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RESEARCH

MBA PROGRAM

**"ACTUAL PLANNING FOR DEVELOPMENTAL
PROJECTS IMPLEMENTED BY NGOs IN THE
SOUTHERN PART OF THE WEST BANK"**

التخطيط للمشاريع التطويرية التي تنفذها المنظمات الأهلية بمنطقة جنوب الضفة الغربية:
الواقع والمأمول

BY

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Dedication:

I dedicate this study with gratitude and love to my husband, my children, my parents, my sister, my brothers, and my friends for their encouragement, support, endurance, and patience.

Acknowledgement:

First of all thanks to ALLAH for enabling me to complete this research. The blessings of ALLAH have always filled my life with happiness and success. Accomplishing this research is a gift from Allah that I will always appreciate.

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Abbreviations:

NGOs	Non-Governmental Organizations
PCM	Project Cycle Management
PLC	Project Life Cycle
SPWB	Southern Part of West Bank
PM	Project Management
WBS	Work Breakdown Structure
PNGOs	Palestinian Non-governmental Organizations
PNA	Palestinian National Authority
USAID	United States Agency for International Development
OOPP	Objective-Oriented Project Planning
GTZ	German Technical Cooperation (Zusammenarbeit)
JICA	Japan International Cooperation Agency

Abstract

ACTUAL PLANNING FOR DEVELOPMENTAL PROJECTS IMPLEMENTED BY NGOs IN THE SOUTHERN PART OF WEST BANK

Over the course of the years, Palestinian Non-Governmental Organizations developed to become an important part of the Palestinian society. Palestinian Non-Governmental Organizations witnessed a tangible increase in the size and the number of projects planned, presented for funding and executed in the West Bank and Gaza Strip. Project planning at the NGO sector is one of the most important activities that can ensure successful project implementation and evaluation. Despite the fact that the PNGOs have been the subject of several studies and researches; yet, the issue of project planning at these organizations was rarely tackled. The purpose of this study is to pinpoint the actual planning phase in project cycle process for developmental projects implemented by NGO's in the southern part of West Bank, to compare actual project planning with standards and identifying the barriers to effective project planning to have scientific based recommendations on this issue.

To accomplish this research, the researcher used a combination of primary and secondary data collection sources. A questionnaire was used as a main data collection tool, and after developing it and testing it by referees, the researcher used pilot testing for finalizing it. All the NGOs operating in the Southern part of West Bank (Hebron and Bethlehem districts) were selected as a sample for the study. The researcher distributed a total of 184 questionnaires on 184 NGOs in the southern part of West Bank, while 178 filled questionnaires were collected back (response rate 96%) and out of these 177 questionnaires were analyzed.

After analyzing research findings, it was found that most of the NGOs are aware of the importance and the benefits of project planning for the success of their activities and projects and that international donors are adopting specific mechanisms for planning projects they fund, these requirements of the various international donors led to difficulty for the NGOs to adopt various techniques. It was found that stakeholders do not effectively participate in some stages of project planning, and that corrective control is the most commonly used way to ensure that the plan is achieving its goals, Political instability considered the most important barrier to effective project planning for the NGOs, it was also found that the brainstorming, field visits and workshops are the most commonly used ways of project planning by the NGOs.

The researcher recommended that the NGOs should conduct training courses at all administrative levels concerning project management, planning and implementation. It is recommended also that the stakeholders should be involved in some stages of project planning, and NGOs should create special positions and responsibilities of project planning and project management in their organizations. Due to the political and economic instability, it is recommended that NGOs should prepare contingency planning for their projects. The researcher recommended that international donors should train the local NGOs on the techniques they adapt internationally and give enough time for project submission.

ملخص

التخطيط للمشاريع التطويرية التي تنفذها المنظمات الاهلية بمنطقة جنوب الضفة الغربية: الواقع

والمأمول

عبر السنوات، نمت المنظمات الغير هادفة للربح في فلسطين لتشكّل جزء مهم في تطور المجتمع الفلسطيني، وساهمت من خلال العلاقات الممتازة للمنظمات الاهلية مع المنظمات الاقليمية والدولية غير الحكومية والجهات المانحة في تنفيذ مشاريع عديدة ساهمت في تخفيف معاناة المجتمع الفلسطيني. يعتبر تخطيط المشاريع التطويرية من أهم النشاطات التي تقوم بها المنظمات الاهلية لضمان نجاح تنفيذ وتقييم مشاريعها. بالرغم من الدراسات العديدة التي تطرقت لموضوع المنظمات الاهلية فانه يمكن اعتبار هذه الدراسة من اوائل الدراسات التي تعنى ببحث موضوع تخطيط مشاريع المنظمات الاهلية. تهدف هذه الدراسة الى التعرف على آلية تخطيط المشاريع التطويرية للمنظمات الاهلية في منطقة جنوب الضفة الغربية ومقارنتها بالتخطيط المأمول، وتحديد معوقات التخطيط الجيد للمشاريع في هذه المنظمات للخروج بتوصيات علمية تساهم في تحسين عملية تخطيط المشاريع في هذه المنظمات.

من أجل تنفيذ هذا البحث وجمع معلوماته قامت الباحثة باستخدام مجموعة من مصادر المعلومات الاولية والثانوية، وقد تم استخدام الاستبانة كأداة أساسية لجمع البيانات. بعد تطوير الاستبانة الخاصة بالبحث تم تحكيمها واختبارها لتصبح أكثر ملائمة لجمع البيانات المطلوبة. وقد تم اختيار مجتمع الدراسة وهو عبارة عن جميع المنظمات الاهلية العاملة في منطقة جنوب الضفة الغربية (محافظة الخليل وبيت لحم) قامت الباحثة باختيار عينة مكونة من 184 منظمة وتمت اعادة 178 استبانة (بنسبة ارجاع 96%) وقد تم تحليل 177 استبانة من هذه الاستبانات.

بعد تحليل نتائج الدراسة تبين ان معظم المنظمات الاهلية في منطقة جنوب الضفة الغربية تعي أهمية التخطيط الجيد لضمان نجاح تنفيذ المشاريع التطويرية، كما تبين ان بعض الجهات المانحة تتبنى آليات محددة في تخطيط المشاريع التي تمويلها مما يزيد العبء على المنظمات الاهلية في تبني عدة آليات يتبناها ممولون مختلفون. كما أظهرت الدراسة ان الاطراف المعنية بالمشروع والمستفيدين من المشروع لا يتم اشاركهم بشكل كاف في عملية تخطيط المشاريع، كما بينت نتائج الدراسة ان عدم الاستقرار السياسي يعتبر اهم معوق من معوقات انجاح التخطيط الجيد لمشاريع المنظمات الاهلية، كما أظهرت النتائج ان اكثر طرق التخطيط استخداما من قبل المنظمات الاهلية هي جلسات العصف الذهني والزيارات الميدانية و ورش العمل.

وقد اوصت الباحثة المنظمات الاهلية بضرورة عقد دورات تدريبية لكافة المستويات الادارية في المنظمة في موضوعات ادارة المشاريع، تخطيط المشاريع ومتابعة تنفيذها، بالإضافة الى اشراك المستفيدين من المشروع في بعض مراحل عملية تخطيط المشروع. كما اوصت الباحثة بضرورة تخصيص نشاطات ومسؤوليات تتعلق بادارة المشاريع والتخطيط للمشاريع في المنظمات لضمان نجاح المنظمة في تخطيط وتنفيذ مشاريعها. ونظرا للظروف السياسية والاقتصادية المحيطة في بيئة عمل المنظمات الاهلية، فان الباحثة توصي بضرورة اعداد خطة طوارئ لاي مشروع يتم التخطيط له. كما اوصت الباحثة الممولين بضرورة اجراء تدريب للعاملين في المنظمات الاهلية على آلية التخطيط التي يتبنوها عالميا.

Chapter One

Introduction

1.1 Overview:

Project Planning is one of the most important activities in the project life cycle (PLC). Recently there has been a huge number of projects planned, presented for funding and executed in the Palestinian territories by the Palestinian Non-Governmental Organizations; these projects vary in kind and nature. In fact, Palestinian Non-Governmental Organizations (PNGOs) played an important role in the development of the Palestinian economy and institutions. Most of the Palestinian NGO's depend mainly on the financial aid from international donors and from developmental organizations of foreign countries to implement their projects and programs.

The Palestinian society over years of struggle against the Israeli occupation faced the strongest challenge that had affected all aspect of life; economic, social, educational, health...etc, this challenge was accompanied by the creation of number of grassroots organizations, charities, and civil society groups that are working to alleviate the suffering of people and trying to enhance and develop their life style and conditions. Moreover, and for the same aims, many international donors and foreign agencies presented donations for these Palestinian NGOs through programs and projects implemented in many fields in the Palestinian society. Some of the implemented projects suffered from lack of

planning, mismanagement, inefficiency, lack of durability and sustainability, targeting minor problems...etc. (*Muhsen, 1997*).

In general, NGO's project preparation and planning is a very important factor to ensure successful project implementation and evaluation.

1.2 Problem Statement:

During the last few years, Palestinian non-governmental organizations (PNGOs) witnessed a tangible increase in the size and the number of projects planned, presented for funding and executed in the Palestinian territories. These projects vary in kind and nature, many of them implemented to improve the life conditions of the people. Moreover, several international humanitarian aid agencies funded these projects.

A few years ago, and until recently, Palestinians have not been much aware of the importance of the project cycle management either because there are not sufficient skills and specialists in the NGOs, or due to the unstable economic and political situation resulting from the Israeli occupation.

The creation of Palestinian National Authority (PNA) led to a dramatic increase in the number of the Palestinian Non-governmental Organizations. 37.6% of the active PNGOs were created after the signing of the Oslo Accord and the creation of the PNA (*Shalabi, 2001*).

A wide variety and large number of humanitarian aid and developmental projects are implemented across the West Bank and Gaza. However, it is felt that parts of these projects are absorbing resources allocated for the Palestinian society (*Samarh, 2003*). The overall result of that absorption is ineffective developmental work and weak impact on the community compared with the

amount of money spent. This feeling along with the requirements of the various international donors led to an increasing demand for systems and techniques that allow beneficiaries, implementers (organizations) and donors to assess the benefits and importance of the implemented projects (*Jiryas 1995.*)

Because planning is one of the most important activities in the project cycle management, which includes: project planning, implementing, monitoring and evaluation, planning has its impact on all phases of project cycle. This study pinpoints the actual planning phase in project cycle process for developmental projects implemented by NGO's in the southern part of West Bank, so as to highlight the weaknesses, barriers and problems of project planning and to compare the actual performance with the standards, and eventually come up with recommendations. The researcher chose this field of study because of her past experience in working as project assistant in the department of planning and development at Hebron University, and for the increasing importance of project management for the local institutions.

1.3 Rationale and Importance of the Research:

Project management is a recent field of management that focuses on planning, implementing, monitoring and evaluating projects and programs.

Project Planning is one of the most important activities in the project cycle management. Planning can be implemented in every step of the project cycle.

Writing the project plan provides a structured framework for thinking about how the project will be conducted, and for considering the project risks.

Palestinian NGO's played a vital role in the Palestinian society, they served Palestinian people during occupation in various sectors like economic

development, education, health, information, human rights, training, women issues, and many other fields. Through which NGOs tried to solve the bad effects of the occupation over years. The researcher noticed that there is a severe lack of studies concerning NGOs in Palestine, and specially, studies concerning the subject of project planning.

Recently there have been various developmental projects undertaken in the areas under Palestinian National Authority, and it would be of great importance to explore whether the planning process has been accomplished successfully or not. Therefore, this study is important because it offers recommendations based on scientific research to be utilized as a guide for organizations, fund-raising, project managers, and donors.

Donors over the world are increasingly attempting to work in partnership with Palestinian agencies and NGOs. They are also constantly requiring well-established project proposals, and well-planned projects, to be sure the project implementation and follow will be perfectly performed.

Over the past few years donors adapted some planning tools and techniques, they required having a comprehensive plan that requires the involvement of a range of functional experts, and it often requires the involvement of decision-makers, so as to emphasize the importance of planning process of the project cycle.

Some projects may have failed due to poor project planning. The more complex the project, the more important it is that everyone and every task be carefully coordinated so the project finishes on time, in accordance with budget, and on the proper quality level. Project management plan is useful to describe the roles and responsibilities of the various organizational entities. It can also be used to

communicate management systems and procedures to be used throughout the project.

Careful planning at the outset, as well as during the project, can help avoid costly and deadly mistakes. It also provides assurances that the organizations will accomplish their goals on schedule and within the allocated budget.

This study provides a good source of material concerning project planning that can be used for training needs for the Palestinian NGOs, government, and civil society organizations as well as employees in the private sector on issues relating to planning and project management.

1.4 Objectives of the Study:

This study can be considered among the first studies in Palestine that deals with the project cycle management and mainly concentrating on the project planning process for the projects of the Non-Governmental Organizations in the southern part of West Bank.

This study was conducted on the Palestinian Non-governmental Organizations in the southern part of West Bank, and focused on an important sector "development projects" in a developing country like Palestine.

This study aimed at achieving the following objectives:

1. Identifying the project planning as a step of the project cycle management.
2. Emphasizing the importance of project planning for the success of the NGOs' projects.
3. Exploring whether development projects, implemented by NGOs, were adequately planned.
4. Comparing actual project planning with standards.
5. Identifying major parties involved in project planning
6. Identifying barriers to effective project planning in the NGOs.
7. Making scientific-based recommendations for decision makers with regard to future project planning.

1.5 Questions and Hypotheses of the Study:

The study has answered the following questions:

- 1) What is the nature of project planning for developmental projects implemented by NGOs in the SPWB?
- 2) What are the main barriers to effective project planning for the NGOs in the SPWB?
- 3) What are the most commonly used methods of project planning adopted by NGOs in the SPWB?
- 4) Are the NGOs in the SPWB aware of the importance of project planning?
- 5) Do international donors impose specific techniques and guidelines for project planning to be implemented by the NGOs?

The researcher hypothesized that:

- 1) There is no effective planning for developmental projects implemented by the NGOs in the SPWB.
- 2) There are no specific policies in the NGO that encourage project planning.
- 3) NGOs in the SPWB prepare contingency plan for their projects.

- 4) International donors require specific methods of project planning to be implemented by the local NGO's.
- 5) There are no significant differences at 0.5 levels in performing effective project planning for developmental projects implemented by NGOs in the SPWB due to respondent's gender.
- 6) There are no significant differences at 0.5 levels in actual planning for developmental projects implemented by NGOs in the southern part of West Bank due to respondent's age.
- 7) There are no significant differences at 0.5 levels in actual planning for developmental projects implemented by NGO's in the SPWB due to respondent's educational background.
- 8) There are no significant differences at 0.5 levels in actual planning for developmental projects implemented by NGO's in the SPWB due to respondent's working experience.

1.6 Limitations of the Study:

The limits of the study are the planning process cycle as a major activity of project cycle management, thus neglecting other cycles. The planning cycle was a focus of this study because of its impotence for the successful of any project and because planning cycle has its affect on all steps of project life cycle.

Another limitation is the development projects implemented by non-governmental organizations (NGO's) in the Southern part of the West Bank, thus not covering other regions of Palestine.

1.7 Obstacles and problems faced by the researcher during the preparation of the study:

The researcher expected at the beginning of the research to face some obstacles and limitations that may affect the quality of the research. The early definition of these obstacles enabled the researcher to adopt strategies that ensure that these obstacles will have no or little effect on the findings of the research.

The following are the main obstacles that were encountered by the researcher while conducting this research:

- The Absence of a clear and approved definition of the term "Non Governmental Organization" that leads to an undefined number of PNGOs.
- There is no complete and accurate directory for the existing PNGOs in the SPWB. In order to select the research sample, the researcher depended on primary data collection and on the existing directories of PNGOs registered in the PNGOs Network, directory of ministry of interior affairs and the directory of non-governmental organizations in the West Bank.

- Some NGOs did not have project management activities because they are not performing many functions, thus they are not in need for project planning.
- Some NGOs's staff suffers from the lack of the experience in the field of project planning.
- Few organizations did not cooperate with the researcher. And no justifications were given.
- The researcher noticed that most of the decision makers in the NGOs are volunteers who have their own work and business and start working in the organization at noon. This has complicated the task of the researcher.
- Visits to some organizations had to be rescheduled due to directors being busy, even though, proper arrangements were made a head of time.
- Some NGOs had no clear and accurate address; this made the task of the researcher even harder.
- Moreover there were many organizations who are registered actually in the directories of NGOs and in the ministry of interior affairs but do not exist on the ground.
- The sensitivity of the issue under investigation. Taking into account that most of the provided fund for NGOs comes from outside resources; it was felt that providing negative information about their organizations may affect the fund they receive.

In overcoming these obstacles the researcher exerted much efforts and spent longer time than it was planned for this study, the researcher used the term of NGOs to refer to all organizations registered in the available directories and are operating in ground and actually having programs and projects either in progress or implemented before. Besides, the NGOs which do not exist on ground were omitted from the sample of the study.

The researcher also attached a letter from the Faculty of Graduate Studies and Academic Research to encourage the respondents to cooperate with the researcher.

1.8 Definition of Terms:

In order to have a common basis of reading and understanding of this study, the followings are the major terms and their definition according to their usage in this study:

Planning:

Planning is often called the "first among equals" of the four management functions (planning, organizing, leading, and controlling), since it establishes the goals that are (or should be) the basis of all these functions. Planning is the process of setting goals and courses of action, developing rules and procedures, and forecasting future outcomes (*Dessler, 2002*).

Project:

A project is a complex, non-routine, one-time effort limited by time, budget, resources, and performance specifications designed to meet customer needs (*Gray & Larson, 2006*).

Project Life Cycle:

The stages found in all projects: definition, planning, execution, and delivery (*Gray & Larson, 2006*).

Project Cycle Management:

Project Cycle Management (PCM) is the term given to the process of planning and managing projects, programmes and organizations (*Blackman, 2003*).

Project Management:

Project management is a set of principles, practices, and techniques applied to lead project teams and control project schedule, cost, and performance risks that result in customers delight (*Chapman, 1997*).

Project Life Cycle Planning:

Lifecycle planning involves setting goals, defining targets, establishing schedules, and estimating budgets for an entire project (*Foote & Crum, 2000*).

Project Planning:

Project planning is the translation of the project mission, goals, and performance measures into a workable "feasible" plan (*Shtub & Brad & Globerson, 2005*).

NGOs :

The By-Laws of the Palestinian Non-Governmental Organizations' Network defines NGO as a non-profit institution of a civil nature, which is active in developmental work of a scientific, charitable, educational, legal or religious kind and operates without any discrimination with regard to ethnicity, religion or sex (*PNGO, 1995*).

Developmental Projects:

Development project are programs or projects with sustainable benefits or by their progress in strengthening the institutional capacity for developing countries to undertake their own development activities (*Rondinelli, 1993*).

West Bank:

The West Bank is the larger of the two areas under the Palestinian Authority (West Bank and Gaza Strip); it is a landlocked territory on the west bank of the Jordan River. West Bank is under the limited civilian jurisdiction of the Palestinian Authority (*Wikipedia, 2006*).

Stakeholders:

All those groups and individuals whom the project team believes they could have an interest in the project (*Young, 1999*).

Project Scope:

The identification of items that is involved in executing the project in order to achieve the objectives, and to ensure the clear understanding of the stakeholders needs and expectations from the project (*Young, 1999*).

1.9 Methodology:

Achieving the objectives of the research, required an in depth look on the ways the NGOs are using to perform project planning, to have a closer look at the barriers of good project planning, and whether good planning ensures better project implementation.

Accordingly, the researcher adopted the following stages:

Stage I: The researcher conducted a literature review in order to study the secondary data in the published books, journals, studies, and articles that have addressed the issue of project planning in general and those that have discussed the issue of PNGOs.

Stage II: Based on her experience and the literature review, the researcher prepared a questionnaire to address the main issues related to the research topic. This questionnaire was divided into three parts. The first one provided demographic information about the person filling the questionnaire and the organization as whole.

The second part concerned with the project planning process and was divided into five sections reflecting five major issues (the project planning process, implementing project plans, impact of project planning on project execution, control on project plan and implementation, and barriers to effective project planning). The third part of the questionnaire contained open ended questions that allow the respondents to add some other information they may feel necessary.

Stage III: After finalizing the research questionnaire, it was given to some academicians for the purpose of testing and approval. (See referees table (4.1)). Then, pilot testing was conducted in which modified questionnaires were given to five NGOs to be filled out in order to explore any difficulty or misunderstanding of the questions. The five NGOs were excluded from the sample. Based on the notes of the pilot testing of the questionnaire, the final version of the questionnaire was adopted.

Stage IV: The researcher selected all the Non-Governmental Organizations operating in the southern part of West Bank, using PNGO network, the ministry of interior affairs' list, and the directory of non-governmental organizations in the West Bank as a population for the study and then distributed the questionnaires to NGO and conducted personal interviews with related parties inside the NGO who are involved in the projects planning.

Stage V: The data was then entered into the computer and analyzed using the SPSS software (Statistical Package for Social Sciences) and based on analyzed the findings and conclusions of the research were presented.

Stage VI: After analyzing the data, findings analyzed to come up with research results, conclusions and recommendations.

