

Islamic University- Gaza
Dean of Postgraduates Studies
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**Assessing The Evaluation of Women Projects Implemented by
NGOs in Gaza Strip: Projects Coordinators Perspective**

واقع تقييم المشاريع النسوية التي تنفذها المؤسسات غير الحكومية في قطاع غزة من
وجهة نظر منسقي المشاريع.

By

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**A dissertation submitted in partial fulfillment of the requirements for the degree of
Master of Business Administration**

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إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

دائماً تصحيح المصاحح السنوية التي تنفذها المؤسسات غير الحكومية
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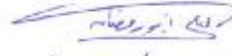
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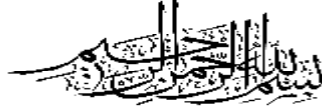
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وبعد المناقشة أوصت اللجنة بمنح الباحثة درجة الماجستير في كلية التجارة/قسم إدارة الأعمال.
واللجنة إذ تمنحها هذه الدرجة فإنها تؤسسيها بتقوى الله ولزوم طاعته وأن تسخر علمها في خدمة دينها ووطنها.

والله ولي التوفيق ،،،

عميد الدراسات العليا

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أ.د. قواد علي العاجز



﴿قَالُوا سُبْحَانَكَ لَا عِلْمَ لَنَا إِلَّا مَا عَلَّمْتَنَا إِنَّكَ أَنْتَ الْعَلِيمُ الْحَكِيمُ﴾

سورة البقرة. الآية (32)

Dedication

I dedicate this study to my mother, who loved, encouraged and supported me throughout all my life,

I dedicate this study to the soul of my father,

I dedicate this study to my beloved life partner Ahmad,

I dedicate this study to my sweet sons Mohammed and Mahmoud,

I dedicate this study to my beloved brothers Ahmad and Mohammed and my sweet sisters,

I dedicate this study to my Father in Law and Mother in Law,

and to all my friends and work colleagues.

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Table of Contents

Title	Page
Dedication	V
Acknowledgement	VI
Table of Contents	VII
List of Tables	IX
List of Figures	X
List of Appendices	X
Abstract in English	XI
Abstract in Arabic	XII
Chapter One: The Research General Framework	1
Introduction	2
Problem Statement	3
The Research Hypotheses	3
The Research Variables	4
The Research Objectives	5
The Research Importance	5
Chapter Two: Project Management and Evaluation	6
Section One: Basic Concepts of Project Management	7
Introduction	7
Project Definition	7
Project Management	8
Program Management	9
Project Life Cycle	9
Section Two: Project Evaluation	12
Introduction	12
Evaluation Definition	12
Monitoring Definition	14
Purpose of Evaluation	15
What to Evaluate	16
Evaluation Criteria	16
Who Conducts the Evaluation	18
Stages in the Evaluation Design Process	19
Evaluation Approaches by Donors	23
Chapter Three: Non-Governmental Organizations (NGOs)	27
Introduction	28
NGO Definition	28
Historical Evolution of the Palestinian NGOs	29
The Role of the Palestinian NGOs	32
Number of NGOs	33
Funding of NGOs	34
Women NGOs	34
Service Delivered by Women NGOs	35
Evaluation in NGOs	35

Chapter Four: Previous Studies	37
Introduction	38
Palestinian and Arabic Studies	38
International Studies	44
General Commentary on Reviewed Studies	59
Chapter Five: Research Design and Methodology	61
Section One: Methodology and Procedures	62
Introduction	62
Research Methodology	62
Research Procedure	62
Sources of Data	63
Research Population and Sample	63
Questionnaire Design	64
Date Measurement and Statistical Analysis Tools	64
Questionnaire Procedures	65
Section Two: Testing Research Tool	67
Introduction	67
Validity of the Questionnaire	67
Reliability of the Research	72
Chapter Six: Data Analysis and hypotheses testing	74
Introduction	75
Test of Normality	75
Descriptive Analysis of the Sample Statistics	75
Data Analysis and Hypotheses Testing	79
Chapter Seven: Conclusions and Recommendations	99
Introduction	100
Conclusions	100
Recommendations	102
Suggested Topics for Future Studies	103
References	104
Appendices	111

List of Tables

Table no.	Table Title	Page no.
Table (2.1)	Comparison of Monitoring and Evaluation	14
Table (2.2)	Comparison of the Evaluation Criteria	17
Table (2.3)	Recognized Evaluation Approaches	24
Table (3.1)	NGOs Categories based on geographical area in the Gaza Strip in 2012	33
Table (3.2)	Categories based on work sector in the Gaza Strip in 2012	33
Table (5.1)	The correlation coefficient between each paragraph in the field and the whole field, relevancy	68
Table (5.2)	The correlation coefficient between each paragraph in the field and the whole field: Efficiency	68
Table (5.3)	The correlation coefficient between each paragraph in the field and the whole field, effectiveness	69
Table (5.4)	The correlation coefficient between each paragraph in the field and the whole field, impact:	70
Table (5.5)	The correlation coefficient between each paragraph in the field and the whole field, sustainability:	71
Table (5.6)	Structure Validity of the Questionnaire	71
Table (5.7)	Split-Half Coefficient method	72
Table (5.8)	Split-Half Coefficient	73
Table (6.1)	One Sample K-S	75
Table (6.2)	Sex	75
Table (6.3)	Age	76
Table (6.4)	Educational qualifications	76
Table (6.5)	Years of experience related to Evaluation	76
Table (6.6)	getting any training related to evaluation	77
Table (6.7)	Age of organization	77
Table (6.8)	Number of projects implemented during the last five years	77
Table (6.9)	Means and Test values for Relevancy	79
Table (6.10)	Means and Test values for Efficiency	82
Table (6.11)	Means and Test values for Effectiveness	84
Table (6.12)	Means and Test values for Impact	87
Table (6.13)	Means and Test values for Sustainability	89
Table (6.14)	Means and Test values for All sections	91
Table (6.15)	Independent Samples Test for difference about evaluation of women projects in Gaza Strip due to sex	93
Table (6.16)	One way ANOVA test for difference about evaluation of women projects in Gaza Strip due to age	94
Table (6.17)	One way ANOVA test for difference about evaluation of women projects in Gaza Strip due to education	94
Table (6.18)	One way ANOVA test for difference about evaluation of women projects in Gaza Strip due to years of experience	95

Table (6.19)	Independent Samples Test for difference about evaluation of women projects in Gaza Strip due to sex	96
Table (6.20)	One way ANOVA test for difference about evaluation of women projects in Gaza Strip due to organization's age.	97
Table (6.21)	One way ANOVA test for difference about evaluation of women projects in Gaza Strip due to number of projects	98

List of Figures

Figure no.	Figure Title	Page no.
Figure (1.1)	Research variables	4
Figure (2.1)	Typical Cost and Staffing Levels Across the Project Life Cycle	9
Figure (2.3)	Project cycle	10
Figure (5.1)	The methodology flow chart	63

List of Appendices

Appendix no.	Appendix Title	Page no.
A	List of Referees	111
B	English Questionnaire	112
C	Arabic Questionnaire	116
D	List of Sample NGOs by Ministry of Interior	120

Abstract

This research assesses the evaluation of women projects implemented by women and social Non-Governmental Organizations (NGOs) in Gaza Strip from projects coordinators perspective based on the five world evaluation criteria which are relevancy, efficiency, effectiveness, impact and sustainability. The descriptive analytical method was used and utilized both primary and secondary sources. In order to achieve the research objectives, a structured questionnaire was designed, 160 copies of the questionnaire were distributed and 150 copies were received.

The main findings of the research were:

- NGOs excellently use the five world evaluation criteria (relevancy, efficiency, effectiveness, impact and sustainability) in evaluating their women projects. This refers to NGOs awareness about the importance of evaluating projects and shows the significant development occurred in Palestinian NGOs sector.
- There are no significant differences in the responses of the research sample about evaluation of women projects in Gaza Strip due to personal traits (sex, age, education, years of experience and getting training related to evaluation) and due to organization's characteristics (organization's age and number of projects). This indicates that NGOs recruit professional young staff with experience, skills and motivation; and they build their capacities through training, coaching, supervision and monitoring their performance. Also it indicates NGOs concern with evaluation, and donors requirements, where donors provide implementer organizations with specific tools, forms and techniques to evaluate the projects and train them to use these tools.

The main recommendations of the research were:

- To enhance the relevancy of women projects, NGOs should pay more attention to the views of women, men and young people and incorporated their views in the designed projects; to develop the efficiency of women projects, NGOs should allocate sufficient resources for project activities including skilled staff, financial resources and technical equipment.
- To enhance the effectiveness of women projects, NGOs should proposed accurate assumptions in the logical framework matrix that contribute in achieving the project results, and develop alternative plans in order to overcome the expected risks during project implementation.
- To develop the impact of women projects, it is important for NGOs to measure the impact of its projects after 2 years of completion. To increase the sustainability of the projects, NGOs should propose activities that don't need sustainable fund, and involve different stakeholders and partners in the projects to share the ownership of the projects.

ملخص

هدفت هذه الدراسة إلى التعرف على واقع تقييم مشاريع المرأة التي تنفذها المؤسسات غير الحكومية النسوية والاجتماعية في قطاع غزة من وجهة نظر منسقي المشاريع وذلك من خلال استخدام معايير التقييم الدولية الخمسة (الملاءمة والارتباط والكفاءة والفاعلية والأثر والاستدامة). وقد استخدمت الباحثة المنهج الوصفي التحليلي حيث استعانت بالمصادر الأولية والثانوية للمعلومات. وتمثلت الأداة الرئيسية للدراسة في استبيان تم إعداده لتحقيق أهداف الدراسة، حيث تم توزيع 160 نسخة من الاستبيان وتم استرداد 150 نسخة. تمثلت النتائج الرئيسية للدراسة بما يلي:

- تستخدم المؤسسات غير الحكومية معايير التقييم الخمسة (الملاءمة والارتباط والكفاءة والفاعلية والأثر والاستدامة) بدرجة ممتازة في تقييم مشاريع المرأة التي تنفذها، وهذا يعكس مدى اهتمام ووعي المؤسسات غير الحكومية بأهمية عملية التقييم، كما يشير إلى التطور الكبير في مجال عمل المؤسسات غير الحكومية.
 - كما أظهرت الدراسة عدم وجود فروق في إجابات المبحوثين حول تقييم مشاريع المرأة تعزى إلى المتغيرات الشخصية (العمر والجنس والمؤهل العلمي وسنوات الخبرة والحصول على تدريب في مجال التقييم) أو إلى خصائص المنظمة (عمر المنظمة وعدد المشاريع).
- من أهم التوصيات التي توصلت لها الدراسة ما يلي:
- لتعزيز معيار الملاءمة على المؤسسات غير الحكومية النسوية والاجتماعية أن تأخذ بعين الاعتبار آراء النساء والرجال والشباب قبل تصميم مشاريع المرأة وإدراج هذه الآراء ضمن المشاريع، ولتحسين معيار الكفاءة على المؤسسات أن ترصد موارد مالية وبشرية ومعدات تقنية ملائمة لتنفيذ أنشطة المشروع المخطط لها.
 - لتقوية معيار الفاعلية من المهم أن تصمم المؤسسات فرضيات دقيقة وواقعية ضمن مصفوفة الإطار المنطقي للمشروع، وأن تطور خطط بديلة للتغلب على المخاطر المتوقعة أثناء تنفيذ المشروع.
 - لتحسين معيار الأثر، على المؤسسات أن تقوم بتقييم أثر مشاريع المرأة بعد انتهائها بسنتين أو أكثر. كما على المؤسسات أن تركز على معيار الاستدامة من خلال اقتراح أنشطة لا تحتاج لمصدر تمويل مستمر، وتكون شراكات مع المؤسسات والمجموعات المؤثرة لمشاركة ملكية المشروع.

Chapter One

The Research General Framework

1.1 Introduction

1.2 Problem Statement

1.3 The Research Hypotheses

1.4 The Research Variables

1.5 The Research Objectives

1.6 The Research Importance

1.1 Introduction:

Civil society in Palestine is vibrant and strong, where Palestinian organizations played different and important roles through the Palestinian history. Their evolution was interrelated to the political and social factors that influenced the daily Palestinians life. (Salem, 2012) NGOs have been engaged in all sectors of social life, such as relief, rehabilitation, health, education, development programs, peace, human rights and environmental issues, using finance raised from voluntary, private sources, and donor agencies, and managing themselves autonomously at local, national and international levels. (Abu Nahla, 2008)

In 2009, there were over 2,100 civil society organizations registered in Palestine, and according to data from 2006, the primary area of intervention of nearly 9 per cent of those organizations was women's rights and well-being. That because Palestinian women and girls are exposed to different political, social, economic, educational and health challenges in their life, also they continue to suffer from violence resulting from the Israeli occupation such as beating, cursing, sexual or verbal assault at checkpoints, among others and violence within their own communities where they are also at risk of all forms of violence, notably sexual harassment, so called 'honor' killing and physical, psychological and verbal abuse. Different types of civil society organizations focus on the promotion of the welfare and rights of women and girls. Some of those organizations have a charitable focus while others work on grassroots empowerment, research, lobbying or advocacy. There are also a number of active women's networks, forums and coalitions in the West Bank and Gaza. Those institutions are also members of a number of committees set up by governmental structures. (Social and economic situation of Palestinian women, 2012, P: 18, 23)

NGOs evaluate their projects based on donors requirements, who have the right to know if their money is spent in a right way or not and is it efficient and effective spent, while evaluation should be implemented for the interest of the project and the NGO. (Hamad, 2010, P: 3) Evaluation purpose is to make an assessment, as systematic and objective as possible, of an ongoing or completed project, program or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact and sustainability. An evaluation provides information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors. (PCM, 2004, P: 46)

Previous studies tackled projects evaluation, showed that the literature on the Palestinian NGO sector mirrors the characteristics of the general literature on NGOs, which tends to emphasize positive results and focus on project or programme outputs – ignoring critical outcomes and the wider impacts of NGOs' work. (Helpdesk Research Report: NGOs in the

Palestinian Territories, 2010, P: 3). Another study implemented by the World Bank in 2006 revealed that Palestinian Non Governmental Organizations PNGOs monitoring of quality and impact was weak largely on account of the absence harmonized quality standards. (**The World Bank, 2006, P: 10**)

This research seeks to address women projects evaluation based on the five evaluation criteria (relevancy, efficiency, effectiveness, impact and sustainability) in women and social PNGOs in Gaza Strip after many years of these results.

Accordingly this research discusses project management and evaluation, evaluation requirements and criteria and investigate the effect of the five world evaluation criteria on the evaluation of women projects in Gaza Strip.

1.2 Problem Statement:

NGOs evaluate their projects based on donors requirements, who have the right to know if their money is spent in properly or not and is it efficient and effective spent, while evaluation should be implemented for the interest of the project and the NGO. Evaluation is considered a valuable tool that measures the effectiveness, the impact and efficiency. If NGOs don't evaluate their projects based on achieving its objectives they will proceed in using useful resources for non-useful things. (**Hamad, 2010, P:3**)

The research problem can be formulated in the following statement "Up to what extent the project evaluation criteria which are relevancy, efficiency, effectiveness, impact and sustainability effect the evaluation process of women projects that implemented by social and women NGOs in Gaza Strip?"

