

نموذج رقم (1)

إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

Project's sustainability Assessment of Disabled  
Care NGOs in Gaza strip

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29.12.2015

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## Project's Sustainability Assessment of Disabled Care NGOs in Gaza Strip

تقييم استمرارية المشاريع في مؤسسات رعاية المعاقين في قطاع غزة

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**This thesis is submitted in partial fulfillment of the requirement for the degree of  
MBA**



هاتف داخلي 1150

مكتب نائب الرئيس للبحث العلمي والدراسات العليا

الرقم.....ج سن غ/35/Ref

التاريخ.....2015/07/04 Date

## نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحثة/ منال يوسف محمد حسنه لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال وموضوعها:

### تقييم استمرارية المشاريع في مؤسسات رعاية المعاقين في قطاع غزة

#### Project's sustainability Assessment of Disabled Care NGOs in Gaza Strip

وبعد المناقشة التي تمت اليوم السبت 17 رمضان 1436هـ، الموافق 2015/07/04م الساعة

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

واللجنة إذ تمنحها هذه الدرجة فإنها توصيها بتقوى الله ولزوم طاعته وأن تسخر علمها في خدمة دينها ووطنها.

والله ولي التوفيق ،،،

مساعد نائب الرئيس للبحث العلمي والدراسات العليا

أ.د. فؤاد علي العاجز

# بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

(وَقُلْ أَعْمَلُوا فَسِيرَى اللَّهِ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ ۖ

وَسَرِّدُونِ إِلَى عَالِمِ الْغَيْبِ وَالشَّهَادَةِ فَيُنَبِّئُكُمْ بِمَا كُنتُمْ تَعْمَلُونَ)

صدق الله العظيم

## **Dedications**

I would like to dedicate this research:

To my parents who supported me to success.

To my brothers and sister, and all my family who didn't reserve any effort in supporting me.

To my friends and all people who helped me to success in completing this research.

## **Acknowledgment**

I would like to express my deep gratitude to my supervisor Dr. Wasim Al-Habil for his supervision, support, and guidance.

I would like to thank the committee who judged the research's questionnaire from the Islamic University of Gaza and Alazhar University.

I would like to thank Dr. Sami Abu-Ross and Dr. Sami Abu Naser for their valuable notes and recommendations which enriched the research.

My deep appreciation to Disabled Care NGOs who participated in filling the questionnaire.

Finally, I would like to thank all people who supported me in any way, especially those who helped me in data collection.

Many thanks to all

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## Abstract

This research aimed at assessing to what extent the projects of Disabled Care NGOs in Gaza strip are sustainable, and exploring the factors support project's sustainability, in addition to exploring the barriers of incorporating sustainability in the projects.

The research used the quantitative analytical descriptive approach to assess the relationship between project's sustainability and stakeholder's participations, availability of funding, organization system and policy, human resources, and type of project outcomes. The descriptive approach helped in comparing, explaining, and evaluating findings in order to organize meaningful results.

A survey questionnaire used to obtain the primary data. The research covered the (28) Disabled Care NGOs in Gaza strip which are licensed by the Palestinian Ministry of Interior.

The data analysis showed that the respondents' answers are positive to the five items of the questionnaire, where they are agreed that stakeholder's participation, availability of funding, organization system and policy, human resources, and the type of the project outcomes have statistically significant correlations with project's sustainability.

The research results showed that the projects of Disabled Care NGOs in Gaza strip seem to be sustainable. It was notably rising in organizations' awareness about developing and implementing projects characterized by complying with the needs of people with disability (PwD), good participations of stakeholders in all project phases, matching between the organizational objectives and the priority of community and donors, depending on qualified human resources, good management, and having clear monitoring and evaluation plans. On the other hand; till present Disabled Care NGOs cannot release from the high dependence on the external funding as a result of many challenges facing them, including the inability to recover part of project costs due to the bad economic situation of PwD, the, the lack of self financial resources, the large number of PwD that don't match the available funding, and the different needs of PwD required to be met.

The researcher provided recommendations in the light of the main results to help Disabled Care NGOs to increase the sustainability in their projects. NGOs should develop plans for decreasing the dependence rate on the external funding, securing self financing resources, and working on developing sustainable and comprehensive projects.

## ملخص الرسالة

إن الهدف الرئيسي لهذا البحث هو تقييم مدى تحقق الاستمرارية في مشاريع مؤسسات رعاية المعاقين الأهلية في قطاع غزة. والتعرف على العوامل التي تدعم استمرارية هذه المشاريع، إضافة للتعرف على معيقات تحقيق استمرارية المشاريع.

اتبع الباحث في هذه الدراسة المنهج الوصفي التحليلي والذي يصف ويحدد العلاقة بين استمرارية المشاريع وخمسة عوامل هي: مشاركة أصحاب المصلحة، وتوفير التمويل، ونظام وسياسة المؤسسة، والموارد البشرية، وطبيعة مخرجات المشاريع. و قد تم استخدام المنهج الوصفي من أجل المقارنة، وشرح وتقييم النتائج بهدف تنظيم نتائج ذات معنى. تم الحصول على البيانات الأولية من خلال استنائه قام الباحث بتوزيعها على (28) مؤسسة لرعاية المعاقين في قطاع غزة مسجلة لدى وزارة الداخلية الفلسطينية.

ولوحظ من تحليل البيانات أن آراء المبحوثين كانت إيجابية بخصوص المتغيرات الخمسة. فقد اتفقوا بأن هناك علاقة ذات دلالة إحصائية بين استمرارية المشاريع ومشاركة أصحاب المصلحة، وتوفير التمويل، ونظام وسياسة المؤسسة، والموارد البشرية، وطبيعة مخرجات المشاريع.

إن نتائج البحث أشارت إلى أن مشاريع مؤسسات رعاية المعاقين الأهلية تبدو كأنها مشاريع مستدامة، فقد لوحظ وجود وعي لدى هذه المؤسسات فيما يتعلق بتصميم وتنفيذ مشاريع تنسم بأنها تتناسب مع احتياجات الأشخاص ذوي الإعاقة، ويتحقق فيها مشاركة أصحاب المصلحة في معظم مراحل المشروع، ويوجد توافق بين أهداف المؤسسة وأولويات المجتمع والمانحين، كما أنها تعتمد على كوادر بشرية كفاءة، وتنسم بالإدارة الجيدة، إضافة لوجود خطط للمراقبة والتقييم. ومن ناحية أخرى فقد فشلت هذه المؤسسات في التحرر من الاعتمادية الكبيرة على التمويل الخارجي ويعزى ذلك إلى عدم قدرة المؤسسات على استرجاع جزء من تكلفة المشاريع كون الفئة المستهدفة فقيرة وتعاني من أوضاع اقتصادية صعبة، إضافة لعدم وجود مصادر تمويل ذاتية، ووجود أعداد كبيرة من الأشخاص ذوي الإعاقة لا تتناسب مع قيمة التمويل المتوفر، بالإضافة إلى الاحتياجات المختلفة للأشخاص ذوي الإعاقة والتي يلزم تلبيتها.

وفي ضوء نتائج الدراسة قدم الباحث توصياته لمؤسسات رعاية المعاقين بضرورة تطوير الاستراتيجيات والخطط لتقليل الاعتماد على التمويل الخارجي، والسعي إلى توفير موارد تمويل ذاتية، والعمل على تصميم مشاريع تنسم بكونها مستدامة وشاملة.

## List of Abbreviations

PwD	People with Disabilities
NGO	Non-Governmental Organization
CRPD	The Committee on the Rights of Persons with Disabilities
PCBS	Palestinian Central Bureau of Statistics
WHO	World Health Organization
WB	World Bank
ADB	Asian Development Bank
ICIDH	International Classification of Impairments, Disabilities and Handicaps
EC	European Commission
ICHR	Independent Commission for Human Rights
SIDA	Swedish International Development Cooperation Agency
UNDP	United Nations Development Program
ILO	International Labor Organization
AusAID	Australian Agency for International Development
MFIs	Microfinance Institutions
DG	Disability Grants
GDP	Gross Domestic Product
DFID	Department for International Development (UK)
PCM	Project Cycle Management
UNDP	United Nations Development Program

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# **CHAPTER ONE**

## **The Research General Framework**

## **1.1 Introduction**

People with disabilities (PwD) in Gaza strip face several challenges. The majority of them are excluded from the participation in the Palestinian community. This exclusion cost the community where PwD became charity cases instead of being productive persons. PwD deserve the same rights like others. The Committee on the Rights of Persons with Disabilities (CRPD) outlines their rights, including civil, cultural, political, social, and economic rights. PwD must have the same rights and obligations as the other individuals in the Gaza strip.

Recently there was a growing recognition that exclusion of PwD has great cost. Disabled Care NGOs implemented many projects to enhance the life of PwD, but, unfortunately, the majority of these projects were with short-term objectives and impact, and they mainly depend on the external funding. It became clear that it's important for the Palestinian Disabled Care NGOs to give high priority for long-term projects with a view to promoting the inclusion of PwD in the community this; helping them to step out of the poverty and disability cycle. Disabled Care NGOs need to adopt sustainability factors in their projects. Sustainability assessment is important as it evaluates the projects and decision-makers can determine how to develop the projects in order to achieve sustainable impacts on the light of the assessment results.

The objective of this research is to shed the light on project's sustainability, highlight strengths and weaknesses in projects of Disabled Care NGOs in Gaza strip, explore factors which support project's sustainability, and illustrate the main barriers for achieving sustainability. Finally; draw conclusions help Disabled Care NGOs to adopt sustainability factors in their projects.

## **1.2 Problem Statement**

People with disabilities are estimated to be 2.4% of the population in Gaza strips (Palestinian Central Bureau of Statistics, 2011, 11); they are around 38,000 people. The last Israeli war in 2014 caused at least 1,134 individuals to be left with a permanent disability (Palestinian Central Bureau of Statistics, 2014). PwD in Gaza strip belong to the poorest group. The unemployment rates among them are higher

than any other population groups, where more than 90.9% of PwD are unemployed (Palestinian Central Bureau of Statistics, 2011, 13).

Recently, many international organizations have recognized that without the inclusion of PwD, the developmental strategies will not success in achieving poverty reduction. It became clear that disability leads to large economic losses (Buckup, 2009, 51).

In Gaza, there are (28) Disabled Care NGOs that provide different services for PwD (Palestinian Ministry of Interior, 2014). They implement several projects targeting PwD, but the impact of these projects end with the end of the projects. There is a bad need for projects with long-term impact that can sustain after the end of the projects. Disabled Care NGOs should be aware of the importance of sustainability in their projects. Therefore, this research is concerned to answer the question “to what extent are projects of Disabled Care NGOs in Gaza strip sustainable?”

## **1.3 Research Questions**

### **1.3.1 Main Question**

To what extent are projects of Disabled Care NGOs in Gaza strip sustainable?

### **1.3.2 Sub Questions**

1. Which are the main barriers for achieving sustainability in projects of Disabled Care NGOs in Gaza strip?
2. How should Disabled Care NGOs develop their projects to ensure incorporation of sustainability?

## **1.4 Research Objectives**

This research is aimed at achieving four main objectives:

1. Assessing sustainability in projects of Disabled Care NGOs in Gaza strip.
2. Exploring factors that support sustainability in projects of Disabled Care NGOs in Gaza strip.
3. Exploring barriers of incorporating sustainability in projects of Disabled Care NGOs in Gaza strip.

4. Drawing conclusions help Disabled Care NGOs in adopting sustainability in the projects.

## **1.5 Research Importance**

### **1.5.1 Importance to Disabled Care NGOs**

The study provides a set of conclusion and recommendation to Disabled Care NGOs to develop sustainable projects. This research will enrich the understanding of decision makers about project's sustainability, and helping to understand how projects should be adopted to ensure incorporation of sustainability, hence implementing projects with long-term impact on the lives of PwD.

### **1.5.2 Importance to Researcher**

Upon the successful completion, the research will be in the library of the Islamic University of Gaza and can be a reference for the other researcher who is studying about sustainability and disability.

## **1.6 Research Variables**

### **Dependent Variable**

1. Project Sustainability

### **Independent Variables:**

#### **1. Stakeholder's Participation**

A stakeholder is any individual, group, or organization that influences the project, or affected by the project either in a positive or negative way. Their participation is important in project design, implementation, and evaluation. Decision makers should ensure the effective participation of stakeholders to enhance project success and sustainability.

#### **2. Availability of Funding**

Funding is one of the most important factors affect on project sustainability, without funding projects cannot sustain in serving beneficiaries.

### 3. Organization System and Policy

There is a relationship between project sustainability and organization system and policy. Internal rules, evaluation system, procurement system, financial system, and goals...etc affect on all project phases and draw the direction of the project to be sustainable or not.

### 4. Human Resource

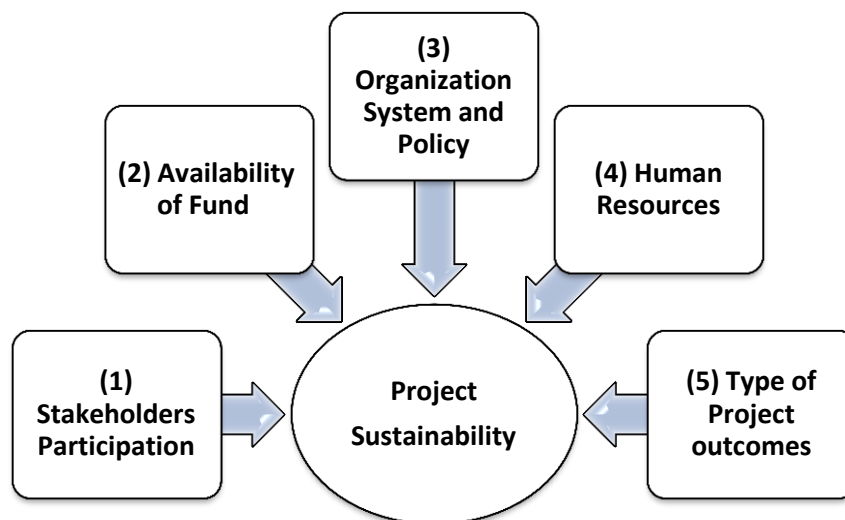
The projects to be sustained need qualified human resource with appropriate experience to success in managing the project and ensure the best utilization of the available resource, therefore, raising sustainability opportunity.

### 5. Type of Project Outcomes

Project's main outcomes may be training courses, employment opportunities, relief services...etc. The project outcomes can be with short – term impact or long- term impact, this directs the project design and implementation toward a sustainable or unsustainable project.

## 1.7 Conceptual Map

The conceptual map describes the relationship between the five independent variables with the dependent variable as shown in figure (1):



**Figure 1: Conceptual Map, Source: Developed by the Researcher Based on AusAID Guidelines, 2015.**

## **1.8 Research Hypothesis**

1. There is a relationship between project sustainability and stakeholder's participation with the significance level of  $\alpha \leq 0.05$ .
2. There is a relationship between project sustainability and availability of funding with the significance level of  $\alpha \leq 0.05$ .
3. There is a relationship between project sustainability and organization system and policy with the significance level of  $\alpha \leq 0.05$ .
4. There is a relationship between project sustainability and human resources with the significance level of  $\alpha \leq 0.05$ .
5. There is a relationship between project sustainability and type of project outcomes with the significance level of  $\alpha \leq 0.05$ .

## **1.9 Research Structure**

Chapter one is the research general framework: in this chapter, the researcher illustrated the research problem, objectives, research variables, and the research hypothesis.

Chapter two is the theoretical framework: in this chapter, the researcher explored disability definitions, the relationship between disability, poverty, and development, background about Disabled Care NGOs, and the situation of PwD in Gaza strip.

Chapter three is the project sustainability: in this chapter, the researcher discussed project sustainability, sustainability dimensions, sustainability assessment, factors affecting project sustainability, and how to adopt these factors in the project life cycle.

Chapter four is the previous studies: in this chapter, the researcher identified findings of the relevant studies. The studies in this chapter illustrated why examining this research problem is a necessary, and it included studies relevance to the need for caring with PwD and sustainability.

Chapter five is the research methodology: in this chapter, the researcher addressed the methodology used in the research and data collection, population and sample, research

instrument, variables measurement, reliability and validity of the instrument, scoring techniques, data gathering procedures, and the procedure of statistical analysis.

Chapter six is the data analysis and discussion: in this chapter, the researcher summarized the main findings, discussed the findings, and compared the findings with the findings of the previous studies.

Chapter seven is the conclusions and recommendations: in this chapter, the researcher provided the conclusions of the findings that have been obtained. In addition, the researcher provided a set of recommendations to enhance sustainability in NGOs projects.

## **CHAPTER TWO**

### **The Theoretical Framework**



## **2.1 Introduction**

The disability rate in the Gaza strip reached 2.4%. It is due to continuous Israeli aggressions in addition to other causes. The report of the Palestinian Central Bureau of Statistics (PCBS) showed that unemployment rates among PwD reached to 90.9% (PCBS, 2011). The PwD can be productive persons and participate in community development if an enabling environment was created for them. The number of PwD is large, so the cost of inclusion is considered low in regard to the impact. When PwD become productive persons there will be economic returns (ADB, 2005).

Unfortunately; the majority of Palestinian projects targeting PwD seem to be relief projects with short-term objectives and impact. In the last years, there was a notable increase in organizations awareness about the effect of disability in the community. Disabled Care NGOs have started to take in consideration the implementing of projects with long-term impact to promote the inclusion of PwD in the community. Thus; enhancing their life's conditions and contributing to poverty reduction among them.

In this chapter; disability definitions, the relationship between disability, poverty, and development, background about Disabled Care NGOs, and the situation of PwD in Gaza strip will be explored.

## **2.2 Disability Definition**

Disability has been defined in a different way from different perspectives, including medical, sociological, and political. (Mitra, 2006)

The International classification of functioning, disability and health (ICIDH) in 1999 defined disability as “any restriction or lack (resulting from an impairment) of ability to perform an activity in the manner or within the range considered normal for a human being” (ICIDH II, 1999, 14).

In Article no. (1) of Vocational Rehabilitation and Employment (Disabled Persons) Convention, 1983 (No. 159), The International labor organization (ILO) defined (PwD) as “an individual whose prospects of securing, retaining and advancing in

suitable employment are substantially reduced as a result of a duly recognized physical or mental impairment” (ILO, 2008, 4).

Also; The Palestinian labor law no. (7) Adopted in the year 2000, in chapter no. (1), in the article no. (1) defined PwD as a person who “suffers from an impairment of some of his physical, sensory or mental abilities, due to a disease, an accident, a congenital reason or a hereditary factor that prevents him from performing, continuing or being promoted in his work, or weakens his ability to perform any of the other basic functions in life, and who needs care and rehabilitation in view of his integration or reintegration in society” (Palestine Liberation Organization, 2000, 3).

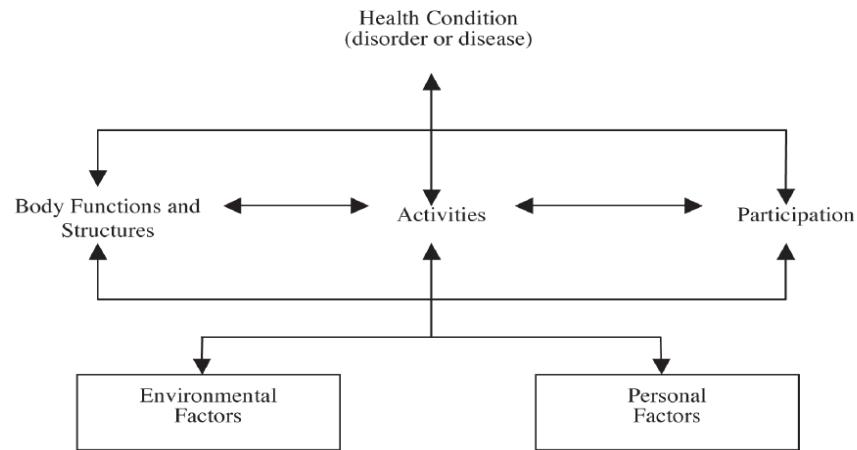
Actually; the terms Impairment, Disability, and Handicap can be used in place of each other. WHO distinguished between these terms as follow:

Impairment: “is any loss or abnormality of psychological, physiological or anatomical structure or function” (WHO, 1988, 14).

