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Faculty of Commerce
Business Administration Department
MBA Program

Institutional Sustainability:
Mainstreaming Project Management Best Practices in
Palestinian NGOs.

Complementary Study to Attain Master of Business Administration

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الجامعة الإسلامية- غزة
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الاستدامة المؤسسية:
محورة الممارسات الجيدة لإدارة المشاريع
في المؤسسات الغير حكومية

بحث تكميلي للحصول على درجة الماجستير في إدارة الأعمال

إعداد
إبراهيم عبدالله العف

إشراف
د.رشدي وادي

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5 - 1 :

In the name of Allah, the
Beneficent, the Merciful.

<Read in the name of your Lord Who
created (1) He created man from a
clot (2) Read and your Lord is Most
Honorable (3) Who taught (to write)
with the pen (4) Taught man what he
knew not (5)>

Verses 1 to 5 from Al-A'alaq
From the Holy Quraan

I would like to offer this research to all of you who became project managers whether you meant to or not. Do you remember the day when your boss said, "I've got a little project for you?" At precisely that moment, you became a member of the world's largest accidental profession.

Ibrahim Abdulla

Dedications

I would like first to dedicate this study to my wife without here unending understanding and support, I would not have accomplished my master degree as whole. She has as always been the strong backup and motivator especially when I felt desperate or tiered.

I would also to dedicate this study to my four kids Yousra, Mohamed, Abdulla and Alaa whom are the only source of joy in my life. They have been patient and not demanding to allow me to complete my work.

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I would like to dedicate this study to all my colleagues in the Palestinian NGOs that were patient and supportive enough to provide me with the data that I used in completing my study.

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Table of Contents

Description	Page
Dedication	III
Recognition	IV
Table of contents	V
List of tables	IX
List of figures	XII
Study Abstracts	
a. In English	XIV
b. In Arabic	XV
List of Abbreviations	XVI
Key Terms	XVII
Chapter 1: Study Framework	
1.0 Introduction:	1
1.1 Research Problem	4
1.2 Thesis Statement:	5
1.3 Research Questions	5
1.4 Hypotheses	6
1.5 Research Objectives	6
1.6 The Study Importance	6
1.7 Research Scope	7
1.8 Research Limitations	7
1.9 Study structure	8
Chapter 2: Theoretical Framework	
2.0 Introduction	10
2.1 Palestinian NGOs in Gaza	10
2.1.1 The Term NGO	10
2.1.2 The NGOs according to the Palestinian Law	14
2.1.3 The NGO development and Role	15
2.1.4 Basic statistics of Palestinian NGOs working in Gaza Strip.	17
2.1.5 Palestinian NGOs Financing	18
2.2 Project Management	19
2.2.1 What is a project? a program? a portfolio?	20
2.2.1.1 Project	20

2.2.1.2	Programs	20
2.2.1.3	Portfolios	21
2.2.2	Projects vs. operational Work	21
2.2.3	What is project Management?	21
2.2.3.1	Project management Context	22
2.2.4	Project Management Approaches	24
2.2.4.1	PRINCE Approach	24
2.2.4.2	Stealth Project Management	25
2.2.4.3	Project management Best Practices.	27
2.2.4.3.1	The Project Life Cycle	27
2.2.4.3.2	Five Project Management Process Groups	29
2.2.4.3.3	Nine Knowledge Areas	30
2.3	Mainstreaming	32
2.4	Institutional sustainability	32
2.4.1	Sustainability as a term	32
2.4.2	Project-Based Model of Sustainability	34
2.4.3	An Alternative Approach: A Client-Driven Model	34
2.5	Assisting tools	35
2.5.1	The PONAT (Participatory Organizational Need assessment tool	35
2.5.2	Logical Framework Approach	36
2.5.3	Problem Tree analysis	37
Chapter 3: Previous Studies		
3.0	Introduction	39
3.1	Local Studies	39
3.2	Arabic Studies	42
3.3	International Studies	44
Chapter 4: Research Methodology		
4.0	Introduction	52
4.1	Research Conceptual Model	52
4.2	Approach and Strategy	52
4.3	Population and sample	55
4.4	Literature Review	57
4.5	Tool Development and Design	57

4.6	The Tool Scale	61
4.7	Tool Validity and Reliability	61
4.7.1	External Validity	61
4.7.2	Content Validity and Reliability	62
4.7.2.1	Validity and Reliability of the practices under the indicators	63
4.7.2.2	Validity and Reliability of the Indicators under the Indicator group	75
4.7.2.3	Validity and Reliability of the Indicator groups under the Tool	78
4.8	Data collection approach	79
4.9	Statistical analysis Tools	81
4.10	Research work distribution	82
4.11	Research time frame	82
4.12	Data Used	83
Chapter Five: Empirical Study (Data analysis and interpretation, answering the study question and hypotheses testing)		
5.0	Introduction	84
5.1	Parametric testing of the Data	84
5.1.1	Parametric testing of the Identify Indicators	84
5.1.2	Parametric testing of the Impact Indicators	85
5.1.3	Parametric testing of the Influence Indicators	85
5.1.4	Parametric testing of the Indicators groups	86
5.2	The Descriptive analysis of the sample	86
5.2.1	Sample Size	86
5.2.2	The Organizations Descriptive Analysis	87
5.2.3	The Projects Managers Descriptive Analysis	91
5.2.4	Correlation Testing of Descriptive characteristics of the Organizations	93
5.2.5	Cross-tab Testing of Descriptive characteristics of the Organizations	94
5.2.6	Correlation Testing of Descriptive characteristics of the Project Manager	97
5.3	Qualitative findings from the open-ended questions	98

5.4	Data Analysis	104
5.4.1	The Project Management Practices Indicators Analysis	104
5.4.1.1	The answering of the first research question	104
5.4.1.2	The verification of Hypothesis # 1	106
5.4.1.3	Main Findings at the Practice level	107
5.4.2	The Project Management Practices Deficiencies impact Analysis	109
5.4.2.1	The answering of the second research question	109
5.4.2.2	The verification of Hypothesis # 2	111
5.4.2.3	Main Findings at the Impact level	111
5.4.3	The Project Management Influence Level Analysis	113
5.4.3.1	The answering of the third research question	113
5.4.3.2	The verification of Hypothesis # 3	116
5.4.3.3	Main Findings at the Influence level	119
5.4.4	The answering of the fourth research question	122
Chapter 6: Conclusions and Recommendations		
6.1	Conclusions	128
6.3	Recommendations	130
Research References		132
Annexes		
1) Arabic Tool		141
2) English Tool		146

List of Tables

Description	Page
Table 1.1 Four periods of project management	1
Table 1.2 Brief History of Project Management (Source: Stimpson, 2002)	3
Table 2.1 the comparison between the number of organization according to the NGO Guide and the findings of the study. {Developed by the researcher based on the data available in UNRWA guide of Palestinian NGOs (2003) and Awad, (2006)}	17
Table 2.2 the resolution of 8,380 projects (Source: The Standish Research 1999).	24
Table 2.3 Organizational Structure Influences on Projects (Source: PMBOK 3rd edition, 2004)	29
Table 2.4 Basic Log Frame Structure	37
Table 4.1, Research Logical Frame Work (As deduced by the researcher)	53
Table 4.2 The Population and Sample distribution	56
Table 4.3 Comparison between the PONAT and the researcher tool on the level of indicators	59
Table 4.4 the performance measurement scale	61
Table 4.5 list of Academic Jurors to the tool	61
Table 4.6 list of Professional Judges to the tool	62
Table 4.7 list of psychological Judges to the tool	62
Table 4.8 the validity and reliability of the Statements under the Professional Expertise (First Indicator)	63
Table 4.9 the validity and reliability of the Statements under Competitive Advantage (Second Indicator)	64
Table 4.10 the validity and reliability of the Statements under Project Development (Third Indicator)	65
Table 4.11 the validity and reliability of the Statements under Project Design (Fourth Indicator)	67
Table 4.12 the validity and reliability of the Statements under Fundraising (Fifth indicator)	69
Table 4.13 the validity and reliability of the Statements under Project Delivery (Sixth Indicator)	70
Table 4.14 the validity and reliability of the Statements under the Monitoring and evaluation (Seventh Indicator)	72

Table 4.15 the validity and reliability of the Statements under the Sustainability (Eighth Indicator)	74
Table 4.16 the validity and reliability of the Statements under the Reports (Ninth Indicator)	75
Table 4.17 the validity and reliability of the Professional Expertise indicators under their indicator group (First Indicator Group)	75
Table 4.18 the validity and reliability of Competitive Advantage indicators under their indicator group (Second Indicator Group)	76
Table 4.19 the validity and reliability of Project Development indicators under their indicator group (Third Indicator Group)	76
Table 4.20 the validity and reliability of Project Design indicators under their indicator group (Fourth Indicator Group)	76
Table 4.21 the validity and reliability of Fund Raising indicators under their indicator group (Fifth Indicator Group)	77
Table 4.22 the validity and reliability of Project Delivery indicators under their indicator group (Six Indicator Group)	77
Table 4.23 the validity and reliability of Monitoring & Evaluation indicators under their indicator group (Seventh Indicator group)	77
Table 4.24 the validity and reliability of Sustainability indicators under their indicator group (Eighth Indicator Group)	78
Table 4.25 the validity and reliability of Reports indicators under their indicator group (Ninth Indicator Group)	78
Table 4.26 the validity and reliability of the indicator groups under the tool	79
Table 4.27 List of the open ended questions used in the interview	81
Table 5.1 the parametric testing of the Indicators at Identify level	85
Table 5.2 the parametric testing of the Indicators at Impact level	85
Table 5.3 the parametric testing of the Indicators at influence level	86
Table 5.4 the parametric testing of the Indicators groups	86
Table 5.5 distribution of the sample according to Organization type Category	87
Table 5.6 distribution of the sample according to Organization field of work Category	88
Table 5.7 distribution of the sample according to Organization Age Category	88

Table 5.8 distribution of the sample according to Project Dependency Category	89
Table 5.9 distribution of the sample according to staff size Category	90
Table 5.10 distribution of the sample according to Org Annual Budget Category	90
Table 5.11 Project Managers Stratum Characteristics	91
Table 5.12 the correlation testing of the organization Descriptive Characteristics	93
Table 5.13 the cross-tabbing of the Org Type and Staff Size	94
Table 5.14 the cross-tabbing of the Org Type and Annual Budget	95
Table 5.15 the cross-tabbing of the Org Annual Budget and Staff Size	96
Table 5.16 the cross-tabbing of the Org Annual Budget and Org Age	96
Table 5.17 the correlation testing of the Project Manager Descriptive Characteristics	97
Table 5.18 The Project Management Practices Analysis	104
Table 5.19 The one sample T-test result of the Project Managerial Practices Analysis	106
Table 5.20 The Project Management Practices impact on Project Efficiency	109
Table 5.21 One sample T-test result of the Project Management Practices Impact	111
Table 5.22 The top management influence on Project Management Practices	113
Table 5.23 The one sample T-test results of top management influence on Project Management	116
Table 5.24 the correlation testing of Top management influence on Project Management	117

List of Figures

Description	Page
Figure 2.1 Typical Sequence of Phases in a Project Life Cycle (Source: PMBOK 3rd edition, 2004)	28
Figure 2.2 The Relationship Between Stakeholders and the Project (Source: PMBOK 3rd edition, 2004)	28
Figure 2.3 Areas of Expertise Needed by the Project Team (Source: PMBOK)	29
Figure 2.4 Problem Tree Analysis (Source DFID's Social Development toolkit)	38
Figure 3.1 Zincograph Image of NGO's Sustainability model (Source Tian, 2001)	47
Figure 3.2 Zincograph Image of Sclafani Sustainability: A Client-Driven Model	48
Figure 3.3 Zincograph Image of Two Modes of Management: Entrepreneur/Promoter - Manager/Trustee (Source: Howard H. Stevenson & Jose Carlos Jarillo, "A New Entrepreneurial Paradigm," in A. Etzioni & P.R. Lawrence (eds.) Socio-Economics: Toward a New Synthesis (New York: M.E. Sharpe, Inc. 1991), pp. 202-203.)	48
Figure 3.4 Zincograph Image of Implementation Strategy for Developing Sustainable Integrated Services Areas of Organizational Strengthening (Source: Sclafani Sustainability: A Client-Driven Model)	50
Figure 4.1, The Research Conceptual Model	52
Figure 4.2 processes for applying the survey (As developed by the researcher)	79
Figure 4.3 Process for implementing the interview	80
Figure 5.1 distribution of the sample according to Organization type Category	87
Figure 5.2 distribution of the sample according to Organization field of work Category	88
Figure 5.3 distribution of the sample according to Organization Age Category	89
Figure 5.4 distribution of the sample according to Project Dependency Category	89
Figure 5.5 distribution of the sample according to staff size	90

Category	
Figure 5.6 distribution of the sample according to Org Annual Budget Category	90
Figure 5.7 Project Managers Stratum Characteristics	91
Figure 5.8 The Project Management Practices Analysis	105
Figure 5.9 The Project Management Practices impact on Project Efficiency	109
Figure 5.10 The top management influence on Project Management Practices	113

Abstract

This study approaches the issue of institutional sustainability through mainstreaming project management best practices in Palestinian NGOs. The study has been conducted on the largest 40 Palestinian NGOs. For the purposes of achieving the study objectives semi-structured interviews (Combination of structured and unstructured interview) has been used to collect the data.

The main conclusions of the study have been:

- 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 Projects Managerial Practices in the Palestinian NGOs are poor with high percentages except for professional expertise 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.
- 7) The Palestinian Law is weak; thus there is an urgent need for the amendment of the law to rectify the existing weaknesses.

As a result of the analysis, a set of recommendations have been developed.

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List of Abbreviations

CBO: Community Based Organization

CSO: Civil Society Organization

GDP: Gross Domestic Product

GNP: Gross National Product

NNGO: National Nongovernmental Organization

NPC: Non Profit Company

PMBOK: Project Management Book of Knowledge

PMI: Project Management Institute

IT/IS: Information Technology / Information systems

Y2K: Year 2000

1.9 Key Terms

Blue Culture:

Efficiency (UNESCO Encyclopedia) is a measure of how well or productively resources are used to achieve a goal.

- a. Organizations increase their efficiency when managers reduce the amount of resources or time needed to produce a given amount of Output.
- b. A manager's responsibility is to ensure that an organization and its members perform all the activities that are needed to provide goods and services to customers as efficiently as possible.

Efficient Project management (PMBOK, 2000) is meeting or exceeding stakeholder needs and expectations invariably involves balancing competing demands among the following elements: scope, time, cost, and quality; stakeholders with differing needs and expectations; identified requirements (needs); and unidentified requirements (expectations).

Elements of Program Delivery (Awartani and Hashweh; September 2002): The degree to which the products and/or services an organization provides reflect constituent needs and are appropriate, cost-effective, high quality, and sustainable.

Technical expertise. A measure of the degree of technical sophistication an organization has in its chosen field or sector. This includes current information on theory, methods and techniques, skills in applying the information, and the ability to access appropriate technical assistance when necessary.

Comparative advantage. A measure of an organization's track record and reputation among the community of organizations working in the same geographical location or technical field. Comparative advantage is based primarily on an organization's ability to consistently deliver a product or service more effectively relative to other organizations.

Program development. A measure of an organization's ability to assess the needs of its constituency and design appropriate and relevant programs that address those needs. An important aspect of effective program development is the extent to which an organization's constituency is viewed as a partner that actively participates in this process.

Monitoring and evaluation. A measure of the degree to which an organization has effective mechanisms for: (a) adapting and changing

program activities in response to information received (monitoring), and (b) assessing the outcomes and overall impact of its program activities and integrating the results into future improvements in those activities (evaluation).

Sustainability. A measure of the degree to which an organization's efforts are likely to continue in the long term once support has been phased out. Sustainability is usually a function of support from constituents and local partners. It tends to occur when constituents perceive that programs are important and have validity to them, and when they participate in and feel a sense of ownership of a program.

Green-type culture: is a high context culture dominant in Africa, Mediterranean countries, Arab countries, Asian countries. The main competencies of this culture are flexibility (Seize opportunities), innovation, people driven (relationship focus), long-term horizon, encourage cooperation and networking, and promote commitment and loyalty. The main pathologies of this culture are confusion and chaos, duplication of efforts, over-reliance on hierarchy and status, over-centralization, overly dependent on specific actors, hard to change, and lack of concern for the short term (Farra, 2005)

NGO (Willetts) is the abbreviation of Non Governmental Organization. The definition of non-governmental organization is one that is not directly part of the structure of government .It is also used to refer to the NGO sector. The NGO Sector is one the internationally recognized economy sectors that are considered in the GDP and GNP.

NGO Types (Willetts)

Operational NGOs are organizations, whose primary purpose is the design and implementation of development-related projects.

Advocacy NGOs are organizations, whose primary purpose is to defend or promote a specific cause and who seek to influence the policies and practices.

Services NGOs are organizations, whose primary purpose is to provide single or multiple services to specific category of individuals or community thus elevating the living conditions of targeted individuals and/or groups.

Community-based organizations (CBOs) are organizations which serve a specific population in a narrow geographic area. CBOs are also referred to as grassroots organizations or peoples' organizations.

National organizations are organizations which operations cover the whole of one country.

International organizations are organizations which are typically headquartered in one country and carry out operations in more than one country.

Organizational Structures:

Divisional Structure: Group together people who work on the same product, process, serve similar customers, and/or are located in the same area/region

Functional Structure: people with similar skills and performing similar tasks are grouped together into work units.

Matrix Structure: a combination of functional and divisional structure

Prince Method (Turner, 2000). is one of the internationally recognized methods for project management. In the literature review section herein below there is a detailed study on this method of project Management.

Project management (PM) (PMBOK 2000) is the application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project. **The term *management by projects*** describes an organizational approach to the management of ongoing operations. This approach treats many aspects of ongoing operations as projects in order to apply project management to them.

Chapter 1

Study Framework

1.0 Introduction:

We stand in amazement in front of the heritage left to us from ancient civilizations including the wonders such as the Pyramids, Great China Wall and Tag-Mahal. Considering this heritage in a more abstract way we will find that not only they represent a living proof that Projects have been practiced ever since the start of civilization, but also that these projects have been executed in a very efficient and effective manor. The amazing thing is that although project management has been practiced for thousands of years, the application of systematic project management tools and techniques have not evolved until 1958, when the US Navy employed modern project management methodologies in their Polaris project. (Stimpson, 2002)

According to Kerzner (1998) project management is an “outgrowth of systems management.” According to Carayannis (2005), Snyder and Kline (1987) and Morris (1987) modern project management is distributed into four period: (1) prior to 1958, (2) 1958 – 1979, (3) 1980 – 1994, and (4) 1995 to present. Table 0.1, herein below, summarizes these distinctive periods. Each period discusses the history of (1) project management tools and practices.

Table 1.1 four periods of project management

Periods	Theme
Prior to 1958	Craft system to Human Relations Administration
1958 – 1979	Application of Management Science
1980 – 1994	Production Center: Human Resources
1995 to present	Creating a new environment

PRIOR TO 1958: CRAFT SYSTEM TO HUMAN RELATIONS ADMINISTRATION Project Management

The origin of the modern project management concept started between 1900s and 1950s. During this time, technology advancement shortened the project schedule. Automobiles allowed effective resource allocation and mobility. Telecommunication system increased the speed of communication. The job specification was widely used and Henry Gantt invented Gantt chart. The job specification later became the basis of developing the Work Breakdown Structure (WBS). Examples of the most important projects that applied this theme are T.D. Juhah’s Project Plan for Building Pacific Railroad (1857), Hoover Dam (1931 – 1936) and Manhattan Project (1942 – 1945).

1958-1979: APPLICATION OF MANAGEMENT SCIENCE Project Management

There were significant technology advancement between 1958 and 1979. In 1959, Xerox introduced the first automatic plain-paper copier. In the 1960s, many industries were influenced by the development of silicon chips and minicomputers. In 1969, Bell Laboratories developed programming language UNIX and computer industry started to develop rapidly. NASA’s successful Apollo project earmarked a historic event of the mankind. In 1971, Intel introduced 4004, a 4-bit microprocessor, which is a foundation of the evolution of Intel’s 80386, 80486, and Pentium processors in the 1990s. While many dedicated scientists developed ARPANET, Ray Tomlinson in 1972 introduced the first e-mail software. In 1975, Bill Gates and Paul Allen founded Microsoft. Several project management software companies were founded during the 1970s including Artemis (1977), Scitor Corporation (1979), and Oracle (1977).

Between 1950 and 1979, several core project management tools including CPM/PERT, Material Requirement Planning (MRP) and others were introduced. CPM/PERT was calculated in large computer systems, and specialized programmers operated the CPM/PERT mainly for the government sector projects. The common organizations used the project office as “brokers of information” having small number of skilled schedulers and estimators (Vandersluis 1998). Examples of the most important projects that applied this theme are Polaris project (1956 – 1961), Apollo project(1969-1972) and ARPANET(1970s)

1980-1994: PRODUCTION CENTER: HUMAN RESOURCES Project Management

During the 1980s and early 1990s, the revolution of IT/IS sector shifted people from using mainframe computer to multitasking personal computer that had high efficiency in managing and controlling complex project schedules . In the mid 80s, the Internet served researchers and developers, and local area networks and Ethernet technology started to dominate network technology (Leiner et al 2000).

During the 1950s through 1970s, most computer engineers were responsible for operating the project management systems because the mainframe systems were not easy to use. Morris (1985) acknowledged the unfriendliness of the mainframe software. During the late 1970s and early 1980s, project management software for PC became widely available by a number of companies in the mid-1980s which made project management techniques more easily accessible. Three projects were selected to portray the era of 1980s and early 1990s: The English-

France Channel project (1989-1991), Space Shuttle Challenger project (1983-1986), and The XV Calgary Olympic Winter Games (1988). These projects illustrated the applications of hi technology and the project management tools and practices.

1995-PRESENT: CREATING A NEW ENVIRONMENT

The Internet started to change virtually every business practices in the mid 1990s (Turban et Al 2000). It provided fast, interactive, and customized new medium that allowed people to browse, purchase, and track products and services online instantly. As a result, the Internet permits organizations to be more productive, more efficient, and more customer-oriented. Between 1995 and 2000, the project management community adopted internet technology to become more efficient in controlling and managing various aspects of projects. While the information technology revolutionized the traditional business practices, various industries started to adopt and to apply project management practices. Examples of the most important projects that applied this theme are Year 2000 (Y2K) Project and Iridium Project.

Table 1.2 Brief History of Project Management

	Technology	Management Science	Project Management & Technology	Major Projects	Project Office
~ 1958	- Telegraph - Telephone - First computer - Automobile - Airplane - First database	- Adam Smith - Frederick W. Taylor - Henry Fayol - Henry Gantt - A McGregor's XY theory	- Parametric Cost Estimating - PERT/CPM - Gantt Chart - Monte Carlo Simulation - Systematic Application	- Inter Continental railroads - Hoover Dam - Polaris - Manhattan project - Panama Canal	- Focal point - "proximity" - Traditional project office functions - Navy Special Project Office (SPO)
1959 ~ 1979	- IBM 7090 - Xerox copier - UNIX - Microsoft Founded	- ISO - Total Quality Management - Globalization - Quality Management	- PMI - Inventory Control - Material requirement planning	- Apollo 11 - ARPANET	- Project Supporting Office
1980 ~ 1994	- Personal Computer - Wireless in building network - First Internet browser (MOSAIC)	- Manufacturing resource planning - Risk Management	- Matrix organization - PM Software for PC	- Boeing 777 - Space Shuttle Challenger - The English-France Channel project	- Project Headquarter - War Room
1995 ~ Current	- Internet	- Critical chain - Enterprise Resource Planning	- PMBOK (PMI)	- Iridium - Y2K project	- Virtual Project Office - Web-base Project Office

(Source: Stimpson, 2002)

The above mentioned examples clearly identify that projects are executed by all types of organizations. According to Stimpson (2002) there are several ways to classify the organizations. The identified systems of classifications are several including by sector, by field of work and by industrial level. Stimpson (2002) classifies the organizations in three main categories which are:

- 1) Private sector including sole traders, partnerships, Joint stock companies and Mutual Societies.
- 2) Public Sector including Local government, public corporations and public services.
- 3) Non profit sector including charities, nonprofit companies, non governmental organizations, clubs and societies.

The GDP and GNP of any country are classified according to several methodologies one of which is according to organizational sector. PCBS census (1997 till 2004) adopts all the internationally recognized classifications.

1.1 Research Problem

NGOs due to their nature are project driven since their funding has always been dependant on projects. The assurance of continuation of funding to any NGO requires the satisfaction of donors of prior projects execution. The proper execution of any project is essentially dependant on effective and efficient adaptation of project management techniques and procedures. Based on the researcher experience in the field of project Management that exceeds sixteen years, six years of which in the field of NGOs, most of the Palestinian NGOs lack in the comprehension and/or sometime the adoption of sound project management procedures. This basically is due to one or more of the following reasons:

- 1) The insufficient Managerial Skills and knowledge, including project management, among the staff and management, which would have a negative impact on projects.
- 2) The professionals if existing in the organization do not have the ability to best practice their profession, which prevent the organizations from realizing healthy and continuous development.
- 3) The resistance to development in the work systems, methodology and directives, which results in stagnation, bureaucracy and might lead to organizational collapse.
- 4) The weakness of the Palestinian Law that enabled the presence of hundreds of NGOs frames most of which are at best inactive and at worst competing furiously on the funds of the donor entities.

It is worth mentioning at this point that, the researcher opinion is consistent with the finding of the World Bank’s Nongovernmental Organizations and Civil Society/Overview (2001).

The inefficient execution of the projects would result in decreasing the impact of these projects on the society and thus the un-fulfillment of the objectives upon which these were designed and funded.

Since Palestinian NGOs have functional or at best weak matrix structures, their project management practices are interactive with other management practices especially in the areas of general administration, human resources, finance, and external relations practices. Furthermore since most Arab organization are characterized by having green-type cultures, the top management characteristics, skills and knowledge greatly affect all the practices within the organization.

On the other hand, since the NGO sector is the third largest sectors in the Palestinian economy according to the PCBS (2004); several studies addressed the Palestinian NGO sector. The previous studies either addressed:

- a) The development of Palestinian NGOs,
- b) The role of Palestinian NGOs in the developmental process,
- c) One of the management areas such as the Human Resource Management and financial management, or
- d) One of the practices such the external auditing and strategic planning.

No previous academic studies were made that developed a management framework to assure the sustainability of Palestinian NGOs. For the proposed system to be realistic and feasible it has to be based on the holistic analysis of the Palestinian NGOs managerial practices.

1.2 Thesis Statement Of Problem:

How to ensure the sustainability of the Palestinian NGOs through the mainstreaming of project management best practices in their current operations.

1.3 Research Questions:

- 1) What are the malpractices and deficiencies in the project management field?
- 2) What is the impact of the identified deficiencies and malpractices on project execution in Palestinian NGOs?
- 3) How are the identified impacts influenced by the abilities and skills of the Director General in each organization?

- 4) How should the identified deficiencies be rectified?

1.4 Hypotheses

- 1) There are statistically significant Poor to Reasonable Project Management practices in the areas of Professional Expertise, Competitive Advantage, Project Development, Project Design, Fund Raising, Project Execution, Monitoring & Evaluation, Sustainability, and Reports.
- 2) There are statistically significant Poor to Reasonable impact of the identified Project Management deficiencies and malpractices on project efficiency.
- 3) There is statistically significant Poor to Reasonable influence of the Director General on the identified Project Management deficiencies and malpractices in Palestinian NGOs.

1.5 Research Objectives

This research aims at achieving the following:

- 1) Identifying the deficiencies and malpractices in project management practices in Palestinian NGOs.
- 2) Analyzing the impact of the identified deficiencies and malpractices on project execution.
- 3) Analyzing the influence of the Director General abilities and skills on the identified deficiencies and malpractices and on impact of these deficiencies on project efficiency.
- 4) Evaluating the existing Palestinian law governing the NGOs sector and identifying any new needed amendments.
- 5) Developing a theoretical framework to mainstream project management best practices within Palestinian NGOs.

1.6 The Research Importance

The importance of this research evolves from:

1. This is the first academic study that examines the impact of current project management practices on project execution in the Palestinian NGOs.
2. The research provides a clear insight to the project management practices in Palestinian NGOs. Thus identify the areas that need capacity building in Palestinian NGOs.

3. The research focuses on mainstreaming project management best practices in Palestinian NGOs; thus assisting in visualizing Institutional sustainability.
4. The research will include a model to rectify the identified deficiencies and malpractices of project management in Palestinians NGOs.
5. The research will include suggestions to the existing Law governing NGOs in Palestine which will help in the development of this important economic sector.
6. Upon Successful completion, this research can be the bases of other applied researches.

1.7 Research Scope

This research is addressing the issue of the sustainability of the Palestinian NGOs which can be achieved through the ratification of their current project management practices deficiencies. To verify this, the research would be analyzing nine project management phases at three levels the practice, the impact of the practice on the project management efficiency and the influence of the organization top management. In order to do this in depth analysis a special tool has been developed based on existing tools. It worth mentioning at this point that the research has decided to apply the tool on medium to large NGO in order to assure that the attained data would statistically and logically significant.

1.8 Research Limitations

There are several restrictions that affected this research the most important of which are:

- The researcher is forbidden from traveling outside Gaza strip; accordingly the researcher could not attain resources from the Arab world.
- The Movement restriction and the methodology adopted by the researcher to collect the information using semi-structure interview prevented the possibility to apply the tool on organizations in the West Bank.
- Available resources restricted the research to the efficiency aspects of project Management. Thus prevented neither encompassing of effectiveness aspects of project management nor the testing of the developed model.

- There were no available tool that addressed all the aspects of the research; accordingly the researcher had to develop a new tool based on existing tools and questionnaires.
- To enable proper measurement of the Project Management deficiencies and malpractices, the researcher had to restrict his population to organization that has minimum acceptable size and structural complexity. This limited the population size to fifty-two organizations.
- The lack of access to an updated listing of organizations, which is available in the Ministry of Interior, forced the researcher to depend UN listing that was published in 2002.
- The research has imposed a logical restriction on the research by not venturing into uncharted areas such as the intra-effect between the four managerial fields, studying the cross relations between the organizations and sample individuals characteristics on one side and the four managerial fields on the three levels, the cross relations between the organizations characteristics and the top managers distinctiveness's. It is important to note that the available data bank from this study can enable the above mentioned ventures and many more. It is the researcher intention to produce a series of articles. Each of which will address one of these areas.
- The data sources attainment was one of the main handicaps facing the researcher since all suitable materials were located on prescription websites/electronic libraries. Thus the research has made registration in two of these libraries.
- The research was conducted on NGOs working during the year 2006.
- There were deficiency in the number of researches and studies that studied the managerial practices in Palestinian NGOs in General, and lack of studies that addressed the issues of Project Management, the issue of sustainability in NGO, and the impact of managerial practices on project efficiency in the Palestinian/Arab Context.

1.9 Study structure

Chapter One – Study Framework: In this chapter the researcher presents the conceptual frame of the study which includes the Study importance, research problem, thesis statement, research questions, the hypotheses, research objectives, research scope, research limitations and key terms.

Chapter Two - Theoretical Framework: In this chapter the researcher build up a theoretical framework that addresses the major aspects of he study. The approach adopted by the researcher has been through identifying five major categories which are 1) Palestinian NGOs, 2) Project Management, 3) Mainstreaming, 4) Institutional Sustainability and 5) Assisting tools.

Chapter Three – Previous Studies: In this chapter the researcher identified findings of the most relevant studies which addressed project management, one/more of its practices and/or related issue. The studies have been classified according to origin as either Palestinian or Arab or International.

Chapter Four – Methodology and Procediers: In this chapter the researcher presented in details all aspects of the adopted methodology including the research log frame, population selection criteria, the research sample, the tool development, comparison between the researcher tool and the PONAT, the tool judgment, the research restrictions, the work distribution and the data sources. Furthermore, the researcher presents all the reliability and stability tests applied to the tool components. The researcher justifies as well the reason of the adopted methodology for the validity tests. The validity tests applied followed the tree structure of the tool. Thus the first stage was to verify the validity of the statements under the indicators, then the validity of the indicators under the indicator group, and then the validity of the indicator group under the tool.

Chapter Five – Empirical Study: In this chapter the research has presented descriptive data of the organizations sample and the targeted managers’ sample, then frequency and analytical presentation of the findings. The approach second part was to the analysis on each of the three addressed levels. First identify the deficiencies and malpractices in each of the four targeted managerial fields, then measure the impact of the deficiencies and malpractices on the project efficiency, and lastly the influence of the Director General on each practice.

Chapter Six: In this chapter the researcher has summarized the main conclusions drawn as a result of the empirical analysis. Then present a model that would enable the mainstreaming of project management in Palestinian NGOs. Lastly, present the drawn suggestions and recommendations that include possibilities for future work.

Chapter 2

Theoretical Framework

2.0 Introduction

“As globalization and international trade impact societies, non-governmental organizations have become increasingly influential in world affairs. They are consulted by governments as well as international organizations like the United Nations which have created associative status for them. There are now tens of thousands of non-governmental organizations (NGOs) in the world, operating in most countries. These organizations are not directly affiliated with any national government but often have a significant impact on the social, economic and political activity of the country or region involved”. (Duke University, 2006)

The study as envisioned by the researcher has pentagonal perspectives which are 1) Palestinian NGOs, 2) Project Management, 3) Mainstreaming, 4) Institutional Sustainability and 5) Assisting tools. Accordingly, the researcher has subdivided the Theoretical Framework and the literature review sections into these subsections.

2.1 Palestinian NGOs in Gaza

It is worth mentioning that this section has been researched in great depth and diversity by three Master researchers during the past two years namely Shper (2004), Ashkar (2006) and Awad (2006). 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.

2.1.1 The Term NGO

The starting point would be to have a clear understanding of several terms “Non-Governmental Organization (NGO)”, “Civil Society Organization (CSO)”, “Benevolent Society(BS)”, “Charity Organization (CO)”, “Non-Profit Company (NPC)”, “Relief Organization (RO)”, “Community Based Organization (CBO)”, “Cooperatives”, and “the Third Sector” which are usually used as synonyms. Shpier (2004) identified most of the above mentioned terms as synonyms with a single meaning which is “organizations that are not related to the government working in the social and/or developmental fields with humanitarian non commercial goals. Furthermore, Abdel-Rahman et al (1983), Al-Husainny (1995), Al-

Ali (1996), Madani (1997) provided definitions for this type of organizations.

These definitions agree on basic principles which are: a) the organizations are not governmental, b) the organizations are formed by the people, c) the organizations are formed to provide the community with un fulfilled need and/or service, d) the organizations do not generate profit, and e) if the organization achieve revenue surplus, these resources are utilized to expand the scope and/or services of the organization. The identified drawback was that none of the writer gave a distinction between the various types of organizations. Furthermore, the authors did not indicate wither the given definition included Universities and Cooperatives or not. The researcher has reverted to other international resources to attain definition of this category of organizations and identify the differences between them.