1.3 The Research Hypotheses:

The following are the hypotheses of the research:

1. There is statistical effect (at the α 0.05 level) of the project evaluation criteria on the evaluation process of women projects implemented by NGOs in Gaza Strip.
 - a. There is statistical effect (at the α 0.05 level) of relevancy criterion on the evaluation process of women projects implemented by NGOs in Gaza Strip.
 - b. There is statistical effect (at the α 0.05 level) of efficiency criterion on the evaluation process of women projects implemented by NGOs in Gaza Strip.
 - c. There is statistical effect (at the α 0.05 level) of effectiveness criterion on the evaluation process of women projects implemented by NGOs in Gaza Strip.
 - d. There is statistical effect (at the α 0.05 level) of impact criterion on the evaluation process of women projects implemented by NGOs in Gaza Strip.
 - e. There is statistical effect (at the α 0.05 level) of sustainability criterion on the evaluation process of women projects implemented by NGOs in Gaza Strip.
2. There are significant differences (at the α 0.05 level) in the responses of the research sample due to the following socio-demographic variables (gender, age, education,

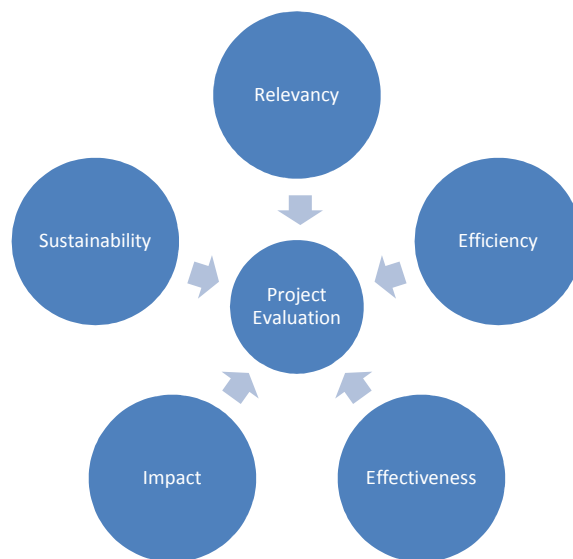
years of experience, getting trainings related to evaluation) and the organization characteristics (organization's age, number of projects).

1.4 The Research Variables:

The research seeks to reach its objectives and measure the evaluation process through the following variables:

1. Dependent variables: Evaluation process of women projects implemented by NGOs in Gaza Strip.
2. Independent variables: Project evaluation criteria:
 - a. Relevancy
 - b. Efficiency
 - c. Effectiveness
 - d. Impact
 - e. Sustainability

Figure (1.1): Research variables



Source: Articulated by the Researcher

1.5 The Research Objectives:

The study seeks to achieve the following objectives:

1. Provide a clear vision about women project evaluation in NGOs in Gaza Strip.
2. Assess the evaluation of women projects implemented by NGOs in Gaza Strip.
3. Measure the effect of project evaluation criteria (relevancy, efficiency, effectiveness, impact, sustainability) on the evaluation process of women projects.
4. Develop women project evaluation in NGOs in Gaza Strip.
5. Highlight the main problems that face NGOs when evaluating women projects.

1.6 The Research Importance:

This research highlights the importance of project evaluation, which significantly affects the performance of the projects and donor's fund, also its importance raises from:

1. It's one of the important studies in Palestine tackling women project evaluation in NGOs according to a clear scientific methodology.
2. It discusses projects evaluation which is considered a stage in project management cycle, that contributes in increasing the effectiveness and efficiency of the projects if it carried out in a scientific approach.
3. It targets vitally important sector in Palestinian community which is NGOs sector that have significant effect in the developmental process in Palestine.
4. Providing awareness to women and social NGOs about projects evaluation and what required to be performed properly.
5. Enhancing ongoing researches in projects evaluation field in which enriches literature of project management.
6. It contributes in developing the researcher abilities and knowledge regarding projects evaluation which reflects in her work in NGOs.

Chapter Two

Project Management and Evaluation

2.1 Section One: Basic Concepts of Project Management

2.1.1 Introduction

2.1.2 Project Definition

2.1.3 Project Management

2.1.4 Program Management

2.1.5 Project Life Cycle

2.2 Section Two: Project Evaluation

2.2.1 Introduction

2.2.2 Evaluation Definition

2.2.3 Monitoring Definition

2.2.4 Purpose of Evaluation

2.2.5 What to Evaluate

2.2.6 Evaluation Criteria

2.2.7 Who Conducts the Evaluation

2.2.8 Stages in the Evaluation Design Process

2.2.9 Evaluation Approaches by Donors

Section One

Basic Concepts of Project Management

2.1.1 Introduction:

In the beginning, the word 'Project' was associated primarily with engineering, in particular with developments at the forefront of technology. The next place it cropped up was in Information Technology where Software Programming required sophisticated project methodology. Today, though, a project mentality is essential in our tipsy world of the new millennium. The organizations that will remain healthy are the ones that have an effective and widely understood approach to managing projects as a way of implementing change. (Modesto &, Tichapondwa, 2009, P: 19).

This chapter defines project, program, project management, and phases of project life cycle.

2.1.2 Project Definition:

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

Although repetitive elements may be present at some project deliverables, this repetition does not change the fundamental uniqueness of the project work. (PMBOK,2008, P.5)

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

The Project Cycle Management-PCM defines the project as a series of activities aimed at bringing about clearly specified objectives within a defined time-period and with a defined budget. (PCM, 2004)

Another definition is that the project as a multitask job that has performance, time, cost and scope requirement and that is done only one time. If it is repetitive, it's not a project. A project should have definite starting and ending point (time), a budget (cost), a clearly defined scope or magnitude of work to be done and specific performance requirements that must be met. (Lewis, 2002)

Upon searching the term project, we came across the term subproject. Large projects are frequently divided into more manageable components called subprojects. Although the

individual subprojects can be referred to as projects and managed as such. Sometime subprojects are contracted to an external enterprise or to another functional unit in the performing organization. It is worth mentioning that in very large projects, the subprojects can consist of a series of even smaller subproject. (Elaf, 2007).

2.1.3 Project Management:

‘Project Management’ is an important topic because all organizations, large and small, are involved in implementing new undertakings as diverse as the development of a new product or service, or a public relations campaign. To keep ahead of their competitors, every organization is faced with development of complex services and processes. These need cross-functional expertise in a given organization.

The justification for undertaking project management in any organization lies at two levels, namely, the macro and the micro levels. On the macro or broader level, an organization is motivated to implement project management techniques to ensure that what is undertaken, small or major, is delivered on time, within budget and to specified standards. On the micro level, project management has the objectives of making the project workplace conducive to teamwork; ensuring that deadlines are met; reducing cost; operating within real-time basis; and ensuring that important documents and information is shared among members of the team. (Modesto & Tichapondwa, 2009, P: 15-16).

Project management is facilitating the planning, scheduling and controlling of all activities that must be done to achieve project objectives. (Lewis, 2002)

Also, it is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application of project management processes (Initiating, Planning, Executing, Monitoring and controlling, and closing).

Managing a project typically includes :

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

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

Kerzner defines project management as the following: "Project Management is the planning, organizing, directing, and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives." (Bsaso, 2011, P: 14)

2.1.4 Program Management:

A program is defined as a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. programs may include elements of related work outside the scope of the discrete projects in the program. A project may or may not be part of a program but a program will always have projects. Program management is defined as the centralized coordinated management of a program to achieve the program's strategic objectives and benefits. projects within a program are related through the common outcome or collective capability. If the relationship between projects is only that of a shared client, seller, technology, or resource, the effort should be managed as portfolio of projects rather than a program . (PMBOK, 2008, p.9)

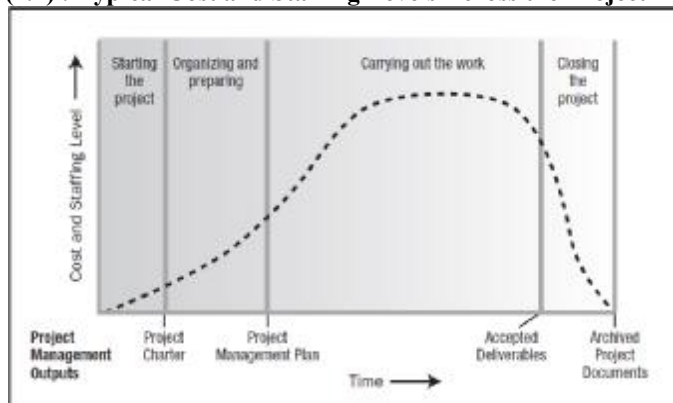
2.1.5 Project Life Cycle:

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

Projects vary in size and complexity. No matter how large or small, simple or complex, all projects can be mapped to the following lifecycle structure (see figure 2.1): (PMBOK, 2008,p.16)

1. Starting the project,
2. Organizing and preparing,
3. Carrying out the project work, and
4. Closing the project.

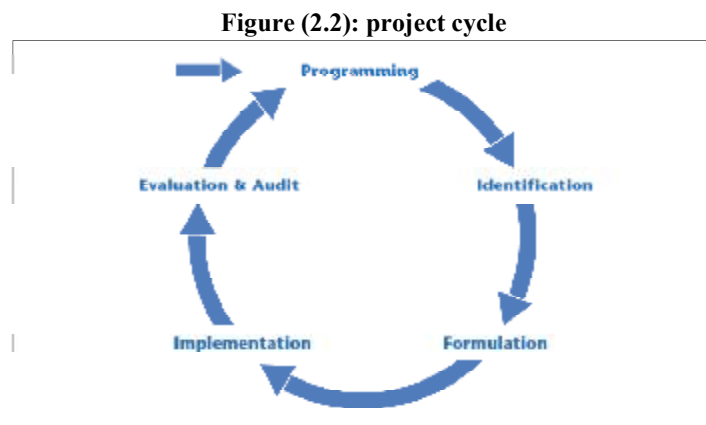
Figure (2.1) : Typical Cost and Staffing Levels Across the Project Life Cycle



Source: Project Management Institute, "A Guide to the Project Management Body of Knowledge (PMBOK Guide)," Project Management Institute, Inc. (2008), P: 16

According to Project Cycle Management Handbook, the generic project cycle has five phases: Programming; Identification; Formulation; Implementation; and Evaluation & Audit.

In practice, the duration and importance of each phase of the cycle will vary for different projects, depending on their scale and scope and on the specific operating modalities under which they are set up. Nevertheless, ensuring that adequate time and resources are committed to project identification and formulation is critical to supporting the design and effective implementation of relevant and feasible projects.



Source: European Commission, PCM (2004): "Project cycle management guidelines ", Aid Delivery Methods, P:16

This cycle highlights three main principles: (PCM, 2004, P: 16)

1. Decision making criteria and procedures are defined at each phase (including key information requirements and quality assessment criteria);
2. The phases in the cycle are progressive – each phase should be completed for the next to be tackled with success;
3. New programming and project identification draws on the results of monitoring and evaluation as part of a structured process of feedback and institutional learning.

The phases of the project cycle can be described as follows:

1. During the Programming phase, the situation at national and sector level is analyzed to identify problems, constraints and opportunities which cooperation could address. This involves a review of socio-economic indicators, and of national and donor priorities. The purpose is to identify the main objectives and sector priorities for co-operation, and thus to provide a relevant and feasible programming framework within which programs and projects can be identified and prepared. For each of these priorities, strategies that take account of the lessons of past experience are formulated. (PCM, 2004, P: 26)

2. During the Identification phase, ideas for projects and other development actions are identified and screened for further study. This involves consultation with the intended beneficiaries of each action, an analysis of the problems they face, and the identification of options to address these problems. A decision can then be made on the relevance of each project idea (both to the intended beneficiaries and to the programming framework), and on which ideas should be further studied during the Formulation phase. **(PCM, 1999)**

After the organization choose the project idea, it must justify and explain the idea through preparing a concept paper, also the organization should discuss the concept paper with the members of the governing body, staff, volunteers, and target groups for validation of idea direction and taking management approval on the preparation and implementation of this project. **(Non-Governmental Organizations Centre of Excellence, 2002)**

Previous studies have proved that failure to do feasibility studies prior to the establishment of new projects or replacement, renovation and expansion of existing projects, either out of ignorance or intentionally, is a fatal error which leads to a waste and misuse of resources. **(Abedel Aziz, 1993)**

3. The purpose of the Formulation phase is to confirm the relevance and feasibility of the project idea as proposed in the Identification Fiche or Project Fiche; prepare a detailed project design, including the management and coordination arrangements, financing plan, cost-benefit analysis, risk management, monitoring, evaluation and audit arrangements; and prepare a Financing Proposal (for individual projects) and a financing decision.
4. The purpose of the implementation phase is to deliver the results, achieve the purposes and contribute effectively to the overall objective of the project; manage the available resources efficiently; and monitor and report on progress. The implementation stage of the project cycle is in many ways the most critical, as it is during this stage that planned benefits are delivered. All other stages in the cycle are therefore essentially supportive of this implementation stage.
5. The purpose of evaluation phase is to make an “assessment, as systematic and objective as possible, of an ongoing or completed project, program or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors”.

The purpose of an audit is to assess an activity/subject that is the responsibility of another party against identified suitable criteria, and express a conclusion (i.e. opinion) that provides the intended user with a level of assurance about the activity/subject being audited. **(PCM, 2004,P: 33-50)**

Section Two

Project Evaluation

2.2.1 Introduction:

Many people believe evaluation is a useless activity that generates lots of boring data with useless conclusions. This was a problem with evaluations in the past when program evaluation methods were chosen largely on the basis of achieving complete scientific accuracy, reliability and validity. This approach often generated extensive data from which very carefully chosen conclusions were drawn. Generalizations and recommendations were avoided. As a result, evaluation reports tended to reiterate the obvious and left program administrators disappointed and skeptical about the value of evaluation in general. More recently, evaluation has focused on utility, relevance and practicality at least as much as scientific validity. (El A'badi, 2009)

It's believed that evaluation is about proving the success or failure of a program. This myth assumes that success is implementing the perfect program and never having to hear from employees, customers or clients again, the program will now run itself perfectly. This doesn't happen in real life. Success is remaining open to continuing feedback and adjusting the program accordingly. Evaluation gives you this continuing feedback. (Carter McNamara, 2010)

People believe that evaluation is a highly unique and complex process that occurs at a certain time in a certain way, and almost always includes the use of outside experts. Many people believe they must completely understand terms such as validity (the degree to which an instrument measures what it is supposed to be measuring.) and reliability (refers to the degree to which a test is consistent and stable in measuring what it is intended to measure). They don't have to. They do have to consider what information they need in order to make current decisions about program issues or needs. And they have to be willing to commit to understanding what is really going on. (Hamad, 2010, P: 19)

2.2.2 Evaluation Definition:

Evaluation has been defined in many ways, The Oxford English Dictionary defines it as (Imas, Rist, 2009, P:8):

1. The action of appraising or valuing (goods, etc.); a calculation or statement of value;
2. The action of evaluating or determining the value of (a mathematical expression, a physical quantity, etc.) or of estimating the force of probabilities, evidence, etc.

also, it is defined as a rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and contributing to decision making. Evaluations can apply to many things, including an

activity, project, program, strategy, policy, topic, theme, sector or organization. Evaluations are done independently to provide managers and staff with an objective assessment of whether or not they are on track. They are also more rigorous in their procedures, design and methodology, and generally involve more extensive analysis. (UNDP PME Handbook, 2009, P: 8).

Another definition is that a systematic and objective assessment of an on-going or completed project, program or policy, its design, implementation and results. (OECD DAC, Evaluation development cooperation, 2010, P: 4)

According to UNAIDS Evaluation is the systematic collection of information about the activities, characteristics and outcomes of a specific program to determine its merit or worth. (UNAIDS Basic Terminology and Frameworks for M&E, 2010, P: 12)

Also, evaluation is the process of measuring the extent of achieving the evaluation criteria "relevance, efficiency, effectiveness, impact and sustainability" at the level of the target groups, administration, employees, partners and community. (Hamad, 2010, P:20)

Evaluation is an assessment of the efficiency, effectiveness, impact, relevance and sustainability of aid policies and actions (PCM, 2004, P: 46)

Project evaluation in NGOs is a participatory methodological process, based on a collective learning and organized knowledge, contributes in building the capacities and verifies that projects of NGOs achieve its goals, to improve the quality of life of the targeted beneficiaries with maximum efficiency and effectiveness. (Qandeel, 2007, P: 9)

Evaluations can be formative, summative, or prospective, a formative evaluation (sometimes called process evaluations) looks into the ways in which a program, policy, or project is implemented. It examines whether or not the assumed "operational logic" corresponds with actual operations and identifies the (immediate) consequences the implementation (stages) produces. This type of evaluation is conducted during the implementation phase of a project or program. One type of formative evaluation is a midterm or midpoint evaluation. As its name implies, a midterm evaluation is conducted about halfway through a project, program, or change in policy. The purpose of a midterm evaluation is to help identify which features are working well and which features are not. Midterm evaluations can begin to focus on lessons learned, as well as relevance, effectiveness, and efficiency. Lessons learned are important in guiding future interventions and improving current ones. (Imas, Rist, 2009, P:9)

A summative evaluation, often called an outcome or impact evaluation, is conducted at the end of an intervention or on a mature intervention to determine the extent to which anticipated results were realized. Summative evaluation is intended to provide information about the worth and impact of the program. Summative evaluations include impact evaluations, cost effectiveness investigations, quasi-experiments, randomized experiments, and case studies.

