إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

The Impact of the Intervention Management Parameters on Equipping Qualified Human Capital
Case Study: Gaza Tourism Sector

أثر عوامل إدارة التدخل في رفد رأس مال بشري مؤهل
(دراسة حالة: القطاع السياحي في قطاع غزة)

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DECLARATION

The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification

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دراسة حالة: القطاع السياحي في قطاع غزة

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نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحث/ حازم محمد إلياس عمر المشهراوي لنيل درجة الماجستير في كلية *التجارة*/ قسم إدارة الأعمال وموضوعها:

أثر عوامل إدارة التدخل في رفد رأس مال بشري مؤهل

دراسة حالة: القطاع السياحي في قطاع غزة

The Impact of the Intervention Management Parameters on Equipping Qualified Human Capital Case Study: Gaza Tourism Sector

وبعد المناقشة العلنية التي تمت اليوم الأربعاء 30 شعبان 1436 هـ، الموافق 2015/06/17 الساعة الثامنة والنصف صباحاً بمبنى القدس، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

د. وسيم إسماعيل الهابيل	مشرفاً و رئيساً	....
د. أكرم إسماعيل سمور	مناقشاً داخلياً	....
د. محمد زيدان سالم	مناقشاً خارجياً	....

وبعد المداولة أوصت اللجنة بمنح الباحث درجة الماجستير في كلية *التجارة*/ قسم إدارة الأعمال.

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

والله ولي التوفيق ،،،

مساعد نائب الرئيس للبحث العلمي والدراسات العليا

أ.د. فؤاد علي العاجز

Dedication

To my parents, for all of their support and care

To my wife, for her patience

To my children

To my society, who deserves better future.

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Abbreviations

Committee of European Economic Cooperation	CEEC
Development Assistance Committee	DAC
Development Assistance Committee criteria	DAC criteria
Development Assistance Group	DAG
European Recovery Programme	ERP
Gross Domestic Product	GDP
International Bank for Reconstruction and Development	IBRID
International Finance Corporation	IFC
International Labour Organisation	ILO
International Monetary Fund	IMF
Millennium Development Goals	MDGs
Organisation of Economic Cooperation and Development	OECD
Organisation of European Economic Cooperation	OEEC
Palestinian Committee for Hotels, Restaurants, and Touristic Services	PCHRTS
Palestinian Ministry of National Economy	MNE
Palestinian National Authority	PNA
Project Cycle Management	PCM
Second World War	WWII
United Nations	UN

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Abstract

This research aimed at measuring the impact of the intervention management parameters on equipping qualified human capital, in the tourism sector in Gaza Strip. This research used the descriptive analytical approach. To achieve its objectives, the research used the questionnaire tool where 85 questionnaires have been distributed to the beneficiaries of the interventions (institutions, the intervention beneficiaries, and the financiers) by using the six parameters of the intervention management (goal-oriented intervention management, target group needs, the intervention cost, sustainability and ownership, the intervention time, social networking). The survey targeted the whole research population. This research concluded that, there is significant relationship between the six proposed parameters (goal-oriented intervention management, target group needs, the intervention cost, sustainability and ownership, the intervention time, social networking) and the success of the intervention. Moreover, 66.0% of the success of the interventions refers to the proposed parameters. As well, the goal-oriented perspective contributes by 30% to the success of the intervention, and the target group needs parameter contributes by 23% to success of the intervention. The ranking of the parameters based on their weight on contribution to the success of the interventions starting by goal-oriented intervention management, target group needs, the intervention cost, sustainability and ownership, the intervention time, social networking. This research proposes a model that can enhance the chances of the intervention's success by focusing more during the design phase of the intervention on these six parameters. The research recommends the institutions enhancing their relationships with their employees and being more open to them, and allocate an annual budget to improve the capacities of the staff. Moreover, it suggests the financiers either local or international focusing on the goal oriented during the design of the intervention. The research suggests taking into consideration the participants' preferences in terms of timing and duration within the implementation of the intervention will contribute positively to the success of the intervention.

الملخص

هدفت هذه الدراسة إلى قياس أثر عوامل إدارة التدخل في رفد رأس مال بشري مؤهل للقطاع السياحي في قطاع غزة. وقد استخدمت الدراسة المنهج الوصفي التحليلي، ولتحقيق أهداف الدراسة تم استخدام أداة الاستبانة حيث تم توزيع 85 استبانة على المستفيدين من التدخل (مؤسسات وافراد وممولين) باستخدام العوامل الست لإدارة التدخل (إدارة التدخل الموجهة بالأهداف، احتياجات الفئة المستهدفة، تكلفة التدخل، الاستدامة والملكية المحلية، وزمن التدخل، والتشبيك المجتمعي). وقد تم عمل مسح شامل لكل مجتمع الدراسة. وقد خلصت الدراسة إلى أن هناك علاقة ذات دلالة احصائية بين العوامل الست (إدارة التدخل الموجهة بالأهداف، احتياجات الفئة المستهدفة، تكلفة التدخل، الاستدامة والملكية المحلية، وزمن التدخل، والتشبيك المجتمعي) ونجاح التدخل. كما وخلصت الدراسة إلى أن 66% من نجاح التدخل يعود لهذه العوامل. كما خلصت الدراسة إلى أن إدارة التدخل الموجهة بالأهداف تساهم قرابة 30% لتحقيق نجاح التدخل، وأن تحديد احتياجات الفئة المستهدفة تساهم قرابة 23% لتحقيق نجاح التدخل. وقد كان ترتيب هذه العوامل بناء على اوزانها بالمساهمة لتحقيق نجاح التدخل ابتداء من إدارة التدخل الموجهة بالأهداف ثم احتياجات الفئة المستهدفة ثم تكلفة التدخل ثم الاستدامة والملكية المحلية ثم زمن التدخل ثم التشبيك المجتمعي. تقترح الدراسة نموذجاً يستطيع أن يحسّن فرص نجاح التدخل بزيادة التركيز أثناء مرحلة تصميم التدخل على العوامل الست لإدارة التدخل. كما وتنصح الدراسة إدارة المؤسسات بتحسين علاقتها الداخلية مع موظفيها وتحسين التواصل معهم وتخصيص موازنة سنوية خاصة بتطوير رأس المال البشري. كما تقترح الدراسة على القائمين على التمويل سواء كان محليا أو دوليا للتركيز على الأهداف أثناء فترة تصميم التدخل وتقترح الدراسة أيضا الأخذ بعين الاعتبار توجهات المستفيدين المباشرين من التدخل فيما يخص التوقيت والزمن المخصص لتنفيذ التدخل لما له من تأثير إيجابي على نجاح التدخل.

Chapter One: Research Framework

1.1. Introduction:

The international society in several occasions pledged and committed itself to assist the established Palestinian National Authority (PNA) in 1995 in different fields (EU, 2013; MOPAD, 2013; World Bank, 2013; MAS, 2005; Lubbad, 2004).

Since then and after; the international society assists the PNA to administer the Palestinians daily life, and supporting the Palestinians' development plans (World Bank, 2013; EU, 2013; European Court of Auditors, 2013). The assistance to Palestinians was most of the time formulated as interventions at ad hoc basis (MOPAD, 2013; World Bank, 2013), these interventions assumed to assist the implementation of the national s5trategies in different sectors.

Relevance, effectiveness, efficiency, impact and sustainability (DAC, 1991) usually used by the organisations who perform the interventions to measure the impact of the designed programmes or projects. These (OECD, 2015) criteria were developed by the Development Assistance Committee (DAC), which is part of the Organisation of Economic Cooperation and Development (OECD). This model of evaluation has been investigated over the years by scholars and researchers (Eggers, 2009; Chianca, 2008a; Chianca, 2008b; Clements, 2008), the model has its leverage of the wide-use

Figure 1-1: DAC Criteria as perceived by the researcher
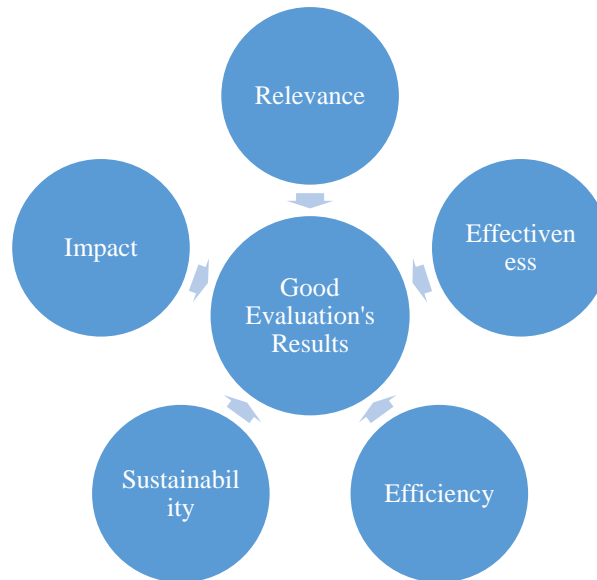
Source: Articulated by the researcher based on DAC Criteria

since 1990s by most of the international organisations.

The relevance criterion examines the extent to which the objectives of the intervention still valid, the consistency of the activities to the goals, and the consistency of the activities and the goals to the intended impact (DAC, 1991). The effectiveness criterion examines the extent to which the objectives are achieved and the major factors that influencing the achievement. The efficiency of an intervention examines the extent to which it is cost-efficient, achieved within due time and to what extent it is efficient to the other alternatives, while the impact criterion examines the change as a result of the intervention, how things are changed. The sustainability of the effect of the intervention beyond the course of action is also a criterion (DAC, 1991). Despite the power of the DAC principles coming out of these logical five principles and the powerful and influential composition of the committee; many scholars, practitioners see the quality of evaluation of the development aids has been disappointing in many occasions (Chianca, 2008b)& (Clements, 2008).

Studies of Rattanaphan (2010) & Dieleman (2009) indicated that the success of the intervention relies more on the networking with the stakeholders, the human capacities, and involvement of the participants. Urrutia & Constain (2012), Fujita (2010) & Unger (2009) referred the success of the designed interventions to the planning of the intervention, the human capital capacities and the involvement of the beneficiaries all the way from the planning phase to the conclusion of the intervention phase. Macfarlane (2005) in the his/her study found that the success of the intervention related to ,among other factors, the involvement of the target group, and society of the study, availabilities of the capacities, and good planning.

For us, as Palestinians, depend on the international interventions to revitalise and support our economy (European Court of Auditors, 2013) many interventions have been exerted since 1995 aiming at improving or building-up the capacities among the Palestinian youth (Revised TVET Strategy, 2010; MOPAD, 2009; MOPAD, 2008). According to the fact that the revolution of the information technology made the world as small village where the internationalisation of capital is one result of this revolution. The attracting of this capital for investment in Palestine needs to provide a fertile environment for these investments. Thus; offering suitable environment for investing and investors needs to offer well-trained, relevant labour force that can be adequately engaged within the business (Revised TVET Strategy, 2010; TVET Strategy, 1999). So far reports on the gap between the gained capacities and the reality is huge despite of all the exerted interventions that based on the relevance, effectiveness and efficiency, impact and sustainability basic criteria. Regardless the leverage of the DAC criteria; the previous studies - shown in the previous studies section below - see that the success of the intervention can be referred to the right planning.

1.2.   The research problem:

The Palestinian territory has been subjected to a prolong occupation between 1967 and signing the Oslo Accord in 1993, where the Palestinian community in West Bank and Gaza Strip laid under direct control of the Israeli Occupational Administration. As a result; the Palestinian economy dominated by the large Israel economy, dependency, de-development and labour migration were some of the Palestinians' economy characteristics (Hawari, 2003) before 1987 ,the beginning of first Intifada, about 35% of Palestinians in West Bank and 45% of Palestinians in Gaza Strip were engaged in the Israel labour market, the majority of them performed menial jobs (Bindra, 2005). This labour force had been telescoped over the following years to reach almost 9.7% in 2012 (PCBS, 2013). Thus, PNA inherited a system where the human capital suffers of huge lack of skills and competences according to the policies of the occupation period, the Palestinian human capital were offered training according to the need of the Israel labour market and to perform a menial job with a very limited need to skills (TVET Strategy, 1999). The tourism sector is not an exception out of this context, one recommendation of Shakshak (2013) study on the tourism sector of Gaza is to enable and develop the human capital who involved in the sector.

To support PNA to practice its role of improving the Palestinian living conditions; many interventions have been exerted targeting the development in different sectors. The impact of these interventions is barely seen or recognised although the interventions were developed based on scientific, sophisticated approaches. This leads to elaborate the main question of the research as:

"What are the most crucial parameters that managers should take into considerations when deciding on an intervention?"

1.3.   Importance of the research:

The importance of the research referred to the fact that the Palestinian economy still depends on the contributions of the international society that formulates the biggest part of the economy pie (MOPAD, 2013). Part of these aids and contributions come at a shape of interventions at ad hoc base, the research can assist the decision makers to forecast duly the impact of the intervention.

The importance can be classified on:

On the national level, the research can assist the official decision makers of controlling the proper interventions based on the relevant parameters. As well, the results of the research can assist the organisations to determine the proper

interventions based on the available factors and its relevance. The research also can assist the Palestinian institutions to contribute positively to the development process by measuring their readiness of managing the donations.

On the implementing institutions level; the research can highlight the area of improvement for attracting new funds and as well for addressing their anticipated contribution to the society, and for institutionalising the linkage to the target group.

On the level of target groups, the importance of the research is referred to more involvement of the targeted groups to identify their needs and practicing their ownership rule of intervention.

On the level of the society as a whole, the research can assist the seekers of enhancing their capabilities to identify the sectors that might offer good opportunities of employment.

For the university, to the researcher's knowledge, the area of intervention management was not investigated through other studies before, the researcher believes that this research will contribute to accumulate the knowledge of the university and sustain the rule of the university as leader facility in the society.

1.4. The Objective:

The research aims to:

- Highlight the critical success parameters of the interventions management.
- Weigh the parameters of the success intervention in terms of the effect on the interventions impact.
- Examine the impact of the Interventions with regard to the positive involvement of the target group, and sustainability after ceasing intervention.
- Investigate the impact of the interventions with regard to the quality of the internal processes.