Encyclopedia Britannica defines the Non Governmental Organization as *“Organization that is not part of any government. A key distinction is between not-for-profit groups and for-profit corporations; the vast majority of NGOs are not-for-profit. In some countries, particularly socialist ones, some NGOs are government-organized. The purposes of NGOs cover the entire range of human interests and may be domestic or international in scope. Many NGOs are key sources of information for governments on issues such as human rights abuses and environmental degradation. Some NGOs fulfill quasi-governmental functions for ethnic groups that lack a state of their own. NGOs may be financed by private donations, international organizations, governments, or a combination of these. In Britain, quasi-autonomous nongovernmental organizations, or “quangos,” are organizations that have unelected boards and receive public funds which they also disburse.”*

According to Wikipedia, the free encyclopedia, *“the term non-governmental organization (NGO) is used in a variety of ways all over the world and, depending on the context in which it is used, can refer to many different types of organizations. In its broadest sense, a non-governmental organization is one that is not directly part of the structure of government. Many NGOs are also non-profit organizations. NGOs may be funded by private donations, by international organizations, by government itself or some combination of these. Some quasi-autonomous NGOs (QUANGOs) may even perform governmental functions. Some NGOs remain strictly apolitical, while others exist solely to lobby government in the interests of their own members. Because the label “NGO” is considered too broad by some, many NGOs now prefer the term private voluntary organization (PVO) or Private Development Organization (PDO).”*

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" (Operational Directive 14.70). In wider usage, the term NGO can be applied to any non-profit organization which is independent from government. NGOs are typically value-based organizations which depend, in whole or in part, on charitable donations and voluntary service. Although the NGO sector has become increasingly professionalized over the last two decades, principles of altruism and voluntarism remain key defining characteristics."*

The term NGO is very broad and encompasses many different types of organizations. The classification could be made on the basis of nature and size. In this case the main types would be Northern-based charities, community-based self-help groups in the South, research institutes, churches, professional associations and lobby groups. The classification could be made on the basis of the nature of the work. In this case the main categories would be: a) operational NGOs, b) advocacy NGOs, and c) services NGOs. A third classification would be based size of geographic dominion. In this case there would be three main groups: a) community-based organizations (CBOs), b) national organizations, and c) international organizations. (World Bank, 2001)

The Britannica and Wikipedia encyclopedias have agreed categorizing NGOs into one of seven types. Following are the types and their abbreviations:

CBOs are distinct in nature and purpose from other NGOs. While national and international organizations are "intermediary" NGOs which are formed to serve others; CBOs are normally "membership" organizations made up of a group of individuals who have joined together to further their own interests., the free

INGO stands for international NGO;

BINGO is short for business-oriented international NGO;

RINGO is an abbreviation of religious international NGO;

ENGO, short for environmental NGO;

GONGOs are government-operated NGOs, which may have been set up by governments to look like NGOs in order to qualify for outside aid or promote the interests of the government in question;

QUANGOs are quasi-autonomous non-governmental organisations, which is actually not purely an NGO, since its membership is by nation, Now, such a body might in fact be a nongovernmental organization--for they are independent of any government. However,

countries are represented by national governmental agencies--this is the trend in Europe.

The UNESCO Encyclopedia of Life Support Systems (SECTION 1 INSTITUTIONAL AND INFRASTRUCTURE RESOURCE ISSUES) identifies somehow different classification as follows:

GRO: Grass-roots organizations (the first stage of NGO development, i.e. the first few years of the organization life)

CBO: Community-based organization (the second stage of the NGO development).

CSO: Civil society organization.

National NGO: An NGO based in one country. It is a misnomer as most countries are multi-national, but use of this standard term cannot be avoided.

Network: A coalition of NGOs and/or individual people, at the minimum sharing information and at the maximum devising a common political strategy. Use of the term implies the relationships are loose and informal.

Social Movement: A large number of people who challenge established social norms and express themselves through a variety of forms of mass social and/or political action.

RNGO: Regional Non Governmental Organization

TNGO: Transnational Non Governmental Organization

GNGO: Global Non Governmental Organization

Umbrella group: A coalition of NGOs operating in different fields, in a more formal, structured arrangement than a network.

According to Professor Peter Willetts, it is not certain that all NGOs are politically active; although there are writers that argue other with. Although it has been proven that a change in society that is vital to the organization or its stakeholders motivate some contemplative NGO to become politically engaged. *"It is certainly not true that all NGOs are active in global politics. It is not even true that all NGOs attempt to influence politics at the country level, in the narrow sense of direct engagement in the debate over public policy. However, politics may also be seen, more broadly, as the process by which any set of people reaches a collective decision. This means that attempts by an NGO to mobilize individuals and change their personal behavior, to win support from a religious group or a trade union, or to articulate their values in the news media are all forms of political action. Legal systems may classify raising money for purposes such as poverty alleviation, disaster relief or*

environmental conservation as non-political, but the legal distinction between charitable and political activity is always based on an arbitrary, illogical and controversial definition of politics. Many NGOs will not see themselves as engaging directly in public policy, but their activities are always a social expression of values. Hence, NGOs are very likely to be political in the broadest sense of affecting social discourse and can often have an indirect effect on politics in the narrow sense of shaping public policy.” Professor Willetts opinion may be valid in many countries, but within the Palestinian Context and history this not true.

After revising all the available definitions on the subject, the researcher has deduced the following definition

“An NGO is a Consortium of actual or illusory Individuals to establish an Entity that pursue activities aiming at achieving moral, conceptual, developmental and/or communistic Objectives. This entity has five basic characteristics: a) it is not part of any governmental system; b) it does not aim for or generates profit; c) it is governed by the local laws in the country(ies) it operates; d) It attain the required financial resources for it to operates from multiple venues; and e) it can have more than one form.”

Up to this point this term has been discussed from the literature point view. Since the NGOs are governed by the laws of the country(ies) it operates, it is important at this point to explore hoe the Palestinian Laws addressed the issue of NGOs.

2.1.2 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 # 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.”*¹ (Palestinian Waqa’a, 2000)

¹ translated by the researcher from the original text of the law

According to Law number 1 for the 2000 “*Each Palestinian NGO is managed by a Board of Directors in accordance with the basic law of 2000 and according to its internal charter.*”²

Although, the Palestinian Legislatives have recognized the importance and the vital role that the NGOs play in the Palestinian Society; accordingly a regulating Law for NGOs has been passed in 2000. This importance has been identified since this law has preceded other such as the Labor law. It is the researcher opinion that the Palestinian Law aimed at governing NGO sector is weak; since it did not touch the core issues related to the NGO work. Furthermore, the law is very elastic and caused the establishment of hundreds of NGOs many of which to say the least are inactive others are mere fronts. The Researcher intends to address this issue in the Literature review section, and propose clear amendments to the current law that would close the existing gaps and make it more substantial. Nevertheless, it is important at this point to explore the NGO development and role.

2.1.3 The NGO development and Role

The NGOs play a complementary role to the government in providing most services required by the population (Jomah, 2004). The past three decades witnessed an escalating interest in NGO in most countries as an assisting social tool to achieve targeted changes. The international donor agencies have identified in the local NGO as an excellent implementer of most its programs since they were free of the rigid financial and administrative rule that characterized governmental agencies. (UNSCO, 1999)

The empowerment of NGO requires a cultural setting that emphasizes specific moral principles namely the importance of voluntary work, the public serving and social support. It is agreed that the success of any organization is built on three basic pillars clear achievable goals, the availability of needed resources and the efficient and effective management of the resources. The Palestinian NGOs suffer number of basic problems namely weak managerial practices, scarce financial resources, weak voluntary work, weak public awareness and weak governmental supervision. (Sawy, 1995)

The Palestinian NGOs have evolved in a unique context with the start of the Palestinian-Israeli struggle at the dawn of the twentieth Century. Since this struggle did not stop ever since, the Palestinian NGOs have always had political grounds. According to Ledaodah et al (2001) the first form of NGOs was the Islamic and Christian Societies that worked to

² translated by the researcher from the original text of the law

counter act the work of the Zionists Societies. During the same period the first workers committees were established.

During the period 1949 till 1967, the NGOs have suffered from the first relapse; this was due to the extreme directives imposed by the Egyptians and Jordanian Militants that governed Gaza strip and the West Bank respectively (Roy, 1995).

During the period 1968 till 1987, the NGO sector enjoyed a period of revival, since the political activists in the Occupied Territories found in it a legal means to function under the Occupation. The new established organizations were characterized by having political backgrounds or at least association, carrying relive activities, supplementing needed services, and at a later stage providing a foundation for economic development. (Abdle-Hadi, 1997)

During the period 1988 till 1993 the civil work has witnessed a new peak. The existing organizations have reached a state of maturity. On the other hand many new NGO were established to accommodate for the deterioration of the services provided by the Israelis. (Abdle-Hadi, 1997)

With the establishment of the Palestinian Authority in 1993, the Palestinian NGO witnessed their second drastic relapse since they were faced three challenges: first to maintain its societal role thus preventing the new born authority from dominating and monopolizing the community; second reformulate its role in the society thus filling the vacuums imposed on the authority by the agreements; third revise and modify its structures, systems, services, abidance with the principle of transparency and accountability thus achieving true coordination, networking and complementariness. (Mohisen, 2001) What really caused many of the weak/small NGO to close down was the drying up of the funding sources since the donors entities interest shifted to funding the newborn authority.

With the break out of the Al-Aqsa Intifada the NGO sector revived again this was due to first the Israeli measures weakened the Palestinian Authority to almost non existence and the donors interest shifted back to the NGO as a mean to secure the services to the people.

In Summary Palestine is one of the rare regions in the world that have been continuously under occupation since the Othmans (1147-1919), then the British (1919-1948), then The Israeli (1948- now) and the Arab legacy over the West Bank and Gaza Strip (1948-1967). This has resulted in: a) prevention of any form of Palestinian Authority for centuries; b) insufficiency of services provided by the consecutive occupation authorities (Shper, 2004 and Awad 2006); and c) state of continuous resistance by the people to attain freedom faced with brutal measures by the occupation authorities. Accordingly the Palestinian

People and NGO possess the special ability to survive and work under very turbulent and sever conditions.

It logical at this stage that we explore some basic statistics of the NGOs in the Palestinian territories

2.1.4 Basic statistics of Palestinian NGOs working in Gaza Strip.

Awad (2006) has given interesting statistics on local NGOs in Gaza strip. In 2000 there were 926 NGO working in the Palestinian Territories, 213 of which are in Gaza strip. In 2003 the Number has increased to reach 280 in Gaza. With respect to the NGO size, the study identified that 59% of the organizations have less than 20 employees, 21% have 20 to 40 employees, 9 % have 41 to 80 employees and 11% have more than 80 employees. With respect to establishment date, the study identified that 25% were established before 1990, 55% were established between 1990 and 2000, and 20% were established after 2000. With respect to geographic distribution, the study identified that 77% of the organization are located in Gaza City, 8% in the middle Governorates, 5% in the Northern Governorates, 6% in Kahn Younis and 4% in Rafah.

During Al-Aqsa Intifada there was great flux in the number of NGOs. Table 2.1, here in below, provides a comparison between the UNSCO guide (2002) and Awad (2006), where we find:

- a) an increase of 180% in the total number of NGOs ,
- b) the lowest level of increase (131%) in the health and rehabilitation sector, and
- c) the highest level of increase (248%) in the Women and children sector.

Table # 2.1 the comparison between the number of organization according to the NGO Guide and the findings of Awad study.

Field	Number according to UNSCO NGO Guide	Number according to Awad study	Multiplier
Social Services	61	118	193%
Education and training	64	93	145%
Women and Child	33	82	248%
Health and rehabilitation	48	63	131%
Sports and sophistication	22	52	236%
Democracy and human rights	16	38	237%
Economic Development	24	34	142%
Agriculture and environment	12	25	208%
Total	280	505	180%

{Developed by the researcher based on the data available in UNSCO Guide (2002) and Awad (2006)}

The Palestine Sixth Annual Statistics book (PCBS, 2005) provides vital information on the Palestinian Gross Domestic Product over the period from 1999 till 2002. From the Palestinian GDP by sector, the following is identified:

- 1) The Non profit sector is the forth sector size wise. Since it is larger than the financial institutions sector.
- 2) This sector contribution level to the GDP ranged 3.95% in 2000 to 5.11% in 2002.
- 3) This sector financial contribution dropped from 197.3 Million USD in 1999 to 175.3 million USD in 2000. This sector contribution started to increase gradually to reach 193.2 million USD in 2002.

Taking into consideration the contribution of this sector in the Palestinian GDP required the investigation of the funding sources of the Palestinian NGOs.

2.1.5 Palestinian NGOs Financing

The NGOs financing is usually a composite from different sources, which include membership dues, the sale of goods and services, grants from international institutions or national governments, and private donations. The basic characteristics of the Palestinian NGO financing are as follows.

In 1999, the Palestinian NGO have received approximately 112.74 Million USD. The data indicates large variance in the individual organization share. The revenue mean has been approximately 160,000 USD, with the maximum revenue being 14 million USD in a single organization and the minimum revenue being few hundreds in several organizations. The revenue median has been 9,870 USD. The division of these funds by sector indicates that the largest beneficiary of the donations has been the health sector NGOs (32.3%), then the early childhood organizations (16.6%) and then the relief and benevolent organizations (13.3%). (Shalaby et al, 2001)

In 2000, the composition was as follows the International donation 47%, Cost Recovery³ 29%, local donation and contributions 11%, Palestinian Authority 5%, Expatriates 5%, Palestinians living in Israel 2%, and Others 1%. Only 40% of the organizations receive international funding. Some organizations depend solely on International funding. These organizations are working in the fields of development and/or advocacy and/or democracy because of scarceness of local contribution and the impossibility to recover the cost. (Ledawdah et al, 2001)

³ The researcher preferred to use the term cost recovery rather than the term of self financing as was used in the article, because it is more accurate description. The term cost recovery involves several techniques namely selling of services, income generating projects, bank interest on trust funds, etc.

According to the World Bank publications (2001) there is no exact estimate of the international donation received by Palestinian NGOs or the new sources of funding to these organization during El-Aqsa Intefada. However it has been estimated that the small NGOs (almost 52%) are suffering from a funding deficit of approximately 30%. On the other hand the large NGOs (such as Palestinian Agricultural Relief Committees, Palestinian Red Crescent, and UPMPC) have attained more international funding. Furthermore it has been identified that 78% of the Palestinian Organizations depend on one source of revenue to cover more than 50% of their expenses. Lastly there is a big variance between the funding available for NGO between the West Bank and Gaza Strip for the favor of Organizations in the West Bank; accordingly the per-capita-share is 12 USD per person in the West Bank while it is almost 2 USD in Gaza strip.

It is worth mentioning at this point that even though the term 'non-governmental organization' implies independence of governments, NGOs depend heavily on governments for their funding. The funding is usually for projects executed by the organization. Accordingly, the project management practices in the NGOs need to be addressed.

2.2 Project Management

Project management is one of the highly controversial issues nowadays. When revising the literature available on the issue we identify several controversies:

- 1) Is Project Management Change Management. (Turner & Keegan, 2000)
- 2) Is Project Management Risk Management (Flyvbjerg, 2006)
- 3) Is Project Management a Technical Concept (Kloppenborg and Opfer's, 2002)
- 4) Is Project Management task oriented and should become organization oriented (Andersen, 2006).
- 5) Is Project Management a methodology or a strategy (Charvat, 2003)
- 6) Is project management Earned Value management (Fleming and Koppelman, 2006).
- 7) Is Project Management an Organizational Innovation (Martinsuo et al, 2006)

Accordingly, in order to understand this term properly inaugurates the need to answer several questions namely:

- a. What is a project? A program? A portfolio?
- b. What is the difference between Projects and operational work?
- c. What is project/program/subproject/portfolio management?

2.2.1 What is a project? a program? a portfolio?

The terms Project Management, Program Management and Portfolio Management are used as synonyms. The question at this point is “are they truly synonyms?” In order to identify the difference we need to define each of the three separately. The Project Management Book of Knowledge, second edition is being the most comprehensive with respect to answering these questions.

2.2.1.1 Project

PMBOK defines the project as “*a temporary endeavor undertaken to achieve a unique aim*”. The key words of this definition, which are temporary and unique, need to be clarified to avoid any misinterpretation. The clarification of the two terms according to PMBOK is as follows:

- a. Temporary means that the duration of a project is finite i.e. defined beginning and defined end. Temporary does not mean short duration because many projects last for several years. The temporariness of the project does not generally apply to the outcome of the project; since most projects are undertaken to create a lasting outcome. However the temporariness apply to other aspects of the project namely the projects team and the allocated Material resources, they seldom outlives the project.
- b. Unique Aim, the aim could be a product, service, or result. The project deliverable(s) is quantifiable, and can be either an end item in itself or a component item. Uniqueness is an important characteristic of project deliverables. The presence of repetitive elements does not change the fundamental uniqueness of the project work.

Upon researching the term project we came across the term subproject. Large projects are frequently divided into more manageable components called subprojects. Although the individual subprojects can be referred to as projects and managed as such. Sometime subprojects are contracted to an external enterprise or to another functional unit in the performing organization. It is worth mentioning that in very large projects, the subprojects can consist of a series of even smaller subproject. (Archibald, 2003)

2.2.1.2 Programs

A program is a group of related projects. Programs include elements and/or benefits resulting from the related work beyond the scope of the discrete projects in the program. (PMBOK,2004)

2.2.1.3 Portfolios

A portfolio is a collection of projects or programs and other work that are grouped together to meet a strategic objectives/goals. The projects or programs in the portfolio may not necessarily be interdependent or directly related. Funding and support can be assigned on the basis of risk/reward categories, specific lines of business, or general type. (PMBOK,2004)

2.2.2 Projects vs. operational Work

Generally organizations perform work to achieve a number of preset objectives. Work can be categorized as either projects or operations, although the two sometimes overlap. Project and operational work are similar in the manor of being performed by people, being constrained by limited resources, being Planned, executed, and controlled. (PMBOK,2004)

Projects and operations differ primarily in that operations are ongoing and repetitive, while projects are temporary and unique.

The objectives of projects and operations are fundamentally different. The purpose of a project is to attain is objective and then terminate. Conversely, the objective of an ongoing operation is to sustain the business. Projects are different because the project concludes when its specific objectives have been attained, while operations adopt a new set of objectives and the work continues.

Archibald (2003) identified that projects exist in all organizations regardless of their type; furthermore he developed a new classification of organizations from the Projects perspective. According to the new classification, organizations fall under one of two broad classes. The First is project-driven organizations whose primary business is projects, i.e. their products or services are on contract basis. The second are project-dependant organizations whose growth depend on projects, i.e. projects are their main stream business. According to this new classification NGOs are classified as project-driven organizations.

With this identified importance organization concern with project management is developing rapidly.

2.2.3 What is project Management?

According to Professor Pinto (2001) *"Project management is a philosophy and technique that enables its practitioners to perform to their maximum potential within the constraints of limited resources, thereby increasing profitability."*

Project management is the application of knowledge, skills, tools and techniques to project activities to meet projects requirements. Project management processes of initiating, Planning, executing, monitoring and controlling, and closing. The project manager is the person exposable for accomplishing the project objectives. (PMBOK, 2004) Managing a project includes:

- Identifying requirements
- Establishing clear and achievable objectives
- Balancing the competing demands for quality, scope, time and cost
- A adopting the specifications, plans, and approach to the different concerns and expectations of the various stakeholders.

Project managers often talk of a "triple constraint"- project scope, time and cost- in managing competing project requirements. Project quality is affected by balancing these three factors High quality projects deliver the required product, service or result within scope, on time and within budget. The relationship among these factors is such that if any one of the three factors changes, at least one other factor is likely to be affected. Project managers also manage projects in response to uncertainty. Project risk is an uncertain event or condition that, if it occurs, has appositve or negative effect on at least one project objective.

2.2.3.1 Project management Context

Project management exists in a broader context that includes program management, portfolio management and project management office. Frequently, there is a hierarchy of strategic plan, portfolio, program, project and subproject, in which a program consisting of several associated projects will contribute to the achievement of a strategic plan (PMBOK, 2004 and Archibald, 2003). The term " project management" is sometimes used to describe an organizational or managerial approach to the management of projects and some ongoing operations, which can be redefined as projects, that is also referred to as" management by projects" and "Object-Oriented project management". An organization that adopts this approach defines its activities as projects in a way that is consistent with the definition of a project. (Liu and Roussev, 2006)

The adoption of "management by project" is also related to the adoption of a projectized organizational culture. (Liu and Roussev, 2006 and PMBOK, 2004) Although, an understanding of project management is critical to an organization that is using "management by projects," a detailed discussion of the approach itself is outside the scope of this study.

Project managers have long been trained on the job with little formal training within the discipline of project management. Often a project

manager is promoted to the position based on the individual's technical ability, but he or she is lacking the necessary cross-functional team management skills (Nellore and Balachandra, 2001). The project manager is then expected to learn about project management while on the job. Tippett and Peters (1995) noted from their survey results that "only about half of the respondents indicated that their project managers had any type of management training prior to taking on their management responsibilities." In another study, Crawford and Gaynor (1999) found that only 12.4% of their sample had any kind of certification or registration in project management. The lack of training and organizational support is driving another concern that "the brightest practitioners have a fear of trying the project management route" and "the individuals fear and are often ill prepared to take on the responsibility of managing a project and the team (Pressman, 1998). Pressman notes that the consequence of "poor project management is the number one cause of project failure," and correcting the situation "requires training in advance to get the job done."

While experience is often quoted as being the best teacher, companies must recognize the need to enhance on-the-job training with formal project manager development. Today a number of educational programs are available to teach the fundamentals of project management. Given the various training opportunities available, companies must be diligent about the training in which employees enroll to ensure alignment with the business. (Gholston and Carbone, 2004)

The training should be based on competencies required for successful project management. An available and recommended competency model is the Project Management Institute's (PMI), "Project Manager Competency Development (PMCD) Framework" (2002). "The PMCD Framework is based on the premise that competencies have a direct effect on performance," (2002, p. 1). The PMCD Framework identifies three main areas of competencies required of project managers as knowledge, performance, and personal. The PMCD Framework is based on the nine knowledge areas from the PMBOK Guide (PMI, 2000), as well as core personality issues, and factors in the workplace that apply to managing projects and organizational awareness (2002).

The available literature identifies several modern schools for project management. To investigate them all would be almost impossible. For the purposes of this study six of the modern project management schools would be briefly presented. These are the PRINCE, Six Sigma, Evolutionary Project Management, Stealth Project Management and project management Best Practices. The analysis and selection of the appropriate project management approach has very critical especially after the Standish Researches in 1994, 1996 and 1998 on the success of

projects. The findings illustrated below in table 1.2 the resolution of 8,380 projects.

Table 2.2 the resolution of 8,380 projects.

Year of Study	Successful	Challenged	Failed
1994	16%	53%	31%
1996	27%	33%	40%
1998	26%	46%	28%

(Source: The Standish Research 1999)

2.2.4 Project Management Approaches

2.2.4.1 PRINCE Approach

According to the Project Management Institute’ PMBOK (Project Management Book of Knowledge) PRINCE stands for Project Management in Controlled Environment. It is a structured method for effective project management. It is designed to provide a framework covering the wide variety of disciplines and activities required within a project, of any Type in any environment. PRINCE is a “de facto” standard internationally recognized and used in all organizational sectors. This approach was established in 1989 by the CCTA (now the Office of Government Commerce in UK). The approach was developed in 1996 under the name of PRINCE2 in response to user requirement for improved guidelines on project Management. PRINCE2 is a hybrid of the original methodology and the experience of scores of Project Managers and Project teams.

The main draw back in the PRINCE approach is that *“PRINCE2 provides bureaucratic controls on the planning and execution of projects. In this way it forces the identification of some of the potential problems that may arise in the project and stresses early conflict resolution, which is a feature of much of the recent literature on project management. However, it is limited by its approach. It focuses on the ‘product’, and does not provide any guarantees of success. Indeed, there have been a number of high-profile failures of projects, despite their being run in line with the standard”* (Drummond and Hodgson, 2003).

In conclusion, the PRINCE approach (1 and 2) is characterized by being a process-based approach to project Management. The processes define the Management activities to be carried out during the project. In Addition, PRINCE describes a number of components that are applied within the appropriate activities.

2.2.4.2 Stealth Project Management

Donna Fitzgerald (2002 & 2003) in here series of articles on this new approach to project management identified that *“no matter how much we might believe in the principles and practices of good project management, there are still many organizations out there that view PM as nothing but unnecessary overhead.”* Accordingly Stealth Project Management means doing the minimal amount of PM necessary to get the project done without calling a lot of attention to the process. The trick is to understand that management is not in full support of a well-run successful project, because they support form for the sake of form, and activity rather than results.

The stealth project management approach does not provide new methods and/or tools for project management since it relies on the other existing project management schools. It rather provide new techniques and tactics to over come the resistance in the organization to projectization.

In Donna Fitzgerald first article identified the three golden rules of this approach:

1. **Keep the focus on tangible results, not activities.** *In its simplest form, this strategy means not making the mistake of telling management you can't do something because you're too busy planning, updating the schedule, or writing up some report. It means not locking yourself in your office but being available to the team to do whatever needs to be done.*
2. **Fly under the radar.** *In order to successfully practice stealth project management, you must have a good understanding of the current company culture. Every organization sets different lines between effective processes and bureaucracy. The art of stealth project management requires tailoring your approach to PM to avoid triggering bureaucratic warning bells.*
3. **Beg forgiveness rather than ask permission.** *Stealth project management requires being so comfortable and so knowledgeable about the PM processes you have decided are necessary that no one ever thinks to question why you're doing what you're doing.*

The question at this moment would be “how much project management can and should be done on a stealth basis?” The answer to this question depends on the organization culture. The key concept of stealth project management is that the PM quietly establishes a process for doing things that allows to add a little bit more overt PM over time and no one panics. The basic practices of Stealth PM are:

1. *Create an initial area of order through:*

- a. *Getting clarity on the constraints of the project before beginning. The goal at this stage is to get an idea of what is important to stakeholders and why.*
 - b. *Getting agreement on the appropriate level of risk in the project. The goal at this stage is to identify the project risks and compare the potential severity of these risks to the acceptable risk level assigned to the project. The trick is to roll the mitigation of sever risks into the initial project plan.*
 - c. *Objectively assess the project’ sponsor and stakeholders. One of the single greatest reasons for a project to fail is the lack of solid sponsorship. If this is the situation either quietly shop for another sponsor, or ramify the existing weak sponsor.*
 - d. *Develop a scope statement at the beginning of the project and send it to all interested parties to attain their approval. The goal at this stage is to bracket the outer edges of the project, not to define the details.*
 - e. *Have a team-planning meeting to create a shared vision of the project. This vision should include not only the whys and the wherefores of the project but also the way in which the project will be managed. This meeting should be held very early in the project and should be focused on gaining agreement on the following topics:*
 - **The development approach**, it is critical that the development approach chosen allows for rapid prototyping and extensive user feedback.
 - **The timeline and other project constraints**, this step can involve some serious negotiation with the project team.
2. *Establish the communications channels*
- a. *Get agreement that the PM will be notified when a task is complete or falling behind. The team members should decide how the updates are delivered, based on their way of working.*
 - b. *Communicate with stakeholders via an informal meeting. The purpose of the meeting is to articulate the project scope, direction, and approach to all the stakeholders.*
3. *Control the project execution*
- a. **Controlling time** in a stealth environment can be very difficult. Cultures that force PMs to take project management activities under the radar have a negative attitude toward simple best practices. To avoid getting blindsided in this environment, the

stealth project manager has to be very good at perceiving where the project is in terms of work that's been accomplished, what work remains to be done, and how quickly the current work is progressing, all without resorting to formal tracking tools.

- b. **Controlling scope**, formal change control procedures are out of the question, but there are a number of informal change control processes that work extremely well. Instead of saying no, it is easier to tell someone “that would be a great feature...but since our first release is on May 1, we'll need to hold this until release 2.” Sometimes, the release 2 approach won't work and someone who's in a position to make the PM life miserable if the scope is not significantly changed. The PM should objectively evaluate the request. After all, the extra time and cost needed to comply may be warranted.*
- c. **Controlling risk**, most formal risk management methods seem to advocate that generating several pounds of documentation is a way to ward off risk. PM has to find another way to pinpoint and deal with the risks on the project in an effective manner. The stealth technique that seems to work the best is risk management by continuous observation.*

2.2.4.3 Project management Best Practices.

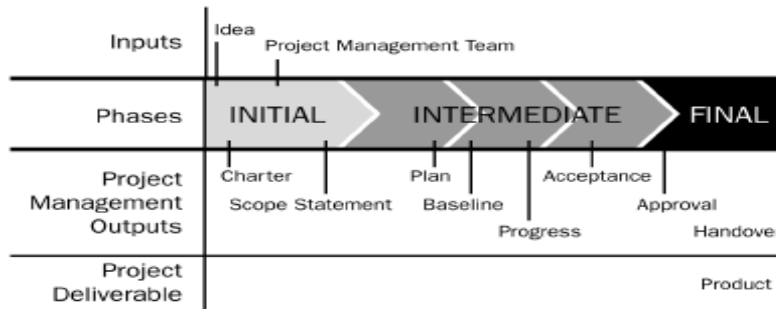
The Project Management Institute approach to the application of Project Management is different than other schools. The essence of the difference is that it defies the principle that one frame suites all types of projects. This approach is detailed in the “Project Management Book of Knowledge (Known as PMBOK). The uniqueness of this approach is that it consists of:

- Project lifecycle definition
- Five Project Management Process Groups
- Nine Knowledge Areas

2.2.4.3.1 The Project Life Cycle

Projects are divided into phases to provide better management control with appropriate links to the ongoing operations of the performing organization. *Collectively, these phases are known as the project life cycle. Many organizations identify a specific set of life cycles for use on all of their projects* (PMBOK, 2004). The typical sequence of phases in a project life cycle is shown in figure 2.1 below.

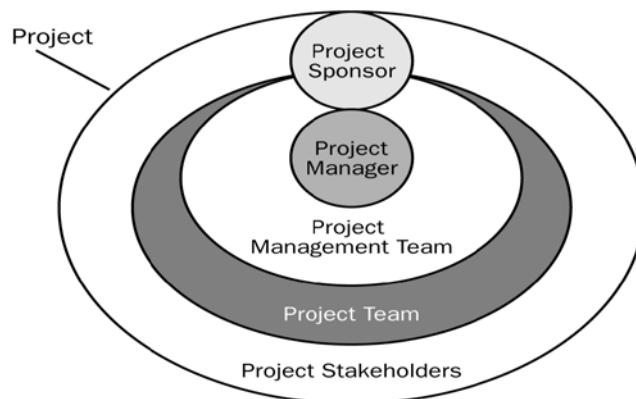
Figure 2.1 Typical Sequences of Phases in a Project Life Cycle



(Source: PMBOK 3rd edition, 2004)

The definition of the life cycle is influenced by the relation between the stake holders of the project with the project itself, and the organizational Structure of the performing organization. The main identified categories of stake holders are Project manager, customer/user/beneficiary, performing organization, project team members, project management team, sponsor/financers and influencers. Figure 2.2 below shows this relation.

Figure 2.2 The Relationship Between Stakeholders and the Project



(Source: PMBOK 3rd edition, 2004)

According to the PMBOK (2004), the organizational Structure of the performing organization has its impact on the project management techniques adopted. Three forms of organizational structures have been identified which are Functional, Matrix or Projectized. Traditional organizations still retain the functional hierarchy. In the functional structure Project Managers/team have little/no authority or role in the execution of the project. In the same respect their adoption of project management techniques is almost no existing. On the other side of the spectrum there are the projectized structured organizations. In these organizations Project managers/teams are in almost total control. In the same respect these organization are characterized by strong project management practices. The previous two types of organization are rare. The majority of the organizations reclines in the gray area in between, i.e.

have matrix structure. The matrix can be either weak (i.e. leaning towards functionality), Balanced, or strong (i.e. leaning towards projectization). Table 2.3 presents organization structure influence on projects.

Table 2.3 Organizational Structure Influences on Projects

Project Characteristics	Organization Structure				
	Functional	Matrix			Projectized
		Weak	Balanced	Strong	
PM Authority	Little or none	Limited	Low to moderate	Moderate to High	High to Almost total
Resource Availability	Little or none	Limited	Low to moderate	Moderate to High	High to Almost total
Who Controls the project budget	Functional Manager	Functional Manager	Mixed	Project manager	Project manager
PM role	Part-time	Part-time	Full-time	Full-time	Full-time
Project Management Admin Staff	Part-time	Part-time	Part-time	Full-time	Full-time

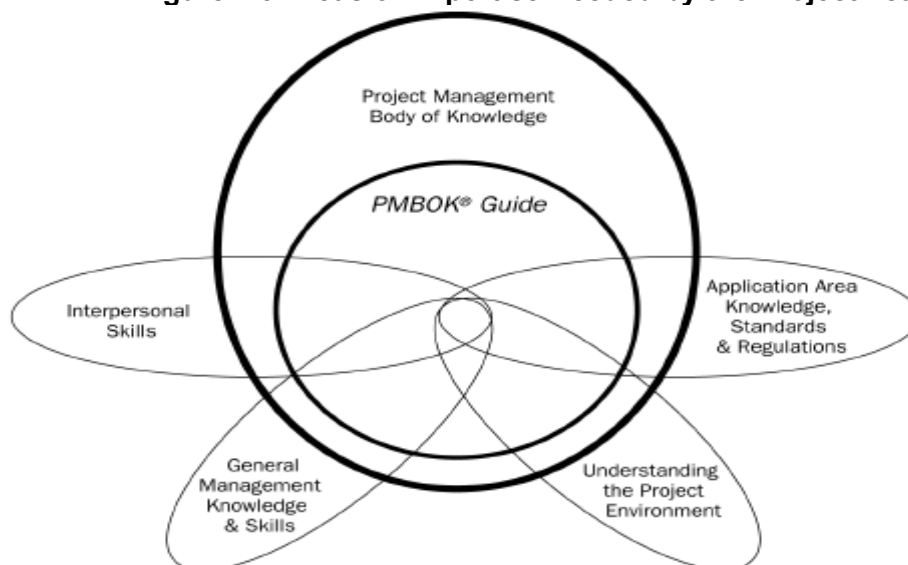
(Source: PMBOK 3rd edition, 2004)

2.2.4.3.2 Five Project Management Process Groups

Figure 2.3 shows the common areas of expertise needed by the project team.)

1. Project Management Process Group is the processes unique to the project management field and that overlaps other management disciplines.

Figure 2.3 Areas of Expertise Needed by the Project Team



(Source: PMBOK 3rd edition, 2004)

2. Application Area Knowledge, Standards and Regulations, application areas are common elements significant in projects, but are not needed or present in all projects. The PMBOK identifies four application areas which are Functional departments and supporting disciplines, Technical elements, Management specializations, and Industry groups. Each application area generally has a set of accepted standards and practices, often codified in regulations.
3. *Understanding the Project Environment, virtually all projects are planned and implemented in a social, economic, and environmental context, and have intended and unintended positive and/or negative impacts. The project team should consider the project in its cultural, social, international, political, and physical environmental contexts.*
4. *General Management Knowledge and Skills, general management encompasses planning, organizing, staffing, executing, and controlling the operations of an ongoing enterprise. General management provides the foundation for building project management skills and is often essential for the project manager. On any given project, skill in any number of general management areas may be required. General management literature documents these skills, and their application is fundamentally the same on a project.*
5. Interpersonal Skills includes effective communication, influencing the organization, leadership, motivation, negotiation and conflict management, and problem solving.