1.9 Organization of the Work:

The research was divided into six main chapters; each chapter consisted of several sections and subsections. The following is a brief outline of the contents of each of the chapters:

- Chapter one provides an understanding of the environment of the research. The chapter begins with a general introduction, followed by the problem statement, importance and rationale of the research, then the limitations and obstacles faced by the research. Finally a brief summary of the research methodology is presented.
- Chapter two presents a theoretical background concerning the issue of project management, project life cycle, and project planning, and other related issues using available sources.
- Chapter three presents the literature review for past studies.
- Chapter four discusses the methodology, techniques, and procedures utilized by the researcher in order to accomplish the research in a proper manner. The chapter reviews the objectives of the study and presents the study design approach and the setting of the study. Also this chapter aims at defining the population of the study and the instrument used in collecting the data. The process of data collection is presented. Finally the data analysis process is explained.
- Chapter five presents the findings and data analysis. It starts with analyzing the quality of data collection, then analyzing the findings

related to the general characteristics of the surveyed NGOs, followed by presenting general conclusions of the research findings.

- Chapter six draws the summary of final conclusions and recommendations of the research. The contribution of the research to the related parties is presented followed by the researcher's recommendations.

Chapter Two

Theoretical Background

2.1 Introduction:

This chapter presents a theoretical background about the subject of the research; it defines the project, and its characteristics, the project life cycle, project management and its historical development, the planning process and project planning. In addition to that a brief background about Palestinian NGOs is presented.

2.2 Theoretical Background:

2.2.1 What is a project?

A project is a complex, non-routine, one-time effort limited by time, budget, resources, and performance specifications designed to meet customer needs (*Gray & Larson, 2006*).

The major characteristics of a project are:

1. Have an established objective
2. A defined life span with a beginning and an end.
3. Usually, the involvement of several departments and professionals.
4. Typically, doing something that has never been done before.
5. Specific time, cost, and performance requirements (*Gray & Larson, 2006*).

A project is a unique endeavor to produce a set of deliverables within clearly specified time, cost and quality constraints (*PM Guidebook, 2003*).

While *Robbins & Decenzo*,(2005), define project as one-time-only set of activities with a definite beginning and ending point in time.

Projects are different from standard business operational activities as they:

- Are unique in nature. They do not involve repetitive processes. Every project undertaken is different from the last, whereas operational activities often involve undertaking repetitive (identical) processes.
- Have defined timescale. Projects have a clearly specified start and end date within which the deliverables must be produced to meet a specified customer requirement.
- Have an approved budget. Projects are allocated a maximum level of financial expenditure within which the deliverables must be produced to meet a specified customer requirement.
- Have limited resources. At the start of a project an agreed amount of labor, equipment and materials is allocated to the project.
- Involve an element of risk, projects entail a level of uncertainty and therefore carry business risk.
- Achieve beneficial change. The purpose of a project, typically, is to improve an organization through the implementation of business change (*PM Guidebook, 2003*).

All projects share one common characteristic- the projection of ideas and activities into new endeavors. The ever-present element of risk and uncertainty means that the steps and tasks leading to completion can never be described with absolute accuracy in advance. The function of project management is to foresee or predict as many of the dangers and problems as possible and to plan, organize, implement and control activities and tasks so that the project is completed successfully despite of risks (*PM Guidebook, 2003*).

A project according to *Shtub and Brad* is a temporary endeavor undertaken to create a unique product or service, it implies:

- a specific timeframe
- a budget
- unique specifications
- Working across organizational boundaries (*Shtub & Brad, 1999*).

While *Chapman*, defines a project as a temporary effort to create a unique product or service. Projects usually include constraints and risks regarding cost, schedule and performance outcome (*Chapman, 1997*).

In light of the previous definitions of the project, the researcher can define the project as "an organized, one-time effort to meet stakeholders' need or to provide a service or produce a new product within a specific period of time".

2.2.2 Project Cycle Management (PCM):

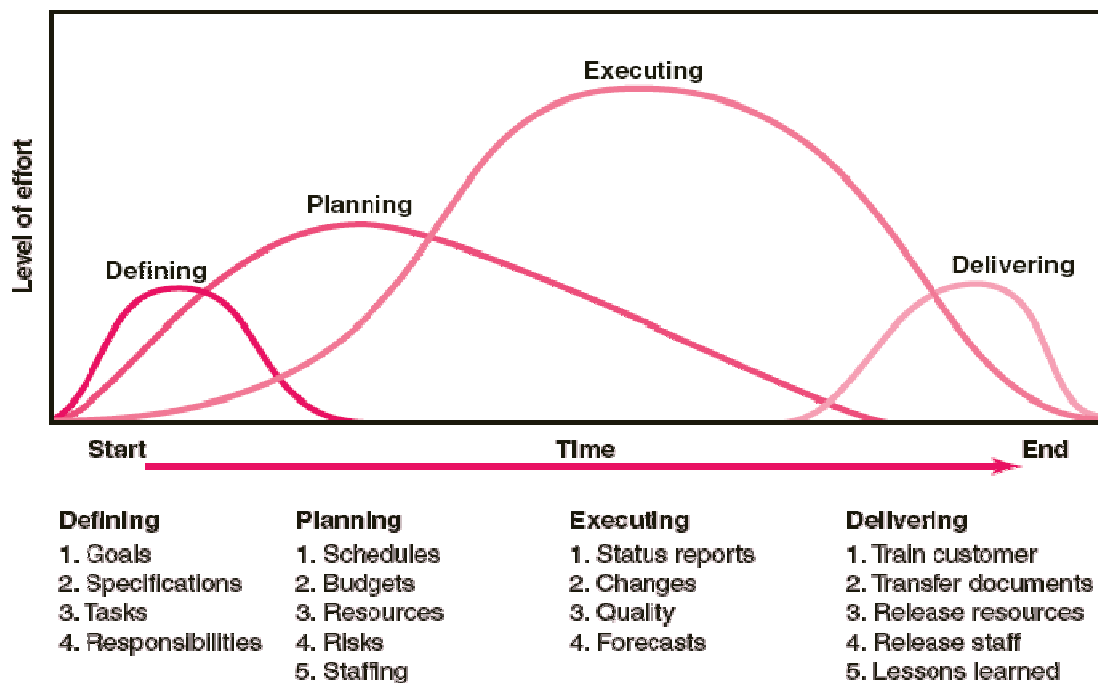
The Project Life Cycle:

Project life cycle is considered to be the cornerstone for managing projects. The life cycle recognizes that projects have a limited life span and that there are predictable changes in the level of effort and focus over the life of the project. There are a number of different life-cycle models in project management literature. The project life cycle typically passes sequentially through four stages: defining, planning, executing, and delivering (see figure 2.1). The starting point begins the moment the project is given the go-ahead. Project effort starts slowly, builds to a peak, and then declines to delivery of the project to the customer; the following section will define the four stages of the project life cycle (*Gray & Larson, 2006*):

1. Defining stage: specifications of the project are defined; project objectives are established; teams are formed; major responsibilities are assigned.
2. Planning stage: the level of effort increases, and plans are developed to determine what the project will entail, when it will be scheduled, whom it will benefit, what quality level should be maintained, and what the budget will be.
3. Executing stage: a major portion of the project work takes place- both physical and mental. The physical product is produced, time cost, and specification measures are used for control.
4. Delivering stage: includes the two activities: delivering the project product to the customer and redeploying project resources. Delivery

of the project might include customer training and transferring documents. Redeployment usually involves releasing project equipments and materials to other projects and finding new assignments for team members (*Gray & Larson, 2006*).

Figure 2.1 : Project Life Cycle



Source: (Gray, Clifford F., & Larson, Erik W., *Project management: a managerial process*, third edition, McGraw Hill., 2006).

It's clear that the planning stage in the project life cycle starts earlier with the definition stage and passes through the execution and finally in the delivery stage at the end of the cycle.

Planning and managing projects can be drawn as a cycle. Each phase of the project leads to the next (*Blackman, 2003*):

1. **Identification:** to identify what a project will focus on, we need to find out who should benefit and what their needs are. A "need assessment" will give an overview of community problems. A "capacity assessment" will help identify which problem the project should address.
2. **Design:** Once it is decided to go ahead with the project, it is important to start to think about the details. This involves carrying out further research about the people affected by a problem and how they are affected; the consideration of the risks facing the project and ways to measure the project's overall performance.
3. **Implementation:** during the implementation of the project it is important to monitor and review the progress of the project and investigate any outside changes that may affect it. The project plans should be adjusted where necessary.
4. **Evaluation:** it should be carried out during or after project completion (*Blackman, 2003*).

Project life cycle is a series of project phases which are undertaken in either sequential or parallel order (*PM Guidebook, 2003*).

Because of the degree to which projects differ in their principal attributes, such as length, cost, type of technology used, and sources of uncertainty, it is difficult to generalize the operational and technical issues they each face.

However, some strategic and tactical issues are relevant to many types of

projects. The project life cycle is the major phases through which a "typical" project progresses (*Shtub & Brad & Globerson, 2005*).

Project life cycle according to *Shtub & Brad & Globerson, (2005)* consists of the phases of: *conceptual design* which consists of (goals, scope, baseline, requirements, feasibility, and desirability), *advanced development phase* which consists of (plan, budget, schedule, bid proposal, and management commitment), *detailed design phase*, which consists of (responsibility definition, team, organizational structure, detailed plan, and kickoff), *production phase*, and it consists of (manage, measure, control, update and replan, and problem solving), and the *phase of termination* that consists of (closeout, document, suggest improvements,, transition, reassign, and dissolve team).

While the project cycle is a useful way of outlining the stages of a project, it has one drawback: project cycle makes the stages look as though one tool follows another. In fact, many of the planning tools can be used at any stage of the project. They should be repeated throughout the project's life to ensure that any changes that might affect project success are counted for. Findings should also be used for organizational learning to improve other projects (*Blackman, 2003*). In principle the task of the project manager is to plan, organize and lead a group of people to complete a project life cycle. Project will move from a generalized concept through progressive degrees of refinement and detail, removing uncertainty and increasing knowledge at each stage over the duration of the project (*Bergen, 1990*).

Project cycle management (PCM) is the term given to the process of planning and managing projects, programmes and organizations. It is used widely in business sectors and is increasingly being used by development organizations (*Blackman, 2003*).

Project management has evolved in order to plan, coordinate and control the complex and diverse activities of modern industrial and commercial projects (*Lock, 1992*).

Project Cycle Management (PCM) is based around a project cycle, which ensures that all aspects of projects are considered. Central value of the PCM method is that aspects of the project are reconsidered throughout the project cycle to ensure that any changes which have occurred are included in the project design. As a result, projects are more likely to be successful and sustainable (*Blackman, 2003*).

Project cycle management aims to improve the effectiveness of projects, programs and policies which include project planning, implementing, monitoring and evaluation. In general, developmental projects sometimes fail because they are badly planned and do not take into account some important factors, particularly the needs and views of stakeholders. Professionals have developed a well-defined planning methodology often referred to as project lifecycle. Lifecycle planning involves setting goals, defining targets, establishing schedules, and estimating budgets for an entire project (*Blackman, 2003*).

Stakeholders can be defined as all those groups and individuals whom the project team believes they could have an interest in the project (*Young,*

1999). In stakeholder analysis issues, problems, and current conditions of the target area should be identified through analyzing the area and local residents targeted for assistance, related groups, related organizations and agencies (*Baker, 2000*). Regarding the NGOs' stakeholders, organizations will focus on people and organization that can be considered Stakeholders for the NGO sector; of course, stakeholders vary according to the NGO nature and scope of working.

Project cycle management has key principles. They include:

1. Use of the planning tools to analyze the problems and work out a suitable solution.
2. Disciplined production of key documents in each phase, to ensure structured and well-informed decision making.
3. Consulting and involving key stakeholders as much as possible.
4. Clearly formulating and focusing on the operation purpose.
5. Incorporation of key quality issues into the design from the beginning (*Lewis, 2002*).

2.2.3 Project Management:

Project management is a set of principles, practices, and techniques applied to lead project teams and control project schedule, cost, and performance risks that lead to customer delight (*Chapman, 1997*).

Project management is not restricted to specialists. Managing projects are often a vital part of everyone's job. Project managers might be engineers, scientists, technicians, degreed and non-degreed people (*Kerzner, 2000*).

Robbins & DeCenzo, (2005) define project management as a task of getting the activities done on time, within budget, and according to specifications.

Project management is no longer a special-need management. It is rapidly becoming a standard way of doing business. An increasing percentage of the typical firm's effort is being devoted to projects. The future promises an increase in the importance and the role of projects in contributing to the strategic direction of organizations (*Gray & Larson, 2006*).

2.2.3.1 History of Project Management:

Project management has been practiced for thousands of years since the Egyptian era, however, it has been about half century ago that organizations started applying systematic project management tools and techniques to complex projects. In the 1950s the Navy employed modern project management methodologies in their Polaris project. During the 1960s and 1970s, the department of defense, NASA and large engineering and construction companies utilized project management principles and tools to manage large budget schedule-driven projects. In the 1980s, manufacturing and software development sectors started to adopt and implement sophisticated project management practices. By the 1990s the project management theories, tools and techniques were widely received by different industries and organizations (*Kwak, 2003*).

Some literatures pointed the origin of project management to Henri Fayol's (1916) five functions of manager: (1) to plan (2) to organize (3) to coordinate (4) to control and (5) to command (*Kwak, 2003*).

Kerzner (1998) observes that project management is an "outgrowth of systems management".

2.2.3.2 Development of PCM Method:

In late 1960s, international agencies introduced the logical framework approach (USAID), then in the early 1980s European countries adapted the Objective-Oriented Project Planning (OOPP) approach (GTZ), and in early 1990s JICA began full-scale introduction of the PCM (*FASID,2004*).

Core project management tools include all of the following (*Shtub & Brad 1999*):

- Project Charter
- Work Breakdown Structure (WBS)
- Project Schedule
- Project Budget

The following section will shed light on these tools:

Project Charter:

Includes the answering of questions like (who, what where, why, when) about items like:

1. Project goal and objective: concise description of the proposed work or project.
2. Project owner and sponsor: who is the highest level leader or administrator who is backing this project? This person should be able to troubleshoot and/or manage resources to ensure project success.

3. Stakeholder: who are the people impacted by this work or project.
4. Timeline: when does the work need to be completed in spread out over time, list key milestones or deadlines?
5. Resources required: like people and others.
6. Decision making: describe what decision will likely be required by whom and at what level.
7. Deliverables: how will you measure or demonstrate success.
8. Assumptions: list all assumptions that are pertinent to the task.
9. Risks: risks associated with the work or project proposed and those associated with NOT performing the work or project.
10. Business process changes: will the project require the analysis and or re-engineering of an established work procedure? Will these be likely personnel assignment changes required?
11. Project manager and recommended team members: who is the head person managing the work or project? Who else needs to be involved and at what level of commitments?
12. Expense budget: short or long term costs. Factor in professional time commitment (*Shtub & Brad 1999*).

Work Breakdown Structure:

The WBS defines all the elements of the project in the framework and establishes their relationships to the project end items (*Shtub & Brad 1999*).

Project Schedule:

Scheduling is the process that tries to predict the future. While it is not possible to know with certainty how long a project will take, there are techniques that can increase the likelihood of being close. If planning and estimating are close, the project can achieve the schedule by accelerating some efforts or modifying approaches to meet required deadlines. Failure to meet schedule goals is most often due to unrealistic deadlines, passive project execution, unforeseen problems, or things overlooked in the plan (*Shtub & Brad 1999*).

Project Budget:

The project budget should include a detailed cost estimates that can be made, which may include, direct costs (labor, material, equipments...), project overhead costs, and administrative costs. The accuracy of the cost estimate improves as project move from the conceptual phase to the point where individual items are defined (*Gray & Larson, 2006*).

2.2.4 Planning Process:

The planning process involves defining the organization's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive set of plans to integrate and coordinate organizational work. (*Robbins & Coulter, 2002*)

Planning, is often called the "first among equals" of the four management functions (planning, organizing, leading, and controlling), since it establishes the goals that are (or should be) the basis of all these functions. The people you hire, the incentives you give, and the controls you institute all relate to what you want to achieve and to the plans and goals you set. Conversely, the way your plans are implemented-the final results-will be no better than the people you have doing the work and how they do it.

The basic steps you would probably take: (1) set a tentative career goal; (2) analyze the situation to assess your skills and to determine the future prospects; (3) determine what your alternative courses of action are for getting there—in other words the paths you'll follow to reach your goal; (4) evaluate them; and finally (5) choose your plan, and write it down including a budget to show the money you'll need and where it will come from (see figure 2.2) (Dessler, 2002).

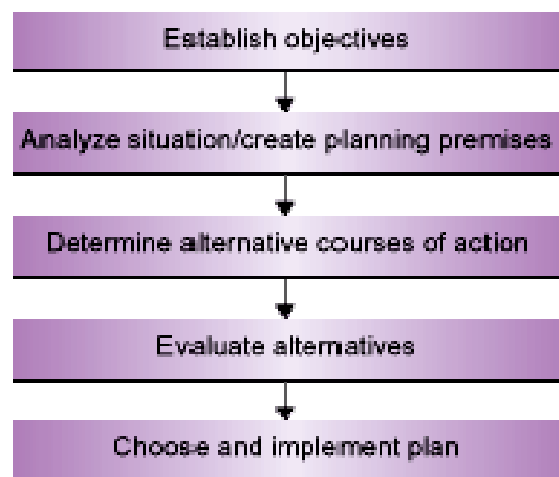


Figure 2.2 The Planning Process

Source: (Dessler, 2002).

Ghonaim,(1999) defines planning as the art, science, and multi-dimensional activity that seeks to be integrative in all dimensions, it deals with past, future, and present.

There are many barriers to planning. They include:

- Lack of time, or not making time to plan.
- Not knowing how to plan.
- Difficulty in getting the right people together.
- Finding it difficult to plan because the future is so uncertain.
- Wanting to do things immediately because the need is urgent, rather than think about them. (*Blackman, 2003*)

Management theorist Peter Drucker says that planning can help identify potential opportunities and threats and at least reduce long-term risks. (*Dessler, 2002*)

2.2.5 Project Planning:

Project planning is discussed by (Gerard M Blair) in his article Planning a Project, in this article, Blair emphasized that "*The success of a project will depend critically upon the effort, care and skill you apply in its initial planning*" (*Blair, 1993*).

Top management usually engages in long-term (5- to 10-year) strategic planning. A **strategic plan** specifies the business or businesses the firm will be in and the major steps it must take to get there. Middle managers typically focus on developing shorter-term tactical plans (of up to five years' duration). **Tactical plans** (also sometimes called **functional plans**) show how top management's plans are to be carried out at the departmental level. First-line managers focus on shorter-term **operational plans**, or detailed day-to-day planning (*Dessler, 2002*).

Strategy is the means through which an organization achieves its mission. The term strategy can not be used unless the organization has a clear and specific mission. Usually, the organizational goals and objectives reflecting mission, taking into consideration threats and opportunities that existed in its external environment and strength and weaknesses in its internal environment (*Habtour, 2004*).

Prior to project planning, strategy is implemented through project; every project should have a clear link to the organization's strategy. Project management historically has been preoccupied solely with the planning and execution of projects, while new-school thinking recognizes that project management is the apex of strategy and operations. Project managers need to understand their organization's mission and strategy because they can make appropriate decisions and adjustments, for example, how a project manager would respond to delays may vary depending upon strategic concern. In addition to that, project managers need to understand their organization's strategy so as to become effective advocates. Project managers have to be able to demonstrate to senior management how their project contributes to their firm's mission and explain to team members and other stakeholders why certain project objectives and priorities are critical (*Gray & Larson, 2006*).

The typical sequence of activities of the strategic management process is outlined in (figure 2.3) the following section will give description of each of these activities:

1) Review and define the organizational mission:

The mission statements identify the scope of the organization in terms of its product or service. Everyone in the organization should be keenly aware of the organization's mission, as it identifies the purpose of the organization to all stakeholders. Mission statements change infrequently. However, when the nature of organization changes or shifts, a revised mission statement maybe required.

2) Set long-range goals and objectives:

Objectives translate the organization mission into specific, concrete, measurable terms, and set targets for all levels of the organization.

Objectives pinpoint the direction managers believe the organization should move toward. In every case, objectives should be as operational as possible, include a time frame, be measurable, be an identifiable state, and be realistic.