1.5. The Research Variables:

1.5.1. Dependent Variable:

- *Qualified Human Capital*

1.5.2. Independent Variables:

- *Target group's Needs.*
- *Goal-oriented perspective.*
- *Cost.*
- *Time.*
- *Sustainability.*
- *Society Networking.*

Figure 1-2: Conceptualisation view of the research variables where (D.V. Dependent Variable; I.V.1,2,3,4,5,6 are the Independent Variables)

I.V.1 Target Group's Needs

I.V.6 Society Networking

I.V.2 Goal-oriented perspective

D.V.(Qualified Human Capital)

I.V.5 Sustain-ability

I.V.3 Cost

I.V.4 Time
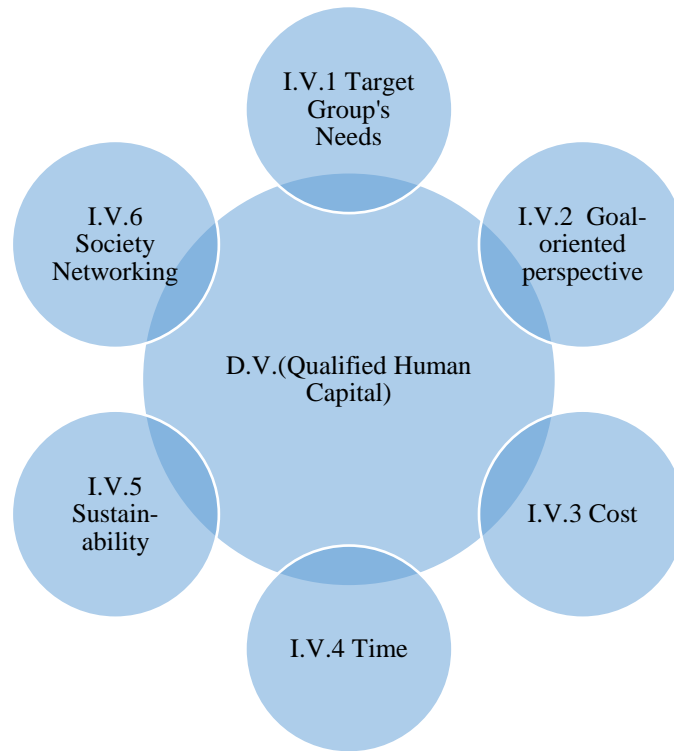
Source: Articulated by the researcher 2015

1.6. Hypotheses:

1.6.1. Main hypothesis

The Intervention Management parameters affect the equipping of qualified human capital with statistically significant at $\propto = 0.05$

1.6.2. Sub hypotheses

1. The target group needs affect the equipping of qualified human capital with statistically significant at $\propto = 0.05$
2. The goal-oriented perspective affects the equipping of qualified human capital with statistically significant at $\propto = 0.05$
3. The cost of the intervention affects the equipping of qualified human capital with statistically significant at $\propto = 0.05$

4. The time of the intervention management affects the equipping of qualified human capital with statistically significant at $\propto= 0.05$
5. The sustainability affects the equipping of qualified human capital with statistically significant at $\propto= 0.05$
6. The society networking affects the equipping of qualified human capital with statistically significant at $\propto= 0.05$
7. The demographic data (age, sex, qualifications, experience, and residency) affects the equipping of qualified human capital with statistically significant at $\propto= 0.05$

Chapter 2: Literature Review

This chapter discusses the emergence of the development intervention management in the twentieth century, especially after the Second World War (WWII). The establishment of the OECD. Focus on the DAC and the developed criteria. The interventions types on the human capital and the parameters of the intervention managements that contribute to the success of the interventions. Moreover, tourism sector in Gaza shall be briefly covered. As well, light will be shed on previous studies related to the subject of this research and how the researcher benefited out of these studies.

2.1.   Definitions:

Intervention:

The intervention has many meanings according to the field imposed to it; this research focuses on the development intervention.

OECD (2015) defines the development intervention as the finance aid that supporting the economic, environmental, social, and political development at the developing countries. These aid coming from governments to other agencies who taking care of the implementations. Development aid is distinguished from the humanitarian aid by focusing on alleviating poverty in the long term, rather than a short tem response.

Human capital:

Human capital is the sum of the knowledge, talents and skills that possessed by the individual or collectively. Human capital is an instrument to sustain the competitive advantage of the organisation; it is key element of improving the employees as organisation asset (Marimuthu, et al., 2009)

2.2.   Emergence of Intervention Management

The development interventions is a term used to describe the aid given by a government or developmental agencies to support the economic, environment, social and political development in the developing countries (OECD, 2015). The aims of the development aid are to longstanding effects of the intervention.

Within the context, such interventions need to be measured and insured that it will achieve the goals as planned. Management of the interventions also in the context is crucial for designers, developer, implementers, and financiers of the intervention. The developmental agencies also seek to achieve the goals of these interventions, and look forward to achieve the objectives addressed by the Millennium Development Goals (MDGs) (UN, 2006).

The OECD members contributed in 2013 by about $134.8 Billion (OECD, 2014), this large amount of assistance money need a type of management that contribute to the assurance of disbursement according to the sought goals. Figure (2.1) shows the assistance by the member countries of DAC to the development intervention.

Figure 2-1: The Official Development Aid in 2013 by DAC members.
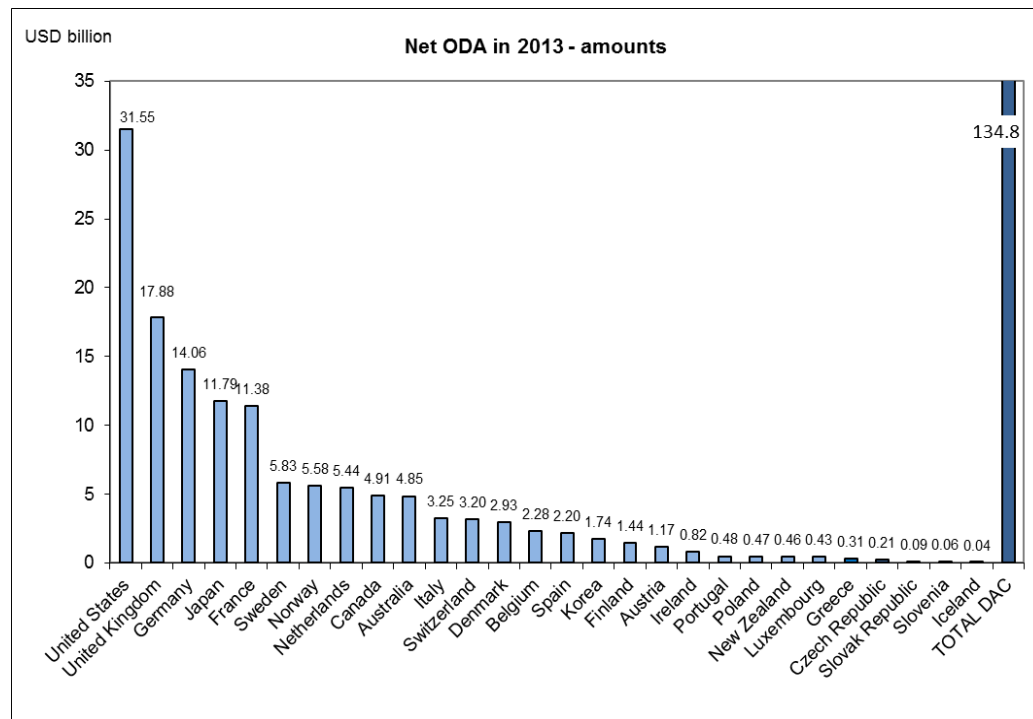
Source: OECD, April 8th, 2014

2.2.1. History of the Intervention Management:

By July 1944, WWII was coming to its end, with obvious victory for the allied powers after 5 years of fierce fighting that destroyed every shape of life styles mainly in Europe. Certainly, victory has its price as well; millions of killed people, great loss of the capacities and brains, exhausted resources, collapsed economy, and a mass

destruction of Europe. Seemingly, a new mission rather than war is needed, mission of reconstructing what war has eaten, and a plan was needed to reconstruct the destructed Europe. Bretton Woods in New Hampshire USA witnessed meetings and discussions of the allied powers (Bretton Woods Conference, 2014; Office of the Historians, 2014). The purpose of these meetings, which has been formulated as agreement later on, was to establish a committee for developing and reconstructing the countries that were destroyed in WWII, the findings of the conference after 22 days of discussions were to establish an International Bank for Reconstruction and Development (IBRD), and for establishing an International Monetary Fund (IMF). Historically; the Bretton Woods conference, which is also known as United Nations Monetary and Financial Conference 1944 is considered as pioneer conference on development interventions (IMF, 2011; Gorski, 1945; Young, 1944), the results of the conference paved the road towards launching Marshall's plan to reconstruct Europe. As a response to the Marshall's plan or European Recovery Program (ERP); sixteen European countries convened a Paris conference in 1947 and as a result, to this conference they formed the Committee of European Economic Cooperation (CEEC). However, under the insistency of the USA government to establish manage the Marshall's fund mutually, the countries of CEEC formed a permanent Organisation of European Economic Cooperation (OEEC) (CVCE, 2012; CEEC, 1947). The established OEEC took the lead to manage the Marshall's fund in the next few years.

In fortieth also; IMF has been established, the establishment of IMF to play a part of shaping the global economy after the WWII (IMF, 2014a), the founders believed such a body is necessary to be exist to avoid disastrous economic policies that had contributed to the Great Depression (IMF, 2014b). In its article of agreement IMF (2011) the founders announced the six purposes of founding the IMF. Promoting the international monetary cooperation, facilitating the expansion and balanced growth of the international trade by which the employment should be maintained. Promoting the exchange stability, to establish a multilateral system of payment and eliminate the foreign exchange restrictions, making the general resources of the fund temporarily available to the members in a way of saving the national and the international prosperity, and the sixth objective is to shorten the duration and degree of disequilibrium of international balances of payment (IMF, 2011).

As well at the fortieth, the International Labour Organisation (ILO) that was established in 1919 became the first specialised organisation under the umbrella of the United Nations (UN). The ILO is dedicated for promoting the recognition of the human and labour rights internationally, advocate for the social justice according to the belief of its founders that the labour peace will lead to prosperity (ILO, 2014)

The USA president "Truman" proposed what is known after "the Point Four Programme" in 1949 in his inaugural speech. (Peters & Woolley, 2014), the "point four" programme got its name as the vision of Truman to the development assistance was mentioned at point number four of the inaugural speech. The programme paved the road to adopt the "Act of International Development" in 1950. The "point four" programme can be summarised as the USA must make its advancement and technologies available for improvement and growth of the underdeveloped areas, as well part of the programme encouraged the nations to cooperate for transferring the technologies to the underdeveloped areas (Peters & Woolley, 2014). The fiftieth of the last decade showed more steps towards institutionalisation of the interventions' management; in 1951, the UN published a report "measures of economic development of under-development countries" which proposed to establish a special fund for economic development affiliated by the UN (Fuehrer, 1994) mainly for making equal investment for the under-developed countries. In 1956; IMF established a new arm to advance the private sector development in the under-development countries, International Finance Corporation (IFC) (Fuehrer, 1994; IFC, 2014) the objectives of establishing the IFC is to advance economic development in the less developed areas by encouraging the growth of the promising and productive private sector (Fuehrer, 1994).

The experience of OEEC in managing the Marshall's plan as an organisation put it as a corner stone of institutionalising the interventions' management; in 1960, Canada and USA joint the OEEC where the name of the newly born organisation has been changes to Organisation of Economic Cooperation and Development (OECD) (CVCE, 2012; Fuehrer, 1994; OECD, 2011).

OECD since then and after took the lead of institutionalising the international aids, and the interventions. The aids' donors then formed a forum of consultations aimed at advising on the development's assistance to the "less-developed" countries (OECD,

2006), this forum called, the Development Assistance Group, (DAG). DAG was institutionalised by the countries who formulated it, the name had been changed to Development Assistance Committee (DAC), the mandate of DAC mainly to consult and advice over the methods, and techniques to assure the availability of the national resources for assisting the countries and areas need this assistance (OECD, 2006).

At the sixtieth of the last century the US army developed the a model of measuring establishing the project called Project Cycle Management (PCM) (EU, 2004)the development organisations rapidly were convinced by this approach and so far it was used with modification to plan, manage, and monitor their projects and programmes. The tool that was introduced after-while and know by the Logical Framework Analysis or for easing Log-frame Analysis became the widely tool of the organisation especially those ones the members of the OECD. (EU, 2004)

In 1973, the OECD council launched a comprehensive integrated approach to development cooperation, the aim of this approach is to contribute not only for DAC issues but also to other bodies of the OECD, and to suggest solutions to certain problems that might affect the flow of work of the OECD (OECD, 2006)

The eightieth, and the ninetieth of the last century witnessed many trials and attempts to develop the intervention institutionalisation and structure, and may the most important step in this regard is the paper of OECD to define the Development Assistance Committee criteria (DAC criteria) (OECD, 2006).

2.2.2. DAC Criteria for Intervention Evaluation:

The DAC criteria were developed to monitor and evaluate the success of the interventions, the DAC criteria consist of five levels of evaluation. The leverage of the DAC criteria comes out of the strong aid institutions who developed it and use it in their aid evaluations. The criteria define the five levels as in line with the log-frame analysis and the levels of relevance, efficiency, effectiveness, impact, and sustainability (UNDP, 2009; EU, 2004).

At the relevance level, DAC assumes that the intervention suits the preferences, priorities, and policies of the target groups. DAC as well suggests methods and questions to evaluate this criterion about assessing wither if the goals of the intervention still valid, and if the activities performed through the intervention are

consistent with the overall goal of the intervention. Relevance criterion also has to measure the consistency of the activities and the intended impact of the intervention. (DAC, 1991)

The relevance criterion measures the output of the intervention during the evaluation period of the intervention and it comes as part of the measuring the success.

The effectiveness of the intervention assumes that the intervention has achieved the formulated goals of the intervention. To measure these goals, the effectiveness criterion has to check the goal achievements, the main factors that affects the achievements of the goals either negative or positive factors. Most likely, the relevance, the effectiveness also measures the deviation of activities towards the announced goals of the intervention. (Austrian Development Agency, 2009; DAC, 1991)

The efficiency criterion assumes that the intervention used the input resources in a proper reasonable way, and it takes into consideration the least cost of the activities to achieve the goals, by either cost or time. The term itself is an economical terms that measure the input to the output. For measuring the efficiency criterion, the evaluators have to look deeply at the cost required to achieve the goals and as well the timeframe of the activities wither it was within the plan of operation or not, also to check the factors affect the efficiency positively or negatively. According to DAC, the efficiency criterion has to be checked to similar interventions in terms of cost and time consumed to perform the job. (JICA, 2010)

The impact criterion assumes that there will be changes on the recipients of the intervention; these changes could be economical, social, environmental or any other development indicators. Measuring the impact criterion has to keep into consideration measuring the changes either intended or non-intended changes. Evaluators have to check the changes happened to the recipients or their surrounding as a result of the intervention, also how difference recipients behave as a result of the intervention, the number of the recipients also can be measuring factor as part of measuring the spread of the change. (DAC, 1991)

The sustainability criterion assumes that the activities done by the intervention have long-run effect even after the conclusion of the intervention, the factors of financial and environmental sustainability are part of the measuring the intervention

sustainability. The evaluators have to check the long-run effect of the intervention after the end of the intervention, what are the factors that affect reaching or contribute to reach the sustainability. (EU, 2004; DAC, 1991)

The world leaders' summit at September 2000 witnessed the historically largest leaders gathering to review and adopt the UN Millennium goals, which known as the Millennium Development Goals (MDGs) (UN, 2006). The goals should be achieved by 2015 and focusing on halving the poverty, support the primary education worldwide, promote the gender equity, reduce child mortality, improve the maternal health, combat the HIV/AIDS, insure the environmental sustainability, and develop global partnership of development (UN, 2006) . Within the last goal, the aid institutions and countries at 2005 signed the Paris Declaration to structure the partnership of the development interventions and goals, the Paris (OECD, 2006).

2.2.3. Intervention to human capital:

The interventions to the human capital could be in several shapes of interventions, coaching, training, teaching, counselling, consultancy, and other shapes. The type of the intervention that examined by this research is the training intervention, but the parameters of the research can be applied to the other types of the interventions.

Coaching

Businesses use coaching increasingly for the meantime as a tool of improving performance and developing the career path and attaining the organisational goals. (Rosha & Konstantinova, 2013)

> *"Coaching is a form of directive teaching based on demonstration, explanation, feedback, and encouragements"* (Farmer, 2007, p. 144)

Training

Training is an activity to enhance the employees either new employees or current ones skills to be able to perform their jobs (Dessler, 2013).

