسة تقارير حول أداء المشروع وسير العمل فيه ، لمختلف الجهات ذوى العلاقة بالمشروع .
					58	تراقب وترصد المؤسسة مخاطر المشروع، من خلال تنفيذ خطط الاستجابة للمخاطر ، وتتبع المخاطر التي تم تحديدها، ورصد المخاطر المتبقية، وتحديد المخاطر الجديدة، وتقييم فعالية إدارة المخاطر في جميع مراحل المشروع .
					59	تراقب وترصد المؤسسة الأنشطة المتعلقة بإدارة مستلزمات المشروع
مراجعة المشروع والتعلم :						
					60	تؤمن المؤسسة بأن مرحلة مراجعة المشروع والتعلم هي المحرك الرئيس للتطوير المستمر لعملية إدارة المشروع
					61	تقوم المؤسسة بعملية مراجعة مستمرة بعد تنفيذ كل مرحلة من مراحل عملية إدارة المشاريع الإستراتيجية
					62	تراجع المؤسسة المشروع لتحديد ما إذا تحققت النتائج المتوقعة ، ما إذا تمت عملية التنفيذ بسلاسة، ما إذا حقق المشروع بفعالية ما تم التخطيط له ، والدروس المستفادة الأخرى.
					63	تراجع المؤسسة درجة رضا الفئة المستهدفة للمشروع عن مخرجات المشروع
					64	تقوم المؤسسة بمراجعة ومقارنة كل من الجدول الزمني النهائي، والجهد، والتكلفة مع تقديرات المشروع الأصلي
					65	تحتفظ المؤسسة بتجاربيها وخبراتها السابقة في مجال إدارة المشاريع ،وتوثق آليات حل المشاكل الأكثر فعالية ، الحوادث، والأخطاء أو الأخطار المحتملة للمشروع.
					66	تسعى المؤسسة للاستفادة والتعلم من خبراتها السابقة في مجال إدارة المشاريع
					67	عملية التعلم من المشاريع السابقة بالمؤسسة هي عملية متتابعة من الرغبة في التعلم ، ممارسة ما يتم تعلمه ، وانعكاس لهذه الممارسة علي أداء إدارة المشاريع بالمؤسسة
					68	تستخدم المؤسسة أسلوب التعلم من المشاريع السابقة لتطوير كفاءات المشاريع التي تؤدي إلى ميزة تنافسية مستدامة

"يقدر الباحث تعاونكم في إكمال هذا الاستبيان ، ويشكر لكم صبركم واهتمامكم "
"مع عظيم الشكر والامتنان"

Annex 2 –Questionnaire in English

Islamic University- Gaza

Faculty of Commerce

Business administration



الجامعة الإسلامية - غزة

كلية التجارة

قسم إدارة الأعمال

General instructions :

The researcher is conducting an academic research about " **The reality of the implementation of Strategic Project Management process in major NGOs working in Gaza Strip** ". The research is a requirement for the fulfillment of the Master of Business Administration degree.

Data collected with this questionnaire will be treated confidentially and presented only in summary form without disclosing the name or any personal information of the respondent. It will be only used for the purpose of academic research.

Thanks a lot for your cooperation

Researcher :Ragheb Bseiso

Supervisor : Dr. : Rushdy Wady

First: Personal data: (Please put (X) on the appropriate answer)

1- Job Title						
<input type="checkbox"/> general director	<input type="checkbox"/> projects officer	<input type="checkbox"/> projects coordinator	<input type="checkbox"/> If other please specify			
2 Sex:						
<input type="checkbox"/> Male			<input type="checkbox"/> female			
3 Educational qualification :						
<input type="checkbox"/> Secondary	<input type="checkbox"/> Bachelor		<input type="checkbox"/> Master	<input type="checkbox"/> PHD		
4 Age in years:						
<input type="checkbox"/> Less than 25 years	<input type="checkbox"/> 25 – less than 30 years	<input type="checkbox"/> 30 – Less than 40 years		<input type="checkbox"/> Older than 40 years		
5 Years of Experience:						
<input type="checkbox"/> Less than 3 year	<input type="checkbox"/> 3 – Less than 5 year	<input type="checkbox"/> 5 – Less than 10 year		<input type="checkbox"/> 10 years and higher		
6 Major Specialization:						
<input type="checkbox"/> Arts	<input type="checkbox"/> Engineering	<input type="checkbox"/> Education	<input type="checkbox"/> commerce	<input type="checkbox"/> Science	<input type="checkbox"/> IT	<input type="checkbox"/> Medicine