2.2.4.3.3 Nine Knowledge Areas

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.
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.

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.
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.
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.
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.
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 Communications Planning, Information Distribution, Performance Reporting, and Manage Stakeholders processes.
8. **Project Risk Management** are the processes concerned with conducting risk management on a project. It consists of the Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control processes.
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 Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration, and Contract Closure processes.

The reason behind the researchers calling this approach as best practices because the PMBOK stress that “This does not mean that the knowledge, skills and processes described should always be applied uniformly on all projects. The project manager, in collaboration with the project team, is always responsible for determining what processes are appropriate, and the appropriate degree of rigor for each process, for any given project.”

2.3 Mainstreaming

According to Wikipedia encyclopedia “Mainstreaming is not an end in itself but a strategy, an approach, a means to achieve a goal. The ILO approach is Transformation by mainstream. Accordingly, mainstreaming is not about adding a "component" into an existing activity. It means bringing the experience, knowledge, and interests of women and men to bear on the development agenda.” Mainstreaming as a strategy is not new it has been used ever since the sixties in the areas of education and gender. Some of the prominent examples are the mainstreaming special education students into a general education classroom (Davidson, 2002) and mainstreaming gender issues (OSAGI, 1997).

The ILO stresses that the responsibility for implementing the mainstreaming strategy is system-wide, and rests at the highest levels within agencies. Other principles include:

- Adequate accountability mechanisms for monitoring progress need to be established.
- The initial identification of issues and problems across all area(s) of activity should be such that differences and disparities can be diagnosed.
- Assumptions that issues or problems are neutral from the mainstreamed issue perspective should never be made.
- Mainstreamed issue analysis should always be carried out.
- Clear political will and allocation of adequate resources for mainstreaming, including additional financial and human resources if necessary, are important for translation of the concept into practice.

It is worth mentioning at this point that available literature identify that the mainstreaming strategy is being utilized nowadays in many areas in addition to education and gender namely Religion, Arts, sociology and films. The Palestinian NGOs’ lack of adoption of proper project management practices, which would be proved in the data analysis section here in below. Since the Palestinian NGOs are mostly Project Driven, the researcher identifies the need to develop mainstreaming strategies to rectify this situation; and thus achieve institutional sustainability.

2.4 Institutional sustainability

2.4.1 Sustainability as a term

The tem sustainability has many uses and according to which the definition varies. For organizations the main three perspectives for this

term are general, organizational and activities. There is a special definition associated with each identified perspective. The Sustainability Dictionary defines sustainability from the general perspective as “Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” This definition was created in 1987 at the World Commission on Environment and Development (the Brundtland Commission).

Hawken (2006) in the book of Natural Capitalism, states that *sustainable development should use at least, the following four types of capital:*

1. *Financial Capital*
2. *Manufacturing Capital*
3. *Natural Capital*
4. *Human Capital*

In addition, many organizations use the following criteria to assess sustainable products, services, and other activities:

1. *Social Criteria:*
 - *Socially desirable*
 - *Culturally acceptable*
 - *Psychologically nurturing*
2. *Financial Criteria:*
 - *Economically sustainable*
 - *Technologically feasible*
 - *Operationally viable*
3. *Environmental Criteria:*
 - *Environmentally Robust*
 - *Generationally Sensitive*
 - *Capable of continuous learning*

Awartani and Hashweh (2002) define sustainability as “*a measure of the degree to which an organization’s efforts are likely to continue in the long term once support has been phased out. Sustainability is usually a function of support from constituents and local partners. It tends to occur when constituents perceive that programs are important and have validity to them, and when they participate in and feel a sense of ownership of a program.*”

Sclafani (1996) defines sustainability as “*the probability that an organization’s activities will continue to produce outcomes of sufficient*

value for their intended client population(s) so that they generate adequate local resources to support the continuation of benefits at a steady or growing level.”

2.4.2 Project-Based Model of Sustainability

Ever since the seventies the public sector intervention approach to development has been project-based. The project nature of being temporary endeavor instigated the question of what would be sustained beyond the end of a project. The answer to this question distinguished between that project activities and their resultant benefits for intended populations (Elliott and Gow, 1985). This applies equally to projects undertaken by nongovernmental organizations (NGOs), which have gained increasing favor as implementation vehicles for donor-driven development activities (Meyer, 1992). *In both cases, the sustainability of activities becomes an issue of how they can be transferred or absorbed by existing administrative structures. It is this issue that has dominated conventional approaches to sustainability. Discussions of the continuation of benefits that are not dependent on specific activities are less frequently encountered.* (Sclafani, 1996)

Since this approach evolved in the public sector context, analysis has shown that it yields less favorable results when applied to the non-governmental programs. Since the sustainability strategy for the NGO focuses on sustaining the benefits derived from independent operations rather than transferring the activities to established administrative structures. Accordingly, a sustainability approach that focuses on the organization that is producing the benefits is more appropriate to private sector organizations, both commercial and not-for-profit. (Sclafani, 1996)

2.4.3 An Alternative Approach: A Client-Driven Model

The alternative approach to sustainability focuses on the continuity of the benefits within the producing organization. Thus, it is concerned with an organization's potential to function effectively as a social enterprise—an organization that combines the pursuit of a mission to contribute to some aspect of the common good with operations that utilize many traditional business practices (Dees, 1994).

The new approach is similar to the conventional approach with respect to giving attention to the organization abilities to mobilize inputs, and to organize and manage production/service delivery, but supersede it by the ability to correctly identify "entrepreneurial opportunities." This is as relevant for not-for-profit organizations as it is for commercial firms. (Sclafani, 1996)

This focus leads to a client-driven analysis of an organization's external environment is based less on a traditionally abstract input/output systems model, than on an analysis of market structure and competitive advantage (Porter, 1979). While many elements are common to both approaches (e.g. the proximity of other suppliers of similar health care services), the latter analysis emphasizes their dynamic interrelationships (e.g. the extent to which the proximity of these other suppliers block new entrants to the marketplace, threaten to introduce substitute products or services, affect the bargaining power of organizational clients and resource suppliers) (Oster, 1995). Similarly, the marketing function becomes the critical operation within an organization, focusing its attention and efforts on the identification of clients' definition of their problem, not the provider's definition of the solution. It is in this sense that this alternative approach is client-driven.(Havner, 1994)

2.5 Assisting tools

2.5.1 The Participatory Organizational Need assessment tool

The PONAT is a diagnostic tool to help determine any Nongovernmental Organization capacities in the areas of program delivery, human resources, management, finance, and external relations. The assessment results provide a baseline and overall frame of reference for planning, implementing, and evaluating specific changes needed to strengthen a single organization. PONAT is a means to achieve three goals: a) Interact with the organization' stakeholders on the attributes of an effective organization, b) Create a strong commitment to improvement, and c) Build consensus around future priorities. It is based on the idea of a “model” organization. Accordingly, it reflects the fact that there are certain characteristics, or best practices, common to most healthy organizations. PONAT's objective is to strengthen an organization as a whole, not just a particular component or function. For that reason, the assessment tool is designed to be used in its entirety. The first strength area of the PONAT is that it is designed in such way to enable internal comparison, comparison over time, comparison with a model, and comparison between organization. A second strength area is that it does not incorporate a hierarchical system that categorizes an organization into a particular stage of organizational development.

It is important at this point to reiterate the fact that the researcher has used the PONAT as the baseline to develop the tool needed for the purposes of this study. The details and structure of the tool has been addressed in full in chapter four' methodology and procedure.

2.5.2 Logical Framework Approach

The Logical Framework Approach (LFA) is a specific strategic planning methodology that can be used to prepare many different types of projects. The output of LFA is the Logical Framework Matrix (LogFrame). The use of LFA is required by many international financing institutions (such as the World Bank, Australian Agency for International Development, USAID) and is obligatory for projects funded by others Such as (EU, SIDA and Dutch Government). Accordingly special guidelines for the usage of LFA have been produced by almost all international agencies. One common misuse of LFA is to design the project first and to "fill in" the Logical Framework Matrix at the end. This is not recommended, as it defeats the whole purpose of the logical framework and the design methodology. (SIDA, 2004 and AusAID 2000 and WB, 2002)

LFA fulfils several functions:

- It develops a structured set of project ideas by clarifying objectives and outputs.
- It provides a clear, brief and logical description of the proposed project.
- It helps to identify possible risks to project implementation.
- It provides a useful basis for project appraisal.

The LFA process can be divided into the following five steps:

1. Situation analysis;
2. Stakeholder analysis;
3. Problem and objective analysis;
4. Analysis of alternatives;
5. Activity planning.

The basic structure of the Log Frame has four columns and four rows. Its main purpose is to link the project goals and objectives to the inputs, processes and outputs required to implement the project. Only the Headings of the columns may vary from one donor to another. The general structure of the Log Frame is given in Table 2.4 Basic Log Frame Structure:

Table 2.4 Basic Log Frame Structure

Narrative Summary	Verifiable Indicators	Method of verification	Risks and Assumptions
Wide Objectives / Goals	How to measure Wider objectives	How to check the measurement	What Assumption(s) have been made?
Purpose / Immediate objectives	How to measure immediate objectives	How to check the measurement	What Assumption(s) have been made?
Outputs	How to measure produced outputs	How to check the measurement	What Assumption(s) have been made?
Inputs / Activities	How to measure inputs	How to check the measurement	What Assumption(s) have been made?

(Source: Fitzgerald, 2003)

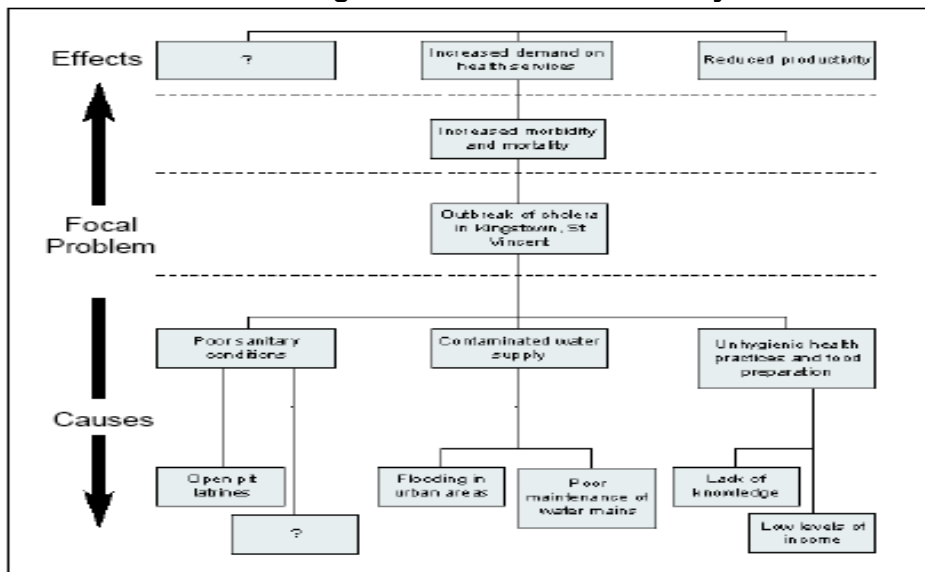
The researcher has already used this method to organize the thesis study and would utilize it in developing the new model.

2.5.3 Problem Tree analysis

Problem tree analysis is central to many forms of planning and is well developed among development agencies. According to CERTI Problem tree analysis (also called Situational analysis or just Problem analysis) helps to find solutions by mapping out the anatomy of cause and effect around an issue in a similar way to a Mind map, but with more structure. The main advantages of using this approach are:

- The problem can be broken down into manageable and definable chunks. This enables a clearer prioritization of factors and helps focus objectives;
- There is more understanding of the problem and its often interconnected and even contradictory causes. This is often the first step in finding win-win solutions.
- It identifies the constituent issues and arguments, and can help establish who and what the political actors and processes are at each stage;
- It can help establish whether further information, evidence or resources are needed to make a strong case, or build a convincing solution;
- Present issues – rather than apparent, future or past issues – are dealt with and identified;
- The process of analysis often helps build a shared sense of understanding, purpose and action.

Figure 2.3 Problem Tree Analysis



(Source DFID's Social Development toolkit)

It is worth mentioning at this point that the Scandinavian model for LFA merges between both the traditional LFA and the Problem Tree Analysis. The researcher will utilize this approach as part of the solution model produced by this strategy.

The theoretical frame as presented, to the researcher bets ability, would provide the readers with suitable mind-map to enable the comprehension of all the following parts of the research. Therefore, it is suitable to proceed to the literature review in order to establish scientific bases for comparison with the findings of the analysis chapter of this research.

Chapter 3

Previous Studies

3.0 Introduction

The researcher in the pervious chapter has built up a theoretical frame work that addressed all aspects of the research. The theoretical frame work provides the reader with theoretical background on the topics, thus enable the understanding of the following component of the study. Since one of the major components of the study that will follow in chapter five would be the analysis of the project management practices of in the Palestinian NGO. It is imperative at this point to present the work of previous researchers that addressed the managerial practices in NGOs. These studies would enable the researcher to compare the findings of the research with previous findings.

3.1 Local Studies

Awad, (2006) “The Reality of Demand on the Auditing Service by the Local Non-governmental Organizations in Gaza Strip.”

The Main relative findings of this study were:

- 1) The Palestinian NGOs are facing the problem of financial resources shortage.
- 2) The financial support of the donors assists in encouraging NGOs to demand auditing services.
- 3) Palestinian NGOs rely on external auditors to perform financial auditing of their annual reports and do not have internal auditors to perform regular auditing.

(EI) Ghazaly (1998) “AUTOMATED ACCOUNTING INFORMATION SYSTEM A PRACTICAL APPROACH TO DESIGN, IMPLEMENTATION AND MANAGEMENT”

This study was valuable since it addressed three functional areas within any organization, which are financial practices, organizational structures and MIS. The Main relative findings of this study were the main handicaps facing Palestinian NGOs:

1. Unclear human resource policies covering matters of importance to all employees cause confusion and lack of motivation.
2. Lack of clear organizational structure and lack of communication between departments is causing means teamwork and that morale is low.

3. Unclear Job Descriptions for the employees has a negative effect on the decision making and accountability.
4. Absence of a clear planning mandate, could lead to a lack of continuity in the Program’s activities
5. Working under Stress reduces Work Efficiency
6. Insufficient Implementation of the internal finance control system due to poor management causes lack of performance and loss of resources
7. The Vague Accounting, Information, and Budgeting System at GCMHP is causing a decrease in the Financial and Narrative Individual Donor’s Budget Actual Reporting System
8. Development is needed in the areas of accounting cycle, Accounting Concepts and Practices, Coding System, Chart of Accounts, Financial Reports, and The budgeting System

Various Recommendations may be drawn out:

1. It is recommended that both the accounting and budgeting systems and reports be implemented at the same time.
2. A relevant software should be selected to incorporate the suggested accounting and budgeting system. The present software used by the GCMHP (Accountmate-USA) may be an applicable accounting package for transaction processing. The coding system for the chart of accounts groups will fit the present software. However, in order to implement the two groups of funds, a multi copy of the same version is used for each fund. For reporting purposes, it is recommended to use a reporting package, such as an Excel or Lotus 123 template.
3. The suggested accounting and budgeting system needs the physical and personnel requirements
4. The relevant internal control procedures should be established parallel to implementing the suggested accounting and budgetary system.
5. There is also the community side of Project, not just the substantive-intellectual side.
6. Doing hard work, alone, just isn’t enough...
7. Projects need a Project strategy, in exactly the same way that businesses need a business strategy.

Ledawdah et al (2001) “The relations among Palestinian NGOs and with the Palestinian National Authority and Donors”

The main relative findings of this study are:

1. There coordination and cooperation between the NGOs and the Palestinian Authority is very weak, if any, in the planning and financing issues.

2. The NGOs and the Palestinian Authority have weak impact on the Agenda of the International Donors; and there is lack of agreement between the Palestinian NGOs and Government and the donors on Identifying the needs of the Palestinian People that should be addressed.
3. Large NGO, specially the ones working on National level, are more able to attain funding from International sources. Furthermore NGOs with strong advocacy and research capabilities are more attractive to donor entities.

The main relative recommendations of this study have been:

- 1) The Palestinian Authority should play a focal role in achieving and organizing the developmental process
- 2) The NGOs law represent good base to develop a trend that would encourage the visualization of true cooperation and coordination in between Palestinian NGOs and between them and the Palestinian Authority and International Donor entities.

Nakhla, Khalil (1999) “Our Civil Organization and their role in Palestine – Towards Societal Development”

The relevant finding of this study is that Local NGOs are faced with many handicaps, namely:

- 1) The scarceness of financial resources which affect the execution of its projects and the sustainability of their services.
- 2) The NGO development and growth was not associated with similar development in their administrative system which handicapped their performance and created administrative problems.

The researcher recommended that the NGO should depend on internal resources and work on developing their administrative systems to support their size and complexity of work.

Shalaby, Yasser (2001) “The Count of Palestinian NGO in the West Bank and Gaza Strip”

The main relative findings of this study are:

- 1) The single NGO have scattered objectives and programs and lack focus on specific areas because they are subjective to funding agencies agendas.
- 2) The organizational structure of younger NGOs is more suitable to the organization needs compared with older organization. This structure suitability have its impact on the efficiency and effectiveness of the organization in achieving its programs, goals and objects.
- 3) There is a general phenomenon of weakness in the administrative practices in all NGOs especially with respect to planning, monitoring and evaluation.
- 4) The NGO distribution is not uniform, there is high concentration of NGOs in large cities.

- 5) The main handicaps of the NGO are:
 - a. Shortage of financial resources,
 - b. Weak Infrastructures,
 - c. Shortage of qualified staff both in quantity and quality, and
 - d. Dependence on traditional management techniques.
- 6) The NGO programs and services are traditional and lack innovation.

The relevant recommendations in this study have been:

- 1) There is continuing need for NGOs in the Palestinian society
- 2) The need to empower the Palestinian NGOs in such a way to enable the responding to the community needs
- 3) The need to develop and adopt a sound strategic plan aimed at securing Palestinian NGOs sustainability.

(Al) Tamimy, Salah (2002) “The Varying role of benevolent organizations in El-Khalil Governorate, and their development impact”

The main relevant findings of the study are:

- 1) The main problems facing the benevolent organizations are in the fundraising, absence of developmental strategy, the domination of tribalism, and the inhomogeneous in the staff.
- 2) There are additional factors that are increasing the severity of the benevolent organizations problems namely the generality in the objectives, lack of planning, lack of structures and lack of clear administrative systems.
- 3) The study identified in the imbalance in the distribution of the organizations between the city and the country side, which was affected the distribution of the services delivery.
- 4) The city based organizations provide multiple services and work in several fields; while countryside based organization worked in single field.

3.2 Arabic Studies

(Al) Baz, Shahida (1997) “Arabic NGOs on the verge of the 21st Century – Reality Handicaps and Future perspectives”

This paper analyzed the situation of NGOs from Egypt, Gulf states, Tunisia, Lebanon, Sudan, Morocco and Palestine. The main handicaps facing the Palestinian NGOs have been:

- 1) Insufficient resources
- 2) Lack of Governmental financial support
- 3) Tasks redundancy
- 4) Weak administrative structure
- 5) Insufficient external auditing
- 6) Lack of suitable internal rules and regulations

7) Lack of management efficiency

It recommend that the NGOs should focus on healing their internal deficiencies, allow their staff to practice adopts human rights principles specially self expression, adopt advance conduct codes, and allow its staff to participate in decision making and taking.

Biblawy, Hazem (1999) “The Evaluation of the Role of NGO in the Palestinian Territories: the possibility of Inter-networking within the framework of the Palestinian Authority”

The main relevant findings of the study are:

- 1) In the Feminist Organizations:
 - i. Weak human capacities to manage projects
 - ii. Lack of projects’ sustainability, since projects, even productive ones, do not outlive the funding.
 - iii. Lack of coordination and cooperation between funding entities and Palestinian NGO in identifying the Palestinian People needs.
- 2) In the Agricultural Organizations:
 - i. Weak financial resources
 - ii. Shortage of information resources and weak information exchange which prevents the proper utilization of available resources and projects comprehensiveness.
 - iii. Governmental Entities reluctance to coordinate and cooperate with local NGO because they consider them as undesirable competition.
 - iv. The Local NGO are not specialized this is clear in its projects, goals and objectives.
 - v. The local NGOs have redundant objectives and activities, accordingly their activities are also redundant.
 - vi. The weak infrastructure both in the NGOs and in the supporting entities.
 - vii. The numerous governmental agencies that supervise the work of the NGOs
- 3) In the Healthcare Organization
 - i. The donor agencies play a major role in the identifying/changing of the projects objectives, in setting the priorities and the lack of supervision and monitoring.
 - ii. The organizations have very broad and immeasurable goals and objectives.
 - iii. Women are not in decision taking positions in the NGOs which indicate lack of gender sensitivity.

- iv. The Palestinian Authority do not have a clear vision of the role of local NGOS and there are no clear mechanisms of cooperation and coordination with the NGOs.

The recommendations in this study are also divided according to sector, but after analyzing them, the researcher identified that in principle these recommendations are very similar. Accordingly the recommendations have been consolidated as follows:

- 1) The need to develop coordination and cooperation strategies and mechanisms between the Palestinian Authority and the NGOs.
- 2) The need to develop coordination and cooperation strategies and mechanisms inter between NGOs to prevent redundancy in the activities and avoid imbalanced services delivery.
- 3) The international organizations (Such as the UN and it various subs), the Palestinian Authority and the NGO should have a clear a unified vision of the needs of the people and pressure the donor agencies to modify their agendas to correspond to the people needs. Also it is important to stop having donors dictating the objectives and priorities of their projects.
- 4) The NGO should work on the issue of their sustainability and their projects sustainability. One mean is by developing and maintaining true income generating projects.
- 5) The NGOs should focus on the issue of attaining suitable and sufficient information and develop efficient methods for information exchange
- 6) The organizations should work on developing their internal infrastructures and retaining sufficient and qualified staff. This is to be associated with building the capacity of their senior management in the issues of Development strategies, Fundraising strategies, human resources management, management skills, etc.
- 7) The projects, especially income generating ones, have to be based on true and accurate feasibility studies.

3.3 International Studies

Archibald, Russell (2003) “Executive Guide to Program and Project Management”

Main streaming project management in an organization means unleashing the full power of project management to compete and collaborate. To gain the full power of project management demand that:

1. Strategic and project management disciplines be fully integrated.
2. Project and portfolio management fully supports the organization’s growth strategies.

3. A coherent project management process exists and is fully understood.
4. The project management process recognizes the appropriate project categories that exist within the organization and provides detailed guidance for the planning and control of projects in each category.
5. This process and the supporting systems and tools are fully implemented and integrated with corporate policies, procedures, and systems.
6. The Internet and Web are used properly in the daily project management operations.

Lehrack (2001) “Project Development and Management for NGOs”

This Paper through the analysis of case studies identified certain deficiencies typical for project management across the world; thus there is need to avoid them in order to implement a project successfully and to really make an impact. Following are the main identified deficiencies:

- No thoroughly done needs analysis (what changes for whom do we expect after the project is implemented?).
- Lack of identifying clear goals and objectives for the project
- The role of stake holders is not clear (who has to participate in the project? What role the stake holder play? What do they expect from the project?).
- No clear communication lines between the stake holders, the stake holders and the project managers... etc. are defined.
- Unclear responsibilities (who is responsible for what and by when?)
- Lacks in project management skills (dividing the project in packages, defining mile stones etc.)
- No sufficient monitoring and supervising – no indicators for success control and failure management

The question of “who owns the project” is essential in order to get everybody “in the boat” and motivate stakeholders to contribute best. Here the questions to be answered are:

- Is the project really need-driven? – whose needs will be met?
- Who identifies the needs – by which process?
- Do those, who have the needs, really contribute in a responsible way?
- Who monitors the progress and who controls?

Some general problems in Project Management by young NGOs are:

- High expectations, but too little resources to implement
- Project hunting, that means quantity instead of quality
- Responsibilities not clearly defined
- Lack of technical skills

- Insufficient monitoring, success control and failure analysis.

As a result of case studies, we should design projects, that are

- Need driven
- Sustainable
- Get local support
- Create a win-win situation – make an impact for all stake holders
- Strengthen the profile, trust and credibility of the NGO

Setting up Healthcare Services Information Systems. Project Management Principles: The PRINCE Method

This chapter has provided an insight to the PRINCE method, which is one of the popular traditional methods of project management. According to this method the successful project management can be attained when the following activities are implemented effectively:

- Formally starting or initiating the project
- Establishing an organizational structure around the project
- Utilizing a structured planning method
- Applying project control techniques including:
 - Change control
 - Quality control
- Managing the stages of the project
- Executing the project tasks and activities
- Assessing and managing risks which could impact on the project
- Formally closing the project.

PRINCE Project Management method identifies the following process:

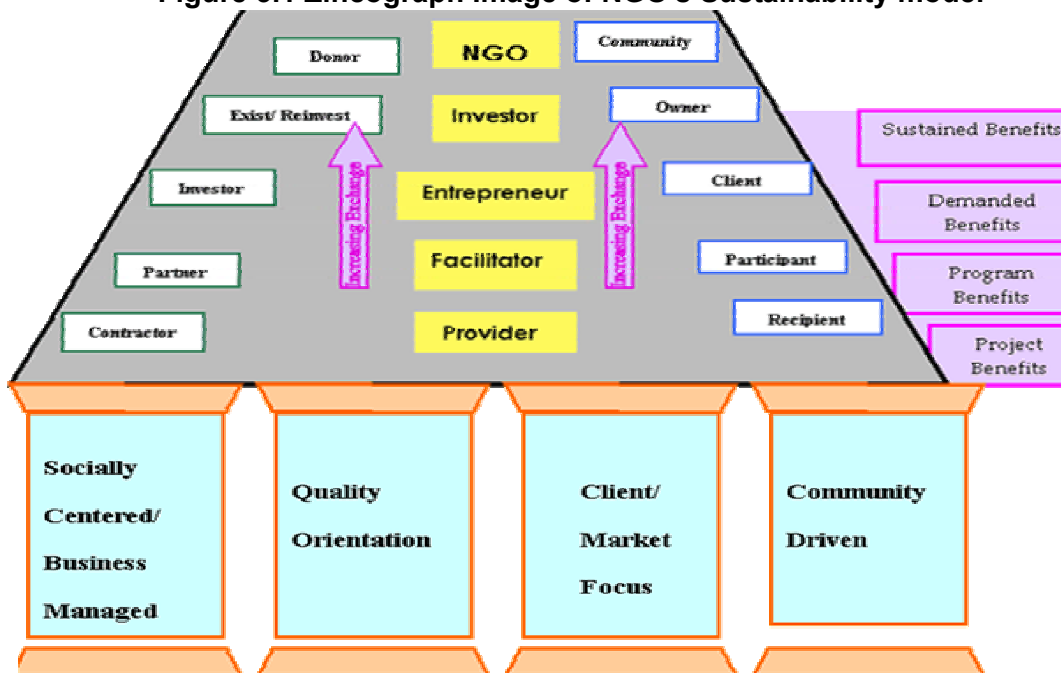
- Start-Up the Project (SU)
- Initiate the Project (IP)
- Direct the Project (DP)
- Control the Stage (CS)
- Manage Product Delivery (MP)
- Manage Stage Boundaries (SB)
- Close the Project (CP)

Tian (2001) “NGO’s Sustainability”

To adapt to the changes in their operating environment, NGOs need to make a shift from how they think of themselves, and their relationship with their community, clients and donors. This in turn requires some changes in the way NGOs operate institutionally, programmatically and financially. These shifts will move them closer to achieving sustainability, but require strong commitment and involvement from their leadership and their stakeholders.

These changing relations, built on the idea of increasing the exchange between donors, organizations and clients, are illustrated in Figure A, Sustainability Operational Model (Developed by CEDPA, 2002). The roles change and the benefits evolve as the exchange increases between the donor, NGO, and community. In the model, the sustainability pillars support these changing roles. The pillars are drawn from the best practices demonstrated by other NGOs that have successfully enhanced their sustainability. Effectively transforming the organization to encompass the pillars, in turn, requires changes in NGO operations. Grouped under three key aspects of sustainability—institutional, programmatic and financial—the operational areas are critical to supporting the sustainability efforts of the organization. The discussion begins by unpacking sustainability: exploring definitions, what should be sustained and why sustainability is important not only for the NGO but also the community and donors. Through real case examples and assessment tools, the group discussion assists participants to build commitment around changing their relationships with donors and communities, and to assess and strengthen the operational areas listed in the model. By the completion of the discussion, participants can address their social mission by applying basic business practices in their operations, and providing services valued by their communities. They then can develop concrete plans on how to increase the exchange of value in their programs and how to enhance the sustainability of their institutions.

Figure 3.1 Zincograph Image of NGO’s Sustainability model



(Source Tian, 2001)

Sclafani Sustainability: A Client-Driven Model

Initiatives' client-driven model is an appropriate approach to enhancing the probability that nongovernmental organizations can sustain their services in an environment of diminishing resources. It would also represent an innovative approach that is nonetheless firmly rooted in nearly a decade's worth of field-level experience in work with private sector providers of health and family planning services.

Figure 3.2 Zincograph Image of Sclafani Sustainability: A Client-Driven Model

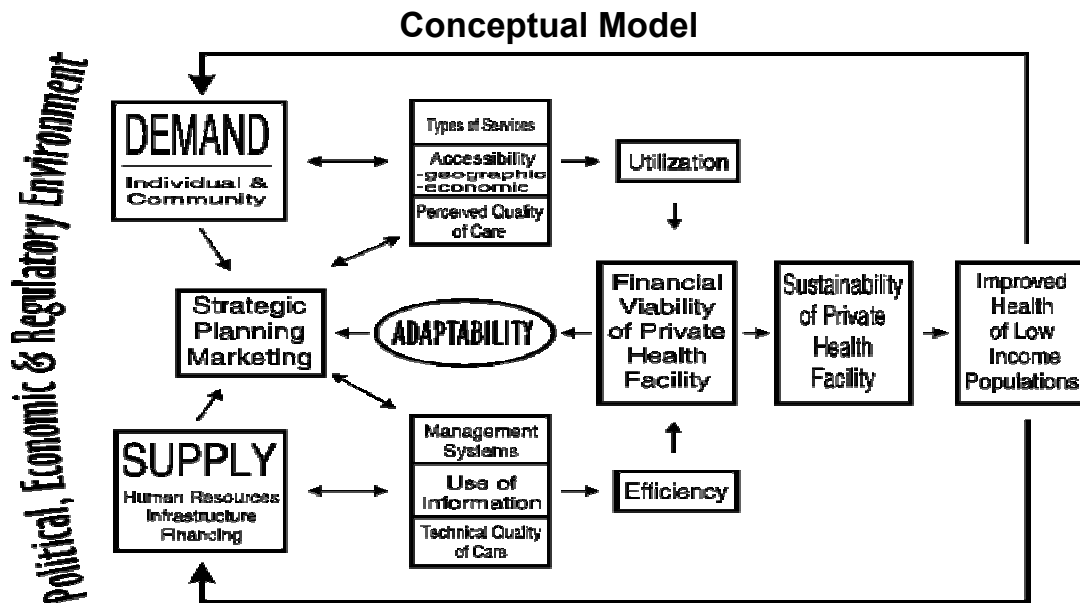


Figure 3.3 Zincograph Image of Two Modes

Entrepreneur/ Promoter	Key Management Dimensions	Manager/Trustee
Opportunity Driven	Strategic Orientation	Resource Driven
Revolutionary, with short duration	Commitment to Opportunity	Evolutionary, of long duration
Multi-staged, with minimal risk exposure at each stage	Commitment of Resources to an opportunity	Single-staged, with complete commitment upon decision
Episodic use or rental of required resources	Control of Resources	Ownership or employment of required resources
Flat, with multiple informal networks	Management Structure	Formalized hierarchy
Value-based & Team-based	Compensation & Reward Policy	Resource-based, promotion-oriented

of Management: Entrepreneur/Promoter - Manager/Trustee (Source: Howard H. Stevenson & Jose Carlos Jarillo, "A New Entrepreneurial Paradigm," in A. Etzioni & P.R. Lawrence (eds.) Socio-Economics: Toward a New Synthesis (New York: M.E. Sharpe, Inc. 1991), pp. 202-203.)

Sustainability: A Client-Driven Model (Joseph A. Sclafani, 1996)

The client-driven approach to sustainability requires an implementation strategy that is directed to addressing the organizational deficiencies of non-governmental organizations that hamper their ability to identify and pursue opportunities to fulfill their organizational mission created by their ever-changing environment. The makeup of this program of organizational strengthening reflects the fact that "sustainability" is inherently multidimensional, never assured, and dependent on entrepreneurial leadership. Consequently, it requires coordinated attention to a wide range of institutional capabilities and characteristics, the more important of which are:

- Strategic management, which is the basis for an organization's ability to adapt to changing external circumstances. This capacity includes the ability to identify, analyze, and select the organization's mission and objectives, and to develop plans and manage their implementation to achieve those objectives.
- Financial management, which is the key to an organization's ability to control its costs, and to assess the financial consequences of alternative service delivery strategies. This capacity includes practical accounting systems, systems for cost and revenue management, and inventory management systems. It is this capacity which enables an organization to achieve an appropriate level of efficiency in its administrative and service delivery operations.
- Marketing management, which is the basis for an organization's ability to meet the needs of the population it seeks to serve. This capacity includes assessing the need and demand for particular services among the organization's potential clientele, as well as the opportunities for recovering part or all of the costs for providing those services, providing those services in a manner and at a cost that enhances their utilization, and monitoring the external environment for changes that either threaten current service delivery, or present opportunities for extending the reach or range of services offered. It is this capacity which enables an organization to adapt effectively to the ever-changing needs and demands of its clients and other major stakeholders.
- Organizational & human resource development, which is the foundation for an organization's ability to staff and operate its various systems efficiently and effectively. This capacity includes designing organizational structures and relationships to support achievement of the organization's mission and strategic objectives, identifying and meeting staffing needs relative to tasks to be

accomplished, developing appropriate management skills at all levels, and developing and managing personnel systems that empower, support, and reward effective goal-oriented behaviors. It is this capacity which enables the organization to effectively manage planned or unanticipated changes in its operations or its environment.

- Management information systems, which are critical to the effective performance of the organization's other functions. This capacity includes the ability to capture information about the organization's financial operations (both costs and revenues), and its service operations (services provided and utilized, and their relationship to both client satisfaction and public health need), and to analyse and act on that information in a timely and effective manner. It is this capacity which provides the raw material which the organization's strategic planning, financial, marketing, and organizational and human resource development systems transform into sustainable, quality integrated basic health and family planning services.