Teaching

> *"Teaching includes all the activities of providing education to other. The person who provides education is called teacher. The teacher uses different method for giving best knowledge to his students .He tries his best to make*

understand students. His duty is to encourage students to learn the subjects. Teaching means interaction of teacher and students. They participate for their mutual benefits. Both have their own objective and target is to achieve them." (Accounting Education, 2011)

Counselling

"Is an interpersonal process that moves beyond providing client-relevant information to broader issues such as career development and the integration of life and education roles with work roles. It involves exploring the other person's point of view, tentatively offering other angles for consideration and discussing possible action planning with the client. Career counselling helps individuals achieve greater self-awareness, develop a life/work direction, increase their understanding of learning, education and work opportunities, and become more self-directed in managing learning, education, work and transitions. It facilitates the acquisition of skills, interests, beliefs, values, work habits, and personal qualities enabling each individual to create a satisfying life in constantly changing cultural, social, and work environments." (TVET, 2015)

Consultancy

"A consultant is usually an expert or a professional in a specific field and has a wide knowledge of the subject matter" (Tordoir, 1995, p. 140)

2.3.   Parameters of the Interventions Management

2.3.1.   Target Group Needs:

The target group is a group of individuals or organisations were the intervention has been performed for their benefits (DFID, 2005). The preferences of these groups are most likely a key element of evaluating the success of an intervention, it comes directly to the level of measuring the success if the outputs of the intervention (HM Treasury, 2011; JICA, 2010; UNDP, 2009), the same as the importance of measuring the impact of the intervention at the outcomes level. Managing activities efficiently requires a deep and intensive analysis and planning; the determination of the target group preferences is one of the most crucial areas where a planner should pay attention to it; since for the evaluation upon the

intervention's accomplishment, relevance comes as important tool of measuring the impact of the intervention's success. Relevance is the extent of the suitability of the intervention to the needs, priorities and the policies of the target groups, the recipients of the aid and as well for the donor (Austrian Development Agency, 2009; EU, 2004). It is the first step of identifying a gap and a judging a need of the intervention in a certain area.

The target group needs used for the evaluators to judge on a successful intervention, where the objectives of the intervention come as a result to the preferences of the target group. For the impact of any intervention, the evaluators check the consistency of the objectives of the intervention and the achieved results, one of the tools to measure the consistency is the opinion of the target group that subjected to the intervention (DAC, 1991). Thus, the target group needs analysis used to obtain the discrepancies and gaps of groups' actual competences and the competences needed to perform a job; it is a useful tool to identify a problem of the intervention (Brown, 2002). It is a justified evident to convince the decision makers with deficit of the performance that needs to be bridged, the target group analysis helps in addressing the proper intervention based on the result of the survey (MDF, 2005). The analysis of the target group's needs is helpful as well to develop a problem tree and the objective tree at the same time the investigation of the target group needs is a measuring tool for illustrating transparency of performing an intervention (Austrian Development Agency, 2009). Within the framework of the human capital development, the factors that might indicate the need of an intervention can be summarised by the rapid change in technologies and techniques whilst the skills of the human capital still not acquiring these skill to perform the job. The career path and development as well can be a major factor, the lack of the life skills of the human capital (Brown, 2002). As for aid organisations; the target group needs analysis gives an overview of the vulnerable groups that might be subjected to the intervention, it can be a good factor for addressing the needs of these groups (Austrian Development Agency, 2009) as well practical information for evaluators and scholars. The analysis of the target group also indicates the scope and nature of the needed intervention, which is an important tool for to check against the mandate of the aid organisation to decide on the intervention, (DAC, 1991) where again the relevance to the nature of the organisation's work is an issue. Trust, engagement of the target group in the development and the giving them the lead are important factors of successful

intervention (Tóth, 2012). When evaluation mission is assigned to measure the impact of a development intervention, they look for the causal effect of the intervention (Nguyen, 2014). According to Nguyen the evaluators shall look for the selection criteria of the target group, is the design of the intervention based on needs of the target group, does the intervention address the needs of the target group, to what extent does the target group participate in the intervention. Thus, addressing the needs of the target group seemingly is an important area of guaranteeing the success of the intervention at the impact level of the intervention logical framework. The integration of the target group within the design of the intervention can promote the sense of the ownership amongst the target group, and therefore, it can insure their active participation within the intervention activities (Nguyen, 2014). Garcia (2011) supports the same trend of Nguyen of defining the target group needs as a factor that contribute to the success of the intervention especially at the human capital development. Same as Palenberg (2011), if the impact or effectiveness evaluation assessed in isolation of the target group need it will lead to a misleading information that cannot interpret the real situation. The main observation of the evaluators and designers of the intervention look to the addressing of the target group needs as important as the success of intervention.

2.3.2. Goal-Oriented perspective

The intervention based on the target group needs is important for measuring the success of the intervention, but this is one factor of the success, to what extent the intervention is consistent with the target group needs has to be illustrated in to what extent the intervention achieves the announced goals, this is part of the effective intervention (DAC, 1991). The extent to which the intervention is in line with the goals that come out of assessing the target group needs, the more the effective intervention it is. The harmonisation amongst the goals that the intervention has been built on it and the target group needs on a side and the real action on the ground on the other side is a factor of success of the intervention (JICA, 2010; UNDP, 2009; EU, 2004). The goal orientation is like a road map of an intervention, it draws the road of establishing the intervention, goal-oriented intervention answers the questions of the needs to the contribution, importance of the intervention, what are the sought goals of the intervention (Örtengren, 2004). The goal orientation is a perspective of sum of the

reasons of target group needs to the intervention either how to achieve the goal or why they need this goal (Kaplan & Maehr, 2006). Designing an intervention based on the goals contributes to success of the intervention, (Palenberg, 2011). It is part analysing the problem and setting up the objective of the intervention, it can be used as reference point to control the deviation of the intervention implementation (Nguyen, 2014) the baseline study will contribute positively to realistic measure of the changes and reaching the outcome of the intervention. Identifying goals of the intervention during the design process establishes a reference point for developing strategies and action plans of the interventions (IIRR, 2012; Serrat, 2008; Smutylo, 2005; Earl, et al., 2001), it assists the designers to set the before-after reference points of evaluation and acts as a steering wheel of the intervention. To measure the changes that influenced the target groups; the designing of the goal of the intervention shall gear the evaluators to measure these changes (Earl, et al., 2001). Responding to the questions why, How, Who, in addition, what, (Serrat, 2008) will formulate goals that contribute to obtain the gaps of the target groups skills and the lack of competencies and therefore, can contribute to bridge these gaps and to develop the competencies as required to perform their jobs. The human capital development interventions that designed based on goals aim at developing the competencies that provide the human capital the ability to perform the job efficiently and eliminate the fear of being outdated skilled labours (Armstrong, 2006). The participation of the institutions in developing the goals of the intervention promotes the sense of the ownership towards the intervention as it comes out of their needs and comes to enhance the capabilities of the institutions and their staff. The implementation of the goal-oriented intervention with awareness towards the goal and in an environment that support achieving the goals contribute to the success of the intervention (Karami, 2008).

2.3.3. Intervention cost and time

Addressing the target group needs and building up the intervention based on the goals formulated to match the needs of the target group coming out as the first step of designing an intervention especially for the human capital development. The efficient use of the resources is an important dimension is designing the intervention. Efficiency in terms of economic cost and time, OECD (2002) defines the efficiency as the economic usage of the inputs/resources are converted to results. The resources can

be funds, expertise, time or any other resources, in 2010, the OECD (2010) re-defined the efficiency in more specific way of measuring the output of the intervention to the input with more emphases on the using the least costly resources to achieve the desired results. This is very close to the definition of the directorate general of budget at the European Commission (2006) of looking to the efficiency as the extent to which the goals achieved at a reasonable cost, and this is very close to the term cost-effectiveness. At the design of the intervention, designers should take into considerations the cost of the activities needed to fulfil the goals of the intervention. This cost has to be taken within the context of the goals, the extent to which the goals can be achieved within a reasonable cost. At the same time, the success of the intervention is a main factor to determine the input cost; it is a crucial to match the goal achievement and the related cost to achieve these goals (Palenberg, 2011). Cost also influenced by the selection of the proper target group, as the intervention designed to address the needs of a target groups imposed to the study of the intervention, so that choosing the proper target group within the implantation period will lead to proper use of the financial inputs (Serrat, 2008). Timing of the intervention is another dimension of measuring the success of it; within the design stage of the intervention, the designers take into account the preferences of the target group in terms of the adequate timing to implement the intervention. Selecting the proper timing to conduct the intervention activity is important to acquiring skills for human capital, doing such timing contribute to insure higher participation rate of the target group within the activities of the intervention. Scheduling the interventions in cooperation with the targeted institutions also insures a higher rate of involvement and achieving the goals of the intervention at the end. The needed implementation period of the intervention also affects the results sought by the end of the implementation; the commitment of the target group might vary due to the length of the implementation period. This, off course, not to affect the quality of the implementation.

2.3.4. Sustainability and Ownership

The long-run effect of the intervention is one factor of considering the success of it, the positive long-run changes on the recipients of the interventions that contribute to better future of the recipients is an aim of the human capital intervention planners.

This contributes to create reliable individuals, and by the end contribute to reduce the unemployment and improving the living conditions (EU, 2004).

The feeling of the recipients that they own this intervention and it addresses real needs, as they are the designers of the intervention will contribute to the commitment of the recipients to participate in the activities of it. The commitment and the feeling of ownership will assist the intervention to achieve the goals that were set up in cooperation with the people who imposed to the intervention (Austrian Development Agency, 2009).

The acquiring of the new skills and competencies by the recipients and their acknowledgment of this acquiring coming as part of the sustainable change.

The customers' satisfaction of the behaviour of the participants due to the acquired skills and competencies indicates the sustainable change at the intervention recipients' side. The knowledge transfer of the acquired skills to the colleagues who had not the chance to participate in the intervention also indicates the sustainability of the intervention. The ability of the recipient to update themselves and looking for continuous improvement comes because of the positive sustainable changes. The success of the sustainable intervention also reflects itself at the appraisal performance of the individuals (Marimuthu, et al., 2009).

2.3.5.   Social Networking

The social networking within the tourism sector in Gaza Strip still facing obstacles due the lack of the communication within the sector stakeholders over the past period of time (PCHRTS, 2010). Palestinian Committee for Hotels, Restaurants, and Touristic Services (PCHRTS) confirms that the committee putting the communication among the stakeholders is a priority for it and it works hardly to achieve the goal. The communication with the stakeholders of the tourism sector during the intervention design is essential to maintain the success of the intervention. The society culture also important to insure the success of the intervention. The social networking opens the space in front of the recipient to integrate smoothly in other institutions working in the same field (Mahonge, 2015).

2.4. Tourism in Gaza Strip

2.4.1. Historical Background:

Gaza suffered over the history by the invasion and occupation by nearly all powers in the Middle East (PCBS, 2014) this because of the position of Gaza as a passage between Asia and Africa. Despite all of that, Gaza has a nice beaches, weather, and archaeological places that attract the tourists (PCBS, 2014).

However, the domestic tourism in the Gaza Strip witnessed increasing at 2012, 62% of the households participated in a domestic trip with average expenditure during the trip of $42.0, and the tourism sector contributed by nearby 6% to the Palestinian Gross Domestic Product (PCBS, 2012).

Tourism in Palestine has a religious dimension for either Muslims or Christians due the existence of the religious places in Palestine. Gaza, as part of Palestine, also has the same characteristics of the religious tourism. The weather and the historical places available in Gaza in addition to the position of Gaza as close to Europe gives it the advantages of attracting the tourists (Shakshak, 2013).

2.4.2. Types of tourism in Gaza

In general, the tourism in Gaza particularly can be classified to (Shakshak, 2013; MoTA, 2013; Hammad & Hammad, 2008):

Political tourism e.g. the arrival of hundreds of journalist and visitors to Gaza when President Yasser Arafat came to Gaza for the first time 1994.

Religious Tourism: especially Gaza has some religious places for Muslims (Omari Mosque, Al-Sayyed Hashem Mosque and other places), and for Christians e.g. the Church of Saint Porphyrius.

Social Tourism: where the main reason of the tourism is to visit friends and relatives and this kind of tourism existed within Gaza strip when the Palestinian diaspora were able to visit their families and friends.

Summer Tourism: the location of Gaza Strip at the Mediterranean See makes the beach one of the recreation areas for the domestic tourism as well for the diaspora

who were able to enter Gaza to spend the summer time at Gaza beach, and this related to the social tourism.

Recreational Tourism: this type of tourism aims at the comfort and relaxing and usually done to areas with moderate weather conditions and politically stable countries.

Cultural Tourism: usually to areas with history and antiquities and places of the ancient civilisations, within Gaza context, this type of tourism is similar to the religious tourism.

2.4.3. Tourism facilities and places:

There are a number of hotels in Gaza, for example Al-Deira, Elmashtal, Palestine, Grand Palace, Adam, Al-Quds, Al-Mathaf, Roots, Commodore, Orient Hotel and Marna House. Most of them are located along in the coastal Rimal district. Most foreigners who stay in hotels are journalists, aid workers, UN and Red Cross personnel.

Since the beginning of the Second Intifada 2001, the Israeli Occupation practices the blockade policy over West Bank and Gaza Strip. This blockade imposed over Gaza Strip strictly after 2007, the tourism sector is a very fragile sector, sensitive to the political, and safety situation, and so far, the tourism in Gaza faces severe damage and deterioration. Palestinian Ministry of National Economy (MNE) (2011) assessed the loss of the Gross Domestic Product (GDP) of the tourism sector alone as $25 Mil direct or indirect losses. The effect of these losses reflect itself over the workforce in the sector, MNE (2011) assessed the demobilisation of the workforce in the sector by 15% in 2010 lower than its percentage in 2005. Al-Sourani (2010) mentioned in a study of the impacts of the blockade imposed at Gaza Strip that about 39 tourist's company almost close to bankruptcy due to the closure and the booking rate at the hotel decreased to the minimum. As a result, more than 500 workers within the sector lost their jobs, this number almost 45% of the total workforce at year 2010 according to MNE (2011).

2.4.4. Obstacles of Tourism in Gaza

PCHRTS (2014) in a quick response to assess the damages in the tourism sector after the war 2014 mentioned that 185 touristic establishment still working in Gaza Strip

and the majority of them have been damaged due to war with a total damages of $3.0 Mil.

The report assessed the urgent needs of the tourism sector; among other needs, the report mentioned the human capital needed in the sector by more than 2400 work force (PCHRTS, 2014). The obstacles and challenges that facing the development of the tourism sector in Gaza Strip according to PCHRTS (2010) are:

Sector mismanagement and absence of planning: the absence of the governmental role as regulator to the sector, or protecting the touristic places. Absence of regulations regarding the touristic establishments, the absence of the investment encouragement in the tourism sector.

The blockade and closure of Gaza: as one of the most important obstacles that preventing the outbound tourism due to the boarder closure, as well, the bomb-targeting to the historical and touristic establishments and places during the war.

The economic situation of Gazans who face the priorities to improve their living conditions rather than doing domestic tours, this was sort of changes at 2012 (PCBS, 2012). Other dimension of the economic situation that investors rethink twice, especially in the tourism sector, in the investment environment and put their projects on halt due to the security and economic situations, and the absence of the loans by the banks also affect the investors who decided to take the challenge of investment in such fragile investment situation.