The difference between a formative and a summative evaluation can be stated as follows:

1. Formative evaluations focus on project, program, and policy implementation and improvement.
2. Summative evaluations focus on results. They enable people to make decisions regarding continuing, replicating, scaling up, or ending a given project, program, or policy.

Typically, both kinds of evaluation are needed and used by organizations at different times in the cycle of a project, program, or policy.

A prospective evaluation assesses the likely outcomes of proposed projects, programs, or policies. It is somewhat similar to an evaluability assessment. An evaluability assessment answers the questions “Is this program or project worth evaluating?” and “Will the gains be worth the effort/resources expended?” A prospective evaluation synthesizes evaluation findings from earlier studies to assess the likely outcomes of proposed new projects, programs, or policies. (Imas, Rist, 2009, P:10)

2.2.3 Monitoring Definition:

When talking about evaluation, it’s important to address monitoring, monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. (OECD, 2002, P: 27)

Monitoring is a routine, ongoing, internal activity. It is used to collect information on a program’s activities, outputs, and outcomes to track its performance.

Both monitoring and evaluation measure and assess performance, but they do so in different ways and at different times (table 3.1).

1. Monitoring takes place throughout program or project implementation.
2. Evaluation is the periodic assessment of the performance of the program or project. It seeks to answer the question “why?”

Monitoring is an internal activity carried out by project staff . It is generally the project management’s responsibility to see that monitoring is conducted and the results used. In contrast, evaluation can be carried out internally or externally. It is the responsibility of the evaluator together with program staff members (Imas, Rist, 2009, P:16).

Table (2.1): Comparison of Monitoring and Evaluation

Monitoring	Evaluation
Ongoing, continuous	Period and time bound
Internal activity	Internal, external, or participatory
Responsibility of management	Responsibility of evaluator together with staff and management
Continuous feedback to improve program performance	Periodic feedback

Source: Imas L., Rist R., (2009), The road to results: Designing and Conducting Effective Development Evaluations, P:17

2.2.4 Purpose of Evaluation:

Evaluation can be used for a variety of purposes. Within the discipline, there are different views about what the purpose or goal of evaluation should be in a given context.

A prevalent view is that evaluation has four distinct purposes: (**Scientific and National Councils of Evaluation, 1999**)

1. Ethical purpose: to report to political leaders and citizens on how a policy or program has been implemented and what results have been achieved. This purpose combines the objectives of using better accountability, processing information, and serving of democracy.
2. Managerial purpose: to achieve a more rational distribution of financial and human resources among “competing” programs, improve program management, and increase program benefits.
3. Decisional purpose: to pave the way for decisions on the continuation, termination, or reshaping of a policy or program.
4. Educational and motivational purpose: to help educate and motivate public agencies and their partners by enabling them to understand the processes in which they are engaged and to identify themselves with their objectives.

Prominent evaluators in the field describe the following purposes of evaluation: (**Imas, Rist, 2009, P:11**)

1. Obtain social betterment.
2. Promote the fostering of deliberative democracy.
3. Provide oversight and compliance.
4. Ensure accountability and transparency.
5. Build, share, and manage knowledge.
6. Contribute to organizational improvement.
7. Promote dialogue and cooperation among key stakeholders.
8. Determine project, program, or policy relevance, implementation, efficiency, effectiveness, impact, and sustainability.
9. Generate lessons learned.

Ultimately, the purpose of any evaluation is to provide information to decision makers to enable them to make better decisions about projects, programs, or policies. Evaluation should help decision makers understand what is likely to happen, is happening, or has happened because of an intervention and identify ways to obtain more of the desired benefits. Evaluations can be useful in focusing on the broad political strategy and design issues (“Are we doing the right things?”), operational and implementation issues (“Are we doing things right?”), whether there are better ways of approaching the problem (“What are we learning?”). **Imas, Rist, 2009, P: 15**)

2.2.5 What to Evaluate?

Evaluations can look at many different facets of development. The following are some facets that can be evaluated: (Imas, Rist, 2009, P:14)

1. projects: a single intervention in one location or a single project implemented in several locations
2. programs: an intervention that includes various activities or projects that are intended to contribute to a common goal
3. policies: standards, guidelines, or rules established by an organization to regulate development decisions
4. organizations: multiple intervention programs delivered by an organization
5. sectors: interventions across a specific policy area, such as education, forestry, agriculture, or health
6. themes: particular issues, often cross-cutting, such as gender equity or global public goods
7. country assistance: country progress relative to a plan, the overall effect of aid, and lessons learned.

2.2.6 Evaluation Criteria:

Most development-related organizations use the Organization for Economic Cooperation and Development/Development Assistance Committee OECD/DAC five criteria for evaluating their development assistance: (Imas & Rest, 2009, P: 29-30)

1. Relevance: the extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities, and the policies of partners' and development agencies
2. Effectiveness: a measure of the extent to which an aid activity attains its objectives
3. Efficiency: a measure of outputs—qualitative and quantitative—in relation to inputs (This economic term signifies that aid uses the least costly resources possible to achieve the desired results. Measuring efficiency generally requires comparing alternative approaches to achieving the same outputs to determine whether the most efficient process was adopted.)
4. Impact: the positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended (Measuring impact involves determining the main impacts and effects of an activity on local social, economic, environmental, and other development indicators. The examination should be concerned with both intended and unintended results and must include the positive and negative impact of external factors, such as changes in terms of trade and financial conditions.)
5. Sustainability: the resilience to risk of the net benefit flows over time (The notion of sustainability is particularly relevant to assess whether the benefits of an activity or program are likely to continue after donor funding is withdrawn. Projects and programs need to be environmentally as well as financially sustainable.)

A comparison between the five evaluation criteria mentioned in table (2.2) below:

Table (2.2): Comparison of the Evaluation Criteria

Criterion	Efficiency	Effectiveness	Impact	Relevance	Sustainability
Definition	The productivity of the implementation process.	The extent to which the objectives has been achieved.	All positive and negative changes and effects caused by the aid intervention.	Whether the objectives are still in keeping with the donor's and local and national priorities and needs.	Whether the positive effects will continue after external support has been concluded.
What to measure	The delivery of aid.	Achievement of objectives.	Intended and unintended positive and negative effects.	Appropriateness in relation to policies, needs and priorities.	Likelihood of benefits to continue.
Who's perspective	The implementer.	The target group.	The society.	The society.	The society.
Point of reference	Similar intervention/best practice standards.	Agreed objectives.	Status of affected parties prior to intervention.	Needs and priorities of donor and partner.	Projected, future situation.
Methodological challenge	What standard to use as reference.	Unclear, multiple, confounding or changing objectives.	Lack of information about affected parties. Cause and effect linkages.	Lack of consensus regarding needs and priorities.	Hypothetical answers.
Key questions	1. To what degree have aid components been delivered as agreed? 2. Could it have been done better, more cheaply and more quickly?	1. To what extent have agreed objectives been reached? 2. Are activities sufficient to realize agreed objectives?	1. What are the positive and negative effects? 2. Do positive effects outweigh negative effects?	1. Are objectives in keeping with needs and priorities? 2. Should the direction be changed? 3. Should activities be continued or terminated?	1. To what extent does the positive impact justify investment? 2. Are the involved parties willing and able to keep facilities operational and continue activities on their own?

Source: DANIDA, (1999). Danish International Development Agency Evaluation Guidelines. Evaluation Department, Ministry of Foreign Affairs Copying Center, 2 Edition, Denmark.

2.2.7 Who Conducts the Evaluation?

Evaluators may be part of internal, external, or participatory evaluations. Internal evaluation is evaluation of a development intervention conducted by a unit or individuals reporting to the management of the donor, partner, or implementing organization. While External evaluation is evaluation of a development intervention conducted by entities and/or individuals outside the donor, partner, and implementing organization. (OECD/DAC glossary, 2002, P: 23, 26)

There are advantages and disadvantages to using internal and external evaluators. Internal evaluators usually know more about a program, project, or policy than do outsiders. The person who develops and manages the intervention may also be charged with its evaluation. These people usually know more about the history, organization, culture, people involved, and problems and successes. Because of this knowledge, internal evaluators may be able to ask the most relevant and pertinent questions; they know where to go backstage in the organization to find out what is really going on. This advantage can also be a disadvantage, however. Internal evaluators may be so close to the program, project, or policy that they do not see it clearly and may not be able to recognize solutions or changes that others may see. Internal evaluators may also have the disadvantage of being more subject to pressure or influence from program decision makers who also make personnel decisions. They may see the whole organization only from their own position within it. Moreover, external stakeholders may perceive their findings as less credible than those of external evaluators.

External evaluators usually have more credibility and lend the perception of objectivity to an evaluation. In addition, most external evaluators have more specialized skills, which may be needed to perform effective evaluations. They are also independent from the administration and financial decisions about the program. (Fitzpatrick, et al., 2004)

An external evaluation is not a guarantee of independent and credible results, however, particularly if the consultants have prior program ties. External consultants also may be overly accommodating to management in the hopes of obtaining future work.

Participatory evaluation is increasingly considered as a third evaluation method. Participatory evaluators work together with representatives of agencies and stakeholders to design, carry out, and interpret an evaluation (OECD/DAC, 2002). Participatory evaluation differs from internal and external evaluation in some fundamental ways.

Participatory evaluation represents a further and more radical step away from the model of independent evaluation. It is a form of evaluation where the distinction between experts and layperson, researcher and researched is deemphasized and redefined. Evaluators act mainly as facilitators and instructors helping others to make the assessment. (Molund and Schill 2004, P:19)

Evaluators play many roles, including scientific expert, facilitator, planner, collaborator, aid to decision makers, and critical friend. (Fitzpatrick, et al., P: 28), they also act as judges, trusted people, teachers, and social change agents.

Evaluators carry out activities that correspond to their various roles. Internal evaluators may work on project or program design, implementation, and outreach strategies. External evaluators typically limit their involvement in program management. All evaluators generally:

1. consult with all major stakeholders
2. manage evaluation budgets
3. plan the evaluation
4. perform or conduct the evaluation or hire contract staff to do so
5. identify standards for effectiveness (based on authorizing documents or other sources)
6. collect, analyze, interpret, and report on data and findings.

To accomplish their goals, evaluators need diverse skills. As part of the evaluation process, they can help build knowledge and disseminate lessons learned. (Imas, Rist, 2009, P:17-19)

2.2.8 Stages in the Evaluation Design Process:

Ideally, the evaluation process begins ex-ante, with the initial program design. It then proceeds in several distinct and important stages. (Imas, Rist, 2009)

1. Stage 1- Planning for or scoping the evaluation: The initial planning or scoping phase clarifies the nature and scope of the evaluation. During this phase, the main purpose of the evaluation, the stakeholders to be consulted, the person who will conduct the evaluation, and the time frame for the results are established. This is an exploratory period. Key issues are identified from the perspective of the main client and other stakeholders, the literature review, and related interventions that may influence the program.
2. Stage 2- Designing the evaluation: At the end of the initial planning or scoping phase, there should be enough knowledge of the context for the evaluation that a general approach may be decided. The heart of the evaluation planning is the evaluation design phase. A flawed overall design will limit the ability to draw conclusions about the performance of the intervention. It is generally a good practice to present and discuss the overall design with the evaluation sponsor (client) and other key stakeholders before finalizing the evaluation design. Doing so ensures that there are no surprises, and it builds buy-in and support of the evaluation. An advisory group and peer reviewers are also good sounding boards to ensure the soundness of the evaluation design. In high-profile cases, draft designs can be posted on a Web site for comment.
3. Stage 3- Conducting the evaluation: The “doing phase” of the evaluation involves the gathering and analysis of the data. Typically, if different kinds of data are to be collected (or similar data collected from different sources), different instruments must be developed and tested. Data collection methods include analysis of records, observation, surveys and interviews, focus groups, self-reported checklists, expert judgment, etc. Analysis is often conducted concurrently with data collection. About two-thirds of the way through data collection, the evaluation team should hold a story conference to examine the findings to date and identify emerging themes and main messages. A story conference is a useful way to reach early agreement on the

three to five main messages. The purpose of the story conference is to ensure early agreement on the major themes and check that the main issue or question behind the evaluation has been addressed. (While the report outline may have been organized around the evaluation questions, organizing the final report and communicating with decision makers by message or theme may be more effective, as not all the evaluation questions are likely to be of equal interest.)

4. Stage 4- Reporting the evaluation's findings: In the reporting phase, initial findings or statements of fact can be shared and discussed with the program "owners" so that any factual errors can be corrected and any new information considered before a report is drafted and recommendations developed. Once the analysis is completed, the results are written up, drafts are reviewed, comments are incorporated as appropriate, and a final report is presented to the client and key stakeholders. A report typically provides background and context for the evaluation, indicates the purpose of the evaluation, describes the evaluation's scope and methodology, and report's findings (including both intended and unintended outcomes). It generally also includes information about lessons learned and recommendations. Understanding what does not work well and why is as important as understanding what works and why; both should be clear. The report should be written with its audience in mind; it should be free of jargon and easy to read. The report consists of:

- a. Executive Summary: The executive summary of a report identifies the evaluation questions addressed; describes the methodology used; and summarizes the report's findings, conclusions, and recommendations. It provides a way for the reader to quickly grasp the major messages of the report. The executive summary is not simply a condensed version of the conclusions section of the report. It is not a teaser that promises to reveal information later. It must serve as a stand-alone document for readers too busy to read the main report. The aim of the executive summary is to summarize the results, not just the process. (Scriven, 2007, P:1)

The executive summary should be short: two pages is great; more than four is too much. An executive summary should include the following components:

- A brief overview or introductory paragraph stating the purpose of the study and the issue of concern, written in a way that grabs the reader's attention.
- A description of the evaluation, stating the major questions addressed, plus a brief statement about the evaluation's scope and methodology.
- Enough background information to place the study in context.
- A summary of the report's major findings. Use judgment in determining which findings are most important to the audience.
- A way to refer readers to page numbers of information in the text.
- Major conclusions and recommendations.

- b. Body of the Report: (Imas, Rist, 2009)

The body of an evaluation report should contain the following components, usually divided into chapters (sections in a shorter report):

- introduction
- description of the evaluation
- findings
- conclusions
- recommendations.

b.1 Introduction:

The introduction to the report includes the following components:

- purpose of the evaluation
- background information
- program goals and objectives, depicted through a theory of change model
- evaluation questions.

b.2 Description of the evaluation:

The brief description of the evaluation includes the following components:

- purpose
- scope
- questions
- methodology
- limitations
- people involved (advisory board, consulting firm).

b.3 Findings:

The findings follow the description of the evaluation. In writing this section, evaluators should:

- present findings in a way that the audience can clearly understand
- include only the most important findings
- organize the findings around study questions, major themes, or issues
- use charts, tables, and other graphic elements to highlight major points.

b.4 Conclusion:

The last parts of the report are the conclusions and recommendations, which readers often read first. Evaluators often have difficulty distinguishing findings from conclusions. Findings describe what was found in the evaluation. They may relate to whether a criterion was or was not met. Findings should be supported by evidence. Conclusions are based on professional assessment of the findings. They should be made about each evaluation sub-objective as well as the overall objective of the project, program, or policy. No new information should be presented in the conclusions section.

b.5 Recommendations:

Recommendations advocate action, they indicate what the report wants the client or other key stakeholders to do. Recommendations are often difficult to draft. They should not be overly prescriptive, thus reducing management's prerogative to identify specific solutions to the problems identified.