Disability: is “any restriction or lack (resulting from an impairment) of ability to perform an activity in the manner or within the range considered normal for a human being” (WHO, 1988, 14).

Handicap: is “a disadvantage for a given individual, resulting from impairment or a disability that limits or prevents the fulfillment of a role that is normal (depending on age, sex, and social and cultural factors) for that individual” (WHO, 1988, 14).

WHO and WB indicated that the interaction of different factors such as: health, environmental, and personal factors lead to disability (World Bank Report, 2011, 5 )as shown in the figure (2):



**Figure 2: Representation of the International Classification of Functioning, Disability and Health, Source: (World Bank Report, 2011, 5).**

### 2.3 Disability model

Many models were developed to define disability such social, medical, and charitable model which mentioned below:

1. **The social model:** It states that society is participating in finding disability and affects the inclusion of people with disabilities. (Johannsmeier, 2007).
2. **Medical/individual model of disability:** It states that disability results from physical conditions inherent in the individual (where it has become part of the body of the individual) and may reduce the quality of life of the individual and cause him clear damage.
3. **Charitable or institutional model:** It looks for people with disability as charity cases who depend on care; it indicates that people with disability cannot participate in the society (Johannsmeier, 2007).

### 2.4 Types of Disability

There are many reasons for disability. It may result because of an illness, an accident, or genetic condition. There are different types of disability mainly: Intellectual disability, Sensory disability, Physical disability. In addition, there is a disability result from a psychiatric disability and one of the above disabilities (Dual disability), and other disability result due to a combination of the above disabilities (Khdeir, 2009).

## **2.5 The Effect of Disability:**

Disability affects people them self in addition to their families, and the society, Zamoat illustrated the most effects on disability as the following (Zamoat, 2000):

1. The disability affects on PwD as it decreases their jobs opportunity and leads to lack of income. Disability affects on their skills, their ability to socialize, and affects negatively on their independence.
2. The disability affects on families of PwD where they suffer from loss income, inadequate socialization, their dependence on others is high, and they feel care burden of PwD.
3. The society is affected also by disability as it causes an income loss of qualified human resource, loss of productivity, increasing in the number of charity case in the society, and increasing the cost of service for PwD and their family.

## **2.6 Disability Barrier**

WHO and WB in the world report on disability issued in 2011 highlighted the disabling barriers, including the following (WHO & WB, 2011):

1. The policy usually doesn't consider the needs of PwD, and the designed policies are not applied. Also negative perspectives toward PwD are barriers.
2. Poor services due to inadequate staffing, poor coordination of services, not qualified staff where these factors affect the quality, accessibility, and adequacy of services.
3. The allocated fund for implementing plans related to supporting PwD is inadequate and this leads to lack of sustainable services.
4. Unsuitable environments for PwD and lack of access to transport systems lead in general to lack of accessibility to work, education, and health services.
5. People with disabilities are not given the opportunity to participate in decision-making in matters directly affecting them.
6. Lack of data about the numbers of people with disabilities and their conditions which are useful in planning to include PwD and remove disabling barriers.

The above barriers affect on PwD and contribute to the following (WHO & WB, 2011):

1. Increasing poverty among PwD.
2. Inadequate educational achievements among PwD.
3. Poorer health care.
4. Poorer economic participation.
5. High dependency and exclusion.

## 2.7 Disability Prevalence in Gaza Strip

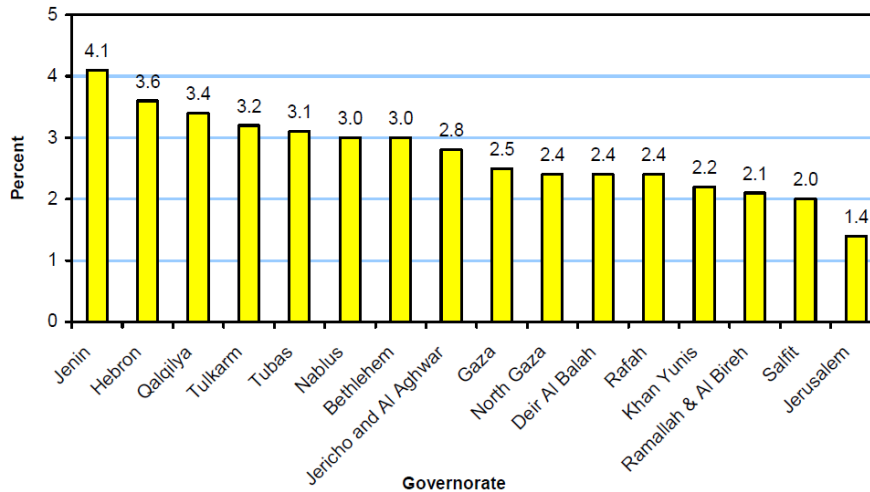
According to PCBS, the prevalence of disability is 2.4% in Gaza Strip they are around 38,000 people; it was 2.9% for males and 2.5% for females (PCBS, 2011). After the last Israeli war on Gaza strip in 2014, there are around 1,134 individuals injured in the war and become with a permanent disability (PCBS, 2014).

### 2.7.1 Prevalence of Disability Based on Age

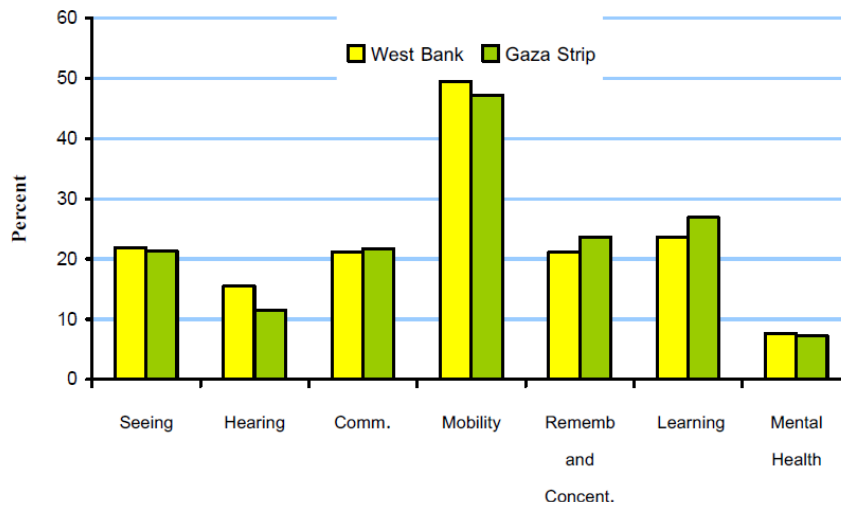
Among children 0-17 years in the Gaza strip, The prevalence of disability was 1.4%; 1.8% are male and 1.3% are female. While among persons aged 18 years and over, the prevalence of disability was 3.4% in the Gaza strip; 3.9% are male and 3.7% are female (PCBS, 2014).

**Table 1: Prevalence of Disability, Source (PCBS, 2011, 11)**

Disability Type	Narrow Definition (A lot of difficulties, Cannot at all)			Wide Definition (Some difficulty, A lot of difficulties, Cannot at all)		
	Palestinian Territory	West Bank	Gaza Strip	Palestinian Territory	West Bank	Gaza Strip
<b>Total persons with disability/difficulty</b>	<b>2.7</b>	<b>2.9</b>	<b>2.4</b>	<b>6.9</b>	<b>6.9</b>	<b>6.9</b>
Seeing	0.6	0.5	0.6	2.4	2.5	2.4
Hearing	0.4	0.5	0.3	1.3	1.3	1.2
Mobility	1.3	1.4	1.1	2.9	3.0	2.7
Remembering and concentrating	0.6	0.6	0.6	1.5	1.5	1.6
Communication	0.6	0.6	0.5	1.1	1.2	1.0
Learning	0.7	0.7	0.6	1.1	1.1	1.2
Mental health	0.4	0.4	0.4	0.7	0.7	0.7



**Figure 3 : Prevalence of Disability by Governorate, Source: (PCBS, 2011, 12)**



**Figure 4 : Prevalence of Disability by Type and Region, Source: (PCBS, 2011, 13)**

### 2.7.2 The Main Cause of Disabilities

The main cause of all disabilities was the illness. It caused seeing disabilities with 43.7%, hearing disabilities with 29.1%, mobility disabilities with 42.9%; disabilities relating to remembering and concentrating with 28.7%, learning disabilities with 27.6%; and mental disabilities by 27.2% (PCBS, 2011, 13).

### 2.7.3 Environmental and Physical Obstacles Impact on PwD Life

7.7% of PwD aged 18 years and above in the Gaza strip avoid involvement in any activities due to the negative perspective of the community toward them. 78.1% of PwD aged 18 years and above in Gaza Strip do not use public transportation because

of the absence of necessary adaptations in the infrastructure; 38.4% of PwD aged 18 years and above in Gaza Strip stated that they were unable to perform daily activities outside their homes as a result of disability (PCBS, 2011).

#### **2.7.4 Education among PwD**

19.4% of PwD in Gaza Strip aged 18 years and above dropped out of school because of the environmental and physical obstacles. Male are 21.7% and female are 22.9% (PCBS, 2011).

#### **2.7.5 PwD and Work**

90.9% of PwD in the Gaza strip do not work. 89.8% of employed PwD had training and that help them in finding jobs (PCBS, 2011).

### **2.1 Disability and Human Right:**

Disability is a human rights issue. The CRPD highlights the cultural, political, civil, social, and economic rights of people with disabilities (WHO, WB, 2011).

People with disability have the right in education, employment, health, etc. Palestinian Disability Law issued in 1999; stated articles related to the research subject as follows:

**Article two:** “The disabled have the right to enjoy a free life, dignified living, and various services in a manner equal to that of other citizens and he/she shall have the same rights and obligations that are within his/her capabilities It is not permissible to prevent any disabled from enjoying these rights because of his/her disability” (Palestinian Disability Law, 1999, 2).

**Article nine:** “The state shall set the regulations and limitations that guarantee the right of the disabled to be protected against all forms of violence exploitation, and discrimination” (Palestinian Disability Law, 1999, 2).

**Article ten:** “The Ministry shall be in charge of coordination with all relevant and competent bodies to secure the welfare and rehabilitation of the disabled” (Palestinian Disability Law, 1999, 3).

**Article twelve:** “The objective of accessibility is to achieve an appropriate environment for the disabled that ensures their easy and independent movement and the safe usage of public places” (Palestinian Disability Law, 1999, 5).

Also, Palestinian labor act no. (7) Issued in 2000 stated in Articles (13), “the employer undertakes to employ a number of qualified disabled workers constituting at least (5%) of the establishment labor force, in jobs that suit their handicap” (Palestinian Labor Law, 2000, 5).

## 2.8 Disability and Poverty

There is a relationship between disability and poverty, each one leads to the other (Elwan, 1999).

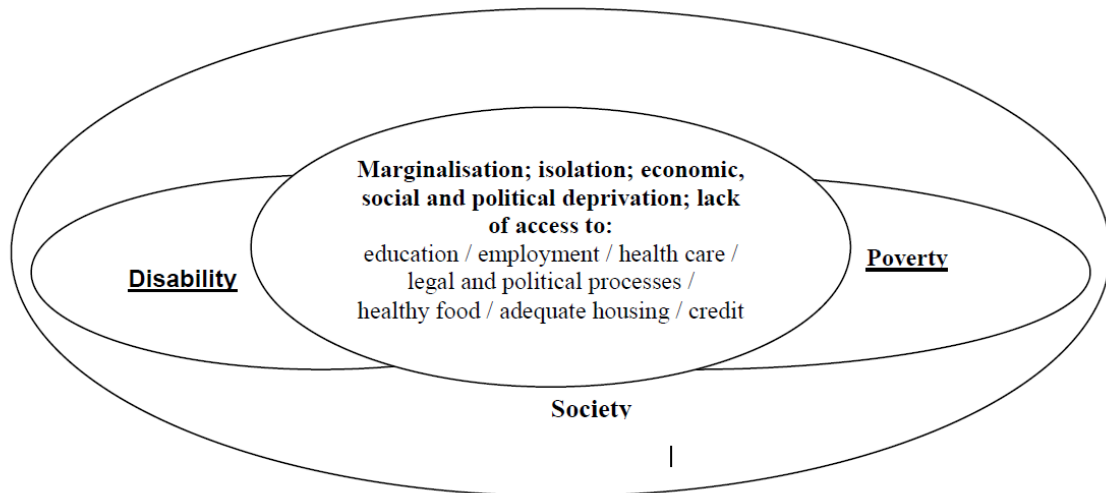
DFID agreed with Elwan. DFID stated that there are factors due to disability such as denial of rights, social exclusion, and lack of opportunities for economic, social development which lead to poverty, at the same time there are factors related to poverty lead to disability such as lack of access to vaccination programs, poor nutrition and sanitation, and dangerous working and living conditions (Cobley, 2011).



**Figure 5 : The Vicious Cycle of Poverty and Disability, Source: (Cobley, 2011, 25)**



Yeo mentioned that there are common characteristics between both poor able people and disabled ones, where both of them lack of access to most aspects of community life (Yeo, 2001, 34).



**Figure 6 : The Relationship between Poverty and Disability, Source: (Yeo, 2001, 34)**

Asian Development Bank (ADB) mentioned that to success in poverty reduction there are many barriers for inclusion of PwD should be addressed (ADB, 2005).

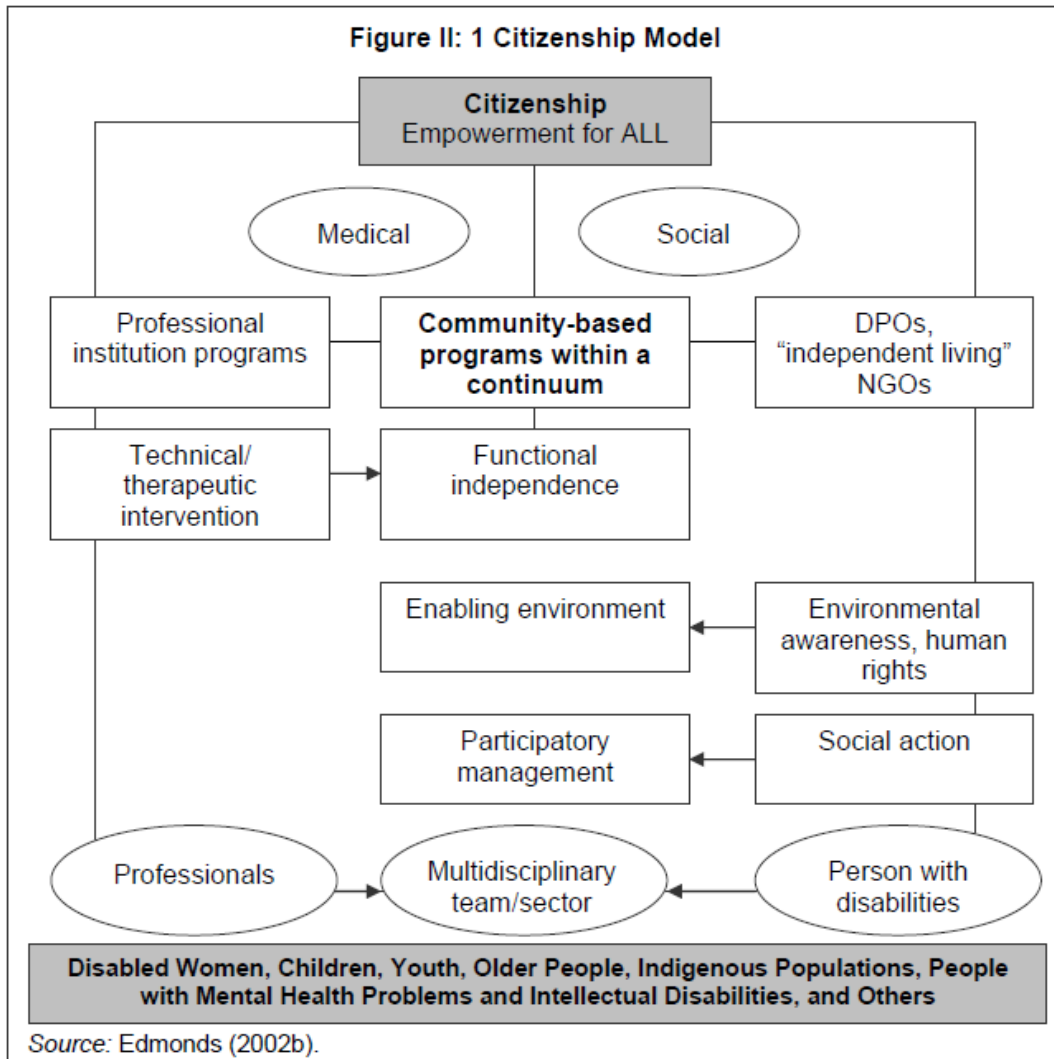
## **2.9 Disability and Development:**

The inclusion of excluded people such as people with disability in the society is development. The concept refers to reducing social discrimination (ADB, 2005).

In the world disability report issued in 2011, indicated that disability is a development issue, due to its relation to poverty, where both of them can lead to each other. Also, people with disabilities and their families are suffering from an economic and social disadvantage. It is difficult for people with disabilities to escape from poverty and benefit from development because of limited access to transport, discrimination in employment, and lack of access to resources (WHO, WB, 2011).

Al Tamimi in his study “the right of persons with disability to decent work in Palestine” addressed his recommendation to the Higher Council for Disability to include the issue of disability into the policies and programs. This issue should be handled as a development issue and a cross-sector right (Al Tamimi, 2013).

The citizenship model shows that the empowerment happens when people with disabilities and their families: (1) reach their potential to possess the knowledge and skills, (2) access programs and services according to their choice, and (3) participate in planning, programming, and evaluating programs and services (ADB, 2005).



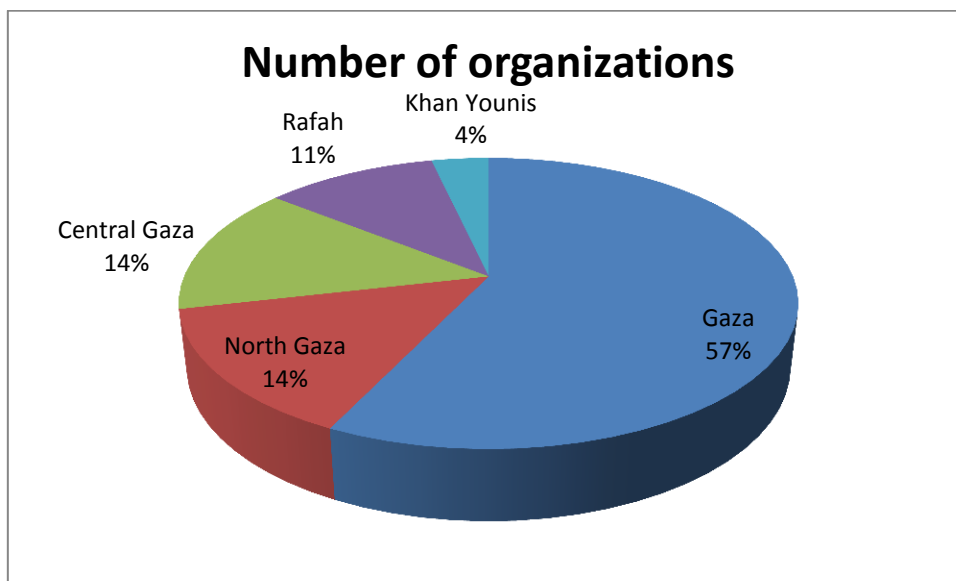
**Figure 7 : Citizenship Model, Source: (ADB, 2005, 16)**

## 2.10 Disabled Care NGOs in Gaza strip:

Based on the guideline for local nonprofit organizations issued by the Palestinian Ministry of Interior in 2014, the number of Disabled Care NGOs which are working in the field of disability in Gaza strip in 2012 is 28 organizations (Ministry of Interior, 2014).