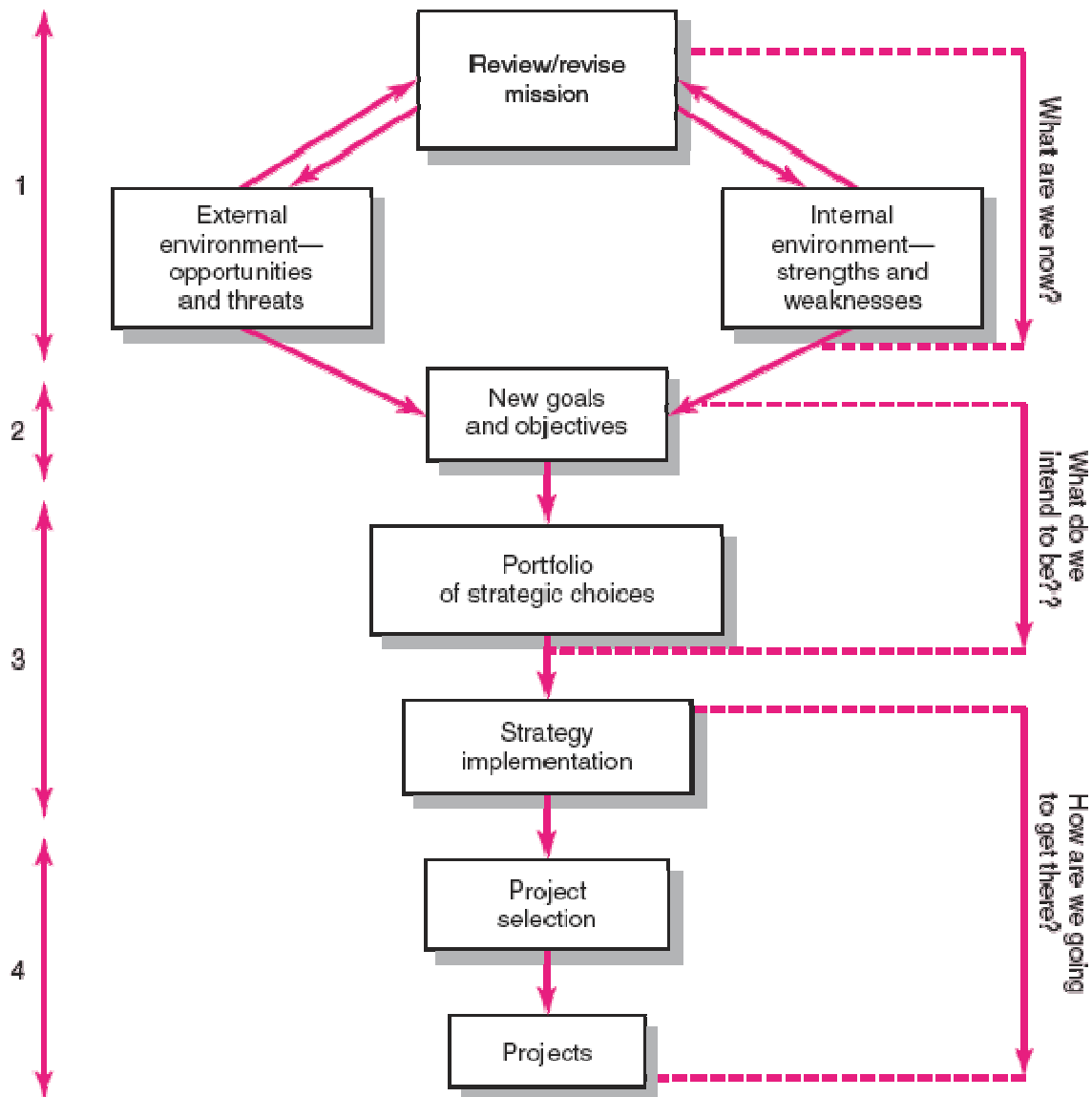
3) Analyze and formulate strategies to reach objectives:

Formulating strategy answers the question of what needs to be done to reach objectives. Strategy formulation includes determining and evaluating alternatives that support the organization's objectives and selecting the best alternative. The first step is a realistic evaluation of the past and current position of the enterprise, the next step includes an assessment of the internal and external environment which includes identifying the internal strength and weaknesses, and external forces of opportunities and threats. From the environmental analysis, critical issues and a portfolio of strategic alternatives

are identified. These alternatives are compared with current portfolio and available resources; strategies are then selected that should support the basic mission and objectives of the organization.

4) Implement strategies through projects:

Implementation answers the question of how strategies will be realized, given available resources; first, it requires action and completing tasks that requires allocation of resources. Resources typically represent funds, people, management talents, technological skills, and equipments. Frequently, implementation of projects is treated as an addendum rather than as integral part of the strategic management process. Second, Implementation also requires a formal and informal organization that complements and supports strategy and projects. Third, planning and control systems must be in place, to be certain project activities necessary to ensure strategies are effectively achieving project success. Fourth, motivating project contributors will be a major factor for achieving project success. Finally, an area receiving more attention in recent years is prioritizing projects (*Gray & Larson, 2006*).



(Figure 2.3): Strategic Project Management Process (Gray & Larson, 2006)

It is important that organizations make strategy changes from time to time to ensure the harmony between their mission and the surrounding changing environment. This implies the importance of environmental analysis to predict future events and to help making rational decisions.

In planning any project, one needs to follow the same simple steps, if an item is too complicated to manage; it becomes a list of simpler items.

People call this process a *work breakdown structure* to make it sound more

formal and impressive. Without following this formal approach, an organization unlikely to remember all the niggling little details; with this procedure, the details are simply displayed on the final lists. One common fault is to have too many details at the initial planning stage. When you have a sufficient description of the activity to provide a clear instruction for the person who will actually do the work, initial planning should be stopped, a reasonable estimation for the total time and effort involved must be available. The organization needs the former to allocate the task; and need the latter to finish the planning (*Blair, 1993*).

Project planning phase involves the creation of the following items:

- Project plan which involves outlining the activities, tasks, dependencies and timeframes.
- Resource plan which involves listing the labor equipment and material required.
- Financial plan which involves identifying the labor equipment and material costs.
- Quality plan which involves providing quality regrets, assurance and control measures.
- Risk plan which involves highlighting potential risks and actions taken to mitigate them.
- Acceptance plan which involves listing the criteria to be met to gain customer acceptance.
- Communication plan which involves listing the information needed to inform stakeholders.

- Procurement plan which involves identifying products to be sourced from external suppliers (*PM Guidebook, 2003*).

Communication between leader and follower must take place in as many dimensions as there are of maturity to be considered. Drucker 1967 makes the statement " *the focus on contribution, by itself supplies the four basic requirements of human relation: Communication; teamwork; self development and development of others.*" Objective setting does just this in relation to the project in which leader and follower share responsibility. (*Bergen, 1990*)

2.2.6 The Planning Cycle

Planning is best thought of as a cycle, not a straight-through process: once a plan has been devised it should be evaluated. (See figure 2.4) This evaluation may be cost or number-based, or may use other analytical tools. This analysis may show that the plan specified may cause unwanted consequences, may cost too much, or may simply not work.

In this case the planning process will have to cycle back to an earlier stage, or the plan may have to be abandoned altogether - the outcome of the planning may simply be that it is best to do nothing! (*Mankelow, 2005*)

The following figure explains the stages of the planning cycle:

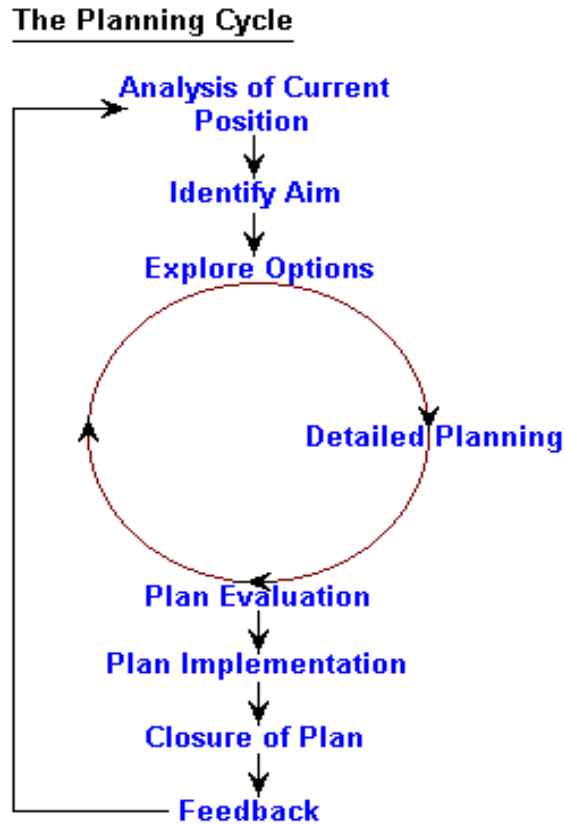


Figure 2. 4: The Planning Cycle *(Mankelow, 2005)*

Once the planning cycle has been examined one needs to look at managing change and completion of projects *(Mankelow, 2005)*.

2.2.7 Project Planning Steps:

The basic steps in project planning are:

- 1) Define the problem to be solved by the project.
- 2) Develop a mission statement followed by statements of major objectives.
- 3) Develop a project strategy that will meet all project objectives.

- 4) Write a scope statement to define project boundaries (what will and will not be done)
- 5) Develop a Work Breakdown Structure (WBS).
- 6) Using the WBS, estimate activity durations, resource requirements, and costs (as appropriate for your environment)
- 7) Prepare the project master schedule and budget.
- 8) Decide on the project organization structure.
- 9) Set up the project notebook.
- 10) Get the plan signed off by all project stakeholders (*Lewis, 2002*).

Project planning is the translation of the project mission, goals, and performance measures into a workable "feasible" plan. A detailed plan that covers all aspects of the project (technical, financial, organizational, scheduling, communication, and control) is the basis of implementation. Planning does not end when execution starts, because deviations from the original plans during implementation may call for re-planning and updating from one period to the next. Thus, planning is a dynamic and continuous process that links changing goals and performance to the final results (*Shtub & Brad & Globerson, 2005*).

Develop Project Plan:

The first step in developing project plan is to document project plan. A "Work breakdown structure" (WBS) is defined, which includes set of phases, activities and tasks to be undertaken on the project. After the WBS has been agreed upon, an assessment of the effort required to undertake the activities and tasks is made. The activities and tasks are sequenced, resources are allocated and a detailed project schedule is formed. The

project schedule will become the primary tool for the project manager to assess the progress of the project (*PM Guidebook, 2003*).

After defining project scope; which is a definition of the end result or mission of the project, Work Breakdown Structure (WBS) is created. In defining the scope, the primary purpose is to define as clearly as possible the deliverable(s) for the end user and to focus on project plans. A poorly defined scope or mission is the most frequently mentioned barrier to project success. The scope should be developed under the direction of the project manager and customer. The project manager is responsible for ensuring that there is an agreement with the owner on project objectives, deliverables, at each stage of the project, technical requirements, and so forth (*Gray & Larson, 2006*).

In establishing the project priorities, project managers need to define and understand the nature of the priorities of the project and to have a candid discussion with the project customer and upper management to establish the relative importance of each criterion.

Once the scope and deliverables have been identified, the work of the project can be successively subdivided into smaller and smaller elements. The outcome of this hierarchal process is called the work breakdown structure (see figure 2.5). The WBS is the map of the project. It outlines the project with different levels of detail; it helps to assure project managers that all products and work elements are identified, to integrate the project with the current organization, and to establish a basis for control (*Gray & Larson, 2006*).

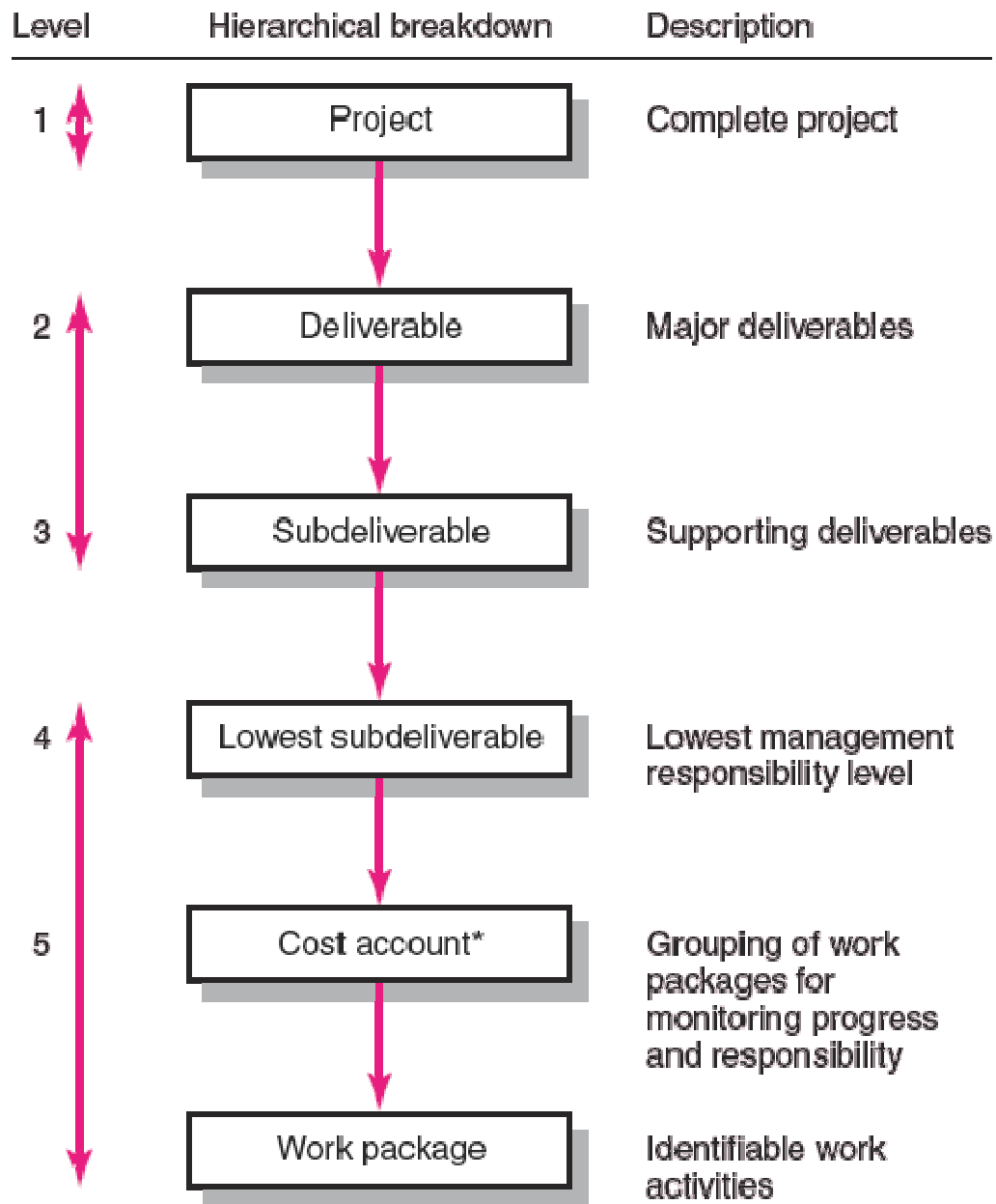


Figure 2.5: The Hierarchical Breakdown of the WBS. (Gray & Larson, 2006)

The WBS defines all the elements of the project in the framework and establishes their relationships to the project end item(s). Think of the project as a large work package that is successively broken down into smaller work packages; the total project is the summation of all the smaller work packages. This structure facilitates evaluation of cost, time, and

technical performance at all levels in the organization over the life of the project. The WBS also provides management with information appropriate to each level; top management deals primarily with major deliverables, while first-line supervisors deal with smaller sub-deliverables and work packages. The WBS makes it possible to plan, schedule, and budget; it also defines communication channels and assists in understanding and coordinating many parts of the project (*Gray & Larson, 2006*).

2.2.8 Why do Projects fail?

In their book "Laws of Project Management", Shtub & Brad have defined the following reasons as causes of projects failure:

- Failure to align project with organizational objectives
- Poor project scope
- Unrealistic expectations from the project
- Lack of executive sponsorship
- Lack of project management
- Inability to move beyond individual and personality conflicts
- Political instability (*Shtub & Brad, 1999*).

The following examples, however, show a lack of project planning:

- Someone from another country imports forks because he sees people eating with their fingers. However, in that country people usually eat with their fingers. This project does not address a real need.

- A sanitation project is started because people are dying of diarrhoea. People believe that diarrhoea is caused by evil spirits, so they have difficulty in understanding the relevance of the project.
- An agricultural project was built to help the poor. An agriculturist starts a programme of vegetable growing. While the project is technically very successful, poor people do not benefit because they have no land.
- A project builds latrines, but the women do not use them because the area is badly lit and they fear attack by men. Social and cultural factors have not been taken into account (*Blackman, 2003*).

While projects succeed because of:

- Project sponsorship at executive level
- Good project charter
- Strong project management
- The right mix of team players
- Good decision making structure
- Good communication
- Team members are working toward common goals (*Shtub & Brad, 1999*).

Planning projects can run on time and interact effectively with both customers and suppliers. Everyone involved understands what is wanted and emerging problems are seen and dealt with, long before they cause

damage. If you want your projects to run this way, then you must invest time in planning (*Blair 1993*).

2.2.9 Importance of Project Planning:

1. Clear and realistic objectives for operations and programmes, through the drawing of a clear distinction between the objectives and the means of achieving them, and a clear and realistic definition of project purpose which must always entail sustainable benefits for the target group.
2. Quality factors to enhance operation benefits in the long run, in which there is a need to choose appropriate technologies, the respect for socio-cultural values, the economic and financial viability of project funding, and the acknowledgement of gender differences.
3. With planning, projects can run on time and interact effectively with both customers and suppliers.
4. Everyone involved understands what is wanted and emerging problems are dealt with long before they cause damage (*PCM manual, 2005*).

2.2.10 Contingency Planning:

It is important to develop a project's contingency plan; which is an alternative plan that will be used if possible foreseen risk event

becomes a reality, it represents actions that will reduce the negative impact of the risk event. The conditions for activating the implementation of the contingency plan should be decided and clearly documented; it should also be spread out to the project team. (*Gray & Larson, 2006*)

2.2.11 Project Planning Methods:

The followings are some of the project planning methods:

- The Gantt Chart:

It is one of the earliest resource planning techniques, proposed by Henry Gantt in 1903. It is an easy way to document schedules. It is a horizontal-bar schedule showing activity start, duration, and completion. It shows the connection between events and the calendar, and provides a graphical analog of the activity duration, it can illustrate the relationship between work activities having duration, events without duration that indicate a significant completion, and milestones that represent major achievements or decision points (*Bergen 1990*).

According to Gantt charts projects are broken down into a series of well-defined jobs of short duration whose time and cost can be estimated. Each job is represented by a horizontal bar on a time base, the length of the bar indicating the estimated time for the job. The project review dates are indicated by a vertical dotted line, and at this time a horizontal line is drawn beneath each bar to indicate the progress actually made up to that date (*Bergen 1990*).

Various annotations can be used to communicate the progress of the project effort compared to the baseline plan, as well to depict in a graphical way areas where there are modified expectations from the baseline plan (*Chapman, 1997*).

- **Critical Path Method:**

Critical Path method is a network planning system developed by Dupont in the 1940s. It provides more information on the progress of the project than does the basic Gantt chart. The jobs are defined and estimated as before but in this case two columns headed "precede by" and "follow by" define the sequence of events to be followed in the project. (*Gray & Larson, 2006*).

It is the longest path through the activity network that allows for the completion of all project-related activities.

It is a scheduling method based on the estimates of time required to complete activities on the critical path. The method computes early, late and slack times for each activity in the network (*Gray & Larson, 2006*).

- **Project Network:**

It is a tool used for planning, scheduling and monitoring project progress. The network is developed from WBS and is a graphic flow chart of the project plan. Also it is a framework for managers to make decisions concerning project time, cost and performance. The network is easily understood by others because it presents graphic display of the flow and sequence of work through the project (*Gray & Larson, 2006*).

- **Activity-on-node:**

The wide availability of personal computers and graphics programs has served as an impetus for use of the activity-on-node method, which is sometimes called the precedence diagram method, in which an activity is represented by node (box), the dependencies among activities are depicted by arrows between the boxes on the network. The arrows indicate how the activities are related and the sequence in which things must be accomplished (see figure 2.6) (Gray & Larson, 2006).