At the same time, recommendations cannot be so general that they have no teeth. Recommendations should be clear and specific enough so that all understand what needs to be done to satisfy them, what organization or unit needs to take action, and when it should be done. Reports should not include “laundry lists” of recommendations. Evaluators should limit the number of major recommendations to three or four. It is better to group recommendations so that they are a manageable number (three to four) with subparts, as needed. The tone of the recommendations should be considered. It is important to remember that reports do not make decisions; people do. Recommendations serve little purpose if not acted upon. One way to follow up recommendations is to establish a recommendation tracking system. Such a system allows stakeholders to monitor the implementation of evaluation recommendations. It tracks each recommendation from an evaluation and the progress being made to implement the recommendation, including:

- date of the recommendation
- who is responsible for taking action
- response/progress.

5. Stage 5- Disseminating and following up on the evaluation’s findings: Planning the evaluation means planning for communication along the way, not only with the client and key stakeholders but also within the evaluation team. An evaluation is not complete until its dissemination is complete: development of a dissemination plan is, therefore, part of the planning process. Findings do not always need to be presented in printed form. Briefings are especially useful for communicating findings while the evaluation is ongoing, especially when the findings are unexpected or critical. Many evaluations result in action to
 - a. modify an intervention
 - b. remove barriers identified in the evaluation
 - c. inform future policy or interventions
 - d. show others the way in relation to lessons learned
 - e. reshape thinking about the nature of the problem.

Many organizations have follow-up systems to track formal recommendations and summarize lessons. The capability to search such databases by theme, sector, locality, and date increases their utility. Whether or not such systems are in place, evaluators should consider sending a read-only electronic copy of the report to relevant evaluation knowledge bases. They may also want to consider presenting their findings at evaluation conferences or submitting an article on the evaluation for publication in a professional journal. (Imas, Rist, 2009, P: 236)

2.2.9 Evaluation Approaches by Donors:

There are about forty donors that are funding or dealing with the Palestinian Projects. Evaluation procedures used by four main donors were reviewed. These are the European Commission (EC), United Nations Development Program (UNDP), World Bank and United States Agency for International Development (USAID). The EC covers all the European Union Countries. UNDP was selected from the United Nations agencies because it is the critical arm of the United Nation in implementing projects. By this way, most of the donors dealing with the Palestinians could be covered. (Othman, 2004)

Table (3.3) illustrates the evaluation approaches used by the selected donors, which are most known approaches in the world.

Table (2.3): Recognized Evaluation Approaches

Donor	UNDP	The World Bank	EC	USAID
Approach	Outcome Evaluation Approach or the Results-Based Evaluation Approach (RBM)	Objective-Based Approach	Logical Framework Approach (LFA)	Performance Indicators Approach
Definition	Results-based management (RBM) is a management strategy or approach by which an organization ensures that its processes, products and services contribute to the achievement of clearly stated results. Results-based management provides a coherent framework for strategic planning and management by improving learning and accountability. It is also a broad management strategy aimed at achieving important changes in the way agencies operate, with improving performance and achieving results as the central orientation, by defining realistic expected results, monitoring progress toward the achievement of expected results, integrating lessons learned into management decisions and reporting on performance.	The objectives-oriented evaluation approach focuses on specifying the goals and objectives of a given program and determines the extent to which they have been attained. Information from this approach can assist with deciding to maintain, terminate, or change approaches within the program.	The Logical Framework Approach (LFA) is an analytical process and set of tools used to support objectives-oriented project planning and management. It provides a set of interlocking concepts which are used as part of an iterative process to aid structured and systematic analysis of a project or program idea.	Performance indicators are measures of inputs, processes, outputs, outcomes, and impacts for development projects, programs, or strategies. When supported with sound data collection—perhaps involving formal surveys—analysis and reporting, indicators enable managers to track progress, demonstrate results, and take corrective action to improve service delivery.
Phases	<ol style="list-style-type: none"> 1. Identifying clear and measurable objectives. 2. Selecting indicators that 	<ol style="list-style-type: none"> 1. Establish goals or objectives 2. Classify the goals or 	The LFA is composed of two stages used in project identification and	<ol style="list-style-type: none"> 1. Planning to monitor results. 2. Collecting and analyzing performance information.

	<p>will be used to measure progress towards each objective.</p> <ol style="list-style-type: none"> 3. Setting explicit targets for each indicator, used to judge performance. 4. Developing performance monitoring systems to regularly collect data on actual results. 5. Reviewing, analyzing and reporting. 6. Integrating evaluations to provide complementary performance information not readily available from performance monitoring systems. 7. Using performance information for internal management accountability, learning and decision-making processes, and also for external performance reporting to stakeholders and partners. 	<p>objectives</p> <ol style="list-style-type: none"> 3. Define objectives in behavioral terms 4. Find situations in which achievement of objectives can be shown 5. Develop or select measurement techniques 6. Collect performance data 7. Compare performance data with behaviorally stated objectives. 	<p>formulation:</p> <ol style="list-style-type: none"> 1. Analysis stage: <ul style="list-style-type: none"> - Stakeholder analysis: Identifying & characterizing potential major stakeholders; assessing their capacity. - Problem analysis - or "Problem Tree": It consists of identifying key problems, constraints & opportunities; determining cause & effect relationships - Objective analysis - or "Solutions Tree": It consists in developing solutions from the identified problems; identifying means to end relationships. - Strategy analysis: identifying different strategies to achieve solutions; selecting most appropriate strategy 2. Planning stage: <ul style="list-style-type: none"> - Developing Logical Framework matrix: defining project structure, testing its internal logic & risks, formulating measurable indicators of success - Activity scheduling: determining the sequence and dependency of activities; estimating their duration, and assigning responsibility 	<ol style="list-style-type: none"> 3. Using performance information to influence program decision making and resource allocation. 4. Communication results achieved.
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			- Resource scheduling or “Budgeting”: from the activity schedule, developing input schedules and a budget	
Evaluation criteria	1. Relevance 2. Effectiveness 3. Efficiency 4. Impact (Degree of Change) 5. Sustainability	1. Relevance 2. Effectiveness 3. Efficiency 4. Institutional development impact 5 Sustainability.	1. Relevance 2. Effectiveness 3. Efficiency 4. Impact 5. Sustainability	1. Relevance 2. Effectiveness 3. Efficiency 4. Impact 5. Sustainability

Source: Articulated by the researcher based on UNDP, USAID, World Bank & EC Evaluation Systems

Chapter Three

Non-Governmental Organizations (NGOs)

3.1 Introduction

3.2 NGO Definition

3.3 Historical Evolution of the Palestinian NGOs

3.4 The Role of the Palestinian NGOs

3.5 Number of NGOs

3.6 Funding of NGOs

3.7 Women NGOs

3.8 Service Delivered by Women NGOs

3.9 Evaluation in NGOs

3.1 Introduction:

The growth of NGOs over the past two decades has given them an increasingly important role and has led them to form a distinctive sector within civil society. They have been engaged in all sectors of social life, such as relief, rehabilitation, health, education, development programs, peace, human rights and environmental issues, using finance raised from voluntary, private sources, and donor agencies, and managing themselves autonomously at local, national and international levels. (Abu Nahla, 2008)

NGOs play a significant role in the social and economical development process in all regions of the World. They are particularly critical in circumstances where the state funds are limited, political situations are fluid, natural disasters resulting from both predictable and unpredictable environmental circumstances occur, ethnic strife is rampant and the level of per capita income severely restricts the ability to purchase needed goods and social, education and economic services. (Asamoah, 2003)

Nowadays, conferences, workshops and projects in many countries emphasize the increasingly important role of the NGOs; many considered the NGOs as a late-twentieth-century phenomenon. This may be due to many reasons, the first is the changing role of the state as it became obvious that governments cannot reach all society levels, and cannot provide them with all services they need. The development of information technology is another reason that explains the increasing role of the NGOs. The spread of democracy is the third reason that allows many NGOs to be flourishing. The most important reason might be globalization, and the global economic integration that has reduced the power of national governments while granting other economic and political actors access to the World stage (Abu Jabr, 2005).

Accordingly, it is obvious how much important role that the NGOs play, this makes it important to understand the meaning of NGOs and its historical evolution in Palestine. That is what will be clarified in the following sections.

3.2 NGO Definition:

There are many definitions for the NGOs, Palestinian NGO is an independent body established by no less than seven persons in order to achieve legitimate objectives for the public welfare on a non-profit basis. (The Code of Conduct, 2008)

The World Bank defines NGOs as "private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development". (Shah, 2005)

According to another point of view, there are two major dimensions of defining non-governmental organizations: The first is broad while the other is narrow.

The broad definition: states that any organization in the society is not a part of the government, so the organizations that work in the civil society are nongovernmental.

Thereby, organizations that work as political groups, labors, syndicates, religious groups, institutions, sporting clubs, artistic & cultural associations, vocational federations, or commercial chambers are regarded as voluntary organizations. It's clear that this broad definition has a problem regarding including a great deal of various organizations that are not of joint elements except they are all non-governmental.

On the other hand, **the narrow definition**: refers to a specific type of organizations working in development field and advocating people to improve their social and economic position. (Beseso, 2011)

The United Nations defined the NGOs as "Non-profit entities, their members are citizens or groups of citizens who belong to one state or more, their activities are determined by the group willingness of entity" (Abu Nahla, 2008).

The Palestine Economic Policy Research Institute (MAS) defines the NGOs as: "these organizations that have an officially recognized legal existence; they must be: independent organizations, non-profit organizations and it must contain a level of voluntary participation; and it must not be an inheritable, representative, or factional" (MAS, 2007).

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

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

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

3.3 Historical Evolution of the Palestinian NGOs:

Historically, the Palestinian NGOs played a vital role in the civil society since the Ottoman Empire. Their evolution was interrelated to the political and social factors that influenced the daily Palestinians life. The historical development of the Palestinian NGOs can be categorized into nine stages, these stages are:

1. 1917- 1948: the British mandate was declared over Palestine in 1922. During this period, most institutions were established against the occupation willingness. The

rules of the British mandate were prohibiting the Palestinians from organizing themselves politically and socially unless such act serves the occupation interests. As a result, the Palestinian civil society institutions worked in a secretive manner. Jewish migration to Palestine and the land confiscation were considered a basic danger that threatened the Palestinians. Thus the Palestinian NGOs played a major role in struggling and fighting this looming. At that time, many organizations were established to provide relief and humanitarian assistance for the Palestinian refugees after Al-Nakbah (1948).

2. 1949-1967, The Jordanian and Egyptian control over the West Bank and Gaza Strip: by the occupation for the Palestinian territories in 1948, the Palestinian society was characterized by the geographical separation. During this period, assemblages of Palestinians were founded in the Arab Countries governed by non-Palestinian authority like: Syria, Lebanon and Iraq. The NGOs core activities focused upon refusing all settlements, protecting the right of return and the refugee case, in addition to the charitable relief work that were provided to the Palestinian refugees. (Abu Nahla, 2008).
3. The 1970's era: This period is considered as reorganizing and reactivating the Palestinian civic work, especially after the establishment of Palestinian Liberation Organization (PLO). The PLO established many populist unions outside Palestine in order to enforce the standing out of the Palestinians. At this stage, the Palestinian NGOs didn't succeed to adapt the developmental activities in spite of the great need for such activities. This may be explained by the fact that any Palestinian development trials will be viewed as a normalization activity with the occupier which was completely refused by the society. However these negative attitudes toward the NGOs development process precipitated in the demolishing of any solid development vision for Palestinian economy in the future and enforce the connection of the Palestinian economy with the Israeli economy (Bissan Centre, 2002).
4. The 1980's era: The growth and development of NGOs in the 1980's has often been associated with the inadequacy of the provision of basic services by the Israeli occupation. Many of the NGOs that emerged during this era were affiliated with political parties and became a part of the popular movement. These NGOs were created not only to fill gaps in service provision, but also to participate in shaping an independent Palestinian structure and system that led the struggle against occupation (Abu Jabr, 2005).
5. The first Intifada (1988-1993): This era witnessed an essential change in the programs and goals of the NGOs. Key among these changes is the establishment of new NGOs that were called professional vocational centers. The slogan of the political activities at this period was "preparation for the Palestinian state". Hence, the NGOs added to their mission and programs for the first time the dimension of "building" a viable Palestinian society along with the dimension of "struggling" for

a home state. Many academics and professionals joined the NGOs, and were able to steer the programs and projects of these NGOs to satisfy part of the needs of the local society (Ibrash, 2007).

6. After Oslo Agreement (1993): The PLO signed the Oslo agreement and hence began the Palestinian self-rule in parts of the West Bank and Gaza Strip. The Palestinian community has radically transformed, particularly in the political aspect. The operation sought to transfer the Palestinian society from the revolution and struggle to the stage to bet on peaceful solutions. Thus the end the state of war with the Zionist entity, with the consequence that the change in the post of civil and political institutions that emerged in a revolution. The transfer of power mobility status of Palestinian society from outside to inside Palestine. But the most significant is the beginning of the emergence of differentiation between civil society and political society, as the Palestinian National Authority, which runs the self-rule areas have become a "political power" or a State, and therefore have their accounts, policies and transactions. The links do not necessarily agree with the position of all the Palestinian people and institutions of civil and political rights (Ibrash, 2007).
After the establishment of the Palestinian National Authority (PNA), the situation changed dramatically. Some PNGOs decided to merge their activities into the PNA structure, but most did not and preferred to stay in the third sector (the nonprofit domain). NGOs, which have supplanted barely existing government services, redirected themselves to complementing the new public sector by serving those sectors and communities not reached by PNA ministries. Much of the health and education services run by the PNA are inherited from the Israeli Civil Administration. The result, the PNA inherited largely ineffective and handicapped service delivery schemes. This left PNGOs with significant existing capacity in the delivery of the public services.
7. Al Aqsa Intifada (2000): this period witnessed an increasing level of hardship among Palestinians as direct result of Israeli widespread and intensified aggression. PNGOs have once again stepped forward to provide essential services, much as in the first Intifada. The seemingly return of PNGOs to their pre- Oslo roles as the mainstay for many basic services was necessitated by the low ability of the poorly equipped PNA to face the social and economic challenges that arise from the Israeli collective punishment measures over this period. NGOs have also been used by donors to channel in –kind and cash assistance to the poor and to families of those killed, injured or imprisoned by Israeli military action.(Abdelkarim,2002)
8. 2006-2010: Hamas won a majority in the Palestinian Legislative Council elections. Following their takeover of Gaza in June 2007, Palestinian civil society broke into three parts: one supporting Hamas, one supporting the PA in Ramallah, and the third comprising of liberal, democratic independent organizations. Civil society affiliated with Hamas flourished in Gaza; however, they suffered in the West Bank, where the PA closed them down. Conversely, PA-Ramallah-affiliated civil society did well in the West Bank but faced difficulties in Gaza, and the liberal democratic

part of civil society encountered restrictions in both geographical areas. The domestic or *Al-Ahli* society grew and divided civil society along factional Fateh-Hamas lines, as well as along pre-democratic, societal, patrimonial and neo-patrimonial cleavages, at the expense of the vision of a civil society without limitations. The strength of this setback was increased by the top-down approach of authorities in both the West Bank and Gaza. Hamas followed the Muslim Brotherhood's Islamization of social doctrine, which in practice forfeits democratic participation and freedom of expression. Less clear but no less real were the PA's restrictions on media freedom and their censorship of NGOs. The split between Fateh and Hamas had the effect of paralyzing the PLC — authoritarianism grew and civil society suffered. (Salem, 2012)

9. The Arab Spring (2011): more than 60 new youth groups organized themselves on Face book in March 2011, and in the subsequent month they moved against the Hamas-Fateh split. Later, their activities spoke out against the occupation and for the right of return, and they supported Palestinian President Mahmoud Abbas (Abu Mazen) in his bid for full membership in the United Nations. While Hamas treated these youth movements cruelly, the PA and the West tried to use them to their advantage. They started a national discussion about a “new national contract” for the democratization of the PLO and the PA and a renewal of their relations with Palestinian society. (Salem, 2012)

From the previous review for the historical roles, it is clear that the Palestinian organizations played different and important roles through the Palestinian history; they acted as a main defender against the Israeli occupation and played an essential role in the advocacy work towards it. Also they initiated in the different development fields during the peace process then they came back to provide the emergency support during Al Aqsa intifada.