**Table 2: Distribution of Disabled Care NGOs Based on Governance, Source: (Ministry of Interior, 2014, 47)**

#	Governance	Number of organizations
1	Gaza	16
2	North Gaza	4
3	Central Gaza	4
4	Rafah	3
5	Khan Younis	1
	<b>Total</b>	<b>28</b>



**Figure 8: Percentage of Disabled Care NGOs, Source: (Ministry of Interior, 2014, 47)**

# **CHAPTER THREE**

## **Project Sustainability**

### 3.1 Introduction

The nonprofit organizations (NGOs) played a vital role in Palestinians life, they provide essential services in many fields, including education, health, agriculture, development, and rehabilitation of PwD, helping in securing better conditions for Palestinians, but the majority of these organizations depends on external funding to implement its projects which are usually been with short-term impact, thus, a challenge for an NGO is to achieve sustainable projects.

What is project sustainability, sustainability dimensions, sustainability assessment, factors affecting project sustainability, and how to adopt these factors in the project life cycle; all these issues will be discussed in this section.

### 3.2 Project Definition

European Commission (EC) in Project Cycle Management Handbook (PCM) issued in 2004; defined the project as a group of activities with specific objectives implemented in a specific periods. The project should have identified stakeholders, defined financing arrangements, and management, monitoring and evaluation system, and financial and economic analysis (EC, 2004).

### 3.3 Project Sustainability

Different definitions are provided by international institutions and researcher for project sustainability, table (3) illustrates different definitions for sustainability:

**Table 3: Sustainability Definitions**

Source	Definition
(Danida, 1999, 54)	“Project sustainability is a measure of whether the benefits of a development intervention are likely to continue after external support has been completed.”
(AusAID, 2000, 1)	“The continuation of benefits after major assistance from a donor has been completed”.

Source	Definition
(SIDA, 2004, 35)	“Sustainability concerned if the benefits from an intervention will be maintained at an appropriate level for a reasonably long period of time after the withdrawal of donor support”.
(EC, 2004, 28)	“The likelihood of a continuation in the stream of benefits produced by the project after the period of external support has ended”.
(UNDP, 2009, 170)	“Sustainability measures the extent to which benefits of initiatives continue after external development assistance has come to an end”.
(JICA, 2010, 24)	“Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn”.

Danida, AusAID, SIDA, EC, UNDP, and JICA believe that project sustainability focuses on whether the flow of benefits is likely to continue after donor funding has been ended. Sustainable benefits do not necessarily mean the continuation of the funded activities. The UNDP makes a distinction between static and dynamic sustainability. Static sustainability refers to a continuous flow of the same benefits while dynamic sustainability refers to the use or adaptation of project results to a different context (UNDP, 2009).

SIDA mention that the meaning of sustainability is different in short-term projects and long-term development projects (SIDA, 2004).

### **3.4 Dimension of Project Sustainability**

There are five dimensions of sustainability including social, technical, institutional, financial, and environmental (Nhi Quyen Le, 2006). Andersen mentioned that organizations should consider how to use the available resources to assist achieving the long-lasting development (Andersen, 2012).

European commission (EC) in project cycle management guidelines issued at 2004 mention that one of the main assessment criteria and standards for quality of project implementation is whether sustainability issues are being clearly addressed by using the appropriate technology, financial sustainability, assisting and managing environmental and social sustainability, in addition to carrying out effective institutional strengthening and capacity building activities, and the availability of There is a phase out plan (European Commission, 2004, 45).

Actually; sustainability cannot be obtained if there is a lack of one of the sustainability dimensions mentioned bellow:

### **1. Financial Sustainability**

The majority of NGOs have very limited financial resources, therefore, it is not expected that they can financially sustain the outcomes without considering factors which lead to financial sustainability. Financial sustainability is the ability to appropriately and efficiently utilize the resources on a sufficient and reliable base in order to achieve the outcomes (Nhi Quyen Le, 2006, 20).

### **2. Institutional Sustainability**

The institutional sustainability related to the capacity of the organization to implement, develop, and maintain the achieved outcomes of projects (Nhi Quyen Le, 2006, 21).

We can say that institutional sustainability can be achieved if the organization is able to secure and manage sufficient resources to achieve its goals.

### **3. Technical Sustainability**

It means the use of appropriate technologies in order to maintain and develop the outcomes (Nhi Quyen Le, 2006, 22).

### **4. Social Sustainability**

Social sustainability means sufficient, equal and efficient participation of the beneficiaries in the project; therefore they will continue access to the outcomes (Nhi Quyen Le, 2006, 23).

## **5. Environmental Sustainability**

It means that project outcomes are achieved and maintained without any negatively affect on the environment on the short or long term (Nhi Quyen Le, 2006, 23).

### **3.5 Factors Affecting Project Sustainability**

Dimension refers to a parameter required to define the characteristics of project sustainability, and factor refers to issue affect these dimensions. Unfortunately, there are many of NGOs projects had failed to sustain, so it is important to consider the main factors that impact on sustainability. In the project cycle management handbook which was issued by the Europe Aid Cooperation Office in 2002 there are eight factors that support project sustainability (PCM, 2002, 51):

1. Ownership by beneficiaries;
2. Policy support/consistency;
3. Appropriate technology;
4. Environment;
5. Socio-cultural issues;
6. Gender equity;
7. Institutional management capacity; and
8. Economic and financial viability.

According to AusAID; the factors affecting project sustainability from its own experience are (AusAID, 2002, 3):

1. Partner government and donor policies;
2. Local participation and ownership;
3. Management and organization;
4. Financial resources;
5. Awareness and training;
6. Technology;
7. Attention to social, gender and culture;
8. Consideration of environment issue; and
9. External political and economic factors.



In this research, the researcher proved that the following five factors are affecting the sustainability:

- a) Stakeholder’s participation
- b) Availability of funding
- c) Organization System and Policy
- d) Human Resource
- e) Type of Project Outcomes

### 3.6 Evaluation and Sustainability Assessment

Evaluation process provides information about the needs of the target group, impacts of the project, and factors affecting implementation of the project, etc. this information will enhance the implementation and supervision of the project (JICA, 2010, 1).

There is five criteria used by the EC to evaluate the success of projects or program are shown in the table (4) (EC, 2004, 49).

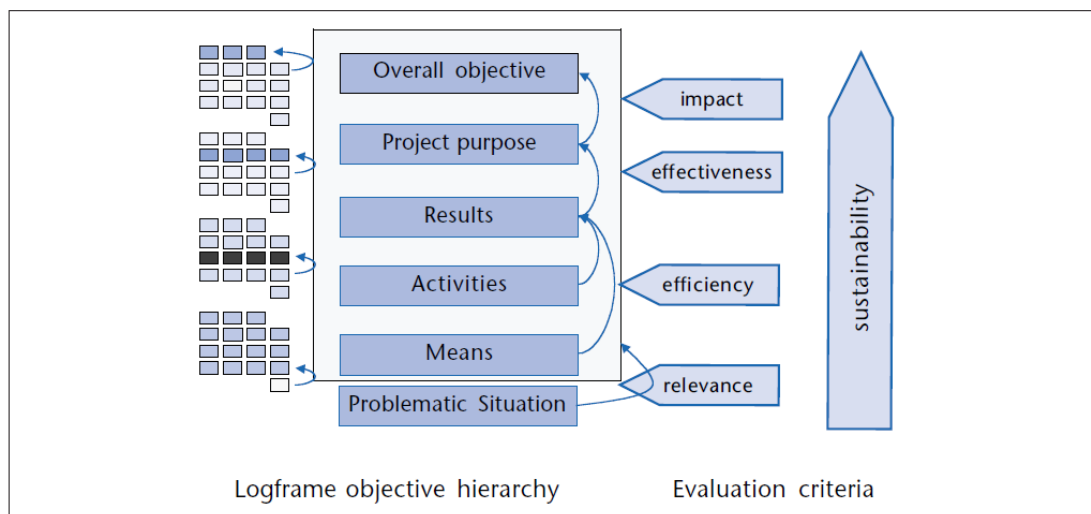
**Table 4: Evaluation Criteria Used by EC, Source: (EC, 2004, 49)**

<b>Criteria</b>	<b>Definition</b>
<b>Relevance</b>	“The appropriateness of project objectives to the problems that it was supposed to address, and to the physical and policy environment within which it operated. It should include and including an assessment of the quality of project preparation and design.”
<b>Efficiency</b>	“The fact that the project results have been achieved at reasonable cost, i.e. how well inputs/means have been converted into Activities, in terms of quality, quantity and time, and the quality of the results achieved. This generally requires comparing alternative approaches to achieving the same results, to see whether the most efficient process has been adopted. ”
<b>Effectiveness</b>	“An assessment of the contribution made by results to achievement of the Project Purpose, and how Assumptions have affected project achievements. This should include specific assessment of the benefits accruing to target groups, including women and men and identified vulnerable groups such as children, the elderly and disabled. ”
<b>Impact</b>	“The effect of the project on its wider environment, and its contribution to the wider policy or sector objectives. ”

Criteria	Definition
Sustainability	“An assessment of the likelihood of benefits produced by the project to continue to flow after external funding has ended, and with particular reference to factors of ownership by beneficiaries, policy support, economic and financial factors, socio-cultural aspects, gender equality, appropriate technology, environmental aspects, and institutional and management capacity. ”

SIDA mention that each one of the evaluation criteria is providing an important issue to be considered to achieve success project, and each one can be applied to every development project. SIDA also mentioned that there is a difference between effectiveness and efficiency. Effectiveness assesses the achievement of the project objectives while efficiency refers to the costs of the project can be justified by its results. Relevance, impact, and sustainability are complementing the criterion of effectiveness. Sustainability is part of impact criteria but as it is important it is considered as independent criteria (SIDA, 2004, 25)

Figure (9) shows the relation between evaluation criteria and the log frame.



**Figure 9: Log Frame & Evaluation Criteria, Source: (EC, 2004, 49)**

The measures of sustainability have to be practiced and developed during all project phases (Nhi Quyen Le, 2006). When analyzing project sustainability, we look for answering if the positive impact of the project will be for long-term and if the project has a potential for being sustained (SIDA, 2004, 36).

According to the UNDP handbook on planning, monitoring, and evaluating for development results issued in 2009; assessing sustainability include the answering the question to what extent is social, economic, political, institutional and other conditions are present. An assessment of sustainability might explore the extent to which (UNDP, 2009, 170):

1. The implementation or developing of a sustainability strategy.
2. Ensuring the availability of financial and economic mechanisms that support the continuation of the flow of benefits.
3. Applying suitable organizational arrangements.
4. Developing and applying policy and regulation that will support continuation of benefits.
5. The institutional capacity.

# CHAPTER FOUR

## Previous Studies

## **4.1 Introduction**

In this chapter studies relevant to the research subject were reviewed. The studies in this chapter illustrated why examining this research problem is a necessary, and it included studies relevant to the need for caring with PwD, and sustainability.

## **4.2 Pervious Studies**

### **4.2.1 Foreign Studies**

#### **1. Nonprofit Financial Sustainability (Williams, 2014).**

The main aim of this study was offering a better understanding of how nonprofit organizations can be financially sustainable, and what conditions or factors contribute to increased financial sustainability. In this study, the researcher investigated financial sustainability strategies of non-profit organizations in Canada. The research explored how non-profit organizations develop revenue generating strategies to preserve their mission-critical services.

The researcher used both a quantitative and qualitative approach. The researcher found:

- a) Challenges to financial sustainability are government downloading; market competition; challenging economic conditions; reliance on unpredictable revenues and volunteer support, and community pressures for increased demand for services.
- b) All organizations faced factors beyond their control that directly affect their financial condition, including: obligations set out by the founder; challenging engagement dynamics with social and governmental systems.
- c) Reliance on unpredictable, unstable revenue requires some unique leadership approaches, great sensitivity to the needs of the community that the organization serves, and aptitudes to overcome diverse challenges.
- d) Nonprofit organizations rely so heavily on the good will and mission, values to generate support. Leadership must remain strategically focused and engaged in the opportunities that will help the organization move forward, while relying on strong internal structures, including staff and volunteers to maintain quality performance.

This study helped in understanding the meaning of financial sustainability in nonprofit organizations and the challenges of financial sustainability.

## **2. Reaching Social Sustainability through Employment of People with Disabilities (Bohman, 2013).**

The aim of this study was to provide a framework to aid the work towards reaching and understanding social sustainability in a way that benefit both organizations and society. The researcher conducted qualitative interviews with numerous of restaurant managers and disabled employees.

Through the study a model describing how to reach social sustainability by employing PwDs was recited. The study findings proofed that employment of PwDs leads to benefits for both organizations and society. Also one of the findings was that corporate culture plays an important role when accommodating PwDs at the work place.

The researcher established five propositions suggest how to reach social sustainability. The propositions state that it is more likely to reach social sustainability:

- a) If all key actors collaborate and share similar values.
- b) If the managers take responsibility by accommodating the employment of PwDs.
- c) If PwDs are actively participating during their employment.
- d) If organizations enable partnership.
- e) If partners provide tools that enables customized matching.

This study helped in understanding what social sustainability is, and how employment of PwDs leads to benefits for both organizations and society.

## **3. Financial Sustainability for Nonprofit Organizations (Morganti, 2012).**

This research was a part of strategic assessment for the YMCA of Greater Pittsburgh; the researcher conducted a literature review of financial sustainability for nonprofit organizations, with an emphasis on urban and lower-resourced organizations. The literature review was designed to inform financial sustainability in nonprofit

organizations, identify major challenges of financial sustainability that are common among nonprofits, and discuss the implications for nonprofits that serve high-need communities. The research highlighted key challenges and promising practices of financial sustainability of nonprofit organizations:

- a) Risk of reliance on external funding sources and streams.
- b) Creating a nonprofit “brand.” Defining and developing the organizational or social mission, identifying and addressing mission drift, and developing a clear marketing plan will help communicate a nonprofit’s social mission to funders and the community in which it resides.
- c) External expectations of partnerships. Due to changes in the funding climate and the financial challenges faced by many nonprofit organizations
- d) Demonstrating value and accountability to funders.
- e) Promoting community engagement and leadership

The researcher found that understanding how the community context affects organizational operations, community engagement, and financial support are key to establishing financial sustainability for nonprofits serving low-income communities.

This study helped in defining financial sustainability for nonprofit organizations, understanding the link between financial sustainability and organizational functioning and success, and being familiar with the main barriers facing nonprofit organizations while trying to achieve financial sustainability.

#### **4. Assessing the Impact of Main Stream Vocational Training in Developing Capabilities of People with and without Disabilities. A case of Danhiko Training Institution in Harare, Zimbabwe (Kaserera, 2012).**

The main objective of this research was to find out if the vocational training for people with and without disabilities develops economic and social capabilities of PwD. The researcher used qualitative methods to get the data.

The researcher concluded that the training is the best way to develop the capabilities for PwD. Also the training of able and disabled people with disability help in breaking the perspective towards PwD as incapable and second class citizens. They have the right to get respect and participate in the community.

This study with its findings shed important light on the facts that the training is very important for PwD not only for improving their capabilities to enhance the economic conditions but also to get respect and success in inclusion in the community.

#### **5. Towards Economic Empowerment for Disabled People: Exploring the Boundaries of the Social Model of Disability in Kenya and India (Cobley, 2011).**

This research aimed at assessing the influence of the social model on the promoting economic empowerment approaches in Kenya and India. 26 case studies were compared to get the research data. The cases were focused on vocational training, formal sector employment and self-directed employment.

The main findings of the study were:

- a) Many challenges are facing the service providers in Kenya and India, where there is a huge scale with very limited resources.
- b) If PwD are empowered to operate effectively, the burden of service provision can be shared.
- c) The reasons for the success of job placement schemes in the Indian cities was attributed to the strength of partnership between disability organizations, employers and training providers, in addition to placing PwD in suitable jobs which match their skills.
- d) The reasons for the success of livelihood schemes in the Kenyan cities (formal job placements) was often attributed to the ability of service providers to build a convincing case for donor support, the strength of leadership, and the commitment of staff.
- e) The scheme providers need to develop innovative strategies for achieving self-reliance and generating income.

The results of this study ensured that the limited resources can be a major constraint to provide the required services for PwD, while the strength of partnership between disability organizations, employers and training providers, in addition to placing disabled people in jobs which match their skills and interests are the factors of success in providing intervention in empowerment and inclusion. On the other hand; main



factors support the sustainability of the intervention in this area, including the tendency of donors and innovative business strategies achieving self-reliance.

#### **6. The Values of Sustainability: The Influence of Leaders' Personal Values on Sustainability Strategies (Kaldschmidt, 2011).**

This study aimed at exploring the intersection of personal values, corporate sustainability, and how leaders' personal values influence on sustainability strategies. The main question was why are some organizations more serious and more successful than others in implementing sustainability strategies that support the achievement of financial, environmental, and social goals. In the research the quantitative approach was used.

The main findings were:

- a) One of the deciding elements of firm success was the leaders who believed that attention to social and environmental issues was important. The personal values of these sustainability-oriented leaders had something to do with their success was already evident.
- b) When leaders make formal or informal strategic choices, self-transcendence values cause leaders to set aside selfish interests to favor respect for, preservation of, and enhancement of the interests of others. This affects both those persons with whom they are in close personal contact and those individuals that are outside their immediate circle and includes appreciation for and preservation of the natural environment.
- c) Leaders who value openness to change seek the opportunities such as those inherent in providing customers and society with sustainability-related innovations.

This study was useful in being familiar with the meaning of sustainability and enriched the researcher about the relation between leader's values and sustainability.

#### **7. An Evaluation of NGO-Led Development Interventions and their Sustainable Management in the Savelugu-Nantong District (Zakaria, 2011).**

The main objective of the study was to evaluate NGO Led Development Interventions and their sustainable management in the Savelugu Nantong District, and to assess

factors that affect the sustainability of the interventions. The study used the qualitative method.

The study majority findings were the following:

- a) The number of NGOs is in rise due to the needs for their services to overcome problems in educational standards, poor agricultural productivity, poverty, diseases and the decreasing role of the state in services provisions.
- b) NGOs must focus on enhancing the design and implementation of interventions at all levels in order to be able to participate in sustainable development.

The study illustrated the importance of NGOs in improving the conditions in the state, but NGOs must pay attention to sustainability.

#### **8. Considering Sustainability Factors in the Development Project Life Cycle: A Framework for Increasing Successful Adoption of Improved Stoves (Ostrom, 2010).**

This research aimed at developing a project management and evaluation framework to increase sustainability in improved stove projects. In the framework sustainability factors were integrated into the project life-cycle. It is represented as a matrix and a checklist which encourages consideration of social, economic, and environmental issues in projects.

A framework for use with improved stove projects was developed by first editing the recommendations and rhetorical questions in McConville (2006) to apply to stoves. The developed framework is represented as a matrix accompanied by an associated checklist. Each matrix element corresponds to a pairing of one project life stage with one sustainability factor. The researcher considered five sustainability factors, including:

- f) Socio-cultural Respect: is built on an understanding of local traditions and core values.
- g) Community Participation: is a process which fosters empowerment and ownership in community members through direct participation in development decision-making affecting the community.

- h) **Political Cohesion:** Involves increasing the alignment of development projects with host country priorities and coordinating aid efforts at all levels (local, national, and international) to increase ownership and efficient delivery of services
- i) **Economic Sustainability:** Implies that sufficient local resources and capacity exist to continue the project in the absence of outside resources
- j) **Environmental Sustainability:** Implies that non-renewable and other natural resources are not depleted nor destroyed for short-term improvements

This study helped in understanding sustainability and the main factors affecting the sustainability.