Second: NGO Organizational Traits :

1 Age of organization form the date of establishment :				
.. 1 – Less than 5 years	.. Less than 10 year	.. 10 – Less than 15 years	.. 15 years and higher	
2 Number of staff:				
.. 20 – Less than 40	.. 40 – Less than 60	.. 60 – Less than 80	.. 80 – Less than 100	.. 100 and higher
3 Work sector :				
.. social development	.. culture and sport	.. agriculture and environment		
.. democracy and human rights	.. education and training	.. women and child		
.. social services and relief	.. economic development	.. health and rehabilitation		
4 Average annual budget for last two years (2009/2010):				
.. \$100,000 – Less than \$500,000				
.. \$500,000 – Less than one million				
.. one million – two million				
.. three million and higher				
5 How many projects was implemented by the organization during the 2 years (2009-2010):				
.. Less than 5	.. 5 – Less than 10	.. 10 – Less than 15	.. 15 and higher	
6 Does the organization have a written strategic plan ?				
.. Yes		.. No		

Third : Strategic Project Management Process

Directions :

For each of the statement below , please but a sign on the answer that best describes how much you agree or disagree with the statement :

Strongly Disagree (SD) Disagree (D) Neutral (N)
 Agree (A) Strongly Agree (SA)

No	Details	SA	A	N	D	SD
Project definition , and Identification :						
1.	The organization identifies the community needs, which corresponds to its directives and abilities , as basis for new project .					
2.	The organization identifies the type and nature of the project according to the needs and priorities of the donors					
3.	The organization identifies projects through regular needs assessment process .					
4.	The organization identifies project purposes(

	project reasons, and stakeholder needs).					
5.	The organization identifies assumptions, risks, and obstacles for the project being defined .					
6.	The organization identifies primary projects key stakeholders, who have official or formal relations with the organization .					
7.	The organization identifies secondary projects key stakeholders, who do not have official or formal relations with the organization .					
8.	The organization identifies project requirements, and expectation of key stakeholders.					
9.	The organization identifies the problems/opportunities form the project .					
10.	The organization target groups , and beneficiaries participate in projects definition, and regular need assessment .					
11.	The organization develops measurable objectives , goals , and success indicators, while defining project.					
12.	The organization translates project purposes into criteria for project design.					
13.	The organization uses the "logical framework approach "while defining project .					
14.	The organization selects project that is consistent with its strategic goals.					
15.	The organization understands the corporate and strategic context and priority of the project .					
16.	The organization understands the required information, and support form its various stakeholders					
17.	The organization considers the feed back form the beneficiaries of previous project, while defining project .					
18.	The organization considers the influence of the various stakeholders, while defining project .					
19.	The organization considers the various stakeholders requirements to ensure a successful project outcomes.					
Developing project strategy :						
20.	The organization explores its external and internal environment at greater depth, while developing project strategy .					
21.	The organization identifies project strategy through identifying a group of policies , procedures which will lead, and ensure the implementation of project plan .					
22.	The organization identifies the key strategic goals of the project, while developing project strategy					
23.	The organization identifies the project scope, and the classification of the project type, while developing project strategy .					
24.	The organization identifies the right project processes, while developing project strategy .					
25.	The organization identifies Policies that would direct behavior and decision making, while developing project strategy .					