The major achievements for these organizations can be summarized in the following points (Abu Nahla, 2008):

1. They provide the Palestinian people with social and economical services despite the absence of the PNA.
2. They defend up on the Palestinians rights of independence.
3. They have the ability to adapt their work according to the Palestinians different needs.

3.4 The Role of the Palestinian NGOs:

Palestinian Non-Governmental Organizations play an important role in various social and economic spheres of Palestinian society. They are active in many fields such as human rights, democracy promotion, good governance and women's rights. They also support social services such as education, health, special health care, rehabilitation services for people with special needs, agriculture, environmental services and youth programmes. (Gerster, Baumgarten, 2011, P: 1)

The researchers had identified five major roles for Palestinian NGOs (Songco, et al., 2006):

1. Asserting and advancing national sovereignty
2. Delivering basic services
3. Strengthening civil society
4. Promoting Dialogue and interaction
5. People empowerment

3.5 Number of NGOs:

NGOs working in Palestine are registered at: 1) Ministry of Interior according to the Palestinian Law No. 1/2000. 2) Ministry of Commerce as non-profit companies according to Companies' Law No. 18/1929. 3) (Beseso, 2011)

According to the Ministry of Interior the number of NGOs that are operating at Gaza Strip was 854 organizations, table 2.1 shows how NGOs were distributed based on the geographical areas, and table 2.2 shows how NGOs were distributed based on the work sector categories.

Table (3.1): NGOs Categories based on geographical area in the Gaza Strip in 2012

No.	Geographical area	Number of NGOs
1	North area	116
2	Gaza	399
3	Middle area	93
4	Khanyonis	95
5	Rafah	74
Total		854

Source: Ministry of Interior, 2012

Table (3.2): Categories based on work sector in the Gaza Strip in 2012

No.	Work sector	Number of NGOs
1	Islamic	17
2	Union	40
3	Familial & Tribal	9
4	Foreign	63
5	Tourism and Antiquities	2
6	Agricultural	35
7	Higher education	15
8	Human rights	10
9	Alumni	7
10	Youth and Sports	53
11	Handicapped	27
12	Environmental	13
13	Maternal and child	44
14	Culture and Art	73
15	Social	382

16	Education	18
17	Brotherhood	4
18	Medical	39
19	Friendship Societies	3
Total		854

Source: Ministry of Interior, 2012

3.6 Funding of NGOs:

Palestinian NGOs received funding from variety of sources: external, self-funded, governmental, local funding, within the Green Line, and others. (MAS, 2007, P:15)

For 10 years starting with 1999, the external aids for NGOs increased by a percentage of 500% to reach 257 million Dollars in 2008 instead of 48 million dollars in 1999. The funds received by the NGOs volatile according to the political situation.

Europe is the largest donor for the Palestinian NGOs where it provides 70% of the fund specified for the NGOs, while the Arab aids decreased significantly and the fund from the USA decreased from 12% in 1999 to 5% in 2008.

Also there is a relation between political situation and the sectors which received fund, where the NGOs concern with human rights received the largest portion of fund 30%, followed by the NGOs work in social field 26%, then the economic sector 22%, then education 14%, charitable and relief work 9%. (NDC, 2009, 15-16)

3.7 Women NGOs:

Women NGO is an organization with the same characteristics as the non-governmental organization, however it's led by females and it focuses majorly on issues related to gender and women. (Thabet, 2006, P:32)

In Palestine there are several types of women NGOs with different titles such as charitable institutions, women public factions, and women centers. All of these women institutions concern with social issues related to women. (Hendyya, 1999, P: 58)

Different types of civil society organizations focus on the promotion of the welfare and rights of women and girls. Some of those organizations have a charitable focus while others work on grassroots empowerment, research, lobbying or advocacy. There are also a number of active women's networks, forums and coalitions in the West Bank and Gaza. Those institutions are also members of a number of committees set up by governmental structures. (Social and economic situation of Palestinian women, 2012, P: 23)

The efficiency of the performance of these institutions connects with the strength and effectiveness of the organizational and administrative capabilities and the affluence of financial support to the programs and projects. (Palestinian commission for protecting refugees' rights, 2003, P:29)

Women NGOs can be divided into three forms:

1. Charitable institutions: They are the focus of feminist work through the international charitable level of service in Palestine, these institutions don't raise women awareness with their social issues but their role was confined to serve community through women. (Hendyya, 2000, P:58)

These institutions are the most common form of feminist NGOs, where women work lonely or together with men to serve community. (Syam, 2010, P:58)

2. Women public factions: These factions are considered the nucleus of Palestinian feminist movement through targeting large numbers of women at both the national and social levels with significant prominence of the national level. They contributed effectively in highlighting the importance of social women's issues. Therefore these factions have community outreach in all Palestinian geographical regions i.e. cities, villages and refugee camps. (Awad, 2008, P:164)
3. Women centers: They are professional feminist institutions work to activate different social issues related to women. (Hendyya, 2000, P:58)

The women institutions get the fund from foreign NGOs, where the centers get approximately 91.7% of this fund, charitable institutions get 33.33% and factions get 50% of the fund. (Hendyya, 2000, P:63)

3.8 Services Delivered by Women NGOs:

The women NGOs provide different activities and programs for women such as individual assistance, awareness and mobilization which aim at empowering women participation in the public life. Some of these organizations implement developmental projects for women specially in marginalized and poor areas, while other NGOs provide studies and researches, training courses, as well as awareness and mobilization. (Syam, 2010, P:58)

A study, tackled the situation of women NGOs in Gaza Strip and targeted 44 women NGOs, showed that 81.8% of the NGOs implement awareness programs, 70.5% implement training programs, 15.9% carry out health care programs, 9.1% provide micro-finance programs, 6.8% implement researches and studies, 6.8% carry out media and awareness programs, 4.5% implement relief programs, or mobilization and advocacy programs, or arts program, and 2.3% provide legal consultation and services. (Abed El Ati and Abu Jayab, 2009, P:150)

3.9 Evaluation in Palestinian NGOs:

A study implemented by the Overseas Development Institute in 1996 examined the evidence of development projects and programs impact and discussed methods of assessing that impact and reviewed the ways that donors and NGOs approach the issue of impact assessment. The study found that there remains a substantial lack of both quantitative and qualitative data on projects, compounded by the fact that some NGOs, especially the smaller ones, still do not place a high priority on garnering and assessing information on impact. Also, there is a lack of agreement on how to assess impact, reflecting the differing emphasis given to different stakeholders, and the extent to which NGOs, and especially the smaller ones, should allocate their scarce financial resources to this purpose. (Overseas Development Institute, 1996)

The literature on the Palestinian NGO sector mirrors the characteristics of the general literature on NGOs, which tends to emphasize positive results and focus on project or programme outputs – ignoring critical outcomes and the wider impacts of NGOs' work. Given the large amount of funding committed by donors to PNGOs in the Palestinian Territories, a relatively small number of evaluation studies are publically available. **(Helpdesk Research Report: NGOs in the Palestinian Territories, 2010, P: 3)**

A study was implemented by the World Bank Group in 2006 investigated the role and performance of Palestinian NGOs (PNGOs) as service providers in three sectors – health, education and agriculture. The study confirmed that PNGO's monitoring of quality and impact was weak largely on account of the absence harmonized quality standards. Thus, while NGOs had adequate operating procedures for tracking patient health status and student achievement, or following up on referrals, only the larger ones monitored impact according to clearly identified benchmarks. When asked about the results/impact of their work, PNGOs were generally much better able to report on processes and outputs rather than outcomes. The monitoring of service standards by PA specialized agencies was also noted to be weak. The overall rate of beneficiary satisfaction with PNGO services was very high, a judgment largely based on the perceived competence and professionalism of PNGO staff and the quality of PNGO resources and facilities, in particular in health.

The study recommended that The PA and PNGOs should collaborate on developing simple, transparent quality and performance standards for service delivery. In parallel, efforts to strengthen the monitoring function of the specialized ministries should be intensified. **(The World Bank, 2006, P: 10-12)**

The previous studies confirmed that PNGOs focus on measuring the outputs of the project more than the outcomes and impact. This study seeks to address the evaluation situation in PNGOs in Gaza Strip after 7 years of these results.

Chapter Four

Previous Studies

4.1 Introduction

4.2 Palestinian and Arabic Studies

4.3 Foreign Studies

4.4 General Commentary on Reviewed Studies

4.1 Introduction:

A number of studies and articles that discussed projects evaluation with its various aspects were reviewed and cited within this research. The study reviews 9 Palestinian and Arabic studies, in addition to 19 foreign studies, sorted according to date from the newest to the oldest. The following studies have direct relationship to this research, matching its purpose and objectives, and they helped in setting its dimensions taking into consideration its local application and cultural differences.

4.2 Palestinian and Arabic Studies:

4.1.1 El Ramlawi (2012): Impact of International Funding Organizations on Building the Financial Management Capacity of NGOs Working in Gaza.

This study aims to investigate the impact of international funding on building the financial management capacity of non-governmental organizations (NGOs) working in Gaza. It used the descriptive method to analyze the questionnaires of study population.

Study results:

1. The study showed that fund from international organizations has a positive impact on building the financial management capacity of the NGOs working in Gaza through education and training, which had a major role in the development of NGOs.
2. Fund directed to building the financial management capacity was not equally geographically distributed to the governorates of Gaza. This resulted in a negative impact on those NGOs located in Gaza south and middle that have not paid adequate attention to promote its community work.

Study recommendations:

To raise the level of financial management capacity of NGOs working in Gaza, the following recommendations are proposed:

1. Allocate international funding for building the capacity of NGOs, to better serve the surrounding community.
2. Pay more attention to educate and train NGOs' staff, to better manage grants and achieve adequate transparency and integrity.
3. Focus on the development of financial policies and regulations followed within NGOs, in order to raise the financial efficiency of their staff.

4.2.2 Abu Hamad, (2011): International funding for Palestinian civil institutions and its impact on political development in The Gaza Strip 2000-2010 (Field Study).

This study aimed to assess the impact of international funding provided for Palestinian civil institutions on political development in the Gaza Strip. To achieve the objectives of the research a questionnaire was designed and distributed to international institutions and their local partners which have adopted a political development programs.

Study results:

1. International funding does not achieve the priorities of development in Palestine because it seeks to achieve political aims of the donor countries in Palestinian society.
2. The assistance provided by international organizations was According to the development plan to suit their political objectives, not with the needs of the Palestinian people.
3. Palestinian civil institutions do not have a clear national agenda and responds directly towards the funding priorities programs and donor policies, which reflected negatively on the reality of political development.

Study recommendations:

1. There is a need to develop a national comprehensive plan for development in Palestine which does not depend on international fund.
2. NGOs should take care of the requirements and obligations of the donors such as USAID and EU.
3. NGOs should adopt programs and projects that match the priorities of the Palestinians.

4.2.3 Hammad, (2010): "Project Evaluation of the Non Governmental Organizations in Gaza strip".

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

Study results:

1. Projects evaluation in Palestinian NGOs depends on the five standards relevance, efficiency, effectiveness, impact and sustainability with different percentages.
2. There are no differences in the responses of the study sample due to the gender, age and academic qualification as well as both age and number of project of the studied organizations,
3. There are differences in the responses due to the years of experience of the respondents and the location of the organizations for the effectiveness standard.

Study recommendations:

1. Enforcing the relevancy standard and give more attention to the efficiency standard and the effectiveness standard to achieve the objectives of the projects and the objectives of the target population.
2. The impact standard should also be strengthened to achieve the general organizational objectives as well as strengthening the sustainability standard.

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

4.2.4 Syam (2010): Application of Strategic Planning and its Relationship with Performance of Non Governmental Organization in the Gaza Strip.

The aim of this study is to identify the implementation of strategic planning and its relationship with the performance of women NGOs in Gaza Strip. The researcher used the analytical, descriptive approach where a survey was designed to collect data, the researcher also conducted 5 interviews and one focus group with the managers and members of the board of directors.

Study results:

1. There is a positive relationship between (top management support to strategic planning, strategic environmental analysis, strategic direction "mission, vision and objectives", the existence of a strategic plan, implementing the strategic plan, follow up and evaluation of strategic plan) and the performance of the women NGOs.
2. Women NGOS in Gaza have clear understanding and they are convinced of the importance of the strategic planning process, also they encourage their staffs to participate in that planning.
3. Women NGOs are developing clear written visions and missions in addition to clear written strategic objectives. They are also developing written strategic and executive plans. They choose their strategies according to their internal capacities and to the external circumstances they face.
4. Women NGOs recruit experienced and skilled human resources to implement their strategic plans. At the same time , they develop their staffs capacities to help implementing the strategic plans. Besides, women NGOs choose the programs and the activities which comply with the needs of the target categories. Consequently, these strategies participate in raising the interest in the services they introduce.

Study recommendations:

1. Conducting training courses for the top management in strategic planning
2. Creating a department for management information systems
3. Adapting monitoring and evaluation systems that are clear, written and suitable,
4. Identifying the performance indicators for the women NGOs under investigation and measuring these indicators continuously to identify the level of the actual institutional performance.

4.2.5 El-Abadi, (2009): Impact of Strategic Factors on Improving “Project Evaluation Administrative Performance Effectiveness”

The study aimed at identifying the impact of strategic factors -which are strategic analysis, function identification, expectations of planning, implementation and evaluation using

Scenario methods- on the effectiveness of evaluating administrative performance of projects in relation to the five standards relevance, efficiency, effectiveness, sustainability and impact.

Study results:

There is a positive impact of strategic factors in improving project evaluation administrative performance effectiveness in relation to relevance, efficiency, effectiveness, sustainability, and impact.

Study recommendations:

Business institutions should use standards of total quality management as adopted strategy to compete in international markets.

4.2.6 Qita (2009): The Effect of USAID Funding in Developing the Palestinian Community From Palestinian Non-governmental Organizations perspective Case Study: Gaza Strip.

This study explores the effect of USAID funding on developing the Palestinian Community using descriptive statistics for data that spans from 2000 to 2008. A questionnaire survey was designed for primary data collection and distributed to managers of 64 Palestinian NGOs who have received the USAID funding in developing the Palestinian Community.

Study results:

1. The USAID funding has contributed to the basic Human development requirements for Palestinian community but it did not fully meet Palestinian aspirations and expectations.
2. The funding resulted in some achievements, especially in developing infrastructure and providing basic social services, it failed to empower Palestinian society to attain independence and self-determination and to lay the foundations for sustainable human development.
3. USAID funding to the current level of NGOs were not able to develop the Palestinian economy, to generate sustainable employment opportunities or to reduce the economy's vulnerability to and dependence on external factors.
4. This assistance failed to compensate for the losses and damages inflicted on Palestinian society and individuals by Israeli policies and practices.

Study recommendations:

1. NGOs should empower their capabilities in modern management such as identifying vision; determining general goals; developing strategies, programs, and budgets; monitoring and conducting impact assessment; promoting the use of feedback in reviewing strategies and programs; reporting; decision-making; accountability; and transparency.
2. USAID should establish links between immediate relief efforts and long-term development programs that contribute to the sustainable development and in alignment with the Palestinian priorities.

4.2.7 El-Aff (2007): "Institutional Sustainability through mainstreaming Project Management Best Practices in Palestinian NGOs"

The study handle the issue of Institutional Sustainability through mainstreaming Project Management Best Practices in Palestinian NGOs. It aims identifying the deficiencies and malpractices in project management practices in Palestinian NGOs and analyzing the impact of these deficiencies on project execution. It has been conducted on the largest 40 Palestinian NGOs.

Study results:

1. The Palestinian NGOs are characterized by being heavily staffed, low budgeted, have department based structures, and usually do not have dedicated project managers.
2. The project managers in Palestinian NGOs are characterized by being usually rely on experience rather than proper education or skills, all are fluent in English language, all are able to express themselves eloquently, usually are involved in the proposal writing-fundraising-reporting stages of the project, and usually do not have supporting staff.
3. The reasonable influence of the top management on project execution efficiency is superimposed by other factors/entities; while their poor abilities are reflected in the practices.