#### **9. Employee Involvement in the Implementation of a Sustainability Strategy (Eyceoz, 2009).**

The research aimed at answering the question how does employee involvement enhance efforts to manage change when implementing a sustainability strategy. The research describes four different implementations and conducts a cross-case analysis. The researcher discussed the factors that influence employee involvement within a sustainability strategy.

The researcher found that effective employee involvement, supported by integrating sustainability within an organization's core operations, will provide the impetus to change as the organization moves toward sustainability.

This study helped in understanding sustainability implementation and the importance of employee involvement in the implementation of a sustainability strategy.

#### **10. The Price of Exclusion: The Economic Consequences of Excluding People with Disabilities from the World of Work (Buckup, 2009).**

The study aimed at exploring the economic costs of excluding people with disabilities from the work. The study was built on previous research conducted by the International Labor Organization (ILO).

To measure the costs of excluding PwD from work the study developed an approach that consider the gap between the potential and the actual productivity of PwD, and the difference between unemployment and inactivity rates of able people and PwD.

Also the study considered the difference between the potential and actual productivity of PwD to indicate that PwD are less productive not because they live and work in disabling environments not because they are disabled.

The study concluded that the economic losses related to disability are large and measurable; it is around 3% to 5% of GDP.

The study above with its findings confirmed the importance of including PwD in the poverty reduction projects and conduct interventions to turn PwD from poverty to development, and dealing with them as people can be productive if an enabling environment is founded to turn his disability to ability; therefore; success in inclusion process, thus; avoiding the economic loss related to disability.

#### **11. Funding for Self-employment of People with Disabilities. Grants, Loans, Revolving Fund or Linkage with Microfinance Program (Klerk, 2008).**

The main objective of the study was to develop a framework that helps in exploring best practices, strategies, tools and operational methods that ensure the efficiency and sustainability the projects which provided self-employment for PwDs.

The main finding of the study was many PwDs do not have access to the microfinance program due to the negative perspective of the staff of microfinance institutions (MFIs) who consider that PwD are incapable to success in income earning and repayment, and self-exclusion by PwDs. Also, it is because of the lack of prior business experience. The study also mentioned that vocational and business training and rising of self-confidence of PwD is often required prior to setting-up of a self-employment activity. The inclusion of PwDs in existing (MFIs) is a good strategy that ensuring efficiency, sustainability and access to funding for the target group.

This study indicated the barrier facing PwD in accessing to financial resource and inclusion, which was mainly negative perspective towards PwD, the study also

ensured that vocational and/or business training is a basic factor for PwD to success in business.

**12. Evaluation of Approaches to Disability and Rehabilitation in the Context of Somali Refugees in Kenya (Abdi, 2008).**

The study had many objectives, including the determination of the prevalence of disability among Somali refugees, identifies the nature and the causes of disability, drawing a picture of the basic needs and challenges facing PwD, evaluating the education and rehabilitation approaches to disability, and developing a framework for a comprehensive approach to community rehabilitation.

The major findings of the study were: there is a need to improve the educational and rehabilitation approaches used to provide services to PwD, and in order to effectively address disability, we should evaluate the cultural and social constructions need to be evaluated.

The study indicated that education and rehabilitation are important for empowerment PwD, also shed the light on the main case for disability which is war, in addition to the cultural and social construction of disability definition.

**13. Vocational Rehabilitation Services and Employment Outcomes for People with Disabilities: A United States Study (Dutta, 2008).**

This study evaluated the effect of vocational rehabilitation services on employment outcomes of PwD (communicative, physical, and mental impairments) in the United States. The study generated the data from the reports of the United States Department of Education, Rehabilitation Service Administration Case Service.

The major findings of the study indicated that the prevalence of PwD who are employed after receiving vocational rehabilitation services was 62%.

The study confirmed the role of vocational rehabilitation in raising the employment opportunities for PwD.

**14. Using Agriculture Activities to Enhance Income among People with Disabilities: The Case of Ilala Ward, Dar Es Salaam (Mpemba, 2007).**

The study aimed at evaluating the impact of capacity building on PwD in Ilala Ward, where a project was conducted using agricultural activities to enhance income.

Major outcomes of the study were:

- a) Using agricultural activities to enhance incomes for PwD is good.
- b) There are factors made the project to be sustainable including the commitment of the beneficiaries, and the availability of the resources needed for applying the practices.

This study presented the positive impact of vocational training in improving the income of PwD, in addition it confirmed that the commitment of PwD and the availability of recourses are the main factors that help in achieving sustainable projects.

**15. The Social and Economic Effects of the Disability Grant for People with Disabilities and Their Households (Johannsmeier, 2007).**

This study aimed at assessing the effects of the Disability Grant (DG) on PwD and their households, and exploring the relationship between the labor markets and (DG). The researcher used the qualitative approach.

The results of the study were:

- a) DG did not reduce the poverty among PwD as the grant is used for basic needs, water, electricity, and to cover school expenses.
- b) PwD are highly depending on DG due to poverty and high unemployment. PwD are hindered to be employed due to many barriers including physical and attitudinal barriers and lack of education.
- c) Collaboration between multiple government departments, the private sector and disability organizations is needed to face the challenges related to PwD.
- d) There is a need for programs and services that are both disability targeted and disability mainstreamed then disability can be integrated into development programs.

This study reflected the status of PwD and their needs for decent work, and it also indicated that lack of education that hinder PwD from getting employed despite PwD desire and can work.

**16. Evaluation of Mentally Disabled Children Program of SIBUSISO Foundation (Arusha, 2005).**

This study aimed at evaluating mentally disabled children's program of Sibusiso Foundation situated at Arumeru in order to get a better understanding and seeing if the program is implemented as planned and realizes objectives. Furthermore; it assesses the impacts of the program on promoting community participation. The researcher used qualitative and quantitative methods.

As results of the evaluation; the researcher came to conclude that:

- The program had a positive impact on the targeted group, so it is efficient and addressing the needs of the community.
- There has been good cooperation with stakeholders.
- The program was highly dependent on external funding; in addition, there was a lack of some professionals. These conditions decrease the opportunity of program sustainability.

The study findings above; illustrated factors negatively affect project success and sustainability, including foreign donor dependency, and lack of human resource, while cooperation with stakeholders supports the sustainability.

**17. Young Adults and Disability: Transition to Independent Living (Hendey, 1999).**

This study aimed at assessing to what extent the young people with achieving independent living. The study also discussed the role of education, employment, the benefits system, and personal social services. The study targeted young adults with physical disabilities who had the experience of transition from special needs education to living in the society. The researcher used qualitative method.

The study came to conclude that:

- a) The entire sample failed in achieving independent living in regards to independent housing, financial control of assistance, employment, lifestyle, relationships, educational qualifications, and transport. A minority of the sample had achieved some of these.
- b) The majority of PwD had low self-confidence.
- c) The qualifications of PwD were not enough to enable the transition to independent living. The lack of a basic education, and financial disincentives were the main barriers for PwD to success in the transition from school to work.
- d) The majority of PwD depend on the benefits, they are marginalized group.

This study was useful as it discussed the status of PwD and reasons of poor access to job opportunities and becoming a charity case instead of productive ones, and ensures that educational qualification is a factor affects employment opportunity of PwD.

#### **4.2.2 Arabic Studies**

##### **18. The Right of Persons with Disability to Decent Work in Palestine (Al Tamimi, 2013).**

The study illustrated the reality of employment and education of PwD in Gaza strip. It explored the obstacles of integration of PwD into the labor market, in addition to evaluating the attitudes of employers towards employment of PwDs. The study used the quantitative approach.

The main findings of the study indicated that:

- a) PwD suffers from a high rate of unemployment, which reached to 78%.
- b) One of the main obstacles facing PwD in employment is difficulty accessing their workplace, and the workplace is not suitable for their needs.
- c) The work of PwD is linked to temporary projects.
- d) Schools and universities don't suit the needs of PwD and lack of appropriate transportation are the main reasons for why PwD didn't attend school
- e) Educational qualifications help PwD to participate in the labor market.



- a) The design of the training program, weak financial capacities of the training centers, and the gap between labor market needs and training outcomes lead to poor outcomes where the training failed to improve PwDs access to the labor market.

The above study discussed the employment situation of PwD in Gaza and gave a wide picture about the obstacles that facing the employment of PwD. The study confirmed that vocational training and education qualification are important to improve the employment opportunities for PwD.

#### **19. The Attitudes of Employers about Employee with Disability in the Riyadh City According to Different Variables (Abu Shaeira, 2011).**

This study was conducted in the Riyadh city to study the attitudes of employers about employees with disability. Type of work of the organization, the age, and size, and presence of employee with disability at the organization were the study variables. The researcher used a questionnaire to collect data from 33 organizations.

The results indicated that the attitudes of employers about employees with disability were low in general, this is due to negative perspective toward the work ability of PwD, also employer did not know about the training center that rehabilitate and train PwD, further; PwD are not familiar with how to apply for a job. Finally the research recommended training PwD in crafts match with their interest, thus; their performance will be good and this will help them in getting jobs in different institutions, and training programs should be developed to meet the market needs.

This study was useful as its finding and results presented the problem faced the employment of PwD, and that vocational training enhance the job opportunity of PwD.

#### **20. Strategies to Develop Services Rendering to the Visually Impaired in the Institutions for the Blind in Gaza Strip (Shehada, 2011).**

This study aimed at investigating about the reality of services provided to the visually impaired in organizations for blind people in the Gaza strip, and how to promote these organizations. The researcher considered five dimensions: health and rehabilitation services for the blind, level of education, administration skill in the organization,

inclusion of the blind in the society, public awareness, and providing assistive technology tools for the blind. Interview, workshop, and a questionnaire were used to generate the research data.

The study came to conclude that the quality and level of services are provided to the visually impaired is low. The researcher recommended to develop vocational training programs in line with the market needs, developing education and inclusion programs, and providing job opportunities for visually impaired. Also the researcher indicated to the importance of finding continuous financial resources, and strengthens the coordination between organizations.

The above study ensured in the necessary to improve the service provided for PwD including vocational training and providing job opportunities to achieve integration which is the responsibility of organizations and government.

#### **21. Project Evaluation of the Non-Governmental Organizations in Gaza Strip (Hammad, 2010).**

The aim of this study was to evaluate of the Non- Government Organizations in Gaza Strip. The research used the descriptive, analytical method. The data were generated through a questionnaire.

The study concluded that the projects are using the standards of relevancy with sustainability by 69.34%, where:

- a) The project management during the implementation coordinates with all parties to achieve project success and facing problems.
- b) There was matching between social and cultural factors and project activities.
- c) The allocated budget enough for achieving the outcomes and objectives.
- d) The available technology in the project was managed by the project management without external assistance.

Despite the above; financial and institutional sustainability is still not highly applicable.

This study was useful in being familiar with the meaning of project sustainability and institutional and financial sustainability, and factors help in achieving project sustainability.

**22. Disabled Care in the Islamic Educational Thought in the Light of the Problems They Face (Abualkas, 2008).**

This study aimed at illustration care of the people with disability in the Islamic educational thought in the light of the problems they face, the researcher sought to know the reasons that lead to disability, and the Prophet's directives to prevent them, also the study explored the educational requirements for the care of PwD in the Islamic educational thought and the main requirements were:

1. The appropriate health services.
2. Access to a decent life.
3. Job opportunities.
4. Adequate educational opportunities.
5. The freedom of belief.

The researcher concludes the following:

1. There are a few specialized centers providing the care for PwD.
2. There are many problems facing PwD in the Palestinian environment.
3. Islam is the first religion that gives attention to PwD.

The study illustrated many problems that face people with disability in Gaza strip, and was useful in defining disability and its reasons, also it explored educational requirements for the care of PwD.

**23. Perspective of the Generalist Practice of Social Work to Overcome Problems which Prevent Motor Handicapped from Joining Work, "An Applied Study of Motor Handicapped Association in Gaza-Palestine" (Alrantisi, 2008).**

The study aimed at determining the barriers that prevent the motor handicapped from work, and determining the roles of social workers to deal with these barriers. This study is a descriptive study.

The results of the study indicated that the difficulties faced by the social worker in facing the barriers that prevent the motor handicapped from being work area:

- a) Non-cooperation of employers with the institutions concerned with the employment of PwD in public jobs.
- b) Regulations and laws.
- c) Lack of good vocational rehabilitation services.
- d) Weakness of realizing social worker for vocational rehabilitation
- e) The negative beliefs of community toward PwD.
- f) Unsuitable employment opportunities that do not fit the capabilities of PwD.

The study findings addressed the main barrier facing PwD in getting into the labor market in Gaza.

#### **24. Social Empowerment of Persons with Special Needs “Field study” (Alqassas, 2004).**

This study aimed at social inclusion of persons with special needs and changing the general culture about disability through identifying roles of individual and society in the inclusion process.

The study population included employees in the education field of persons with special needs, and institution concern with them. The main findings of the study were:

- a) From the point of view of the employees in the education field; persons with special needs suffer from a negative perspective toward them in the community, and governmental and nongovernmental institution should support them with medical and social services in addition to providing appropriate job opportunities.
- b) From the point of view of institution concern with persons with special needs; the society is responsible for educating and rehabilitating persons with special needs, through changing the environment in a way promoting their inclusion in the society, further more; focusing on that person with disability can be productive and has capabilities.

This study ensured that all parties in the society are responsible for the rehabilitation and inclusion of PwD, they should contribute to finding enable environment to help them to be a productive person in the society.

**25. Reality of the Rights of Palestinian People with Disability in Gaza Strip (Palestinian Center for Human Rights, 2007).**

The study aimed at shedding the light on the reality of the rights of the Palestinian people with disability in Gaza strip, and assessing to what extent the regulations related to the right of people with disabilities are applied. The study used the descriptive, analytical approach, and used questionnaires and workshops to generate the data.

The study results indicated that there are positive indicators on the starting of applying some rules related to the rights of PwD, where; there are programs and services provided for them, there is increasing in the number of disability organizations, and there is development of the type of programs, in addition to notably development in the qualifications of the human resources.

On the other hand, there are negative indicators such as there is the poor level of efforts in the fields of disability that not help in achieving the effective participation of PwD in the community, in addition to the many barriers that lead to their exclusion including the inappropriate transportation and inappropriate physical environment.

**26. Environmental and Social Inclusion of People with Physical Disability in the Community (Awadeh, 2007).**

This study aimed at illustrating the problems of handicapped in Nablus. The researcher was investigating the realities of Palestinian handicapped youth, the obstacles in the field of transportation, economic aspect, social & psychological aspects, social relations and the needs of the handicapped, and the realities of the handicapped care organizations in Nablus.

The researcher used the descriptive approach. The questionnaires and interviews targeted both the handicapped and charged persons of catering for the handicapped needs.

The study indicated that:

- a) There is personal and social reasons effect on the inclusion of handicapped in the community
- b) Disability affects negatively on the life of handicapped.
- c) The integration of handicapped in the community can be achieved through two series phases, the first; to let handicapped get out from his isolation through different activities allow him to participate with supervision of experts in rehabilitation. The second; represent with environmental obstacles in the structural level where the integration required movement ability.
- d) A comprehensive policy is to be adopted to improve prevention against handicaps and improve the rehabilitation programs where the handicapped can participate in the community activities to raise their spirits and make them feel they are treated fairly.
- e) The relationships and coordination among institutions should be fostered. Also the families of the handicapped should be involved in the process of rehabilitation in order to deliver better services to the handicapped.

The study presented the status of PwD, and the importance to improve programs related to PwD integrated in the community especially rehabilitation programs.

#### **27. Institutional Sustainability: Mainstreaming Project Management Best Practices in Palestinian NGOs (El-Aff, 2007).**

The study aimed at answering main question about how to ensure the sustainability of the Palestinian NGOs through the mainstreaming of project management best practices in their current operations. The researcher used the semi-structured interview to collect data from 40 NGOs are considered as the largest ones in the Gaza strip.

The researcher found that:

- a) More than 85% of the Palestinian NGOs have serve problems in the area of sustainability.
- b) The Palestinian NGOs are characterized by being heavily staffed, low budgeted, have department based structure.

- c) There is a mismatch between organizational structures of all the organizations in the sample (Department based) while 80% of the organizations are Project Driven since they depend on projects funding to cover more than 50% of their budget.
- d) 75% of the Palestinian NGOs have problem with fundraising due to the high difficulty in securing sufficient funds, in many cases essential components of projects and sometimes whole projects are dropped for lack of funds.

This study was useful in being familiar with the meaning of institutional sustainability and enriched the researcher about the main characteristics of Palestinian NGOs helped in understanding important factors affecting the sustainability.

#### **28. Effectiveness Evaluation of Rehabilitation Programs for People with Disability (Al-Shammeri, 2003).**

This study aimed at evaluating the efficiency of the vocational rehabilitation programs for the handicapped in Saudi Arabia. The study considers the view of the handicapped, supervisors and businessmen. Also the study aimed at exploring the advantages and disadvantages of vocational rehabilitation of handicapped programs and its impact. In addition; to illustrating the problems that weakness the outcomes of the vocational rehabilitation programs. The researcher used the analytic descriptive method.

The main findings indicated that the vocational rehabilitation programs is contributing to changing the negative perspective of the community towards the handicapped, and help in integrating them, it also increases their self-dependence, and enhance the job opportunity for PwD.

This study was useful as it helped in defining disability, disability causes and impact, also; being familiar with vocational rehabilitation concept, objectives, and important to PwD.

## 2.3 Comments on Previous Studies

Revision of the previous studies those are directly or indirectly related to the subject facilitates the preparation of the study's theoretical framework. Findings and frameworks of the previous studies had enriched the research. From the researcher point of view, the most important comments on previous studies could be summarized as follows:

1. A part of previous studies highlighted the disability issue, and provided evidence that the number of people with disability is very high and they are excluded from the community as provided by (Abualkas, 2008; Palestinian Center for Human Rights, 2007; Arusha, 2005)
2. Another part of previous studies showed that PwD suffer from different challenges. The majority of them are unemployed, and needed for rehabilitation and training. They proved that there is a relationship between vocational training of people with disabilities and the enhancement of their job opportunities as provided by (Altamimi, 2013; Kaserera, 2012; Abu Shaeira, 2011; Shehada, 2011; Copley, 2011; Klerk, 2008; Abdi, 2008; Alrantisi, 2008; Dutta, 2008; Mpemba, 2007; Johansmeier, 2007; Alshammeri, 2003; Hendey, 1999)
3. A part of previous studies illustrated the barriers that hindered people with disability to have their rights, especially in employment, including the negative perspectives of community towards people with disability, lack of appropriate education, and the lack of specialized center in training PwD as provided by (Altamimi, 2013; Abu Shaeira, 2011; Alrantisi, 2008; Dutta, 2008; Alqassas, 2008) also the inappropriate physical environment was major factor that hindered PwD to be included in the society as provided by (Awadeh, 2007; Palestinian Center for Human Rights, 2007)
4. A part of previous studies highlighted facts related to Palestinian people with disability in the Gaza strip as provided by (Altamimi, 2013; Abualkas, 2008; Alrantisi, 2008)



5. A part of previous studies proved that the community bears the large cost due to the exclusion of people with disability as provided by (Buuckup, 2009)
6. A part of previous studies focused on sustainability issues and illustrated the main factors that support sustainability and barriers for incorporating sustainability in projects as provided by (Williams, 2014; Bohman, 2013; Morganti, 2012; Zakaria , 2011; Kaldschmidt, 2011; Hammad, 2010; Ostrom, 2010; Eyceoz, 2009; El-Aff, 2007).
7. Williams, Morganti, and El-Aff agreed that the main challenge facing the financial sustainability of the local or international NGOs is relying on external funding (Williams, 2014; Morganti, 2012; El-Aff, 2007).
8. In the previous studies mainly three sustainability dimensions were discussed. El-Aff focused on institutional sustainability, while Bohman talked about social sustainability, Morganti and Williams focused on financial sustainability (Williams, 2014; Bohman, 2013; Morganti, 2012; El-Aff, 2007).
9. The researcher noticed the diversity of methodology was used in the previous studies. It varies between descriptive approach, and case studies. Also, the researcher used different methods for generating the data, including the questionnaire, workshops, and interviews.
10. To the knowledge of the researcher, this is the first time to conduct such a research on assessing the sustainability in projects of Disabled Care NGOs in the Gaza strip. Unlike other studies on the subject where they evaluate the projects and its impact in general, but this research focused on assessing the project sustainability and these projects related to people with disability in Gaza strip, also the research examined the relationship between project sustainability and five variables including stakeholder's participations, availability of funding, organization system and policy, human resources, and type of project outcomes.