Environmental obstacles illustrated by the pollution at the seaside because of the discharged untreated wastewater.

Unavailability of qualified human capital that can run the touristic establishments, despite of the existence of colleges offering training programmes in the fields of tourism but still these programmes need upgrading. The places at the colleges are limited and cannot fulfil the market demand. The formulation of the sector as family-business sector limits the development and the penetration of the existed small number of specialised individuals in the field.

The destroyed infrastructure starting of destruction of Yasser Arafat Airport, destruction of the main roads at Gaza and absence of the maintenance to the other streets. The frequent, scheduled and unscheduled cut of the electrical power, and the

drinkable water supply shortage also affecting the tourism sector. The exposure to the new technologies is limited due to the blockade.

Despite the aforementioned obstacles, the domestic tourism still increasing due to the limitation of travelling outside. The needs of the qualified human capital in the tourism field still exists and the sector able to absorb these qualified workforces once it is available (PCHRTS, 2014).

2.5. Previous Studies and comments

2.5.1. Previous Studies:

(Shakshak, 2013) **The Reality Of Tourism In Gaza Strip And The Respects For Development**

The study focuses on the tourism sector in Gaza Strip from the economic dimensions of creating job opportunities, as well, the role of the tourism of enhancing the economic development. The study investigated the reality of the tourism sector in Gaza Strip, the major findings of the study show that the human capital within this industry needs improvement in terms of capacity building and skills. Moreover, the study shows that the status of the industry considerably weak and there is a room for improvement. The study recommends updating the curriculum of tourism by which to match the market needs, to enhance the marketing of the industry and more powerful role of the governmental side to strengthen the sector. As recommendations to the touristic establishments are to pay more attention for developing the capacities of the working teams, strengthen the communication with the working teams and taking their preferences into account.

(Urrutia & Constain, 2012) **Managing Aid for Trade and Development Results Colombia Case Study**

The study focuses on presenting best practice in managing trade interventions. The report insists on that the interventions should be based on the country Colombia-defined targets and based on the country-specific needs and challenges. The major findings of the study can be summarised by a clear follow-up procedures to ensure that the interventions should be goal-oriented, the alignment of national objectives with local needs and interests is essential for the success of the intervention; and international comparability is an advantage.

(Rattanaphan, 2010) **Impact of organisation of organisation development interventions on human capital: a case study of Thailand Appreciative Inquiry Network**

An initiative has been presented in Thailand in 2007 "Thailand Appreciative Inquiry Network (AI Thailand)". The challenge for this initiative is the lack of human capital. The intervention was to equip AI Thailand with qualified human capital and measuring the impact on their organisations. The Study major Findings; the sustainability issue is essential for keeping AI Thailand alive and functioning, networking and dissemination is important to sustain the impact, human capital needs more action focus to sustain their capacities developed, reliable measures for evaluating the human capital are required.

(Fujita, 2010) **Evaluating an International Cooperation Project - from Beneficiaries' Perspective –**

The study focuses on the difference in the point of views between the beneficiaries of an intervention, and the point of view of the funders. As case study, the researcher investigated the ex-post results of the international bridge between Laos and Thailand. The researcher investigated the relevance, efficiency, effectiveness, impact, and sustainability of the intervention. The study found that; the impact of the intervention is a crucial point from beneficiaries' perspective rather than immediate outcome, the beneficiaries expect to be involved at the designing stage of the intervention, the beneficiaries concern on the social influence of the intervention, another important finding; it is essential to study the beneficiaries' needs before planning the intervention.

(Dieleman, et al., 2009) **Human resource management interventions to improve health workers' performance in low and middle income countries: a realist review**

The study focuses on the Human Resource Management interventions aimed at improving the performance of the health sector's human capital (health workers) performance in the low and middle-income countries. The aim of the study is to explore the functionality of these interventions. The methodology of the study questioned the effectiveness, the mechanism of the interventions by which produce

better outcome and investigated the critical factors of those mechanisms. The study concluded that the major factors of intervention's success could be summarised by the involvement of the local authority, communities and management (Networking), the adaptation to the local situation (target group's needs), the active involvement of the local staff to identify and implement the problems' solutions. Triggering the change (impact) led to increase in knowledge and skills.

(Unger, et al., 2009) **Human capital and entrepreneurial success: A meta-analytical review**

The study focuses on the investment's interventions in the human capital and the entrepreneurial success, the researchers study the interventions to invest in human capital over three decades in several countries. The study found that there is a relationship between investing in human capital in terms of knowledge/skills and the success, other key finding the strong relationship between the planning of the human capital interventions and the success of the intervention.

(Chianca, 2008a) **International Aid Evaluation: An Analysis and Policy Proposals**

The study focuses on the parameters used by the international agencies to measure the success of their interventions worldwide. Relevance, effectiveness, efficiency, impact and sustainability were subjected to the study of 50 INGOs at the United States of America (USA). The major findings of the study can be summarised by: the importance of paying attention to an intervention's set of criteria including side-effects, sustainability, exportability, ethicality, environmental responsibility, cost, and comparisons to possible alternatives, the capacities of human capital is a must of utilising the intervention.

(Macfarlane, 2005) **What are the main factors that influence the implementation of disease prevention and health promotion programmes in children and adolescents?**

The study focuses of the main reasons of success and failure of preventions and health promotion interventions in Europe. The study found that, the main factors of successful interventions, among others, could be referred to national planning, political factors and capacities, the availability of target groups' data, engagement of the all levels of the society.

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2.5.2. Coincides and Differences among the previous studies and this research

2.5.2.1. Coincides and differences

Despite that, the Urrutia & Constain (2012) targeted the trade sector and this research studies the human capital, the major coincide in Urrutia & Constain study and this research appears at the role of goal-oriented perspective in succession of the intervention. The study of Rattanaphan (2010) coincides with this research in the importance of sustainability as factor of intervention success, and they differ in the theme of the intervention, while Rattanaphan studies the IT sector in Thailand, this research studies the tourism sector in Gaza Strip as case study. The study of Fujita (2010) coincides with this research at the importance of ownership and target group needs to insure the intervention success, while the two studies differ also at the theme subjected to the intervention and assessment, Fujita study investigated the construction of a bridge while this research studies the human capital interventions. The conclusion of the study of Dieleman, et al. (2009) coincides with this research in the area of emphasising on the importance of addressing the target group needs; the social networking effect appeared in the study in a clear manner rather than this research, and differ in addressing more variables of the study of Dieleman and her colleagues. The Unger et al. (2009) study coincides with this research on the importance of addressing the skills of the human capital, in other words, emphasising on the importance of the needs assessment, no major difference can be noticed. The study of Chianca (2008a) coincides with this research at the importance of sustainability and cost to insure the success of the intervention among other factors not addressed in this research and differ by addressing more variables at Chianca's study. The study of Macfarlane (2005) coincides with this research at the importance of the target group preferences, and differs by that Macfarlane focusing on the national planning and the role of the political aspects.

2.5.2.2. Reflection of the previous studies on this research:

The results of aforementioned studies enlighten the idea for looking intensively to which parameters are crucial for successful intervention; how do the evaluation criteria being sensitive towards the designed parameters of the intervention.

Table (2-1) summarises the conceptualisation of the researcher to the parameters that will be under the investigation within this research as crucial parameters affecting the success of an intervention.

Table 2-1 Perception by the researcher based on DAC criteria (see *(DAC, 1991)*)

Criterion	Brief	Proposed input parameter of Intervention Management
Relevance	The extent to which the intervention addresses the needs of the target group, recipients, and the one who practices the intervention priorities and policies	Target group's needs.
Effectiveness	The extent to which the objectives of the intervention can be attained.	Goal-oriented Perspective
Efficiency	The relation of output to the input in terms of use of the resources financially or other resources.	Cost Time
Sustainability	The extent to which the results of the intervention will be continued after the end of the intervention.	Sustainability
Impact	The changes occurred by the intervention positive or negative, direct or indirect, intended or unintended on the socio-economic level, environment…	Society Networking.

Source: Articulated by the researcher 2015

The distinction of this research comes from the attempt to create a model with the mixed variable as shown in table (2-1) that can contribute to the success of the intervention to the human capital.

In the next chapter, the researcher will describe the design and methodology used to examine the proposed parameters as for intervention management.

Chapter 3: The research design and methodology

This chapter discusses the design and methodology used to investigate the aim of the research. It will focus on the research design, population, measurements and the tests used to examine the results. It will test the validity and reliability of data collected and the applicability of statistical analysis.

3.1.   The Research Design:

The researcher will use the descriptive analytical research methodology. The descriptive analytical approach often used to suggest or explain the happening of a phenomenon, and it has an important feature of locating and identifying different parameters that involved in investigating a case. (Neville, 2014)

3.2.   Research Population:

The researcher applied the study on the *Intervention to equip the tourism sector in Gaza Strip with qualified Human Capital*

The population of the research consisted of 85 beneficiaries of the human capital development intervention on a shape of training. Beneficiaries came out of the tourism sector establishments in Gaza

- The Tourism sector establishments in Gaza Strip, which consist of (70 registered restaurants and hotels).
- Trainees being subjected to the intervention (40 students).
- Staff who delivered the qualification's intervention at Palestine Technical College Dier Albalah.
- The Palestinian Committee for Hotels, Restaurants and Tourism Services-PCHRTS (as private sector representing body) and has 70 members of the tourism establishments.

3.3.   Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, scale 1-10 is used.

3.4. Statistical analysis Tools

The researcher used data analysis both qualitative and quantitative data analysis methods. The data analysis utilised the following statistical tools offered by (SPSS 22).

1. Cronbach's Alpha for Reliability Statistics.
2. Pearson correlation for Validity.
3. Frequency and Descriptive analysis.
4. Kolmogorov-Smirnov test of normality.
5. Parametric Tests (One-sample T test and One-Way Analysis of Variance).
6. Multiple Liner Regression Model.

- *T-test* is used to determine if the mean of a paragraph is significantly different from a hypothesised value 6. If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha = 0.05$ then the mean of a paragraph is significantly different from a hypothesised value 6. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesised value 6. On the other hand, if the P-value (Sig.) is greater than the level of significance, $\alpha = 0.05$, then the mean a paragraph is insignificantly different from a hypothesised value 6.

- The *One- Way Analysis of Variance (ANOVA)* is used to examine if there is a statistical significant difference between several means among the respondents toward the (Intervention Management parameters and the equipping of qualified human capital) due to (Age, Experience (years), Qualifications and Residence).

3.5. Demographic Data

Table (3-1) shows the following results,

Regarding age: It is noticeable that the youth of age 20-30 formulate about 79.7% of the respondents by which it might reflect the trend that the tourism sector attracts the youth for employment.

Regarding gender: All research society and respondents are males. The target group are all males due the fact that the employees in the professions of waiters and chefs are almost all males. This can be referred to the nature of the society as conservative society where these professions do not attract females in Gaza Strip, or working

within these professions still not recognised as career for the girls neither by the society nor by the families.

Regarding experience: The research finds that the human capital with 5 years and more experience formulate 41.8% of the total research population; this might reflect partially the sustainable jobs within this sector and might contribute to interpret the results of the age attraction to work in this sector, that more than 79.7% of the respondents are youth between 20-30 years old.

Regarding qualifications: It is noticeable that the human capital structure of the tourism sector in Gaza is mixed in terms of qualifications, the most important notice that the labour force of BA degree and above formulate 36.7%. Referring to that fact that the universities and colleges do not have BA academic programmes in the field of tourism that may indicate the trend at the youth to shift their careers to find a job within the limited job market in Gaza Strip and in reference to the high unemployment rate at Gaza Strip.

Regarding residency: Although the tourism establishments concentrated at Gaza city, the labour force illustrates normal geographical distribution comparing to the residence, the demographical data indicates that Gaza Strip inhabitants are distributed over the governorates with almost the same percentage as in the research.

Table 3-1: Distribution of the respondents according to their demographic data.

Age	Frequency	Percent
Younger than 20	5	6.3
20- Less than 25	37	46.8
25- Less than 30	26	32.9
Older than 30	11	13.9
Total	**79**	**100.0**
Gender	**Frequency**	**Percent**
Male	79	100.0
Female	0	0
Total	**79**	**100.0**
Experience	**Frequency**	**Percent**
Less than 1 year	7	8.9
1- Less than 3	22	27.8

3- Less than 5	17	21.5
More than 5	33	41.8
Total	**79**	**100.0**
Qualifications	**Frequency**	**Percent**
Less than Tawjihi	29	36.7
Diploma	21	26.6
Bachelor or Higher	29	36.7
Total	**79**	**100.0**
Residence	**Frequency**	**Percent**
Gaza North Gov.	22	27.8
Gaza Gov.	46	58.2
Other Gov.	11	13.9
Total	**79**	**100.0**

3.6. Statistical Validity of the Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. To insure the validity of the questionnaire, two statistical tests should be applied (Partington, 2002).

3.6.1. Internal Validity

Internal validity of the questionnaire is measured by a pilot sample, which consisted of 20 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole field.

3.6.2. Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire.

3.6.2.1. Internal Validity

Tables (3-2) through (3-8) present the correlation coefficient for each paragraph of a field and the total of the corresponding field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all paragraphs are significant at $\alpha = 0.05$, so it can be

said that all paragraphs of each field are consistent and valid to be measure what it was set for.

Table 3-2: Correlation coefficient of "Target group needs" paragraphs and the total.

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The participants are consulted with the most important interventions needed to perform their jobs.	.682	0.000*
2.	A form with the most important intervention is distributed regularly	.665	0.000*
3.	The results of the interventions needs assessment are being taken into considerations.	.639	0.000*
4.	An annual budget is allocated to improve the human capacities.	.642	0.000*
5.	The intervention needs assessment helps the participants to bridge the gap between my skills and competencies (professional, personal, and social) and the labour market needs.	.595	0.000*
6.	Regular meetings are conducted to identify the intervention's needs.	.678	0.000*
7.	The intervention kind is designed according to the needs	.738	0.000*
8.	The intervention needs assessment helps the participants to identify their weaknesses.	.743	0.000*
9.	The institutions pay attention to the needs	.521	0.000*

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
	assessments of their staff.		
10.	The institutions participate in the intervention's needs assessments	.529	0.000*

* Correlation is significant at the 0.05 level

Table 3-3: Correlation coefficient of "Goal-oriented intervention" and the total

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The intervention achieves the desired objectives	.705	0.000*
2.	The intervention assists in the participants' skills and competencies development.	.727	0.000*
3.	The people who run the intervention are selected to suit the goals of the intervention.	.648	0.000*
4.	The intervention contents is compatible (matches) the goals.	.669	0.000*
5.	The institutions participate in developing the intervention's goals.	.607	0.000*
6.	The intervention's implementation environment contributes to the success of the intervention.	.732	0.000*
7.	The participants commit to the intervention programme according to the announced goals.	.620	0.000*
8.	The funder commits to the intervention's success parameters to achieve the desired goals.	.798	0.000*

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
9.	The intervention helps in understanding the problem that facing the participants.	.713	0.000*
10.	The funder takes into considerations the implementation process to guarantee the success.	.649	0.000*

* Correlation is significant at the 0.05 level

Table 3-4: Correlation coefficient of "Intervention cost" and the total.