Study recommendations:

1. The proposed amendments in the framework should be the bases of a specialized legislative study to formulate these recommendations in acceptably formalized amendments; thus can be considered by the legislatives and government to ratify the situation of the NGO sector and assure that the organizations are carrying out their share of the development of the Palestinian community.
2. This study should be followed by another specialized studies that analyze the inter-effect/ reaction of one management field and the other management fields identified in the NGOs.
3. This study should be the base of more specialized studies, each should focus on one aspect of management of the organization that go further in-depth in analyzing the sub-activities of each practice.

4.2.8 Ghosheh, (2005): Program evaluation conditions at the Palestinian non-governmental organizations

The purpose of this research is to undertake a synthesis research on program evaluation conditions at Palestinian Non Governmental Organizations (PNGOs) for the Programs that were completed in the years 2003 and 2004. In order, first, to identify PNGOs that are conducting program evaluation and why, second, to investigate the main features of these evaluations.

Study results:

1. It was found that most of the PNGOs conduct several activities to assess the benefits of their implemented programs. Although these PNGOs consider what they are doing as a program evaluation, it was found that in some cases what is done is not a scientific and full scale evaluation that reflects the levels of program evaluations these organizations seek to conduct and the major concerns they intend to study.
2. Most PNGOs acknowledge the importance of program evaluation and consider it as part of their program's life cycle.
3. For the PNGOs that are not evaluating their programs, limited financial resources is the major reason for not conducting these evaluations.
4. PNGOs do benefit from the program evaluations that are conducted. They benefit to a certain limit on the organizational level both conceptually and instrumentally.
5. PNGOs are still keeping the evaluation results and finding to them and the donors in most of the cases and they are not publishing them.

4.2.9 Othman (2004): Proposed Evaluation Approach for Evaluating Externally Funded Infrastructure Projects in Palestine.

The research aims to develop a new approach for evaluating externally funded infrastructure projects that is suitable for use in developing countries, especially Palestine. The developed approach consists of three phases, i.e. Phase 1: Preparation for an Evaluation; Phase 2: Planning and Management an Evaluation; Phase 3: Communication Findings and Utilizing Results.

Study results:

1. The existing evaluation approaches are proved inadequate when applied to infrastructure projects implemented in Palestine.
2. The developed approach by the researcher is clear, simple, detailed, able to account for the high risk and uncertainties in Palestine, suitable for evaluating small infrastructure projects, economical, fast and can overcome the complexity of other approaches.
3. The proposed approach encourages the usage of local materials in infrastructure projects and gives it precedence over imported materials.
4. It enhances the community participation and the active involvement of project stakeholders in evaluating infrastructure projects.
5. The approach improves the planning and implementation of infrastructure projects, which will enable the achievement of their objectives in cost effective and timely manner.

Study recommendations

It is recommended that the developed approach be used in the evaluation of infrastructure projects in Palestine and also in other countries of limited resources after possible modifications concerning influencing factors and evaluation criteria.

4.3 International Studies:

4.3.1 Analoui and Samour (2012): Strategic management: the case of NGOs in Palestine.

The purpose of this paper is to explore whether non-governmental organizations' (NGOs') managers think and use strategy in their daily operations, to assess the impact of its applications on the performance of NGOs and to test the validity of the "dynamic model of strategic management" originally used for small and medium-sized enterprises (SMEs) in the Gaza Strip, Palestine. Survey questionnaire was the main data collection instrument. A combination of qualitative and quantitative approaches is employed for data analysis.

Study results:

1. More than half of the NGOs had already established a strategic management system in their operations. Therefore, a significant percentage of NGOs viewed strategic management as "important" for their operation, survival and development.
2. Managers of the studied NGOs perceived adopting a strategic management approach as an important factor for increasing quality of services, achieving goals and increasing overall organizational performance.
3. Employing strategic management techniques in NGOs significantly helps in solving organizational problems, reducing organizational conflicts, and organizational development.
4. Those NGOs with a strategic management are more flexible in terms of dealing and adapting to the environmental factors.
5. There is no disparity of opinion of the respondents about the identification of NGOs manager's perceptions and attitudes toward developing and implementing effective strategies due to age, years of experience, or level of educational qualification.

Study recommendations:

1. The donors from the international community, the Islamic world, and the Arab world should continue to support the Palestinian NGOs and they have the right to ask the Palestinian NGOs to show transparency, accountability, and to be moderate and well managed. On the other hand, they should respect the Palestinian national agendas and priorities, and not use the assistance as a political tool.
2. The PNA should allow the NGOs the freedom to work; the relationship between NGOs and PNA should be a cooperative and collaborative one.
3. Finally, the PNA ought to formulate a comprehensive strategic plan, and the Palestinian NGOs should consider this plan when they formulating their own plans, strategies and operations.

4.3.2 Holvoet and Inberg, (2012): Sector Monitoring and Evaluation Systems in the context of Changing Aid Modalities: The case of Uganda's Education Sector.

This study focuses in particular on M&E in Uganda's education sector and uses checklist to diagnose, monitor and evaluate the quality of sector M&E systems. In order to counter the

criticism that M&E is often narrowed down to a focus on technicalities, this checklist broadens the spectrum and gives a broad overview of the quality of M&E systems alongside six dimensions, including policy, indicators, data collection and methodology, organization structure, and linkages, capacity, participation of actors outside government and use of M&E outputs. The stocktaking draws upon a combination of secondary and primary data and combines quantitative with qualitative assessment.

Study results:

1. The MoES elaborated a sound M&E framework, but it needs to be updated and implemented.
2. The weakest components with respect to the ‘indicators, data collection and methodology’ dimension are selection criteria and methodologies used.
3. Incentives for monitoring and reporting are considered satisfactory and are currently especially related to formal reporting requirements.
4. The analytical quality, however, is still poor, as performance and expenditure are not systematically linked, results and outcomes are hardly compared to targets and the analysis of causes of (non) performance is lacking or shallow.
5. The use of M&E outputs by education development partners is considered to be good.

Study recommendations:

1. The M&E framework needs to be updated and should include a monitoring strategy and five-year evaluation plan, which would be in line with the National Policy on Public M&E of the Office of the Prime Minister.
2. It is advised to put systemic issues more prominently on the agenda of the M&E working group. As these underlying systemic issues often strongly affect (lack of) progress in education sector outcomes, it would also be logical to include them (or actions related to these systemic factors) in Joint Position Paper (process) undertakings.
3. Capacity building in data production and quality should preferably be focused on the full data chain, from collection of data at schools to the elaboration of progress reports at MoES level, as a focus on only parts of the data chain.

4.3.3 Nyathi, (2012): An evaluation of poverty alleviation strategies implemented by non-governmental organizations (NGOs) in Zimbabwe: a case of Binga rural district.

The purpose of this study was to evaluate the effectiveness of the poverty alleviation strategies implemented by NGOs in the rural areas of Zimbabwe specifically in Binga, where there are more than fifteen NGOs that operate in Binga and they specialize in different areas ranging from food distribution, education, agriculture, conservation and advocacy.

Study results:

1. It was found that most NGOs' strategies in Binga focus on relief than developmental aid.
2. Also when addressing poverty, NGOs use the trickle down approach than the bottom up approach.
3. Moreover, the strategies implemented in Binga do not address the needs of the poor.
4. The political instability in Zimbabwe is also believed to be a serious stumbling block to the operation of NGOs in Binga and the rest of the country.
5. The NGOs' strategies implemented are not suitable for addressing the poverty situation in Binga

Study recommendations:

1. The research recommends NGOs to use the participatory approach as well as the sustainable livelihoods approach in dealing with poverty.
2. NGOs need to monitor and evaluate their projects because most of their projects are not monitored and evaluated properly.
3. Above all the NGOs' strategies for alleviating poverty need to be reviewed.
4. NGOs should be involved in social services delivery which is more developmental than relief.
5. Again concerning the high unemployment rate in Binga, especially among the youth, NGOs are recommended to help the youth realize their talents and engage them in projects that will help them to be self-employed.
6. Again it is recommended that NGOs in Binga should be involved in sustainable development.

4.3.4 Swindle, (2011): The Tough Realities Small NGOs Face When Evaluating Their Efforts: Observations from Guatemala and Mexico

In order to explain some of the realities that confront small NGOs in implementing evaluations of their projects, the author draw upon his various personal experiences in Guatemala and Mexico as a project evaluator for a small NGO.

The author examines the contributing factors in NGO's evaluation methodology and its application of evaluation results.

Study results:

The key for NGO in terms of practical evaluation, connecting evaluation results with future development plans, involves three main indicators: (1) shared goals, (2) practicality of evaluation results, and (3) ways of knowing.

1. Shared Goals:

In Guatemala, there was a lack of shared goals due to the hiring of new local staff. However, the new staff was humble and moldable, leading to moderate success in implementing evaluation results. In Mexico, local staff and headquarters staff operated under different development goals; as a result, evaluations generally served the interests of either local staff or headquarters staff, but not both.

2. Ways of Knowing:

There is not significant evidence that NGO regularly consults and utilizes the evaluation data it collects in Guatemala and store on its online database. Most importantly, knowledge is disseminated on a personal level, face-to-face or by telephone or email.

3. Practicality in Evaluation

As seen in Mexico, if local staff is not committed to the evaluation framework designed by headquarters, then evaluations will not change development initiatives. As shown by author's experiences in Guatemala, a willing staff is not enough; staff members must then use the evaluation results to plan future projects. Projects generally meet the basic physical needs of local people. In these cases, evaluations may be designed by and primarily for donors and NGO staff, but must include the project beneficiaries, the local people, in order for the results to be applied. Practicality, then, includes the rational judgment of what degree all stakeholders can reasonably be involved so that ownership for the project is shared.

Study recommendations:

1. NGOs should be flexible in their evaluation methods, practicality in evaluation recognizes that the paramount purpose of evaluation is to improve development.
2. NGOs should pay more attention to sustainable long-term change, this can only occur in communities when local peoples are empowered to the degree that they hold full responsibility for their own development.
3. Evaluations may be designed by and primarily for donors and NGO staff, but must include the project beneficiaries, the local people, in order for the results to be applied.

4.3.5 Christensen, (2010): The Role of NGOs in the Aid Effectiveness Partnership: A Case study of Developmental NGOs in Ghana

This study examines what development policies' change has meant for local NGOs working with development in Ghana. To examine how the partnership policies have influenced NGOs working with development, a method of data triangulation has been applied, i.e. expert interviews, secondary research and theory. The study, first, considers the role Ghanaian NGOs have had in a historical context, which is secondly compared to the current situation, thus examining to what extent the role of NGOs have changed because of partnership initiatives. Finally it is considered what impact the asymmetrical power relations between partners working in development have had on the partnership based on mutual trust.

Study results:

1. The new donor strategy has had an impact on the role of NGOs, albeit not as the strategy intended. The partnership of mutual relations is in the case of Ghana unrealistic as donors seem unable to give up their decision making role of the

development strategy, because it has to ensure that funds are effectively implemented.

2. Partnership is therefore implemented half-heartedly, as donors maintain control of the development strategy. This has the result of confusion in terms of the role NGOs have in the partnership.
3. Donors encourage NGOs to conduct research and advocacy on effective development implementation, but the Government hardly includes NGOs in policy debates.

Study recommendations:

It is recommended to review the partnership approach where there is some problematic affect recognized as the result of the partnership such as the role of the DNGOs is hardly clear, it is encouraged to be independent, while it still is dependent on donor funding. Additionally it is encouraged to do research and advocacy, while there are still people suffering from the Government's inability yet to provide service provision, and it being unwilling to include the DNGOs in the policy debates.

4.3.6 Nuka (2010): Capstone Project Proposal: Sustainability of NGOs in Kosova, Challenges of the third sector and the ways forward.

This study addresses the problem of sustainability of NGOs in Kosova as the vast majority of NGOs face serious difficulties in sustaining their work. The research methodology was quantitative and qualitative based on surveys and interviews. While, comparative case studies from countries which went through transitional periods was analyzed and presented in order to give a comparative and analytical approach to the issues.

The study concentrates on two groups of important factors which affect the NGOs sustainability. The primary group involves 3 main factors: 1) financial, 2) organizational viability and 3) legal. The secondary group involves other four factors: 4) program effectiveness, 5) human capacity, 6) networking and 7) long-term impact on society.

Study results:

1. Finance- the findings show that even though these NGO are active they still have a very hard time in finding donors. The existing NGOs are active not only because they could raise funds and find donors consistently, but because of the other factors which play an important role in sustainability and this served them to attract only foreign donors.
2. Legal environment – the survey results indicate the poor cooperation between NGOs and the government.
3. Public trust – public trust is another factor that came out from the answers of inactive NGOs. According to them because the community didn't have enough trust in their activities, the NGOs couldn't increase their long-term sustainability by attracting donations.

4. Philanthropy - Currently, philanthropy is not very present in Kosova. From the answers given we can see that 95% of NGOs declared that they never benefited from the private giving.

Study recommendations:

To active and especially inactive NGOs:

1. NGOs are expected to find alternative financial sources and means to ensure institutional and financial sustainability. Government funding, private donations, self-generated income and other funding options would help NGOs avoid sole dependence on international donors.
2. Establish an endowment budget as a mean of overcoming difficult periods of financial shortages.

To the government:

1. Adopt necessary legislation to enforce percentage philanthropy, as an additional source of financing the civil society activity.
2. Amend the NGO law, and ensure flexible tax legislation and fiscal incentives for philanthropy which are generally a good motivation for NGOs.

To donors:

1. Design and offer long-term funding (grant-giving) schemes for NGOs,
2. Consult NGOs regularly and involve them in needs assessment exercises when designing the grant-giving schemes,

4.3.7 Henriksen & Røstad (2010): Evaluating and prioritizing projects – setting targets: The business effect evaluation methodology (BEEM).

The purpose of this study is to develop a methodology aiming to improve the process of prioritizing among projects, focusing on the strategic impacts.

The methodology has been developed with ten applications and eight corresponding companies (application owners) in France, Italy, Greece, Germany, and Suisse represent the cases where the methodology has been developed and tested.

Study results:

1. There is a need for a methodology that links projects and initiatives to overall company strategies, where the study presents this methodology which proven relevant in different contexts when projects and units need to be evaluated, compared, prioritized and coordinated according to strategies and key business drivers.
2. The methodology that could guide projects and units in a distributed organizational environment according to overall strategies. Thus, the methodology might also be used by projects and units to improve the strategic position and/or business development.

Study recommendations:

1. Improvement projects, e.g. R&D projects, should be initiated and run not only from the centralized units, but also from units that could be quite small, and may be located far from the company headquarter.
2. It is recommended to enhance the development process that ensure some kind of strategic coherence, and a process where the projects could be described and evaluated in an intuitive and confidence-inspiring way. There is a need to a commonly understood R&D model, with relevant decision gates; methods and tools to help in the decision gates; and approaches and methods that helps people to initiate and run the projects according to overall company objectives.

4.3.8 Klakegg (2009): Pursuing relevance and sustainability: Improvement strategies for major public projects

The purpose of this paper is to identify effective strategies to improve the governance of public projects. This paper investigates the challenges in the front end of major public investment projects and identifies problems leading to lack of relevance and sustainability.

Study results:

1. In the strategic perspective achieving relevance and sustainability is considered to be more important than any other criteria of the OECD integrated evaluation model (other include impact, effectiveness, efficiency).
2. Lack of relevance comes from projects not linking to users' needs and from unclear objectives.
3. Lack of sustainability comes from unsolved conflict over objectives, lack of commitment, and faulty economic assumptions.

Study recommendations:

This knowledge leads to identification of effective improvement strategies for existing governance frameworks:

1. First priority should be ensuring relevant concepts are chosen. Only then will a sustainable effect be possible.
2. Strategies to improve the basis for relevant projects include design of a decision-making process based on participation and involvement of relevant stakeholders.
3. A logical fundament for the project must be defined and the objectives and goals clearly formulated. This will help ensure that all parties have a common understanding of the objectives and project goals.
4. Strategies to improve the basis for projects with sustainable effect include a wide range of items. The most obvious one is actually using sustainability as an evaluation criterion.
5. Further, it is necessary to make sure that all relevant consequences of the decision are made clear before making the decision, including long term effects; benefits and costs.