# **CHAPTER FIVE**

## **Research Methodology**

## **5.1 Introduction**

This chapter addressed the methodology used in the research and data collection, population and sample, research instrument, variables measurement, reliability and validity of the instrument, scoring techniques, data gathering procedures, and the procedure of statistical analysis.

## **5.2 Research Methodology**

The research used the quantitative analytical, descriptive method which described and investigated the relationship between project sustainability and stakeholder's participations, availability of funding, organization system and policy, human resources, and type of project outcomes. The descriptive method was used to compare, explain and evaluate findings in order to organize meaningful results.

## **5.3 Data Resources**

### **5.3.1 Secondary data**

Secondary data and primary data were collected for this research. The secondary data was collected from:

1. International guidelines and reports;
2. Electronic Scientific Journal;
3. Thesis;
4. Electronic books;
5. The Islamic University's library.

### **5.3.2 Primary data**

The primary data obtained from survey questionnaire that has been developed based on the literature and has been modified regarding the supervisor's recommendation, the experts and academic judgments.

## **5.4 Research Population & Sample**

### **5.4.1 Research Population**

The population of this research consisted of Disabled Care NGOs which work in the disability area. Based on the guideline for local nonprofit organizations issued by the Palestinian Ministry of Interior in 2014 there are 28 nonprofit organizations. The targeted employees who filled the questionnaire were in different positions as the following:

- Board member;
- Organization Director;
- Projects manager or project coordinator;
- Financial director or accountant.

### **5.4.2 Research Sample**

The sample of the population included all Disabled Care NGOs in Gaza strip. The number of these NGOs is (28) according to the Palestinian Ministry of Interior in 2014. (103) questionnaires were filled and collected from employees work in the Disabled Care NGOs in one of the following positions: Board Member, Executive Director, Projects Director/ Coordinator, or Financial Manager /Accountant.

## **5.5 Research Instrument**

The researcher designed and used questionnaire as a main research instrument. The questionnaire consisted of four sections; the first designed to socio-demographic information about respondents such as sex, age, marital status, academic qualifications, job title, and years of experience.

The second section designed to organize information such as years of experience, head quarter place, number of employees, working area, service types, and dependence rate of external funding, average of budget in the last three years, and number of implemented projects.

The third section consisted of 5 fields used to investigate the relationship between project sustainability and stakeholder's participations, availability of funding, organization system and policy, human resources, and type of project outcomes.

Finally; the fourth section designed to obstacles and challenges that facing projects of Disabled Care NGOs.

## **5.6 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, numerical scale 1-10 is used, where "1" indicates a weak answer while "10" indicates a strong answer.

## **5.7 Data Validity and Reliability Test**

The researcher applied the following two methods to examine and measure the validity of the questionnaire:

### **Experts' Validation**

Eight experts in the field form The Islamic University-Gaza, and Alazher University had evaluated the questionnaire which had been revised as per their recommendations.

### **Pilot Study**

A pilot study was conducted to assess the validity and reliability of data that will be collected using the questionnaire. The questionnaire was distributed based on a random sample consisted of (30) respondents. The objective of this pilot study is to provide a trial run of the questionnaire which involves testing the wording of questions, identifying ambiguous questions, testing the techniques that will be used to collect the targeted data.

### 5.7.1 Test of Normality:

Table (5) shows the results for Kolmogorov-Smirnov test of normality. From Table (5), the p-value for each field is greater than the 0.05 level of significance, and then the distribution for each field is normally distributed. Consequently, parametric tests will be used to perform the statistical data analysis. Person-Organization Fit

**Table 5: Kolmogorov-Smirnov test**

Field	Kolmogorov-Smirnov	
	Statistic	P-value
Stakeholder participation	0.768	0.597
Availability of funding	0.462	0.983
Organization system and policy	0.747	0.633
Human resources	1.001	0.269
The type of project outcomes	0.744	0.638
Sustainability factors	0.860	0.450
<b>The main obstacles and challenges facing projects in the organization</b>	0.644	0.801
<b>All paragraphs of the questionnaire</b>	0.611	0.850

### 5.7.2 Statistical Analysis Tools

The researcher used qualitative and quantitative data analysis methods. The Data analysis made utilizing (SPSS 22). The researcher utilized the following statistical tools:

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

*One-sample T-test* is used to determine if the mean of a statement is significantly different from a hypothesized value 6 (Approximately the middle value of numerical scale 1-10). If the P-value (Sig.) is smaller than or equal to the level of significance,  $\alpha = 0.05$ , then the mean of a statement is significantly different from a hypothesized value 6. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized 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 statement is insignificantly different from a hypothesized value 6.

*The Independent Samples T-test* is used to examine if there is a statistical significant difference between two means among the respondents toward the sustainability assessment of projects of NGOs care organizations in Gaza strip due to (Gender).

*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 sustainability assessment of projects of NGOs care organizations in Gaza strip due to (Age, Education, Experience years, Position Experience years, Head quarter in, Employee number, Dependence rate on external financing, Average of annual budget of the organization during the past three years (US \$) and Number of past projects implemented and targeting people with disabilities).

### **5.7.3 Validity of Questionnaire**

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which include internal validity and structure validity.

#### **5.7.3.1 Internal Validity**

The internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is measured by a scouting sample, which consisted of 30 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole field.

Table (6) clarifies the correlation coefficient for each paragraph of the “ stakeholder’s participations” and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

**Table 6: Correlation Coefficient of Each Paragraph of “ stakeholder’s participations" and the Total of This Field**

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Organization is keen on the participation of the target group at the stage of identifying needs and planning for projects	.809	0.000*
2.	The role of the target group in the implementation phase is clear	.549	0.001*
3.	The target group is involved in the evaluation phase of project activities	.769	0.000*
4.	Organization is keen on the participation of project staff in the phase of identifying needs and planning for projects	.598	0.000*
5.	Project staff is involved in the evaluation phase of project activities	.637	0.000*
6.	The organization holds workshops for civil society organizations and interested parties to support the target group, discussing the situation of the target group, and identifying their needs	.735	0.000*
7.	There are coordination and cooperation between the organization and civil society organizations to participate in the implementation of projects.	.661	0.000*
8.	There is good communication and mutual trust between the organization and target groups	.785	0.000*
9.	Procedures and rules of donors facilitate project implementation	.612	0.000*



No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
10.	Donors participate in guiding the organizations and helping in solving the problems facing the projects	.612	0.000*
11.	Donors audit the administrative and financial documents of projects	.617	0.000*

\* Correlation is significant at the 0.05 level

Table (7) clarifies the correlation coefficient for each paragraph of the “Availability of funding” and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

**Table 7: Correlation Coefficient of Each Paragraph of “Availability of funding” and the Total of This Field**

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The allocated budget for the projects is enough to achieve the objectives and ensure outcomes quality	.426	0.008*
2.	The organization has self-financing sources	.665	0.000*
3.	The organization depends on a variety of funding sources	.688	0.000*
4.	The organization can implement projects without external financing	.781	0.000*
5.	The organization have follow up and clear monitor plan to ensure financial sustainability	.804	0.000*
6.	The organizational analysis of the needs before preparing budgets	.583	0.000*
7.	There are good relationships with donors, which facilitates the process of having external funding	.672	0.000*
8.	There is department for projects, writing and fundraising in the organization	.419	0.010*

\* Correlation is significant at the 0.05 level

Table (8) clarifies the correlation coefficient for each paragraph of the “Institution System and Policy” and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

**Table 8: Correlation Coefficient of Each Paragraph of “Institution System and Policy” and the Total of This Field**

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The objectives of the organization projects are compatible with the needs and priorities at the national level	.519	0.001*
2.	The objectives of the organization projects are compatible with donors' priorities	.576	0.000*
3.	There is a management system that governs and organize the work in the organization	.517	0.001*
4.	The organization has a clear financial system	.636	0.000*
5.	Procedures and rules of the organization facilitate project implementation	.562	0.001*
6.	The organization has clear criteria for the selection of the target group	.607	0.000*
7.	There is a committee which supervises and follow-up the project implementation	.672	0.000*
8.	There is a clear methodology for evaluating and monitoring the projects	.807	0.000*
9.	The organization considers issues related to gender justice and good governance in their projects	.720	0.000*
10.	Project activities are fit with social and cultural factors	.505	0.002*
11.	Organization is keen that projects objectives and action plan are clear and applicable	.586	0.000*
12.	Organization’s projects are characterized by	.819	0.000*

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
	creativity in terms of the target, target areas, and work methodology		
13.	The organization considers the lessons learned from previous projects in the development of new projects	.752	0.000*
14.	Organization target the same beneficiaries to provide a variety services for them	.334	0.033*
15.	The organization follows up the beneficiaries after the completion of the project	.781	0.000*
16.	The projects support marginalized and needy groups	.672	0.000*

\* Correlation is significant at the 0.05 level

Table (9) clarifies the correlation coefficient for each paragraph of the “Human resources” and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

**Table 9: Correlation Coefficient of Each Paragraph of “Human Resources” and the Total of This Field**

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	There are adequate number of human resources in the organization matching the project needs	.737	0.000*
2.	The organization has qualified human resource with experience to carry out the projects	.678	0.000*
3.	Human resources are selected according to their qualifications and experience	.770	0.000*
4.	The organization gives priority in employment to its target group	.834	0.000*
5.	Senior management of the organization is seeking to	.852	0.000*

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
	develop its human resource capabilities		
6.	The organization applies a clear system of incentives that encourage the staff to improve their performance continuously.	.795	0.000*
7.	The organization relies on local expertise in project planning phase	.832	0.000*
8.	The organization relies on local expertise in project implementation phase	.768	0.000*
9.	The organization relies on local expertise in project evaluation phase	.778	0.000*
10.	The organization has an employee evaluation system	.763	0.000*
11.	Project management holds workshops with the staff to discuss how to maintain the sustainability of its projects	.770	0.000*

\* Correlation is significant at the 0.05 level

Table (10) clarifies the correlation coefficient for each paragraph of “type of project outcomes” and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

**Table 10: Correlation Coefficient of Each Paragraph of "Type of Project outcomes" and the Total of This Field**

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The organization's projects help in generating income for the target group	.407	0.012*
2.	Organization's projects develop the practical skills of the target group	.765	0.000*

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
3.	Organization's projects raise the awareness of the target group	.739	0.000*
4.	Organization's projects promote leadership and self-confidence of the target group	.848	0.000*
5.	Organizations projects success in inclusion of the target group in the community	.734	0.000*
6.	Organization's projects enhance the economic situation for the target group	.646	0.000*
7.	Organization's projects enhance the social conditions of the target group	.794	0.000*
8.	Organization's projects enhance the psychological status for the target group	.883	0.000*
9.	Organization's projects enhance the health situation of the target group	.538	0.001*
10.	Organization's projects contribute in making changes at the level of national decision related to the target group	.717	0.000*
11.	Organization's projects make positive changes in the believes and behavior of the target group	.854	0.000*
12.	Organization's projects make positive changes in the community believes and behavior towards the target group	.815	0.000*
13.	Organization's projects strengthen the relationship between the target group and the community	.882	0.000*
14.	Organization's projects promote equal opportunities	.838	0.000*
15.	Organization's projects promote the decent work for male and female	.751	0.000*
16.	Organizations obtains assets from its projects	.634	0.000*

\* Correlation is significant at the 0.05 level

Table (11) clarifies the correlation coefficient for each paragraph of "the main obstacles and challenges facing projects in the organization" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

**Table 11: Correlation Coefficient of Each Paragraph of “Main Obstacles and Challenges Facing Projects in the Organization” and the Total of This Field**

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The target group have poor aware of the importance of the project	.590	0.000*
2.	The target group always interested in financial benefit of the project	.368	0.021*
3.	Families of the target group negatively affect on the project outcomes	.771	0.000*
4.	The target group lack of life and managerial skills	.539	0.001*
5.	The community have negative perspective towards the target group	.397	0.013*
6.	The donor priorities and conditions make limitation on designing and planning of projects	.597	0.000*
7.	The system of the donor makes the project implementation difficult	.587	0.000*
8.	The senior management hires not qualified human resources to implement projects	.462	0.004*
9.	There are inadequate numbers of human resources for projects	.615	0.000*
10.	The budget of the projects are not enough for achieving project objectives	.598	0.000*
11.	The large number of the target group is not compatible with the available fund amount	.677	0.000*
12.	The target group needs comprehensive intervention	.432	0.008*

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
13.	The target group needs long term intervention	.423	0.009*
14.	The target group suffers from the bad economic situation thus they cannot pay part of the cost of the provided service	.335	0.033*

\* Correlation is significant at the 0.05 level

### 5.7.3.2 Structure Validity of the Questionnaire

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

Table (12) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at  $\alpha = 0.05$ , so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the research.

**Table 12: Correlation coefficient of each field and the whole of questionnaire**

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	stakeholder's participations	.907	0.000*
2.	Availability of funding	.431	0.008*
3.	Organization policy and system	.921	0.000*
4.	Human resources	.924	0.000*
5.	The type of project outcomes	.910	0.000*
	Sustainability factors	.972	0.000*
	<b>The main obstacles and challenges facing projects in the organization</b>	.324	0.038*

\* Correlation is significant at the 0.05 level

#### 5.7.4 Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (George and Mallery, 2003). 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 (George and Mallery, 2003).

##### Cronbach's Coefficient Alpha

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

Table (13) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. In the fields, the values of Cronbach's Alpha were in the range from 0.798 and 0.952. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.934 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

**Table 13: Cronbach's Alpha for Each Field of the Questionnaire**

No.	Field	Cronbach's Alpha
1.	stakeholder's participations	0.872
2.	Availability of funding	0.798
3.	Organization policy and system	0.881
4.	Human resources	0.934
5.	The type of project outcomes	0.902
	Sustainability factors	0.952
	<b>The main obstacles and challenges facing projects in the organization</b>	0.807
	<b>All paragraphs of the questionnaire</b>	<b>0.934</b>



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

# CHAPTER SIX

## Data Analysis and Discussion

## 6.1 Introduction

This research is designed to respond to the objectives and to hypotheses stipulated in chapter one. Accordingly, findings those are responding to the set objectives will be discussed and compared with the findings of the previous studies.

## 6.2 Personal Information

### 6.2.1 Gender

Table (14) showing that 71.8% of the samples are males and 28.2% of the sample are females. The researcher did not give any preferences to gender in distributing the questionnaire, not having gender equity in Disabled Care NGOs led to this difference.

The percentage is consistent with the reports of Palestinian central bureau of statistics PCBS 2011, which mention that the females' contributions in the workforce are limited, and males' contributions exceed 4 times of females' contributions (Palestinian Central Bureau of Statistics, 2011).

**Table 14: Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	74	71.8
Female	29	28.2
<b>Total</b>	<b>103</b>	<b>100</b>

### 6.2.2 Age

Table No. (15) shows that 31.1% of the sample are " Less than 30 Year ", 41.7% of the sample are of "30- less than 40 year ", 19.4% of the sample are of "40-less than 50 year " and 7.8% of the sample are of "50 year and over".

From the researcher point of view such distribution is very realistic and consistent with the table (18) that showing the distribution of respondent based on position. The Majority of the respondents are working as Executive Director or Director / projects Coordinator while the Board Member represents small percentage.

**Table 15: Age**

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
Less than 30 Year	32	31.1
30- less than 40 year	43	41.7
40-less than 50 year	20	19.4
50 year and over	8	7.8
<b>Total</b>	<b>103</b>	<b>100</b>

### **6.2.3 Education**

Table (16) shows that 7.8% of the sample are “Diploma” holders, 74.8% of the sample are “Bachelor” holders and 17.4% of the sample are “higher education” holders.

The most of the respondents hold Bachelor degree and this is very realistic as the minimum job requirements for occupations in the sample always being Bachelor degree. There was small percentage for respondents who are diploma holders as the targeted Disabled Care NGOs hire group of people with disability and according to the report of Palestinian Central Bureau of Statistics issued in 2011 majority of PwD did not have academic certificate, where 42.2% of them in Gaza strip have never been enrolled at schools, and the others may have diploma or vocational training (Palestinian Central Bureau of Statistics, 2011). From the researcher point of view such percentage reflects the limited employment opportunity that is given to PwD in their organizations.

**Table 16: Education**

<b>Education</b>	<b>Frequency</b>	<b>Percent</b>
diploma	8	7.8
bachelors	77	74.8
Higher education	18	17.4
<b>Total</b>	<b>103</b>	<b>100</b>

## 6.2.4 Experience Years

Table (17) shows that 17.5% of the sample has experience "Less than 5 years" , 38.8% of the sample have experience "5- less than 10 years ", and 43.7% of the sample have experience "10 years and over ".

These percentages are consist with percentages revealed in table (15) that showing distribution of respondents based on age.

**Table 17: Experience Years**

<b>Experience Years</b>	<b>Frequency</b>	<b>Percent</b>
Less than 5 years	18	17.5
5- less than 10 years	40	38.8
10 years and over	45	43.7
<b>Total</b>	<b>103</b>	<b>100</b>

## 6.2.5 Position

Table (18) shows that 15.5% of respondents are board members, 21.3% are executive directors, 27.2% are directors or projects Coordinators, 14.6% are financial managers or accountants, and 21.4% are working on other positions.

The percentages reflect the hierarchy structure of Disabled Care NGOs which mainly depend on Executive Director and projects Coordinator in addition to Accountant who is sometimes working as part time. There is percentage for respondent of other positions such as department chief.

**Table 18: Position**

<b>Education</b>	<b>Frequency</b>	<b>Percent</b>
Board Member	16	15.5
Executive Director	22	21.3
Director / projects Coordinator	28	27.2
Financial Manager / Accountant	15	14.6
Other	22	21.4
<b>Total</b>	<b>103</b>	<b>100</b>

## 6.3 About Organization

### 6.3.1 Experience Years

Table (19) shows that 11.7% of the targeted organizations have an experience “Less than 3 years”, 19.4% have an experience “3-Less than 6 years”, 29.1% have an experience “6-10 years”, and 39.8% have an experience “more than 10 years”.

The results reflect that there is continues to increase in community awareness the needs of people with disabilities and the importance of establishment organizations specialist in the disability area. But also there is decreasing in the established one in the recent 3 years compared with the 3 years before, from the point of view of the researcher is due to unstable political and economic situation in Gaza strip and the decision to suspend the registration as nonprofit organizations in Gaza strip since 2012.

**Table 19: Experience Years**

<b>Education</b>	<b>Frequency</b>	<b>Percent</b>
Less than 3 years	12	11.7
3-Less than 6 years	20	19.4
6-10 years	30	29.1
More than 10 years	41	39.8
<b>Total</b>	<b>103</b>	<b>100</b>

### 6.3.2 Head Quarter Place

Table (20) shows that 33% of the targeted organizations have headquarter placed in “North Gaza”, while 32% in “Gaza”, 20.4% in “Central Gaza”, 3.9% in “Khan Younis”, and 10.7% in “Rafah”.

The results are consistent with the organization's distribution that is illustrated in the report of the Palestinian Ministry of Interior in 2014 for all areas except the percentage of North Gaza and Gaza, it was expected that the percentage of respondents in Gaza are more than in North Gaza as the number of organizations in Gaza is “16” while it is “4” in North Gaza. This is due to the good cooperation of the

organization in the north where each organization filled at least 4 questionnaires, while the organization in Gaza filled 2-4 questionnaires.