Figure 3.4 Zincograph Image of Implementation Strategy for Developing Sustainable Integrated Services Areas of Organizational Strengthening

Strategic Business Management	Financial Management	Marketing Management	Organizational Development & Operations Management	Information Management
<p>Business Planning</p> <ul style="list-style-type: none"> • Mission/goals dev. • SWOT analysis • objective setting • strategy dev. • activities & timeline <p>Specific Strategy Design</p> <ul style="list-style-type: none"> • pre-paid programs • referral networks • community links • benefit packages 	<p>Financial Planning</p> <ul style="list-style-type: none"> • estimation of: <ul style="list-style-type: none"> ◦ costs/ revenues ◦ surplus/ deficits • capital requirements <p>Accounting Controls</p> <ul style="list-style-type: none"> • functional segregation • authorization & recording • procurement <p>Budgeting</p> <ul style="list-style-type: none"> • budget dev • management control • performance review 	<p>Market Planning</p> <ul style="list-style-type: none"> • needs assessments • competitor analysis • objective setting • client segmentation <ul style="list-style-type: none"> ◦ adoption benefits & costs • strategy dev. <ul style="list-style-type: none"> ◦ service mix ◦ pricing ◦ delivery ◦ promotion • strategic alliances <p>Utilization of</p>	<p>Organizational Development</p> <ul style="list-style-type: none"> • org. assessments <ul style="list-style-type: none"> ◦ effectiveness ◦ efficiency • responsibility charting • org. governance • developing policies & procedures • skills inventory • staffing needs • links with community <p>Personnel admin.</p> <ul style="list-style-type: none"> • job descriptions • compensation • performance review 	<p>Strategic Uses of Information</p> <ul style="list-style-type: none"> • cost control • utilization trends • environmental scanning <ul style="list-style-type: none"> ◦ economic trends ◦ government policies ◦ competition <p>Record Keeping</p> <ul style="list-style-type: none"> • registers • records management <p>Claims management</p>

<ul style="list-style-type: none"> • cross subsidization • funding diversification • group practice • bulk procurement <p>Feasibility Studies</p>	<p>Capital acquisition</p> <ul style="list-style-type: none"> • cost recovery • grants • commercial credit <p>Strategy cost/revenue estimates</p> <ul style="list-style-type: none"> • pre-paid programs • referral networks • community links • benefit packages • cross subsidization • funding diversification • bulk procurement 	<p>Marketing Info Market testing strategies</p> <ul style="list-style-type: none"> • benefit packages • pre-paid programs • service demand <p>Client Focus</p> <ul style="list-style-type: none"> • quality demands • satisfaction • communication <p>Special Markets</p> <ul style="list-style-type: none"> • women • informal sector • adolescents <p>Referral networks</p>	<p>Training</p> <ul style="list-style-type: none"> • needs assessment • schedule <p>Logistics</p> <ul style="list-style-type: none"> • supply ○ procurement procedures ○ inventory control • equipment maintenance • facility maintenance 	
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(Source: Sclafani Sustainability: A Client-Driven Model)

World Bank (2001) "Nongovernmental Organizations and Civil Society/Overview"

Because the nature and quality of individual NGOs varies greatly, it is extremely difficult to make assumptions about the sector as a whole. Despite this diversity, specific identified weaknesses of the sector include:

- limited financial and management expertise;
- limited institutional capacity;
- low levels of self-sustainability;
- isolation/lack of inter-organizational communication and/or coordination;
- small scale interventions;
- Lack of understanding of the broader social or economic context.

Chapter 4 Methodology and Procedures

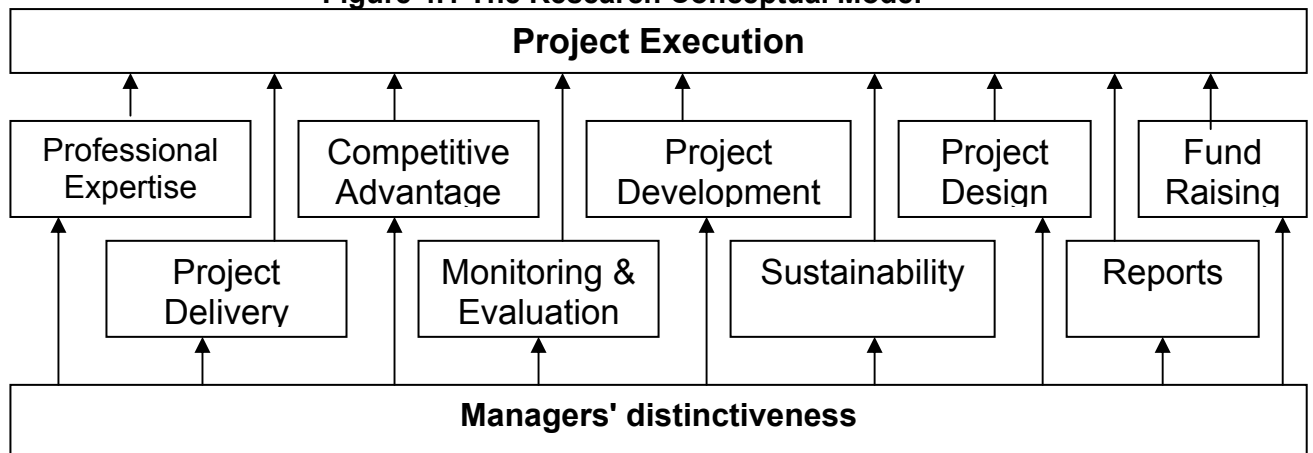
4.0 Introduction

This chapter is an intermediary between the theoretical and practical parts of the study; thus will focus on presenting the conceptual model, the population and sample, the tool development, the approach and strategy, and the pilot study. The validity of the methodology and Procedures would establish the objectivity and validity bases for the empirical study.

4.1 Research Conceptual Model

The Dependant Variable in this research is the Project Execution. This dependant variable is affected by nine Independent Variables, which are Professional Expertise, Competitive Advantage, Project Development, Project Design, Fund Raising, Project Delivery, Monitoring & Evaluation, Sustainability and Reports. Each of the independent variables is affected in turn by a culture variable which is Managers distinctiveness. The figure below (as deduced by the researcher) identifies the Variables tree:

Figure 4.1 The Research Conceptual Model



(As deduced by the researcher)

4.2 Approach and Strategy

The researcher decided to apply the descriptive - analytical strategy, making use of problem tree analysis and Log Frame Approaches. In this regards the researcher will start with detailed description followed by in-depth analysis of the problem. The utilization of this compound strategy is because of the complexity of the problem and the targeted outcomes of this research.

On the other hand, the researcher decided to adopt the inductive-deductive approach (grounded research). The adoption of this compound

approach is because there are no previous studies that addressed the aspects of project management in Palestinian NGOs; thus there is need to start by induction, to identify and analyze the malpractices and deficiencies in project management application in Palestinian NGOs. Upon completing the induction phase, the accumulated knowledge would be utilized in deducing the proposed framework to mainstream project management best practices in Palestinian NGOs.

From the early start the researcher has identified the hugeness of the study scope; accordingly, decided to make use of the Logical Framework Approach in order to keep the study under control and prevent any unneeded deviation from the preset targets. It is worth mentioning at this stage that table 3.1 below presents the final form of the research log frame, which was developed on stages. The first stage was to develop a vision, mission, theoretical components, and indicators. Later on when the base tool was identified the researcher started selecting the questions suitable to verify the preset indicators. Accordingly the methods of verification in this table were added gradually as the tool was developed.

Table 4.1, Research Logical Frame Work (As deduced by the researcher)

Vision: the mainstreaming of project management best practices in Palestinian NGOs to achieve institutional sustainable		
Mission: Building a cultural sensitive sustainability model that main stream Project Management best Practices in Palestinian NGOs.		
Description	Indicator	Method of Verification
Objective 1: To identify the major malpractices and deficiencies in Palestinian NGOs' project Management practices.	<ul style="list-style-type: none"> The identified malpractices in Professional. Expertise, Competitive Advantage, Project Development, Project Design, Fund Raising, Project Delivery, Monitoring & Evaluation, Sustainability and Reports. 	<ul style="list-style-type: none"> The results of analyzing the data in section one of the tool.
Output 1.1: The identification of malpractices in Professional. Expertise.	<ul style="list-style-type: none"> The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> B1, B2, B3
Output 1.2: The identification of malpractices in Competitive Advantage.	<ul style="list-style-type: none"> The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> B8, B9, B11
Output 1.3: The identification of malpractices in Project Development	<ul style="list-style-type: none"> The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> B13, B14, B15, B16
Output 1.4: The identification of malpractices in Project Design	<ul style="list-style-type: none"> The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> B19, B21, B22, B23, B25
Output 1.5: The identification of malpractices in Fundraising	<ul style="list-style-type: none"> The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> B32, B34, B35, B36, B37, B40
Output 1.6: The identification of malpractices in Project Delivery	<ul style="list-style-type: none"> The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> B46, B47, B52, B56

Output 1.7: The identification of malpractices in Monitoring & Evaluation	<ul style="list-style-type: none"> • The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> • B60, B61, B62, B63
Output 1.8: The identification of malpractices in Sustainability	<ul style="list-style-type: none"> • The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> • B64, B65, B66, B67
Output 1.9: The identification of malpractices in Reports	<ul style="list-style-type: none"> • The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> • B70, B71
Objective 2: To measure the impact of the identified deficiencies and malpractices on the projects Efficiency in Palestinian NGOs.	<ul style="list-style-type: none"> • The impact of the identified malpractices on projects has been measured. 	<ul style="list-style-type: none"> • The results of analyzing the data in section one of the tool.
Output 2.1: The analysis of impact of Professional. Expertise malpractices on the projects Efficiency	<ul style="list-style-type: none"> • The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> • B4, B5, B6
Output 2.2: The analysis of impact of Competitive Advantage malpractices on the projects Efficiency	<ul style="list-style-type: none"> • The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> • B7, B10, B12
Output 2.3: The analysis of impact of Project Development malpractices on the projects Efficiency	<ul style="list-style-type: none"> • The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> • B17, B18
Output 2.4: The analysis of impact of Project Design malpractices on the projects Efficiency	<ul style="list-style-type: none"> • The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> • B20, B28, B29, B30
Output 2.5: The analysis of impact of Fundraising malpractices on the projects Efficiency	<ul style="list-style-type: none"> • The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> • B33, B38, B43, B44, B45
Output 2.6: The analysis of impact of Project Delivery malpractices on the projects Efficiency	<ul style="list-style-type: none"> • The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> • B48, B49, B50, B51
Output 2.7: The analysis of impact of Monitoring & Evaluation malpractices on the projects Efficiency	<ul style="list-style-type: none"> • The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> • B57, B58, B59
Output 2.8: The analysis of impact of Sustainability malpractices on the projects Efficiency	<ul style="list-style-type: none"> • The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> • B68, B69
Output 2.9: The analysis of impact of Reports malpractices on the projects Efficiency	<ul style="list-style-type: none"> • The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> • B72, B73, B74
Objective 3: To measure the influence of the Director General on the identified management deficiencies and malpractices	<ul style="list-style-type: none"> • The influence of the director general capacities on projects management practices and impact of practices has been 	<ul style="list-style-type: none"> • The results of analyzing the data in section two of the Tool

	measured.	
Output 3.1: the influence of director General capacities on the identified malpractices and their impact	<ul style="list-style-type: none"> The results of analyzing the data of the relevant statements 	<ul style="list-style-type: none"> B75, B76, B77, B78, B79, B80, B81, B82, B83, B84, B85, B86, B89, B90, B91, B92, B93, B94, B95, B96
Objective 4: To develop a theoretical model to mainstream project management best practices within Palestinian NGOs.	<ul style="list-style-type: none"> The ratifications of identified malpractices The model has been developed. 	<ul style="list-style-type: none"> The model document.
Output 4.1: the proposed ratification of identified malpractices	<ul style="list-style-type: none"> The capacity building strategy has been developed. The required modifications to existing practices 	<ul style="list-style-type: none"> The Capacity building strategy The list of proposed modifications
Output 4.2: the identification of the methodology and approach for model application.	<ul style="list-style-type: none"> The suitable methodology and approach have been identified. 	<ul style="list-style-type: none"> The methodology The approach

4.3 Population and sample

The Palestinian territories (WBGS) have been under occupation since 1967 till 1994. All through the occupation period localized Non-Profit Organizations (NGOs) and international entities such as the UNRWA have provided most of the basic social services to the Palestinian population, except health. With the establishment of the Palestinian National Authority, there was a great need for governmental institutions to provide the required services to the Palestinian people. With the start of the PNA the International donor community funding interests shifted to the new born government, this resulted in the temporary recession of the NGOs role in the society, basically due to lack of funding.

However with the break out of the current situation on 28/9/2000, the PA has been unable to deliver the required services due to several reasons, namely the unavailability of required funds, the faulty structure, over expenditure and the lack of long term strategic planning. Furthermore centralized plan for services does not take into account the special requirements of each area. On the other hand the restrictions imposed by the Israeli Defense Force (IDF) on the movement of individuals and goods between the various areas.

In consequence the NGO started to re-flourish. This is due to various reasons, basically:

- 1) The NGOs are free of the problems handicapping the governmental entities.
- 2) The adopted internal structure of the NGOs formulated in order to fulfill the tasks entitled.

- 3) All the establishers of every NGO are usually residents of the sphere of auspices, thus have a better understanding of the needs of the area.
- 4) The focusing of providing services in a localized area overcomes most of the handicaps imposed by the IDF.

The researcher has identified that the population would be the Projects/programs officers/managers of Selected Palestinian NGOs. The researcher has decided to limit the study on the NGOs that: 1) has a staff size not less than twenty five employees, 2) the number of employees is more than the number of volunteers, and the NGO is not a branch of an international organization. This selection criterion has been adopted to assure sufficient organizational complexity to assist in effective analysis. Accordingly, the research sample is a Purposive Sample.

According to the NGO listing issued by the UNSCO in 2002, there are three hundred and thirty registered organizations operational in Gaza Strip. The organizations are classified under eight categories. After applying the Criterion fifty-two organizations has passed the selection criterion, accordingly the population size would be 52 individual.

The researcher has communicated with all the qualified organization to set appointments for data collection. Unfortunately in the beginning only 23 organizations accepted to cooperate. The researcher had to revert to personal relations to encourage another 17 organizations to undergo the semi-structured interview. The remaining organizations did not cooperate. Accordingly the researcher has ended up with 40 organizations.

Following in Table (4.2) the Population and Sample distribution, are the various categories with both the original number and the number passing the threshold.

Table 4.2 The Population and Sample distribution

Category	Original Number Of NGOs	# of NGOS basing the Criterion	% of selected NGOs	# of NGOs that Participated
1=Agriculture and Environment	12	3	25.00%	3
2=Culture and Sports	22	2	9.09%	2
3= Democracy and Human Rights	16	2	12.50%	2
4=Economy and Development	24	3	12.50%	3
5=Education and Training	64	7	10.94%	6
6=Health and Rehabilitation	98	24	24.49%	15
7=Social services and relief	61	6	9.84%	5
8=Women and Child	33	5	15.15%	4
Totals	330	52	15.76%	40

4.4 Literature Review

The researcher ability to attain resources for the purposes of the search was limited to the resources available in the libraries of the Palestinian Universities and the electronic resources available over the net. This limitation was imposed on the researcher due to his movement restriction. Since the researcher could not travel abroad due to his lack of ID. The resources attained from the free web sites were not very relevant to the topics addressed by this research. The researcher had accordingly made four paid memberships in the Electronic libraries of the Project management Institute (PM Forum), Questa, All business and Institute of Management Accountants. The researcher had done extensive search in the abovementioned libraries, and the result was to identify 24 articles, 4 Researches and 10 books relevant to the research topics. These scientific materials were used in the literature reviews and theoretical framework chapters.

4.5 Tool Development and Design

Since the literature review did not identify a suitable tool that addresses all aspects of the research thus the researcher had to revert to developing a suitable tool for the purposes of this research. The development process went through several steps and stages, as would be detailed hereinafter.

- 1) Due to facts that this is a grounded study, the large number of variables to be addressed by this study, and the unavailability of existing tool, the researcher had to apply the Logical Framework Approach associated with Problem Tree analysis in order to assure the consistency and avoid deviation from preset objectives for this research. Therefore, the researcher decided to build the tool in the same manor as the problem tree analysis. Accordingly the researcher has decided to search for the most vital indicators that would enable proper scaling of project management practice. Afterwards, identify the practices that would enable proper scaling of each indicator. The last two steps were repeated three times the first to identify the way practices were made, the second to measure the impact of each identified practice on the project implementation, the third to measure the top management influence on the practice. Accordingly, the researcher ended up with the same indicator on three different levels Identify, Impact and Influence. These three forms were grouped in what is called indicator group.

Since the research is addressing four basic issues the identification of project management deficiencies and malpractices, the impact of the identified deficiencies and malpractices on the projects/programs

delivery, the influence of the organization Top management on identified deficiencies and malpractices, and developing a framework for rectification. Accordingly the tool was developed on stages each stage is addressing one of the issues.

- 2) The first stage addresses the identification of the impediments of project/programs. This stage started with the assumption that both the PONAT and the research in-principle address the same organizational functions. Accordingly the researcher used PONAT as the main base for the tool to be developed for the purposes of this research. The in-depth analysis of the PONAT identified a major difference between the PONAT and the Research intended tool. For the PONAT, the focus was the Organization; while for the Researcher Tool, the focus would be Projects/Programs within the framework of the organizations. This difference had its impact on all the following steps within this.
- 3) The researcher started by analyzing the three surveys used within the frame work of the PONAT. As a result of the analysis the researcher choose the General Survey directed to the organization Top Management since it was the most comprehensive among the three with respect to the number of indicators and practices it addressed. Furthermore, the study of the PONAT facilitated to the researcher the visualization of several key issues namely:
 - a. The breaking of the function into basic sub functions/indicators.
 - b. Basic set of statements that assess some of the focal practices under each indicator.
 - c. A standard to measure results
 - d. A systemized process to conduct the survey
- 4) The Researcher identified that the PONAT indicators and statements would only provide an acceptable method to identify the handicaps/barriers in several of the practices under the targeted organizational functions, but not sufficient to cover all envisaged indicators and practices. After prolonged discussions with supervisor, the two came to agreement to enhance the indicators.

The researcher had to revert to in depth discussion with professionals in the NGO sector/Project Management field in order to verify that the indicators as identified by the research represent the key issues. The criterion for the addressed professionals was that the professional should have minimum Master level and a working experience in the respective field for not less than five years. Following is a comparison between PONAT and the Research Tool on the level of indicators:

Table 4.3 Comparison between the PONAT and the researcher tool on the level of indicators

As per PONAT	As per Research tool
<ul style="list-style-type: none"> • Technical Expertise • Comparative Advantage • Program Development • Monitoring and Evaluation • Sustainability 	<ul style="list-style-type: none"> • Technical Experience • Competitive Advantage • Project Development • <u>Project Design</u> • <u>Project Delivery</u> • <u>Fund Raising</u> • Monitoring and Evaluation • Sustainability • <u>Reports</u>

Note the Underlined indicators are the additions made compared to the PONAT.

- 5) Upon completing the identification of the targeted indicators, the researcher under the supervision of the advisor proceeded to analyzing the basic practices as per the PONAT. Taking into consideration the difference in the focus detailed above, the researcher in association with the supervisor identified the need for 12 practices to be added, 6 practices to be further investigated and 4 practices to be overlooked or shifted. Afterwards the investigation started to identify the practices to be investigated under the newly added indicators. In this stage the researcher developed 17 new statements, and modified 3 statements in the PONAT to identify if there is a problem in the targeted 27 organizational practices.
- 6) At the stage of development consulted with the statistician on the type of scale to be used in the tool. several options were considered :
 - a. The first option was to use the Nominal scale. This option has been rejected since it would cause the situation to be white or black, which is not applicable, since practices usually have levels of application. This scale was accepted in some of the questions in the General information.
 - b. The second option was to use the Ordinal scales, although this scale enables adequate analysis. This option was rejected in order to avoid Leniency and or Central Tendency by the respondents.
 - c. The third option was to use the Interval scales. The tool was design to attain from the interview their evaluation to the extent each statement in this section is applicable to the organization. Accordingly this option was also rejected because it does not have the absolute Zero. Due to convenience, this system was accepted in some of the questions in the General information section of the tool.

- d. The fourth option was to use Ratio scales. This scale was accepted because it is similar to interval scales but have absolute zero, which in the tool would represent that the statement is not practiced in the organization.
- 7) Stage two, which is aimed at evaluating the impact of management deficiencies and malpractices on projects/programs, the researcher developed a set of statements that address the impact of the organization practices on the projects/programs. In this stage the researcher under the supervisor direction developed 29 statements to measure the impact of the 9 organizational practices, identified in stage one of the tool' development, on the organization project management practices.
- 8) Stage three of the tool' development, started with the identification that the previous stages has resulted in the development/adoption of 74 statements that addressed nine indicators/organizational functions. Taking into consideration that the abilities and characteristics top management of the organization would have and overall impact on each of the indicators. And in order to avoid making the tool too large. The researcher, after consultation with the supervisor and statistician, developed 20 statements to address the identified nine indicators.

It is worth mentioning at this stage that the tool was built using the problem tree approach accordingly it has a unique structure and advantages/characteristics. The uniqueness in the structure is that we have several statements (between 2 to 9) scale a practice (indicator), each indicator is scaled on three levels (identify, measure, and impact) forming indicator group, and the 9 indicator groups scale Project Management field. The main identified advantages/characteristics are:

- 1) The developed tool is a logical development from simple need assessment (as per the PONAT) to scaling the severity of the problems in the organization(s). Since it measures the extent rather than simple presence/lack.
- 2) The tool scales the problem at the single activity, practice and the Project Management field.
- 3) The tool measures the impact of single activities on each practice, the impact of the practices on project delivery, and the influence of top management on both.
- 4) The tool is suitable to be used on both single organization (as per the PONAT) and group of organizations.
- 5) The tool can be a valid scientific base to produce results that is suitable to compare performance levels between organizations and between a single organization and organizational sector. This

is a direct result of the tool suitability to be used on both the individual organization and group of organizations.

- 6) The tool would enable any organization truly interested in rectifying/improving its performance, to identify the degree of urgency, focus and efforts needed in each practice and activity.

4.6 The Tool Scale

The 27 indicators addressed in the tool has been analyzed based on the scale detailed in Table 4.4 the performance measuring scale, this scale has been adopted from the PONAT tool. The advantage of using this scale is that it would enable the comparison of each organizational function and the overall organizational performance versus model state, compare performance over time and compare with others. According to this scale the organization performance is classified as either Poor in which case practices require major modification and revision; Reasonable in that case practices require moderate improvements and modifications; and Adequate in which case practices requires maintaining periodic upgrading to assure the maintaining of this status.

Table 4.4 the performance measurement scale

The state	The range
Poor	0.0-5.0
Reasonable	5.1-8.0
Adequate	8.1-10.0

4.7 Tool Validity and Reliability

Since the researcher had to develop a new tool for the purposes of this research, the tool validity and stability needed to be tested and verified.

4.7.1 External Validity

In order to assure high level of external validity for the developed tool the research had decided and taken the approval of the supervisor to Judge the tool on three levels Academic, Professional and Psychological.

- 1) On the Academic level, three professors from three local Universities judged the tool. Table 4.5 lists the academic jurors.

Table 4.5 list of Academic Jurors to the tool

Judge Name	University
Dr. Rushdi Wadi (Thesis Supervisor)	Islamic University
Dr. Said Abu Jalala	Palestine University
Dr. Wael Thabet	Al-Azhar University

- 2) On the Professionals level, three professionals judged the tool. The reason for including professional judges was to assure that the statement truly addressed the critical areas from the professional perspective thus attaining cultural sensitivity of the tool. Following is the list of professionals that judged the tool.

Table 4.6 list of Professional Judges to the tool

Judge Name	Profession
Mr. Ziad Sharia	Dutch Embassy Projects Officer
Mr. Abdel-Rahman Joumah	Union of Agricultural Committees-Adm. Manager
Mr. Yousef Ghazaly	GCMHP Finance Manager

3) On the psychological level, three PhD holders in Psychology and Psychiatry judged the tool. The reason for judging the tool was to assure that the statements used would not be repulsive to the interviewed individuals or force them to lie. Following are the Psychological Judges.

Table 4.7 list of psychological Judges to the tool

Judge Name	University
Dr. Ahmed Abu-Tawahina, PhD Psychotherapy	GCMHP
Dr. Abdel-Aziz Thabet, PhD Psychiatry	Al-Quds University
Dr. Samir Quta, PhD Psychology	Islamic University

4) Up on completing the external validity phase and implementing the modification requested by the judges on the tool. The Researcher under the supervision of the Supervisor and statistician decided to test the tool content validity and reliability following the tool structure manor. Accordingly the validity and reliability testing would be on three stages, First, test the statements stability and reliability under their respective Indicator; Second, test the stability and reliability of the indicators under the indicator group; and Third, test stability and reliability of the indicator groups under the Management field.

4.7.2 Content Validity and reliability

Upon the completion of the external validity the researcher has made a random selection of the 10 organization from the eligible organizations according to the set criterion to perform the pilot testing of the developed tool. Following are the results of the tool validity and reliability as a result of the pilot testing.

This tool aims to investigate the Project Management practices in the areas of Professional Expertise, Competitive Advantage, Project Development, Project Design, Fund Raising, Project Delivery, Monitoring & Evaluation, Sustainability and Reports. The validity and reliability testing has been conducted on three stages, first the statements under each indicators, second the indicators under each indicator group, third the indicator groups under the tool. The reason behind the research reverting to so many reliability tests has been because:

- Each of the indicators is scaled through assessing the performance in a set of practices.

- Each indicator group is scaled through assessing the indicator from three different perspectives; a) identify the practice and would be referred to hereinafter as identify, b) measure the impact of the practice on the projects execution and would be referred to hereinafter as measure, and c) the influence of the top management on the indicator and would be referred to hereinafter as Impact.
- The tool scales project management performance through the usage of nine indicator groups. The focus has been on the attributes that affect projects in the NGO.

4.7.2.1 Validity of the practices under the indicators

It is worth mentioning at this point that validity results for four indicators under the impact category will not be presented because each of these indicators has been tested by a single statement only. The researcher decided to present the validity tests results in nine tables. Each table would be dedicated to presenting the validity results for one single indicator the three levels (identify and/or measure and/or impact)

Table 4.8 the Validity and reliability of the Statements under the Professional Expertise (First Indicator)

Correlations for Professional Expertise Identify			
		Pearson Correlation	P value
B1	The organization have sufficient internal expertise (quantitatively an qualitatively) to execute its projects/programs	0.786	0.000
B2	If there is need, the organization recruit the required additional expertise (quantitatively an qualitatively)	0.345	0.015
B3	The organization has documented technical procedures/best practices in its main service areas.	0.501	0.001
Alpha = .8071			
Correlations for Professional Expertise Measure			
		Pearson Correlation	P value
B4	The organization technical procedures/best practices are designed based on its projects' needs.	0.647	0.000
B5	The organization has in-house quality assurance systems that assures its projects execution efficiency	0.731	0.000
B6	The speed in recruiting additionally needed expertise, raised the organizations project execution efficiency	0.720	0.000
Alpha = .7688			

Table 4.8 above shows that Alpha Cronbach for the professional expertise indicators at the identify level is .8071 and at the measure level is .7688, which indicates a high level of reliability. On the other hand, the

correlation coefficient for this indicator at the identify level is between .345 and .786, which is higher than the R value from the table at a significance level less than 0.01 and .05. While at the measure level is between .647 and .731, which is higher than the R value from the table at a significance level less than 0.01.

Table 4.9 the Validity and reliability of the Statements under Competitive Advantage (Second Indicator)

Correlations for Competitive Advantage Identify			
		Pearson Correlation	P value
B8	The organization constantly monitor other similar organizations and/or services delivery to assure the continuation of its comparative advantage	0.650	0.000
B9	The organization constantly performs SWOT analysis.	0.667	0.000
B11	The organization concentrates on achieving the activities quantitatively	0.747	0.000
Alpha = .7256			
Correlations for Competitive Advantage Measure			
		Pearson Correlation	P value
B7	The organization constantly delivers its product/services more effectively relative to other organizations.	0.736	0.000
B10	The organization utilize the results of the SWOT analysis as bases to enhance it comparative advantage	0.803	0.000
B12	The organization considers their project successfully achieved if the desired impact has been visualized regardless of the quantity of activities performed	0.452	0.001
Alpha = .7473			
Correlations for Competitive Advantage influence			
		Pearson Correlation	P value
B76	The top management believe in the importance of having projects that addresses all the age and gender categories resulted in the diversity of services and projects of the organization	0.844	0.000
B77	The top management believe of the importance to retain the competitive advantage resulted in the continuous analysis & comparison of the organization' projects & services with other organizations	0.833	0.000
Alpha = .8701			

Table 4.9 above shows that Alpha Cronbach for the Competitive Advantage indicators at the identify level is .7256, at the measure level is .7473 and at the influence level is .8701, which indicates a high level of reliability. On the other hand, the correlation coefficient for this indicator at the identify level is between .650 and .747, which is higher than the R

value from the table at a significance level less than 0.01. While at the measure level is between .452 and .803, which is higher than the R value from the table at a significance level less than 0.01. And on the influence level is between .833 and .844, which is higher than the R value from the table at a significance level less than 0.01.

Table 4.10 the Validity and reliability of the Statements under Project Development (Third Indicator)

Correlations for Project Development Identify			
		Pearson Correlation	P value
B13	The organization identifies the community needs through regular needs assessment exercises	0.874	0.000
B14	The professionals/technicians in the organization participate in the needs assessment exercises.	0.453	0.001
B15	The beneficiaries participate in the needs assessment exercises.	0.842	0.000
B16	The findings of the needs assessment exercises is the bases for any new projects of the organization	-0.357	0.012
Alpha = .7207			
Correlations for Project Development Measure			
		Pearson Correlation	P value
B17	The organization selects the community needs, which corresponds to its directives and abilities, as topics for it new projects thus enhanced projects efficiency.	0.509	0.001
B18	The new projects balances between the community needs and donors agendas which was reflected positively on the projects efficiency	0.861	0.000
Alpha = .7500			
Correlations for Project Development influence			
		Pearson Correlation	P value
B78	The top management reflection of the SWOT analysis results on the organization work resulted in the retaining of the organization competitive advantage	0.961	0.000
B79	The top management believe that the participation of the targeted beneficiaries and staff in the project starting from the project design is vital to assure the success of the project throughout its lifespan	0.720	0.000
B80	The top management insistence on developing projects that satisfies both the community needs and donors agendas resulted in the success of the following stages of the project	0.836	0.000
Alpha = .8413			

Table 4.10 above shows that Alpha Cronbach for the Project Development indicators at the identify level is .7207, at the measure level

is .7500 and at the influence level is .8413, which indicates a high level of reliability. On the other hand, the correlation coefficient for this indicator at the identify level is between .357 and .874, which is higher than the R value from the table at a significance level less than 0.01. While at the measure level is between .509 and .861, which is higher than the R value from the table at a significance level less than 0.01. And on the influence level is between .720 and .961, which is higher than the R value from the table at a significance level less than 0.01.

**Table 4.11 the Validity and reliability of the Statements under Project Design
 (fourth indicator)**

Correlations for Project Design Identify			
		Pearson Correlation	P value
B19	In case of contradiction between the community needs and the donors agendas the organization abides with the donors needs in the new projects.	0.420	0.004
	New projects proposals are developed with contribution from:		
B21	The organization professional staff	0.579	0.000
B22	The organization Financial and Admin staff	0.493	0.001
B23	The targeted beneficiaries from its projects/programs	0.353	0.013
B25	External experts/consultants	0.353	0.013
Alpha = .6056			
Correlations for Project Design Measure			
		Pearson Correlation	P value
B20	The feed back from the beneficiaries of previous projects are taken into consideration when designing following projects, thus positively increasing the efficiency of the new projects	0.398	0.005
B28	In case of contradiction between the organization and the donors agendas, Reach a compromise that satisfies both the donors and organization	0.801	0.000
B29	The utilization of the “Log Frame Approach” assisted in increasing the efficiency in executing the organization projects/programs	0.597	0.000
B30	When designing new projects/programs, the organizations develops measurable objectives and success indicators	0.288	0.034
Alpha = .6717			
Correlations for Project Design influence			
		Pearson Correlation	P value
B81	The top management adopted policies that resulted in the building of trust and smooth communication between the organization and its projects on one side and the targeted beneficiaries and the community on the other side	0.811	0.000
B82	The top management understanding and application of advanced project management principles resulted in qualitative development of the organization projects' development; thus assuring the projects responsiveness to true community need/requirement	0.845	0.000
Alpha = .8517			

Table 4.11 above shows that Alpha Cronbach for the Project Design indicators at the identify level is .6056, at the measure level is .6717 and

at the influence level is .8517, which indicates a high level of reliability. On the other hand, the correlation coefficient for this indicator at the identify level is between .353 and .579, which is higher than the R value from the table at a significance level less than 0.01 or 0.05. While at the measure level is between .288 and .801, which is higher than the R value from the table at a significance level less than 0.01 or 0.05. And on the influence level is between .811 and .845, which is higher than the R value from the table at a significance level less than 0.01.

It is worth mentioning at this point that

- 1) The reliability results for the Project design at identify level could not be raised to good level (Alpha = .6056) except after discarding questions # 24 and 31; accordingly the researcher would not consider these two questions in the following analysis.
- 2) The replies received for Question # 24 (the contribution of External consultants and/or experts in the project design) were negative in 85% of the cases. Only in 15% of the cases did the organization indicated that there was minimal assistance by an external experts or consultants in projects design.
- 3) The replies received for statement # 31 (the basic plans for the projects are set in the design phase) were always ranging between 9 and 10. This is because the action plans are one of the requirements of the donors in all proposals.
- 4) In Projects design usually the NGOs and donor are faced with a situation that their interests conflicts. In this case one of three courses of action take place either the organization insists on its interests and look for another donor (statement # 26), or abide with donors interests (statement # 27), or negotiate wit the donor to reach an acceptable compromise that is satisfies both parties. The replies received for statement # 27 were always very low because organizations did not want to declare their weakness since pleasing donors was the only guarantee there attainment of needed funds. While the replies received for statement # 28 (reaching a compromise) was always the highest. The researcher believes that the replies received for this statement were larger because the organizations considered attaining even 10% of their interests was an acceptable compromise.
- 5) Replies received for statement # 26 have a reverse correlation, this is normal because usually it result in decreasing the funds received by the organization.

Table 4.12 the Validity and reliability of the Statements under Fundraising (Fifth Indicator)

Correlations for Fundraising identify			
		Pearson Correlation	P value
B32	The high transparency and efficiency are causes of the organization ability to secure sufficient funds	0.645	0.000
B34	The organization have sufficient human resources to secure needs funds through fundraising activities and/or other means	0.740	0.000
B35	The organization depends on more than one sources to secure needed funds, including:		
	Selling of service to the community and other organizations	0.543	0.000
	Income generating projects	0.282	0.039
B37	Contributions from the society	0.560	0.000
B40	The donors support to the organization is Diversified on more than one project / field of work	0.548	0.000
Alpha = .7168			
Correlations for Fundraising Measure			
		Pearson Correlation	P value
B33	During the past three years, the organization secured sufficient funds to cover its needs.	0.325	0.020
B38	The support received from the donors is characterized by being constant or increasing over time, which was reflected positively on the projects.	0.762	0.000
B43	Projects efficiency has been affected positively by the presence of a donor or more that support:		
	Fully more than one of the organization' projects / fields of work	0.632	0.000
B44	Partially more than one of the organization' projects / fields of work	0.786	0.000
B45	Some of the organization donors insist on having funding partners in the projects they support, which was reflected positively on projects efficiency.	0.878	0.000
Alpha = .7158			

Table 4.12 above shows that Alpha Cronbach for the Fundraising indicators at the identify level is .7168 and at the measure level is .7158, which indicates a high level of reliability. On the other hand, the correlation coefficient for this indicator at the identify level is between .282 and .740, which is higher than the R value from the table at a significance level less than 0.01 or 0.05. While at the measure level is between .325 and .878, which is higher than the R value from the table at a significance level less than 0.01 or 0.05.