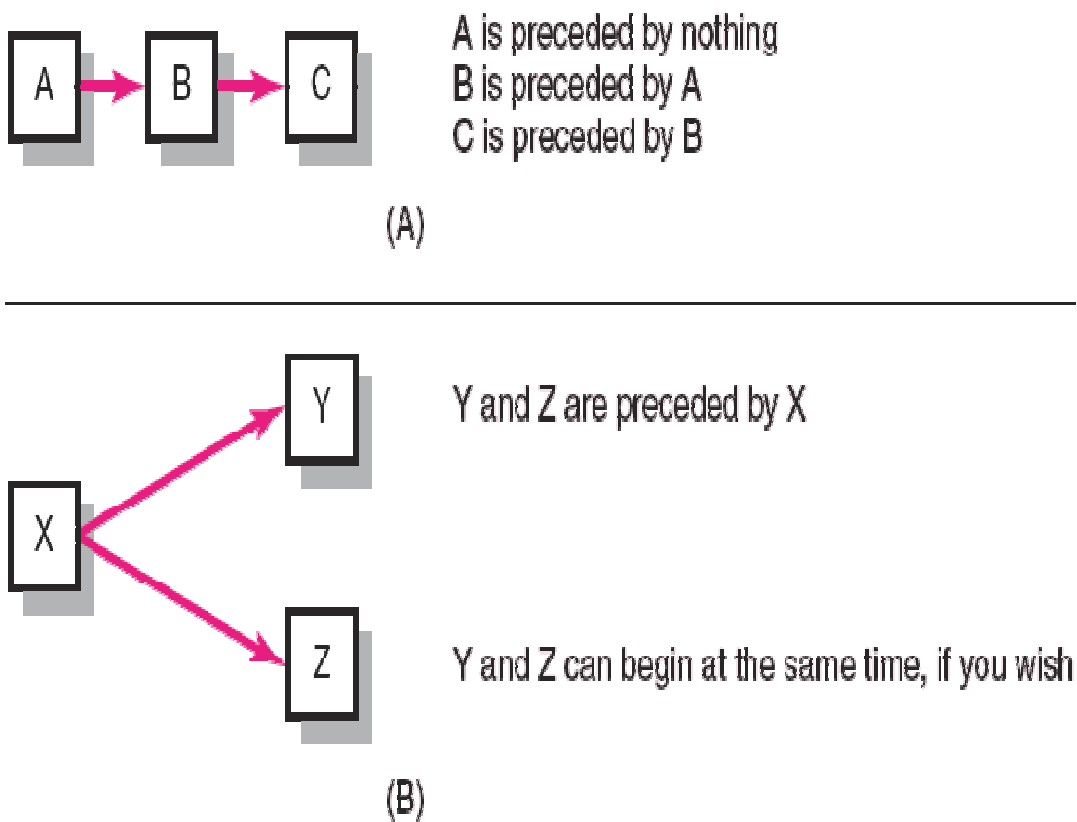


Figure 2.6: Activity-on-node method. (Gray & Larson, 2006)

2.2.12 Definition of Non-Governmental Organizations:

Reaching a consensus on defining the non-governmental organizations seems to be a difficult and problematic matter. This may be attributed to different reasons; among these are the changes that had happened to these organizations over the course of the years due to the changing conditions of their community. Another reason is the cultural differences among nations and scholars who have argued this issue and their perspective for the exact role of these organizations. Another important reason is the wide spectrum of goals, programs, and activities these organizations are conducting (*Ghosheh, 2005*).

Any organization that is neither governmental nor private sector, and even parts of the private sector can be called a non-governmental organization, leaving us with a large group of organizations, and trying to embrace all these organizations in one definition means summing up oranges and apples (*Ghosheh, 2005*).

Shalabi (2001), in his research *Mapping Palestinian NGO's* and *Azzam* (2001) adopted the following characteristics for defining the Palestinian NGOs:

1. have an official rational reality
2. Independent, structurally separated from government, having a judicial personality, administered and governed by themselves.
3. Have no profit intention.
4. Include a reasonable degree of voluntary participation.

5. Must be non-representative; membership is not limited on a certain sector that seeks to defend interests and privileges.
6. Should not be a political party.

2.2.13 Categories of Palestinian Non-Governmental Organizations:

In order to reach a better understanding of the definition of Palestinian NGOs, the two main categories of NGOs must be examined. A review of the available literature leads to the conclusion that there are two main categories of NGOs: the grassroots organizations and the intermediary organizations (*Gosheh, 2005*).

Jiryas, (1995) adopts another terminology for the main groups of Palestinian Non-Governmental Organizations, "NGOs functions in the world are categorized in similar ways to PNGOs, as (*Walters, 1993*) demonstrated, as either membership organizations who help themselves or service organizations who help others. *Hamzah (1999)* divides NGOs into three main categories: Facilitation organizations, direct social intervention organizations, and rejection organizations.

According to *Hamzah (1999)* the major difference between the intermediary organizations and the grassroots organizations is attributed to the difference in their financial structures and responsibilities. Grassroots organizations requested to clarify their activities in front of their members, while intermediary organizations are not obliged to do so. *Samarah,(2003)* draws a separation line between intermediary organizations and the grassroots organizations such as political parties, labor unions, women and

students unions, societies, and associations. Since these organizations [Grassroots] have grown from the local society, they have a general assembly that pays memberships fees, and accordingly is locally organized and funded.

In the Palestinian context, *Barghouthi, (1994)* categorizes the Palestinian NGOs as based on their nature and history of the formation into five main categories: Charitable and cooperative societies, popular organizations, development organizations and institutes, research and human rights institutes, and institutions and groups for the defense of the rights and interests of special interests groups. The World Bank Report (1999) classifies the PNGOs into two main categories: the welfare organizations and the specialized professional committees and development NGOs.

The total Number of NGOs operating in West Bank and Gaza is 926 according to a mapping study which was prepared by Yasser Shalabi (*Shalabi, 2001*). However, fourteen organizations were under establishment, and 147 organizations did not even exist (temporary or permanently closed) this might be because some organization registered but they did not practice any activity. From the total number of NGOs in West Bank and Gaza, 675 organizations are in the West Bank, whereas the number of the organization in northern part of West Bank is almost equal to the number in the southern part, but according to the population density, the per capita NGO (average population per NGO) in the central part of West Bank is less than it in the Southern Part, While, it is the highest in the northern part (including Hebron and Jerusalem) (*Shalabi, 2001*).

The number of PNGOs per person in the southern part of West Bank is larger than that in the northern part and this is due to the increase in the cultural centers, and mainly in Hebron district, where there are 27 cultural centers from a total of 51 new NGOs that were established in Hebron in year 2001. In addition to that there are numerous relief organizations and Zaka committees in Hebron which are registered as NGOs.

Shalabi, (2001) found that the sources of funding for the NGOs in PNA can be classified into three main sources which are external that consist 46.8% of the aggregate revenues for the NGOs in 1999, self-financing 28.8% and local finance 10.8% (*Shalabi, 2001*).

Chapter Three:

Literature Review

Project Planning and Project life cycle have been studied by many researchers, but we can notice that there is a severe lack of studies in Palestine concerning project planning and project life cycle.

3.1 Mapping of Palestinian Non-Governmental Organizations in West Bank and Gaza

Shalabi, conducted a study titled "Mapping of Palestinian Non-Governmental Organizations in West Bank and Gaza" (*Shalabi, 2001*), his study is considered to be particularly important for being the first to provide a comprehensive and accurate database on Palestinian Non-governmental Organizations PNGOs, as this important sector has suffered during past years from a severe lack of information that can identify its features, capabilities and needs. The study found that there are 881 active PNGOs in the West Bank and Gaza Strip distributed on various sectors. Most of them are charity organizations, youth clubs and sports organizations. A considerable increase in PNGOs establishment was noticed after the inception of Palestinian National Authority. (*Shalabi, 2001*)

The study has shown a number of problems and deficiencies in the work of PNGOs that must be surpassed by a set of policies, regulations, internal

decisions or decisions pertaining to donors and the Palestinian National Authority (PNA).

The Active PNGOs operating in West Bank and Gaza Strip varies in their missions and programs. Nevertheless, most of them lack focus on specific goals, objectives and programs. And are specialized in specific areas but tend to deal with wide varieties of missions and goals.

The study reveals a general weakness in the internal structure of PNGOs especially in the area pertaining to planning. A percentage of 17.6% of PNGOs do not draw a timetable for the implementation of their programs.

The study has also shown a severe weakness in significant sectors of the PNGOs in terms of numbers, especially for new organizations, and in quality, for charity organizations, youth clubs and sports organizations. The mapping of PNGOs highlighted the extent of deficiency and shortage of proper institutional documentation of given data relevant to the surveyed PNGOs, their administrative and financial structures in a time series form.

The results of the study indicate that charity society's activities are confined to traditional services such as kindergarten, aid and relief services. It is also realized that the administrative institutional structure is still traditional as manifested by the lack of paid staff.

The writer recommended that this sector needs financial support, institutional building, professionally-trained staff and a network of relations that will enable this sector to be part of the Palestinian developmental plan. Also it is more important to have the satisfaction of the beneficiaries than the approval of donors. There is a need for an in-

depth study for the new NGOs to evaluate their administrative capacities in order to be able to improve it and to develop new mechanisms for self-financing. And it is important to strengthen and enhance NGOs to meet the requirements of this community. The strengthening and development of NGOs requires the identification of the sectors that need empowerment. It also requires an identification of areas and communities that are in need for services. Rational plans and strategies must be designed to ensure the sustainability of these organizations and in order to minimize its dependency on donors and to enhance community participation among direct beneficiaries and all members of society.

The study of *Shalabi*, was useful for this study as it gave the researcher a big view about the NGOs in Palestine and a closer look at the PNGOs in southern part of West Bank. Besides, some of *Shalabi's* research findings are congruent with and supportive for this research's findings.

3.2 Evaluating the NGO's programs in West Bank

Gosheh, conducted a study titled by "Program evaluation conditions at the Palestinian Non-Governmental Organizations" as a master thesis (*Gosheh, 2005*). The objective of the study was to undertake a synthesis research on program (project) evaluation conditions at Palestinian Non-governmental organization to identify PNGOs that are conducting program evaluation and for what purpose it is conducted and to investigate the main features of these evaluations, for the programs that were completed in the years 2003 and 2004.

To accomplish his study, the researcher used a combination of primary and secondary data sources. The questionnaire was used as a main data collection tool. The researcher distributed a total of 59 questionnaires in NGOs operating in West Bank and East Jerusalem.

The study found that most of the PNGOs conducted several activities to assess the benefits of their implemented programs. The evaluation process is not scientific and full scale evaluation. Most PNGOs acknowledge the importance of program evaluation and consider it as part of program life cycle.

The researcher also found that the major reason that some PNGOs are not conducting program evaluation is the limited financial resources available for them. The results also showed that PNGOs do benefit from the program evaluations on the organizational level conceptually and instrumentally. And PNGOs and donors are still keeping the results of program evaluation unpublished.

One of the criticism about this study is that the researcher distributed only 59 questionnaires, from which only one questionnaire was distributed in Hebron area, the sample could be larger than 59 to be more accurate and valid. Thus, making the study's findings more reliable.

3.3 Palestinian NGOs sector development prospective:

Jarrar and Abuznaid, 2002, conducted a study on Palestinian NGO sector for the purpose of identifying the gaps and the potential intervention areas for the NGO sector to develop effective policy dialogue, and to affect positive changes in major areas related to overall development process in

Palestine. The purpose of the study was to thoroughly investigate the internal and external environment in which the sector is functioning.

The objectives of the study are to assess constraints and obstacles of growth in the NGO sector, to identify areas of intervention with high impact on the short and long term perspectives for developing the sector and its ability to be engaged strategically in policy formulation, to assess the communication and information networks within the NGO sector, and to review the relation between Palestinian National Authority and the NGO sector.

The main findings of the study show that there are three kinds of organizations within the NGO sector on Palestine; the traditional charitable organizations, the small scale local societies and the modern type of grassroots or development NGOs. It is apparent from the findings that the capacity of the NGO sector to deliver alternative services and to present a national alternative for the existing Israeli run service delivery system has substantially increased the role of the sector in the Palestinian society and filling the gaps in service delivery system. The constraints and obstacles facing the NGO sector can be classified into internal and external factors which can be linked to outside factors like occupation or the legal or governance system. As for the relationship between NGOs and the Palestinian Authority, the study shows a satisfaction of the relationship existing. However, considerable portion of NGO are dissatisfied with NGO inter relations. The willingness and readiness of Palestinian NGOs to improve their capacity in order to have more impact on the overall development process in Palestine had been clearly stated by the vast majority of NGOs .

The main obstacles that are hindering the ability of the NGO sector to have more strategic impact on policy formulation process are as follows:

1. The prevailing political situation resulting in the restriction of free movement perspective of people and services.
2. The emergency situation is affecting directly or indirectly the long term development perspective of the organizations.
3. The lack of a healthy and intact legal environment in which NGOs are functioning.
4. The absence of clear national development goals in different fields and areas of development.
5. Lack of coordination between the government and non-government sector especially in areas related to the professional work of the NGOs.
6. Weaknesses in the structured coordination within the NGO sector
(*Jarrar & Abuznaid, 2002*).

The study of *Jarrar & Abuznaid*, was useful for this study as it gave the researcher a clear classification of NGOs in Palestine and identified obstacles facing NGOs sector in Palestine. Besides, some of their research findings are congruent with and supportive for this research's findings.

In general the research noticed that there is a sever lack of studies in Palestine concerning Project Planning and Project life cycle, and mainly in planning the projects of the NGOs.

Chapter Four

Methodology and Data Collection:

4.1 Introduction:

This chapter presents the methods, techniques, and procedures to be utilized in the study. This chapter will review the objectives of the study and will present the study design to be used and the setting of the study. Also this chapters aims at explaining the population to be studied and the instrument to be used in collecting the data, then the process of data collection is presented. Finally the data analysis process is explained.

4.2 Review of the Objectives of the Study:

The main objective of the study is to explore the way Palestinian NGO's performing project planning to compare actual planning with the standards and to recommend corrective measures. Within the frame of this general objective, the study aims at examining the followings:

1. Emphasizing the importance of project planning
2. Exploring whether development projects, implemented by NGOs, are properly planned.
3. Comparing actual project planning with standards.
4. Making scientific-based recommendations for decision makers about future project planning
5. Identifying barriers to effective project planning in the NGOs.
6. Making scientific-based recommendations for decision makers with regard to future project planning.

4.3 Background on Research:

Before explaining in details the research methodology adopted for this research, it is beneficial to view research approach in general. Research is as organized, systematic data-based, critical inquiry or investigation into a specific problem, undertaken with the objective of finding answers or solutions to it, scientific research pursues a step-by-step logical and rigorous method to identify problems, gather information, analyze data, and from that all draw valid conclusions (*Sekaran, 1992*).

The purpose for conducting any research distinguishes according to its types; it can be either applied "when an organization experience a specific problem, or fundamental " when the organization needs to improve our understanding of the problem and how to solve certain problems that commonly occur in organizational setting with a more general objective of generating knowledge and understating of the phenomena (*Black, 1999*).

The way in which the research is being conducted divided into another classification; it can be either hypothetic-deductive research that starts with a theoretical framework, formulate hypotheses, and logically deduct from the results of the study, or it can be an inductive research that starts with data in hand and generates hypotheses and a theory from the ground up (*Sekaran, 1992*).

4.4 Research Design:

There is no one best research design for all types of researches. Each type of design helps in a specific approach and should be selected accordingly to fit the nature of the topic of the research, the population of the study, the extent of existing knowledge, previous research, and resources and time available. This study is depending on descriptive-analytical design approach due to the lack of

literature on this subject in Palestine. Once completed, this study will be used as a base line for further investigations and researches.

Descriptive research provides data about the population being studied. It is used when the objective is to provide a systematic description that is as factual and accurate as possible. The description is used for frequencies, averages and other statistical calculations. Often the best approach, prior to writing descriptive research, is to conduct a survey investigation. Qualitative research often has the aim of description and researchers may follow-up with examinations of why the observations exist and what the implications of the findings are (*wikipedia, 2006*).

4.5 Instrument:

Questionnaire is one of the famous and commonly used quantitative data collection methods; it is a pre-formulated written set of questions to which respondents record their answers, usually within closely defined alternatives. The questionnaire is an efficient data-collection mechanism when the researcher knows exactly what is required and how to measure the variables on interest (*Sekaran, 1992*).

McNamara (1998) suggests that questionnaires are to be used when we need to quickly and/or easily get lots of information from people in a non-threatening way. There are tradeoffs in using questionnaires; some of its advantages include: it can be filled anonymously, it is inexpensive to administer, it is easy to compare and analyze, it can be distributed to many people, and can get lots of data. On the other hand, using questionnaires have some disadvantages; it might not get careful feedback, working can bias response, are impersonal, may need sampling expert, and does not get full story (*McNamara, 1998*).

In order to achieve the goals and objectives of the research, the researcher has adopted some research methods which are: personal interview, questionnaire,

observation, and a review of data, reports and records of the NGO sector. Readings of available materials on NGOs and project cycle management have been done in order to be acquainted with background of project planning and of NGO sector in Palestine.

This study is based mainly upon questionnaires and personal interviews in some cases; the questionnaire is the main instrument used in the data collection, it was written in English and has been developed for the purpose of the study by the researcher. The English version of the questionnaire was translated into Arabic the native language of respondents. The questionnaire has been designed to gather information from NGOs concerning project planning. The content of the questionnaire was aiming at collecting the necessary data concerning project planning, implementing project plan, and the barriers of effective project planning.

However, prior to the development of the questionnaire the researcher carried out extensive literature review of project planning. After a thorough examination of the relevant literature, a questionnaire was constructed and submitted to the advisor for suggestions and approval. The researcher prepared a questionnaire for the organizations and decision makers to collect information about the way of planning their projects. The questionnaire was intended to obtain demographic data about the respondents and the NGO to explore its affect on the way actual planning process is performed. The questionnaire allowed relatively and inexpensively gathering of large amount of information from a large sample.

It comprised close-ended questions which were quickly answered. Besides, open-ended questions are included to allow the respondent to talk freely about the issue of the research.

Before adopting the questionnaire, it was validated by the researcher's supervisor who supplied his own modifications concerning some items, and then it was sent to some referees for the purpose of testing and approval. The following table shows the referee of the questionnaire:

Table (4.1): Referees of the questionnaire

Name		Position
1	Dr. Abdul Fattah Shamleh	Head of business department, Hebron University
2	Dr. Sharif Abukarsh	Lecturer, Hebron University
3	Dr. Maher Jabari	Head of planning and development department, Hebron University
4	Dr. Nabil Al Jundi	Dean of education faculty, statistician, Hebron University

The researcher conducted interviews in the period from May 2006 to July 2006, some of the interviewees work in the project management and fund raising activities but most of them are executive directors of the NGO as many NGOs do not have special departments of planning or project management. The researcher designed the interview schedule to elicit information around three primary topics of interest: actual project planning, barriers to effective planning, and views on achieving proper project

planning. The gathered data helped the researcher to analyze the information supplied in the questionnaires and in drawing up results and recommendations.

4.6 Pilot Testing:

After questionnaire was prepared and tested, the researcher pre-tested it using the pilot testing. The researcher selected five NGOs and met with their headpersons and requested them to fill the questionnaire, and give their notes and questions about the items in the questionnaire. The researcher selected five different types of NGOs in their nature and their size, in order to have different kinds of responses and feedback. Pilot testing was very useful for the researcher for developing the final version of the questionnaire. After filling each of the questionnaires, the researcher asked the headpersons to assess the questionnaire and give their suggestions and feedback. Fortunately there were few changes and modifications in the questionnaire to be ready for distribution.

4.7 Methodology of the research:

This research is conducted to explore the way of project planning in the NGOs and to improve their understanding and generalize knowledge on what is actually implemented in the Palestinian Non-Governmental Organizations in relation to project planning. The researcher conducted a series of personal interviews with NGOs directors and headpersons in order to get a better look on what is actually done at the NGOs concerning project planning, and at the same time the researcher used publications, books, journals and internet sources for getting additional information.

Besides, primary data sources in the PNGOs for conducting the research is used. The Questionnaire was used as a main tool for collecting data for this research.

In collecting the data, the researcher used a combination of primary and secondary data sources, the source of the collected data can be either primary or secondary or a combination of both. Secondary data is ready data that can be obtained from secondary sources (*Sekaran, 1992*). The tools used in collecting secondary data for this research are as follows:

- Books
- Articles from Scientific Journals
- Book reviews from the internet

While primary data is collected directly from individuals, focus groups and a panel of respondents specifically set up by the researcher whose opinion may be sought on specific issues from time to time (*Sekaran, 1992*). while the tools of collecting primary data for this research are as follows:

- Questionnaires
- Interviewing related head persons
- Phone conversations
- Personal meetings
- Observation

4.8 Research Population and Sample:

It is hard to reach a decisive up-to date description for the characteristics of the Palestinian NGOs. Accordingly there was no exact and approved count and list for these PNGOs. Each of the studies that were conducted on Palestinian NGOs reached a different count that can be justified based on the study definition of NGOs. According to these studies, the number ranged from 800 to 1500 PNGOs in whole West Bank and Gaza Strip. While the number of NGOs in the southern part of West Bank ranged from 200 to 240 NGOs. From which about 147 NGOs are located in Hebron governorate and 89 in Bethlehem governorate.

The population of the study consists of all of NGO's operating in the southern part of West Bank. The southern part of West Bank consists of Hebron and Bethlehem governorates. The researcher chose the sample from The Palestinian Non-Governmental Organizations' Network (PNGO) see appendix 4, the PNGI supplied the researcher with the names and addresses of Palestinian NGO's operating in the southern part of West Bank and that are registered in the PNGOs network. Besides, the researcher got a list from the Ministry of Interior Affairs (see appendix 5), also got the directory of non-governmental organizations in the West Bank* (see appendix 6). Actually, the three lists were not the same.

The researcher faced a lack of comprehensive data base about all Palestinian NGOs, for many reasons which include that some of these

* Directory of Non-Governmental Organizations in the West Bank, issued by office of the United Nations special coordinator in cooperation with Palestinian Commission for Human Rights and NGOs, 2006.

NGOs do not have an official registration, and related ministries do not have data base of all NGOs operating in Bethlehem and Hebron governorates. For that, the researcher depended on the available lists of NGOs from PNGO network, the list of the Ministry of interior affairs, the list of directory of non-governmental organizations in the West Bank and depending on the researcher's personal search for these NGOs, using various sources like related ministries, Palestinian Central Bureau of Statistics, and some other local literatures, published and unpublished.