**Table 20: Head Quarter Place**

<b>Head Quarter Place</b>	<b>Frequency</b>	<b>Percent</b>
North Gaza	34	33.0
Gaza	33	32.0
Central Gaza	21	20.4
Khan Younis	4	3.9
Rafah	11	10.7
<b>Total</b>	<b>103</b>	<b>100</b>

### **6.3.3 Employee Number**

Table (21) shows that the number of employees is “1-5” in 10.7% of the targeted organizations, “6-10” in 17.5% of the targeted organizations, “11-20” in 18.4% of the targeted organizations, and “more than 20” in 53.4% of the targeted organizations.

These percentages are consistent with the total number of employees illustrated in the guideline for local nonprofit organizations issued by the Palestinian Ministry of Interior in 2014. And from the point of view of the researcher this percentage due to hiring employees for implementing funded projects which are increased after the last Israel war on Gaza strip in 2014.

**Table 21: Employee Number**

<b>Employee number</b>	<b>Frequency</b>	<b>Percent</b>
1-5	11	10.7
6-10	18	17.5
11-20	19	18.4
More than 20	55	53.4
<b>Total</b>	<b>103</b>	<b>100</b>

### 6.3.4 Dependence Rate on External Financing

Table (22) shows that 12.6% of the sample with dependence rate on external financing reached to “0%-25%”, 19.4% with rate reached to “26-50%”, 30.1% with rate reached to “51%-75%”, and 37.9% with rate reached to “76%-100%”.

From the point of view of the researcher the results are realistic and consistent with the results of analysis of paragraph# 4 in the field of “Availability of funding” shown in table (30), and where the organizations cannot implement projects without external funding.

These results are complying with findings were provided by (Williams, 2014; Morganti, 2012; El-Aff, 2007; Arusha, 2005), where they mentioned that NGOs highly depend on the external funding, and this weakens the opportunity of sustainability.

**Table 22: Dependence Rate on External Financing**

<b>Dependence rate on external financing</b>	<b>Frequency</b>	<b>Percent</b>
0%-25%	13	12.6
26-50%	20	19.4
51%-75%	31	30.1
76%-100%	39	37.9
<b>Total</b>	<b>103</b>	<b>100</b>

### 6.3.5 Average of Annual Budget of the Organization during the Past Three Years (US \$)

Table (23) shows that 24.3% of the sample with an average annual budget during the past three years reached to be “Less than \$100,000”, 16.5% with an average annual budget reached to “\$100,000- less than \$200,000 ”, 27.2% with an average annual budget reached to “\$200,000- less than \$500,000”, and 32% with an average annual budget reached to “more than \$500,000”.

From the point of view of the researcher the main reasons for the high average of annual budget during the past three years is due to the Israel wars in 2012 and 2014.



The fund for the nonprofit organizations always increased after the war where most of donors conduct interventions to alleviate the suffering of the Palestinians.

**Table 23: Average of Annual Budget of the Organization during the Past Three Years (US \$)**

<b>Average of annual budget of the organization during the past three years (US \$)</b>	<b>Frequency</b>	<b>Percent</b>
Less than \$100,000	25	24.3
\$100,000- less than \$200,000	17	16.5
\$200,000- less than \$500,000	28	27.2
More than \$500,000	33	32.0
<b>Total</b>	<b>103</b>	<b>100</b>

### **6.3.6 Number of Past Projects Implemented and Targeting People with Disabilities**

Table (24) shows that 29.1% of the sample implemented “1-4” projects that targeting people with disability, 26.2% implemented “5-10” projects, 11.7% implemented “11-15” projects, and 33% implemented “more than 16” projects.

The results consist with table (19) which shows percentage related to experience years of the targeted NGOs Disabled Care organizations.

**Table 24: Number of Past Projects Implemented and Targeting People with Disabilities**

<b>Number of past projects implemented and targeting people with disabilities</b>	<b>Frequency</b>	<b>Percent</b>
1-4	30	29.1
5-10	27	26.2
11-15	12	11.7
More than 16	34	33.0
<b>Total</b>	<b>103</b>	<b>100</b>

### 6.3.7 Work Field

Table (25) shows that 57.8% of the sample work in the field of “Education and Training”, 23.5% in the field of “youth support”, 44.1% in the field of Health, 2% in the field of “agriculture”, 12.7% in the field of “Culture and Sport”, 16.7% in the field of “economic development”, 9.8% in the field of “Democracy and Human Rights”, 28.4% in the field of “Child and Women Rehabilitation”, 65.7% in the field of “Social Services and relief”, and 29.4% in other fields.

The researcher noted that:

- The same organizations work in several fields, the majority of them work in the area of Social Services and relief, then Education and training, then Health. This reflects the main needs of people with disability.
- It was expected that health will be before education and training, but as the organizations that work in the area aren’t specialist for people with disabilities only so they aren’t categorized as disability organizations in the guideline of local nonprofit organizations.
- The contributions of the targeted organization in agriculture, culture and Sport, democracy and human rights, and economic development are very low.

**Table 25: Work Field**

<b>Work area</b>	<b>Frequency</b>	<b>Percent</b>
Education and training	59	57.8
Youth Support	24	23.5
Health	45	44.1
Agriculture	2	2.0
Culture and Sport	13	12.7
economic development	17	16.7
Democracy and Human Rights	10	9.8
Child and Women Rehabilitation	29	28.4
Social Services and relief	67	65.7
Other	30	29.4

### 6.3.8 The Main Services were provided by the Organizations for People with Disabilities

Table (26) shows that 31.1% of the sample provide “vocational training” for the people with disability, 10.7% provide “scholarships”, 31.1% provide “employment”, 32% provide “support small projects”, 64.1% provide “psychological support”, 59.2% provide “relief assistance”, 77.7% Provide “supportive tools”, 53.4% provide health services, 21.4% provide “Training in administrative fields”, and 25.2% provide other services.

#### The researcher noted that:

- The same organizations are providing several services.
- The majority of the targeted organizations providing supportive tools, psychological support, relief assistance, and health services. And this is realistic and consistent with the main needs of people with disabilities.
- There are poor participations of the targeted organizations in the field of providing scholarships for people with disabilities and this normal as 42.2% of them in Gaza Strip never enrolled at the school (Palestinian Central Bureau of Statistics, 2011).

**Table 26: Main Services were provided by the Organization**

<b>The main services provided by the organization for people with disabilities include</b>	<b>Frequency</b>	<b>Percent</b>
Vocational training	32	31.1
Scholarships	11	10.7
Employment	32	31.1
Support small projects	33	32.0
Psychological support	66	64.1
Relief assistance	61	59.2
Providing supportive tools	80	77.7
Health services	55	53.4
Training in managerial fields	22	21.4
Other	26	25.2

### 6.3.9 The geographical area in which organization provides its services

Table (27) shows that all the targeted organizations provide services to people with disability in all Gaza strip not only in the area where the headquarter is placed.

**Table 27: Geographical Area in which Organization Provides Its Services**

The geographical area in which organization provides its services	Frequency	Percent
North Gaza	59	57.3
Gaza	60	58.3
Central Gaza	61	59.2
Khan Younis	56	54.4
Rafah	60	58.3

## 6.4 Fields Analysis and Research Hypothesis

### 6.4.1 Analysis of the Field of “ Stakeholder’s Participation”

The hypothesis: There is a relationship between project sustainability and stakeholder participation with the significance level of  $\alpha \leq 0.05$ .

**Table 28: Means and Test Values for “ Stakeholder’s Participations”**

#	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Organization is keen on the participation of the target group at the stage of identifying needs and planning for projects	7.42	74.17	6.50	0.000*	8
2.	The role of the target group in the implementation phase is clear	7.68	76.80	8.52	0.000*	6
3.	The target group is involved in the evaluation phase of project activities	6.90	69.02	3.83	0.000*	11
4.	Organization is keen on the participation of	8.25	82.52	14.01	0.000*	3

#	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
	project staff in the phase of identifying needs and planning for projects					
5.	Project staff is involved in the evaluation phase of project activities	8.16	81.55	12.89	0.000*	4
6.	The organization holds workshops for civil society organizations and interested parties to support the target group, discussing the situation of the target group, and identifying their needs	7.50	74.95	6.57	0.000*	7
7.	There are coordination and cooperation between the organization and civil society organizations to participate in the implementation of projects.	7.83	78.35	10.20	0.000*	5
8.	There is good communication and mutual trust between the organization and target groups	8.49	84.85	17.51	0.000*	1
9.	Procedures and rules of donors facilitate project implementation	7.14	71.36	5.32	0.000*	10
10.	Donors participate in guiding the organizations and helping in solving the problems facing the projects	7.36	73.63	6.63	0.000*	9
11.	Donors audit the administrative and financial documents of projects	8.48	84.80	11.15	0.000*	2
	<b>All paragraphs of the field</b>	7.75	77.46	13.23	0.000*	

\* The mean is significantly different from 6

**Table (28) shows the following results:**

- The mean of paragraph #8 “There is good communication and mutual trust between the organization and target group” equals 8.49 (84.85%), Test-value = 17.51, 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 hypothesized value 6. We conclude that the respondents agree with this paragraph.
- The mean of paragraph #3 “The target group is involved in the evaluation phase of project activities” equals 6.90 (69.02%), Test-value = 3.83, 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 hypothesized value 6. We conclude that the respondents agree with this paragraph.
- The mean of the field “ stakeholder’s participations” equals 7.75 (77.46%), Test-value = 13.23, 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 hypothesized value 6. It is concluded that the respondents agreed to the field of “ stakeholder’s participations ”.

The researcher attributes the agreement of the respondents to the following:

- There is high awareness of all stakeholders (employee, donors, PwD) that each one has an important role in order to achieve successful projects, and all of them participate in the same objectives.
- The Disabled Care NGOs always provide different services for groups of PwD, thus there is good communication and mutual trust between the organization and target groups.
- Donors seeking to ensure transparency and justice in implementing the projects so it always audits the projects and follow up with the Disabled Care NGOs the implementation process.
- The results reflect the high awareness of Disabled Care NGOs in designing the activities to be fitted with the budget amount where the donors always

determine the ceiling amount of the budget and require that activities and outcomes are clear and the budget is logic.

- The Disabled Care NGOs depend on the staff in identifying the needs, planning, implementing, and evaluating the projects.

The researcher also noted that there is poor participation of the PwD in the evaluation phase, from the point of view of the researcher this is due to poor awareness of the organizations with the importance of the evaluation phase, they usually focus on implementing phase only and forget the evaluation.

In the study provided by (Morganti, 2012), the researcher considered as a promising practice to support financial sustainability is promoting community engagement and leadership. Establishing and engaging community board leadership and a system of community volunteers provides nonprofits a resource of varied experiences and expertise while bringing a sense of ownership to the communities that they serve.

In the study provided by (Ostrom, 2010), the researcher considered five sustainability factors, including community participation, which is fostered empowerment and ownership in community members through direct participation in development decision-making affecting the community.

In the study provided by (Hammad, 2010) mentioned that project management during the implementation should coordinate with all parties to achieve project success and facing problems, this will support project sustainability.

In the study provided by (Eyceoz, 2009) mentioned that effective employee involvement, supported by integrating sustainability within an organization's core operations, will provide the impetus to change as the organization moves toward sustainability.

In the study provided by (Mpemba, 2007) mentioned that one of the factors support the project success and sustainability was the commitment of PwD.

In the study provided by (Arusha, 2005) mentioned that cooperation with stakeholder support project success and sustainability.

## 6.4.2 Analysis of the Field of “Availability of Funding”

The hypothesis: There is a relationship between project sustainability and availability of funding with the significance level of  $\alpha \leq 0.05$ .

**Table 29: Means and Test Values for “Availability of funding”**

	<b>Item</b>	<b>Mean</b>	<b>Proportional mean (%)</b>	<b>Test value</b>	<b>P-value (Sig.)</b>	<b>Rank</b>
1.	The allocated budget for the projects is enough to achieve the objectives and ensure outcomes quality	8.10	80.97	12.19	0.000*	1
2.	The organization has self-financing sources	5.98	59.81	-0.07	0.472	7
3.	The organization depends on a variety of funding sources	7.21	72.14	5.31	0.000*	5
4.	The organization can implement projects without external financing	4.47	44.71	-5.34	0.000*	8
5.	The organization have follow up and clear monitor plan to ensure financial sustainability	6.45	64.51	1.92	0.029*	6
6.	The organizational analysis of the needs before preparing budgets	7.54	75.44	8.12	0.000*	3
7.	There are good relationships with donors, which facilitates the process of having external funding	7.57	75.73	9.11	0.000*	2
8.	There is department for projects, writing and fundraising in the organization	7.50	75.05	6.07	0.000*	4
	<b>All paragraphs of the field</b>	6.68	66.81	4.55	0.000*	

\* The mean is significantly different from 6



**Table (29) shows the following results:**

- The mean of paragraph #1 “The allocated budget for the projects is enough to achieve the objectives and ensure outcomes quality ” equals 8.10 (80.97%), Test-value = 80.97 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 hypothesized value 6. We conclude that the respondents agree with this paragraph.
- The mean of paragraph #4 “the organization can implement projects without external financing” equals 4.47 (44.71%), Test-value = -5.34, and P-value = 0.000 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 hypothesized value 6. We conclude that the respondents disagree with this paragraph.
- The mean of the field “Availability of funding” equals 6.68 (66.81%), Test-value = 4.55, 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 hypothesized value 6. It is concluded that the respondents agreed to field of “Availability of funding ”.

**Respondent’s agreement in the field could be attributed to the following:**

- The dependence of the Disabled Care NGOs on the external funding is very high, and donors always have their rules and conditions, especially regarding the fund amount, the organizations design the proposals to match these conditions and ensure that the planned activities are fit with the allocated fund amount.
- The results reflect the increased awareness of the Disabled Care NGOs with the importance of the external funding and building good relations with donors. Recently, many Disabled Care NGOs have given high priority to develop the staff in writing proposals and fundraising.
- In the same time the results reflect that the Disabled Care NGOs till present failed in securing self financing resources and this consistent with the results

in a table (22) which shows that the dependence rate of the Disabled Care NGOs on the external fundings is very high.

Williams, Morganti, and El-Aff agreed that NGOs cannot sustain without external funding as NGOs are at risk due to their highly reliance on external funding sources (Williams, 2014; Morganti, 2012; El-Aff, 2007).

(Shehada, 2011) mentioned that there is a need to find continuous financial resources to the projects.

In the study of (Cobley, 2011) indicated that the limited resources are challenge facing projects; also he indicated that to support sustainability innovative strategies for achieving self reliance should be developed.

Also in the study provided by (Hammad, 2010) mentioned the allocated budget should be enough for achieving the outcomes and objectives.

In the study provided by (Ostrom, 2010), the researcher considered five sustainability factors, including economic sustainability, which implies that sufficient local resources and capacity exist to continue the project in the absence of outside resources.

In the study provided by (Mpemba, 2007) in his study presented that the availability of resources is the main factor that support sustainability.

In the study provided by (El-Aff, 2007) mentioned that more than 85% of the Palestinian NGOs have serve problems in the area of sustainability. The Palestinian NGOs are characterized by being low budgeted, and 80% of the organizations are Project Driven since they depend on projects funding to cover more than 50% of their budget. 75% of the Palestinian NGOs have problem with fundraising due to the high difficulty in securing sufficient funds, in many cases essential components of projects and sometimes whole projects are dropped for lack of funds.

### 6.4.3 Analysis of the Field of “Institution System and Policy”

Research hypothesis: There is a relationship between project sustainability and Institution System and Policy with the significance level of  $\alpha \leq 0.05$ .

**Table 30: Means and Test Values for “Institution System and Policy”**

	<b>Item</b>	<b>Mean</b>	<b>Proportional mean (%)</b>	<b>Test value</b>	<b>P-value (Sig.)</b>	<b>Rank</b>
1.	The objectives of the organization projects are compatible with the needs and priorities at the national level	8.09	80.87	12.87	0.000*	9
2.	The objectives of the organization projects are compatible with donors' priorities	7.83	78.25	10.65	0.000*	12
3.	There is a management system that governs and organize the work in the organization	8.54	85.44	17.52	0.000*	4
4.	The organization has a clear financial system	8.82	88.24	19.55	0.000*	1
5.	Procedures and rules of the organization facilitate project implementation	8.56	85.63	17.20	0.000*	2
6.	The organization has clear criteria for the selection of the target group	8.54	85.44	17.76	0.000*	4
7.	There is a committee which supervises and follow-up the project implementation	7.68	76.80	8.87	0.000*	14
8.	There is a clear methodology for evaluating and monitoring the projects	7.86	78.64	10.33	0.000*	11
9.	The organization considers issues related to gender justice and good governance in their projects	7.79	77.86	9.97	0.000*	13
10.	Project activities are fit with social and	8.02	80.19	12.69	0.000*	10

	<b>Item</b>	<b>Mean</b>	<b>Proportional mean (%)</b>	<b>Test value</b>	<b>P-value (Sig.)</b>	<b>Rank</b>
	cultural factors					
11.	Organization is keen that projects objectives and action plan are clear and applicable	8.43	84.27	17.04	0.000*	6
12.	Organizing projects are characterized by creativity in terms of the target, target areas, and work methodology	8.17	81.65	14.38	0.000*	8
13.	The organization considers the lessons learned from previous projects in the development of new projects	8.26	82.62	14.67	0.000*	7
14.	Organization target the same beneficiaries to provide a variety services for them	6.82	68.16	3.81	0.000*	16
15.	The organization follows up the beneficiaries after the completion of the project	7.15	71.46	5.67	0.000*	15
16.	The projects support marginalized and needy groups	8.56	85.63	18.25	0.000*	2
	<b>All paragraphs of the field</b>	8.07	80.70	19.02	0.000*	

\* The mean is significantly different from 6

Table (30) shows the following results:

- The mean of paragraph #4 “The organization has a clear financial system” equals 8.82 (88.24%), Test-value = 19.55, 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 hypothesized value 6. We conclude that the respondents agree with this paragraph.

- The mean of paragraph #14 “organizations target the same beneficiaries to provide a variety services for them” equals 6.82 (68.16%), Test-value = 3.81, 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 hypothesized value 6. We conclude that the respondents agree with this paragraph.
- The mean of the field “Organization policy and system” equals 8.07 (80.70%), Test-value = 19.02, 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 hypothesized value 6. We conclude that the respondents agree to field of “Organization policy and system ”.

The above results are sensible; where:

- Most of the Disabled Care NGOs have financial and managerial rules and guidelines. The researcher attributes this to the rules of registration in the Palestinian Ministry of Interior where the organization's rules and the system must be clear and available as main document to get the approval on the registration. And there is auditing from the ministry on the NGOs Disabled Care organizations.
- Results also reflect the development of the capability of the employee of Disabled Care NGOs and their aware with the priorities and needs on the national level.
- The results also show poor evaluation of the projects and the organizations usually did not follow up the beneficiaries after the end of the project. This reflects the importance of the external evaluation to be main stage in the project design.

In the study provided by (Bohman, 2013) was discussed that social sustainability is a way that benefit both organizations and society. The researcher proofed that employment of PwDs leads to benefits for both organizations and society and supporting sustainability.

In the study provided by (Morganti, 2012) proved that defining and developing the organizational or social mission, identifying and addressing mission drift will help communicate a nonprofit's social mission to funders and the community. Also the researcher mentioned that demonstrating value and accountability to funders will support sustainability. Donors want access to the information about an organization's operations and finances as a way of ensuring a return on their investment. Additionally, clearly and consistently communicating evaluation efforts and findings to funders demonstrates accountability.

In the study provided by (Kaldschmidt, 2011) mentioned that one of the deciding elements of organizational success is the leaders who believed that attention to social and environmental issues is important.