It is worth mentioning at this point that

- 1) Since the donor funding usually does not cover all the organizational needs, the organizations usually revert to internal sources of funding to compensate for the deficit. Accordingly the researcher provided three alternatives; a) selling of services (Statement # 35), b) income generating projects (statement # 36), and c) contributions from local community and governmental support (statement # 37). The responses received for statement 36 were rare and sporadic; accordingly, this statement was identified as insignificant. This is normal due to the prevailing economical conditions and the nature of NGOs.
- 2) Statements # 39 and 40 are addressing the donors funding trends are they focusing on a single project/single field of the organization work (# 39) or on multiple projects/fields of work (# 40). The researcher is unable to identify the reason why statement 39 was inconsistent; while statement 40 was highly consistent.
- 3) Statements 41 through 44 measure the impact of the donor funding tendency on the projects. The researcher is unable to identify the reason why statements 41 and 42 which address the impact on the single projects and/or field of work were inconsistent; while statements 43 and 44 which measure the impact on the multiple projects were highly consistent.

Table 4.13 the Validity and reliability of the Statements under Project delivery (Sixth Indicator)

Correlations for Project Delivery Identify			
		Pearson Correlation	P value
B46	Detailed action plans are developed before the start of implementation	0.554	0.000
B47	Any additional resources (human or otherwise) required for the project are attained prior to them being needed.	0.349	0.014
	The organization adopt the following project management school		
B52	EVO	0.607	0.000
B56	Project Office	0.811	0.000
Alpha = .6487			
Correlations for Project Delivery Measure			
		Pearson Correlation	P value
B48	The project' activities are not inter-dependant accordingly several activities are being executed in parallel, which positively improved projects efficiency.	-0.178	0.136
B49	The organization projects are characterized by being grouped in consecutive phases. Accordingly, any phase is started after the prior phase has ended which had its positive impact on the project efficiency	0.519	0.001
B50	When the project execution context changes, the action plans are modified to compensate for the change and assure the achievement of the project' objectives.	0.773	0.000
B51	In case of problems/handicaps occurring, decisions are taken (or contingency plans are developed) to overcome these handicaps and prevent execution delays.	0.874	0.000
Alpha = .6533			
Correlations for Project Delivery influence			
		Pearson Correlation	P value
	The top management assures that the organizations projects are managed utilizing::		
B83	PRINCE	0.613	0.000
B84	EVO	0.613	0.000
B85	PMPM	0.613	0.000
B86	Six Sigma	0.613	0.000
B89	The top management adoption of advanced projects management practices resulted in qualitative development in the projects execution	0.769	0.000
Alpha = .6806			

Table 4.13 above shows that Alpha Cronbach for the Project Delivery indicators at the identify level is .6487, at the measure level is .6533 and at the influence level is .6806, which indicates a high level of reliability.

On the other hand, the correlation coefficient for this indicator at the identify level is between .349 and .811, which is higher than the R value from the table at a significance level less than 0.01 or 0.05. While at the measure level is between .519 and .874, which is higher than the R value from the table at a significance level less than 0.01. And on the influence level is between .613 and .769, which is higher than the R value from the table at a significance level less than 0.01.

It is worth mentioning at this point that:

- 1) Statements # 52 to 56 investigate which of five approaches to project management is adopted by the organization. Only one organization of the whole sample apply the PRINCE approach (statement # 52), non of the project officers in the remaining 39 organization recognized EVO approach (# 53), nor PMPM (#54) nor Six-Sigma (#55). Accordingly, these statements were considered as constants by the SPSS. The researcher explained to the organizations the principle of the Project office approach and accordingly received the highest number of replies. The researcher observation challenges the validity of the responses received for this statement since almost half of the organizations did not have even a project manager or officer and the director general (or in few cases the financial manager) had the project management duties as an addition to their original work.
- 2) Statement # 48 which addresses the interdependencies between activities in the same project. The responses to this statement were usually low which reflects that the projects are not based on true problem analysis, and lack cause effect and internal validity. Accordingly, the responses received were inconsistent.

Table 4.14 the Validity and reliability of the Statements under the monitoring & evaluation (seventh Indicator)

Correlations for Monitoring & Evaluation Identify			
		Pearson Correlation	P value
B60	The organization utilize operations auditing to monitor and evaluate quantitative performance	0.728	0.000
B61	The organization utilizes more than one monitoring and evaluation system simultaneously	0.774	0.000
B62	The organization enables the participation of the beneficiaries in the monitoring and evaluation of projects	0.654	0.000
B63	The projects management staff shares the results of the projects evaluation and monitoring with the other staff of the organization	0.372	0.009
Alpha = .7435			
Correlations for Monitoring & Evaluation Measure			
		Pearson Correlation	P value
B57	The project efficiency is assured through a clear and precise system for monitoring and evaluation	0.777	0.000
B58	The organization does pre and post assessments which enable qualitative evaluation of executed projects	0.920	0.000
B59	The success of the organization in monitoring and evaluation practices is due to developing measurable objectives and success indicators during project design	0.545	0.000
Alpha = .7995			
Correlations for Monitoring & Evaluation influence			
		Pearson Correlation	P value
B91	In case of the change in the project implementation context, the top management assures that proper decisions are taken and alternate plans are developed to assure the visualization of the projects' objectives under the new circumstances	0.780	0.000
B92	The top management do proper monitoring and evaluation of the projects thus assuring the effectiveness and efficiency of executed projects	0.908	0.000
B93	The top management exhort efforts and resources to assure that projects follow up and monitoring is properly made	0.856	0.000
B94	The top management encourages all the organization' lower management to monitor and evaluate the work executed each in his own place	0.344	0.030
Alpha = .7993			

Table 4.14 above shows that Alpha Cronbach for the Monitoring and Evaluation indicators at the identify level is .7435, at the measure level is .7995 and at the influence level is .7993, which indicates a high level of reliability. On the other hand, the correlation coefficient for this indicator

at the identify level is between .372 and .774, which is higher than the R value from the table at a significance level less than 0.01. While at the measure level is between .545 and .920, which is higher than the R value from the table at a significance level less than 0.01. And on the influence level is between .344 and .908, which is higher than the R value from the table at a significance level less than 0.01 Or 0.05.

It is worth mentioning at this point that the responses received for Statement # 94 this statement were very low. This reflects the reality of the situation in the Palestinian NGOs, where top management prefer to have the final word on performance among issues. This is a strong indicator of Lack of authority delegation and strong centralization.

Table 4.15 the Validity and reliability of the Statements under the Sustainability (Eighth indicator)

Correlations for Sustainability Identify			
		Pearson Correlation	P value
	The organization assure the sustainability of projects outputs through:		
B64	Its services are responsive to targeted community needs	0.756	0.000
B65	Allowing the community to participate in the service delivery	0.884	0.000
B66	Adopting strategies that ensure the continuation of the activities after the projects ends.	0.740	0.000
B67	Build programmatic phasing out strategies during projects design	0.751	0.000
Alpha = .8091			
Correlations for Sustainability Measure			
		Pearson Correlation	P value
B68	The organization assures the programs/projects outputs sustainability staring from the design stage all through the project life cycle	0.900	0.000
B69	The organization projects that addresses the community needs from multiple approaches have better chances of sustainability	0.859	0.000
Alpha = .8819			

Table 4.15 above shows that Alpha Cronbach for the Sustainability indicators at the identify level is .8091 and at the measure level is .8819, which indicates a high level of reliability. On the other hand, the correlation coefficient for this indicator at the identify level is between .740 and .884, which is higher than the R value from the table at a significance level less than 0.01. While at the measure level is between .859 and .900, which is higher than the R value from the table at a significance level less than 0.01.

Table 4.16 the Validity and reliability of the Statements under the Reports (Ninth Indicator)

Correlations for Reports Identify			
		Pearson Correlation	P value
	The project periodical reports are developed through:		
B70	The available information with the project staff	0.839	0.000
B71	The participatory approach of all the project staff in all phases of the report	0.909	0.000
Alpha = .8779			
Correlations for Reports Measure			
		Pearson Correlation	P value
B72	The organization reports are always finalized on time, due to the project management efficiency	0.592	0.000
B73	The project periodical reports focus on the quantitative aspects to establish the project efficiency.	0.744	0.000
B74	The annual reports focus on qualitative aspects of the project which is reflected on the project efficiency	0.644	0.000
Alpha = .7375			

Table 4.16 above shows that Alpha Cronbach for the Reports indicators at the identify level is .8779 and at the measure level is .7375, which indicates a high level of reliability. On the other hand, the correlation coefficient for this indicator at the identify level is between .839 and .909, which is higher than the R value from the table at a significance level less than 0.01. While at the measure level is between .592 and .744, which is higher than the R value from the table at a significance level less than 0.01.

4.7.2.2 Validity of the Indicators under the Indicators groups

At this stage we test the validity an reliability of the indicators under the indicators groups.

Table 4.17 the Validity and reliability of the Professional Expertise indicators under their indicator group (First Indicator Group)

Correlations for the Professional Expertise Indicator Group		
	Pearson Correlation	P value
Professional Expertise Identify	0.642	0.000
Professional Expertise Measure	0.862	0.000
Professional Expertise Influence	0.905	0.000
Alpha = .8101		

Table 4.17 above shows that Alpha Cronbach for the Professional Expertise indicators group is .8101, which indicates a high level of reliability. On the other hand, the correlation coefficient for this indicator group is between .642 and .905, which is higher than the R value from the table at a significance level less than 0.01.

Table 4.18 the Validity and reliability of Competitive Advantage indicators under their indicator group (Second Indicator Group)

Correlations for the Competitive Advantage Indicator Group		
	Pearson Correlation	P value
Competitive Advantage Identify	0.824	0.000
Competitive Advantage Measure	0.952	0.000
Competitive Advantage Influence	0.666	0.000
Alpha = .8341		

Table 4.18 above shows that Alpha Cronbach for the Competitive Advantage indicators group is .8341, which indicates a high level of reliability. On the other hand, the correlation coefficient for this indicator group is between .666 and .952, which is higher than the R value from the table at a significance level less than 0.01.

Table 4.19 the Validity and reliability of Project Development indicators under their indicator group (Third Indicator Group)

Correlations for the Project Development Indicator Group		
	Pearson Correlation	P value
Project Development Identify	0.783	0.000
Project Development Measure	0.449	0.002
Project Development Influence	0.840	0.000
Alpha = .7779		

Table 4.19 above shows that Alpha Cronbach for the Project Development indicators group is .7779, which indicates a high level of reliability. On the other hand, the correlation coefficient for this indicator group is between .449 and .840, which is higher than the R value from the table at a significance level less than 0.01.

Table 4.20 the Validity and reliability of Project Design indicators under their indicator group (Fourth Indicator Group)

Correlations for the Project Design Indicator Group		
	Pearson Correlation	P value
Project Design Identify	0.825	0.000
Project Design Measure	0.409	0.004
Project Design Influence	0.536	0.000
Alpha = .7053		

Table 4.20 above shows that Alpha Cronbach for the Project Design indicators group is .7053, which indicates a high level of reliability. On the other hand, the correlation coefficient for this indicator group is between .409 and .825, which is higher than the R value from the table at a significance level less than 0.01.

Table 4.21 the Validity and reliability of Fundraising indicators under their indicator group (Fifth Indicator Group)

Correlations for the Fundraising Indicator Group		
	Pearson Correlation	P value
Fundraising Identify	0.435	0.003
Fundraising Measure	0.451	0.002
Fundraising Influence	0.751	0.000
Alpha = .5079		

Table 4.21 above shows that Alpha Cronbach for the Fundraising indicators group is .5079, which indicates acceptable level of reliability. On the other hand, the correlation coefficient for this indicator group is between .435 and .751, which is higher than the R value from the table at a significance level less than 0.01.

Table 4.22 the Validity and reliability of Project Delivery indicators under their indicator group (Sixth Indicator Group)

Correlations for the Project Delivery Indicator Group		
	Pearson Correlation	P value
Project Delivery Identify	0.895	0.000
Project Delivery Measure	0.926	0.000
Project Delivery Influence	0.274	0.044
Alpha = .8017		

Table 4.22 above shows that Alpha Cronbach for the Project Delivery indicators group is .8017, which indicates a high level of reliability. On the other hand, the correlation coefficient for this indicator group is between .274 and .926, which is higher than the R value from the table at a significance level less than 0.01.

Table 4.23 the Validity and reliability of Monitoring & Evaluation indicators under their indicator group (Seventh Indicator Group)

Correlations for the Monitoring & Evaluation Indicator Group		
	Pearson Correlation	P value
Monitoring & Evaluation Identify	0.925	0.000
Monitoring & Evaluation Measure	0.860	0.000
Monitoring & Evaluation Influence	0.689	0.000
Alpha = .8317		

Table 4.23 above shows that Alpha Cronbach for the Monitoring and Evaluation' indicators group is .8317, which indicates a high level of reliability. On the other hand, the correlation coefficient for this indicator group is between .689 and .925, which is higher than the R value from the table at a significance level less than 0.01.

Table 4.24 the Validity and reliability of Sustainability indicators under their indicator group (Eighth Indicator Group)

Correlations for the Sustainability Indicator Group		
	Pearson Correlation	P value
Sustainability Identify	0.942	0.000
Sustainability Measure	0.734	0.000
Sustainability Influence	0.401	0.005
Alpha = .7845		

Table 4.24 above shows that Alpha Cronbach for the Sustainability indicators group is .7845, which indicates a high level of reliability. On the other hand, the correlation coefficient for this indicator group is between .401 and .942, which is higher than the R value from the table at a significance level less than 0.01.

Table 4.25 the Validity and reliability of Reports indicators under their indicator group (Ninth Indicator Group)

Correlations for the Reports Indicator Group		
	Pearson Correlation	P value
Reports Identify	0.750	0.000
Reports Measure	0.795	0.000
Reports Influence	0.545	0.051
Alpha = .6569		

Table 4.25 above shows that Alpha Cronbach for the Reports indicators group is .6569, which indicates a high level of reliability. On the other hand, the correlation coefficient for this indicator group is between .545 and .795, which is higher than the R value from the table at a significance level less than 0.01.

4.7.2.3 Validity of the Indicator groups under the Tool

The last stage of the validity testing is performed to assure the validity of the indicator groups under the tool. Upon the successful proving of the validity of the indicator groups under the tool the following stage of testing aimed at identifying the collected data parametric property.

Table 4.26 the Validity and reliability of the indicator groups under the tool

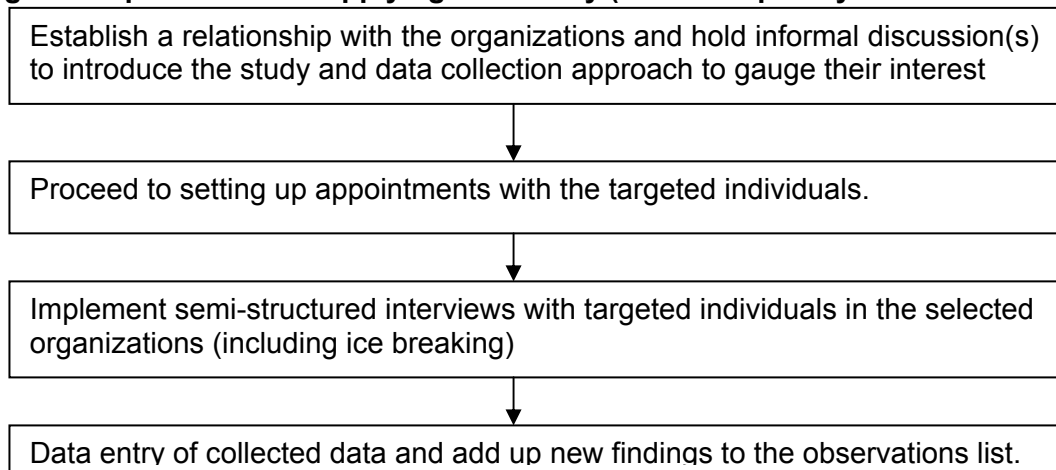
Correlations for the tool		
	Pearson Correlation	P value
Professional Expertise Indicator Group	0.399	0.005
Competitive Advantage Indicator Group	0.875	0.000
Project Development Indicator Group	0.916	0.000
Project Design Indicator Group	0.628	0.000
Fundraising Indicator Group	0.642	0.000
Project Execution Indicator Group	0.890	0.000
Monitoring & Evaluation Indicator Group	0.639	0.000
Sustainability Indicator Group	0.798	0.000
Reporting Indicator Group	0.631	0.000
Alpha = .7698		

Table 4.26 above shows that Alpha Cronbach for the indicators groups is .7698, which indicates a high level of reliability. On the other hand, the correlation coefficient for this indicator group is between .399 and .916, which is higher than the R value from the table at a significance level less than 0.01.

4.8 Data collection approach

- 1) In Parallel to the tool development the researcher was studying the process of applying the survey as devised in the PONAT. The researcher decided to adopt most of the basic step. The process adopted by the researcher was as follows in figure 4.2 process for applying the survey:

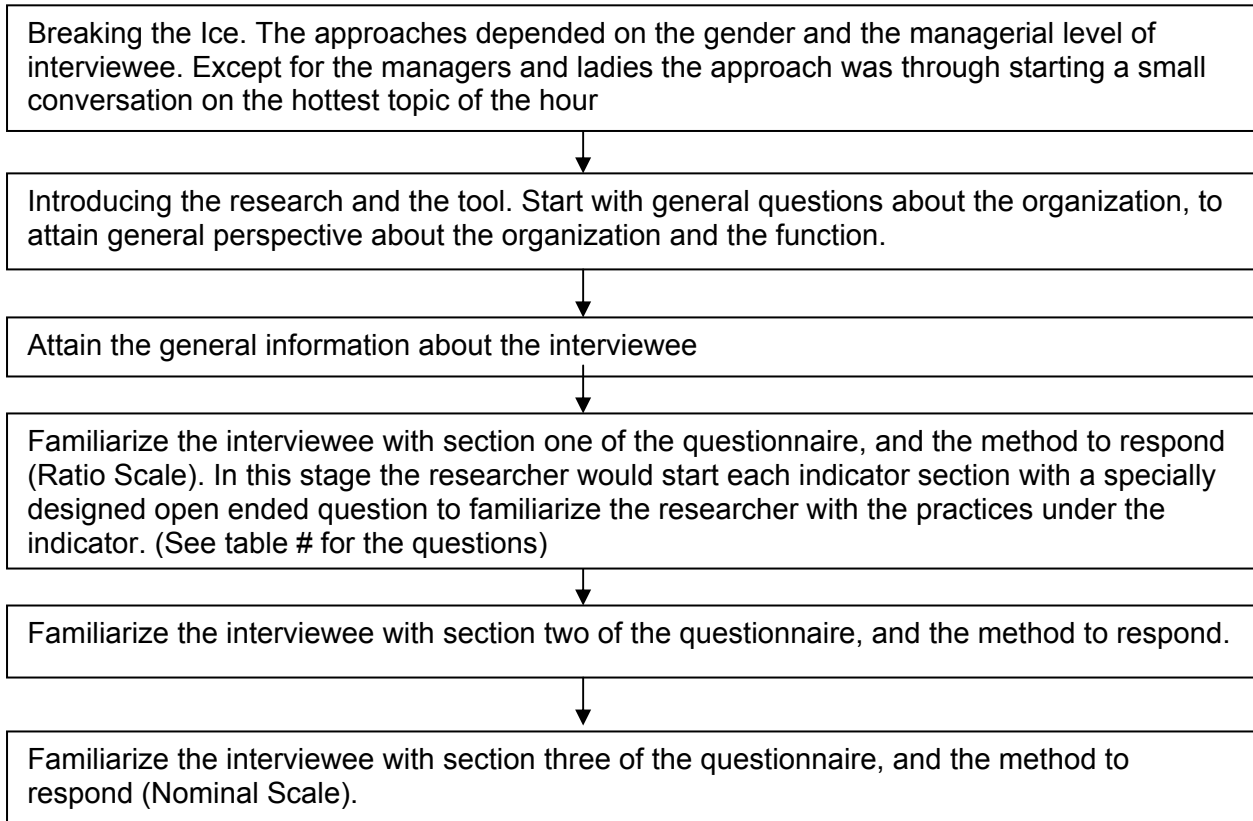
Figure 4.2 processes for applying the survey (As developed by the researcher)



- 2) The data collection approach as identified by the research 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 tool design stages. The researcher has consulted with the psychology and psychiatry professors mentioned above in-order to plan the interview. Furthermore the

open-ended questions were design in such away to facilitate the smooth transmission to the structured phrases. The process adopted in the interviews was as follows in figure 4.3 process for implementing the interview:

Figure 4.3 Process for implementing the interview



- 3) The open ended questions used during the semi-structured interview to enable the researcher to attain basic understanding of the practices implementation in the organization, Table 4.27 List of the open ended questions used in the interview.

Table 4.27 List of the open ended questions used in the semi-structured interview

Questions to the Projects manager: 1) What kind of training/education in project management did you have? 2) Why where you selected for the job? (three main reasons) 3) How much authority and responsibility do you have over the project staff and resources? 4) What kind of structure do you have (Project based/Department based)? 5) What is the situation with the sufficiency of in house expertise? 6) Does the organization have a competitive advantage? What is it? 7) How is projects developed in the organization? 8) How are the proposals developed in the organization? 9) What is the situation with fundraising in the organization? 10) How are projects delivered? 11) By who and how monitoring and evaluation are conducted? 12) What is the situation with projects continuity and sustainability? 13) What is the situation with reports? 14) After completing this survey: a. How would you evaluate this tool, were there areas not addressed by this tool? b. Do you think the usage of the interview was the right choice or should have the researcher adopted another method to collect the data?
--

4.9 Statistical analysis Tools

The researcher would use data analysis both qualitative and quantitative data analysis methods. The Data analysis will be made utilizing SPSS 12. The researcher would utilize the following statistical tools:

- 1) Reliability analysis (scale if Item deleted)
- 2) Chi-square
- 3) One-Sample Kolmogorov-Smirnov
- 4) Mean and standard deviation
- 5) Frequency and Descriptive analysis
- 6) Cross Tab
- 7) T-test
- 8) Co-relation Person
- 9) Bivariate Correlation

Since hypothesis testing would be carried out on the indicators, at the end of the tool design stage the researcher with the help of Mr. Reiad El-Afifi has developed an excel program that would facilitate the data entry and calculate the value of the indicators automatically.

As for the empirical study, the researcher has tried to present the demographic data of the Organizations that were targeted in the Data collection and also the personal data of the sample individuals. On the analysis level, the researcher has started with testing the data using the “One-Sample Kolmogorov-Smirnov” to test if the data is parametric or not. The result was significance rate more than 5%. Upon identifying the

data type, the researcher proceeded with testing the outcomes utilizing the Crosstab test on the components vs. statues attain the Chi-Square value to assure the significance of the frequency analysis results. Then researcher applied the T-test in order to test the validity of the preset hypotheses. The selection of the T-test has been because of the number of organizations upon which this research was based. Lastly, on the influence level the researcher has applied an additional test (Bivariate Correlation) to reinforce/reject the conclusions reached.

4.10 Research work distribution

The researcher has developed the tools design with the assistance of the supervisor Dr. Rushdy Wady. In each stage of the Researcher had developed a draft of the components and went into deep discussions with the supervisor on the importance of each statement and indicator. It is important to mention at this point that researcher has also consulted two statisticians Mr. Riad El-Afif and Mr. Khalil Mogdad in order to attain their input from statistical point of view. The researcher has also consulted with the supervisor and the two statisticians on the semis structure questions and the possibility of analyzing the observations using statistical tools. Although suitable tool existed the researcher decided against apply the tests because this might create

The researcher decided to apply the data collection in person, because involved the utilizing of semi structured interview in order to get his observations first hand and secondly because the developed tool complexity and length required the researcher presence. As for the data analysis, since the research lacked sufficient competence in the field of statistical analysis he decided and attained the assistance of Dr. Samir Safi, PhD in statistics and the professor of Statistics in the Islamic University in Gaza. It is worth mentioning at this point that the work with Dr. Samir Safi has assisted in enhancing the researcher competence of statistical analysis tool. This was achieved since Dr. Safi approach was to make the researcher do the testing under his supervision. Although this was long and tedious process, it was also an educating experience.

4.11 Research time frame

The research initial plans were to conclude the research in seven to eight months. This was not feasible because of the handicaps facing the researcher which can be summarized in the following:

- 1) Difficulty to attain need resources in time
- 2) Lack of suitable tool and the need to develop a new tool
- 3) The data collection approach adopted by the researcher

- 4) The tool size which required more than one visit to each targeted organization in order to fill all the components of the tool.
- 5) Doing the statistical analysis in person was time consuming.
- 6) The revisions and the minimization of the research volume.

Accordingly it took the researcher almost one full year to complete this research. The executed activities time frame was as follows:

- December 2005 till November 2006 Literature Review
- February till May 2006 Tool Design
- June 2006 Tool psychometrics and judgment.
- July till September 2006 Data collection
- October till December 2006 Data analysis
- August 2006 till February 2007 Thesis research writing
- March 2007 Modifications to the study.

4.12 Data Used

The researcher utilized both primary and secondary data sourcing to analyze problems, develop the theoretical framework and literature review and build the model solution. Since the researcher faced difficulties with respect to attaining sufficient number of resources locally. The researcher relied more on electronic libraries and the Internet, to get suitable and related resources. Furthermore, since there was deficiency in Palestinian and Arabic resources that addressed the issue of NGOs the researcher had to rely on international resources. Lastly, the researcher had to translate some Arabic texts into English. The researcher concentrated on keeping the meaning rather than doing exact transliteration.

Upon completion of the methodology chapter the theoretical aspects of the research have been completed. In the second stage, the researcher would analyze the finding in light of the collected data, answering the research questions and verify the validity of the preset hypotheses.

Chapter Five

Empirical Study

(Data analysis and interpretation, answering the study question and hypotheses testing)

5.0 Introduction

Through the analysis of the collected data the researcher was able to answer the research questions and verify the validity of the preset hypotheses. The analysis was carried out on three different levels:

- 1) Identify level that focuses on identifying how each practice is being carried out.
- 2) Measure level that concentrates on measuring how these organizational practices impedes the execution of projects.
- 3) Influence level that centers on measuring how the top management skills, knowledge and behavior affect the organizational practices.

Since each of the questions had related hypothesis and since the design of the tool has been based on the three levels of Identify, measure and influence the analysis would be categorized according to level and in each category the research would both answer the question related to the level and verify the validity of the related hypothesis.

5.1 Parametric testing of the Data

Upon the completion of the reliability and validity testing of the tool which yielded that the tool is sufficiently consistent and reliable to proceed to the next step of identifying wither the collected data is Parametric or Non Parametric. Upon applying the Kolmogorov-Smirnov test the following results were identified:

5.1.1 Parametric testing of the Identify Indicators

The first stage of testing would be to test the parametric property of the practices at identify level.

Table 5.1 the parametric testing of the Indicators at Identify level

Component	K-S Value	P Value
Professional Expertise-Identify	1.199	.113
Competitive Advantage-Identify	1.207	.108
Project Development-Identify	1.427	.134
Project Design-Identify	1.361	.149
Fund Raising-Identify	0.978	.294
Project Execution-Identify	0.672	.757
Monitoring & Evaluation-Identify	1.073	.200
Sustainability-Identify	1.165	.132
Reports-Identify	2.111	.270

From table 5.1 above, we identify that all indicator at identify level are normally distributed since the significance is larger than 0.05 and thus the researcher would apply the parametric testing of the data.

5.1.2 Parametric testing of the Impact Indicators

The second stage of testing would be to test the parametric property of the practices at impact level.

Table 5.2 the parametric testing of the Indicators at Impact level

Component	K-S Value	P Value
Professional Expertise- impact	1.181	.123
Competitive Advantage- impact	1.566	.149
Project Development- impact	1.349	.153
Project Design- impact	1.059	.212
Fund Raising- impact	0.993	.278
Project Execution- impact	1.115	.167
Monitoring & Evaluation- impact	1.496	.228
Sustainability- impact	1.360	.496
Reports- impact	1.553	.161

From table 5.2 above, we identify that all indicator at impact level are normally distributed since the significance is larger than 0.05 and thus the researcher would apply the parametric testing of the data.

5.1.3 Parametric testing of the Influence Indicators

The third stage of testing would be to test the parametric property of the practices at influence level.

Table 5.3 the parametric testing of the Indicators at influence level

Component	K-S Value	P Value
Professional Expertise- influence	1.931	.116
Competitive Advantage- influence	1.173	.128
Project Development- influence	1.151	.141
Project Design- influence	1.513	.205
Fund Raising- influence	1.082	.193
Project Execution- influence	1.453	.294
Monitoring & Evaluation- influence	1.488	.239
Sustainability- influence	1.805	.295
Reports- influence	1.564	.150

From table 5.3 above, we identify that all indicator at influence level are normally distributed since the significance is larger than 0.05 and thus the researcher would apply the parametric testing of the data.

5.1.4 Parametric testing of the Indicators groups

The fourth stage of testing would be to test the parametric property of the indicator groups.

Table 5.4 the parametric testing of the Indicators groups

Component	K-S Value	P Value
Professional Expertise- Group	1.134	0.152
Competitive Advantage- Group	1.137	0.151
Project Development- Group	1.306	0.126
Project Design- Group	0.767	0.599
Fund Raising- Group	1.285	0.136
Project Execution- Group	1.219	0.102
Monitoring & Evaluation- Group	1.631	0.098
Sustainability- Group	1.068	0.204
Reports- Group	1.476	0.256

From table 5.4 above, we identify that all the indicator groups are normally distributed since the significance is larger than 0.05 and thus the researcher would apply the parametric testing of the data.

5.2 The Descriptive analysis of the sample

For the purposes of this study the researcher will start by descriptive analysis of both the targeted organizations and the targeted sample of professionals holding managerial posts in the four key areas addressed by this study.

5.2.1 Sample Size

The sample consisted of 40 Professionals holding the Projects Manager posts in 40 Palestinian NGOs in Gaza strip of the original 52

organizations that passed the preset threshold, i.e. 76.92% of targeted population.

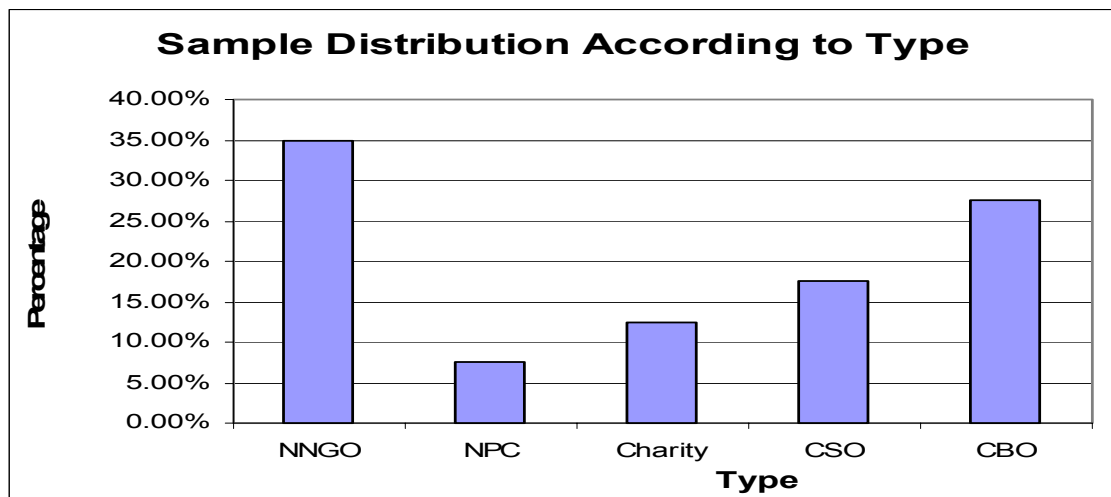
5.2.2 The Organizations Descriptive Analysis

This section aims at presenting the main characteristics of the sample. The focus will be made on six aspects which are the organization type, field of work (category), Age, project dependency, staff size and budget size.

Table 5.5 distribution of the sample according to Organization type Category

Org type	Frequency	Valid Percent
NNGO	14	35.00%
NPC	3	7.50%
Charity	5	12.50%
CSO	7	17.50%
CBO	11	27.50%
Total	40	100.00%

Figure 5.1 distribution of the sample according to Organization type Category

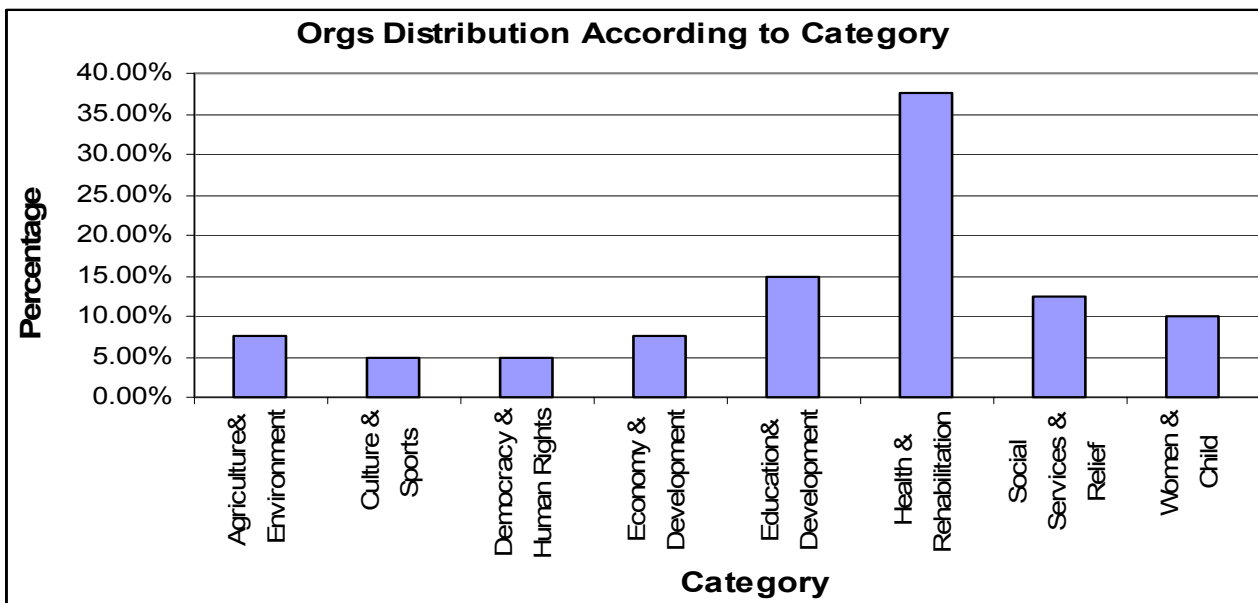


From Table 5.5 above we identify that the distribution of the organizations in the sample according to type was as follows 35% were NGO, 7.5% were Non-Profit companies, 12.5% were Charities, 17.5% were Civil Society Organizations and 27.5% were community based organizations. It is worth mentioning at this point that there is no dominant organizational type, but NGOs seconded by CBOs are more prominent than other types. Taking into consideration the weakness of the Palestinian NGO law that was identified earlier; the researcher adopted the UNESCO criteria identified in the literature review chapter to classify the organizations during data collection, rather than the official registration certificate. By doing so the researcher believes that this would further enrich the study and yield more significant outputs.