After gathering the initial list, it was processed to avoid repeating, so that the researcher excluded some organizations on which the term NGO which is accredited in this research and does not fit with their nature. And it will be unnecessary, costly, less accurate, and time consuming to include some NGOs, that are not performing real projects. Finally, the researcher got a sample of 236 NGOs operating in Hebron and Bethlehem governorates and actually performing project planning, from which 147 NGOs are operating in Hebron region and 89 NGOs operating in Bethlehem region.

4.9 Data Collection:

To facilitate the process of data collection, the researcher attached an official letter prepared by the Deanship of Graduate studies and Academic Research at Hebron University to encourage the NGOs headpersons to cooperate with the researcher and provide the necessary information (see appendix III) . The researcher visited the NGO's in Hebron and Bethlehem governorates, meetings with related persons were arranged, and questionnaires were filled by related head persons.

In total, 184 questionnaires were distributed out of the 236 selected surveyed PNGOs. 118 questionnaires were distributed in Hebron region and 66 questionnaires were distributed in Bethlehem region. The difference in the selected NGOs and the distributed questionnaire is due to the fact that there are many organizations which are not existed in the real ground and others are closed, while some of them do not have activities related to project management. The questionnaires were collected directly except for some NGOs whose headpersons were not available, while several visits were paid for some NGOs and there was no body there. In total, the researcher received back 178 questionnaires out of the 184 questionnaires that were distributed, which represents 96% of the total surveyed PNGOs. The response rate was relatively high in this research due to the researcher personal effort for each organization to fill the questionnaire. Out of 178 questionnaires that were collected 177 questionnaires were analyzed and one questionnaire was excluded because it was not usable.

4.10 Data Analysis:

Once the data collection was finished, the responses were analyzed using the descriptive statistics frequencies, percentages, means, and standard deviation. The Statistical Package of Social Science (SPSS) was used for analyzing the data of the questionnaires. The data was entered to the program. After that, the initial analysis of the data is conducted, and then conclusions and recommendations were reached. The researcher used the analysis tables, frequencies, percentages, standard deviations, means and some graphs to illustrate the results. Also, some tests like T-test, ANOVA, and Tukey were used to analyze data.

4.11 Ethical considerations:

In conducting the research, the following ethical issues have been acknowledged by the researcher:

- 1) The researcher obtained permission letter from the Deanship of Graduate Studies and Academic Research at Hebron University to facilitate the data collection process (see appendix III).
- 2) The information was treated with strict confidentiality and used for the purpose of the study only.
- 3) To protect others rights, the researcher presented clearly the sources of data and references used.

4.12 Conclusion:

The researcher used a combination of primary and secondary data sources for conducting the research. A questionnaire was the main data collection tool, besides, the personal interviews with headpersons in the NGOs. After developing the questionnaire, it was tested by a group of academicians, and a pilot testing was implemented. The researcher selected the NGOs from the list of Palestinian Non-Governmental Organizations Network, the list of the Ministry of interior affairs and Directory of Non-Governmental Organizations in the West Bank. The researcher distributed a total of 184 questionnaires at 184 Palestinian Non-Governmental Organizations in the southern part of West Bank. The researcher gets back 177 questionnaire, the response rate was about 96% which is relatively a high response rate that was due to the personal effort of the researcher.

The next chapter provides the results and data analysis of the collected questionnaires.

Chapter Five:

Research Findings and Data Analysis

5.1 Introduction:

This chapter outlines the instrument, validity, reliability, and data analysis of the study.

The chapter also presents the findings of the study and discussion about it. The first part of this chapter presents the demographic and general information about the respondents; the next part presents the characteristics of project planning as implemented by the NGOs in the SPWB.

5.2 Data Analysis:

Once the questionnaires were received from respondents, The SPSS was utilized to analyze the data of the two parts of the questionnaire; personal and demographic data, and the project planning process questions. The total number of the questionnaires that were received is (178) and one of the questionnaires was excluded because it was not fully answered and was usable.

5.3 Statistical Analysis:

After collecting the data, it was analyzed statistically using the (SPSS) to get frequencies, percentages, means, and standard deviations, One Way Analysis of Variance (ANOVA), and t-test. They were processed so that each hypothesis is tested and each question of the study is answered.

5.4 Research Instrument:

The research instrument consists of two parts, the first part is the demographic section, and the second part deals with project planning process. The second section divided into five main sub-sections and consisted of 54 items. Likert scale of five points was used in the second section, which consists of five options each given certain points:

- Totally agree and given five points.
- Slightly agree given four points.
- Neutral given three points.
- Disagree given two points.
- Totally disagree and given one point.

The third section consists of open ended questions.

5.5 Validity of the Instrument:

The validity of the instrument (questionnaire) is important for the study. To ensure the validity of the instrument, the questionnaire was given to the supervisor and then to a number of referees, and after their confirmation of its validity, the researcher adopted the questionnaire.

5.6 Reliability of the questionnaire:

The reliability of the questionnaire was calculated by using the Cronbach Alpha formula and it was 0.88.

Part one:

5.7 Personal and demographic data:

This part of the study aims to discuss the demographic characteristics of the persons who filled the questionnaire; the variables are gender, age, educational background, specialization, NGO's scope of working, respondents' experience of working in the NGO, and respondents' post title.

5.7.1 Gender distribution:

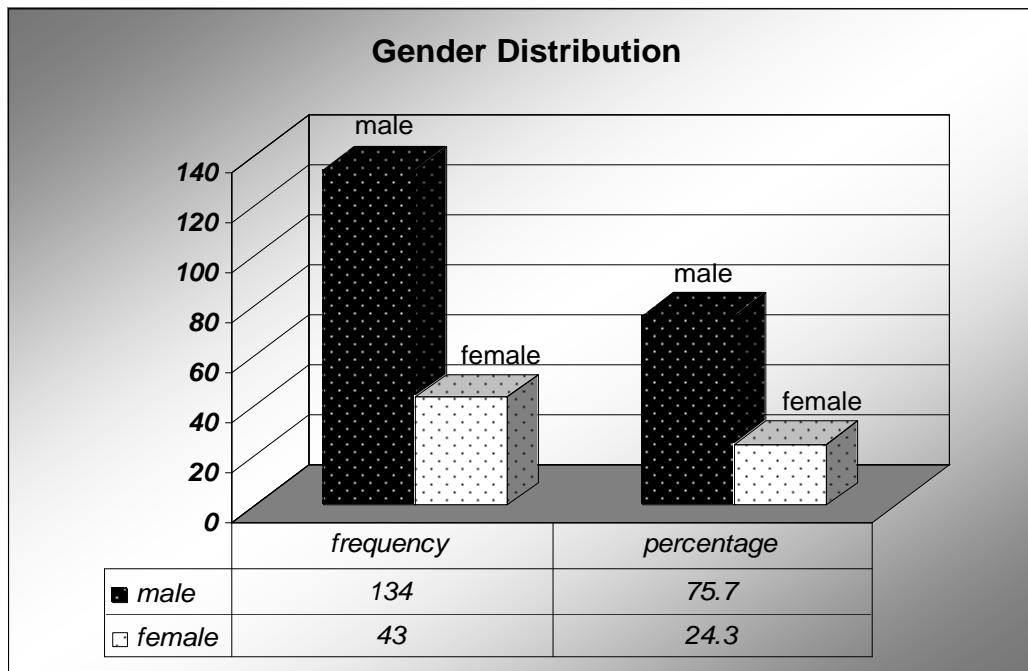
The data shows that 75.7% of the respondents (who are headpersons in the NGOs) are males, while 24.3% of them are females.

See table (5.1)

Table (5.1): Sample distribution according to the gender

Gender	Frequency	Percentage
Male	134	75.7%
Female	43	24.3%
Total	177	100%

Figure 5.1: Gender Distribution



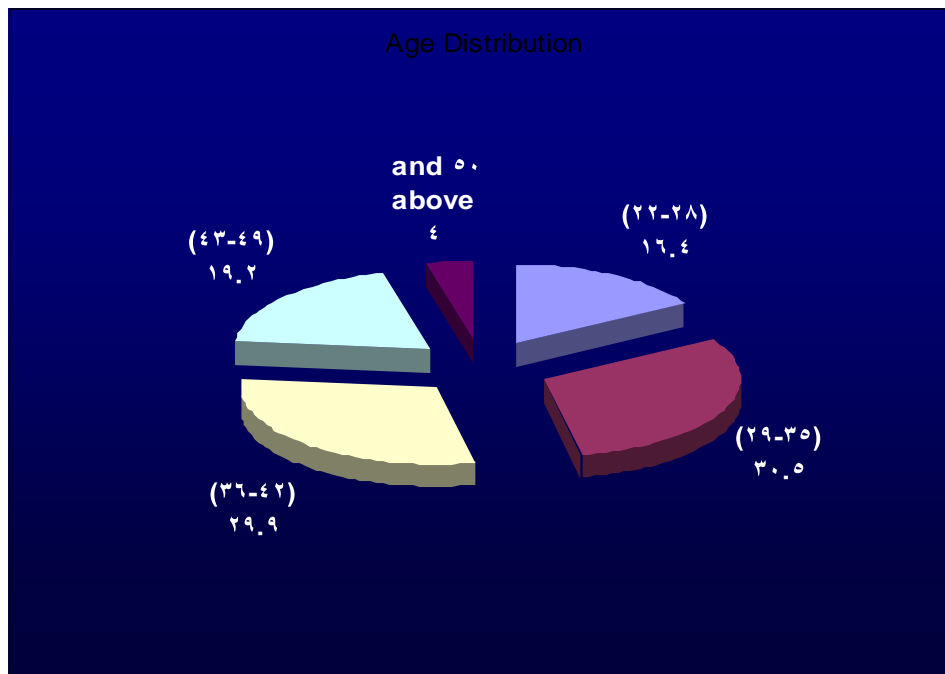
5.7.2 Age group:

The data indicated that 30.5 % of the respondents are within the age group 29-35years, also 29.9 % of them are within the age group of 36-42 years, while 19.2% of them are in the age group of 43-49 years, 16.4% of them are in the age group of 22-28 years, and only 7.9% of them are above 50 years old. See table (5.2)

Table (5.2): Sample distribution according to the age:

Age group	Frequency	Percentage
22-28	29	16.4%
29-35	54	30.5%
36-42	53	29.9%
43-49	34	19.2%
50 and above	7	4.0%
Total	177	100%

Figure 5.2: Age group Distribution



5.7.3 Educational background:

The data indicated that 59.9 % of the respondents hold bachelor degree, and 23.7% of them hold a two-year diploma, 12.4% hold master degree and 4% of them hold high diploma, while none of the respondents hold doctorate degree. See table (5.3)

Table (5.3) Sample distribution according to the educational background:

Educational level	Frequency	Percentage
Two-years diploma	42	23.7%
Bachelor	106	59.9%
High Diploma	7	4.0%
Master	22	12.4%
Doctorate (PhD)	0	0
Total	177	100%

5.7.4 Specialization:

As for specialization, the data as shown in table (5.4) indicate that 20.4% of the respondents are specialized in the field of literature (both Arabic and English literatures), while 19.2% of the respondents are specialized in business administration and marketing, and the remaining percentage distributed on other fields like computer science, law, engineering, history, Islamic Share'a and institute building.....

Table (5.4): Sample distribution according to the specialization:

Specialization	Freq.	Percent
Education	2	1.2%
Literature (Arabic and English)	35	20.4%
Business administration and marketing	33	19.2%
Law	12	7.0%
Geography	5	2.9%
Engineering	12	7.0%
History	8	4.7%
Translation	2	1.2%
Computer science	16	9.3%
Agriculture	3	1.7%
Science	2	1.2%
Institutes building	7	4.1%
Journalism and media	4	2.3%
Islamic Share'a	7	4.1%
Psychology	4	2.3%
Fine arts	2	1.2%
Sociology	5	2.9%
Decoration	1	0.6%
Teaching methods	2	1.2%
Chemistry	1	0.6%
Physical medication	1	0.6%
Accounting	2	1.2%
Secretary	1	0.6%
Rural development	1	0.6%
Political science	2	1.2%
Medicine	1	0.6%
Physical education	1	0.6%

Missing values = 5

5.7.5 NGO scope of work:

The scope of work for the surveyed NGOs can be defined as the focus on specific goals, objectives and programs, and the specialization in specific areas that was officially registered. The scope of working was as follows (Ranked according to the highest percentage) as shown in table (5.5):

Charitable and relief work, youth clubs and sports, women issues, rural and agricultural development, cultural and public awareness programs, human rights, childhood and early childhood, training and rehabilitation, family and women protection, capacity building, health, orphan protection, support of higher education, credit institutions, water and environment, administrative development, skills development, researches and studies, detainee's affairs and public relations.

Table (5.5) : Sample distribution according to the NGO scope of work

NGO scope of work	Freq.	Percent
Charitable and relief work	40	23.7%
Youth clubs and sports	32	18.9%
Women issues	22	13.0%
Rural and agricultural development	14	8.3%
Cultural programs	8	4.7%
Human rights	8	4.7%
Childhood and early childhood	7	4.1%
Training and rehabilitation	6	3.6%
Family and women protection	6	3.6%
Skills development	2	1.2%
Capacity building	4	2.4%
Health	4	2.4%
Support of higher education	3	1.8%
Orphan protection	3	1.8%
Water and Environment	2	1.2%
Administrative development	2	1.2%
Lending	2	1.2%
Researches and studies	2	1.2%
Public relations	1	0.6%
Detainee's affairs	1	0.6%

Missing values = 8

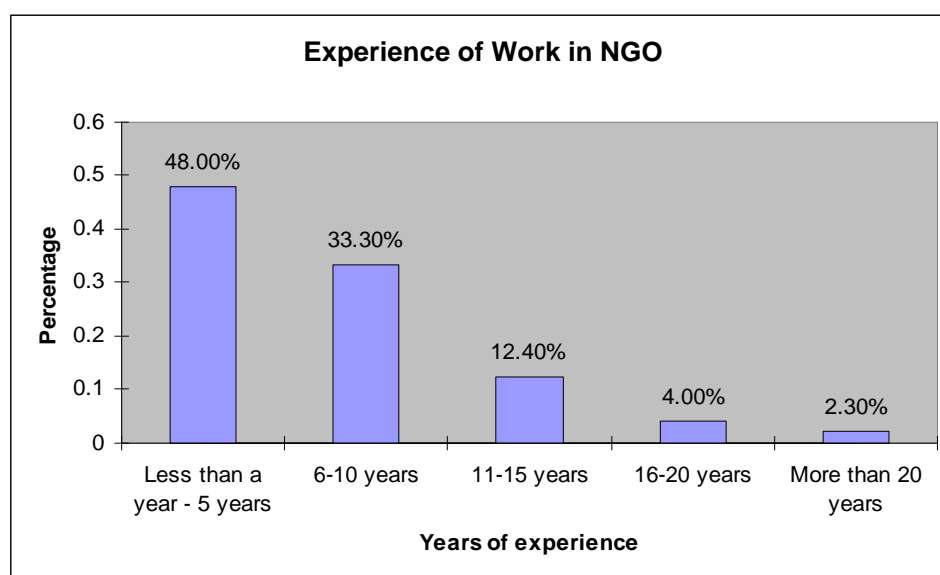
5.7.6 Experience:

It is obvious from the data of the study that most of the interviewees do not have much experience. The results indicate that 48 % of the respondents have been working with an NGO for less than a year to five years. And 33.3% have been working for six to ten years, 12.4% of them have been working with the NGO for eleven to fifteen years, 4% of them have been working for sixteen to twenty years, while only 2.3% have been working with NGO for more than twenty years. (See table 5.6)

Table (5.6) Sample distribution according to the length of experience:

Years of experience	Frequency	Percentage
Less than a year - 5 years	85	48.0%
6-10 years	59	33.3%
11-15 years	22	12.4%
16-20 years	7	4.0%
Over 20 years	4	2.3%
Total	177	100%

Figure 5.3 Work experience



5.7.7 Position within NGO:

The data in table (5.7) shows that 65.5 % of the respondents were executive directors of the NGO, 13.6% of them were project managers, 9% of them were employed as project coordinators and 11.9% were occupying positions ranging from public relations officers, to executive secretaries.

Table (5.7) Sample distribution according to the respondent's position within the NGO:

Position	Frequency	Percentage
Project Manager	24	13.6%
Project Coordinator	16	9.0%
Executive Director	116	65.5%
Other	21	11.9%
Total	177	100%

5.8 Analysis of the findings:

Findings of the study are presented in this section. The results of the study are based on the findings of the questions and the hypotheses of the study.

5.8.1 Results related to Demographic Data:

Table (5.8) Demographic data

<i>Item</i>	<i>Frequency</i>	<i>Valid Percent</i>	<i>Missing values</i>
Gender			
Male	134	75.7%	---
Female	43	24.3%	
Age group			
22-28	29	16.4%	---
29-35	54	30.5%	
36-42	53	29.9%	
34-49	34	19.2%	
50 years and above	7	4.0%	
Educational background			
Two-years diploma	42	23.7%	---
Bachelor	106	59.9%	
High diploma	7	4.0%	
Master	22	12.4%	
PHD	0	0	
Specialization			
Education	2	1.2%	5
Literature (Arabic and English)	35	20.4%	
Business administration and marketing	33	19.2%	
Law	12	7.0%	
Geography	5	2.9%	
Engineering	12	7.0%	
History	8	4.7%	
Translation	2	1.2%	
Computer science	16	9.3%	
Agriculture	3	1.7%	

Science	2	1.2%	
Institutes building	7	4.1%	
Journalism and media	4	2.3%	
Islamic Share'a	7	4.1%	
Psychology	4	2.3%	
Fine arts	2	1.2%	
Sociology	5	2.9%	
Decoration	1	0.6%	
Teaching methods	2	1.2%	
Chemistry	1	0.6%	
Physical medication	1	0.6%	
Accounting	2	1.2%	
Secretary	1	0.6%	
Rural development	1	0.6%	
Political science	2	1.2%	
Medicine	1	0.6%	
Physical education	1	0.6%	
Scope of work			
youth clubs and sports	32	18.9%	8
women issues	22	13.0%	
Charitable and relief work	40	23.7%	
Childhood and early childhood	7	4.1%	
Human rights	8	4.7%	
Training and rehabilitation	6	3.6%	
Water and environment	2	1.2%	
Skills development	2	1.2%	
Rural and agricultural development	14	8.3%	
cultural programs	8	4.7%	
Administrative development	2	1.2%	
capacity building	4	2.4%	
Health	4	2.4%	
Orphan protection	3	1.8%	
Credit institutions	2	1.2%	
Public relations	1	0.6%	
Support of higher education	3	%1.8	
internee's affairs	1	0.6%	
Family and women protection	6	3.6%	
Researches and studies	2	1.2%	
Years of experience			
less than a year to 5 years	85	48%	---
6-10 years	59	33.3%	

11-15 years	22	12.4%	
16-20 years	7	4%	
more than 20 years	4	2.3%	
Position within NGO			
project manager	24	13.6%	---
project coordinator	16	9%	
Executive director of the NGO	116	65.5%	
other	21	11.9%	

Results in table (5.8) indicate the followings:

- The results indicate that the positions of the headpersons in the PNGOs in the southern part of the West Bank are dominated by males as 75.7% of the respondents were males. The researcher noticed that the majority of the females occupying top management in the NGOs in SPWB are in organizations performing activities related to women, childhood and women's rights. This indicates that the Palestinian society in the SPWB is a masculine one, despite the females proved their abilities in managing some women-oriented NGOs.
- Regarding the age group of the respondents, results indicate that about 60% of headpersons in the NGOs in the SPWB are in age between 29 and 42; this implies that the age of the respondents ranged from the period of university graduation to an acceptable working experience in the NGO.
- The educational background of the respondents indicates that most of them hold bachelor degrees in various areas but mainly in literature and business fields. This finding can be explained that many graduates are available in these areas, and sometimes the NGO's scope of working determines its headperson's educational background.

- The results of scope of working for the surveyed NGOs agree with the results of the study of (Shalabi,2001), about the Mapping of Palestinian Non-Governmental Organizations in the West Bank and Gaza, which indicated that about 40% of the NGOs in West Bank and Gaza are Charitable and relief work, and 30% of them are youth clubs. His study found that there are 881 active PNGOs in the West Bank and Gaza Strip distributed on various sectors. These are mostly charity organizations, youth clubs and sports organizations. (Shalabi, 2001)

- The results in table (5.8) show that most of the interviewees do not have enough experience as 48 % of the respondents have been working with NGO for less than a year to five years. This indicates that the majority of respondents have minimal experience with NGOs ranging between less than a year to five years, and this can be justified in a way that many of the NGOs in the SPWB are relatively new. They were established after the Palestinian National Authority (PNA) took control. The findings are congruent with the results of the study of Yasser Shalabi where he indicated that 37.6% of the PNGOs establishment was noticed after the inception of Palestinian National Authority. (Shalabi, 2001)

The results also show that about 16.4% of the respondents have been working with NGOs for a period ranging from eleven to twenty years, which can be an indicator of low staff turn over which can be justified to good working conditions and good paying jobs in some of these NGOs.

- The results show that most of the respondents were executive directors; 65.5% of the respondents were executive directors. The researcher noticed that many NGOs do not have departments like project management or project planning; therefore, most of the questionnaires had to be filled by executive directors.