In the study provided by (Hammad, 2010) mentioned that one of the factors support sustainability is the matching between social and cultural factors and project activities.

In the study provided by (Ostrom, 2010), the researcher considered five sustainability factors, including socio-cultural respect which is built on an understanding of local traditions and core values.

In the study provided by (El-Aff, 2007) mentioned that during the project design the Palestinians organizations giving in to the donor requirements.

#### **6.4.4 Analysis of the Field of “Human Resources”**

Research Hypothesis: There is a relationship between project sustainability and human resource with the significance level of  $\alpha \leq 0.05$ .

**Table 31: Means and Test values for “Human Resources”**

	<b>Item</b>	<b>Mean</b>	<b>Proportional mean (%)</b>	<b>Test value</b>	<b>P-value (Sig.)</b>	<b>Rank</b>
1.	There are adequate number of human resources in the organization matching the project needs	8.13	81.26	12.72	0.000*	3
2.	The organization has qualified human resource with experience to carry out the projects	8.29	82.91	14.59	0.000*	2
3.	Human resources are selected according to their qualifications and experience	8.49	84.85	16.88	0.000*	1
4.	The organization gives priority in employment to its target group	7.25	72.52	5.83	0.000*	10
5.	Senior management of the organization is seeking to develop its human resource capabilities	7.70	76.99	8.38	0.000*	4
6.	The organization applies a clear system of incentives that encourage the staff to improve their performance continuously.	6.32	63.20	1.18	0.121	11
7.	The organization relies on local expertise in project planning phase	7.47	74.66	7.32	0.000*	8
8.	The organization relies on local expertise in project implementation phase	7.53	75.34	7.60	0.000*	6
9.	The organization relies on local expertise in project evaluation phase	7.51	75.15	7.63	0.000*	7
10.	The organization has an employee evaluation system	7.63	76.31	7.62	0.000*	5
11.	Project management holds workshops with the staff to discuss how to maintain the sustainability of its projects	7.31	73.13	6.79	0.000*	9

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
	All paragraphs of the field	7.60	76.03	11.26	0.000*	

\* The mean is significantly different from 6

**Table (31) shows the following results:**

- The mean of paragraph #3 “Human resources are selected according to their qualifications and experience” equals 8.49 (84.85%), Test-value = 16.88, 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 hypothesized value 6. We conclude that the respondents agree with this paragraph.
- The mean of paragraph #6 “The organization applies a clear system of incentives that encourage the staff to improve their performance continuously” equals 6.32 (63.20%), Test-value = 1.18, and P-value = 0.121 which is greater than the level of significance  $\alpha = 0.05$ . Then the mean of this paragraph is insignificantly different from the hypothesized value 3. We conclude that the respondents (Do not know, neutral) to this paragraph.
- The mean of the field “Human resources” equals 7.60 (76.03%), Test-value = 11.26, 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 hypothesized value 6. We conclude that the respondents agree to field of “Human resources ”.

**The agreement of the respondents in this field can be attributed to the following:**

- The availability of clear rules and system in the Disabled Care NGOs and the auditing from the Ministry of Interior on the organizations urged them to ensure the transparency and justice in employment and other process.



- Regarding the projects that implemented with external funding, the organizations urged to follow the regulations of the donors which ensure the transparency and justice.
- The external funding projects need employee with wide experience and excellent abilities, especially in English and report writing, that's why NGOs will hire experienced employees.
- The results reflect that Disabled Care NGOs don't give an employment opportunity to PwD.
- Also the results indicate that the organization doesn't apply a clear system of incentives to encourage the staff to improve their performance, and from the point of view of the researcher, it is due to the limited budget of the organizations which depends highly on the external funding to cover its expenses.

In the study provided by (Williams, 2014), the researcher found that Leadership must remain strategically focused and engaged in the opportunities that will help the organization move forward, while relying on strong internal structures, including staff and volunteers to maintain quality performance and this will support the financial sustainability.

In the study provided by (Arusha, 2005) illustrated that the lack of human resources was negatively affecting the project success and sustainability.

#### 6.4.5 Analysis of the Field of “Type of Project Outcomes”

Research hypothesis: There is a relationship between project sustainability and type of project outcomes with the significance level of  $\alpha \leq 0.05$ .

**Table 32: Means and Test values for “The Type of Project outcomes”**

	<b>Item</b>	<b>Mean</b>	<b>Proportional mean (%)</b>	<b>Test value</b>	<b>P-value (Sig.)</b>	<b>Rank</b>
1.	The organization's projects help in	6.23	62.33	0.89	0.187	16

	<b>Item</b>	<b>Mean</b>	<b>Proportional mean (%)</b>	<b>Test value</b>	<b>P-value (Sig.)</b>	<b>Rank</b>
	generating income for the target group					
2.	Organization's projects develop the practical skills of the target group	7.70	76.99	10.13	0.000*	9
3.	Organization's projects raise the awareness of the target group	7.93	79.32	10.83	0.000*	5
4.	Organization's projects promote leadership and self- confidence of the target group	7.96	79.60	11.86	0.000*	4
5.	Organization's projects success in inclusion of the target group in the community	8.14	81.37	14.12	0.000*	2
6.	Organization's projects enhance the economic situation for the target group	7.32	73.20	7.42	0.000*	13
7.	Organization's projects enhance the social conditions of the target group	7.81	78.06	11.48	0.000*	6
8.	Organization's projects enhance the psychological status for the target group	8.18	81.84	14.84	0.000*	1
9.	Organization's projects enhance the health situation of the target group	7.81	78.06	10.41	0.000*	6
10.	Organization's projects contribute in making changes at the level of national decision related to the target group	6.53	65.34	2.45	0.008*	15
11.	Organization's projects make positive changes in the beliefs and behavior of the target group	7.52	75.20	8.50	0.000*	11
12.	Organization's projects make positive changes in the community believes and behavior towards the target group	7.49	74.85	7.63	0.000*	12
13.	Organization's projects strengthen the relationship between the target group and	8.04	80.39	11.99	0.000*	3

	<b>Item</b>	<b>Mean</b>	<b>Proportional mean (%)</b>	<b>Test value</b>	<b>P-value (Sig.)</b>	<b>Rank</b>
	the community					
14.	Organization's projects promote equal opportunities	7.71	77.09	10.12	0.000*	8
15.	Organization's projects promote the decent work for male and female	7.56	75.63	7.58	0.000*	10
16.	Organizations obtains assets from its projects	6.59	65.88	2.25	0.013*	14
	<b>All paragraphs of the field</b>	7.53	75.31	11.79	0.000*	

\* The mean is significantly different from 6

**Table (32) shows the following results:**

- The mean of paragraph #8 “Organization's projects enhance the psychological status for the target group” equals 8.18 (81.84%), Test-value = 14.84, 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 hypothesized value 6. We conclude that the respondents agree with this paragraph.
- The mean of paragraph #1 “Organization's projects help in generating income for the target group” equals 6.23 (62.33%), Test-value = 0.89, and P-value = 0.187 which is greater than the level of significance  $\alpha = 0.05$ . Then the mean of this paragraph is insignificantly different from the hypothesized value 3. We conclude that the respondents (Do not know, neutral) to this paragraph.
- The mean of the field “The type of project outcomes” equals 7.53 (75.31%), Test-value = 11.79, 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 hypothesized value 6. It concluded that the respondents agree to field of “The type of project outcomes ”.

The results are reasonable, where:

- The main need for PwD is psychosocial support due to the bad social, economic conditions, and due to the trauma because of continuous Israel aggression. Disabled Care NGOs focus on psychosocial support trying to integrate PwD with the community. Also the results reflect the aware with the main needs of PwD including psychosocial support, health services, social assistance, and increasing their self confidence.
- The results also show poor interventions that help in generating income for PwD, and poor participations of the Disabled Care NGOs in changing decision for the benefit of PwD in national level.
- The Disabled Care NGOs failed to include securing material resources that will support sustainability in the project's design.

In the study provided by (Johannsmeier, 2007) mentioned the design of the project and the outcomes affecting the sustainability and success for example the DG was designed to be given for PwD for basic expenses mainly for providing foods, so this grant was with the short term impact and failed to reduce the poverty among PwD.

**In General:**

Table (33) shows the mean of all paragraphs equals 7.63 (76.35%), Test-value =14.99, 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 all paragraphs is significantly greater than the hypothesized value 6. We conclude that the respondents agree to all paragraphs.

**Table 33: Means and Test Values for All Paragraphs**

	Mean	Proportional mean (%)	Test value	P-value (Sig.)
<b>All paragraphs</b>	7.63	76.35	14.99	0.000*

\*The mean is significantly different from 6

## 6.5 The Main Obstacles and Challenges Facing Projects in the Organization

**Table 34: Means and Test Values for “the Main Obstacles and Challenges Facing Projects in the Organization”**

	<b>Item</b>	<b>Mean</b>	<b>Proportional mean (%)</b>	<b>Test value</b>	<b>P-value (Sig.)</b>	<b>Rank</b>
1.	The target group have poor awareness of the importance of the project	6.96	69.61	5.54	0.000*	7
2.	The target group always interested in financial benefit of the project	7.58	75.83	7.74	0.000*	4
3.	Families of the target group negatively affect on the project outcomes	6.26	62.62	1.14	0.129	10
4.	The target group lack of life and managerial skills	7.01	70.10	4.54	0.000*	6
5.	The community has a negative perspective towards the target group	6.44	64.37	1.92	0.029*	9
6.	The donor priorities and conditions make limitation in designing and planning of projects	6.67	66.70	2.99	0.002*	8
7.	The system of the donor makes the project implementation difficult	6.12	61.17	0.49	0.311	11
8.	The senior management hires not qualified human resources to implement projects	3.95	39.51	-8.07	0.000*	14
9.	There are inadequate numbers of human resources for projects	4.80	48.04	-4.16	0.000*	13
10.	The budget of the projects are not enough for achieving project objectives	5.58	55.83	-1.52	0.066	12
11.	The large number of the target group is not compatible with the available fund amount	7.37	73.69	5.52	0.000*	5

	<b>Item</b>	<b>Mean</b>	<b>Proportional mean (%)</b>	<b>Test value</b>	<b>P-value (Sig.)</b>	<b>Rank</b>
12.	The target group needs comprehensive intervention	8.17	81.65	10.98	0.000*	3
13.	The target group needs long term intervention	8.37	83.69	13.17	0.000*	2
14.	The target group suffers from the bad economic situation thus they cannot pay part of the cost of the provided service	8.41	84.08	12.51	0.000*	1
	<b>All paragraphs of the field</b>	6.69	66.91	5.66	0.000*	

\* The mean is significantly different from 6

**Table (34) shows the following results:**

- The mean of paragraph #14 “The target group suffers from the bad economic situation thus they cannot pay part of the cost of the provided service” equals 8.41 (84.08%), Test-value = 12.51, 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 hypothesized value 6. We conclude that the respondents agree with this paragraph.
- The mean of paragraph #8 “The senior management hires not qualified human resources to implement projects” equals 3.95 (39.51%), Test-value = -8.07, and P-value = 0.000 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 hypothesized value 6. We conclude that the respondents disagree with this paragraph.
- The mean of the field “the main obstacles and challenges facing projects in the organization” equals 6.69 (66.91%), Test-value = 5.66, 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 hypothesized

value 6. We conclude that the respondents agree to field of “the main obstacles and challenges facing projects in the organization ”.

The above results are reasonable, where:

- PwD belong to the poorest group. They suffer from bad economic conditions and the unemployment rate among them reached to 50% (PCBS, 2011). And this is one of the main difficulties that facing Disabled Care NGOs in covering part of the project costs, these will weak the project’s sustainability. All this complies with the results provided by (Altamimi, 2013) and (Palestinian Center for Human Rights, 2007).
- PwD are facing several problems that cannot be solved with short interventions. They need for long period and comprehensive projects.
- One of the main problems facing Disabled Care NGOs that PwD seek for financial benefit as a priority and have poor awareness with the importance of other projects in their lives. The researcher attributes this to they used to live as charity cases and they have social and relief assistance from the organizations, their thought and behavior need to be changed but it will take long period.
- According to the PCBS the number of PwD is more than 38,000 persons in Gaza strip and this is the largest number with high needs, and the available fund is not enough to meet their needs.
- The results reflect the recently aware of Disabled Care NGOs with the donor’s priorities and designing the projects according to their conditions and guidelines, so allocating logic and clear fund for the activities.
- Also the results reflect the changing of community perspectives towards people with disabilities ad there is enhancing in their positive view, from the point of view of the researcher it is due to the awareness and advocacy projects that most NGOs recently implement in Gaza strip, in addition to the training and employment projects which success to in integrating PwD into the community.
- The Disabled Care NGOs hire qualified persons to implement the projects and that's consistent with the results were shown in table (31) regarding the analysis of the human resources field.

In the study provided by (Williams, 2014) considered one of the challenges facing the financial sustainability includes: economic conditions; reliance on unpredictable revenues, and community pressures for increased demand for services. Also, he mentioned that all NGOs suffered from the obligations set out by the funder.

El-Aff findings in his study ensure that Palestinian NGOs are low budgeted ( El-Aff, 2007), also he mentioned that with respect to the project design the NGOs focused on the requirements of the donors despite what is the requirement of the organization or the community.

## 6.6 Significant Differences

1. **There are significant differences at level 0.05 in the responses of the research sample due to the following personal characteristics (Gender, Age, Education, Experience years and Position).**

- Table (35) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each personal characteristics, then there is insignificant difference in respondents' answers to Sustainability assessment of projects of NGOs care organizations in the Gaza strip. We conclude that the personal characteristics have no effect on Sustainability assessment of projects of NGOs care organizations in the Gaza strip.

**Table 35: Analysis of Variance and Independent Samples T-test**

No	Personal characteristics	Test Name	Test Value	P-value (Sig.)
1.	Gender	Independent Samples T-test	-1.243	0.217
2.	Age	Analysis of Variance	0.293	0.830
3.	Education	Analysis of Variance	0.477	0.622
4.	Experience years	Analysis of Variance	0.328	0.721
5.	Position	Analysis of Variance	0.558	0.694



2. There are significant differences at level 0.05 in the responses of the research sample due to the following about the organization (Experience years, Head quarter in, Employee number, the Dependence rate on external financing, Average of the annual budget of the organization during the past three years (US \$) and Number of past projects implemented and targeting people with disabilities).

- Table (36) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each about organization, then there is an insignificant difference in respondents' answers to Sustainability assessment of projects of Disabled Care NGOs in Gaza strip. It is concluded that the about organization has no effect on Sustainability assessment of projects of Disabled Care NGOs in Gaza strip.

**Table 36: Analysis of Variance for About Organization**

No	About organization	Test Name	Test Value	P-value (Sig.)
1.	Experience years	Analysis of Variance	0.236	0.871
2.	Headquarter	Analysis of Variance	0.654	0.625
3.	Employee number	Analysis of Variance	2.458	0.067
4.	Dependence rate on external financing	Analysis of Variance	0.804	0.495
5.	Average of annual budget of the organization during the past three years (US \$)	Analysis of Variance	1.035	0.381
6.	Number of past projects implemented and targeting people with disabilities	Analysis of Variance	0.425	0.736

## **CHAPTER SEVEN**

### **Conclusion and Recommendations**

## **7.1 Introduction**

In this chapter, the researcher reviewed the findings that have been obtained, where it presents the results of the impact of the research variables and sustainability. Also in this chapter, the researcher tried to develop recommendations to NGOs to enhance and adopt the sustainability in the projects.

## **7.2 Conclusion**

The researcher investigated the relationship between five variables (stakeholder participation, availability of funding, human resources, organization system and policies, and type of project outcomes) and project's sustainability.

The analyzed results for the factor stakeholder participation showed that the factor has a statistical relationship with the project's sustainability. This result is consistent with literature review and the expectations. The stakeholder participation is important in project design, implementation, and evaluation. Decision makers should ensure the effective participation of stakeholders to enhance project success and sustainability.

The analyzed results for the factor availability of funding showed that the factor has a statistical relationship with the project's sustainability. This result is consistent with literature review and the expectations. The funding is one of the most important factors affect on project sustainability, without sufficient funding the projects cannot sustain.

The analyzed results for the factor organization system and policies showed that the factor has a statistical relationship with the project's sustainability. This result is consistent with literature review and the expectations. Values, mission, internal rules, evaluation system, procurement system, financial system, and goals affect on all project phases and draw the direction of the project to be sustainable or not.

The analyzed results for the factor human resources showed that the factor has a statistical relationship with the project's sustainability. This result is consistent with literature review and the expectations. The projects to be sustained need qualified human resources with appropriate experience to success in managing the project and

ensure the best utilization of the available resource therefore raising sustainability opportunity.

The analyzed results for the factor type of project outcomes showed that the factor has a statistical relationship with the project's sustainability. This result is consistent with literature review and the expectations. The project outcomes can be with short-term impact or long-term impact, this directs the project design and implementation toward a sustainable or unsustainable project.

In this research, the results of the analysis showed that the projects of Disabled Care NGOs seem to be sustainable. It was notably rising in the awareness of these organizations in developing and implementing projects characterized by complying with the needs of people with disability, good participations of stakeholders in all project phases, matching between the organizational objectives and the priority of community and donors, depending on qualified human resources, good management, and having a clear monitoring and evaluation plans. On the other hand; till present Disabled Care NGOs cannot release from the high dependence in the external funding due to many challenges facing them, including the inability to recover part of project costs due to the bad economic situation of PwD, the, the lack of self financial resources, the large number of PwD that don't match the available funding, and the different needs of PwD required to be met.

Also in this research, the results illustrated many challenges and problems facing Disabled Care NGOs including:

- The bad economic situation of the target group, thus they cannot pay part of the cost of the provided service.
- The need for long term and comprehensive interventions.
- Poor awareness of the target group regarding the importance of the services and their interest focuses on the financial benefit.
- The large number of the target group is not compatible with the available fund amount.
- The donor priorities and conditions make limitation in designing and planning of projects.

- The families of the target group sometimes affect negatively on the project outcomes.

### **7.3 Recommendations**

In the light of the main results, the researcher provided recommendations that will contribute in helping Disabled Care NGOs to implement successful projects with long-term impact and increase the sustainability opportunity:

1. Disabled Care NGOs should plan for decreasing the dependence rate in the external funding and securing self financing resources.
2. Developing unit specialized in fundraising and writing projects in the organizations.
3. Disabled Care NGOs should work in developing project ideas that meet the needs of PwD and these projects must be with sustainable impact and comprehensive.
4. There is a need to implement projects that promote the education, vocational training, and economic empowerment among PwD.
5. Disabled Care NGOs should give importance for the evaluation phase it should be a main stage at each program and benefit from the recommendations and learned lessons in developing their projects.
6. Disabled Care NGOs should follow up the beneficiaries after the end of the projects and build the new projects in the light of the evaluation results.
7. Disabled Care NGOs should involve PwD in all project phases, including needs identification, project design, implementation, and the evaluation.
8. Disabled Care NGOs should strengthen their roles in making decisions for the benefit of PwD in the national level.
9. Disabled Care NGOs should promote the participation of Palestinian women with disabilities in their projects, and ensuring the equity opportunities.

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# APPENDIXES

**Appendix I. Questionnaire – Arabic Version**

**Appendix II. Questionnaire – English version**

**Appendix III. Questionnaire Judge Committee**

<p>رقم الاستبيان: تاريخ تعبئة الاستبيان: تاريخ تفرغ الاستبيان:</p>		<p>الجامعة الإسلامية بغزة كلية التجارة عمادة الدراسات العليا برنامج إدارة الأعمال</p>
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الأخ/ت الكريم/ة.....  
تحية طيبة وبعد،،،

**الموضوع/ استبيان لتقييم استدامة مشاريع المؤسسات الأهلية الموجهة لخدمة الأشخاص ذوي الإعاقة في قطاع غزة**

تسعى الباحثة من خلال هذا الاستبيان لتقييم استدامة مشاريع المؤسسات الأهلية الموجهة لخدمة الأشخاص ذوي الإعاقة في قطاع غزة وذلك كبحث أكاديمي تكميلي لنيل درجة الماجستير في إدارة الأعمال، ولأننا نؤمن بأنكم أهل خبرة واختصاص في مجال تنفيذ مشاريع تخدم الأشخاص ذوي الإعاقة، نرجو منكم التكرم بتعبئة هذه الاستبيان.