Table 5.6 distribution of the sample according to Organization Field of Work Category

Org Category	Frequency	Valid Percent
Agriculture& Environment	3	7.50%
Culture & Sports	2	5.00%
Democracy & Human Rights	2	5.00%
Economy & Development	3	7.50%
Education& Development	6	15.00%
Health & Rehabilitation	15	37.50%
Social Services & Relief	5	12.50%
Women & Child	4	10.00%
Total	40	100.00%

Figure 5.2 distribution of the sample according to Organization Field of Work Category

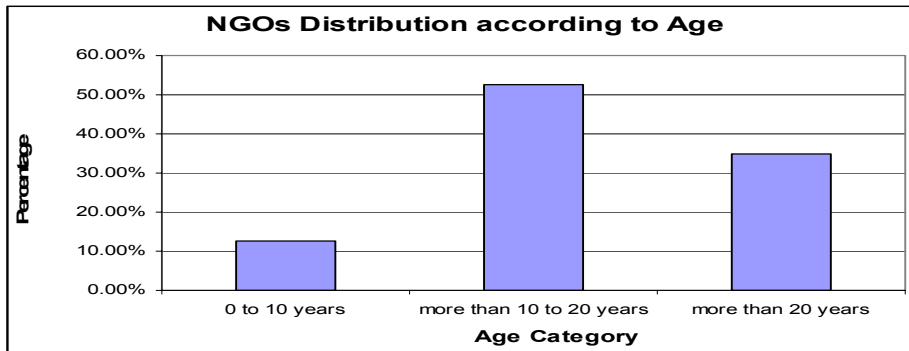


From Table 5.6 above we identify that the distribution of the organizations in the sample according to Organization Category was as follows 7.5% were Agriculture& Environment, 5% were Culture & Sports, 5% were Democracy & Human Rights, 7.5% were Economy & Development, 15% were Education& Development, 37.5% were Health & Rehabilitation, 12.5% were Social Services & Relief, and 10% were Women & Child. It is worth mentioning at this point that Health & Rehabilitation Organizations are more prominent than the others.

Table 5.7 distribution of the sample according to Organization Age Category

Org Age	Frequency	Valid Percent	Cumulative Percent
0 to 10 years	5	12.50%	12.50%
more than 10 to 20 years	21	52.50%	65.00%
more than 20 years	14	35.00%	100.00%
Total	40	100.00%	

Figure 5.3 distribution of the sample according to Organization Age Category

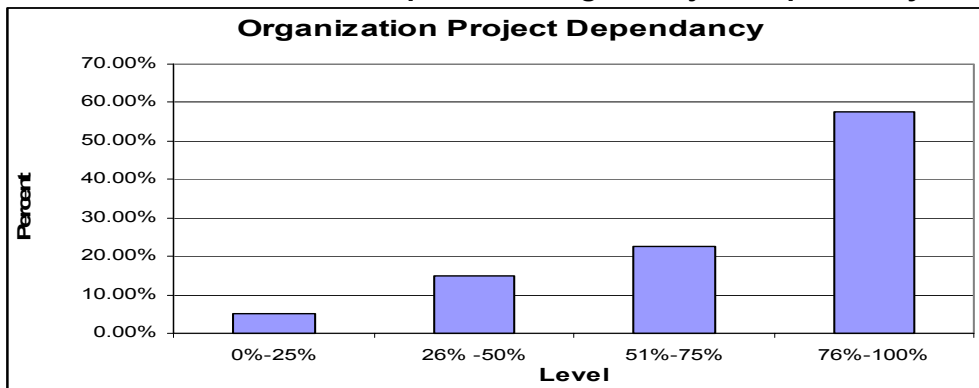


From Table 5.7 above we identify that the distribution of the organizations in the sample according to Organization Age Category was as follows 12.5% for 0 to 10 years, 52.5% for more than 10 to 20 years, and 35% for more than 20 years. It is worth mentioning at this point that Organizations established in the nineties and eighties of the twentieth century are more prominent (52.5%) than the others.

Table 5.8 distribution of the sample according to Project Dependency Category

Project Dependency	Frequency	Valid Percent	Cumulative Percent
0%-25%	2	5.00%	5.00%
26% -50%	6	15.00%	20.00%
51%-75%	9	22.50%	42.50%
76%-100%	23	57.50%	100.00%
Total	40	100.00%	

Figure 5.4 distribution of the sample according to Project Dependency Category

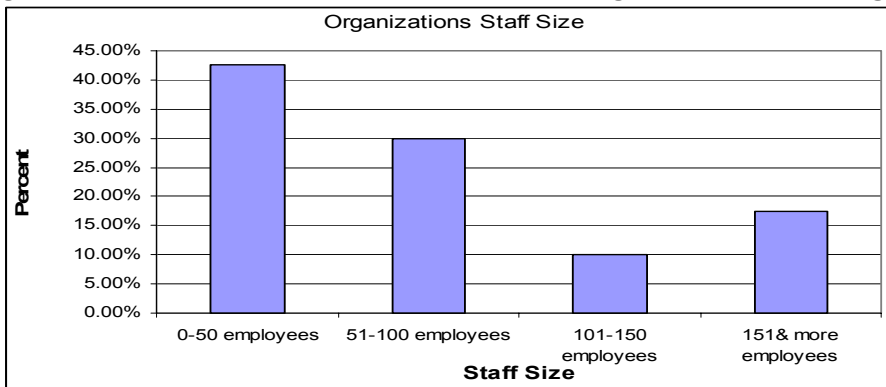


From Table 5.8 above we identify that the distribution of the organizations in the sample according to Project Dependency was as follows 5% of the organizations have 0%-25% Dependency, 15% of the organizations have 26% -50% Dependency, 22.5% of the organizations have 51%-75% Dependency, and 57.5% of the organizations have 76%-100% Dependency. It is worth mentioning at this point that the vast majority (80%) of the Organizations depend totally to heavily on projects for their funding (more than 50% of their budgets).

Table 5.9 distribution of the sample according to staff size Category

Staff Size	Frequency	Valid Percent	Cumulative Percent
0-50 employees	17	42.50%	42.50%
51-100 employees	12	30.00%	72.50%
101-150 employees	4	10.00%	82.50%
151& more employees	7	17.50%	100.00%
Total	40	100.00%	

Figure 5.5 distribution of the sample according to staff size Category

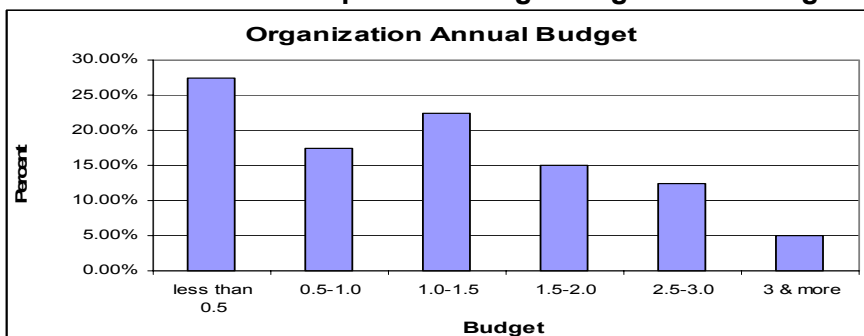


From Table 5.9 above we identify that the distribution of the organizations in the sample according to staff size was as follows 42.5% of the organizations have less than 50 employees, 30% of the organizations have 51-100 employees, 10% of the organizations have 101-150 employees, and 17.5% of the organizations have 151& more employees. It is worth mentioning at this point that high majority (72.5%) of the organizations have less than 100 employees.

Table 5.10 distribution of the sample according to Org Annual Budget Category

Annual Budget	Frequency	Valid Percent	Cumulative Percent
less than 0.5	11	27.50%	27.50%
0.5-1.0	7	17.50%	45.00%
1.0-1.5	9	22.50%	67.50%
1.5-2.0	6	15.00%	82.50%
2.5-3.0	5	12.50%	95.00%
3 & more	2	5.00%	100.00%
Total	40	100.00%	

Figure 5.6 distribution of the sample according to Org Annual Budget Category



From Table 5.10 above we identify that the distribution of the organizations in the sample according to Annual Budget was as follows 27.5% of the organizations have less than 0.5 million USD, 17.5% of the organizations have 0.5–1.0 million USD, 22.5% of the organizations have 1.0-1.5 million USD, 15% of the organizations have 1.5–2.0 million USD, 12.5% of the organizations have 2.5–3.0 million USD, and 5% of the organizations have more than three million USD. It is worth mentioning at this point that the majority (67.5%) of the organization spend less than 1.5 million USD Annually.

5.2.3 The Projects Managers Descriptive Analysis

This study sample consists of four strata which are the Director Generals, Projects Managers, HR Managers, and Financial Managers of the targeted organizations. The researcher has identified eight demographic characteristics for the descriptive analysis purposes of this project, which are the Gender, Age, Education Level, Educational field, Experience Duration, Project Membership, Project Management, and Project Supervision. In the following sections each of the five strata descriptive characteristics would be presented and commented on.

Table 5.11 Project Managers Stratum Characteristics			Figure 5.7 Project Managers Stratum Characteristics	
Sex	Frequency	Valid Percent		
Male	28	70		
Female	12	30		
Total	40	100		
Age	Frequency	Valid Percent		
30-39 years	12	30		
40-49 years	20	50		
50-59 years	7	17.5		
60 years and more	1	2.5		
Total	40	100		
Education Level	Frequency	Valid Percent		
Diploma	2	5		
BA/BSc	25	62.5		
Post Graduate Diploma	7	17.5		
Master	6	15		
Total	40	100		

Education Field	Frequency	Valid Percent
Medicine	7	17.5
Bus Admin/ Accounting	11	27.5
Engineering	3	7.5
Arts	6	15
Science	3	7.5
Secretariat	1	2.5
Other	9	22.5
Total	40	100

Experience	Frequency	Valid Percent
5 years and less	28	70
6 to 10 years	10	25
11 to 15 years	2	5
Total	40	100

Project Member	Frequency	Valid Percent
0-10	31	77.5
11-20	4	10
21-30	1	2.5
31-40	3	7.5
more than 60	1	2.5
Total	40	100

Project Manager	Frequency	Valid Percent
0-10	25	62.5
11-20	4	10
21-30	10	25
more than 60	1	2.5
Total	40	100

Project Supervisor	Frequency	Valid Percent
0-10	32	80
11-20	6	15
21-30	1	2.5
more than 60	1	2.5
Total	40	100

From Table 5.11 above, the analysis of the Project Managers (PM) Stratum Characteristics yield that:

- 1) The Vast Majority (70%) of the Project Managers Are males.

- 2) Half the Project Managers are in the age range of 40 to 49 years old with two sizable minorities 30% in the age range of 30 to 39 years and 17.5% in the age range of 50 to 59 years.
- 3) With respect to education level the majority (62.5%) of the PMs hold BA/BSc degrees, with a sizable minority (17.5%) holders of Post Graduate Diplomas.
- 4) With respect to field of education, also, there is no obvious majority, only three sizable minorities, which are 27.5% Business/Accounting, 22.5% other, and 17.5% Medicine.
- 5) The vast majority of the PMs (70%) have five years or less experience in this post and a sizable minority (25%) has 6 to 10 years experience in the post.
- 6) The vast majority (77.5%) of the PMS have very low experience as project member (0 to 10 projects). Furthermore, a sizable minority (10%) has reasonable project membership (11 to 20 projects).
- 7) A sizable majority (62.5%) of the PMs have managed ten projects or less. A sizable minority (25%) has managed 21 to 30 projects. It is worth mentioning that only in one case do we find high experience in project management (more than 60 projects).
- 8) The vast majority (80%) of the PMs have very low project supervision experience (ten projects or less). There is a sizable minority (15%) that supervised 11 to 20 projects.

5.2.4 Correlation Testing of Descriptive characteristics of the Organizations

The aim of this section is to identify if there statistically significant inter-correlations between the Organization Characteristics

Table 5.12 the correlation testing of the organization Descriptive Characteristics

Inter-Correlations between the Organization Characteristics						
	Org type	Org Category	Org Age	Project Dependency	Staff Size	Org Annual Budget
Org type	1.000					
Org Category	0.473**					
Org Age	-0.291	-0.216				
Project Dependency	0.061	-0.188	-0.039			
Staff Size	-0.354*	0.127	0.200	-0.208		
Org Annual Budget	-0.313*	0.022	0.419**	0.166	0.704**	1.000

Note: ** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

List wise N=40

From the correlation testing of the organization Characteristics (Table 5.12 above) we identify that there are:

- 1) Correlation between the organization type and the organization category at significance less than 1%
- 2) Correlation between the organization type and staff size at significance level less than 5%.
- 3) Correlation between the organization type and Organization Annual Budget at significance level less than 5%.
- 4) Correlation between the Organization Annual Budget and Organization Age at significance level less than 1%.
- 5) Correlation between the Organization Annual Budget and staff size at significance level less than 1%.

5.2.5 Cross-tab Testing of Descriptive characteristics of the Organizations

Upon identifying statistically significance inter-correlations between some of the Organization Characteristics, it is important at this point to verify the tendencies in the correlations. It is important at this point to mention that due to the size restrictions of the cross-tabbing results of the Organization Type and Category was found invalid.

Table 5.13 the cross-tabbing of the Org Type and Staff Size

Staff Size	Org type					Total
	NGO	NPC	Charity	CSO	CBO	
0-50 employees	21.43%		40.00%	28.57%	90.91%	42.50%
51-100 employees	50.00%	66.67%	20.00%	14.29%	9.09%	30.00%
101-150 employees	7.14%		20.00%	28.57%		10.00%
151& more employees	21.43%	33.33%	20.00%	28.57%		17.50%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

From the cross-tabbing of the Org Type and Staff Size (Table 5.13 above) we identify that:

- 1) A slim minority (57.14%) of the organizations have staff size of 51 to 150 employees, with two substantial minorities that have either less than 51 employees or more than 151 employees. Thus it is safe to assume that the NGO tend to have larger number of employees compared to other type of organizations.
- 2) A substantial majority (66.67%) of the Non Profit Companies tend to have 51 to 100 employees. Thus it is safe to assume that NPC tend to be medium in size.
- 3) There is no identified majority of staff size in the Charities. Thus it is safe to assume that there is no clear tendency for staff size in Charities but they tend to grow in volume.

- 4) There is no majority in the Civil Society Organizations. The situation with the CSO is similar to the Charities.
- 5) The Vast Majority (90.91%) of the Community Based organizations tend to be small (staff size less than 51 Employees). This is normal behavior since CBO is the bases for other types of organizations.

Table 5.14 the cross-tabbing of the Org Type and Annual Budget

Organization Annual Budget	Org type					
	NGO	NPC	Charity	CSO	CBO	Total
Less than or equal 1 Million USD	35.71%	33.33%	40.00%	85.71%	63.64%	52.50%
between 1 and 2 Million USD	42.86%	66.67%	20.00%		18.18%	27.50%
More than 2 Million USD	21.43%		40.00%	14.29%	18.18%	20.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

From the cross-tabbing of the Org Type and Annual Budget (Table 5.14 above) we identify that:

- 1) A substantial minority (64.29%) of the organizations have an annual budget more than 1 million USD, with a substantial minority that has an annual budget of 1 Million USD or less. Thus it is safe to claim that the NGO tend to have larger annual budgets compared to other type of organizations.
- 2) A substantial majority (66.67%) of the Non Profit Companies tend to have an annual budget ranging from 1 to 2 Million USD. Thus it is safe to assume that NPC tend to have medium size budgets.
- 3) There is no identified majority of staff size in the Charities. Thus it is safe to assume that there is no clear tendency for staff size in Charities but they tend to grow in volume.
- 4) A Large majority (85.71%) of the CSOs tends to have small Annual Budgets (less than 1 Million USD); with a sizable minority (14.29%) that has large budget. Thus it is afe to claim that CSOs tend to be small organizations compared to NGOs and Charities.
- 5) A sizable majority (63.64%) of the Community Based organizations tend to have small annual budgets; while a sizable majority (18.18%) has medium budgets, and another sizable minority (18.18%) has large budgets. This is not normal since CBOs are the bases for other types of organizations.

Table 5.15 the cross-tabbing of the Org Annual Budget and Staff Size

Staff Size	Organization Annual Budget			
	Less than or equal 1 Million USD	between 1 and 2 Million USD	More than 2 Million USD	Total
0-50 employees	57.14	36.36	12.50	42.50
51-100 employees	23.81	27.27	50.00	30.00
101-150 employees	9.52	18.18		10.00
151& more employees	9.52	18.18	37.50	17.50
Total	100.00	100.00	100.00	100.00

From the cross-tabbing of the Org budget and Staff Size (Table 5.15) above) we identify that:

- 1) The majority of the organizations that have small annual budget (one million or less) tend to support small staff (50 Employees or less), with a sizable minority (23.81%) that support an average staff size (51 to 150), a substantial minority that support large number of staff (more than 100 employee)
- 2) For organizations with medium annual budgets (1 to 2 million USD), there is no clear majority, 36.6% of the organizations have less than 50 employees, 27.27% of the organizations have 51 to 100 employees, and 36.36% have more than 100 employees. This indicates that organizations with medium budgets tend to grow in size.
- 3) A majority of the organizations (50%) with substantial annual budgets (more than 2 Million USD) have staff size 51 to 100 employees, with a substantial minority (37.5%) have a staff size more than 150 employees, a small minority (12.5%) have a staff size less than 51 employees, and no organization that have staff 101 to 150 employees. This indicates that the organization with large budgets tend to be very large, while organization of medium age tend to be medium in size.

Table 5.16 the cross-tabbing of the Org Annual Budget and Org Age

Org Age	Organization Annual Budget			
	Less than or equal 1 Million USD	between 1 and 2 Million USD	More than 2 Million USD	Total
0 to 10 years	19.05	9.09		12.50
more than 10 to 20 years	52.38	54.55	50.00	52.50
more than 20 years	28.57	36.36	50.00	35.00
Total	100.00	100.00	100.00	100.00

From the cross-tabbing of the annual budget and Age (Table 5.16) above) we identify that:

- 1) For the organizations with budget less than or equal to 1 million USD, a majority are of the age 10 to 20 years, with a sizable minority (28.57%) are of the age 20 years and more, and a small minority (19.05%) are of the age less than 10 years.
- 2) For the organization with medium budgets, there is a majority of the organizations (54.55%) that are of 10 to 20 years old, with

substantial majority that are of the age more than 20 years, and a very small minority that are less than 10 years old.

- 3) For the organization with substantial budgets, there is no clear majority 50% of the organizations are 10 to 20 years old and the other 50% are of the age more than 20 years old.

5.2.6 Correlation Testing of Descriptive characteristics of the Project Manager

The aim of this section is to identify if there statistically significant inter-correlations between the Project Managers personal Characteristics.

Table 5.17 the correlation testing of the Project Manager Descriptive Characteristics

Inter-Correlations between the Project Manager Characteristics								
	Sex	Age	Education Level	Education Field	Experience	Project Member	Project Manager	Project Supervisor
Sex								
Age	0.065							
Education Level	-0.143	0.300						
Education Field	0.104	0.150	-0.001					
Experience	0.267	0.061	0.003	-0.280				
Project Member	-0.102	-0.201	0.358*	-0.155	0.416**			
Project Manager	-0.182	-0.242	0.084	0.033	0.346*	0.617**		
Project Supervisor	-0.118	-0.129	0.124	-0.203	0.565**	0.718**	0.627**	

Note: ** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

List wise N=40

From the correlation testing of the Project Managers personal characteristics (Table 5.17 above) we identify that there are:

- 1) Correlation between the project manager education level and his/her experience as project member at significance less than 5%
- 2) Correlation between the project manager experience level and his/her experience as project member at significance level less than 1%.
- 3) Correlation between the project manager experience level and his/her experience as project manager at significance level less than 5%.
- 4) Correlation between the project manager experience level and his/her experience as project supervisor at significance level less than 1%.

- 5) Correlation between the project manager experience as project member and his/her experience as project manager at significance level less than 1%.
- 6) Correlation between the project manager experience as project member and his/her experience as project supervisor at significance level less than 1%.
- 7) Correlation between the project manager experience as project manager and his/her experience as project supervisor at significance level less than 1%.

It is worth mentioning at this point that when cross tabbing the significant correlations identified above the results were rejected because there were missing values in more than 25% of the slots. This is due to the low size of the sample tested compared to the large number of tested indicators.

Furthermore when doing the correlation tests for the Organization and Project Manager Characteristics, there were no additional correlations identified.

5.3 Qualitative findings from the open-ended questions:

During the Data collection period the researcher has made several qualitative findings from the open-ended questions used in the semi-structured interview; the most important of which are categorized according to the open ended questions:

1) What kind of training/education in project management did you have?

- Although the organizations have a tendency of encouraging Project Managers to take training in the field. The offered training locally is not designed or conducted by professional Project Managers with formal qualification but rather with professors from general management disciplines.
- In 23 organizations, the Project Managers depend on their experience and did not undergo formal training/education except in the areas of proposal and report writing. Accordingly their practices are usually not up to required professional standards. In four cases, only, the project manager had extensive training.

2) Why were you selected for the job? (three main reasons)

- The structures in the addressed organizations although are detailed in the administrative systems are not applied in 18 of the 40 cases. Accordingly, the Director General of the

organization is Carrying out more than one role in the organization usually the role of project manager 10 cases, 3 case Human resources Manager and both PM and Human Resources in 4 cases. In one case the Finance manager is also the PM.

- When the director general was acting as PM, the most common question is that the organization does not have the qualified human resource. The second common reason (10 cases), there is no need. The third common reply the size of work is too small to have a dedicated employee. When the director general was not acting as project manager, the most common answer was Linguistic ability (22 cases). In 21 cases, they worked in the organization or in similar organization for a period of time before being selected. In 21 cases, they are organized and hard working. In 18 cases, they are able to express themselves eloquently.
- The assignment to this post is not due to progressive development but rather jumping.

3) How much authority and responsibility do you have over the project staff and resources?

- In several cases the real power is in the hand of the board of the organization. Accordingly the manager is too weak and usually without authority.
- If the Director General is acting as Projects Manager, there is a level of authority. If the Finance or human resources manager is doubling as projects manager, he/she draw authority from their original position.
- In 18 case, when the project manager was dedicated person the answer was unanimously none. The only exception is when they cooperate during the proposals and reports writing.

4) What kind of structure do you have (Project based/Department based)?

- Although the NGOs are project driven all the interviewed Organizations have departmental based structures and did not have any understanding of the Matrix structures, except in two cases.
- In two cases the Director General is member of the board.
- In 23 cases there is a projects manager with no Projects officers (i.e. no staff).

5) What is the situation with the sufficiency of in-house expertise?

- All the organization expressed that they have in-house expertise that cover their activities. 17 organizations had a problem of over staffing. Rarely do they need to hire additional staff.
- The vast majority of the training courses/diplomas in project management are given by academics that lack practical experience in project management. Furthermore these academic trainers usually have formal education in one of the areas of General Management Knowledge and Skills and they did not undergo formal training/education in the Basic Project Management Process Groups, the basic nine knowledge areas unique to project management, the Project lifecycle, and the various project management schools.

6) Does the organization have a competitive advantage? What is it?

- All the organizations claim that they have competitive advantage, but no scientific tool has been utilized to verify this. The main areas of competitive advantage have been the quality and diversity of their services (35 cases), the organization reputation (34 cases), responsiveness to community need (34 cases)
- The organizations do not utilize tools such as SWAT and Man Power Analysis except if the donors request it. And the results are usually are not utilized except in proposal and report writing.

7) How are projects developed in the organization?

- The main bases for developing new projects are the donors' requests, the experience from previous projects, the needs identified by the professionals in the field, and the feedback from the organization beneficiaries.
- Needs assessments and impact evaluation are rarely applied. The feedback from these processes is used to verify the validity arguments rather than initiate a new project.

8) How are the proposals developed in the organization?

- In cases of renewal of old/existing project, the process is to meet with the professionals that worked on the original project, get their feedback and incorporate their recommendations in the new proposal. Budget is drawn up based on previous spending experience and organizational needs.
- In Case of new projects, in 23 cases (in addition to the steps described in the renewal of projects above), feedback from the beneficiaries is sought-out and incorporated in the new projects

proposals. In the remaining 17 cases the procedure for new and renewed proposals is the same.

9) What is the situation with fundraising in the organization?

- All the Palestinian Organization has a problem in raising sufficient funds to cover all its costs. In many cases, the fiscal year starts with deficits in the operating budgets, which are secured after the mid of the year.
- The struggle over existing funds is furious because there is large number of Palestinian NGOs struggling over available funds.
- The lack of governmental support to local NGOs in the past year has affected several of the NGOs.
- The economic crisis prevented the raising of funds locally.

10) How are projects delivered?

- The main interest is to execute all the activities; while the impact is rarely in scope.
- The departments divide the activities among them according to specialty and try to uphold the preset plans.
- At the set time for reporting provide the data for the purposes of reporting.
- Project managers are consulted but infrequently and on issues related to delays or problems of understanding.

11) By who and how monitoring and evaluation are conducted?

- In 27 cases, the evaluation and monitoring is done on regular bases by the department heads and is focused on the quantitative aspects of the activities. In the remaining cases the situation is somehow different, if the Director General is the Projects manager he is doing monitoring and evaluation through the department heads, otherwise the acting project manager is doing the supervision through his/here original line of work (i.e. finance or human resources)
- The dedicated project managers, execute post operations supervision and monitoring at the stage of reporting.

12) What is the situation with projects continuity and sustainability?

- Sustainability is not addressed in most cases. And if it is addressed due to donor request it is superficial.
- The sustainability is impossible in light of he existing political, social and economic circumstances.

13) What is the situation with reports?

- All the interviewees agreed that over 80% of the time the reports are executed and delivered on time.
- The main causes for reports delays are late finalization of activities, several concurrent reports and the data needed for the report are not available.

14) After completing this survey:

- *How would you evaluate this tool, were there areas not addressed by this tool?*
 - All the interviewees agreed that the tool is good but too large.
 - In 31 cases the interviewees had problems with some of the question as being addressing points they did not hear about before.
 - The utilization of the Nominal scale for the answers was new to 25 interviewees.
- *Do you think the usage of the interview was the right choice or should have the researcher adopted another method to collect the data?*
 - The interview is a tedious process and consumes lots of time.
 - If the data collection has been conducted other than the interview it would have been difficult to respond.
 - The semi structure questions are very tricky and caused the interviewees need to revert to their files to answer some of the questions.

The revision of the syllabus of offered courses on project management and comparing with the Project management best practices as identified by the PMI the researcher has identified the following:

- The offered project management courses and diplomas are being taught mostly by Academics rather than project management professionals.
- Unfortunately, the local universities and training institutes did not contribute to the rectification of this misperception of project management. All the offered training courses/diplomas focus only on General Management Knowledge and Skills and do not touch on:

- The Basic Project Management Process Groups, which are project management body of knowledge, Application Area Knowledge, Standards and Regulations, and Understanding the Project Environment.
- The basic nine knowledge areas unique to project management which are Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Project Human Resource Management, Project Communications Management, Project Risk Management, and Project Procurement Management.
- The Project lifecycle.
- The various project management schools.
- Due to the unique nature of the local NGOs, skills such as proposal writing, fundraising and reporting could be added to the pre-identified knowledge areas.

5.4 Data Analysis

5.4.1 The Project Management Practices Indicators Analysis Results:

The research in consultation with the supervisor decided on adopting the approach of answering the questions and validating the hypothesis related to each indicative level. It is worth mentioning at this point that:

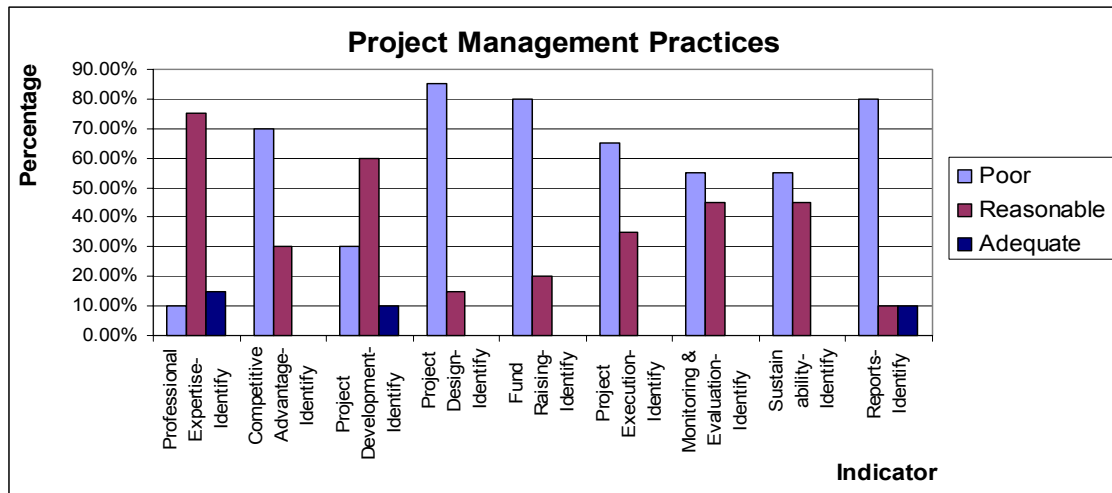
- 1) The frequency test is utilized to answer the research questions.
- 2) The T-test is utilized to validate the hypothesis. Since the hypothesis assumes poor to reasonable performance the T-test value has been selected to be 8; since any value less than or equal to 8 indicates poor to reasonable performance in accordance with the tool preset scale as was detailed in the methodology chapter.
- 3) The hypothesis is accepted for each indicator if the mean value for the indicator is less than the test value, the t value is less than zero and the P value is less than 0.05

5.4.1.1 The answering of the first research question (What are the malpractices and deficiencies in the project management field?).

Table 5.18 The Project Management Practices Frequencies Analysis

Indicator	Status	Poor	Reasonable	Adequate	Total
Professional Expertise-Identify		10.00%	75.00%	15.00%	100.00%
Competitive Advantage-Identify		70.00%	30.00%	0.00%	100.00%
Project Development-Identify		30.00%	60.00%	10.00%	100.00%
Project Design-Identify		85.00%	15.00%	0.00%	100.00%
Fund Raising-Identify		80.00%	20.00%	0.00%	100.00%
Project Execution-Identify		65.00%	35.00%	0.00%	100.00%
Monitoring & Evaluation-Identify		55.00%	45.00%	0.00%	100.00%
Sustainability-Identify		55.00%	45.00%	0.00%	100.00%
Reports-Identify		80.00%	10.00%	10.00%	100.00%
Pearson Chi-Square		102.885			
P value		0.000			

Figure 5.8 The Project Management Practices Analysis Frequencies Analysis



From Table 5.18 above, the project management practices analysis in the studied sample yielded that:

- 1) The professional expertise is one of the gray areas in all the organizations; since 75% of the organizations have reasonable level, 15% enjoys adequate level and the remaining 10% suffer from poor level of expertise.
- 2) The second gray area is Project development, since 60% of the organizations have reasonable level, 30% suffer from poor level and the remaining 10% enjoy adequate performance.
- 3) Monitoring and evaluation practices are problematic since 55% of the sample suffers from poor level, and the remaining 45% of the sample have reasonable level of performance.
- 4) Sustainability practices are, also, problematic since 55% of the sample suffers from poor level, and the remaining 45% of the sample have reasonable level of performance.
- 5) Project execution practices are more problematic since 65% of the sample suffers from poor level, and the remaining 35% of the sample have reasonable level of performance.
- 6) Competitive Advantage practices are highly problematic since 70% of the sample suffers from poor level, and the remaining 30% of the sample have reasonable level of performance.
- 7) Fundraising practices are also highly problematic since 80% of the sample suffers from poor level, and the remaining 20% of the sample have reasonable level of performance.
- 8) Reporting practices are highly problematic since 80% of the sample suffers from poor level, 10% have reasonable level and the remaining 10% of the sample enjoy adequate level of performance.

- 9) Project design practices have the highest level of problems since 85% of the sample suffers from poor level, and the remaining 15% of the sample have reasonable level of performance.
- 10) The cross tabbing test results of the NGOs targeted managerial areas yielded that Chi-Square valued 102.885 with significance (2-sided) less than 1%

The project management practices analysis verifies that the intensity of the problems varies from one area to another. Organizations have severe problems in the areas of Project Design, Fund Raising, Competitive Advantage, Project Execution, Monitoring & Evaluation, Sustainability, and Reports. There are moderate problems in the area of Project Development and professional expertise. It is worth mentioning that the findings of this section are in agreement with the findings of Lehrack (2001), Shalaby (2001), and (Al) Tamimy (2002). This not only verifies the validity of the findings of this aspect of the research, but also indicates that the problems facing the Palestinian NGOs are common to organization both locally and internationally. It is important at this point to raise an alarming sign that the donor entities/communities did not assist in solving the problems facing the NGOs but rather assisted in the escalation of there severity. This may cause, at best case scenario, the NGO sector to be ineffective and, at worst case scenario, the collapse of many organizations especially the smaller ones.

5.4.1.2 The verification of Hypothesis # 1: “There are statistically significant Poor to Project Management in the areas of Professional Expertise, Competitive Advantage, Project Development, Project Design, Fund Raising, Project Execution, Monitoring & Evaluation, Sustainability, and Reports”)

Table 5.19 The one sample T-test result of the Project Managerial Practices Analysis

Test Value = 8					
Indicator	Mean	Std. Deviation	Mean Difference	t	P Value
Professional Expertise-Identify	6.717	1.116	-1.283	-7.273	0.000
Competitive Advantage-Identify	3.633	1.459	-4.367	-18.923	0.000
Project Development-Identify	6.425	1.375	-1.575	-7.242	0.000
Project Design-Identify	5.868	0.801	-2.132	-16.830	0.000
Fund Raising-Identify	3.957	0.901	-4.043	-28.369	0.000
Project Execution-Identify	2.671	0.963	-5.329	-34.994	0.000
Monitoring & Evaluation-Identify	4.538	1.975	-3.463	-11.090	0.000
Sustainability-Identify	3.950	2.189	-4.050	-11.701	0.000
Reports-Identify	5.125	1.475	-2.875	-12.326	0.000

From Table 5.19 above, the one sample T-test result of the Project management practices yielded that there is statistically significant poor to reasonable performance. Since for all the components, the actual means are less than the assumed test value (8), the T-values are negative, and the confidence is more than 99%. It is worth mentioning at this point that the mean difference and T-value for each component correspondence to the descriptive findings in table 5.32 above. The Project design and fund raising practices, which has previously been identified as the ones with largest percentage of poor performance, has the highest mean differences and lowest T-values. The Professional expertise, which was identified as the one with highest percentage of reasonable performance, has the smallest mean difference. The remaining practices fall in-between, in the same order as per the descriptive results.