26.	The organization conducts a preliminary appraisal of the project's overall attractiveness and implementation difficulty, while developing project strategy .					
27.	The organization considers the results of Project Definition stage ,while developing project strategy .					
28.	The organization considers its strategic goals, while developing project strategy .					
29.	The organization links its strategic goals, with project strategy.					
30.	The organization links business strategy and the project plan, through developing the project strategy .					
Project planning :						
31.	The organization develops project management general plan which include the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans.					
32.	The organization collects project requirements through defining and documenting stakeholders' needs to meet the project objectives.					
33.	The organization identifies project activities,					
34.	.The organization creates project WBS "Work Breakdown Structure, and identifies the sequences of project activities.					
35.	The organization identifies project scope through developing a detailed description of the project.					
36.	The organization estimates activity durations, and develops project schedule, while project planning.					
37.	The organization estimates project costs, and determines project budget, while project planning.					
38.	The organization identifies quality requirements, and standards for the project, while project planning.					
39.	The organization estimates the type and quantities of (material, people, equipment, or supplies) required to perform each project activity .					
40.	The organization develops human resource plan through identifying and documenting project roles, responsibilities, and required skills, reporting relationships, and creating a staffing management plan .					
41.	The organization plans risk management, identifies project risks, perform qualitative and quantitative risk analysis, assessing and combining their probability of occurrence and impact, and plan risk response .					

42.	The organization plans communication with project stakeholder .					
43.	The organization plans project procurements .					
Project execution						
44.	The organization direct and manage project execution.					
45.	The organization manages project team through tracking team member performance , providing feedback, resolving issues, and managing changes.					
46.	The organization acquires qualified project team, and work to develop the project team .					
47.	The organization manages stakeholder expectation through communicating and working with stakeholders to meet their needs and addressing and solve relevant issues .					
48.	The organization allows project stakeholders to access relevant information.					
49.	The organization conducts procurements through obtaining seller responses, selecting a seller, and awarding a contract.					
Project control :						
50.	The organization monitors and controls project work through tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan.					
51.	The organization controls any project change through reviewing all change requests, approving changes, and managing changes to the deliverables, organizational assets, project documents, and the project management plan.					
52.	The organization verifies scope through formalizing acceptance of the completed project deliverables.					
53.	The organization monitors and controls project scope, through monitoring the status of the project and managing changes to the scope baseline .					
54.	The organization monitors and controls project schedule, through monitoring the status of the project to update progress and managing changes to the schedule baseline .					
55.	The organization monitors and controls project costs, through monitoring the status of the project to update the project budget and managing changes to the cost baseline.					
56.	The organization monitors and controls project quality, through monitoring and recording results					

	of executing the quality activities to assess performance and recommend necessary changes .					
57.	The organization reports project performance for key stakeholders.					
58.	The organization monitors and controls project risks, through implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project .					
59.	The organization monitors and controls project activities, which related to procurements management .					
Project Review and learning						
60.	The organization believes that review and learning stage is the driver of continuous improvement in the project management process.					
61.	The organization conducts review after each stages of the strategic project management process.					
62.	The organization reviews the project to assess whether the targeted deliverables were achieved, whether the implementation process went smoothly, how effectively the project positioned, and other behavioral lessons .					
63.	The organization reviews the project target groups satisfaction with the project deliverables .					
64.	The organization reviews final schedule, effort and cost figures, with the original project estimates.					
65.	The organization retains of project experiences and document, its most effective problem solving mechanisms, its mishaps, mistakes or potential pitfalls.					
66.	The organization learns form its past project experiences					
67.	The organization project learning is a process of intention, action, and reflection activities					
68.	The organization uses project learning for developing project competencies that lead to a sustainable competitive advantage.					

The researchers appreciates your cooperation in completing this questionnaire and thanks a lot for your patience and consideration.

"Best Regards"

Annex 3 – list of arbitrators

1)	Prof: Majed El Farra	The Islamic University of Gaza
2)	Dr. Rushdy Wadi	The Islamic University of Gaza
3)	Dr. Wasean El Habel	The Islamic University of Gaza
4)	Prof: Yossuef Ashour	The Islamic University of Gaza
5)	Dr. Yousef Bahar	The Islamic University of Gaza
6)	Dr. Sami Abo Ross	The Islamic University of Gaza
7)	Dr. Kahlil El Namroti	The Islamic University of Gaza
8)	Dr. Samer Safi	The Islamic University of Gaza
9)	Mr. Alaa Ghalayni	NGO Development Center -director
10)	Mr. Amjad El Shawa	The Palestinian NGO Network-Coordinator