4.3.9 Ramstad, (2009): Developmental evaluation framework for innovation and learning networks: Integration of the structure, process and outcomes.

This study seeks to present a developmental evaluation framework for innovation and learning networks. The evaluation framework is based on a systemic and complementarily view on knowledge sources and innovation activities. The framework integrates three different elements of network: structure, learning processes, and the outcomes for different actors. The basic assumption is that networks with several actors based on an expanded triple helix model (workplaces, R&D infrastructure, and policy makers) and several learning processes enable better innovation potential and broader outcomes.

Study results:

The created evaluation framework offers a useful tool to point out the networks with a best potential to broader outcomes for diverse actors. It can provide a tool for policy makers, but also for involving participants, in order to direct and coordinate innovation and generative learning more effectively. However, there is not, and cannot be, a common and strict pattern for an innovation and learning network, as one of their main goals is to create and experiment with new forms of development cooperation.

Study recommendations:

1. Attention needs to be paid in the future to the network structure and the use of diverse learning methods and tools used in innovation and learning networks.
2. In order to promote innovation, policy makers should identify the diverse networks and coordinate the complementary competences required in networks to foster innovation and learning more effectively. To do so, they first need to explore which kinds of interactions, among which kinds of organizations and which kinds of activities are being used. Based on the analysis they should decide whether more coordination is required, e.g. with other policy fields (education, social, industrial policies) in order to design more effective innovation and learning networks.

4.3.10 Takim and Adnan, (2008): Analysis of Effectiveness Measures of Construction Project Success in Malaysia

This study provides an empirical analysis of measures of project success in terms of effectiveness performance in the development of construction projects in Malaysia. A survey was conducted in Malaysia among the four project stakeholders: the Government, private clients, consultants, and contractors. In total 93 respondents completed the questionnaire. Lists of effectiveness of success measures were identified for the respondents to identify their level of success criticality to the Malaysian construction projects.

Study results:

1. The first finding revealed that the level of success criticality with regards to project efficiency performance in the development of construction projects in Malaysia is

according to the specific requirements and priorities of different project stakeholders.

2. The second finding shows that effectiveness measures are related to the project 'results' achieved in the development of construction project. These are represented by the five principal factors namely: Learning and Exploitation; Client Satisfaction; Stakeholder Objectives; Operational Assurance and User Satisfaction.

Study recommendations:

Government and project-oriented companies in Malaysia should develop future strategies and guidelines with regards to project effectiveness measures of project success for the development of construction projects based on the results of this study.

4.3.11 Stauffer (2008): Creating a Model for NGO Sustainability A Case Study: IMBEWU

This study intends to provide a model that highlights the key dimensions that need to be addressed in order to improve overall NGO sustainability. The research study conducted with near 80 interviewees gave sufficient information to highlight relevant strengths, weaknesses, opportunities, and threats of the organization.

Study results:

1. The study proposed a model that illustrates three key dimensions that need to be addressed to improve the overall sustainability of NGOs: business capacity, legitimacy to operate and get access to key resources, adequate resource base.
2. All three dimensions combined are, however, not yet sufficient to create the social value envisaged in the organization's mission and vision. Indeed, the community buy-in of the NGO intervention is essential to produce a positive and sustainable impact on people lives.
3. The study has presented some business principles and tools such as marketing, monitoring and evaluation, and capacity building able to support NGOs effort to develop their sustainability.

Study recommendations:

1. Particular attention should be paid to developing field workers social skills act as liaison agents between the organization and the community/beneficiaries. An increased participation in the design, implementation and follow-up of projects represent a way to reach satisfactory results. Therefore, they should be better trained to act as a mediator or facilitator. They specifically need to be trained to play a major role as a resource person for the beneficiaries and catalyst for change of community problems.
2. It is recommended to develop more business-like approach to run their operations to ensure greater sustainability.

4.3.12 Lee, Ding and Song (2008): School supervision and evaluation in China: the Shanghai perspective 2007

The purpose of this study is to discuss recent developments in school developmental supervisory evaluation in the Pudong New Area of Shanghai in the Chinese Mainland. Schools have to meet the demands of different checks, supervision, evaluation and monitoring activities from different agencies such as check on preparatory work during summer vacation; check on collection of educational fees; check on safety management; developmental evaluation supervision; teaching research observation activities; and check and evaluation of school based projects. The main research approach is qualitative, using documentary analysis and interviews of an inspector, principals and teachers from two primary schools.

Study results:

There were perceived positive and negative impacts of school supervision and evaluation. Participation in supervision and evaluation activities had caused a substantial increase in workload with concomitant anxieties (negative impact). It had also generated some positive impacts, including opportunities for self-reflection as well as instructional and organizational improvement.

Study recommendations:

1. Fostering a shared school-government community of school supervision and evaluation: there is a need to strengthen professional and moral authority
2. Promoting a dynamic approach to evaluation, taking into account contextual differences in terms of school and student characteristics
3. Enhancing coherence in educational reform and educational supervision and evaluation policies and co-ordination between supervisory units with less repetitive checks

4.3.13 Mark, (2007): Monitoring and evaluation practices and challenges of Gaborone based local NGOs implementing HIV/AIDS Projects in Botswana

This study sought to determine how effectively the HIV/AIDS projects implemented by Gaborone based local NGOs are monitored and evaluated. The study investigated the monitoring and evaluation practices of the NGOs and compared them with the best practices. It also sought to identify the challenges the NGOs faced in carrying out this function.

Data for the study was collected using the descriptive survey method where a questionnaire was administered to project managers and monitoring and evaluation officials of the NGOs.

Study results:

1. The results show that most of the NGOs (66.7%) were implementing Behavioral Change Communication projects.
2. Also it determined that the monitoring and evaluation practices of the local NGOs fell short of the best practices. Most of the best practices were inconsistently done

and others were not done at all. Planning for monitoring and evaluation was inadequately done and inconsistently by respondents. Implementing the monitoring and evaluation process was not effectively done by the respondents.

3. The study also identified quite a number of challenges the NGOs faced in carrying out monitoring and evaluation of the projects they faced. These challenges made it hard for the NGOs to effectively monitor and evaluate the projects they implemented. The most significant ones included; inadequate finances, lack of expertise, stringent and multi-donor reporting requirements, lack of baseline data.

Study recommendations:

1. It is imperative that the NGOs start or involve themselves more in income generating activities in order to reduce their over reliance on the donors for funding their activities as means of ensuring sustainability of their activities in event that the donors cease funding.
2. Donors in conjunction with government should institute programs to impart HIV/AIDS projects monitoring and evaluation skills amongst the local NGOs.
3. There is need for donors to identify simpler and friendlier reporting formats for the recipients of their funds without compromising their interests but at the same time not overburdening the NGOs.
4. There is need for the NGOs to involve all the stakeholders in the design of the HIV/AIDS projects.

4.3.14 Markland, Butters and Brophy (2007): The History of the Future: evaluating projects and service developments before they begin.

The purpose of this paper is to describe an evaluation tool, “The History of the Future” exercise, which can be used at the beginning of a project or service development to clarify variation in participants’ presuppositions and expectations.

The purpose of the History of the Future exercise is to surface or articulate the embedded assumptions of individuals regarding how the project will be undertaken, what they expect it to achieve and what they believe will be its outcomes. These assumptions can then be compared across all partners, any lack of alignment between them aired and discussed, and consensus reached upon what the main outcomes of interest of the project should be.

Study results:

1. The History of the Future exercise has proved its worth in a number of different projects in Prague in Czech by making explicit at an early stage the issues that a diverse set of participants believe to be important, often without having previously articulated them.
2. The exercise itself is straightforward to prepare, administer and analyze. It requires few resources and takes up only a short amount of time.
3. It provides a short respite from typical meeting activities such as presentations, information sessions and discussion. It is an opportunity for a time of quiet reflection and calm, and for active participation by everyone present.

Study recommendations:

It is recommended to use this evaluation tool in projects where the participants are widely geographically dispersed means that such meetings do not happen frequently and that meeting time must be allocated and used with care.

4.3.15 Andersen, Birchall and others (2006): Exploring project success.

The purpose of this paper is to study the relationship between project success factors and actual project success. It reports on an investigation into those factors within the direct influence of project managers that can make a real difference to the outcome of project endeavors. Using principal components analysis on 60 questions about actual project work performance collected from four culturally different regions (UK, France, Norway and China), nine distinctively different critical success factors were found. Similarly, using principal components analysis on ten project success items, three distinctively different project success criteria were extracted.

Study results:

1. The most important factors in improving managerial ability to deliver results in time and at cost were strong project commitment, early stakeholder influence, stakeholder endorsement of project plans and rich project communications.
2. To secure project impact, strong project commitment and rich project communications were the main contributors.
3. A well-structured and formal project approach and well understood and accepted project purpose, implying high quality management, also scored high.
4. Captured experience was best supported by a well-structured and formal project approach and rich project communications.

Study recommendations:

1. The study suggested that as the project approach increases in use as means for implementing strategic goals and hence success is measured more on long-term benefits and impacts, project managers should devote increasing energies into rich communication both within the project and towards the project environment. This implies a stronger stakeholder orientation as a means for ensuring project success whether the stakeholder is internal or external to the organization.
2. It recommended to undertake confirmatory studies using a wider sample including project participants from a greater number of countries and cultures.
3. Further analysis could also be undertaken to test for differences, between national cultures, project types, size and duration.

4.3.16 Crawford & Bryce, (2003): Project monitoring and evaluation: a method for enhancing the efficiency and effectiveness of aid project implementation

The study addresses a gap in project management literature covering international aid project management. It reviews the key limitations of the conventional logical framework

approach LFA for M&E and proposes an extension to the LFA matrix in order to facilitate its application beyond the design phase.

Study results:

1. The limitations of the conventional LFA- when applied to project monitoring and evaluation information systems (MEIS) design- have been described and an extension to the log-frame has been proposed. This is achieved by adding a time dimension more precisely defining the elements of the project MIS, and integrating other project management tools.
2. The 3D-Logframe proposed supports ongoing application of the LFA beyond the design phase of the project cycle, particularly for M&E. Further, it promotes smooth transition between the design, implementation and evaluation phases of the project cycle and ensures alignment of the performance measures with the project strategy.

Study recommendations:

1. To develop the model further as a software application in order to enhance the usability of the concept.
2. An enterprise-wide deployment of the model could greatly enhance opportunities for organizational learning

4.3.17 Banwell, Ray and others, (2003): Evaluation, impact and outcomes- the JUBILEE Project.

This study is about on-going project, which was towards the practice end of the discussions about evaluation, impact and outcomes. It provided the audience with a case study from academic libraries in UK. JUBILEE (JISC User Behavior in Information seeking Longitudinal Evaluation of EIS) is about improvement, about evaluation and measuring impact and about embedding the use of electronic information services (EIS) into practice.

Study results:

JUBILEE success criteria are:

1. Ease of access
2. Good resource base
3. Good user IT/evaluative skills
4. Embedding of EIS in course design/ student learning
5. Good quality assurance processes
6. Seamlessness is achieved.

Study recommendations:

1. Greater awareness of students needs in relation to EIS.
2. Greater liaising between library staff and the subject discipline

3. Wider familiarity and use of EIS amongst academic staff and students within courses and curricula as a mean of teaching and learning.
4. Greater recognition on the part of the wider university of the need to provide EIS and its benefits
5. Policies regarding IT development incorporating EIS issues were in place or being developed.

4.3.18 Jackson (2001): What's so important about evaluation.

The study evaluated HyLiFe project, which focused on hybrid libraries in UK, tackling different issues of evaluation, it discussed the reasons why the HyLiFe project needed to be evaluated, and the ways in which the information gathered was used to solve problems and aid decision making. It reviews who should be involved in the evaluation process, what should be evaluated, the methods to be used, the findings of the process. Most of the difficulties throughout the evaluation concerned people, not technology.

Study results:

1. HyLiFe found that, no matter how carefully plans were made, many activities took longer than expected, especially when they involved other departments in institutions and other organizations and groups which had their own agendas and priorities. There was a need therefore, to allow much more time than had initially seemed appropriate for these activities and also to allow "slippage" time between activities.
2. The evaluation of HyLiFe has resulted in a growing interest in the hybrid library. The findings of HyLiFe have been disseminated widely.
3. The educational impact of HyLiFe has been difficult to evaluate but the comments and opinions of staff and students indicate that HyLiFe is having a positive and beneficial effect.
4. The evaluation of HyLiFe has provided invaluable data about the progress of the project, the performance of the interfaces and the impact of the project. It has provided valuable insights into the needs of the users of the hybrid library and the difficulties that may be encountered in trying to meet those needs. Most of the difficulties identified by HyLiFe throughout the evaluation concerned people rather than technology.
5. HyLiFe found that publicity and promotion of HyLiFe needed to be both formal and informal, in a variety of formats and to a wide range of audiences. Face to face presentations and demonstrations were the most successful in arousing and maintaining interest in the project.

Study recommendations:

It is recommended that valuable insights should be presented into the needs of the users of the hybrid library and the difficulties that may be encountered in trying to meet those needs.

4.3.19 Overseas Development Institute, (1996): The impact of NGO development projects

This study examines the evidence of development projects and programs impact, discusses methods of assessing that impact and reviews the ways that donors and NGOs approach the issue of impact assessment. Uncertainty about how to evaluate impact, combined with the high cost of undertaking evaluations which sometimes exceeds the cost of the project itself, has constrained NGOs from commissioning more impact assessments.

Study results:

1. There remains a substantial lack of both quantitative and qualitative data on projects, compounded by the fact that some NGOs, especially the smaller ones, still do not place a high priority on garnering and assessing information on impact.
2. There is a lack of agreement on how to assess impact, reflecting the differing emphasis given to different stakeholders, and the extent to which NGOs, and especially the smaller ones, should allocate their scarce financial resources to this purpose.
3. It is not uncommon for NGOs to alter the nature, scale and purpose of their engagement in development activities. This may exacerbate gaps in knowledge. Thus, the recent shift in debate and, in some cases, in practice away from funding projects for the poor to work involving capacity building and support for processes of democratization means that impact assessments based on 'old' practices are becoming increasingly less relevant to current development activities.
4. Contemporary initiatives and debates among donors and NGOs about NGO development impact reveal quite sharp differences in approach, method and purpose. But they also point to some growing common ground between the two, particularly on the need to know more about impact and to learn from past experiences. The future is likely to witness a growing interest in assessing the impact of NGO projects, but also an increased recognition of the complexity of NGO development interventions. On the positive side, more is likely to become known about how and why particular clusters of NGO development projects succeed or fail. But it will also be far more important to ask, and difficult to answer, questions about the overall role that NGOs play in development.

4.4 General Commentary on Reviewed Studies:

As the subject of Project Evaluation is getting more and more interest and focus due to its importance in various fields for institutions, the previous studies and articles were collected from many countries and backgrounds, which give the researcher a clear vision of project evaluation literature, definition, importance and objectives.

Based on previous studies, this research constructs its hypotheses, and some of notes can be highlighted:

1. Previous studies tackled evaluation for different fields such as:
 - a. NGOs projects i.e. developmental projects, HIV/AIDS projects, educational projects, ...
 - b. Donor fund.
 - c. Education.
 - d. Training.
 - e. Business
2. The studies tackled evaluation in various institutions such as NGOs, networks, schools, companies, etc.
3. Previous studies used one or more of the five evaluation criteria “efficiency, effectiveness, relevance, impact, and sustainability”.
4. Five studies tackled impact criterion, four studies tackled sustainability criterion, two studies discussed relevancy criterion, two studies discussed effectiveness criterion and one study tackled efficiency criterion.
5. Many of previous studies clarified the importance of evaluation, the necessity of using the five criteria in evaluation and the benefits of using evaluation.
6. The previous studies confirmed the necessity of carrying out evaluation regularly for all project to use its results in planning for future projects.
7. Some previous studies discussed the available approaches used during evaluation and proposed new approaches such as an evaluation approach for infrastructure projects.
8. Previous studies proposed methodologies, and frameworks for evaluation system.
9. Some of previous studies developed tools that help in evaluating the projects such as history of future tool.
10. Previous studies argued about finding the best model for evaluation, as the technicalities and quality (policy, indicators and methodology and data collections, system issues and capacities, participation of actors outside government, use of M & E outputs) should be taken into consideration in designing the evaluation system.
11. Some previous studies discussed projects evaluation implemented by NGOs in Gaza Strip, and others discussed evaluation of specific projects such as school evaluation in China, poverty alleviation strategies in Ghana, monitoring and

evaluation of NGOs implementing HIV/AIDS projects in Botswana and evaluation of academic libraries in UK.