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The cost of the intervention is taken into account before the implementation.	.698	0.000*
2.	The cost of the intervention is being accounted to check its feasibility.	.751	0.000*
3.	The intervention programme is being approved based on its feasibility.	.489	0.000*
4.	The cost of the intervention is compatible to its success.	.553	0.000*
5.	The participants are chosen carefully to achieve the goals	.723	0.000*
6.	The cost of the intervention suit the target group.	.740	0.000*
7.	The cost of the intervention suit the raw materials.	.733	0.000*

* Correlation is significant at the 0.05 level

Table 3-5: Correlation coefficient of "The time selection" paragraphs and the total.

No.	Paragraph	Pearson Correlation	P-

		Coefficient	Value (Sig.)
1.	The timing of the intervention implementation suits the skills acquirement	.664	0.000*
2.	The partners' institutions participate in scheduling the intervention.	.516	0.000*
3.	The suitable implementation timing of the intervention is taken into consideration.	.688	0.000*
4.	The participants are consulted with the suitable timing of the intervention implementation in advance.	.735	0.000*
5.	The duration of the implementation is suitable to the needs.	.775	0.000*
6.	The duration of the implementation is adequate to achieve the goals.	.655	0.000*
7.	The results of the interventions are monitored and evaluated in time to identify new intervention if needed.	.609	0.000*

* Correlation is significant at the 0.05 level

Table 3-6: Correlation coefficient of "Sustainability and ownership" and the total.

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The customers are satisfied with the new acquired skills by the participants.	.551	0.000*
2.	Developing the participants' skills helps them to perform their jobs efficiently.	.691	0.000*
3.	The acquired skills by the intervention suit the needs of the institutions.	.628	0.000*
4.	The knowledge and the skills can be transferred to the colleagues who did not benefited directly by the intervention.	.652	0.000*
5.	The intervention contributes to increase the participants' abilities in developing their skills.	.589	0.000*
6.	The funder follows-up the work of the participants after the course of the implementation of the intervention.	.490	0.000*
7.	The interventions contributes to develop the performance and the appraisal of the participants.	.695	0.000*
8.	The participants feel satisfied in their performance after the end of the intervention.	.651	0.000*
9.	The outputs of the intervention are followed-up by the end of the implementation.	.647	0.000*
10.	The institutions feel satisfied of the participants'	.550	0.000*

No.	Paragraph		
	performance by the end of the intervention.		
11.	The intervention reflects a real need.	.635	0.000*

* Correlation is significant at the 0.05 level

Table 3-7: Correlation coefficient of "Social networking" paragraphs and the total.

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The communication with the relevant institutions is maintained during the design of the intervention.	.571	0.000*
2.	The recommendations of the relevant institutions are taken into consideration.	.632	0.000*
3.	The society culture is taken into consideration during the design and implementation of the intervention.	.688	0.000*
4.	The demand on the participants' institutions is increased after the end of implementation.	.692	0.000*
5.	The participants can work within other institution of the same field.	.580	0.000*
6.	The intervention helps the participants to understand the nature of the work in the institutions.	.640	0.000*
7.	The participants can build new relations with other institutions in the same field.	.653	0.000*
8.	The participants can build new relations with their	.731	0.000*

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
9.	The participants can work within a team as a result of the intervention.	.670	0.000*

* Correlation is significant at the 0.05 level

Table 3-8: Correlation coefficient of "Success of the intervention management parameters" to total.

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The intervention success parameters take into consideration the real needs of the participants.	.775	0.000*
2.	The intervention success parameters depend on the needs assessment of the intervention.	.654	0.000*
3.	The intervention success parameters take into consideration the intervention goals.	.695	0.000*
4.	The intervention success parameters depend on match between the intervention contents and the desired goals.	.473	0.000*
5.	The intervention success parameters take into consideration the intervention cost.	.550	0.000*
6.	The intervention success parameters depend on match of the intervention cost and success.	.636	0.000*
7.	The intervention success parameters depend on the suitable timing of the participants.	.647	0.000*

No.		Pearson Correlation Coefficient	P-Value (Sig.)
8.	The intervention success parameters depend on suitability of duration of the intervention and the preferences of the participants.	.693	0.000*
9.	The intervention success parameters take into consideration the self-development of the participants.	.618	0.000*
10.	The intervention success parameters take into consideration the ability of the participants of transferring the knowledge and skills to their colleagues.	.680	0.000*
11.	The intervention success parameters take into consideration the communication with the relevant institutions.	.706	0.000*
12.	The intervention success parameters take into consideration the ability of the participants to work within a team.	.747	0.000*

* Correlation is significant at the 0.05 level

3.6.2.2. <u>Structure Validity</u>

Table (3-9) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at α = 0.05, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the research.

Table 3-9: Correlation coefficient of each field and the whole of questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Target group needs and the success of the	.741	0.000*

	intervention		
2.	Goal-oriented intervention management and the success of the intervention	.821	0.000*
3.	Intervention cost and success of the intervention	.801	0.000*
4.	The and success of the intervention	.722	0.000*
5.	Sustainability and ownership and the success of the intervention	.787	0.000*
6.	Social networking and the success of the intervention	.709	0.000*
7.	The equipping of qualified human capital	.990	0.000*
8.	Success of the intervention management parameters	.844	0.000*

* Correlation is significant at the 0.05 level

3.6.3. Reliability of the Research

The reliability of an instrument is the degree of consistency that measures the attribute; it is supposed to be measuring. The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (Partington, 2002). To insure the reliability of the questionnaire, Cronbach's Coefficient Alpha should be applied.

3.6.3.1. Cronbach's Coefficient Alpha

Cronbach's alpha is designed as a measure of internal consistency, that is, do all items within the instrument measure the same thing? The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency (George & Mallery, 2006). The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (3-10) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from .784 and .886. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals .954 for the entire questionnaire that indicates an excellent reliability of the entire questionnaire.

Table 3-10: Cronbach's Alpha for each field of the questionnaire

No.	Field	Cronbach's Alpha
1.	Target group needs and the success of the intervention	.828
2.	Goal-oriented intervention management and the success of the intervention	.867
3.	Intervention cost and success of the intervention	.800
4.	The and success of the intervention	.784
5.	Sustainability and ownership and the success of the intervention	.815
6.	Social networking and the success of the intervention	.813
7.	Success of the intervention management parameters	.886
	All paragraphs of the questionnaire	**.954**

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the research population. In the next chapter, the researcher will test the hypotheses according to the empirical analysis.

Chapter 4: Empirical Analysis and Hypotheses Testing

After the demonstration of the questionnaire's validity and reliability, in this chapter, the research will illustrate the normality test then analyse the fields of the questionnaire, and then testing the hypotheses.

4.1. Test of Normality

The One-Sample Kolmogorov-Smirnov Test procedure compares the observed cumulative distribution function for a variable with a specified theoretical distribution, which may be normal, uniform, Poisson, or exponential. The Kolmogorov-Smirnov Z is computed from the largest difference (in absolute value) between the observed and theoretical cumulative distribution functions. This goodness-of-fit test tests whether the observations could reasonably have come from the specified distribution. Many parametric tests require normally distributed variables. The one-sample Kolmogorov-Smirnov test can be used to test that a variable of interest is normally distributed, (Henry & Thode, 2002)

Table (4-1) shows the results for Kolmogorov-Smirnov test of normality. From the Table, the p-value for each field of the questionnaire is greater than 0.05 level of significance, then the distributions for these variables are normally distributed. Consequently, parametric tests will be used to perform the statistical data analysis.

Table 4-1: Kolmogorov-Smirnov Test of Normality

No	Variables	Kolmogorov-Smirnov	
		Test Value	P-value
1.	Target group needs and the success of the intervention	.679	.746
2.	Goal-oriented intervention management and the success of the intervention	.682	.741
3.	Intervention cost and success of the intervention	.984	.288
4.	The and success of the intervention	.633	.818
5.	Sustainability and ownership and the success of the intervention	.633	.818

6.	Social networking and the success of the intervention	1.209	.108
7.	The equipping of qualified human capital	.860	.451
8.	Success of the intervention management parameters	.799	.547
9.	All paragraphs of the questionnaire	.876	.426

4.2. Analysis for each field

4.2.1. Target group needs

Table (4-2) shows the following results:

- The mean of paragraph #5 "The intervention needs assessment helps the participants to bridge the gap between my skills and competencies (professional, personal, and social) and the labour market needs" equals 7.48 (74.81%), Test-value =6.88, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesised value 6. Therefore, the respondents agree to this paragraph.

  The research results emphasise on the importance of conducting a needs assessment as 74.81% of the respondents consider it as factor of bridging the gap of the human capital skills. The needs assessment is important factor for keeping the human capital updated with the changes occur to the labour market, and can effectively respond to these changes. These results coincide with the studies of (Fujita, 2010; Unger, et al., 2009; Dieleman, et al., 2009)

- The mean of paragraph #10 "The institutions participate in the intervention's needs assessments" equals 5.63 (56.28%), Test-value =-1.17, and P-value =0.122 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this paragraph is insignificantly different from the hypothesised value 6. Therefore, the respondents "neutral" to this paragraph.

  Seemingly, the labour force cannot judge sharply on the behaviour of the institutions' management regarding its commitments towards conducting needs assessment. The results of the previous statement might encourage the

management to reconsider the importance of informing their staff about their role in the needs assessment survey.

- The mean of paragraph #4 "An annual budget is allocated to improve the human capacities" equals 5.36 (53.55%), Test-value =-1.71, and P-value = 0.046 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesised value 6. Therefore, the respondents disagree to this paragraph.

The respondents see that the management does not invest in the field of conducting the needs assessment, and this comes consistent with the results of the previous paragraph where the labour force was neutral towards the role of the management regarding the needs assessment survey and this differs than the results of Unger, et al. (2009) study.

- The mean of the field "Target group needs" equals 6.40 (64.01%), Test-value =2.02, and P-value =0.024 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesised value 6. Therefore, the respondents agree to field of "Target group needs ".

Generally, more than 64% of the research society consider the proposed statements are associated to the field of the target group needs assessment, and the results can reflect this field.

Table 4-2: Means and Test values for "Target group needs"

No	Paragraph	Mean	Standard Deviation	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The participants are consulted with the most important interventions needed to perform their jobs.	6.59	2.67	65.95	1.98	0.025*	4
2.	A form with the most	6.34	2.85	63.42	1.07	0.145	5

	important intervention is distributed regularly						
3.	The results of the interventions needs assessment are being taken into considerations.	7.05	2.44	70.51	3.81	0.000*	2
4.	An annual budget is allocated to improve the human capacities.	5.36	3.29	53.55	-1.71	0.046*	10
5.	The intervention needs assessment helps the participants to bridge the gap between my skills and competencies (professional, personal, and social) and the labour market needs.	7.48	1.89	74.81	6.88	0.000*	1
6.	Regular meetings are conducted to identify the intervention's needs.	6.28	2.97	62.78	0.83	0.203	6
7.	The intervention kind is designed according to the needs	6.22	2.93	62.15	0.65	0.258	7
8.	The intervention needs assessment helps the participants to identify their weaknesses.	7.03	2.58	70.25	3.54	0.000*	3
9.	The institutions pay attention to the needs assessments of their staff.	6.09	2.82	60.89	0.28	0.390	8
10.	The institutions participate in the intervention's needs assessments	5.63	2.80	56.28	-1.17	0.122	9
	Target group needs	**6.40**	**1.77**	**64.01**	**2.02**	**0.024***	

* The mean is significantly different from 6.

4.2.2. Goal-oriented intervention management

Table (4-3) shows the following results:

- The mean of paragraph #2 "The intervention assists in developing the participants' skills and competencies" equals 7.52 (75.19%), Test-value =5.91, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesised value 6. Therefore, the respondents agree to this paragraph.

  The majority of the research society (75.2%) confirm that the intervention that designed and developed with a sharp goal and perspective contributes to the advancement and development of the human capital capacities in terms of the skills and competencies.

  The results coincides with Urrutia & Constain (2012) results.

- The mean of paragraph #5 "The institutions participate in developing the intervention's goals" equals 6.27 (62.69%), Test-value =1.02, and P-value = 0.155 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this paragraph is insignificantly different from the hypothesised value 6. Therefore, the respondents "neutral" to this paragraph.

  Same as the perception of the management role towards designing the intervention, the research society cannot judge the role of the management in goals development of the intervention. The neutralism towards the management role gives the indication of the miscommunication between the management level and the technical level at the tourism sector in Gaza.

- The mean of the field "Goal-oriented intervention management" equals 6.94 (69.39%), Test-value =5.00, and P-value =0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesised value 6. Therefore, the respondents agree to field of "Goal-oriented intervention management ".

  Generally, more than 69.4% of the research society considers the proposed statements are associated to the field of the Goal-oriented perspective, and the results can reflect this field.

Table 4-3: Means and Test values for "Goal-oriented intervention management"

No	Paragraph	Mean	Standard Deviation	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The intervention achieves the desired objectives	6.95	2.59	69.49	3.26	0.001*	6
2.	The intervention assists in the participants' skills and competencies development.	7.52	2.29	75.19	5.91	0.000*	1
3.	The people who run the intervention are selected to suit the goals of the intervention.	6.94	2.43	69.37	3.43	0.000*	7
4.	The intervention contents is compatible (matches) the goals.	6.38	2.30	63.85	1.47	0.072	9
5.	The institutions participate in developing the intervention's goals.	6.27	2.32	62.69	1.02	0.155	10
6.	The intervention's implementation environment contributes to the success of the intervention.	7.05	2.53	70.51	3.67	0.000*	5
7.	The participants commit to	7.18	2.27	71.77	4.61	0.000*	3

	the intervention programme according to the announced goals.					
8.	The funder commits to the intervention's success parameters to achieve the desired goals.	6.61	2.70	66.08	2.00	0.025*	8
9.	The intervention helps in understanding the problem that facing the participants.	7.49	2.19	74.94	6.06	0.000*	2
10.	The founder takes into considerations the implementation process to guarantee the success.	7.08	2.49	70.76	3.84	0.000*	4
	Goal-oriented intervention management	**6.94**	**1.67**	**69.39**	**5.00**	**0.000***	

* The mean is significantly different from 6.

4.2.3.   Intervention cost

Table (4-4) shows the following results:

- The mean of paragraph #3 "The intervention program is being approved based on its feasibility" equals 7.67 (76.71%), Test-value =8.30, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesised value 6. Therefore, the respondents agree to this paragraph.

  The majority of the research society (76.7%) confirm that the economic feasibility is one factor of approving the intervention programme. This coincides with Chianca (2008b) study.

- The mean of paragraph #7 the cost of the intervention suit the raw materials. "The cost of the intervention suit the raw materials." equals 6.92 (69.24%), Test-value =3.23, and P-value = 0.001 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesised value 6. Therefore, the respondents agree to this paragraph.

  69.2% of the respondents confirm suitability of the intervention cost to the usage of the raw materials used during the intervention.

- The mean of the field "Intervention cost" equals 7.22 (72.24%), Test-value =6.61, and P-value =0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesised value 6. Therefore, the respondents agree to field of "Intervention cost". 72.4% of the respondents perceive proposed statements within the field of the intervention cost can represent the field of the cost.