ان حرصكم على تقديم معلومات الكافية بدقة وموضوعية سيؤدي وبدون شك على تقييم أفضل لموضوع الدراسة مما سيعود بالنفع والخير على مؤسساتنا ان شاء الله. علماً بأن كافة المعلومات التي سيتم الحصول عليها سوف تكون سرية ولن تستخدم إلا لغرض البحث العلمي.

شاكرين حسن تعاونكم معنا

الباحثة/ منال حسنه

## أولاً: بيانات شخصية

1. الجنس:

ذكر  أنثى

2. العمر:

أقل من 30 سنة  30- أقل من 40 سنة  40 سنة - أقل من 50 سنة  50 سنة فأكثر

3. المؤهل العلمي:

ثانوية عامة فأقل  دبلوم  بكالوريوس  دراسات عليا

4. عدد سنوات الخبرة في مجال العمل:

أقل من 5 سنوات  5 سنوات - أقل من 10 سنوات  10 سنوات فأكثر

5. المسمى الوظيفي:

عضو مجلس إدارة  المدير التنفيذي  مدير/منسق المشاريع  مدير مالي/محاسب  غير ذلك:.....

## ثانياً: بيانات المؤسسة

1. عدد سنوات الخبرة في مجال العمل:

أقل من 3 سنوات  3- أقل من 6 سنوات  6- 10 سنوات  أكثر من 10 سنوات

2. مقر المؤسسة الرئيسي:

الشمال  غزة  الوسطى  خان يونس  رفح

3. عدد الموظفين بالمؤسسة:

1-5  6-10  11-20  20 فأكثر

4. مجال عمل المؤسسة (يمكن اختيار أكثر من إجابة):

التعليم والتدريب  دعم الشباب  الصحة  الزراعة  ثقافة ورياضة  تنمية اقتصادية  ديمقراطية وحقوق الانسان  تأهيل مرأة وطفل  خدمات اجتماعية واغاثة  غير ذلك:.....

5. طبيعة الخدمات التي تقدمها المؤسسة للأشخاص ذوي الاعاقة تشمل: (يمكن اختيار أكثر من إجابة):

تدريب حرفي  منح دراسية  تشغيل  دعم مشاريع صغيرة  دعم نفسي  اغاثة عينية أومالية  توفير ادوات مساعدة  خدمات صحية  تدريب في مجالات ادارية  غير ذلك:.....

6. المنطقة الجغرافية التي تعمل فيها المؤسسة (يمكن اختيار أكثر من إجابة)::

□ الشمال □ غزة □ الوسطى □ خانينوس □ رفح □

7. معدل الاعتماد على التمويل الخارجي:

□ 0-25% □ 26-50% □ 51-75% □ 76-100%

8. متوسط الموازنة السنوية للمؤسسة خلال الثلاث سنوات الماضية (بالدولار الأمريكي):

□ أقل من \$100,000 □ \$100,000-أقل من \$200,000 □ \$200,000-أقل من \$500,000 □ أكثر من \$500,000

9. عدد المشاريع التي نفذتها المؤسسة والتي استفاد منها الأشخاص ذوي الإعاقة:

□ 1-4 □ 5-10 □ 11-15 □ 16 فأكثر

ثالثاً: برجاء اختيار درجة من 1-10 أمام كل عبارة من العبارات التالية حيث تعبر الدرجة واحد عن عدم الموافقة الشديدة والدرجة 10 عن الموافقة الشديدة

الدرجة	الفقرات	#
10-1	مشاركة أصحاب المصلحة	أ.
	1. تحرص المؤسسة على مشاركة الفئة المستهدفة في مرحلة تحديد الاحتياجات والتخطيط للمشاريع	
	2. يكون دور الفئة المستهدفة في مرحلة تنفيذ المشاريع واضحاً	
	3. تشارك الفئة المستهدفة في مرحلة تقييم أنشطة المشاريع	
	4. تحرص المؤسسة على مشاركة موظفي المشاريع في مرحلة تحديد الاحتياجات والتخطيط للمشاريع	
	5. يشارك موظفو المشاريع في مرحلة تقييم أنشطة المشاريع	
	6. تعقد المؤسسة ورش عمل لمؤسسات المجتمع المدني والجهات المهمة بدعم الفئة المستهدفة لمناقشة واقع الفئة المستهدفة وتحديد احتياجاتها	
	7. يوجد تنسيق وتعاون بين المؤسسة ومؤسسات المجتمع المدني للمشاركة في تنفيذ المشاريع.	
	8. يوجد جو من التواصل والثقة المتبادلة بين المؤسسة والفئة المستهدفة	
	9. تسهل اجراءات وقوانين الجهات المانحة تنفيذ المشاريع	
	10. تشارك الجهات المانحة في توجيه المؤسسة وتساعد على حل المشاكل التي تواجه المشاريع	
	11. تدقق الجهات المانحة على الملفات الادارية والمالية للمشاريع	
	ب توفر التمويل	
	12. تكون موازنة المشاريع كافية لتحقيق الأهداف وضمان جودة المخرجات	
	13. يوجد لدى المؤسسة مصادر تمويل ذاتية	
	14. تعتمد المؤسسة على مصادر تمويل متنوعة	
	15. تستطيع المؤسسة تنفيذ مشاريعها بدون توفر تمويل خارجي	
	16. يوجد لدى المؤسسة خطة متابعة ومراقبة واضحة تضمن الاستدامة المالية	
	17. يتم اجراء تحليل للاحتياجات المطلوبة قبل اعداد الموازنة	

الدرجة	الفقرات	#
10-1		
	يوجد علاقة جيدة للمؤسسة مع الجهات المانحة مما يسهل عملية توفير تمويل خارجي	18.
	يوجد قسم في المؤسسة مختص بكتابة مقترحات المشاريع وتجديد الأموال	19.
	<b>سياسة ونظام المؤسسة</b>	ت.
	تتوافق أهداف مشاريع المؤسسة مع الاحتياجات والأولويات على المستوى الوطني	20.
	تتوافق أهداف مشاريع المؤسسة مع أولويات الدعم لدى الجهات المانحة	21.
	يوجد لدى المؤسسة نظام اداري يحكم العمل وينظمه	22.
	يوجد لدى المؤسسة نظام مالي واضح	23.
	تسهل اجراءات المؤسسة عملية تنفيذ أنشطة المشاريع	24.
	يوجد لدى المؤسسة معايير واضحة لاختيار الفئة المستهدفة	25.
	يوجد في المؤسسة لجنة مختصة عليا للإشراف والمتابعة على تنفيذ المشاريع	26.
	يوجد آلية واضحة لتقييم ومراقبة المشاريع	27.
	تأخذ ادارة المؤسسة بعين الاعتبار القضايا المتقاطعة مثل العدالة الجنديرية والحكم الرشيد في مشاريعها	28.
	تتناغم أنشطة المشاريع مع العوامل الاجتماعية والثقافية	29.
	تحرص المؤسسة على أن تكون الأهداف وخطة العمل واضحة وعملية في مشاريعها	30.
	تتميز مشاريع المؤسسة بالريادة والابداع من حيث الفئة المستهدفة والمناطق المستهدفة ومنهجية العمل	31.
	تستفيد المؤسسة من الدروس المكتسبة من المشاريع السابقة عند تطوير مشاريع جديدة	32.
	تستهدف المؤسسة نفس المستفيدين في مشاريع مختلفة لتقديم خدمات متنوعة لهم	33.
	تهتم المؤسسة بمتابعة المستفيدين من مشاريعها بعد انتهاء المشروع	34.
	تدعم مشاريع المؤسسة فئات مهمشة ومحتاجة	35.
	<b>الموارد البشرية</b>	ث.
	يوجد لدى المؤسسة كوادر بشرية مناسبة كماً مع احتياجات المشاريع	36.
	يوجد لدى المؤسسة كوادر بشرية لديها المؤهلات والخبرة اللازمة لتنفيذ المشاريع	37.
	يتم اختيار الكوادر البشرية وفقاً لمؤهلاتهم وخبراتهم	38.
	تعطي المؤسسة الأولوية في التوظيف لديها للفئة المستهدفة	39.
	تسعى الادارة العليا للمؤسسة لتطوير قدرات كوادرها البشرية	40.
	تطبيق المؤسسة نظام حوافز واضح لتشجيع الكوادر البشرية الموجودة لتحسين الاداء باستمرار	41.
	تعتمد المؤسسة على خبرات محلية في مرحلة التخطيط للمشاريع	42.
	تعتمد المؤسسة على خبرات محلية في مرحلة تنفيذ المشاريع	43.
	تعتمد المؤسسة على خبرات محلية في مرحلة تقييم المشاريع	44.
	يوجد لدى المؤسسة نظام لتقييم الموظفين	45.
	تتفد ادارة المشروع ورش عمل وجلسات لكوادرها البشرية لمناقشة كيفية المحافظة على استدامة مشاريعها	46.
	<b>طبيعة مخرجات المشاريع</b>	ج.
	تساعد مشاريع المؤسسة بتوفير مصدر دخل للفئة المستهدفة	47.
	تؤدي مشاريع المؤسسة لتطوير مهارات عملية لدى الفئة المستهدفة	48.
	تساهم مشاريع المؤسسة في رفع الوعي لدى الفئة المستهدفة	49.



الدرجة	الفقرات	#
10-1	تعزز مشاريع المؤسسة القيادة والثقة بالنفس لدى الفئة المستهدفة	50.
	تتجج مشاريع المؤسسة في دمج الفئة المستهدفة في المجتمع	51.
	تساهم مشاريع المؤسسة في تحسين الظروف الاقتصادية للفئة المستهدفة	52.
	تساهم مشاريع المؤسسة في تحسين الظروف الاجتماعية للفئة المستهدفة	53.
	تساهم مشاريع المؤسسة في تحسين الظروف النفسية للفئة المستهدفة	54.
	تساهم مشاريع المؤسسة في تحسين الوضع الصحي للفئة المستهدفة	55.
	تساهم مشاريع المؤسسة في احداث تغييرات على مستوى اتخاذ القرارات الوطنية الخاصة بالفئة المستهدفة	56.
	تحدث مشاريع المؤسسة تغييرات ايجابية في معتقدات وسلوك الفئة المستهدفة	57.
	تحدث مشاريع المؤسسة تغييرات ايجابية في معتقدات وسلوك المجتمع اتجاه الفئة المستهدفة	58.
	تقوي مشاريع المؤسسة العلاقة بين الفئة المستهدفة والمجتمع	59.
	تعزز مشاريع المؤسسة تكافؤ الفرص	60.
	تعزز مشاريع المؤسسة فرص التشغيل اللائق لكلا الجنسين	61.
	يتم توفير موارد مادية من مشاريع المؤسسة	62.

رابعاً: دراسة أهم المشاكل والتحديات التي تواجه المشاريع ، برجاء اختيار درجة من 1-10 أمام كل عبارة من العبارات التالية حيث تعبر الدرجة واحد عن عدم الموافقة الشديدة والدرجة 10 عن الموافقة الشديدة

الدرجة	الفقرات	#
	تفتقر الفئة المستهدفة للوعي بأهمية التدخل في حياتها	1.
	تهتم الفئة المستهدفة بالاستفادة المادية بالدرجة الأولى من المشاريع	2.
	تتحكم أسر الفئة المستهدفة بأبنائهم ويؤثروا بشكل سلبي على مخرجات المشروع	3.
	يوجد نقص في المهارات الحياتية والادارية لدى الفئة المستهدفة	4.
	ينظر المجتمع نظرة سلبية للفئة المستهدفة	5.
	تقيد أولويات الجهات المانحة وشروطها المؤسسة عند التصميم والتخطيط للمشاريع	6.
	يؤدي نظام الجهة المانحة لصعوبة تنفيذ المشاريع	7.
	تعين الادارة العليا كوادر بشرية غير كفاءة لتنفيذ المشاريع	8.
	يتوفر لدى المؤسسة عدد غير كافي من الكوادر البشرية لتنفيذ المشاريع	9.
	تكون قيمة موازنة المشاريع غير كافية لتحقيق أهداف المشاريع	10.
	يوجد عدد كبير من الفئة المستهدفة لا تتناسب مع قيمة التمويل المتوفر	11.
	تحتاج الفئة المستهدفة لتدخلات عديدة متكاملة	12.
	تحتاج الفئة المستهدفة لتدخلات ذات مدى زمني طويل	13.
	تعاني الفئة المستهدفة من ظروف اقتصادية صعبة لا تمكنها من تحمل جزء من تكاليف الخدمات المقدمة	14.



## Questionnaire

### Section 1: Personal information:

Sex:  Male  Female

Age:

Less than 30 Year  30- less than 40 year  40-less than 50 year  50 year and over

Education:

Secondary or below  diploma  bachelors  Higher education

Experience years:

Less than 5 years  5- less than 10 years  10 years and over

Position:

Board Member  Executive Director  Director / projects Coordinator  Financial Manager / Accountant  Other..... :

### Section 2: about institution

Experience years:

Less than 3 years  3- less than 6 years  6-10 years  more than 10 years

Head quarter in:

North Gaza  Gaza  central Gaza  Khan Younis  Rafah

Employee number:

1-5  6-10  11-20  more than 20

Work area (You may select more than one answer)

Education and training  Youth  Health  Agriculture  Culture and Sport  economic development  Democracy and Human Rights  rehabilitation of women and children  Social Services and relief  other..... :

The main services provided by the institution for people with disabilities include: (You may select more than one answer):

vocational training  scholarships  employment  support small projects  psychological support  relief assistance  Providing supportive tools  health services  Training in administrative fields  Other..... :

Geographical area in which institution provides its services (can choose more than one answer): (You may select more than one answer):

North Gaza  Gaza  central Gaza  Khan Younis  Rafah

Dependence rate on external financing:

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

Average of annual budget of the institution during the past three years (US \$):

Less than \$100,000 \$100,000- less than \$200,000 \$200,000- less than \$500,000  
more than \$500,000

Number of past projects implemented and targeting people with disabilities:

1-4 5-10 11-15 more than 16

**Section 3: please select from 1 to 10 where 1 represents a strong disagreement and 10 represents a strong agreement**

#	Statement	Level 1-10
A	Stockholders participations	
63.	institution is keen on the participation of the target group at the stage of identifying needs and planning for projects	
64.	The role of the target group in the implementation phase is clear	
65.	The target group is involved in the evaluation phase of projects activities	
66.	institution is keen on the participation of projects staff in the phase of identifying needs and planning for projects	
67.	Projects staff are involved in the evaluation phase of project activities	
68.	institution hold workshops for civil society organizations and interested parties to support the target group, discussing the situation of the target group, and identifying their needs	
69.	There is coordination and cooperation between the institution and civil society organizations to participate in the implementation of projects.	
70.	There is good communication and mutual trust between the institution and target group	
71.	procedures and rules of donors facilitate projects implementation	
72.	Donors participate in guiding the institutions and helping in solving the problems facing the projects	
73.	donors audit the administrative and financial documents of projects	
B	Availability of funding	
74.	The allocated budget for the projects is enough to achieve the objectives and ensure outcomes quality	
75.	the institution have self-financing sources	
76.	the institution depends on a variety of funding sources	
77.	the institution can implement projects without external financing	
78.	the institution have follow up and clear monitor plan to ensure financial sustainability	
79.	the institution analysis of the needs before preparing budget	
80.	There is good relationships with donors which facilitates the process of having external funding	
81.	There is department for projects writing and fundraising in the institution	
C	Institution policy and system	

#	Statement	Level 1-10
82.	The objectives of the institution projects are compatible with the needs and priorities at the national level	
83.	The objectives of the institution projects are compatible with donors priorities	
84.	There is management system that governs and organize the work in the institution	
85.	The institution have clear financial system	
86.	procedures and rules of the institution facilitate projects implementation	
87.	The institution have clear criteria for the selection of the target group	
88.	There is a committee which supervise and follow-up the projects implementation	
89.	There is a clear methodology for evaluating and monitoring the projects	
90.	The institution consider issue related to gender justice and good governance in their projects	
91.	project activities are fit with social and cultural factors	
92.	institution is keen that projects objectives and action plan are clear and applicable	
93.	institution projects are characterized by creativity in terms of the target , target areas, and work methodology	
94.	institution consider the learned lessons from previous projects at the development of new projects	
95.	institution target the same beneficiaries to provide a variety services for them	
96.	institution follow up the beneficiaries after the completion of the project	
97.	The projects support marginalized and needy groups	
D.	Human resources	
98.	There is adequate number of human resources in the institution matching the projects needs	
99.	The institution have qualified human resource with experience to carry out the projects	
100.	Human resources are selected according to their qualifications and experience	
101.	The institution gives priority in employment to its target group	
102.	Senior management of the institution is seeking to develop its human resources capabilities	
103.	The institution applies a clear system of incentives that encourage the staff to improve their performance continuously.	
104.	The institution relies on local expertise in project planning phase	
105.	The institution relies on local expertise in project implementation phase	
106.	The institution relies on local expertise in project evaluation phase	
107.	The institution have employee evaluation system	
108.	project management hold workshops with the staff to discuss how to maintain the sustainability of its projects	
E	The type of project outcomes	
109.	Institutions projects help in generating income for the target group	
110.	Institutions projects develop the practical skills of the target group	
111.	Institutions projects raise the awareness of the target group	
112.	Institutions projects promote leadership and self- confidence of the target group	
113.	Institutions projects success in inclusion of the target group in the community	
114.	Institutions projects enhance the economic situation for the target group	
115.	Institutions projects enhance the social conditions of the target group	
116.	Institutions projects enhance the psychological status for the target group	

#	Statement	Level 1-10
117.	Institutions projects enhance the health situation of the target group	
118.	Institutions projects contribute in making changing on the level of national decision related to the target group	
119.	Institutions projects make positive changes in the believes and behavior of the target group	
120.	Institutions projects make positive changes in community believes and behavior towards the target group	
121.	Institutions projects strengthen the relationship between the target group and the community	
122.	Institutions projects promote equal opportunities	
123.	Institutions projects promote the decent work for male and female	
124.	Institutions obtains assets from its projects	

**Section 4: studying the main obstacles and challenges facing projects in the institution, please select from 1 to 10 where 1 represents a strong disagreement and 10 represents a strong agreement**

#	statement	Level 1-10
15.	The target group have poor aware of the importance of the project	
16.	The target group always interested in financial benefit of the project	
17.	Families of the target group negatively affect on the project outcomes	
18.	The target group lack of life and managerial skills	
19.	The community have negative perspective towards the target group	
20.	The donor priorities and conditions make limitation on designing and planning of projects	
21.	The system of donor make the project implementation difficult	
22.	The senior management hire not qualified human resources to implement projects	
23.	There is inadequate number of human resources for projects	
24.	The budget of the projects are not enough for achieving projects objectives	
25.	The large number of the target group is not compatible with the available fund amount	
26.	The target group need comprehensive intervention	
27.	The target group need long term intervention	
28.	The target group suffer from bad economic situation thus they cannot pay part of the cost of the provided service	



## Questionnaire Judge Committee

#	Name	University
1	Dr. Yousef Baher	The Islamic University of Gaza
2	Dr. Akram Samoor	The Islamic University of Gaza
3	Dr. Sami Abu Al-Roos	The Islamic University of Gaza
4	Dr. Khalid Dahliz	The Islamic University of Gaza
5	Dr. Abdallah Al Habil	Alazhar University
6	Dr. Wafeq Alagha	Alazhar University
7	Dr. Ramez Bidear	Alazhar University
8	Dr. Marwan Alagha	Alazhar University