Annex 4 – List Of NGOs

م.	اسم المؤسسة	عدد الموظفين	المنطقة	تليفون
1	جمعية الصلاح الإسلامي	314	منطقة البصة - دير البلح	2531081
2	الجمعية الإسلامية غزة	309	شارع المشتل - النصر - غزة	2851552
3	اتحاد لجان العمل الصحي غزة	279	شارع اليرموك-بناية المغربي -غزة	2824272
4	جمعية الشابات المسلمات غزة	255	شارع الوحدة - بناية معهد الأمل -غزة	2823188
5	جمعية الوفاء الخيرية غزة	213	الخط الشرقي - غزة	2801188
6	برنامج غزة للصحة النفسية غزة	160	الشيخ عجلين -مقابل النادي البحري-غزة	2825700
7	جمعية دار الهدى الرعاية الأطفال غزة	158	شارع المحكمة القديمة -بناية سكيك- غزة	2882818
8	جمعية أطفالنا للصم غزة	154	شارع فلسطين -مسجد فلسطين -غزة	2865468
9	المجمع الإسلامي غزة	135	شارع الوحدة- مقابل مصنع ابو ليلة للزيوت -غزة	2847955
10	جمعية الحق في الحياة للأطفال المنغوليين غزة	113	شارع الكرامة - الخط الشرقي - غزة	2803888
11	جمعية الهلال الأحمر لقطاع غزة	112	شاع جمال عبد الناصر -مقابل جامعة الأزهر	2864750
12	مؤسسة برامج التربية للطفولة المبكرة الفلسطينية غزة	93	شارع عمر المختار- بجوار مستشفى الخدمة العامة	2860062
13	مؤسسة فلسطين المستقبل للطفولة غزة	90	أرض الكتبية - غزة	2841509
14	جمعية الخدمة العامة لإحياء مدينة غزة	80	شارع علي بن أبي طالب -الصبيرة -غزة	2847883
15	جمعية اتحاد الكنائس غزة	71	شارع سعيد العاص - الرمال - غزة	2860146
16	جمعية أرض الإنسان الفلسطينية الخيرية غزة	64	شارع النصر - غزة	2868138
17	جمعية مؤسسة الثقافة والفكر الحر خانيونس	62	حي الأمل - خلف الهلال الأحمر الفلسطيني - خانيونس	2051299
18	جمعية النجدة الاجتماعية غزة	61	شارع فلسطين -مسجد فلسطين -غزة	2862559
19	جمعية رعاية المعوقين في قطاع غزة	61	شارع سعيد العاص - الرمال - غزة	2823212
20	المركز الوطني للتأهل المجتمعي غزة	56	شارع اللبابيدي - النصر - غزة	2873490
21	لجمعية الفلسطينية لتأهل المعاقين غزة	54	شارع المشتل - النصر - خلف مدرسة ابن سينا- غزة	2874911
22	جمعية الإغاثة الطبية الفلسطينية غزة	52	شارع عز الدين القسام - الرمال - غزة	2835990
23	المركز الفلسطيني لحقوق الإنسان غزة	50	شارع عمر المختار- الرمال - غزة	2844299
24	اتحاد لجان الرعاية الصحية غزة	47	برج الشفاء - الرمال - غزة	2841406
25	جمعية دير البلح للتأهل دير البلح	45	الشارع لعام - موقف السيارات - مخيم دير البلح	2534192
26	جمعية مركز الإرشاد التربوي	40	شارع الجوازات - غزة	2457785
27	لمركز الفلسطيني للديموقراطية وحل النزاعات	38	دوار حيدر عبد الشافي	2847488
28	جمعية الشهيد محمد أبو شباك جباليا	36	شارع مسعود - جباليا - المنطقة الشمالية	2459848
29	الجمعية التعاونية الزراعية ببيت حانون	35	شارع السكة - بيت حانون	2452090
30	اتحاد لجان كفاح المرأة الفلسطيني غزة	35	شارع اليرموك -غزة	2824669
31	جمعية الهدى التنموية بني سهيلا - خانيونس	34	شارع زيد بن حارثة - بني سهيلا - خانيونس	2071950
32	جمعية الأمل لتأهيل المعاقين رفح	34	شارع مصبح - خلف محطة العبادة - رفح	2136779
33	جمعية الأقصى الخيرية خانيونس	34	شارع الشهداء - بني سهيلا - خانيونس	2071525
34	طاقم شؤون المرأة غزة ١٩٩٣ نادبة ابونحلة ٢٧	32	شارع الأزهر - بناية الجاروشة - غزة	2844322
35	مركز القطان للطفل غزة	30	شارع الوحدة - ملعب اليرموك - غزة	2839949
36	الجمعية الوطنية لتأهل المعوقين بقطاع غزة	30	شارع سعيد العاص - الرمال الشمالي - غزة	2861266
37	الاتحاد النسائي الفلسطيني غزة	30	شارع الثورة - الرمال - غزة	2862586
38	مركز العمل التنموي " معا" غزة	27	بناية الحشام - غزة	2823712
39	اتحاد لجان العمل الزراعي غزة	27	شارع النصر - غرب مستشفى النصر للأطفال - غزة	2879959
40	مركز الميزان لحقوق الإنسان غزة	27	شارع عز الدين القسام - عمارة الصوراني- غزة	2820442
41	جمعية المغازي للتأهيل الاجتماعي المغازي	27	مقابل بلدية المغازي - المغازي - الوسطي	2555244
42	مؤسسة الامانة الخيرية -غزة	27	شارع الثلاثيني - عمارة أبو غزالة - غزة	2846111
43	جمعية الخدمات العامة لحي كندا رفح	27	تل السلطان - حي كندا - رفح	2140020
44	جمعية جباليا للتأهيل جباليا	26	الشارع العام - مخيم جباليا	2458807
45	الفلسطينية الإفراض والتنمية فئات غزة	25	شارع الجلاء - بناية سلامة بسيسو -غزة	2847068
46	الوداد للتأهيل الاجتماعي غزة	25	شارع بيروت تل الهوا مقابل وزارة الاسرى	2825513