Table 4-4: Means and Test values for "Intervention cost"

No.	Paragraph	Mean	Standard Deviation	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The cost of the intervention is taken into account before the implementation.	7.03	2.89	70.25	3.16	0.001*	5
2.	The cost of the intervention is being accounted to check its feasibility.	7.39	2.46	73.92	5.03	0.000*	2
3.	The intervention programme is being approved based on its	7.67	1.79	76.71	8.30	0.000*	1

	feasibility.						
4.	The cost of the intervention is compatible to its success.	7.28	2.20	72.78	5.18	0.000*	4
5.	The participants are chosen care fully to achieve the goals	7.34	2.62	73.42	4.55	0.000*	3
6.	The cost of the intervention suit the target group.	6.94	2.45	69.37	3.40	0.001*	6
7.	The cost of the intervention suit the raw materials.	6.92	2.55	69.24	3.23	0.001*	7
	Intervention cost	**7.22**	**1.65**	**72.24**	**6.61**	**0.000***	

* The mean is significantly different from 6

4.2.4. The time selection

Table (4-5) shows the following results:

- The mean of paragraph #5 "The duration of the implementation is suitable to the needs" equals 7.04 (70.38%), Test-value =3.95, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesised value 6 . Therefore, the respondents agree to this paragraph.

  70% of the respondents agree on the importance of suitability of the intervention implementation and the needs of the intervention. This coincides with Chianca (2008b) study.

- The mean of paragraph #4 "The participants are consulted with the suitable timing of the intervention implementation in advance." Equals 6.18 (61.77%), Test-value =0.54, and P-value = 0.294 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this paragraph is insignificantly different from the hypothesised value 6. Therefore, the respondents "neutral" to this paragraph.

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The respondents were neutral in terms of being consulted with the suitable timing of the intervention implementation.

- The mean of the field "The time selection" equals 6.62 (66.21%), Test-value =3.13, and P-value = 0.001 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesised value 6. Therefore, the respondents agree to field of "The time selection ".

66.2% of the respondents perceive proposed statements within the field of the intervention timing can represent the field of the cost.

Table 4-5: Means and Test values for "The time selection"

No	Paragraph	Mean	Standard Deviation	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The timing of the intervention implementation suits the skills acquirement	6.51	2.57	65.13	1.76	0.041*	5
2.	The partners' institutions participate in scheduling the intervention.	6.46	2.58	64.56	1.57	0.060	6
3.	The suitable implementation timing of the intervention is taken into consideration.	6.63	2.95	66.33	1.91	0.030*	4
4.	The participants are consulted with the suitable timing of the intervention	6.18	2.90	61.77	0.54	0.294	7

	implementation in advance.						
5.	The duration of the implementation is suitable to the needs.	7.04	2.33	70.38	3.95	0.000*	1
6.	The duration of the implementation is adequate to achieve the goals.	6.81	2.36	68.10	3.05	0.002*	2
7.	The results of the interventions are monitored and evaluated in time to identify new intervention if needed.	6.77	2.89	67.69	2.35	0.011*	3
	The time selection	**6.62**	**1.76**	**66.21**	**3.13**	**0.001***	

* The mean is significantly different from 6

4.2.5. Sustainability and ownership

Table (4-6) shows the following results:

- The mean of paragraph #1 "The customers are satisfied with the new acquired skills by the participants" equals 8.03 (80.26%), Test-value =8.92, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesised value 6. Therefore, the respondents agree to this paragraph.

80% of the respondents agree, from their point of view, on the satisfaction of the customers' side within the newly acquired skills.

The mean of paragraph #6 "The founder follows-up the work of the participants after the course of the implementation of the intervention" equals 6.66 (66.58%), Test-value =2.18, and P-value = 0.016 which is smaller than the level of

significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesised value 6. Therefore, the respondents agree to this paragraph. This coincides with Chianca (2008b) and study of Urrutia & Constain (2012).

66.6% of the respondents agree on the following up of the donor (financier) to the results of the intervention.

- The mean of the field "Sustainability and ownership" equals 7.50 (75.02%), Test-value =9.67, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesised value 6. Therefore, the respondents agree to field of "Sustainability and ownership ".

Three quarters of the respondents perceive the proposed statements within the field of sustainability as representing statements of the field and it is associated statically to it.

Table 4-6: Means and Test values for "Sustainability and ownership"

No.	Paragraph	Mean	Standard Deviation	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The customers are satisfied with the new acquired skills by the participants.	8.03	2.01	80.26	8.92	0.000*	1
2.	Developing the participants' skills helps them to perform their jobs efficiently.	7.97	1.87	79.75	9.37	0.000*	2
3.	The acquired skills by the intervention suit the needs of the institutions.	7.43	2.31	74.30	5.50	0.000*	7

4.	The knowledge and the skills can be transferred to the colleagues who did not benefited directly by the intervention.	7.41	2.53	74.05	4.93	0.000*	8
5.	The intervention contributes to increase the participants' abilities in developing their skills.	7.59	2.16	75.90	6.49	0.000*	6
6.	The founder follows-up the work of the participants after the course of the implementation of the intervention.	6.66	2.68	66.58	2.18	0.016*	11
7.	The interventions contributes to develop the performance and the appraisal of the participants.	7.66	2.11	76.58	7.00	0.000*	5
8.	The participants feel satisfied in their performance after the end of the intervention.	7.76	1.93	77.59	8.10	0.000*	4
9.	The outputs of the intervention are followed-up by the end of the implementation.	6.92	2.44	69.24	3.36	0.001*	10
10.	The institutions feel satisfied of the participants' performance by the end of	7.30	2.28	73.04	5.07	0.000*	9

	the intervention.					
11.	The intervention reflects a real need.	7.82	2.33	78.21	6.89	0.000*	3
	Sustainability and ownership	**7.50**	**1.38**	**75.02**	**9.67**	**0.000***	

* The mean is significantly different from 6

4.2.6. Social networking

Table (4-7) shows the following results:

- The mean of paragraph #6 "The intervention helps the participants to understand the nature of the work in the institutions" equals 7.65 (76.46%), Test-value =7.07, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesised value 6 . Therefore, the respondents agree to this paragraph.

  76.5% of the respondents agree on the associability of the intervention and the understanding of the work's nature in the institutions.

- The mean of paragraph #1 "The communication with the relevant institutions is maintained during the design of the intervention." Equals 6.06 (60.63%), Test-value =0.19, and P-value = 0.425 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this paragraph is insignificantly different from the hypothesised value 6. Therefore, the respondents "neutral" to this paragraph.

  The respondents were neutral to the communications among the institutions during the design period, this might be interpreted as the communication was done at levels rather than the respondents and they were not aware of these communication channels.

- The mean of the field "Social networking" equals 7.19 (71.91%), Test-value =6.61, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the

hypothesised value 6. Therefore, the respondents agree to field of "Social networking ".

72% of the respondents perceive the proposed statements within the field of social networking as representing statements of the field and it is associated statically to it.

The results of this field coincide with the Urrutia & Constain (2012).

Table 4-7: Means and Test values for "Social networking"

No	Paragraph	Mean	Standard Deviation	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The communication with the relevant institutions is maintained during the design of the intervention.	6.06	2.98	60.63	0.19	0.425	9
2.	The recommendations of the relevant institutions are taken into consideration.	6.63	2.82	66.33	2.00	0.025*	8
3.	The society culture is taken into consideration during the design and implementation of the intervention.	6.97	2.59	69.75	3.34	0.001*	7
4.	The demand on the participants' institutions is increased after the end of implementation.	7.44	2.26	74.36	5.61	0.000*	5
5.	The participants can work within other institution of the	7.65	2.08	76.46	7.05	0.000*	1

	same field.					
6.	The intervention helps the participants to understand the nature of the work in the institutions.	7.65	2.07	76.46	7.07	0.000*	1
7.	The participants can build new relations with other institutions in the same field.	7.46	2.43	74.56	5.32	0.000*	4
8.	The participants can build new relations with their colleagues.	7.54	2.42	75.38	5.61	0.000*	3
9.	The participants can work within a team as a result of the intervention.	7.32	2.51	73.20	4.55	0.000*	6
	Social networking	7.19	1.60	71.91	6.61	0.000*	

* The mean is significantly different from 6.

4.2.7. In General "The equipping of qualified human capital"

Table (4-8) shows the mean of all paragraphs of "The equipping of qualified human capital" equals 6.99 (69.94%), Test-value =7.07, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The mean of all paragraphs is significantly different from the hypothesised value 6. Therefore, the respondents agree to all paragraphs of "The equipping of qualified human capital".

70% of the respondents perceive the proposed statements within the field of equipping qualified human capital as representing statements of the field and it is associated statically to it.

The results of this field coincide with the Rattanaphan (2010) and Macfarlane (2005).

Table 4-8: Means and Test values for "All paragraphs of the equipping of qualified human capital"

Item	Mean	Standard Deviation	Proportional mean (%)	Test value	P-value (Sig.)
All Paragraphs" The equipping of qualified human capital"	6.99	1.25	69.94	7.07	0.000*

*The mean is significantly different from 6.

4.2.8. Success of the intervention management parameters

Table (4-9) shows the following results:

- The mean of paragraph #4 "The intervention success parameters depend on match between the intervention contents and the desired goals" equals 7.71 (77.09%), Test-value =9.43, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesised value 6 . Therefore, the respondents agree to this paragraph.

  77% of the respondents see that intervention contents that reflecting goals is crucial for intervention success. That means that the intervention by which driven by goals and reflecting the goals at the contents will contribute positively to the success of the intervention.

- The mean of paragraph #8 "The intervention success parameters depend on suitability of duration of the intervention and the preferences of the participants" equals 6.84 (68.35%), Test-value =2.94, and P-value = 0.002 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesised value 6 . Therefore, the respondents agree to this paragraph.

68.35% of the respondents see that taking into consideration the participants preferences in terms of timing and duration within the implementation of the intervention will contribute positively to the success of the intervention.

- The mean of the field "Success of the intervention management parameters" equals 7.34 (73.43%), Test-value =8.05, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesised value 6. Therefore, the respondents agree to field of "Success of the intervention management parameters".

73% of the respondents see that the proposed statements of the field of Success of the intervention management parameters represent the field.

These results coincides with the studies of (Urrutia & Constain, 2012; Rattanaphan, 2010; Fujita, 2010; Unger, et al., 2009; Chianca, 2008b; Macfarlane, 2005)

Table 4-9: Means and Test values for "Success of the intervention management parameters"

No.	Paragraph	Mean	Standard Deviation	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The intervention success parameters take into consideration the real needs of the participants.	7.29	2.28	72.91	5.03	0.000*	10
2.	The intervention success parameters depend on the needs assessment of the intervention.	7.32	2.00	73.21	5.84	0.000*	9
3.	The intervention success parameters take into	7.37	2.07	73.72	5.85	0.000*	6

	consideration the intervention goals.					
4.	The intervention success parameters depend on match between the intervention contents and the desired goals.	7.71	1.61	77.09	9.43	0.000*	1
5.	The intervention success parameters take into consideration the intervention cost.	7.46	1.93	74.56	6.69	0.000*	3
6.	The intervention success parameters depend on match of the intervention cost and success.	7.39	2.14	73.92	5.79	0.000*	5
7.	The intervention success parameters depend on the suitable timing of the participants.	7.34	2.54	73.42	4.70	0.000*	7
8.	The intervention success parameters depend on suitability of duration of the intervention and the preferences of the participants.	6.84	2.53	68.35	2.94	0.002*	12
9.	The intervention success parameters take into consideration the self-development of the	7.44	2.30	74.43	5.58	0.000*	4

	participants.						
10.	The intervention success parameters take into consideration the ability of the participants of transferring the knowledge and skills to their colleagues.	7.50	2.24	75.00	5.91	0.000*	2
11.	The intervention success parameters take into consideration the communication with the relevant institutions.	7.13	2.56	71.27	3.91	0.000*	11
12.	The intervention success parameters take into consideration the ability of the participants to work within a team.	7.34	2.61	73.42	4.58	0.000*	7
	Success of the intervention management parameters	**7.34**	**1.48**	**73.43**	**8.05**	**0.000***	

* The mean is significantly different from 6

4.3. Hypothesis Testing

4.3.1. Main Hypothesis #1

There is statistical significant effect at level $\alpha \leq 0.05$ of the equipping of qualified human capital on Success of the intervention management parameters.

This hypothesis is analysed by using analysis of multiple linear regression as follows

4.3.1.1. Assessing the Assumptions of the Regression Model (Ordinary Least Squares (OLS) Assumptions)

a. The Residuals have constant variance

Figure (4-1) plots the standardized residuals versus fitted values. The plot shows that there is no systematic pattern, and then the standardized residuals have constant variance.

Figure 4-1: Standardized Residuals versus Fitted Values
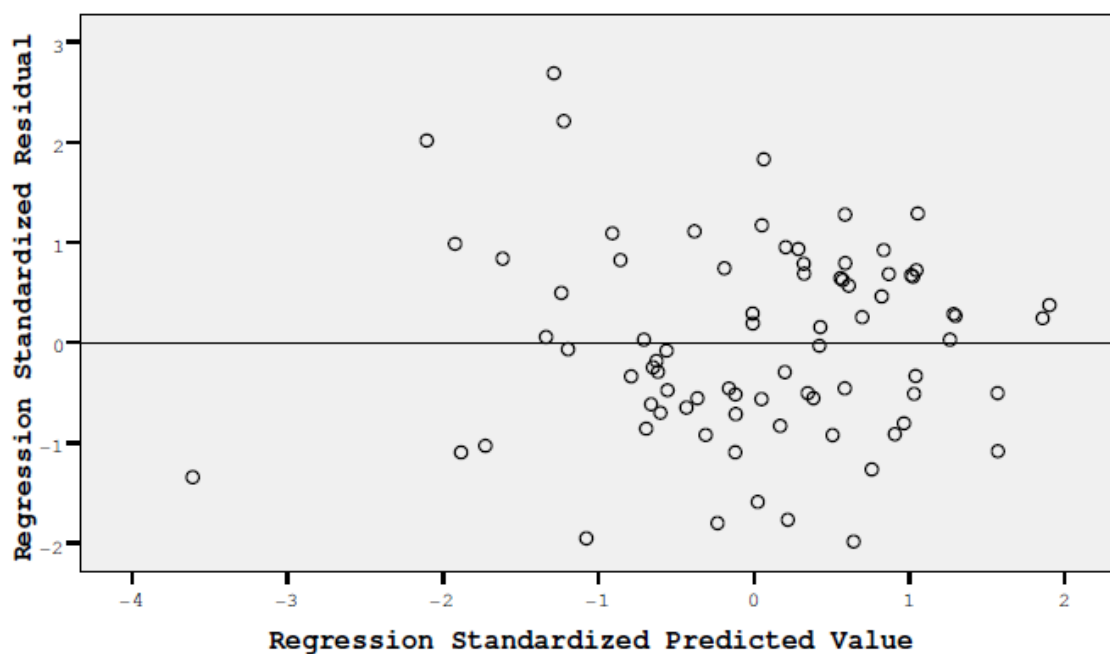
b. The Residuals are normally distributed.

Figures (4-2) and (4-3) shows the Normal Probability plot and histogram of the residuals. The plot shows that the points fall very close to the normal line, and the histogram shows the standardized residuals are bell-shaped. This means the residuals are normally distributed.