The project management department or project planning activity is very important for the organizations as the unit will be responsible for continued support of standards, processes, and an information system that defines project management for the organization.

5.8.2 Results related to the first research question:

The first question:

What is the nature of project planning for developmental projects implemented by NGOs in the SPWB?

To answer this question, the researcher used and calculated the mean and percentage of each domain of the questionnaire (tables 5.9 to 5.13 show these results).

Project planning process:

Table (5.9): nature of project planning process.

Item	Mean	Std. Deviation
Planning is considered one of the most important stages in the project life cycle	4.52	0.66
Demographic indexes are taken into consideration in planning projects	4.38	0.76

Efficient project planning considered a guarantee for future risks	4.33	0.84
International donors adopting specific planning mechanisms for projects they fund	4.28	0.62
Situational analysis is studied before starting project planning	4.23	0.51
The Internal and external environment is analyzed during project planning	4.20	0.74
Project objectives are logical and realistic	4.13	0.60
Project objectives are correlated with the NGO's vision and mission statements	4.11	0.75
Project objectives are measurable	4.09	0.53
There is a clear mechanism for communication between planners and executive parties	4.08	0.82
SWOT analysis is used for project planning	4.05	0.81
Project objectives are timed	4.05	0.88
Project scope is identified during planning process	4.02	0.63
Project Planning is started from the point of need assessment using tools of need assessment	4.02	0.65
Feasibility study is prepared during the project planning process	3.88	0.94
Project Planning is correlated with the NGO's organizational objectives	3.88	0.80
There is a specific policies in the NGO that encourages project planning	3.85	0.85
Before starting any project, a committee of need identification is formed	3.85	1.00
In planning a project, laws and regulations in the country are taken into account.	3.84	1.10
In analyzing the external economic environment, income level for population is taken into consideration	3.82	0.85
Usually, project planners take into account the technological developments for producing goods or offering services	3.69	1.04
Project planning is a participatory process between planners and executive parities	3.66	1.07

Currency exchange rate between donor and the NGO is taken into consideration during assessing the external economic environment.	3.64	0.77
Contingency plan is prepared for project.	3.46	1.18
Stakeholders participated in the some stages of planning projects.	3.41	1.01
Project budget is approximately the same as amount paid by donors	3.12	1.14

- The results in table (5.9) show that the majority of NGOs in the SPWB strongly agree with the idea that planning is one of the most important stages in the project life cycle; with the average mean of 4.52, this means that NGOs in the SPWB are aware of the importance of project planning.
- The results also show that the respondents in the surveyed NGOs in the SPWB strongly agree that they take into consideration the macro-environmental forces during the project planning process and mostly concentrating on the demographic indexes in which the average mean is 4.38.
- Most of the surveyed NGOs consider efficient project planning as a guarantee for future risks, with an average mean of 4.33.
- Most of the NGOs that are sponsored by international donors are adopting specific mechanism for planning their projects, with an average mean of 4.28. This means that some international donors have their own planning mechanisms and NGOs are forced follow their ways of planning. Thus accepting the fifth hypothesis of the study.
- Results show that most of the surveyed NGOs conduct situational analysis before starting project planning, starting project planning from the point of determining and analyzing need and priorities of their targeted groups using tools of needs assessment, identifying project scope

during planning process, analyzing their internal and external environment during project planning, using SWOT analysis (strength, weaknesses, opportunities and threats) for project planning.

- Most of the surveyed NGOs considered their project objectives to be logical realistic, measurable, timed, and coincide with the NGO's vision and mission statements.
- NGOs in the SPWB slightly agree that project budget is approximately the same as the amount paid by donors; with an average mean of 3.12. This result indicates that either the NGOs have some deficiencies in budget planning or donors do not donate the whole project-budget.
- NGO's respondents slightly agree that contingency plan is prepared for their projects with an average mean of 3.46. This result highlights the importance of preparing contingency plan for the NGO's projects because of the dramatic environmental changes the Palestinian NGOs are operating within, and because decisions under pressure can be potentially dangerous and costly. The absence of the contingency plan, when a risk event occurs, can cause project manager to delay or postpone the decisions to implement a remedy.
- Respondents of the NGOs slightly agree that stakeholders participated in the some stages of planning projects, with an average mean of 3.41. Depending on the nature of the project, there are number of different groups inside and outside the organization (Stakeholders) who can bring different ideas, expertise, priorities, and needs, that can influence the success of the project.

Implementing project plan:

Table (5.10): Implementation of project plan.

item	Me an	Std. Deviati on
Revision of plan objectives during project implementation	4.20	0.62
In implementation, sudden environmental changes considered one of the most important reasons for plan modification.	4.16	0.62
There is effective communication during project implementation	4.15	0.56
Follow up is performed in the implementation process	4.13	0.57
Some changes occur on project plan through implementation process	3.97	0.79
Many modifications of alternatives and procedures occur during project implementation	3.10	0.88

Table 5.10 is discussing results concerning the project plan implementation; they are ranked according to their importance:

- Most of the surveyed NGOs strongly agree that they do revise their objectives during project implementation, with an average mean of 4.20.
- In project implementation process; the surveyed NGOs strongly agree that the sudden environmental changes considered being one of the most important reasons for plan modification, with an average mean of 4.16.

- Most of the surveyed NGOs totally agree that effective communication occurs during project implementation, with an average mean of 4.15.
- Most of the surveyed NGOs totally agree that the follow up takes place in the implementation process, with an average mean of 4.13
- Most of the surveyed NGOs strongly agree that some changes occur on project plan through implementation process, with average mean of 3.97
- Respondents of the surveyed NGOs slightly agree that major modifications of alternatives and procedures occur during project implementation with an average mean of 3.10.

Impact of project planning on project implementation:

Table (5.11): Impact of project planning on project implementation, according to their importance

item	Me an	Std. Deviati on
Good project plan leads to effective project evaluation	4.57	0.72
Good project plan ensures proper project implementation	4.50	0.76
Good project plan ensures better observation of risk during implementation	4.29	0.77
Good project plan can help better allocation of available resource for implementation	4.16	0.54
poor project planning made some projects to fail to achieve its goals	3.34	1.23

Table 5.11 deals with results concerning the impact of project planning on project implementation; responses are ranked according to their importance to the NGOs:

- Most of the surveyed NGOs in the SPWB believe that good project plan leads to effective project evaluation, ensures proper project implementation, ensures better calculation of risk during implementation, and can made better allocation of available resource for implementation. This implies that most of the NGOs are aware of the critical impact of good project planning on project implementation, with average means ranged from 4.57 to 4.16.
- Respondents of the surveyed NGOs slightly agree that bad project planning made some projects fail to achieve its goals, with average mean of 3.34.

Control on project plan implementation:

Table (5.12): control on project plan implementation according to their importance.

item	Me an	Std. Deviati on
There is a continuous control on project implementation	4.42	0.71
Corrective control is used to ensure that the plan is achieving its goals (control after implementation)	3.86	0.76
Preventive control (prior to implementation) is a type of planning control	3.64	0.93
Project plan identifies the concurrent control during the implementation process (control during implementation)	3.59	0.95

Table 5.12 is concerned with results concerning the control on project plan implementation; responses are ranked according to their importance to the NGOs:

- Most of the surveyed NGOs totally agree that they maintain a continuous control on project implementation, with an average mean of 4.42.
- Corrective control is the most commonly used way of control by the surveyed NGOs, with an average mean of 3.86. It is used to ensure that the plan is achieving its goals (control after implementation), which means that the NGOs used a costly way of control.
- Preventive control and concurrent control are less commonly used ways of control by the NGOs.

Barriers to effective project planning:

Table (5.13): Barriers to effective project planning.

item	Me an	Std. Deviati on
Political instability negatively affect project planning	4.26	0.67
Sudden environmental changes negatively affect project planning	3.93	0.74
Fail to assess the real social need for the project	3.93	0.94
Inconsistency of project objectives between donors and beneficiaries	3.91	0.97
Unclear or misunderstanding of projects goals	3.82	0.86
Donors impose specific ways of project planning they adopt internationally	3.82	1.09
Conflicts and personal interest prevail over organizational goals.	3.59	1.15
Not taking into consideration the availability of financial	3.58	0.92

and human resources needed for project implementation		
Inconsistency between time planned and time of implementation	3.56	1.06
Donors do not give enough time for NGO's to submit their project plan	3.55	1.09
Project management has unrealistic expectations from the project	3.48	1.00
Disagreement over project objectives between top-level management and the executive management	3.46	1.06
NGO does not give enough time for proper project planning	3.32	1.19

The results in table (5.13) show the most important barriers to effective project planning in the NGOs in the SPWB. The barriers can be summarized as:

- The majority of the surveyed NGOs in the SPWB considered the political instability as the most important barrier to effective project planning, with an average mean of 4.26.
- Most of the surveyed NGOs in the SPWB totally agree that sudden environmental changes are considered a negative effect on project planning, with an average mean of 3.93.
- The respondents of the NGOs slightly agree that the followings are considered barriers to effective project planning (Project management has unrealistic expectations from the project, disagreement over project objectives between top-level management and the executive management, and not giving enough time for proper project planning)

All the results in tables (5.9 to 5.13) show the pattern of project planning implemented by the NGOs in the SPWB. In general the project planning process has the following characteristics:

- Most of the surveyed NGOs in the SPWB are aware of the importance and the benefits of project planning for the success of their activities and projects; they are also adopting the systematic steps of project planning.
- Demographic indexes are the most important factors to be taken into consideration in the macro-environmental forces during the project planning process.
- International donors are adopting specific mechanism for planning funded projects, these requirements of the various international donors led to an increased demand for systems and techniques that allow beneficiaries, NGOs, and donors to assess the benefits and importance of the implemented programs. On the other hand this makes it difficult for the NGOs to adopt various mechanisms for various donors.
- NGO's project budget is not approximately the same amount allocated by donors.
- There is not much awareness for contingency planning.
- Environmental changes are one of the most important reasons for plan modification during plans implementation.
- Few modifications of alternatives and procedures occur during project implementation.
- The majority of the NGOs are aware of the impact of project planning on project implementation.
- Corrective control is the most commonly used way to ensure that the plan is achieving its goals (control after implementation).
- Political instability is considered the most important barrier to effective project planning for the NGOs in the SBWB.

- Respondents slightly agree that project management has unrealistic expectations of the outcomes of the project and that there is disagreement over project objectives between top-level management and the executive management.
- Respondents slightly agree that their NGOs do not give enough time for project proper planning.

In general, these are the items that can answer the first question: concerning the nature of actual planning for developmental projects implemented by NGO's in the SPWB.

It is clear that NGOs indicated that they have systematic project planning for their projects. However, when these responses were thoroughly investigated, the researcher found that the real average of NGOs conducted systematic project planning was much lower than what was indicated. The researcher noticed during personal discussions with headpersons of the NGOs and through observations that the real average of NGOs performing systematic planning is much lower than what they indicated.

5.8.3 Results related to the second research question:

The second question:

What are the barriers to effective project planning for the NGOs in the SPWB?

Referring to table (5.13), results show that:

- Political instability considered the most important barrier to effective project planning for the NGOs. These results are congruent

with the results of *Jarrar & Abuznaid*, about Palestinian NGOs sector development prospective, which indicates that political instability considered one of the most important main obstacles that are hindering the ability of the NGO sector to have more strategic impact on policy formulation process (*Jarrar & Abuznaid, 2002*).

- Other important barriers to effective project planning are (ranked according to their importance to the NGOs):
 - Failure in assessing the real social need for the project.
 - Inconsistency of project objectives between donors and beneficiaries.
 - Unclear or misunderstanding of projects goals.
 - Donors impose specific ways of project planning that they adopt internationally.
 - Conflicts and personal interest prevail over organizational goals.
 - Not taking into consideration the availability of financial and human resources needed for project implementation.
 - Inconsistency between time planned and time of implementation
 - Donors do not give enough time for NGO's to submit their project plan.

5.8.4 Results related to the third research question:

The third question:

What are the most commonly used methods of project planning adopted by NGOs in the SPWB?

When the respondents were asked to rank the methods and techniques of project planning regarding the most commonly used way by their NGOs, they rank the methods as follows:

Table (5.14): Methods and techniques used in project planning. (Ordered according to their repetition by the respondents)

The way	The order
Brainstorming	1 st
Field visits	2 nd
Workshops	3 rd
Observation	4 th
Meetings	5 th
Planning by one person	6 th
Specialized committee	7 th

As shown in the table (5.14) the most commonly used way of project planning performed by the NGOs in the SPWB was brainstorming, followed by field visit in the second order, then workshops in the third order, observation in the fourth order, meetings in the fifth order, followed by Planning by one person in the sixth order, and at last by specialized committee.

This result indicates that brainstorming, field visits and workshops are the most commonly used ways of project planning by the NGOs, and this could

be explained that headpersons of the NGOs find them easy ways to collect huge amount of information concerning their project planning.

Brainstorming is a method of generating as many ideas and solutions as possible without critical judgment. (Gray & Larson, 2006)

Brainstorming is relatively simple technique for overcoming the pressure to generate creative alternatives in a given time (Baker, 2000). NGOs may find it simple and creative way of collecting ideas, giving the people involved in the brainstorming freedom to give ideas, easy way to generate ideas of the project stakeholders, and an important way of socializing and getting to know each other. The disadvantage of this technique is that the quality of responses and ideas are highly dependant on the quality and experience of the people involved in the brainstorming.

While the field visits; are visits performed by the team of the project to the beneficiary place or to the related institutions or organization, to collect information regarding the project. It can collect relevant information from the real ground that is valuable for the success of the project.

Workshops are discussions with members of target people who are familiar with the issue of the project, its advantages are: the people or institutions can explain their experience in their own words and setting, it is also flexible way that allows the people to pursue unanticipated lines of inquiry and to probe into issues in depth, and a good way to learn from others' experience. Its disadvantages are: sometime expensive and time consuming and not generalizable. (Baker, 2000)

5.8.5 Testing of results related to the first hypothesis:

The first hypothesis

There is no effective planning for developmental projects implemented by the NGOs in the SPWB.

Table (5.15): results related to the first hypothesis

One sample t-test for the effective planning for developmental projects implemented by the NGOs in the SPWB

project planning process	N	Mean	Std. Deviation	Std. Error Mean
	177	3.9455	.42	.03

project planning process	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
29.358	176	.000	.9455	.8819	1.0090	

The results of analysis indicated that there were significant differences for the effective planning for developmental projects implemented by the NGOs in the SPWB. Also the results indicated that the average mean for the items of project planning process is 3.9, thus rejecting the first hypothesis.

The NGOs indicated they have systematic project planning for their projects. However, the researcher noticed during personal discussions with

headpersons and observations that the real average of NGOs performing systematic planning is much lower than what they indicated.

5.8.6 Testing of results related to the second hypothesis:

The second hypothesis

There are no specific policies in the NGO that encourage project planning.

Table (5.16): results related to the second hypothesis

One sample t-test for the policies in the NGO that encourage project planning.

project planning process	N	Mean	Std. Deviation	Std. Error Mean
	177	3.9455	.42	.03

project planning process	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
	29.358	176	.000	.9455	.8819	1.0090

The results of analysis indicated that there were significant differences in the policies in the NGO that encourage project planning, with average mean of 3.9, thus rejecting the second hypothesis.

5.8.7 Testing of results related to the third hypothesis:

The third hypothesis

NGOs in the SPWB prepare contingency plan for their projects.

Table (5.17): results related to the third hypothesis

One sample t-test for the NGOs in the SPWB prepare contingency plan for their projects.

impact of project planning on project implementation	N	Mean	Std. Deviation	Std. Error Mean
	177	4.1751	.42	.03

impact of project planning on project implementation	Test Value = 3					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
36.545	176	.000	1.1751	1.1117	1.2386	

The results of analysis indicated that there were significant differences in the SPWB prepare contingency plan for their projects, with average mean of 4.17, thus accepting the third hypothesis.

Back to table (5.9), the results show that the respondents slightly agree that they prepare contingency plan for their projects with average mean of 3.46. This highlights that NGOs in SBWB should much more concentrate on preparing contingency plan for their projects and gives it the importance it has.

5.8.8 Testing of results related to the fourth hypothesis:

The fourth hypothesis

International donors require specific methods of project planning to be implemented by the local NGO's

Table (5.18): results related to the fourth hypothesis

One sample t-test for the requirements of the international donors for a specific method of project planning to be implemented by the local NGOs.

requirements of the international donors	N	Mean	Std. Deviation	Std. Error Mean
	177	3.8785	.52	.03

requirements of the international donors	Test Value = 3					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
	22.378	176	.000	.8785	.8011	.9560

The results of analysis indicated that there were significant differences in the requirements of the international donors for a specific method of project planning to be implemented by the local NGO, thus accepting the fourth hypothesis.

5.8.9 Testing of results related to the fifth hypothesis:

The fifth hypothesis

There are no significant differences in performing project planning for developmental projects implemented by NGO's in the SPWB due to the gender.

Independent t-test was used to test the first hypothesis that stated there were no significant differences at ($\alpha = 0.05$) in actual planning for developmental projects implemented by NGO's in the southern part of West Bank due to gender as shown in table (5.19):

The independent t-test is usually used to test variables that consist of two items (males, and females for the gender) it is used below for testing the differences in actual planning for developmental projects implemented by NGO's in the southern part of West Bank due to respondent's gender.

Table (5.19): t-test for differences in actual planning for developmental projects implemented by NGO's in SPWB according to gender.

Item	Gender	Freq.	mean	Sd.	t	df	Sig.
project planning process	Male	134	3.92	0.43	-1.356	175	0.177
	Female	43	4.02	0.39			
implementing project plan	Male	134	3.98	0.36	1.885	175	0.061
	Female	43	3.86	0.33			
impact of project planning on project implementation	Male	134	4.14	0.45	-1.509	175	0.133
	Female	43	4.26	0.32			

control on project plan implementation	Male	134	3.88	0.54	.344	175	0.731
	Female	43	3.85	0.45			
barriers to effective project planning	Male	134	3.89	0.36	-.738	175	0.461
	Female	43	3.94	0.33			
total degree	Male	134	3.88	0.31	-1.169	175	0.244
	Female	43	3.95	0.30			

Results of t- test indicated that there were no significant differences between males and females (gender variable) at ($\alpha \Rightarrow 0.05$) in the NGOs about their points of view concerning project planning for developmental projects in the southern part of West Bank.

Table (5.19) shows uneven distribution of gender, but indicates that males and females have the same viewpoints concerning project planning as whole.

5.8.10 Testing of results related to the sixth hypothesis

The sixth hypothesis

There are no significant differences in actual planning for developmental projects implemented by NGO's in the southern part of West Bank due to age.

The hypotheses stated that there were no significant differences at ($\alpha =0.05$) in actual planning for developmental projects implemented by NGO's in the southern part of West Bank due to age.

One Way ANOVA test was used to test this hypothesis, the result are shown in (table 5.20).

Table (5.20) ANOVA test for the differences in actual planning for developmental projects implemented by NGO's in the SPWB due to the age:

Item	Deference source	Sum of	df	Mea n	F	Sig.
project planning process	Between	.392	4	0.098	0.529	0.715
	Within Groups	31.917	172	0.186		
	Total	32.309	176			
implementing project plan	Between	.573	4	0.143	1.078	0.369
	Within Groups	22.836	172	0.133		
	Total	23.409	176			
impact of project planning on project	Between	1.709	4	0.427	2.410	0.051
	Within Groups	30.501	172	0.177		
	Total	32.211	176			
control on project plan implementation	Between	1.817	4	0.454	1.692	0.154
	Within Groups	46.196	172	0.269		
	Total	48.013	176			
barriers to effective project planning	Between	1.266	4	0.316	2.591	0.038
	Within Groups	21.002	172	0.122		
	Total	22.268	176			
total degree	Between	.259	4	0.065	0.642	0.633
	Within Groups	17.360	172	0.101		
	Total	17.619	176			

The results of ANOVA test indicated that there were significant differences in actual planning for developmental projects implemented by NGO's in the southern part of West Bank due to age at ($\alpha = 0.046 < 0.05$), in the item of barriers to effective project planning.

To determine these differences, Tukey (HSD) test (High Significant Difference) was used and result shown in (table 5.21):

The following table shows the Tukey test for the differences in the actual planning for developmental projects implemented by NGO's in the SPWB according to the age in the item (barriers to effective project planning).

Table (5.21): Tukey test for differences in barriers to effective project planning according to the age (in item of barriers to effective project planning):

Dependent Variable	(I) age group	(J) age group	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
barriers to effective project planning	22-28	29-35	-.1283	.08045	.503	-.3501	.0935
		36-42	-.2507(*)	.08071	.019	-.4732	-.0281
		34-49	-.1563	.08833	.394	-.3999	.0872
		50 years and above	-.2360	.14715	.497	-.6417	.1697
	29-35	22-28	.1283	.08045	.503	-.0935	.3501
		36-42	-.1224	.06757	.371	-.3086	.0639
		34-49	-.0281	.07650	.996	-.2390	.1829
		50 years and above	-.1077	.14037	.940	-.4947	.2793
	36-42	22-28	.2507(*)	.08071	.019	.0281	.4732
		29-35	.1224	.06757	.371	-.0639	.3086
		34-49	.0943	.07678	.735	-.1174	.3060
		50 years and above	.0147	.14053	1.00	-.3727	.4021
	34-49	22-28	.1563	.08833	.394	-.0872	.3999
		29-35	.0281	.07650	.996	-.1829	.2390
		36-42	-.0943	.07678	.735	-.3060	.1174
		50 years and above	-.0796	.14504	.982	-.4795	.3202
	50 years and above	22-28	.2360	.14715	.497	-.1697	.6417
		29-35	.1077	.14037	.940	-.2793	.4947
		36-42	-.0147	.14053	1.00	-.4021	.3727
		34-49	.0796	.14504	.982	-.3202	.4795

* The mean difference is significant at the .05 level.