2838004	شارع الوحدة - بناية رجب - الرمال - غزة	25	جمعية التضامن للعمل الاجتماعي غزة	47
2805040	شارع صلاح الدين - مقابل محطة ابو جبة للبتروول	23	جمعية التنمية الزراعية (الإغاثة الزراعية) غزة	48
2455294	الشارع الرئيسي - تل الزعتر - مخيم جباليا	23	جمعية الطفولة الخيرية غزة	49
599619613	شارع عمر المختار بناية الحرازين - الرمال - غزة	23	جمعية الامة الخيرية للعمل الاجتماعي والثقافي غزة	50

Annex 5 – List of NGOs experts

1)	Dr. Sami Abo Ross	Human resource development, and institutional management expert specialized on NGOs –assistant professor at Business school, the Islamic university of Gaza .
2)	Mr. Moneb Abu-Ghazaleh	Vice-President of Islamic Relief office in Palestine – specialized in the field of project management .
3)	Mrs. Amal Siam	Executive Director of the Women's Affairs center Gaza office .
4)	Mr. Alaa Ghalayni	NGO Development Center –director of the Gaza office, an expert in NGOs sector and funding .
5)	Mr. Amjad El Shawa	The Palestinian NGO Network(PINGO)-Coordinator .

Annex 6 – List of Interviews Questions

1. What is the current level of the implementation of strategic project management process in major Palestinian NGOs working on Gaza Strip .
2. What is the current level of the implementation of project definition in major Palestinian NGOs working on Gaza Strip.
3. What is the current level of the implementation of project strategy in major Palestinian NGOs working on Gaza Strip.
4. What is the current level of the implementation of project planning in major Palestinian NGOs working on Gaza Strip.
5. What is the current level of the implementation of project execution and control in major Palestinian NGOs working on Gaza Strip.
6. What is the current level of the implementation of review and learning in major Palestinian NGOs working on Gaza Strip.