Figure 4-2: Normal P-P Plot of Regression Standardized Residual
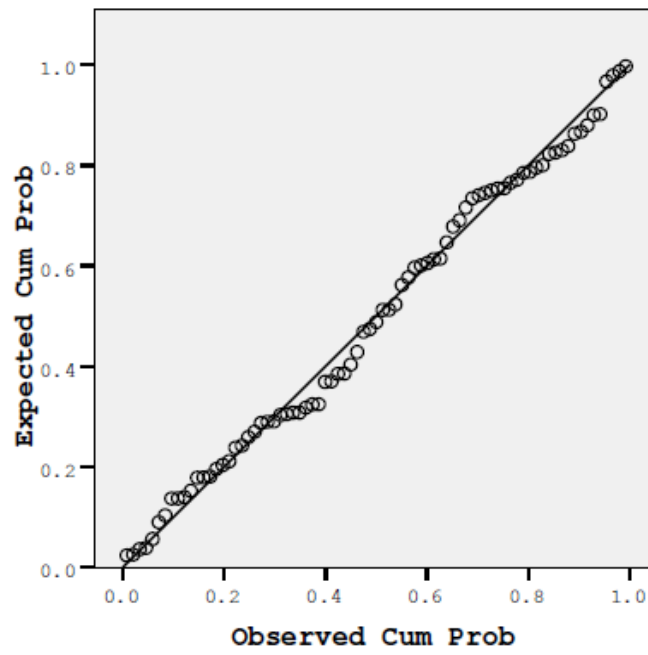
Figure 4-3: Histogram of Regression Standardized Residual
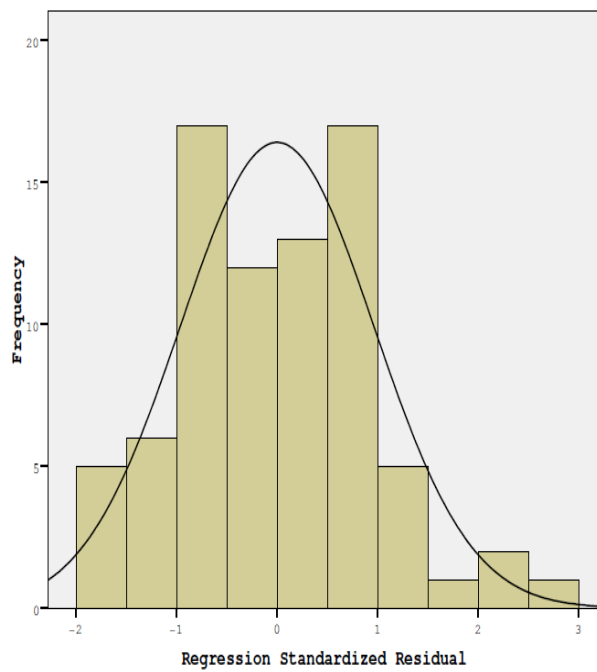
c.   The disturbances are independent.

We use Durbin-Watson test to check If the disturbances are independent, the test statistic (DW) is scaled so that it is around 2 if no autocorrelation is present and near 0 if it is very strong.

DW= 1.624, this is value is around 2, we conclude there is no autocorrelation.

Multicollinearity

We use Variance Inflation factor (VIF) to check the Multicollinearity among the independent variables. Multicollinearity exists if VIF is greater than 10. Table (4-10) shows that the value of VIF for each independent variable is smaller than 10, so the problem of Multicollinearity does not exist.

Table 4-10: VIF results

	Collinearity Statistic
Variable	**VIF**
Target group needs and the success of the intervention	1.762
Goal-oriented intervention management and the success of the intervention	2.567
Intervention cost and success of the intervention	2.056
The and success of the intervention	1.777
Sustainability and ownership and the success of the intervention	1.983
Social networking and the success of the intervention	1.676

Therefore, the OLS assumptions are satisfied.

The multiple linear regression is used and obtained the following results:

Multiple correlation coefficient R =0.828 , R-Square = 0.686, and adjusted R-Square = 0.660. This means 66.0% of the variation in Success of the intervention management parameters is explained by Target group needs, Goal-oriented intervention management, Intervention cost , The time selection , Sustainability and ownership , and Social networking

Table (4-11) shows the Analysis of Variance for the regression model. Sig. = 0.000, so there is a significant relationship between the dependent variable Success of the intervention management parameters and all of the independent variables of the equipping of qualified human capital.

Table 4-11: ANOVA for Regression

	Sum of Squares	**Df**	**Mean Square**	**F**	**Sig.**
Regression	117.498	6	19.583		
Residual	53.778	72	0.747	26.218	0.000*
Total	171.277	78			

* The relationship is statistically significant at 0.05 level

4.3.2. Sub-hypothesis #1

There is statistical significant effect at level $\alpha \leq 0.05$ of Target group needs and Intervention Management parameters.

Table (4-12) shows the regression coefficients, t-values and their P-values (Sig.).

The correlation coefficient R = 0.489, R-Square = 0.239, and adjusted R-Square = 0.230. This means 23.0% of the variation in Success of the intervention management parameters are explained by Target group needs.

The t-value =4.924 and p-value equals 0.000 which is smaller than 0.05, the variable "Target group needs" is statistically significant. Therefore, there is there is statistical significant positive effect at level $\alpha \leq 0.05$ of Target group needs on Intervention Management parameters.

Identifications of the target group needs contributes about 23% to insure the success of the intervention, and it comes as the second rank of structuring the factors that affect the success of the intervention after the goal-oriented interventions.

4.3.3. Sub-hypothesis #2

There is statistical significant effect at level $\alpha \leq 0.05$ of Goal-oriented intervention management and Intervention Management parameters.

From table (4-12), the correlation coefficient R =0.558, R-Square = 0.311, and adjusted R-Square = 0.302. This means Goal-oriented intervention management explains 30.2% of the variation in Success of the intervention management parameters.

The t-value =5.893 and p-value equals 0.000 which is smaller than 0.05, the variable" Goal-oriented intervention management" is statistically significant. Therefore, there is there is statistical significant positive effect at level $\alpha \leq 0.05$ of Goal-oriented intervention management on Intervention Management parameters.

Setting up an intervention based on the goals contributes by 30.2% to the success of the intervention; this puts the goal-orientation in the first rank of the factors that affect the success of the intervention.

4.3.4. Sub-hypothesis #3

There is statistical significant effect at level $\alpha \leq 0.05$ of Intervention cost and Intervention Management parameters.

From table (4-12), the t-value =4.558 and the p-value equals 0.000 which is smaller than 0.05, the variable "Intervention cost "is statistically significant. Therefore, there is there is statistical significant positive effect at level $\alpha \leq 0.05$ of Intervention cost and Intervention Management parameters.

Reasonable cost of the intervention contributes to the success of it. The reasonable cost comes at the third rank after the goal-orientation and the target group needs, by other words; the reasonable cost should insure the goals and preferences of the target group as these factors are more important to success rather that the cost itself.

4.3.5. Sub-hypothesis #4

There is statistical significant effect at level $\alpha \leq 0.05$ of the time selection and Intervention Management parameters.

From table (4-12), the t-value =2.306 and the p-value equals 0.012 which is smaller than 0.05, the variable "the time selection" is statistically significant. Therefore, there is there is statistical significant positive effect at level $\alpha \leq 0.05$ of the time selection and Intervention Management parameters.

Using adequate timing to conduct the intervention activities contributes to the success of the intervention, the respondents see the timing of the activities is not much important as the other factors and it comes at the fifth rank out of six.

4.3.6. Sub-hypothesis #5

There is statistical significant effect at level $\alpha \leq 0.05$ of Sustainability and ownership and Intervention Management parameters.

From table (4-12), the t-value =4.427 and the p-value equals 0.000 which is smaller than 0.05, the variable "Sustainability and ownership" is statistically significant. Therefore, there is there is statistical significant positive effect at level $\alpha \leq 0.05$ of Sustainability and ownership and Intervention Management parameters.

Offering the ownership and the sustainable intervention contributes to the success of the intervention and it comes at the forth rank among the other six factors.

4.3.7. Sub-hypothesis #6

There is statistical significant effect at level $\alpha \leq 0.05$ of Social networking and Intervention Management parameters.

From table (4-12), the t-value =1.174 and the p-value equals 0.122 which is greater than 0.05, the variable "Social networking" is statistically insignificant. Therefore, there is there is statistical insignificant effect at level $\alpha \leq 0.05$ of Social networking and Intervention Management parameters.

Respondents see the social networking does not contribute to the success of the intervention, the social networking effects appear after a certain period since it depends on the impact of the intervention, which is not the case here. The social

networking is an important part assuring the intervention success although the findings of the research did not confirm this result but this can be because the measuring of the social networking needs period of time to be measured which was not the case in this research. The researcher recommends assessing this criterion in future studies.

In addition, based on the standardized coefficients, the significant independent are arranged as follows:

- Goal-oriented intervention management,
- Target group needs.
- Intervention cost,
- Sustainability and ownership,
- The time selection and success of the intervention,
- Social networking

The ranking of the parameters matches the reality and the studies in terms of the importance. The interventions that based on goals has strong relationship of insuring the success, so that for the target group needs. The DAC criteria taken into considerations the goals and target group preferences at the level of measuring the impact of the interventions. The cost and timing of the intervention are used to measure the efficiency of it, so as for the sustainability.

Table 4-12: The Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	**Std. Error**	**Beta**		
(Constant)	0.266	0.591		0.449	0.327
Target group needs	0.410	0.083	0.489	4.924	0.000*
Goal-oriented intervention management	0.495	0.084	0.558	5.893	0.000*
Intervention cost	0.388	0.085	0.432	4.558	0.000*

The time selection	0.171	0.074	0.203	2.306	0.012*
Sustainability and ownership	0.442	0.100	0.412	4.427	0.000*
Social networking	0.093	0.079	0.100	1.174	0.122

* The variable is statistically significant at 0.05 level

4.3.8. Sub-hypothesis #7

There is a significant difference among the respondents toward the "Intervention Management parameters and the equipping of qualified human capital" due to Age, Experience, Qualifications, Residence.

This hypothesis can be divided into the following sub-hypotheses:

- **There is a significant difference among the respondents toward the "Intervention Management parameters and the equipping of qualified human capital" due to Age.**

Table (4-13) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the field "Target group needs", then there is significant difference among the respondents toward this field due to Age. Therefore, the personal characteristics' Age has an effect on these fields.

For the field "Target group needs", The mean for the category "25- Less than 30 " respondents have the highest among the other age categories, then the category "25- Less than 30 " respondents is agree for the field "Target group needs" much more than the other age categories.

For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to Age. Therefore, the personal characteristics' Age has no effect on the other fields.

The respondents of the age group 20 years and above old confirm that the target group needs is important, and this can refer to the experience years and they can express their needs.

Table 4-13: ANOVA test of the fields and their p-values for Age

No.	Field	Means				Test Value	Sig.
		Younger than 20	20- Less than 25	25- Less than 30	Older than 30		
1.	Target group needs	4.93	6.09	6.92	6.90	2.746	.049*
2.	Goal-oriented intervention management	6.30	6.68	7.34	7.14	1.090	.359
3.	Intervention cost	6.26	6.98	7.66	7.44	1.562	.206
4.	The time selection	5.49	6.41	7.12	6.66	1.585	.200
5.	Sustainability and ownership	6.83	7.48	7.62	7.62	.471	.704
6.	Social networking	5.44	7.17	7.59	7.11	2.709	.051
7.	The equipping of qualified human capital	5.91	6.82	7.38	7.17	2.507	.065
8.	Success of the	6.27	7.28	7.70	7.20	1.459	.233

No.	Field	Means				Test Value	Sig.
		Less than 1 year	1- Less than 3	3- Less than 5	More than 5		
	intervention management parameters						

* The mean difference is significant a 0.05 level

- **There is a significant difference among the respondents toward the "Intervention Management parameters and the equipping of qualified human capital" due to Experience.**

Table (4-14) shows that the p-value (Sig.) is greater than the level of significance α = 0.05 for each field, then there is insignificant difference among the respondents toward each field due to Experience. Therefore, the personal characteristics' Experience has no effect on each field.

Table 4-14: ANOVA test of the fields and their p-values for "Experience"

No.	Field	Means				Test Value	Sig.
		Less than 1 year	1- Less than 3	3- Less than 5	More than 5		
1.	Target group needs	5.66	5.89	6.92	6.63	1.762	.162
2.	Goal-oriented intervention management	6.86	6.67	6.68	7.27	.754	.523
3.	Intervention cost	6.67	6.70	7.43	7.58	1.655	.184
4.	The time selection	5.98	6.12	6.89	6.95	1.458	.233
5.	Sustainability and ownership	7.36	7.17	7.90	7.55	.938	.427

No.	Field					
6.	Social networking	7.33	6.53	7.59	7.39	1.832	.149
7.	The equipping of qualified human capital	6.69	6.54	7.25	7.23	1.776	.159
8.	Success of the intervention management parameters	6.44	6.94	7.86	7.54	2.390	.075

- **There is a significant difference among the respondents toward the "Intervention Management parameters and the equipping of qualified human capital" due to Qualifications.**

Table (4-15) shows that the p-value (Sig.) is greater than the level of significance α = 0.05 for each field, then there is insignificant difference among the respondents toward each field due to Qualifications. Therefore, the personal characteristics' Qualifications has no effect on each field.

Table 4-15: ANOVA test of the fields and their p-values for Qualifications

No.	Field	Means			Test Value	Sig.
		Less than Tawjihi	Diploma	Bachelor or Higher		
1.	Target group needs	1.96	1.38	1.83	.844	.434
2.	Goal-oriented intervention management	1.98	1.11	1.68	.768	.467

No.		Means			Test Value	Sig.
3.	Intervention cost	1.85	1.34	1.68	.117	.889
4.	The time selection	1.91	1.59	1.78	.111	.895
5.	Sustainability and ownership	1.55	1.29	1.30	.239	.788
6.	Social networking	2.05	1.27	1.25	1.259	.290
7.	The equipping of qualified human capital	1.54	0.87	1.18	.294	.746
8.	Success of the intervention management parameters	1.82	1.31	1.23	.523	.595

- **There is a significant difference among the respondents toward the "Intervention Management parameters and the equipping of qualified human capital" due to Residence.**

Table (4-16) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to Residence. Therefore, the personal characteristics' Residence has no effect on each field.

Table 4-16: ANOVA test of the fields and their p-values for Residence

No.	Field	Means			Test Value	Sig.
		Gaza North Gov.	Gaza Gov.	Other Gov.		
1.	Target group needs	6.19	6.49	6.45	.218	.805

2.	Goal-oriented intervention management	6.52	7.19	6.71	1.331	.270
3.	Intervention cost	6.73	7.46	7.21	1.477	.235
4.	The time selection	6.61	6.70	6.30	.229	.796
5.	Sustainability and ownership	7.07	7.72	7.48	1.683	.193
6.	Social networking	6.97	7.47	6.45	2.167	.122
7.	The equipping of qualified human capital	6.69	7.19	6.79	1.374	.259
8.	Success of the intervention management parameters	6.98	7.56	7.16	1.219	.301

The empirical analysis and the hypotheses testing shed the light to conclude the findings and the recommendations of this research, which will be summarised within the next chapter.

Chapter 5: Finding and Recommendations

The hypotheses testing and the empirical analysis generated findings and recommendations by which this chapter will cover. The chapter will cover the finding either general or specific findings, as well it will generate recommendations. The perception of the researcher of the model of using the intervention success parameters will be illustrated at the recommendations part, and at the end; some recommendations for future studies are proposed.

5.1. The Findings:

5.1.1. General findings:

1. There is significant relationship between the six proposed factors (Target group needs, goal-oriented perspective, cost and time, sustainability, and the social networking) and the success of the intervention.

2. 66.0% of the success of the interventions refers to the proposed factors (Target group needs, goal-oriented perspective, cost and time, sustainability, and the social networking) and the other refers to other factors.