The results in table (5.21) show that the differences in attitudes toward the barriers to effective project planning were between the ages 22-28 and 36-42 and the differences for the ages 36-42 as shown in table (5.22).

The following table shows frequencies, means, and standard deviations (sd.), for the differences among the actual planning for developmental projects implemented by NGO's in the SPWB according to the age.

Table (5.22): differences among the actual planning for developmental projects implemented by NGO's in the SPWB according to the age:

Item	Age	Fre q	Mea n	Std. Deviat
project planning process	22-28	29	3.92	0.37
	29-35	54	4.01	0.48
	36-42	53	3.91	0.39
	34-49	34	3.90	0.44
	50 years and	7	3.91	0.38
implementing project plan	22-28	29	3.94	0.33
	29-35	54	4.01	0.33
	36-42	53	3.87	0.34
	34-49	34	3.96	0.46
	50 years and	7	3.97	0.22
impact of project planning on project implementation	22-28	29	4.17	0.33
	29-35	54	4.26	0.47
	36-42	53	4.07	0.43
	34-49	34	4.12	0.38
	50 years and	7	4.48	0.30
control on project plan implementation	22-28	29	3.86	0.40
	29-35	54	3.93	0.56
	36-42	53	3.75	0.55
	34-49	34	4.02	0.49
	50 years and	7	3.78	0.36
barriers to effective project planning	22-28	29	3.75	0.46
	29-35	54	3.88	0.38
	36-42	53	4.00	0.24
	34-49	34	3.91	0.34
	50 years and	7	3.99	0.06
total degree	22-28	29	3.84	0.34
	29-35	54	3.94	0.31
	36-42	53	3.89	0.26
	34-49	34	3.89	0.37
	50 years and	7	3.96	0.25

The results in table (5.22) show that the difference in the item of barriers to effective project planning was in the age group of 36-42, which means that the sixth hypothesis is rejected as there were significant differences in actual planning for developmental projects implemented by NGO's in the southern part of West Bank due to age in the item of barriers to effective project planning, and that the age group of 36-42 made these differences.

5.8.11 Results related to the seventh hypothesis

The seventh hypothesis

There are no significant differences in actual planning for developmental projects implemented by NGO's in the SPWB due to educational background.

The hypotheses stated that there were no significant differences at ($\alpha = 0.05$) in actual planning for developmental projects implemented by NGO's in the SPWB due to educational background

One Way ANOVA test was used to test this hypothesis, the result are shown in (table 5.23).

Table (5.23) ANOVA test for the differences in actual project planning due to the educational background:

Item	Deference	Sum of Squares	df	Mean Square	F	Sig.
project planning process	Between Groups	0.670	3	0.223	1.221	0.304
	Within Groups	31.640	173	0.183		
	Total	32.309	176			
implementing project plan	Between	0.027	3	0.009	0.066	0.978
	Within Groups	23.382	173	0.135		
	Total	23.409	176			
impact of project planning on project implementation	Between Groups	1.555	3	0.518	2.926	0.035
	Within Groups	30.655	173	0.177		
	Total	32.211	176			
control on project plan implementation	Between	0.105	3	0.035	0.126	0.945
	Within Groups	47.909	173	0.277		
	Total	48.013	176			
barriers to effective project planning	Between	0.549	3	0.183	1.458	0.228
	Within Groups	21.719	173	0.126		
	Total	22.268	176			
total degree	Between	0.387	3	0.129	1.296	0.277
	Within Groups	17.232	173	0.100		
	Total	17.619	176			

The results of analysis indicated that there were significant differences in actual planning for developmental projects implemented by NGO's in the southern part of West Bank due to educational background at ($\alpha \Rightarrow 0.05$) in the impact of project planning on project implementation.

To determine what made these differences, Tukey (HSD) test (high significant difference) was used and result shown in (table 5.24).

Table (5.24): Tukey test for the differences in the actual planning for developmental projects implemented by NGO's in the southern part of West Bank according to the educational background in the item (impact of project planning on project implementation).

(I) educational background	(J) educational background	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
two-years diploma	bachelor	0.2268(*)	0.07675	0.019	0.0277	0.4259
	high diploma	0.1952	0.17185	0.668	-0.2506	0.6411
	master	0.1563	0.11079	0.494	-0.1311	0.4437
bachelor	two-years diploma	-0.2268(*)	0.07675	0.019	-0.4259	-0.0277
	high diploma	-0.0315	0.16427	0.997	-0.4577	0.3946
	master	-0.0705	0.09862	0.891	-0.3263	0.1853
high diploma	two-years diploma	-0.1952	0.17185	0.668	-0.6411	0.2506
	bachelor	0.0315	0.16427	0.997	-0.3946	0.4577
	master	-0.0390	0.18267	0.997	-0.5128	0.4349
master	two-years diploma	-0.1563	0.11079	0.494	-0.4437	0.1311
	bachelor	0.0705	0.09862	0.891	-0.1853	0.3263
	high diploma	0.0390	0.18267	0.997	-0.4349	0.5128

* The mean difference is significant at the .05 level.

The results in table (5.24) shows that the differences in the impact of project planning on project implementation were between the people who have an educational level of two-years diploma and the bachelor degree,

and the differences were for the two-years diploma as shown in table (5.25).

The following table shows the frequencies, means, and standard deviations (sd.), for the differences among the actual planning for developmental projects implemented by NGO's in the southern part of West Bank according to the educational background.

Table (5.25): differences among the actual planning according to the educational background:

Item	educational background	Freq.	Mean	Std. Deviation
project planning process	two-years diploma	42	3.99	0.42
	bachelor	106	3.91	0.43
	high diploma	7	4.19	0.21
	Master	22	3.92	0.41
implementing project plan	two-years diploma	42	3.94	0.41
	bachelor	106	3.95	0.36
	high diploma	7	3.90	0.28
	Master	22	3.94	0.31
impact of project planning on project implementation	two-years diploma	42	4.33	0.34
	bachelor	106	4.11	0.43
	high diploma	7	4.14	0.55
	Master	22	4.18	0.46
control on project plan implementation	two-years diploma	42	3.85	0.55
	bachelor	106	3.89	0.52
	high diploma	7	3.78	0.56
	Master	22	3.87	0.42
barriers to effective project planning	two-years diploma	42	3.92	0.37
	bachelor	106	3.87	0.36
	high diploma	7	4.03	0.18
	Master	22	4.02	0.27
total degree	two-years diploma	42	3.94	0.32
	bachelor	106	3.87	0.32
	high diploma	7	4.06	0.21
	Master	22	3.94	0.29

So, the seventh hypothesis is rejected as there were significant differences in actual planning for developmental projects implemented by NGO's in the southern part of West Bank due to educational background, in the item of impact of project planning on project implementation, and that differences occurred between the people who have an educational level of two-years diploma and the bachelor degree.

5.8.12 results related to the eighth hypothesis

The eighth hypothesis

There are no significant differences in actual project planning implemented by NGO's in the SPWB due to the respondent's experience in working with NGO

The hypotheses stated there were no significant differences at ($\alpha = 0.05$) in actual planning for developmental projects implemented by NGO's in the SPWB due to the respondent's experience in working with NGO

One Way ANOVA test was used to test this hypothesis, the result are shown in (table 5.26).

Table (5.26) ANOVA test for the differences in actual planning implemented by NGO's in the SPWB due to the respondent's experience in working with NGO

Item	Differences	Sum of Square	df	Mean Squar	F	Sig.
project planning process	Between Groups	1.023	4	0.256	1.406	0.234
	Within Groups	31.286	172	0.182		
	Total	32.309	176			

implementing project plan	Between Groups	1.449	4	0.362	2.837	0.026
	Within Groups	21.960	172	0.128		
	Total	23.409	176			
impact of project planning on project	Between Groups	1.490	4	0.372	2.085	0.085
	Within Groups	30.721	172	0.179		
	Total	32.211	176			
control on project plan implementation	Between Groups	3.056	4	0.764	2.923	0.023
	Within Groups	44.957	172	0.261		
	Total	48.013	176			
barriers to effective project planning	Between Groups	1.515	4	0.379	3.139	0.016
	Within Groups	20.753	172	0.121		
	Total	22.268	176			
total degree	Between Groups	1.317	4	0.329	3.474	0.009
	Within Groups	16.302	172	0.095		
	Total	17.619	176			

The results in table (5.26) indicates that there were significant differences in actual planning for developmental projects implemented by NGO's in the southern part of West Bank due to educational background at ($\alpha \Rightarrow 0.05$) in total degree, and in the following items: implementing project plan, control on project plan implementation, and in the barriers to effective project planning.

To determine the causes for such differences, Tukey (HSD) test (high significant difference) was used and the results shown in (table 5.27).

The following table shows the Tukey test for the differences among the actual planning for developmental projects implemented by NGO's in the southern part of West Bank according to the years of experience in working in NGO, on the items (implementing project plan, control on project plan implementation, and in the barriers to effective project planning).

Table (5.27): Tukey test for the effects of respondent's experience in working with the NGO on the other items of the questionnaire:

Dependent Variable	(I) years of experience in working	(J) years of experience in working in NGO	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower	Upper
Implementing project plan	less than a year to 5 years	6-10 years	-.0105	.0605	1.00	-	.1564
		11-15 years	.2529(*)	.0854	.029	.0172	.4885
		16-20 years	-.0989	.1405	.955	-	.2885
		over 20 years	-.1108	.1828	.974	-	.3932
	6-10 years	less than a year	.0105	.0605	1.00	-	.1774
		11-15 years	.2634(*)	.0892	.029	.0173	.5094
		16-20 years	-.0884	.1428	.972	-	.3054
		over 20 years	-.1003	.1846	.983	-	.4087
	11-15 years	less than a year	-	.0854	.029	-	-
		6-10 years	-	.0892	.029	-	-
		16-20 years	-.3517	.1550	.160	-	.0758
		over 20 years	-.3636	.1942	.336	-	.1718
	16-20 years	less than a year	.0989	.1405	.955	-	.4862
		6-10 years	.0884	.1428	.972	-	.4822
		11-15 years	.3517	.1550	.160	-	.7792
		over 20 years	-.0119	.2239	1.00	-	.6055
	more than 20 years	less than a year	.1108	.1828	.974	-	.6148
		6-10 years	.1003	.1846	.983	-	.6093
		11-15 years	.3636	.1942	.336	-	.8991
		16-20 years	.0119	.2239	1.00	-	.6293
control on project plan implementation	less than a year to 5 years	6-10 years	-.0847	.0866	.865	-	.1541
		11-15 years	.3487(*)	.1222	.039	.0115	.6858
		16-20 years	.0013	.2010	1.00	-	.5555
		over 20 years	.0191	.2615	1.00	-	.7403
	6-10 years	less than a year	.0847	.0866	.865	-	.3235
		11-15 years	.4334(*)	.1277	.008	.0813	.7855
		16-20 years	.0860	.2043	.993	-	.6494
		over 20 years	.1038	.2641	.995	-	.8321
	11-15 years	less than a year	-	.1222	.039	-	-
		6-10 years	-	.1277	.008	-	-
		16-20 years	-.3474	.2218	.521	-	.2642
		over 20 years	-.3295	.2779	.759	-	.4366
	16-20 years	less than a year	-.0013	.2010	1.00	-	.5530
		6-10 years	-.0860	.2043	.993	-	.4775
		11-15 years	.3474	.2218	.521	-	.9590

		over 20 years	.0179	.3204	1.00	-	.9013
	Over 20 years	less than a year	-.0191	.2615	1.00	-	.7020
		6-10 years	-.1038	.2641	.995	-	.6244
		11-15 years	.3295	.2779	.759	-	1.095
		16-20 years	-.0179	.3204	1.00	-	.8656
barriers to effective project planning	less than a year to 5 years	6-10 years	.1590	.0588	.058	-	.3213
		11-15 years	.2361(*)	.0830	.040	.0071	.4652
		16-20 years	.0072	.1365	1.00	-	.3838
		over 20 years	-.0071	.1777	1.00	-	.4829
	6-10 years	less than a year	-.1590	.0588	.058	-	.0032
		11-15 years	.0771	.0867	.901	-	.3163
		16-20 years	-.1518	.1388	.810	-	.2310
		over 20 years	-.1661	.1794	.887	-	.3287
	11-15 years	less than a year	-	.0830	.040	-	-
		6-10 years	-.0771	.0867	.901	-	.1621
		16-20 years	-.2289	.1507	.552	-	.1867
		over 20 years	-.2432	.1888	.699	-	.2774
	16-20 years	less than a year	-.0072	.1365	1.00	-	.3693
		6-10 years	.1518	.1388	.810	-	.5346
		11-15 years	.2289	.1507	.552	-	.6445
		over 20 years	-.0143	.2177	1.00	-	.5859
	Over 20 years	less than a year	.0071	.1777	1.00	-	.4970
		6-10 years	.1661	.1794	.887	-	.6609
		11-15 years	.2432	.1888	.699	-	.7637
		16-20 years	.0143	.2177	1.00	-	.6145
total degree	less than a year to 5 years	6-10 years	.0679	.0521	.691	-	.2117
		11-15 years	.2520(*)	.0736	.007	.0490	.4551
		16-20 years	-.0319	.1210	.999	-	.3019
		Over 20 years	-.1377	.1575	.906	-	.2966
	6-10 years	less than a year	-.0679	.0521	.691	-	.0759
		11-15 years	.1841	.0769	.122	-	.3962
		16-20 years	-.0998	.1230	.927	-	.2395
		Over 20 years	-.2056	.1590	.696	-	.2329
	11-15 years	less than a year	-	.0736	.007	-	-
		6-10 years	-.1841	.0769	.122	-	.0279
		16-20 years	-.2839	.1336	.214	-	.0844
		over 20 years	-.3897	.1673	.141	-	.0716
	16-20 years	less than a year	.0319	.1210	.999	-	.3656
		6-10 years	.0998	.1230	.927	-	.4391
		11-15 years	.2839	.1336	.214	-	.6522
		over 20 years	-.1058	.1929	.982	-	.4262
	more than 20 years	less than a year	.1377	.1575	.906	-	.5719
		6-10 years	.2056	.1590	.696	-	.6441
		11-15 years	.3897	.1673	.141	-	.8511
		16-20 years	.1058	.1929	.982	-	.6378

* The mean difference is significant at the .05 level.

The significant differences *in general* were between those with less than a year to 5 years of experience and those with 11-15 years of experience, these differences were in the interest of the 11-15 years of experience.

In the item of *implementing project plan* differences were between those with less than a year to 5 years and those with 11-15 years of experience, these differences were in the interest of those with 11-15 years of experience, also their were differences between those with 6-10 years and those with 11-15 years of experience, these differences were in the interest of the 11-15 years of experience.

In the item of *control on project plan implementation* the differences were between less than a year to 5 years and 11-15 years, these differences were in the interest of the 11-15 years of experience. Also there were differences between 6-10 years and 11-15 years, and these differences were in the interest of the 11-15 years of experience.

In the item of *barriers to effective project planning* the differences were between less than a year to 5 years and 11-15 years, these differences were for the 11-15 years experience. As shown in table (5.27).

The following table shows the frequencies, means, and standard deviations (sd.), for the differences among the actual planning for developmental projects implemented by NGO's in the southern part of West Bank according to the years of respondent's experience.

Table (5.28): differences among the items of actual planning for developmental projects implemented by NGO's according to the respondent's years of experience.

Item	years of experience in working in NGO	Fre q.	Mean	Std. Deviatio
project planning process	less than a year to 5 years	85	3.98	0.40
	6-10 years	59	3.94	0.45
	11-15 years	22	3.76	0.30
	16-20 years	7	4.02	0.69
	Over 20 years	4	4.11	0.31
implementing project plan	less than a year to 5 years	85	3.97	0.36
	6-10 years	59	3.98	0.32
	11-15 years	22	3.71	0.27
	16-20 years	7	4.07	0.65
	over 20 years	4	4.08	0.09
impact of project planning on project implementation	less than a year to 5 years	85	4.15	0.35
	6-10 years	59	4.14	0.50
	11-15 years	22	4.14	0.47
	16-20 years	7	4.48	0.25
	Over 20 years	4	4.60	0.00
control on project plan implementation	less than a year to 5 years	85	3.89	0.46
	6-10 years	59	3.97	0.57
	11-15 years	22	3.54	0.49
	16-20 years	7	3.89	0.60
	over 20 years	4	3.87	0.14
barriers to effective project planning	less than a year to 5 years	85	3.99	0.32
	6-10 years	59	3.83	0.35
	11-15 years	22	3.75	0.31
	16-20 years	7	3.98	0.61
	over 20 years	4	4.00	0.07
total degree	less than a year to 5 years	85	3.95	0.30
	6-10 years	59	3.88	0.28
	11-15 years	22	3.70	0.24
	16-20 years	7	3.98	0.60
	over 20 years	4	4.09	0.17

Results in table (5.28) show the differences among the items of planning for developmental projects implemented by NGO's according to the respondent's years of experience, from which it is noticed that:

- The total degree shows significant differences; in the item of over 20 years of experience, which has the highest average mean of 4.09.
- In the project planning process the significant differences appear among the item of over 20 years of experience, in which it has an average mean of 4.11.
- In implementing project plan, significant differences appear among the item of over 20 years of experience, in which it has an average mean of 4.08.
- In the item of impact of project planning on project implementation, the significant differences appear in the item of more than 20 years of experience, in which it has an average mean of 4.60.
- In the item of control on project plan implementation, significant differences appear in the item of 6-10 years of experience in which it has an average mean of 3.97.
- In the item of barriers to effective project planning, the significant differences appear in the item of over 20 years of experience, in which it has an average mean of 4.00.

Chapter Six:

Suggestions and Recommendations

6.1 Summary of Conclusions:

Over the course of years, Palestinian Non-Governmental Organizations (PNGOs) developed as part of the Palestinian society development. Since the creation of Palestinian National Authority (PNA) and till now, the roles and responsibilities of the PNGOs have developed and increased due to the continued needs and suffering of the Palestinian society, which in turn has affected the characteristics of these of organizations in terms of size, projects, management....etc.

In order to collect the necessary data for this research, the researcher used a combination of primary and secondary sources of data, and to collect data from NGOs a questionnaire was used as a main data collection tool, after developing the questionnaire, the pilot test was used for testing and approval. The population of the study was the whole NGOs operating in the southern part of West bank which are 236 organizations; the researcher chose a sample of 184 NGOs, while only 177 questionnaires were returned and analyzed.

Related executive managers in the NGOs in Hebron and Bethlehem districts were involved in this study, 184 questionnaires were distributed, and 177 were successfully filled out and later collected.

The results and analysis were based on the contents of the questionnaire and the personal interview. The questionnaire divided into two main sections: the first is personal data and the second one aimed at collecting data concerning the project planning process which in turn was divided into five sections : project planning process, implementing project plan, impact of project planning on project execution, control on project plan and implementation, and barriers to effective project planning.)

6.1.1 Section One: Demographic Data

This section aimed at collecting demographic data about the respondents and their work with the NGO. With regard to gender, findings revealed that most of the respondents were males (75.7%) while only (24.3%) of them were females, which means that most of the headpersons in the NGOs in the SPWB are males and that women are not involved in these organizations, except for the women-oriented organizations according to the researcher observation.

Considering age, results showed that most of the respondents were in the age groups of (29-35) and (36-42) years that mean about 60% of the respondents were between 29-42 years old. {(30.5%) of respondents were in age group 29-35 and (29.9%) were in the age group (36-42) as shown in table (5.2)}. Moreover, these findings revealed that most of the headpersons in the NGOs in the SPWB are mature enough.

As for academic qualification, findings indicated that most of the headpersons in the NGOs hold Bachelor degree (59.9%) as shown in table (5.3). Whereas the specialization of the respondents vary, which can be explained due to the various nature of NGOs and the specialized scope of working they have. Results showed that 20.4% of the respondents are specialized in the field of literature, while 19.2% of them are specialized in business administration and marketing and the remaining percentages distributed among many other different specializations. As shown in table (5.4)

NGOs' scope of work:

The surveyed NGOs are undertaking different activities in relation to the Palestinian context. Most of them are operating in the fields of charitable and relief work, youth clubs and sports, women issues, rural and agricultural development, cultural and public awareness programs. As shown in table (5.5)

Regarding respondents' experience, most of headpersons in the NGOs do not have much experience since 48 % of them have been in working in the NGO for less than a year to five years. This can be explained due to the fact that many of the NGOs were newly established.

Most of the respondents in the surveyed NGOs are working as directors of the NGO, as shown in figure (5.7) that 65.5% of the respondents were NGO directors, and this is due to the absence of the department of the project management and the position of the project manager or project coordinator. The researcher noticed that the directors of the surveyed NGOs perform project planning and in some cases committees were assigned to perform project planning functions.