5.4.1.3 Main Findings at the Practice level

- 1) The analyses results of the General Management practices verify the validity of the hypothesis #1 to all components, except the professional expertise.**
- 2) With respect to professional expertise, the availability of professionals in all aspects of the work of the NGOs (Except project management) assisted in making the NGO have reasonable practice.**
- 3) With respect to competitive advantage, since the NGOs most of the time lacked having a unique identity and focus. Cause this practice to be poor.**
- 4) With respect to project development, the Palestinian territories lack in so many areas and have too many problems. This facilitates the development of projects. Since the NGOs do not adopt the participatory approach, this practice is still very much lower than what it should have.**
- 5) With respect to project design, the organizations giving in to the donor requirements empties the designed projects of any true developmental aspects. Furthermore the donor community is giving focus to changing the community agenda rather than assisting it to develop.**
- 6) With respect to fundraising, this one of the weakest areas of NGOs' work. The organizations are always in need to search for new donors, the competition is ferocious specially between small organizations on the available donations, and the lack of creativity in the work make donors hesitate to give support.**

- 7) With respect to project execution, since the NGOs do not have proper budgeting system and as a result of the hard competition for funds, the donors give the NGOs tight budgets to say the least. This causes the organizations to concentrate on the quantity and not the quality. Furthermore, the NGO lack of proper risk assessment and contingency planning, cause them to always find them selves in tight spots where the preset objectives and output are not visualized, and/or assumed conditions change and as a result work is delayed or not executed at all.**
- 8) With respect to monitoring and evaluation, the Palestinian NGOs focus only on eth quantitative aspects of their projects, because this can justify the expenditure. The qualitative aspects are only considered when the donors ask for them.**
- 9) With respect to sustainability, the sustainability of the outcomes is not focused upon in any stage of the projects life cycle. The NGO consider it because the donors insist on it in the project proposals and reports.**
- 10) With respect to reports, the NGOs’ reports concentrate on the quantitative aspects of the work. This is a normal result of the project execution practices, as was detailed hereinabove.**

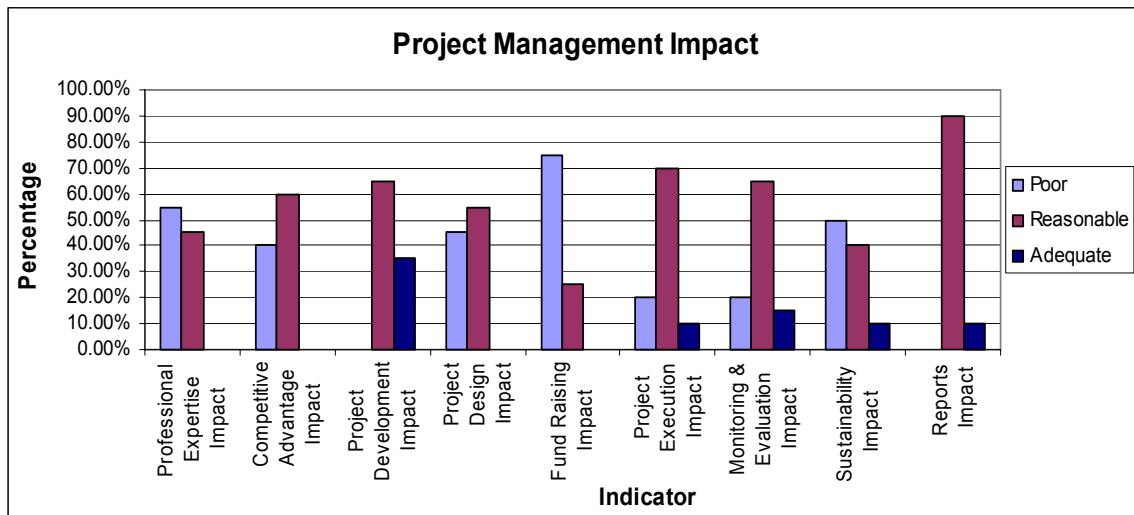
5.4.2 The Project Management Practices Deficiencies impact Analysis

5.4.2.1 The answering of the second research question (What is the impact of the identified deficiencies and malpractices on project execution in Palestinian NGOs?)

Table 5.20 The Project Management Practices impact on Project Efficiency Frequencies Analysis

Indicator	Status			Total
	Poor	Reasonable	Adequate	
Professional Expertise Impact	55.00%	45.00%	0.00%	100.00%
Competitive Advantage Impact	40.00%	60.00%	0.00%	100.00%
Project Development Impact	0.00%	65.00%	35.00%	100.00%
Project Design Impact	45.00%	55.00%	0.00%	100.00%
Fund Raising Impact	75.00%	25.00%	0.00%	100.00%
Project Execution Impact	20.00%	70.00%	10.00%	100.00%
Monitoring & Evaluation Impact	20.00%	65.00%	15.00%	100.00%
Sustainability Impact	50.00%	40.00%	10.00%	100.00%
Reports Impact	0.00%	90.00%	10.00%	100.00%
Pearson Chi-Square	128.547			
P value	0.000			

Figure 5.9 The Project Management Practices impact on Project Efficiency Frequencies Analysis



From Table 5.20 above, the analysis of the Project Managerial Practices deficiencies impact on Projects Efficiency yielded that:

- 1) With respect to Professional Expertise, a majority (55%) of the organizations suffer from poor impact, with a large minority (45%) that has reasonable impact on projects efficiency. It is worth mentioning that there are no organizations that have adequate Professional Expertise, because most of the organizations,

especially the small and young ones) do not have sufficient number of highly qualified staff.

- 2) With respect to Competitive Advantage, a sizable majority (60%) of the organizations have reasonable impact on project efficiency, with a large minority (40%) that suffers from poor impact. It is the researcher opinion that this is normal since the Competitive Advantage usually has a major impact during the fundraising stage rather than during the project execution. Since the organizations efficiency and projects effectiveness are of the main bases for the organization Competitive Advantage.
- 3) With respect to Project Development, a sizable majority (65%) of the organizations have reasonable impact, with a sizable minority (35%) that enjoys adequate impact. It is worth mentioning that there are no organizations that suffer from poor Project Development, because of two reasons first project development precedes project execution, and second the projects are usually developed based on an identified need in the society.
- 4) With respect to Project design, majority (55%) of the organizations have reasonable impact, with a large minority (45%) that suffers from poor impact. It is worth mentioning at this point that there are no organizations that enjoy adequate impact. The reason for such results of the intensive interference by the donor entity and the yielding to the donor demands by the Palestinian NGOs. Accordingly most of the financed project are the ones that suites the donor requirements and not necessarily the organization or the community.
- 5) With respect to Fundraising, a substantial majority (75%) of the organizations suffer from poor impact, with a sizable minority (25%) that has reasonable impact on projects efficiency. The reason for such an outcome is due to the high difficulty of securing sufficient funds, if any. In many cases essential components of projects and sometimes whole projects are dropped for lack of funds.
- 6) With respect to Project Execution, a sizable majority (70%) of the organizations have reasonable impact, with a sizable minority (20%) that suffers from poor impact, and slim minority (10%) that enjoys adequate impact. The reason of this kind of result is due to the fact that organizations have to make-do with whatever available resources. Furthermore sometimes due the instability in Gaza strip, sometimes organizations pear. These issues have their impact on the efficiency of Projects execution.

- 7) With respect to Monitoring & Evaluation, a sizable majority (65%) of the organizations have reasonable impact, with a sizable minority (20%) that suffers from poor impact, and slim minority (15%) that enjoys adequate impact. It is the researcher opinion that the donors monitoring of the project progress has resulted in improving the monitoring and evaluation.
- 8) With respect to Sustainability, a majority (50%) of the organizations suffer from poor impact, with a sizable minority (40%) that has reasonable impact, and slim minority (10%) that enjoys adequate impact. The reason for such result in the researcher opinion is that the organizations do not understand nor apply the principles of output sustainability.
- 9) With respect to Reports, the vast majority (90%) of the organizations have reasonable impact, with a slim minority (10%) that enjoys adequate impact. It is worth mentioning that there are no organizations that suffer from poor reports impact, because it is obligatory by the donors. furthermore the organizations understands the important to produce good reports.
- 10) The cross tabbing test results of the NGOs targeted managerial areas yielded that Chi-Square valued 128.547 with significance (2-sided) less than 1%.

5.4.2.2 The verification of Hypothesis # 2 “There are statistically significant Poor to Reasonable impact of the identified Project Management deficiencies and malpractices on project efficiency”

Table 5.21 One sample T-test result of the Project Management Practices Impact

Test Value = 8					
Indicator	Mean	Std. Deviation	Mean Difference	t	P Value
Professional Expertise Impact	5.233	2.012	-2.767	-8.698	0.000
Competitive Advantage Impact	4.950	1.892	-3.050	-10.193	0.000
Project Development Impact	7.700	1.043	-0.300	-1.820	0.076
Project Design Impact	5.675	3.808	-2.325	-3.910	0.000
Fund Raising Impact	4.050	1.460	-3.950	-17.106	0.000
Project Execution Impact	5.875	1.473	-2.125	-9.124	0.000
Monitoring & Evaluation Impact	6.717	1.476	-1.283	-5.497	0.000
Sustainability Impact	5.550	2.562	-2.450	-6.049	0.000
Reports Impact	7.100	0.874	-0.900	-6.509	0.000

From Table 5.21 above, the one sample T-test result of the Project Management Practices Impact yielded that there is statistically significant poor to reasonable impact of the identified managerial deficiencies and malpractices on projects in the areas of Professional Expertise, Competitive Advantage, Project Development, Project Design, Fund

Raising, Project Execution, Monitoring & Evaluation, Sustainability, and Reports. Since for all these components, the actual means are less than the assumed test value (8) and the T-values are negative. Furthermore the confidence is more than 99% for all the components except for the Project Development where the confidence is more than 94%. It is worth mentioning at this point that the mean difference and T-value for each component correspondence to the descriptive findings in table 5.34 above. The Fundraising practices impact, which has previously been identified as the ones with largest percentage of poor performance, has the highest mean differences and lowest T-values. The Project Development Practices impact, which was identified as the one with highest percentage of adequate performance, has the smallest mean difference and the highest T-Value. The remaining Project Management practices impacts fall in-between, in the same order as per the descriptive results.

5.4.2.3 Main Findings at the Impact level

The analyses results of the Project Management practices impact analysis verify the validity of the hypothesis. However, upon comparing the results of the Identify level with the measure level for each of the addressed managerial fields, the pre-identified controversies continue to prevail in the project management impact. With the exception of Fundraising and Sustainability, the impact of the remaining indicator does not match the practice in direction nor trend. It is the researcher opinion that this solidifies the conclusion reached earlier that there are other factors outside the scope of this study minimizes in some cases the deficiencies identified and in other practice increases the poorness in the impact. In the case of project management, the researcher believes that the donor entities are the ones that play the most vital role.

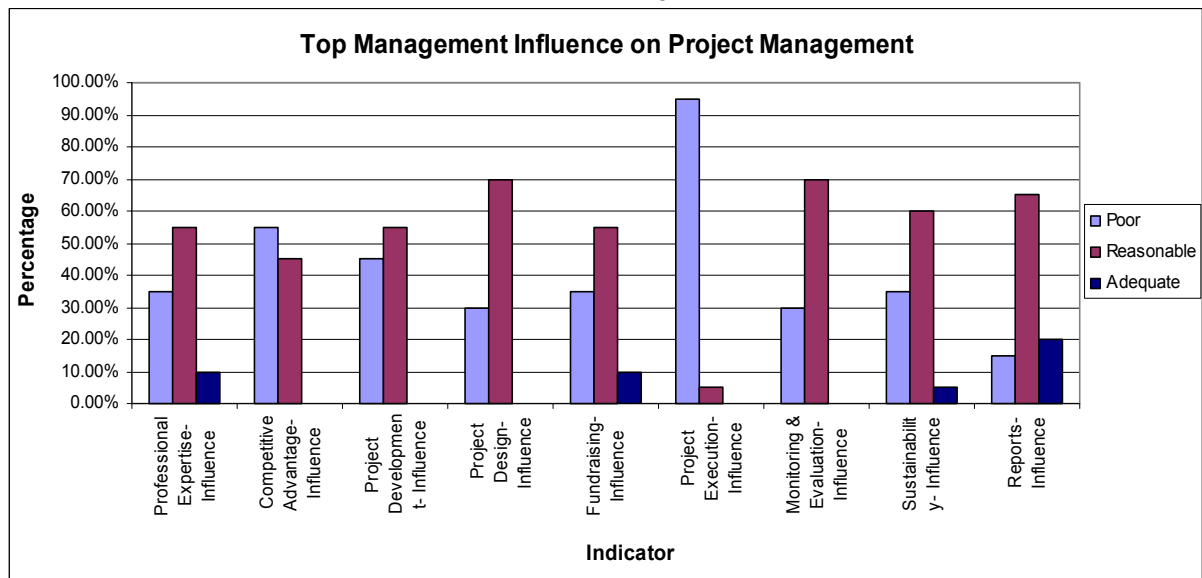
5.4.3 The Project Management Influence Level Analysis

5.4.3.1 The answering of the third research question (How are the identified impacts influenced by the abilities and skills of the Director General in each organization?)

**Table 5.22 The top management influence on Project Management Practices
 Frequencies Analysis**

Indicator	Poor	Reasonable	Adequate	Total
Professional Expertise-Influence	35.00%	55.00%	10.00%	100.00%
Competitive Advantage-Influence	55.00%	45.00%	0.00%	100.00%
Project Development-Influence	45.00%	55.00%	0.00%	100.00%
Project Design- Influence	30.00%	70.00%	0.00%	100.00%
Fundraising- Influence	35.00%	55.00%	10.00%	100.00%
Project Execution- Influence	95.00%	5.00%	0.00%	100.00%
Monitoring & Evaluation-Influence	30.00%	70.00%	0.00%	100.00%
Sustainability- Influence	35.00%	60.00%	5.00%	100.00%
Reports- Influence	15.00%	65.00%	20.00%	100.00%
Pearson Chi-Square	96.317			
P value	0.000			

**Figure 5.10 The top management influence on Project Management Practices
 Frequencies Analysis**



From Table 5.22 above, the analysis of the top management influence on the Project Management Practices deficiencies and impact on Projects Efficiency yielded that:

- 1) With respect to Professional Expertise, a majority (55%) of the organizations have reasonable influence, with a sizable minority (35%) that suffers from poor influence, and a low minority (10%) that enjoys adequate influence. This is because managers of the organizations have similar backgrounds as the field of work of the organization. Thus they play the dual role of both manager and professional.
- 2) With respect to Competitive Advantage, a majority (55%) of the organizations suffer from poor influence, with a sizable minority (45%) that has reasonable impact, and no organizations that enjoy adequate influence. The reason for this situation is that the NGOs in Palestine are very much similar and there are no clear differences between organizations working in the same field, sometimes between organizations in several fields. Accordingly, there are no competitive advantages to speak of that have an impact on project efficiency. However, in several cases we find managers that are pronounced in their fields heading a citizen organization having such a person is one of the competitive advantages of this organization.
- 3) With respect to Project development, a majority (55%) of the organizations have reasonable influence, with a vast minority (45%) that suffers from poor influence, and no organizations that enjoy adequate influence. The reason for such a result is the relatively low experience that most directors in the field of project management; thus their influence is affected by other factors.
- 4) With respect to Project Design, a sizable majority (70%) of the organizations have reasonable influence, with a sizable minority (30%) that suffers from poor influence, and no organizations that enjoy adequate influence. The reason for this influence is that the top management involvement in the projects design assures that the projects satisfy donor needs and agendas.
- 5) With respect to Fundraising, a majority (55%) of the organizations have reasonable influence, with a sizable minority (35%) that suffers from poor influence, and a low minority (10%) that enjoys adequate influence. The cause of this reasonable influence of fundraising is due to two main factors. First, the donors in many situations decide to give/withhold money to organizations because they are managed by citizen figureheads. Second, the top management abidance with donors' agendas.
- 6) With respect to Project Execution, there is a vast majority (95%) of the organizations suffer from poor influence; a slim minority (5%) that has reasonable influence, and no organizations that enjoy

- adequate influence. The cause for this very poor influence is due to more than one reason. First, the director general lack of experience in project management. Second, Directors that lack education and training do not apply proper management techniques and prevent other from doing so. Third, the available resources are not sufficient and needed additions are rarely attained. Fourth, the prevailing socio-political conditions handicaps, Delays, and sometimes prevents any abidance with preset plans
- 7) With respect to Monitoring & Evaluation, a sizable majority (70%) of the organizations have reasonable influence, with a sizable minority (30%) that suffers from poor influence, and no organizations that enjoys adequate influence. The reason for this influence is that top management has to keep a close inspection of the executed projects to assure that resources are not misused. Thus satisfy the donors. On the other hand, the shortage of funds forces hard decision on Directors that might not be favorable for project efficiency.
 - 8) With respect to Sustainability, a majority (60%) of the organizations have reasonable influence, with a sizable minority (35%) that suffers from poor influence, and a slim minority (5%) that enjoys adequate influence. The reason for this top management influence is not true. The Organizations members know only institutional sustainability which can be assured through the securing of funds. Since as explained earlier that the Director General plays a major role in securing the funds, the staff believed that he/she have a positive influence. If organizations considered the sustainability of the outcomes as bases for their assessment; in this case the influence would have dramatically shifted to poor.
 - 9) With respect to Reports, a sizable majority (65%) of the organizations have reasonable influence, with a slim minority (15%) that suffers from poor influence, and a slim minority (20%) that enjoys adequate influence. The reason for this top management influence is because director generals assist in making cosmetic modifications to reports presented to donors that help in making the organization image and performance looks better.
 - 10) The cross tabbing test results of the NGOs targeted managerial areas yielded that Chi-Square valued 96.317 with significance (2-sided) less than 1%.

5.4.3.2 The verification of Hypothesis # 3 “There are statistically significant Poor to Reasonable influence of the top management on the Project Management deficiencies and malpractices.”)

Table 5.23 The one sample T-test results of top management influence on Project Management

Test Value = 8					
Indicator	Mean	Std. Deviation	Mean Difference	t	P Value
Professional Expertise-Influence	5.900	2.753	-2.100	-4.824	0.000
Competitive Advantage-Influence	5.050	1.510	-2.950	-12.358	0.000
Project Development- Influence	5.467	1.832	-2.533	-8.747	0.000
Project Design- Influence	5.575	1.883	-2.425	-8.145	0.000
Project Execution- Influence	0.780	0.690	-7.220	-66.221	0.000
Fundraising- Influence	6.150	2.568	-1.850	-4.557	0.000
Monitoring & Evaluation-Influence	5.888	1.372	-2.113	-9.741	0.000
Sustainability-Impact	5.850	2.381	-2.150	-5.711	0.000
Reports-Impact	6.550	2.112	-1.450	-4.343	0.000

From Table 5.23 above, the one sample T-test results of top management influence on project management yielded that there was statistically significant poor to reasonable influence of the top management on the identified managerial deficiencies and malpractices in the areas of Professional Expertise, Competitive Advantage, Project Development, Project Design, Project Execution, Fundraising, Monitoring & Evaluation, Sustainability, Reports. Since for all these components, the actual means are less than the assumed test value (8) and the T-values are negative. Furthermore the confidence is more than 99% for all the components. It is worth mentioning at this point that the mean difference and T-value for each component correspondence to the descriptive findings in table 5.36 above. The project execution, which has previously been identified as the ones with largest percentage of poor performance, has the highest mean differences and lowest T-values. The reports which was identified as the one with highest percentage of adequate performance, has the smallest mean difference and the highest T-Value. The remaining project Management practices impacts fall in-between, in the same order as per the descriptive results.

Table 5.24 the correlation testing of Top management influence on Project Management

Inter-correlations between Overall Project Management Indicators			
	1	2	3
1 - Project Management Practices	-		
2 - PM Practices Impact on Projects	0.33*	-	
3 - Director General Influence on PM Practices	-0.05	0.22	-
Inter-correlations between Professional Expertise Indicators			
	1	2	3
1 - Professional Expertise-Identify	-		
2 - Professional Expertise- Impact	0.31*	-	
3 - Professional Expertise- Influence	0.69**	0.52**	-
Inter-correlations between Competitive Advantage Indicators			
	1	2	3
1 - Competitive Advantage-Identify	-		
2 - Competitive Advantage- Impact	0.31	-	
3 - Competitive Advantage- Influence	0.74**	0.07	-
Inter-correlations between Project Development Indicators			
	1	2	3
Project Development-Identify	-		
Project Development- Impact	0.07	-	
Project Development- Influence	0.03	0.03	-
Inter-correlations between Project Design Indicators			
	1	2	3
Project Design-Identify	-		
Project Design- Impact	0.38*	-	
Project Design- Influence	-0.34*	0.29	-
Inter-correlations between Fundraising Indicators			
	1	2	3
1- Fundraising-Identify	-		
2- Fundraising- Impact	0.00	-	
3- Fundraising- Influence	-0.20	0.05	-
Inter-correlations between Project Execution Indicators			
	1	2	3
1- Project Execution –Identify	-		
2- Project Execution – Impact	0.53**	-	
3- Project Execution – Influence	-0.17	0.04	-
Inter-correlations between Monitoring & Evaluation Indicators			
	1	2	3
1- Monitoring & Evaluation-Identify	-		
2- Monitoring & Evaluation- Impact	0.42**	-	
3- Monitoring & Evaluation- Influence	0.59**	0.31*	-

Inter-correlations between Sustainability Indicators			
	1	2	3
1- Sustainability-Identify	-		
2- Sustainability- Impact	0.24	-	
3- Sustainability- Influence	-0.33*	-0.14	-
Inter-correlations between Reports Indicators			
	1	2	3
1- Reports-Identify	-		
2- Reports- Impact	0.88**	-	
3- Reports-Impact	-0.59*	-0.30	-

* means that $p < 0.05$ & ** means that $p < 0.01$

From Table 5.24 above, the correlation testing of Top management influence on project management yields that:

- 1) On the over all level, the influence of top management on the project practices is insignificant at both identify and impact levels which means that the top management does not have a true influence on this aspect of the work.
- 2) With respect to Professional Expertise, the influence of top management on the Governance is good (0.69) with significance less than 1%, which indicates that top management has **moderate** influence compared to other factors. Also, the influence of top management on governance impact on project efficiency is acceptable (0.52) with significance less 1%, which indicates that top management has **slim** influence compared to other factors.
- 3) With respect to Competitive Advantage, the influence of top management on the managerial practices is good (0.74) with significance less 1%, which indicates that top management has **major** influence compared to other factors. While the influence on the Competitive Advantage is insignificant.
- 4) With respect to Project Development, the influence of top management on both practices and impact of practices on project efficiency is insignificant.
- 5) With respect to Project design, the influence of top management is weak (0.34) with significance less 5%, which indicates that top management has minor influence compared to other factors. While, the influence of top management on the practices impact on project efficiency is insignificant.
- 6) With respect to fundraising, the influence of top management on both practices and impact of practices on project efficiency is insignificant.

- 7) With respect to Project execution, the influence of the top management is insignificant for both identify and impact levels.
- 8) With respect to Monitoring and evaluation, the influence of top management is **reasonable** (0.59) with significance less 1%, which indicates that top management has **slight** influence compared to other factors. The influence of top management on the practices impact on project efficiency is weak (0.31) with significance less 5%, which indicates that top management has minor influence on the practices impact on project efficiency in the organization compared to other factors.
- 9) With respect to sustainability, the influence of top management on the managerial practices is low (0.33) with significance less 5%, which indicates that top management has **minor** influence on the sustainability of the organization compared to other factors. While, the influence of top management on the practices on project efficiency is insignificant.
- 10) With respect to reports, the influence of top management is **negative** (-0.59) with significance less 5%, which indicates that top management has **negative** influence compared to other factors. The influence of top management on the practices impact on project efficiency is insignificant.

5.4.3.3 Main Findings at the Influence level

The analyses results of the top management influence on the project management verify the validity of the hypothesis. Comparing the results of the Identify, impact and influence levels, yielded the following results:

- 1) With respect to Professional Expertise, the influence of the top management on the practices tend to be reasonable in a majority of the organizations; while the impact of the practices on the project efficiency tend to be poor in a majority of the organizations; and the practice level evaluation showed reasonable performance in a vast majority of the organizations. The only logical explanation to the situation would be that the reasonable influence of the top management is superior to other factors/entities. It is worth mentioning that although professional expertise exists in the organization, the issue at stake is the level of proficiency. This conclusion is corresponding to the findings of correlation testing (table 5.24).
- 2) With respect to Competitive Advantage, the influence of the top management on the practices tend to be poor in a majority

- of the organizations; the impact of the practices on the project efficiency tend to be reasonable in a sizable majority of the organizations, and the practice level evaluation showed reasonable performance in a vast majority of the organizations. The only logical explanation to the situation would be that the poor influence of the top management on the practice level is superior to other factors/entities, but there is no influence on the impact level since other factors namely the weak/lack of competitive advantage of competing organizations and the donors’ interests. This conclusion is corresponding to the findings of correlation testing (table 5.24).
- 3) With respect to Project Development, the influence of the top management on the practices tend to be reasonable in a majority of the organizations; and the impact of the practices on the project efficiency tend to be reasonable in a sizable majority of the organizations; while the practice level evaluation showed reasonable performance in a sizable majority of the organizations. The only logical explanation to the situation is that independent external factors/entities are superimposing the reasonable results on each level. It is the researcher opinion that the donors and the needs in the community is causing the reasonability in the practice and impact levels respectively. Furthermore, the directors’ experience is enabling them to make positive input on the projects during development. This conclusion is corresponding to the findings of correlation testing (table 5.24).
 - 4) With respect to project design, the influence of the top management on the practices tend to be reasonable in sizable majority of organizations; and the impact of the practices on the project efficiency tend to be reasonable in a majority of the organizations; while, practice level evaluation showed poor performance in vast majority of organizations. The only logical explanation to the situation is that top management reasonable influence is superimposed on them by other factors/entities influence; while top management true poor abilities is reflected in the project design performance. This conclusion is corresponding to the findings of correlation testing.
 - 5) With respect to Fundraising, the influence of the top management on the practices tend to be reasonable in a majority of the organizations; while the impact of the practices

- on the project efficiency is poor in a sizable majority of the organizations; and practice level evaluation showed poor in most organizations. The only logical explanation to the situation is that top management does not have a true influence, but rather the influence is superimposed by donor' entities. This conclusion is corresponding to the findings of correlation testing (table 5.24). It is worth mentioning that at this point that donor agendas favor working with specific organizations/individuals.
- 6) With respect to project execution, the influence of the top management on the practices is poor in almost all organizations; the impact of the practices on the project efficiency is reasonable in a vast majority of the organizations; and the practice level evaluation showed poor in sizable majority of the organizations. The only logical explanation to the situation would be that the reasonable influence of the top management is superimposed by donor' entities and the general weakness in other organizations. This conclusion is corresponding to the findings of correlation testing (table 5.24).
 - 7) With respect to Monitoring & Evaluation, the influence of the top management on the practices is reasonable in a sizable majority of the organizations; and the impact of the practices on the project efficiency is also reasonable in a sizable majority of the organizations; while the practice level evaluation showed poor in a majority of the organizations. The only logical explanation to the situation is that top management reasonable influence is superimposed on them by other factors/entities influence; while top management true poor abilities is reflected in the project design performance. This conclusion is corresponding to the findings of correlation testing (table 5.24).
 - 8) With respect to sustainability, the influence of the top management on the practices is reasonable in a majority of organizations; while the impact of the practices on the project efficiency is poor in a majority of the organizations; and the practice level evaluation was also poor in a majority of the organizations. The only logical explanation to the situation would be that the reasonable influence of the top management is superimposed by donor' entities and the lack of sustainability in other organizations. It is worth mentioning that donor entities focus on monitoring and evaluating

projects that they fund. This conclusion is corresponding to the findings of correlation testing (table 5.24).

- 9) With respect to Reports, the influence of the top management on the practices is reasonable in a sizable majority of the organizations; the impact of the practices on the project efficiency is reasonable in almost all of the organizations; and the practice level evaluation showed poor in a vast majority of the organizations. The only logical explanation to the situation would be that the reasonable influence of the top management is superimposed by donor’ entities and the general weakness in other organizations. While the top management poor abilities are reflected in the poor performance. This conclusion is corresponding to the findings of correlation testing (table 5.24).**

It is the researcher opinion that the influences of the other factors outside the scope of this study (namely the donors’ involvement, the general weakness in other Palestinian NGOs and the high need in the society for the services provided by the NGOs) need to be measured and analyzed independently or in combination.

5.4.4 The Answering of the Study fourth Question (How should the identified deficiencies be rectified?)

The proposed multi-dimensional framework aims at assuring Institutional sustainability of Palestinian NGO through mainstreaming Project Management best practices in Palestinian NGOs, thus rectify all the identified malpractices. The following proposed framework has been deduced based on the findings of the quantitative data attained from the tool, the qualitative data attained from the open ended questions and the researcher experience in the field. :

- 1) On the Organizational Level
 - A. All NGOs should have qualified Project Manager. Minimum Requirements for Projects Manager for CBOs and CSO are to under gone minimum 200 formal training hours in Project Management; and for the other organizational levels are minimum Master Degree in Project Management or Project Management Professional (PMP) Certification.
 - B. CBOs and CSOs must have project based structures. The other organizational levels could have Matrix structures, but it is the researcher recommendation that they too retain project based structures. In order to avoid the complexities associated with matrix structures.

- C. The organizational structure, decision taking and communication scheme should allow for maximum decentralization and flexibility.
 - D. Planning should become a religion to the organizations rather than mere superficial practice to satisfy donors' requirements.
 - E. The organizations should adopt the bottom-up approach to planning to assure maximum suitability. The planning should utilize advanced tools such as manpower analysis, risk analysis, resources allocation and contingent planning.
 - F. The organization top management should give continuous development high focus in order to assure the development of the competitive advantage of the organization, the enhancement of the organization efficiency and effectiveness.
 - G. On the Project Management Level
 - i. The organizations should focus on developing competitive advantage by means of regularly carrying out SWOT analysis and adopting the results of this analysis.
 - ii. The organization should focus on specialization in their projects, rather working in multiple unrelated fields.
 - iii. The organizations should adopt the participatory approach in the stages of project development, project design and reporting.
 - iv. The budgets and projects for the organization should be build in the base and refined and summarized as we go up the hierarchy of the organizations, i.e. the bottom-up approach rather than the current top-down approach.
 - v. The adoption of the bottom-up approach will also assist in achieving better compliance between organizational abilities and targeted results.
 - vi. The organizations are advised to apply financial decentralization based on projects to assure consistency and minimize problems.
 - vii. The Communication within the organization need to be developed as part of the structures reforms.
- 2) On the Community Level
- A. Local Universities and training institutes should provide specialized trainings/diplomas in the Basic Project Management Process Groups, the basic nine knowledge areas unique to project management, the Project lifecycle, and the various

project management schools. Furthermore these training courses/diplomas should be given by Project Management professionals.

- B. The community needs to take more proactive role in the development of projects that meet its needs and expectations and refuse to cooperate with organizations that execute useless projects.
- C. The community has to understand and to play its true role being the sole strategic partner to all organizations.

3) On the Regulatory and Governmental Level

A. The formation of the higher counsel for Non-Governmental Sector which is a subsidiary of the cabinet. The counsel is chaired by the ministry of Justice, where all benevolent/nongovernmental organizations and Non-profit companies are registered. The counsel members are the Ministry of Health, Ministry of Education, Ministry of Social Affairs, Ministry of Labor and public works, Ministry of Local Government, Ministry of Economics, Ministry of Interior, Ministry of Agriculture and Ministry of Women Affairs. The ministry of Justice is responsible of issuing the license in accordance with the hereinafter criteria. The other Ministries are responsible for monitoring the activities of the licensed organizations and assuring the abidance with the set performance indicators.

B. Proposed amendments to the law:

- i. Every Organization applying for and/or is licensed has to have a minimum of three and maximum of ten objectives. Each of these objectives should be based on specific and identified need of the target beneficiaries. Each of these objectives must be Specific, Measurable, Achievable, Realistic and Time Bound. Every two years, the organization is allowed to modify maximum one third of its objectives.
- ii. Organizations are allowed to execute projects and/or activities that fall directly under their objectives. The first time an organization violates this principle is issued a warning and is put under probation for one year. The repetition of this behavior would result in the closing down of the organization, the canceling of its license, and the black listing of the board members.
- iii. The Organizations should be licensed at four levels:
 - a. Every new organization is licensed as Community Based Organization (CBO). The CBO Eligibility Criteria

- a) only one CBO is allowed per every 1000 persons living in one geographic area, b) executing projects/Activities of not less than 50,000USD annually, c) executing developmental activities and/or providing basic services of not less than 40% of their annual budget, and d) having permanent staff size not less than 5 full-time employees. . The CBO are only allowed to execute projects that satisfy need(s) of their targeted beneficiaries. CBOs are not allowed to execute projects that target other beneficiary group. The CBO board members are permanent residents (for at least years) of the CBO sphere of Auspices. The CBO has one office located within its sphere of auspices. The CBO license is for a period minimum 2 years. After these two years, the organization is eligible to apply to improve its license level if it satisfies the set criteria for the following level. On the other hand, if the CBO fails to meets the eligibility criteria, its license get revoked and the Board members are banned from forming a new CBO for 3 years.
- b. The second level of licensing is Civil Society Organization (CSO). The CSO eligibility criteria are a) executing projects for two consecutive years of not less than 500,000 USD annually, b) executing developmental activities and/or providing basic services of not less than 40% of their annual budget for two consecutive years, and c) having permanent staff size not less than 40 full-time employees. The CSO works minimum in one specific field and maximum in three closely related fields. The CSO sphere of auspices covers minimum one city and maximum one governorate. The CSO have the right to have more than one office place, but all its offices have to be within its sphere of auspices. The CSO license is for a period minimum 3 years. After these three years, the organization is eligible to apply to improve its license level if it satisfies the set criteria for the following level. On the other hand, if a licensed CSO fails to meet the eligibility criteria for two consecutive years, its license is down graded to CBO.
- c. The third level of licensing is National Non Governmental Organization (NNGO). The NNGO eligibility criteria are a) executing projects for two

consecutive years of not less than 2,500,000 USD annually, b) executing developmental activities and/or providing basic services of not less than 40% of their annual budget for two consecutive years, c) having permanent staff size not less than 80 full-time employees, and d) have a three year strategic plan. The NNGO works minimum in one specific field and maximum in three closely related fields. The NNGO sphere of auspices covers minimum all of the southern or northern Governorates and maximum all the Palestinian governorates. The NNGO has to have more than one office place, with one office in each serviced governorate. The NNGO Head Quarters has to be in the City of its original CBO license. The NNGO license is for a period minimum 3 years. After these three years, the organization is eligible to apply to improve its license level if it satisfies the set criteria for the following level. On the other hand, if a licensed NNGO fails to meet the eligibility criteria for two consecutive years, its license is down graded to CSO.