3. Setting up a goal-oriented intervention contributes by 30.2% to the success of the intervention; putting the goal-orientation at the first rank of the factors that affect the success of the intervention.

4. Identifications of the target group needs contributes about 23% to insure the success of the intervention, and it comes as the second rank of structuring the factors that affect the success of the intervention after the goal-oriented interventions.

5. Reasonable cost contributes to the success of the intervention. The reasonable cost comes at the third rank after the goal-orientation and the target group needs, by other words; the reasonable cost should insure the goals and preferences of the target group as these factors are more important to success rather that the cost itself.

6. Offering the ownership and the sustainable intervention contributes to the success of the intervention and it comes at the forth rank among the other six factors.

7. Using adequate timing to conduct the intervention activities contributes to the success of the intervention, the respondents see the timing of the activities is

not much important as the other factors and it comes at the fifth rank out of six.

8. Respondents see the social networking does not contribute to the success of the intervention, the social networking effects appear after a certain period of time since it depends on the impact of the intervention, which is not the case here.

5.1.2. Specific findings:

This research will classify the findings according to (institutions, trainees, financiers)

5.1.2.1. Regarding to institutions:

- The needs assessment is important factor for keeping the human capital updated with the changes occur to the labour market, and can effectively respond to these changes
- There is miscommunication between the management level and the technical level at the tourism sector in Gaza.
- There is shortage in informing the staff about the efforts of management about their role in target group needs and the management does not invest enough in the field of conducting the needs assessment,
- Economic feasibility is important factor of approving the intervention programme.
- There is customers' satisfaction with the acquired skills by the recipients of the intervention.
- The associability of the intervention and the understanding of the work's nature in the institutions is important.

5.1.2.2. Regarding to trainees

- There is a suitability of the intervention cost to the usage of the raw materials
- The timing of the interventions is not communicated properly with the trainees.
- The intervention contributes to improve the skills of the recipients.
- Taking into consideration the participants preferences in terms of timing and duration within the implementation of the intervention will contribute positively to the success of the intervention.
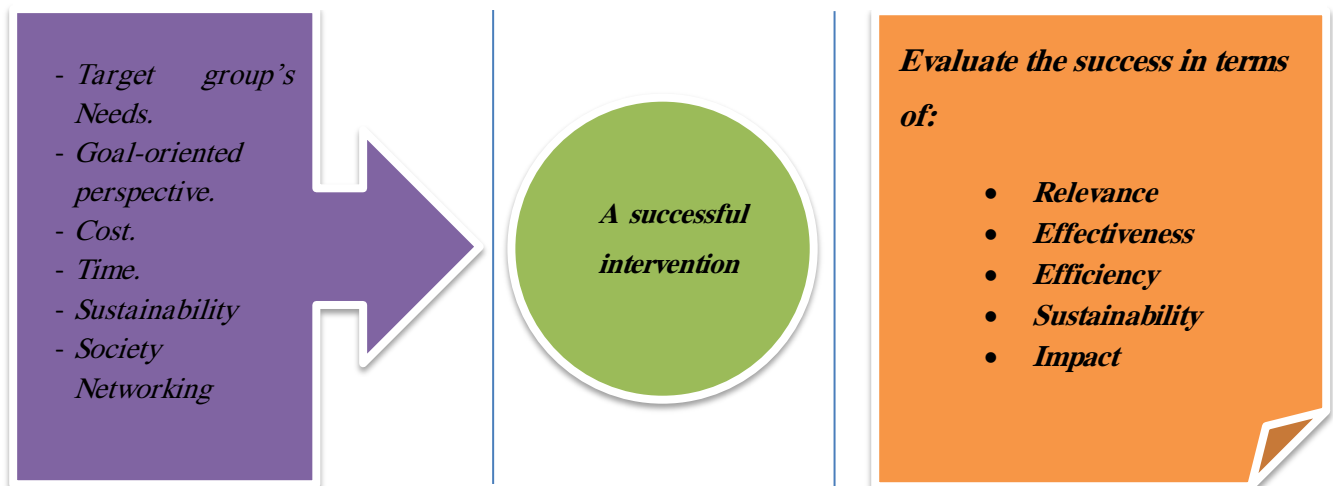
5.1.2.3.   Regarding to financiers

- The financier particularly focused on the goal oriented in designing the intervention but it isn't at enough degree.

- Economic feasibility is critical to the approving the intervention programme.

- The following up of the donor (financier) is important to assure the results of the intervention.

- The intervention by which driven by goals and reflecting the goals at the contents will contribute positively to the success of the intervention.

- Taking into consideration the participants preferences in terms of timing and duration within the implementation of the intervention will contribute positively to the success of the intervention.

5.2.   Recommendations and the researcher point of view

5.2.1.   General Recommendations:

This research recommends the institutions and financiers to adopt this model to enhance their ability to intervene

Figure 5-1: The researcher perception of the success parameters.

- Target group's Needs.
- Goal-oriented perspective.
- Cost.
- Time.
- Sustainability
- Society Networking

A successful intervention

Evaluate the success in terms of:

- *Relevance*
- *Effectiveness*
- *Efficiency*
- *Sustainability*
- *Impact*

Source: Articulated by the researcher (2015).

5.2.2. Specific recommendations:

5.2.2.1.   Recommendations to institutions:

- The institutions should enhance the communication with their staff, and share the important information with them in order to improve the working conditions and the productivity.

- The institutions should perform regular needs assessment of their staff to keep them updated with the new technologies and changes of the profession.

- The institutions have to allocate an annual budget to improve the capacities of the staff, which will lead to efficient working performance and as a result reaching the customers' satisfaction and improving the economic situation of the institution.

5.2.2.2.   Recommendations to financiers

- The financier should focus on the goals in designing the intervention, and construct a proper monitoring system during the implementation stage, and following the results by the end of the intervention.

- The financiers should concentrate on the goals and the target groups preferences as priorities at a reasonable cost that matches the previous factors.

- Taking into consideration the participants preferences in terms of timing and duration within the implementation of the intervention will contribute positively to the success of the intervention.

5.2.3.   Future Studies

The researcher would recommend to the following areas for future studies that can be derived or based on this research with a notice that future studies can be more than but not limited to those who are listed below;

- The researcher would recommend investigating the social network parameter as one areas for future studies.

- Testing the model for other areas of interventions to human capital and compare results.

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7.1.   The Questionnaire (English version - translated):

Date 22/2/2015

Subject: Questionnaire

The MBA student Hazem El-Mashharawi at the Islamic University of Gaza intends to fill the questionnaire for his MBA thesis of

The Impact of the Intervention Management Parameters on Equipping Qualified Human Capital

Case Study: Gaza Tourism Sector

أثر عوامل إدارة التدخل في رفد (رأس مال بشري مؤهل) كوادر بشرية مؤهلة

دراسة حالة: القطاع السياحي في قطاع غزة

Supervisor

Dr. Wassem Al-Habeel

Head of Business Administration Department

Kindly requesting you to fill the questionnaire for your valuable opinion

Best Regards

Hazem El-Mashharawi

The questionnaire

Demographic Data

Age	☐ Younger than 20	☐ 20 -25	☐ 25-30	☐ Older than 30
Sex	☐ Male	☐ Female		
Experience (years)	☐ Less than 1 year	☐ 1-3	☐ 3-5	☐ More than 5
Qualifications	☐ Less than Tawjihi	☐ 2 years diploma	☐ Bachelor	☐ Master and higher
Residence	☐ Gaza North Gov. ☐ Khanyounis Gov.	☐ Gaza Gov. ☐ Rafah Gov.	☐ Middle Area Gov.	

Scale 1-10 (1: I strongly don't agree – 10: I strongly agree)

	Statement	From 1 to 10
	Target group needs and the success of the intervention	
1.	The participants are consulted with the most important interventions needed to perform their jobs.	
2.	A form with the most important intervention is distributed regularly	
3.	The results of the interventions needs assessment are being taken into considerations.	
4.	An annual budget is allocated to improve the human capacities.	
5.	The intervention needs assessment helps the participants to bridge the gap between my skills and competencies (professional, personal, and social) and the labour market needs.	
6.	Regular meetings are conducted to identify the intervention's needs.	

7.	The intervention kind is designed according to the needs	
8.	The intervention needs assessment helps the participants to identify their weaknesses.	
9.	The institutions pay attention to the needs assessments of their staff.	
10.	The institutions participate in the intervention's needs assessments	
Goal-oriented intervention management and the success of the intervention		
11.	The intervention achieves the desired objectives	
12.	The intervention assists in the participants' skills and competencies development.	
13.	The people who run the intervention are selected to suit the goals of the intervention.	
14.	The intervention contents is compatible (matches) the goals.	
15.	The institutions participate in developing the intervention's goals.	
16.	The intervention's implementation environment contributes to the success of the intervention.	
17.	The participants commit to the intervention programme according to the announced goals.	
18.	The funder commits to the intervention's success parameters to achieve the desired goals.	
19.	The intervention helps in understanding the problem that facing the participants.	
20.	The funder takes into considerations the implementation process to guarantee the success.	
Intervention cost and success of the intervention		
21.	The cost of the intervention is taken into account before the implementation.	
22.	The cost of the intervention is being accounted to check its feasibility.	
23.	The intervention programme is being approved based on its feasibility.	
24.	The cost of the intervention is compatible to its success.	
25.	The participants are chosen carefully to achieve the goals	

26.	The cost of the intervention suit the target group.	
27.	The cost of the intervention suit the raw materials.	
The and success of the intervention		
28.	The timing of the intervention implementation suits the skills acquirement	
29.	The partners' institutions participate in scheduling the intervention.	
30.	The suitable implementation timing of the intervention is taken into consideration.	
31.	The participants are consulted with the suitable timing of the intervention implementation in advance.	
32.	The duration of the implementation is suitable to the needs.	
33.	The duration of the implementation is adequate to achieve the goals.	
34.	The results of the interventions are monitored and evaluated in time to identify new intervention if needed.	
Sustainability and ownership and the success of the intervention		
35.	The customers are satisfied with the new acquired skills by the participants.	
36.	Developing the participants' skills helps them to perform their jobs efficiently.	
37.	The acquired skills by the intervention suit the needs of the institutions.	
38.	The knowledge and the skills can be transferred to the colleagues who did not benefited directly by the intervention.	
39.	The intervention contributes to increase the participants' abilities in developing their skills.	
40.	The funder follows-up the work of the participants after the course of the implementation of the intervention.	
41.	The interventions contributes to develop the performance and the appraisal of the participants.	
42.	The participants feel satisfied in their performance after the end of the intervention.	
43.	The outputs of the intervention are followed-up by the end of the implementation.	
44.	The institutions feel satisfied of the participants' performance by the end of the	

	intervention.	
45.	The intervention reflects a real need.	
Social networking and the success of the intervention		
46.	The communication with the relevant institutions is maintained during the design of the intervention.	
47.	The recommendations of the relevant institutions are taken into consideration.	
48.	The society culture is taken into consideration during the design and implementation of the intervention.	
49.	The demand on the participants' institutions is increased after the end of implementation.	
50.	The participants can work within other institution of the same field.	
51.	The intervention helps the participants to understand the nature of the work in the institutions.	
52.	The participants can build new relations with other institutions in the same field.	
53.	The participants can build new relations with their colleagues.	
54.	The participants can work within a team as a result of the intervention.	
Dependent variable : success of the intervention management parameters.		
55.	The intervention success parameters take into consideration the real needs of the participants.	
56.	The intervention success parameters depend on the needs assessment of the intervention.	
57.	The intervention success parameters take into consideration the intervention goals.	
58.	The intervention success parameters depend on match between the intervention contents and the desired goals.	
59.	The intervention success parameters take into consideration the intervention cost.	
60.	The intervention success parameters depend on match of the intervention cost and success.	

61.	The intervention success parameters depend on the suitable timing of the participants.	
62.	The intervention success parameters depend on suitability of duration of the intervention and the preferences of the participants.	
63.	The intervention success parameters take into consideration the self-development of the participants.	
64.	The intervention success parameters take into consideration the ability of the participants of transferring the knowledge and skills to their colleagues.	
65.	The intervention success parameters take into consideration the communication with the relevant institutions.	
66.	The intervention success parameters take into consideration the ability of the participants to work within a team.	

End

بسم الله الرحمن الرحيم

22 شباط 2015 م

السلام عليكم و رحمة الله و بركاته ،

الموضوع/   تعبئة استبانة

يقوم الطالب/ حازم المشهراوي و الملتحق في برنامج الماجستير في إدارة الأعمال بالعمل في مرحلة توزريع الاستبانة الخاصة برسالة الماجستير بعنوان:

The Impact of the Intervention Management Parameters on Equipping Qualified Human Capital

Case Study: Gaza Tourism Sector

أثر عوامل إدارة التدخل في رفد (رأس مال بشري مؤهل) كوادر بشرية مؤهلة

دراسة حالة: القطاع السياحي في قطاع غزة

تحت إشراف

الدكتور وسيم الهابيل

رئيس قسم إدارة الأعمال/ كلية التجارة ــ الجامعة الإسلامية بغزة

أرجو من سيادتكم التكرم بتعبئة الاستبانة المرفقة، لما يمثله رأيكم من أهمية بالغة بالنسبة لي ولموضوع الدراسة.

مع وافر الشكر والتقدير

الباحث

حازم المشهراوي

أولاً: بيانات ديموغرافية

السن	☐ أقل من 20 عاماً	☐ 20 – 25	☐ 25- 30	☐ أكبر من 30 عاماً
الجنس	☐ ذكر	☐ أنثى		
عدد سنوات الخبرة	☐ أقل من سنة	☐ 1 – 3	☐ 3 - 5	☐ أكثر من 5 سنوات
الخلفية العلمية و نوعها	☐ ثانوية عامة	☐ دبلوم	☐ بكالوريوس	☐ ماجستير فأعلى
منطقة السكن	☐ محافظة شمال غزة	☐ محافظة غزة	☐ محافظة الوسطى	
	☐ محافظة خان يونس	☐ محافظة رفح		

مقياس من 1-10 (1: لا أوافق بشدة – 10: أوافق بشدة)

العبارة		من 1-10
احتياجات الفئة المستهدفة وملاءمتها لنجاح التدخل.		
1	يتم استشارة المشاركين بأهم التدخلات اللازمة لإنجاز العمل.	
2	يتم توزيع نموذج بأهم احتياجات التدخل بشكل دوري.	
3	يتم الأخذ بعين الاعتبار نتائج احتياجات التدخل.	
4	يتم رصد موازنة سنوية لتأهيل الكوادر البشرية.	
5	يساعد تحديد احتياجات التدخل على جسر الهوة بين مهاراتي وكفاياتي (المهنية والشخصية والاجتماعية) ومتطلبات سوق العمل.	
6	يتم عقد اجتماع دوري لتحديد احتياجات التدخل اللازمة.	

		يتم تصميم نوع التدخل اللازم بناء على تحديد الاحتياجات.	7
		يساعد تحديد الاحتياجات في فهم نقاط الضعف لدى المشاركين.	8
		تهتم المؤسسة بتحديد احتياجات العاملين.	9
		تشارك المؤسسات في تحديد احتياجات التدخل.	10
ادارة التدخلات الموجهة بالأهداف وعلاقتها بنجاح التدخل			
		يحقق التدخل الأهداف المرجوة.	11
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انتهى

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6.	Dr Ammar Kidra	Islamic Relief	Head of Employment Youth Enhancement Programme
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