6.1.2 Section Two: Project Planning

Project Planning Process:

- Results showed that most of the respondents of the NGOs in the SPWB are aware of the importance of project planning as one of the most important stage in project life cycle and as a process as a whole and is considered as a guarantee for future risks.
- The results also showed that the respondents take into consideration the macro-environmental forces during the project planning process and mostly concentrating on the demographic indexes.
- Most of the surveyed NGOs considered that their international donors are adopting specific mechanisms for planning projects which they fund.
- Most of the surveyed NGOs considered their project objectives to be logical realistic, measurable, timed, and coincide and correlated with the NGO's vision and mission statements.
- NGOs in the SPWB are less convinced that project budget is approximately the same as the amount paid by donors.
- There is lack of awareness of importance of the contingency planning to be taken into consideration in planning NGO's projects.
- Stakeholders are not always participating in the planning of projects.
- Environmental changes are one of the most important reasons for plan modification during plans implementation.
- Few modifications of alternatives and procedures occur during project implementation.

- The majority of the NGOs are aware of the impact of project planning on project implementation.
- Corrective control is the most commonly used way to ensure that the plan is achieving its goals (control after implementation).
- Political instability considered the most important barrier to effective project planning for the NGOs.
- Respondents slightly agree that project management has unrealistic expectations from the project and that there is inconsistency of project objectives between top-level management and the executive management.
- Respondents slightly agree that their NGOs do not give enough time for project planning.

Implementing Project Plan:

- Most of the NGOs do revise their objectives during project implementation.
- In project implementation process; NGOs considered the sudden environmental changes as one of the most important reasons for plan modification.
- Effective communication and follow up occur during project implementation.
- Respondents slightly agree that some modifications of alternatives and procedures occur during project implementation.

Impact of Project Planning on Project Implementation:

- Most of the NGOs in the SPWB considered that good project plan leads to effective project evaluation, ensures proper project implementation, ensures better observation of risk during implementation, and can help better allocation of available resource for implementation. This implies that most of the NGOs are enough aware of the critical impact of good project planning on project implementation
- Respondents declare by medium degree that bad project planning made some projects fail to achieve their goals.

Control on Project Plan and Implementation:

- Most of the NGOs admit that they have a continuous control on project implementation.
- Corrective control is the most commonly used way of planning control to ensure that the plan is achieving its goals (control after implementation)

Barriers to Effective Project Planning:

- The majority of the NGOs in the SPWB considered the political instability as the most important barrier to effective project planning.
- Other most important barriers to effective project planning are:
 - Failure to assess the real social needs for the project
 - Inconsistency of project objectives between donors and beneficiaries

- Unclear understand of projects goals
- Donors impose specific methods of project planning which they adopt internationally.

6.2 Implications of the research:

6.2.1 Implications on the NGOs sector:

This research has focused on a very important issue within the NGO sector in the southern part of West Bank. The findings of the research provided important, research-based information that will help the Palestinian NGOs in the southern part of West Bank to improve their project planning, to discover the way they perform planning and to shed light on the barriers to effective project planning.

The research draws the attention of the NGOs for the issue of project planning, and provides them with better understanding for the planning conditions in the NGOs. The questionnaire of the research served as a learning tool for some of the NGOs who were not familiar with some items and terminologies concerning project planning.

The role of the management of the NGOs is to plan for their projects to achieve the organization's mission, vision and goals. Furthermore, it is their responsibility to make sure that the project plans are implemented efficiently; moreover management of the NGO should control the planning and implementation process.

To be able to conduct project planning efficiently, the NGOs in the southern part of West Bank should improve their staff capacities in

planning process and mainly in project planning, invest more capabilities in their staff and enhances their skills in project planning.

6.2.2 Implications on the donors' community:

Donors are increasingly attempting to stress the importance of the project planning. Donors are also increasingly requiring well-planned projects to be sure that the implementation of the projects will be perfectly performed. They adopt approaches and forms of planning that consider planning as vital and important step in any project. Over the years donors adapted some planning techniques and required having a comprehensive plan that requires the involvement of a range of functional experts, and it often requires the involvement of decision-makers, so as to emphasize the importance of planning process of the project cycle, although many NGOs complained from the sophisticated and detailed project planning tools adopted by the donors, these complains do not diminish or undermine the importance of the planning for any project.

The fact that any project has to achieve its stated goals imposing the importance that the donors must invest resources and build the local capacities of the Palestinian NGOs in the field of planning in general and specifically in project planning. They should conduct training and consultations for these NGOs to enable them to perfectly plan their projects and assure donors that the NGO's project will accomplish its goals on schedule and within budget.

6.3 Research Recommendations:

The following recommendations should be taken into consideration for the following parties:

6.3.1 Recommendations for the NGOs:

Based on the findings of the research, the researcher recommends that:

- NGOs should increase the number of training courses at all administrative levels with focus on programs designed to provide skills on project planning, and to train project teams on the skills of formulating plans, and objectives, designing procedures and monitoring project plans.
- Project managers must respond to the changes in the organization's mission and strategy with appropriate decisions about future projects and adjustments to current projects.
- Increase the awareness of the planners of the projects concerning the environmental forces affecting the NGOs that are operating in the Palestinian environment.
- Women in the SBWB should be involved in the management of the NGOs, to prove their ability and professionalism in managing organizations because women are getting more educated and are successful in managing NGOs relating to women issues, childhood, and women human rights.
- Intensify meetings and dialogues with stakeholders to ensure harmony between their needs and project's objectives.

- Special training courses in management information system with focus on project management and project planning should be held for the staff of the NGOs.
- The management of NGOs in the southern part of West Bank should create positions and responsibilities of project planning and project management.
- NGO's planners should take into account the political instability in planning any project.
- Because of the political and economic instability that Palestinian NGOs are working within, contingency planning should be prepared for any project.
- It is recommended that NGOs adopt control on plan implementation using the ways of (preventive control and concurrent control) to ensure to best implementation of project plans.

6.3.2 Recommendations for donors:

- Donors should give enough time for NGO's to submit their project plan, and not to limit the NGOs with very short period of time to submit their project plans.
- Donors, who have specific techniques of project planning are adopted internationally, should train NGOs on the way they adopt.

6.3.3 Recommendations for Academic Institutions

Recommendations for future researches:

- It is recommended that further researches concerning project implementation and project evaluation in the other sectors of the Palestinian economy should be conducted.
- It is recommended that further studies concerning the planning tools used by the NGOs and recommended by the donors should be conducted.

6.3.4 Recommendations for the PNA:

The researcher recommends that the Palestinian National Authority (PNA) should be strict in giving licenses for NGOs to avoid having so many officially registered NGOs which are not operating in ground.

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Appendix 1

A questionnaire

Hebron University

Faculty of Graduate Studies and Scientific Research

MBA program

Dear Sir/ Madam,

The questionnaire follows is a mean of data collection for a Master Thesis, prepared to fulfill the requirements to acquire the Master degree of Business Administration at Hebron University, and supervised by Prof. Samir Abuznaid. The thesis title is "Actual Planning for developmental projects implemented by NGO's in the southern part of West Bank" and aiming at comparing actual project planning with standards to get scientific-based recommendations for decision-makers with regard to future project planning.

I highly appreciate if you fill out this questionnaire. I promise that the data you provide will be secretly treated and will not be used for any purpose but for this scientific research.

Dina A. Al-Qudsi

MBA Program

May 2006

Part One

General Data

Please, fill the square that reflects the appropriate answer by or

Gender: Male Female

Age group: 22-28 29-35 36-42 43-49
 50 years and above

Educational Background:

Two-years diploma Bachelor High Diploma Master
 P.HD

Specialization: _____

NGO scope of working: _____

Years of Experience in working in NGO:

less than a year to 5 years 6- 10 years 11-15 years 16-20
years Over 20 years

Post title:

Project Manager project Coordinator Manager of the NGO
 Other: please specify : _____

Part Two:

No	Item	Totally agree	Agree	Neutral/ no opinion	Disagree	Totally disagree
<i>First: Project Planning Process</i>						
1.	Planning is considered one of the most important stage in the project life cycle					
2.	Situational analysis is studied before starting project planning					
3.	The Internal and external environment is analyzed during project planning					
4.	Project Planning is started from the point of need assessment using tools of need assessment					
5.	Before starting any project, a committee of need identification is formed					
6.	SWOT analysis is used for project planning					
7.	Project Planning is correlated with the NGO's organizational objectives					
8.	Project objectives are correlated with the NGO's vision and mission statements					
9.	Feasibility study is prepared before the project planning process					
10.	Currency exchange rate between donor and the NGO is taken into consideration during assessing the external economic environment.					
11.	In analyzing the external economic environment, income level for population is taken into consideration					
12.	Usually, project planners take into account the technological developments for producing goods or offering services					
13.	In planning a project, laws and regulations in the country are taken into account.					
14.	Demographic indexes are taken into consideration in planning projects					
15.	Stakeholders participated in the some stages of planning projects.					
16.	There is a clear mechanism for communication between planners and executive parties					

No	Item	Totally agree	Agree	Neutral/ no opinion	Disagree	Totally disagree
17.	Project objectives are measurable					
18.	Project objectives are logical and realistic					
19.	Project objectives are timed					
20.	Project scope is identified during planning process					
21.	Efficient planning considered a guarantee for future risks					
22.	There are specific policies in the NGO that encourage project planning					
23.	Project planning is a participatory process between planners and executive parities					
24.	Contingency plan is prepared for project.					
25.	International donors adopting specific planning mechanisms for projects they fund					
26.	Project budget is approximately the same as amount donated by donors					
<i>Second: Implementing project plan</i>						
27.	Some changes occur on project plan through implementation process					
28.	Follow up is performed in the implementation process					
29.	In implementation, sudden environmental changes considered one of the most important reasons for plan modification.					
30.	There is effective communication during project implementation					
31.	Revision of plan objectives during project implementation					
32.	Major modifications of alternatives and procedures during project implementation					
<i>Third: Impact of project planning on project implementation</i>						
33.	Good project plan ensures proper project implementation					
34.	Good project plan ensures better observation of risk during implementation					
35.	Good project plan can help better allocation of available resource for implementation					
36.	Good project plan leads to effective project evaluation					
37.	Poor project planning made some projects to fail to achieve its goals					

No	Item	Totally agree	Slightly Agree	Neutral / no opinion	Disagree	Totally disagree
<i>Forth: Control on Project plan implementation</i>						
38.	There is a continuous control on project implementation					
39.	Preventive control (prior to implementation) is a type of planning control					
40.	Project plan identifies the concurrent control during the implementation process (control during implementation)					
41.	Corrective control is used to ensure that the plan is achieving its goals (control after implementation)					
<i>Fifth: Barriers to effective project planning</i>						
42.	Donors do not give enough time for NGO's to submit their project plan					
43.	NGO does not give enough time for proper project planning					
44.	Unclear understand for projects goals					
45.	Fail to assess the real social need for the project					
46.	Conflicts and personal interest are prevailed on organizational goals					
47.	Sudden environmental changes negatively affect project planning					
48.	Political instability negatively affect project planning					
49.	Inconsistency of project objectives between donors and beneficiaries					
50.	Disagreement over project objectives between top-level management and the executive management					
51.	Inconsistency between time planned and time of implementation					
52.	Project management has unrealistic expectations from the project					
53.	Not taking into consideration the availability of financial and human resources needed for project implementation					
54.	Donors impose specific ways of project planning they adopt internationally					

The way and techniques of project planning performed by the NGO:

Specialized committee Brainstorming workshops meetings planning by
one person Observation field visits other, *please*

*specify:*_____

In General, what are the planning problems that affect the project implementation in your NGO?

-
-
-

What are your suggestions for improving project planning?

-
-
-

Any other information you would like to express and did not mention in this questionnaire:

-
-
-
-

Thank you for your kind cooperation

Researcher,

Dina A. Al Qudsi

May, 2006

Appendix 2

بسم الله الرحمن الرحيم
استبانة

جامعة للخليل
كلية الدراسات العليا والبحث العلمي
برنامج الماجستير في ادارة الاعمال MBA

السيدة/ المحترم/ة

تحية طيبة وبعد،

بين يديك استبانة كأحدى ادوات جمع البيانات حيث تقوم الباحثة باعداد رسالة ماجستير بعنوان " تخطيط المشاريع التطويرية التي تنفذها المنظمات الأهلية في منطقة جنوب الضفة الغربية: الواقع والمأمول"، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في ادارة الأعمال MBA من كلية الدراسات العليا والبحث العلمي في جامعة الخليل باشراف الدكتور سمير ابو زنيد . وتهدف هذه الاستبانة الى جمع بيانات حول واقع عملية التخطيط للمشاريع في هذه المنظمات وذلك للخروج بتصور حول كيفية تحسين عملية التخطيط للمشاريع في هذه المؤسسات بغية الخروج بتوصيات علمية تسهم في تطوير أداء المنظمات الأهلية في مجال تخطيط المشاريع. أرجو التعاون وذلك بتعبئة هذه الاستبانة بما يعكس حقيقة وجهة نظركم علماً ان المعلومات التي ستدلون بها ستعامل بسرية تامة و لن تستخدم الا لأغراض البحث العلمي فقط. شاكرين لكم حسن تعاونكم،،،

الباحثة:

دينا عبد الحميد

القدسي

ايار 2006

القسم الاول: بيانات عامة

يرجى وضع اشارة X او ✓ في المكان المناسب فيما يلي:

- الجنس: ذكر انثى
- الفئة العمرية: 28-22 35-29 42-36 49-43 50 فأكثر
- المؤهل العلمي:
 دبلوم متوسط بكالوريوس دبلوم عالي ماجستير دكتوراة
- الاختصاص: _____
- طبيعة عمل المنظمة التي تعمل فيها: (المجال) _____
- عدد سنوات العمل في المنظمة:
 اقل من سنة- 5 سنوات 6-10 سنوات 11-15 سنة 16-20 سنة أكثر من 20 سنة
- المنصب الوظيفي:
 مدير مشاريع منسق مشاريع مدير المنظمة غيرها،
حدد:.....

القسم الثاني:

يرجى وضع اشارة X او ✓ في المكان الذي يتناسب مع وجهة نظرك:

البيان	الرقم
أولاً: عملية التخطيط للمشاريع	
1. يتم الاهتمام بعملية تخطيط المشاريع كونها من أهم النشاطات في دورة حياة المشروع	
2. يتم عادة دراسة الوضع الحالي للمنظمة قبل البدء بعملية التخطيط	
3. يتم تحليل البيئة الداخلية والخارجية المؤثرة في المشروع كأساس لعملية تخطيط المشروع	
4. تنطلق عملية التخطيط من التحديد المسبق للاحتياجات باستخدام وسائل وأدوات تحديد الاحتياجات	
5. يتم تشكيل لجنة متخصصة لتحديد الاحتياجات قبل القيام بأي مشروع	
6. تتم عملية التخطيط للمشاريع من خلال تحليل نقاط القوة والضعف والفرص	

التحديات SWOT Analysis للمؤسسة والبيئة الخارجية				
				7. يتم ربط عملية تخطيط المشاريع مع الاهداف التنظيمية للمنظمة المعنية بالتطبيق والافادة
البيان	او افق بشدة	او افق	محايد (لا رأي)	اعارض بشدة
				8. عادة ما يتم ربط اهداف المشروع مع رسالة ورؤية المنظمة Mission & Vision
				9. يتم اعداد دراسة جدوى المشروع قبل البدء بتخطيط المشروع
				10. في عملية تحليل البيئة الخارجية يتم دراسة اسعار العملات ما بين الجهة المانحة والجهة المنفذة
				11. أثناء تحليل البيئة الخارجية يتم مراعاة مستويات الدخل في المجتمع
				12. يتم متابعة التطورات التكنولوجية المصاحبة لانتاج سلعة جديدة او تقديم خدمة جديدة من قبل المشروع
				13. أثناء تخطيط المشروع يتم أخذ القوانين السائدة في البلد بعين الاعتبار
				14. يتم أخذ المؤشرات الديموغرافية والسكانية بعين الاعتبار اثناء تخطيط المشروع
				15. يتم اشراك المستفيدين من المشروع والاطراف ذات العلاقة (stakeholders) في مراحل عملية تخطيط المشروع
				16. أثناء التخطيط يتم وضع تصور لآلية الاتصال بين مخططي المشروع والقائمين على التنفيذ
				17. عادة ما تكون أهداف المشروع قابلة للقياس
				18. عادة ما تكون أهداف المشروع منطقية ومعقولة بالنسبة للموارد المتاحة
				19. يتم وضع اطار زمني محدد لتحقيق اهداف المشروع
				20. يتم تحديد المجال الدقيق Scope للمشروع المراد التخطيط لتنفيذه
				21. يعتبر التخطيط الجيد ضمانا لمواجهة المخاطر المستقبلية
				22. يوجد في المنظمة سياسات واضحة تسهل عملية التخطيط للمشاريع
				23. تشترك الادارة العليا والتنفيذية في عملية التخطيط للمشروع
				24. يتم وضع خطة طوارئ للمشروع
				25. تتبنى الجهات المانحة نموذج وآلية خاصة في تخطيط المشاريع التي تمولها
				26. المبالغ المالية المطلوبة الواردة في الخطة متقاربة مع المدفوع عمليا
ثانيا: تنفيذ خطط المشاريع				
				27. يتم تعديل بعض بنود خطة المشروع اثناء عملية التنفيذ
				28. هناك عملية متابعة أثناء تنفيذ خطة المشروع بهدف التعديل/التوضيح اذا لزم الامر
				29. تعتبر المؤثرات البيئية المفاجئة من اهم اسباب تعديل خطة المشروع اثناء التنفيذ

					30. هناك اتصال فعال اثناء تنفيذ خطة المشروع
					31. يتم الرجوع الى أهداف خطة المشروع أثناء التنفيذ
البيان	اوافق بشدة	اوافق	محايد (لا رأي)	اعارض بشدة	اعارض بشدة
					32. تحدث تعديلات كثيرة في البدائل والاجراءات أثناء التنفيذ
ثالثاً: أثر التخطيط على انجاز المشاريع					
					33. يساهم التخطيط الجيد في نجاح تنفيذ المشروع
					34. يعمل التخطيط على رصد المخاطر المتوقعة اثناء تنفيذ المشروع بفعالية
					35. يساهم التخطيط الجيد للمشروع في تحديد المصادر المتاحة لعملية التنفيذ
					36. ان التخطيط الجيد يؤدي الى التقييم الافضل لاداء المشروع
					37. فشلت بعض المشاريع التي تم تنفيذها من قبل المنظمة بسبب سوء التخطيط لهذه المشاريع
رابعاً: الرقابة على عملية التخطيط والتنفيذ					
					38. يوجد رقابة مستمرة على عملية تنفيذ المشروع
					39. الرقابة الوقائية (قبل التنفيذ) أحد اشكال الرقابة على التخطيط
					40. تحدد خطة المشروع الرقابة المتزامنة في عملية الاشراف على سير التنفيذ (الرقابة أثناء التنفيذ)
					41. الرقابة التصحيحية للمشروع تتبع في الغالب في عملية التأكد من تحقيق الخطة لأهدافها (الرقابة ما بعد التنفيذ)
خامساً: معوقات التخطيط الجيد للمشاريع					
					42. عدم كفاية الوقت المتاح من قبل المانحين لتقديم خطة المشروع
					43. لا تعطي المنظمة الوقت الكافي لتخطيط المشروع
					44. الفهم غير الواضح لاهداف المشروع
					45. سوء تقدير الحاجة المجتمعية للمشروع
					46. تغليب المصالح الشخصية والصراعات على الاهداف التنظيمية
					47. تأثير التغييرات البيئية المحيطة سلبي على فاعلية عملية تخطيط المشروع
					48. تأثير عدم الاستقرار السياسي في البلاد سلبي على عملية تخطيط المشروع
					49. تضارب اهداف المشروع بين الجهة الممولة والجهة المستفيدة من المشروع
					50. تضارب حول اهداف المشروع بين الادارة العليا والادارة التنفيذية
					51. لا تناغم بين الوقت المتاح للتنفيذ والوقت المحدد في الخطة
					52. التوقعات غير المنطقية من قبل ادارة المشروع
					53. لا يأخذ التخطيط بالاعتبار مدى توفر الموارد البشرية والمادية اللازمة للتنفيذ
					54. تدخل الجهات المانحة بفرض طريقة تخطيط للمشاريع تتبناها عالمياً

تنفذ المنظمة التي تعمل فيها عملية تخطيط المشاريع من قبل:

- لجنة متخصصة جلسات العصف الذهني مجموعات عمل متخصصة لقاءات مفتوحة
- التخطيط من قبل شخص واحد الملاحظات زيارات ميدانية
- غيرها: حدد: _____

بشكل عام ما هي المشاكل المتعلقة بعملية التخطيط في مؤسساتكم والتي تؤثر على سير المشروع أثناء تنفيذه؟

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اقتراحاتكم لتحسين عملية تخطيط المشاريع:

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اي معلومات أخرى تودون الادلاء بها والتي لم يتم التطرق اليها:

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شكرا لحسن تعاونكم،،،

الباحثة

دينا عبد الحميد القدسي

أيار 2006