- d. The fourth level of licensing is Regional/International Non Governmental Organization (RNGO/INGO). The RNGO/INGO eligibility criteria are a) executing projects for two consecutive years of not less than 10,000,000 USD annually, b) executing developmental activities and/or providing basic services of not less than 40% of their annual budget for two consecutive years, c) having permanent staff size not less than 150 full-time employees, d) have a three year strategic plan, and e) is a branch or has branches in other countries. The RNGO/INGO works minimum in one specific field and maximum any number of related fields. The RNGO/INGO sphere of auspices covers minimum all of the southern or northern Governorates and maximum all the Palestinian governorates. The RNGO/INGO has to have more than one office place, with one office in each serviced governorate. The RNGO/INGO country Head Quarters can be in any place. The RNGO/INGO license is for a period minimum 4 years. On the other hand, if a licensed NNGO fails to meet the eligibility criteria for two consecutive years, its license is down graded to NNGO.

- e. There is no limitation of the down grading or upgrading of the organization license.
 - f. Fund management is not allowed at the CBO and CSO levels.
 - g. This law is applicable for all types of benevolent/Non Profit Organizations and Non Profit Companies.
- C. After the amendment of the law, there should be review and evaluation of all current NGOs. A new licensing is issued based on the new set criteria. Any organization that does not meet any of the set criteria for the four levels should be given a six month period to rectify its situation or loose its license.
- 4) On the Donor Community Level
- A. The donors need to assist in the development of the organizations capacities, and insists on it in all projects.
 - B. The Donor community needs to stop forcing agendas on the Palestinian Organizations and community that do not meet their needs and expectations.

Chapter 6

Conclusions and Recommendations

Upon the completion of the analysis of the collected data and the verification of the validity of the Hypotheses, the researcher has compiled several conclusions and recommendations.

6.1 Conclusions

The researcher has upon the completion of this study has drawn the following conclusions:

- 1) The Palestinian NGOs have significant Characteristics as follows:
 - a. There is mismatch between organizational structures of all the organization in the sample (Department based) while 80% of the organizations are Project Driven since they depend on projects funding to cover more than 50% of their budgets.
 - b. 45% of the Palestinian NGOs do not have a dedicated Projects Manager.
 - c. Palestinian NGOs are relatively large for national organizations since 57.5% of the organizations have more than 50 employees.
 - d. Palestinian NGOs have small budgets; since 67.5% of the specimen have annual budgets less than 1.5 million USD
- 2) The PM have significant Characteristics as follows:
 - a. The analysis of the Personal qualifications of the Project managers in the sample indicates that most of the organizations lack suitable qualifications and expertise in the area of project management; since 65% of PMs have degrees other than Business Administration or engineering, 77.5% of the PMs very low experience as project member (Less than ten projects), and 62.5% of the PMs have managed less than 10 projects.
 - b. In 90 % of the organizations, the project management practices are not up to required professional standards because they are not based on sound scientific bases attained through formal education or training. Since in 57.5% of the cases, the PMs in these organizations rely on their personal experience. In 22.5% of the cases the PM had training only in Proposal Writing and Fund Raising.
 - c. In 32.5% of the organizations the director general was acting as projects manager because there are other qualified staff

member and there is no need for dedicated projects manager. In the remaining organizations the Project manager was selected for the post because of the linguistic ability, familiarity with the organizations filed of work, and ability to express themselves eloquently.

- d. PMs' are only involved in writing the proposal, attaining the funds and report writing stages of the project lifecycle. Most of the time they do not carry out their supposedly true duties.
 - e. All the organizations have projects managers or acting project manager, but no projects office/department.
- 3) From the qualitative data attained from the open-ended questions, it is safe to conclude that Project managers in Palestinian NGOs understand the presence of projects management malpractices and the deficiencies, but the general organizational environment prevent the remedy of such malpractices.
 - 4) The Projects Managerial Practices in the Palestinian NGOs are inadequate thus require massive modifications in order to remedy the problems within these organizations. It is important at this point to raise an alarming sign that continuation of such trends and behavior in the future will cause the problems facing Palestinian NGOs to escalate. This may cause, at best case scenario, the NGO sector to be ineffective and, at worst case scenario, the failure of this important sector, in other words lack of Institutional sustainability.
 - 5) The intensity of the problems varies from one practice to another. More than 85% of the Organizations have severe problems in the areas of Competitive Advantage, Project Design, Fund Raising, Project Execution, Monitoring & Evaluation, Sustainability, and Reports. The remaining 15% of the organizations have moderate problems in the area of Project Development and professional expertise.
 - 6) Although the NGOs are project driven; project management is the one with the most sever deficiencies among all the other management disciplines. The reasons for this are many, namely:
 - a. Locally a Projects Manager is rated according to how well he/she can develop proposals, how much funds he/she can raise, and how well he/she can write reports. This is unfortunately a misperception of Project management.
 - b. The top management understanding of the Project management best practices is inadequate and requires mitigation.

- 7) The donor entities/communities did not assist in solving the problems facing project management in the NGOs but rather assisted in the escalation of their severity.
- 8) The impact of the current practices on projects execution efficiency is poor under fundraising (75%) and the professional expertise (55%), and reasonable in the remaining practice by percentages more than 60%.
- 9) The influence of the top management on most of the Project Management practices tend to be reasonable in a majority of the organizations; while the impact of the practices on the project efficiency tend to be reasonable in a sizable majority of the organizations, nevertheless, practice level evaluation showed high poor performance in a sizable majority of the organizations. The only logical explanation to the situation would be that the reasonable influence of the top management is superimposed on the Top management by other factors/entities; while their true poor abilities is reflected in the general management performance.
- 10) The Palestinian Law is weak and is not touching the core issues related to the NGO sector. Thus there is an urgent need for the amendment of the law to rectify the existing weaknesses. In the recommendations section, hereinafter, the researcher has developed several recommendations that need to be considered as future amendments to the law.
- 11) The research has proposed framework for mainstreaming project management best practices is multi-dimensional:
 - a. On the Organizational Level,
 - b. On the Project Management Level,
 - c. On the Community Level,
 - d. On the Donor Community Level, and
 - e. On the Regulatory and Governmental Level.

6.2 Recommendations

Based on the above and all the above conclusions the researcher proposes the following recommendations:

- 1) Organization Boards should consider the adoption of the proposed framework above if they are interested in mainstreaming Project Management Practices in their organizations.
- 2) The tool at its current status is partial, it is the researcher opinion that two additional aspects should be developed which are a)

- survey for the beneficiaries, b) develop additional tool that address the relations with external environment and the organization professional work.
- 3) The study has been conducted on NGOs in Gaza strip only thus it is imperative to conduct similar study utilizing the developed tool to analyze the situation of the NGOs in the West Bank.
 - 4) This study should be the bases of more specialized studies, each should focus one aspect of management of the organization that go further in-depth in analyzing the sub-activities of each practice.
 - 5) This study should be followed by another specialized study(ies) that analyze the inter-effect/reaction of one Management field and the other management fields identified in the NGOs.
 - 6) In this study, we investigated the influence of the Director General of the organization. It is the researcher belief that there are other factors outside the scope of this study had a major influence that caused the inconsistencies between the findings at the level of practice, measure and influence. It is the researcher opinion that some of these factors are the organization characteristics, the skills and experiences of the staff, the community and its reaction to the organization, the complexity and sophistication of service/projects, the donors involvement, and the government and other complementary and competitive organizations. Each of these factors would require an independent study to measure its influence.
 - 7) The proposed amendments in the framework above should be the bases of a specialized legislative study to formulate these recommendations in acceptably formalized amendments; thus can be considered by the Legislatives and Government to ratify the situation of the NGO sector and assure that the organizations are carrying out their share of the development of the Palestinian community.

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Annex 1: Arabic Tool

م.ش	B	رقم الاستبيان		الجامعة الإسلامية بغزة كلية التجارة عمادة الدراسات العليا برنامج إدارة الأعمال
		تاريخ تعبئة الاستبيان		
		تاريخ تفرغ الاستبيان		

أخي الكريم

السلام عليكم ورحمة الله وبركاته.....وبعد

الموضوع /أداة تقييم ممارسات إدارة المشاريع لدى مؤسسات المجتمع المدني الفلسطيني

يسعى الباحث في هذه الأداة إلى تحليل ممارسات إدارة المشاريع لدى مؤسسات المجتمع المدني الفلسطيني، وذلك كبحث أكاديمي تكميلي لنيل درجة الماجستير في إدارة الأعمال، حيث أننا نؤمن بأنكم خير مصدر للوصول للمعلومات المطلوبة كونكم أهل خبرة واختصاص، ونعهد بكم الاهتمام والاستعداد الدائم لموازرة الأبحاث العلمية التي تخدم مجتمعنا.
إن حرصكم على تقديم المعلومات الكافية بدقة وموضوعية سيؤدي وبدون شك إلى تقييم أفضل لموضوع الدراسة مما سيعود بالنفع والخير على مؤسساتنا ووطننا إنشاء الله.
علما بأن كافة المعلومات التي سيتم الحصول عليها سوف تكون سرية ولن تستخدم إلا لغرض البحث العلمي.

شاكرين حسن تعاونكم معنا

الباحث / إبراهيم العف
بإشراف / د. رشدي وادي

:	:
_____ /	_____ /
_____ /	_____ /

أولاً / بيانات شخصية الخاصة بمدير مشاريع المؤسسة

1. الجنس: ذكر أنثى

2. العمر: سنة

3. أعلى درجة علمية:

4. مجال الدراسة:

5. عدد سنوات الخبرة في المنصب الحالي: سنة

6. عدد المشاريع التي شاركت فيها:

7. عدد المشاريع التي أدرتها:

8. عدد المشاريع التي أشرفت عليها:

ثانياً / بيانات خاصة بالمؤسسة

9. تصنيف المؤسسة:

NNGO NPC Charity CSO CBO

10. مجال العمل:

Agriculture & Environment Culture & Sports
 Democracy & Human Rights Economy & Development
 Education & Development Health & Rehabilitation
 Social Services & Relief Women & Child

11. عمر المؤسسة: سنة

12. عدد الموظفين بالمؤسسة:

50-0 100-51 150-101 أكثر من 150

13. معدل موازنة السنوية للمؤسسة خلال الثلاث سنوات الماضية (بالدولار الأمريكي):

أقل من نصف مليون نصف - 1 مليون 1 - 1.5 مليون 1.5 مليون - 2 مليون
 2 - 2.5 مليون 2.5 - 3 مليون أكثر من 3 مليون

14. معدل الاعتماد على المشاريع في تمويل نشاطات المؤسسة:

0% - 25% 26% - 50% 51% - 75% 76% - 100%

القسم الأول: قياس ممارسات إدارة المشاريع في المؤسسة

يهدف هذا القسم إلى قياس ممارسات إدارة المشاريع في المؤسسة وأثرها على كفاءة تنفيذ المشاريع، برجا أن يتم تقييم مدى انطباق الجمل التالية على الوضع داخل المؤسسة من صفر إلى 10 حيث يكون صفر أقلها و 10 أعلاها. والرجاء عدم ملء الخانات المظلمة.

B1	يوجد لدى المؤسسة خبرات فنية أو مهنية كافية من حيث الكم والكيف لتنفيذ نشاطاتها ومشاريعها.
B2	إذا وجدت حاجة، تقوم المؤسسة بتوفير أية موارد فنية/بشرية إضافية لتنفيذ المشاريع من حيث العدد والكم والنوع.
B3	لدى المؤسسة نظام فني أو مهني مكتوب يوضح أهم جوانب عملية الخدمات.
B4	تبنى المؤسسة نظم الأداء الفني بناء على احتياجات المشاريع.
B5	لدى المؤسسة نظام جودة داخلي يسهم في ضمان كفاءة تنفيذ المشاريع.
B6	يتم توفير الاحتياجات الفنية للمشاريع بمجرد تحديدها وبسرعة مما رفع كفاءة تنفيذ المشاريع.
B7	تقوم المؤسسة بتنفيذ مشاريعها بشكل أكثر فاعلية/كفاءة مقارنة بالمؤسسات المماثلة.
B8	تقوم المؤسسة بتقييم النشاطات المماثلة لها في المؤسسات الأخرى بشكل مستمر.
B9	تقوم المؤسسة بشكل مستمر بعملية تحليل القوة والضعف والفرص والمخاطر (SWOT Analysis).
B10	تستخدم المؤسسة نتائج تحليل القوة والضعف والفرص والمخاطر لتطوير ميزتها التنافسية في مشاريعها.
B11	يتم احتساب نسبة الإنجاز في المشاريع بناء على حجم التنفيذ الكمي للنشاطات.
B12	تعتبر المؤسسة أنه تم إنجاز مشاريعها إذا تم تحقيق الأهداف المرجوة بغض النظر عن حجم النشاط المنفذ.
B13	تقوم المؤسسة بشكل دوري بتحديد الاحتياجات من خلال عملية تقييم احتياجات.
B14	يشارك المهنيين الفنيين بالمؤسسة في عملية تقييم الاحتياجات.
B15	يشارك المجتمع الفئمة المستهدفة في عملية تقييم الاحتياجات.
B16	تقييم احتياجات المجتمع – الفئات المستهدفة هو الأساس في البدء في تطوير مشاريع جديدة للمؤسسة.
B17	تختار المؤسسة احتياجات المجتمع الفئات المستهدفة التي تتماشى مع توجهاتها وأهدافها وقدراتها كمواضيع لمشاريعها الجديدة مما رفع كفاءة تنفيذ المشاريع.
B18	المشاريع الجديدة للمؤسسة تطور بشكل يمزج بين سد احتياج لدى الفئة المستهدفة و توجهات الممولين مما رفع كفاءة تنفيذ المشاريع.
B19	في حال وجود اختلاف أو تناقض بين احتياجات المجتمع وتوجهات الممولين تلتزم المؤسسة بتوجهات الممولين لتصميم مشاريعها الجديدة.
B20	التغذية الراجعة من المستفيدين للمشاريع السابقة للمؤسسة يتم أخذها بعين الاعتبار عند تصميم أي مشاريع جديدة للمؤسسة مما رفع كفاءة تنفيذ المشاريع.
B21	عملية تصميم/كتابة مقترحات المشاريع الجديدة للمؤسسة تتم بمساهمة: الأطعم المهنية في المؤسسة.
B22	الأطعم المالية والإدارية للمؤسسة.
B23	الفئات المستهدفة من المشروع.
B24	خبراء خارجيين أو استشاريين.
B25	إدارة المشاريع أو ضباط المشاريع
B26	في حال وجود اختلاف بين توجهات المؤسسة وتوجهات الممولين يتم: الالتزام المطلق بتوجهات المؤسسة.
B27	التنازل وقبول توجهات الممولين.
B28	التوصل إلى حلول وسط ترضى كل من المؤسسة والممولين.
B29	استخدام آلية الإطار النظري (Log Frame) في تصميم المشاريع الجديدة للمؤسسة أسهمت بشكل فعال في رفع كفاءة تنفيذ المشاريع.
B30	عند تصميم المشاريع الجديدة للمؤسسة يتم وضع أهداف قابلة للقياس و مؤشرات نجاح واضحة للمشاريع.
B31	يتم وضع خطط أساسية للمشاريع الجديدة للمؤسسة في مرحلة التصميم.
B32	نجاح المؤسسة في جلب تمويل كاف يعود إلى الكفاءة العالية والشفافية.
B33	نجحت المؤسسة خلال السنوات الثلاث الماضية في جلب تمويل يكفي احتياجات مشاريعها.
B34	لدى المؤسسة كفاءات بشرية كافية لجلب التمويل من الممولين وأو طرق أخرى للتمويل.
B35	تعتمد المؤسسة في الحصول على التمويل من مصادر متنوعة لتغطية تكاليفها ونشاطاتها من بين مكوناتها: بيع الخدمة للمجتمع والمؤسسات الأخرى.
B36	مشاريع مدرة للدخل.

	مساهمات من المجتمع المحلي.	B37
	يتميز الدعم المالي التي تحصل عليه المؤسسة في العادة من مموليها بكونه ثابت أو متزايد على مر الزمن مما رفع كفاءة تنفيذ المشاريع.	B38
	يركز الممولون في دعمهم للمؤسسة على:	
	مجال عمل أو مشروع وحيد للمؤسسة.	B39
	أكثر من مجال عمل أو مشروع للمؤسسة.	B40
	كفاءة المشاريع تأثرت إيجابا بوجود ممول أو أكثر لدى المؤسسة يقومون بدعم:	
	بشكل كامل احد مجالات أو مشاريع المؤسسة.	B41
	بشكل جزئي احد مشاريع أو مجالات العمل في المؤسسة.	B42
	بشكل كامل أكثر من مجال عمل أو مشروع للمؤسسة.	B43
	بشكل جزئي أكثر من مجال عمل أو مشروع للمؤسسة.	B44
	بعض ممولين المؤسسة يصرون على وجود شركاء في نفس المشاريع مما رفع كفاءة تنفيذ المشاريع.	B45
	يتم وضع خطط تفصيلية للمشاريع قبل البدء في التنفيذ.	B46
	يتم توفير الموارد البشرية والمادية اللازمة للمشروع قبل موعد الاحتياج لها.	B47
	في العادة تكون نشاطات مشروع غير مبنية على بعضها البعض وبالتالي تنفذ عدة نشاطات في نفس الوقت مما رفع كفاءة تنفيذ المشاريع.	B48
	في العادة تنفذ المؤسسة مشاريعها على مراحل متتابعة وبالتالي يتم البدء في المرحلة بعد الانتهاء من المرحلة التي تسبقها بالكامل أسهمت بشكل فعال في رفع كفاءة تنفيذ المشاريع.	B49
	في حال تغير الظروف المحيطة بالمشروع يتم تعديل التنفيذ بما يتماشى مع الظروف المرورية ويحقق أهداف المشروع، مما رفع كفاءة تنفيذ المشاريع.	B50
	في حال حدوث مشاكل أو معوقات أثناء التنفيذ يتم أخذ قرارات أو وضع خطط بديلة تمنع تعطل تنفيذ المشروع.	B51
	تعتمد إدارة المشاريع في تنفيذ مشاريع المؤسسة على تطبيق:	
	PRINCE	B52
	EVO	B53
	PMPM	B54
	Six Sigma	B55
	Project Office	B56
	يتم التأكد من الكفاءة في إدارة المشاريع من خلال نظام واضح لتقييم ومتابعة التنفيذ.	B57
	تقوم المؤسسة بعملية التقييم القبلي والبعدي مما يمكن القيام بعملية التقييم الكيفي للمشاريع المنفذة.	B58
	نجاح المؤسسة في عملية مراقبة و تقييم المشاريع سببه وضع أهداف واضحة ومؤشرات سليمة أثناء عملية التصميم، مما رفع كفاءة تنفيذ المشاريع.	B59
	تقوم المؤسسة بالاعتماد على نظام تدقيق العمليات لتقييم الأداء في المشاريع بشكل كمي.	B60
	تستخدم المؤسسة عدة نظم لمتابعة وتقييم المشاريع.	B61
	تشارك المؤسسة المستفيدين من المشاريع في عملية تقييم ومراقبة التنفيذ.	B62
	أطقم إدارة المشاريع تشارك باقي موظفي المؤسسة في نتائج عملية تقييم المشاريع وتقويم مشاكل التنفيذ.	B63
	تؤكد المؤسسة على استدامة مخرجات المشاريع من خلال:	
	ملائمة الخدمات التي تقدمها واحتياجات المجتمع.	B64
	السماح للمجتمع المستهدف بالمساهمة أو المشاركة في عملية تقديم الخدمة.	B65
	إتباع آليات للتأكد من استمرار النشاطات بعد انتهاء المشاريع.	B66
	يتم في التصميم أو التنفيذ للمشاريع برمجة عملية إحلال المجتمع بدل المؤسسة في النشاطات	B67
	يتم التأكد من استدامة نتائج المشروع في حال الالتزام بتوجهات المشروع ابتداء من مرحلة التصميم مرورا بالتنفيذ.	B68
	مشاريع المؤسسة التي تخاطب احتياجات المجتمع من عدة زوايا وباستخدام آليات تكاملية لها فرص استدامة أفضل.	B69
	يتم كتابة التقارير الدورية للمشروع:	
	بناء على المعلومات المتوفرة لدى طاقم المشروع.	B70
	يتعاون جميع الأفراد القائمين على المشروع في الإعداد والصياغة.	B71
	يتم الانتهاء من التقارير الدورية في موعدها دائما نتيجة لكفاءة تنفيذ المشاريع.	B72
	التقارير الدورية تناقش تنفيذ نشاطات المشروع بشكل كمي وتركز على كفاءة تنفيذ المشاريع.	B73

B74	تقارير المشروع السنوية والختامية تعتمد في الأساس على التحليل الكيفي للتنفيذ مما رفع كفاءة تنفيذ المشاريع.
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لقسم الثاني: يهدف هذا القسم على تقييم أثر خواص وقدرات الإدارة العليا للمؤسسة على ممارسات إدارة المشاريع

يهدف هذا القسم إلى تقييم أثر خواص وقدرات الإدارة العليا للمؤسسة على ممارسات إدارة المشاريع ، برضاء أن يتم تقييم مدى انطباق الجمل التالية على الوضع داخل المؤسسة بدرجة من صفر إلى 10 حيث يكون صفر أقلها و 10 أعلاها. والرجاء عدم ملء الخانات المظلمة.

B75	قناعات الإدارة العليا للمؤسسة بالأهمية القصوا للمشاريع لضمان استمرار المؤسسة أسهم في تجنيد موارد بشرية كافية مهنيا وعدديا لتنفيذ المشاريع بكفاءة قصوا.
B76	إيمان المدير العام بأنه يجب أن تخاطب مشاريع المؤسسة احتياجات جميع الفئات العمرية والجنسية أسهم في وجود تنوع في مشاريع المؤسسة.
B77	إيمان الإدارة العليا بضرورة الميزة التنافسية للمؤسسة ومشاريعها أوجب الاهتمام والمواظبة على مقارنة نشاطات المؤسسة ومشاريعها بتلك المقدمة من المؤسسات المنافسة.
B78	تطبيق الإدارة العليا لنتائج الآليات التحليل مثل تحليل القوة والضعف والفرص والمخاطر أسهم بشكل ايجابي في احتفاظ المؤسسة بميزتها التنافسية.
B79	إيمان المدير العام بأن تطوير المشاريع بمساهمة أعضاء المؤسسة والفئة المستهدفة هو أمر مفصلي يترتب عليه النجاح أو الفشل في ما يلي ذلك من مراحل.
B80	إصرار المدير العام على تطوير المشاريع الجديدة للمؤسسة بشكل يمزج بين سد احتياج لدى الفئة المستهدفة و توجهات الممولين أسهم في إنجاح ما يلي ذلك من مراحل.
B81	نجحت المؤسسة بناء على سياسات المدير العام في بناء جو من التواصل والثقة المتبادلة بين المؤسسة ومشاريعها من جهة والمجتمع المستهدف من جهة أخرى.
B82	نتيجة لفهم الإدارة العليا لنظريات إدارة المشاريع فقد تم إيجاد تطور نوعي في عملية تصميم المشاريع الجديدة بناء على احتياجات المجتمع و توجهات المؤسسة وبإسهام جميع أفراد المؤسسة والفئة المستهدفة.
	الإدارة العليا في المؤسسة تقوم بتطبيق
B83	PRINCE
B84	EVO
B85	PMPM
B86	Six Sigma
B89	نتيجة لتطبيق الإدارة العليا لنظريات إدارة المشاريع الحديثة فقد تم إيجاد تطور نوعي في عملية تنفيذ المشاريع.
B90	نجاح المدير العام والأطقم المساعدة في مجال جلب التمويل كان مبنيا على أساس إتباع سياسات وآليات صحيحة في هذا المجال.
B91	تصر الإدارة العليا في حال تغير الظروف المحيطة بالمشروع (قبل البدء أو أثناء التنفيذ) أن يتم تعديل التنفيذ بما يتماشى مع الظروف المرورية ويحقق أهداف المشروع.
B92	تقوم الإدارة العليا بعملية التقييم والمتابعة لتنفيذ المشاريع لضمان الكفاءة والفاعلية.
B93	لا تدخر الإدارة العليا وقتا وجهدا للقيام بعملية المتابعة والتقييم.
B94	تحت الإدارة العليا المستويات الإدارية الأقل منها القيام بعمليات المتابعة والتقييم كل في مجال اختصاصه.
B95	تقييم المدير العام للنجاح في أي مشروع مرتبط بشكل أساسي باستخدام المخرجات التي حققها المشروع.
B96	يتابع المدير العام التقارير الداخلية والخارجية بشكل حثيث ومركز للتأكد من أن المشاريع يتم تنفيذها بكفاءة وأن الأهداف المرجوة منها يتم تحقيقها.

مع جزيل الشكر والتقدير،،،،

Annex 2: English Tool

The Islamic University In Gaza School of Commerce MBA Program		Number		
		DD	MM	YY
		Date of Filling		
		Date of Extraction		

Dear Colleague

The researcher aims to measure the project management practices in Palestinian NGOs. This tool is the application part of the master thesis to attain Master Degree in Business Administration. You have been addressed to complete this questionnaire due to your vast experience in the field of project management and Palestinian NGOs. Furthermore you have been selected because of our confidence of your impartiality and objectivity in completing this questionnaire thus assisting in reaching accurate findings that would consequently help to build scientific/academic bases for developing the project management practices in the Palestinian NGOs.

Please take into consideration that the provided information would be treated with utmost secrecy and used for the purposes of scientific research only. And as a researcher I can guarantee that.

Finally thank you in for your Acceptance and your time and efforts for answering the questions in this tool.

Best Regards

The researcher: Ibrahim El-Aff
The Research Supervisor: Dr. Rushdi Wady, Business Administration Department Head

N.B: If you are interested to attain the research summary that will include the findings and the recommendations for improvement please fill the following data fields:

- Obligatory Fields: Name: _____
 Tele: _____ Organization: _____
- For Hard copies: Full Address: _____

First Personal Data:

Please mark the box with the most appropriate answer:

1. Gender
 Male Female
2. Age (years old):
3. Highest education certification attained:
4. Field of Education:
5. Number of Years of Experience in Project Management (in General):
6. Number of Projects Membership:.....
7. Number of Projects Managed:
8. Number of Projects Supervised:

Second Organization Information:

9. Organization type:
 NNGO NPC Charity CSO CBO
10. Organization Field of Work:
 Agriculture & Environment Culture & Sports
 Democracy & Human Rights Economy & Development
 Education & Development Health & Rehabilitation
 Social Services & Relief Women & Child
11. Organization Age (in Years):
12. Organization Staff Size:
 0-50 51-100 101-150 More than 150
13. Organization annual Budget (In USD)
 Up to 500,000 Up to 1 Million Up to 1.5 Million Up to 2 Million
 Up to 2.5 Million. Up to 3 Million More than 3 Million
14. Level of dependence on Projects in funding
 0-25% 26- 50% 51-75% 76-100%

Section 1: The Measurement of Project Management Practices in Palestinian NGOS.⁴

This section aims at measuring the project management practices in Palestinian NGO. Please evaluate the degree of relevance of the following statements to the situation in your organization with a grade between 0 and 10, where 0 is the lowest and 10 is the highest. Please do not fill in the grayed areas.

#	Statement	Score
Professional Expertise Identify		
B1	The organization have sufficient internal expertise (quantitatively an qualitatively) to execute its projects/programs	
B2	If there is need, the organization recruit the required additional expertise (quantitatively an qualitatively)	
B3	The organization has documented technical procedures/best practices in its main service areas.	
Professional Expertise Measure		
B4	The organization technical procedures/best practices are designed based on its projects' needs.	
B5	The organization has in-house quality assurance systems that assures its projects execution efficiency	
B6	The speed in recruiting additionally needed expertise, raised the organizations project execution efficiency	
B7	The organization constantly delivers its product/services more effectively relative to other organizations.	
B8	The organization constantly monitor other similar organizations and/or services delivery to assure the continuation of its comparative advantage	
B9	The organization constantly performs SWOT analysis.	
B10	The organization utilize the results of the SWOT analysis as bases to enhance it comparative advantage	
B11	The organization concentrates on achieving the activities quantitatively	
B12	The organization considers their project successfully achieved if the desired impact has been visualized regardless of the quantity of activities performed	
B13	The organization identifies the community needs through regular needs assessment exercises	
B14	The professionals/technicians in the organization participate in the needs assessment exercises.	

⁴ The researcher has utilized the PONAT (Participatory Organization Needs assessment Tool) as bases to design this section of the questionnaire, which is aimed at analyzing the current status of the organization.

B15	The beneficiaries participate in the needs assessment exercises.	
B16	The findings of the needs assessment exercises is the bases for any new projects of the organization	
B17	The organization selects the community needs, which corresponds to its directives and abilities, as topics for it new projects thus enhanced projects efficiency.	
B18	The new projects balances between the community needs and donors agendas which was reflected positively on the projects efficiency	
B19	In case of contradiction between the community needs and the donors agendas the organization abides with the donors needs in the new projects.	
B20	The feed back from the beneficiaries of previous projects are taken into consideration when designing following projects, thus positively increasing the efficiency of the new projects	
	New projects proposals are developed with contribution from:	
B21	The organization professional staff	
B22	The organization Financial and Admin staff	
B23	The targeted beneficiaries from its projects/programs	
B24	External experts/consultants	
B25	Projects Manager/officers	
	In case of contradiction between the organization and the donors agendas:	
B26	Complete abidance with the organization	
B27	Concede to donor agenda	
B28	Reach a compromise that satisfies both the donors and organization	
B29	The utilization of the “Log Frame Approach” assisted in increasing the efficiency in executing the organization projects/programs	
B30	When designing new projects/programs, the organizations develops measurable objectives and success indicators	
B31	Projects Action plans are developed during design stage	
B32	The high transparency and efficiency are causes of the organization ability to secure sufficient funds	
B33	During the past three years, the organization secured sufficient funds to cover its needs.	
B34	The organization have sufficient human resources to secure needs funds through fundraising activities and/or other means	
	The organization depends on more than one sources to	

	secure needed funds, including:	
B35	Selling of service to the community and other organizations	
B36	Income generating projects	
B37	Contributions from the society	
B38	The support received from the donors is characterized by being constant or increasing over time, which was reflected positively on the projects.	
	The donors support to the organization is:	
B39	Focused on single project/field of work	
B40	Diversified on more than one project / field of work	
	Projects efficiency has been affected positively by the presence of a donor or more that support:	
B41	Fully one of the organization’ projects / fields of work	
B42	Partially one of the organization’ projects / fields of work	
B43	Fully more than one of the organization’ projects / fields of work	
B44	Partially more than one of the organization’ projects / fields of work	
B45	Some of the organization donors insist on having funding partners in the projects they support, which was reflected positively on projects efficiency.	
B46	Detailed action plans are developed before the start of implementation	
B47	Any additional resources (human or otherwise) required for the project are attained prior to them being needed.	
B48	The project’ activities are not inter-dependant accordingly several activities are being executed in parallel, which positively improved projects efficiency.	
B49	The organization projects are characterized by being grouped in consecutive phases. Accordingly, any phase is started after the prior phase has ended which had its positive impact on the project efficiency	
B50	When the project execution context changes, the action plans are modified to compensate for the change and assure the achievement of the project’ objectives.	
B51	In case of problems/handicaps occurring, decisions are taken (or contingency plans are developed) to over come these handicaps and prevent execution delays.	
	The organization adopt the following project management school	
B52	PRINCE	
B53	EVO	
B54	PMPM	

B55	Six Sigma	
B56	Project Office	
B57	The project efficiency is assured through a clear and precise system for monitoring and evaluation	
B58	The organization does pre and post assessments which enable qualitative evaluation of executed projects	
B59	The success of the organization in monitoring and evaluation practices is due to developing measurable objectives and success indicators during project design	
B60	The organization utilize operations auditing to monitor and evaluate quantitative performance	
B61	The organization utilizes more than one monitoring and evaluation system simultaneously	
B62	The organization enables the participation of the beneficiaries in the monitoring and evaluation of projects	
B63	The projects management staff shares the results of the projects evaluation and monitoring with the other staff of the organization	
	The organization assure the sustainability of projects outputs through:	
B64	its services are responsive to targeted community needs	
B65	Allowing the community to participate in the service delivery	
B66	Adopting strategies that ensure the continuation of the activities after the projects ends.	
B67	Build programmatic phasing out strategies during projects design	
B68	The organization assures the programs/projects outputs sustainability starting from the design stage all through the project life cycle	
B69	The organization projects that addresses the community needs from multiple approaches have better chances of sustainability	
	The project periodical reports are developed through:	
B70	The available information with the project staff	
B71	The participatory approach of all the project staff in all phases of the report	
B72	The organization reports are always finalized on time, due to the project management efficiency	
B73	The project periodical reports focus on the quantitative aspects to establish the project efficiency.	
B74	The annual reports focus on qualitative aspects of the project which is reflected on the project efficiency	

Section 2: The influence of the Top management on the project management practices.

This section aims at measuring the influence of the top management on the identified malpractices/deficiencies in the project management. Please evaluate the degree of relevance of the following statements to the situation in your organization with a grade between 0 and 10, where 0 is the lowest and 10 is the highest. Please do not fill in the grayed areas.

#	Statement	Grade
B75	The top management believe in the importance of project, to ensure the survival of the organization, resulted the provision of sufficient human resources to assure the efficient execution of the projects/programs	
B76	The top management believe in the importance of having projects that addresses all the age and gender categories resulted in the diversity of services and projects of the organization	
B77	The top management believe of the importance to retain the competitive advantage resulted in the continuous analysis & comparison of the organization' projects & services with other organizations	
B78	The top management reflection of the SWOT analysis results on the organization work resulted in the retaining of the organization competitive advantage	
B79	The top management believe that the participation of the targeted beneficiaries and staff in the project starting from the project design is vital to assure the success of the project throughout its lifespan	
B80	The top management insistence on developing projects that satisfies both the community needs and donors agendas resulted in the success of the following stages of the project	
B81	The top management adopted policies that resulted in the building of trust and smooth communication between the organization and its projects on one side and the targeted beneficiaries and the community on the other side	
B82	The top management understanding and application of advanced project management principles resulted in qualitative development of the organization projects' development; thus assuring the projects responsiveness to true community need/requirement	
	The top management assures that the organizations projects are managed utilizing::	

B83	PRINCE	
B84	EVO	
B85	PMPM	
B86	Six Sigma	
B89	The top management adoption of advanced projects management practices resulted in qualitative development in the projects execution	
B90	The top management and assisting staff success in securing sufficient funds has been due to the adoption of proper fundraising strategies and techniques	
B91	In case of the change in the project implementation context, the top management assures that proper decisions are taken and alternate plans are developed to assure the visualization of the projects’ objectives under the new circumstances	
B92	The top management do proper monitoring and evaluation of the projects thus assuring the effectiveness and efficiency of executed projects	
B93	The top management exhort efforts and resources to assure that projects follow up and monitoring is properly made	
B94	The top management encourages all the organization’ lower management to monitor and evaluate the work executed each in his own place	
B95	The top management consider the project successful if the outputs sustainability are assured	
B96	The director general personally read and follow up on all the organization reports in order to assure that projects are executed with the highest efficiency and effectiveness, and that all its objectives are visualized	

Thank you for you cooperation