12. Some of previous studies tackled evaluation of profitable projects such as construction projects in Malaysia, and developing business effect evaluation methodology.
13. Previous studies discussed the challenges that face NGOs in evaluating their projects.
14. Some previous studies discussed the success factors of the projects in different countries UK, France, Norway and China.
15. This study complies with previous studies that it discusses evaluation importance, objectives, approaches and outputs usage.
16. This study differs from other previous studies that it focus on evaluating women projects, it will serve as a base for future studies in the same field.
17. This study uses the world five evaluation criteria (efficiency, effectiveness, relevance, impact, and sustainability).
18. This study serves as a primary basis for women projects evaluation for NGOs in Gaza Strip.

Chapter five

Research Design and Methodology

Section One: Methodology and Procedures

5.1.1 Introduction

5.1.2 Research Methodology

5.1.3 Research Procedure

5.1.4 Sources of Data

5.1.5 Research Population and Sample

5.1.6 Questionnaire Design

5.1.7 Date Measurement and Statistical Analysis Tools

5.1.8 Questionnaire Procedures

Section Two: Testing Research Tool

5.2.1 Introduction

5.2.2 Validity of the Questionnaire

5.2.3 Reliability of the Questionnaire

Section One

Methodology and Procedures

5.1.1 Introduction:

The research tries to explore the effects of evaluation criteria on the evaluation process of women projects implemented by NGOs in Gaza strip. The adopted methodology and procedures used to achieve the research goals include the study of the characteristics of the research sample, the types and sources of data, statistical analysis tool as well as procedures for the study.

5.1.2 Research Methodology:

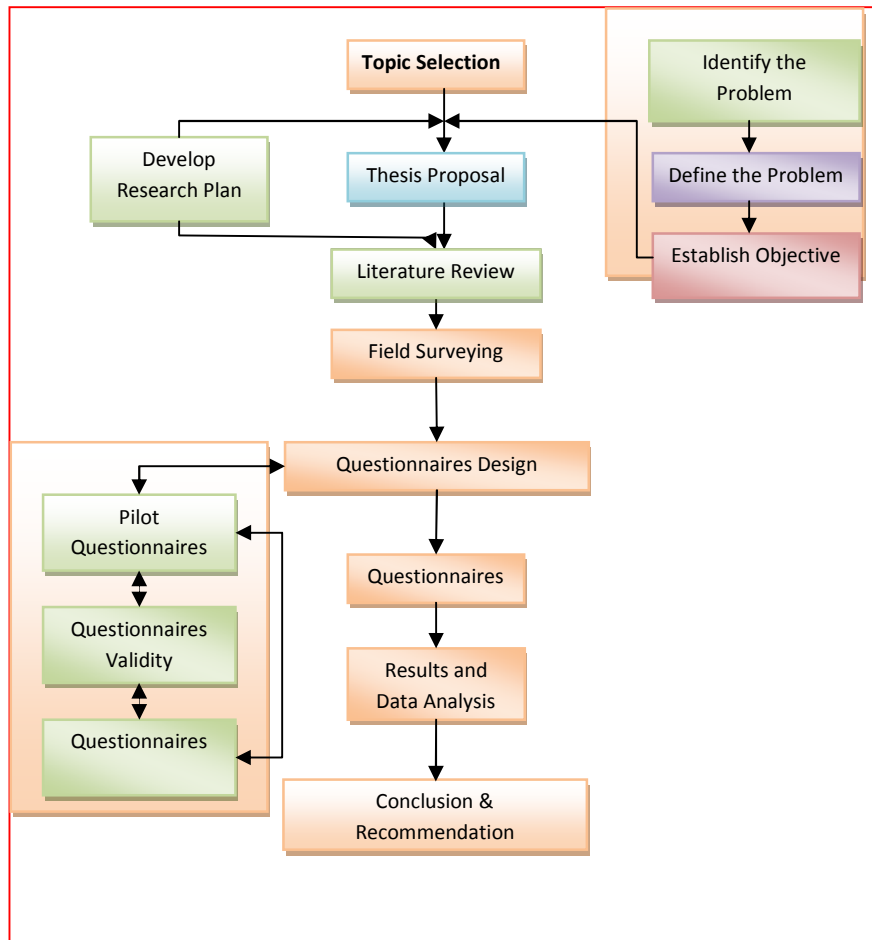
The research follows the analytical descriptive methodology approach to describe the basic features of the data in the research. The Analytical descriptive methodology is the best methodology to be used because it is non-experimental in which it deals with the relationships existed between non-manipulated variables in a natural, rather than artificial setting. Since the events or conditions of the research interest have already existed and practiced, the researcher focuses and selects the relevant variables to analyze the relationships in the hypotheses (Chambers & Skinner, 2003).

5.1.3 Research Procedure:

1. The first phase of the research is developing the thesis proposal which included problem identification and definition, research objectives setting and research plan development.
2. The second phase of the research included a summary of the comprehensive literature review. Literatures on project management and evaluation, evaluation process, criteria, non-governmental organizations background and previous studies were reviewed.
3. The third phase of the research focused on the modification of the questionnaire design, through distributing the questionnaire to pilot study. The purpose of the pilot study was to test and prove that the questionnaire questions are clear to be answered in a way that help to achieve the target of the study.
4. The fourth phase of the research included a field survey to distribute the questionnaires, which was conducted on 40 women and social NGOs in Gaza Strip. This questionnaire was used to collect the required data in order to achieve the research objective, 160 questionnaires were distributed to the research population, and 150 questionnaires were received.
5. The fifth phase of the research was data analysis and discussion. Statistical Package for the Social Sciences (SPSS) was used to perform the required analysis.
6. The final phase includes the conclusions and recommendations.

Figure (5.1) shows the methodology flowchart, which leads to achieve the research objective.

Figure (5.1): Illustrates the methodology flow chart.



Source: Articulated by the researcher based on (RDDirect Research Process Flowchart, 2004)

5.1.4 Sources of Data:

The data of the questionnaire was gathered carefully and accurately to achieve the research's objectives. There were two sources of data:

1. Secondary Data: Secondary data were obtained from journals that discussed project management and evaluation. Also, many thesis, dissertations and essays were accessed through universities electronic websites. Some textbooks were available.
2. Primary Data: This data was collected from the field by questionnaire. Questionnaire was designed and distributed to get responses from target group of the research during their working hours. Respondents were asked to provide opinions on the variables of this research, such as evaluation process and criteria.

5.1.5 Research Population and Sample:

The research population consisted of 854 NGOs working in Gaza Strip, in which 44 Women NGOs and 382 Social NGOs that have a women programs.

The sample of the research consisted of 12 women NGOs and 28 social NGOs working in Gaza Strip based on the following criteria:

1. Women NGOs in Gaza Strip (age more than 3 years, and have annual budget more than \$100,000).
2. Social NGOs that have a women program in Gaza Strip (age more than 3 years, and have annual budget more than \$300,000).
3. The study target projects coordinators who are responsible for projects evaluation in these NGOs.
4. 160 questionnaires were distributed among women projects coordinators, and 150 questionnaires were received.

5.1.6 Questionnaire Design:

A questionnaire was provided with a covering letter explaining the purpose of the study, the way of responding, the aim of the research and the security of the information in order to encourage a high response. The questionnaire included multiple choice question: which used widely in the questionnaire, The variety in these questions aims first to meet the research objectives, and to collect all the necessary data that can support the discussion, results and recommendations in the research.

The sections in the questionnaires verify the objectives in this research related to **evaluation of women projects in Gaza Strip** as follows:

1. **First section:** Personal data consist of 5 sentences.
2. **Second section:** NGO Organizational Traits consist of 2 sentences.
3. **Third section:** related to "Relevancy: the extent to which the project meet the needs of the beneficiaries, organization and donor" consist of 12 sentences.
4. **Forth section:** related to "Efficiency: the optimal use of financial and human resources to achieve planned results with minimum time, cost and effort" consist of 11 sentences.
5. **Fifth section:** related to "Effectiveness: the extent of achieving the designed objectives of the project" consist of 14 sentences.
6. **Sixth section:** related to "Impact: the extent of achieving the general objective of the project and organization related to target groups and community on the long-term" consist of 9 sentences.
7. **Seventh section:** related to "Sustainability: the extent of sustaining the project after its end" consist of 8 sentences.

5.1.7 Date Measurement and Statistical Analysis Tools:

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

value $(5-1=4)$, then it was divided by the number of intervals $(4/5=0.8)$; thus the interval for each value in the scale is 0.8. Based on Likert scale, the researcher has used the following:

Item	Never	Rarely	Sometimes	Often	Always
Scale	1	2	3	4	5
Interval	1.0-1.8	1.8-2.6	2.6-3.4	3.4-4.2	4.2-5.0
Category	Weak	Passable	Good	Very Good	Excellent

To achieve the research objectives, the researcher used the Statistical Package for the Social Science (SPSS) for Manipulating and analyzing the data. The researcher utilized the following statistical tools:

1. Kolmogorov-Smirnov test of normality.
2. Pearson correlation coefficient for Validity.
3. Cronbach's Alpha for Reliability Statistics.
4. Spearman –Brown Coefficient
5. Frequency and Descriptive analysis.
6. Parametric Tests (One-sample T test, Independent Samples T-test, Analysis of Variance).
 - a. T-test is used to determine if the mean of a paragraph is significantly different from a hypothesized value 3 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance, 0.05, then the mean of a paragraph is significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P-value (Sig.) is greater than the level of significance, 0.05, then the mean a paragraph is insignificantly different from a hypothesized value 3.
 - b. The Independent Samples T test is used to examine if there is a statistical significant difference between two means among the respondents toward "Women project evaluation implemented by NGOs in Gaza Strip" due to (Sex, Getting training in evaluation).
 - c. The One- Way Analysis of Variance (ANOVA) is used to examine if there is a statistical significant difference between several means among the respondents toward " Women project evaluation implemented by NGOs in Gaza Strip " due to (Age, Education, Years of Experience, Organization age, Number of projects).

5.1.8 Questionnaire Procedures

The researcher utilizes the following questionnaire procedures:

1. Upon designing the questionnaire, it was reviewed and modified by research supervisor.
2. The modified copy was given to a number of 10 referees, including academics and civil society experts who have excellent knowledge and expertise in the area of the research topic.

3. The questionnaire was modified based on the referee's comments and a pilot sample of 26 questionnaires was distributed to help test the validity and reliability of the questionnaire.
4. Based on the pilot phase findings, it was concluded that the questionnaire is ready to be distributed as a final copy.

Section Two

Testing Research Tool

5.2.1 Introduction:

This section addresses the examination of validity and reliability of the tool in terms of the sincerity of the questionnaire by (Pre-Pilot validity) referees' comments and the results of internal consistency of the structural identification. Then the stability of the questionnaire includes the coefficient Cronbach's coefficient alpha and split half method to exit questionnaire in its final form. Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. External (Pre-Pilot) validity is used to identify potential problems; and statistical validity is used to evaluate instrument validity, which include internal validity and structure validity (Pilot and Hungler, 1985).

5.2.2 Validity of the Questionnaire:

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. High validity is the absence of systematic errors in the measuring instrument. When an instrument is valid; it truly reflects the concept it is supposed to measure. Achieving good validity required the care in the research design and sample selection.

To insure the validity of the questionnaire, two statistical tests were applied. The first test is Criterion-related validity test (Pearson test) which measures the correlation coefficient between each item in the field and the whole field. The second test is structure validity test (Pearson test) that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of similar scale. (Pilot and Hungler, 1985)

5.2.2.1 External (Pre-Pilot) Validity of the Questionnaire:

It is essential to pre-pilot the questionnaire to identify any ambiguities in the questions and to identify the potential problems for each question. In order to assure high level of reliability and validity for the developed tool, the researcher had taken the approval of the supervisor to review the tool on Academic, statistic and Professional levels to ensure its relevancy and stability. The questionnaire was reviewed by 8 academic staff from universities and two professionals from NGOs who have long-time experiences in business practice environment. The reason for including professional was to assure that the statement truly addressed the critical areas from the professional perspective. (Pilot and Hungler, 1985).

5.2.2.2 Criterion Related Validity (Internal consistency)

Internal consistency of the questionnaire is measured by a scouting sample, which consisted of 26 questionnaires, through measuring the correlation coefficients between each

paragraph in one field and the whole field. Table (5.1-5.5) below shows the correlation coefficient and p-value for each field items.

a. The validity of Relevancy criterion

Table (5.1): The correlation coefficient between each paragraph in the field and the whole field, relevancy

No.	Question	Pearson coefficient	p-value	Sig. level
1	The organization conducts a needs assessment before designing the project with women participation.	0.812	0.000	**
2	The organization conducts a needs assessment before designing project involving the target communities.	0.772	0.000	**
3	The views of the stakeholders incorporated in designing the projects.	0.707	0.000	**
4	The views of women incorporated in designing the projects.	0.705	0.000	**
5	The views of men and young people incorporated in designing the projects.	0.835	0.000	**
6	The organization takes in consideration the duration and the various groups when assessing the needs.	0.838	0.000	**
7	The design of your project reflect the results of the needs assessment.	0.775	0.000	**
8	Before embarking on a project you normally conduct a study to establish baseline data or condition of the community	0.604	0.001	**
9	The objectives of designed projects fit the organization strategy	0.587	0.002	**
10	There is a clear relation between the identified needs and the organization objectives.	0.667	0.000	**
11	The designed projects match the donor priorities	0.560	0.003	**
12	There is a clear relation between the identified needs and the donor objectives.	0.539	0.005	**

** Correlation coefficient is significant at the $\alpha = 0.05$

As shown in the table (5.1) the p- Values are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

b. The validity of Efficiency criterion

Table (5.2): The correlation coefficient between each paragraph in the field and the whole field, efficiency

No.	Question	Pearson coefficient	p-value	Sig. level
1	There are sufficient resources allocated for project activities – including availability of skilled staff, financial resources and technical equipment	0.604	0.001	**
2	The project expenditures fit the planned budget	0.548	0.004	**

3	The equipments of the projects are used optimally	0.465	0.017	**
4	The staff of the project carries out their duties in high quality, specific time and within the budget	0.696	0.000	**
5	The organization achieves the results of the project because of the efficient performance of the staff	0.746	0.000	**
6	The schedule of project planned activities is compared against actual schedule in order to ensure the quality of the performance	0.778	0.000	**
7	The projects accomplish unplanned results	0.670	0.000	**
8	The remaining amounts of budget items are used to implement additional activities that contribute in achieving the project objectives	0.716	0.000	**
9	The organization owns effective financial system that controls the project expenditures according to the budget	0.533	0.005	**
10	The performance of the project's staff is evaluated regularly during the project duration	0.697	0.000	**
11	The organization monitors the performance of the project staff regularly to guide them and develop their performance	0.727	0.000	**

** Correlation coefficient is significant at the $\alpha = 0.05$

As shown in the table (5.2) the p- Values are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

c. The Validity of Effectiveness Criterion

Table (5.3): The correlation coefficient between each paragraph in the field and the whole field, effectiveness

No.	Question	Pearson coefficient	p-value	Sig. level
1	The projects have objectives that are time-bound and measurable	0.614	0.001	**
2	The organization develops the logical framework matrix when designing the project	0.535	0.005	**
3	The organization normally use the logical framework matrix in aiding the monitoring and evaluation of projects	0.930	0.000	**
4	The organization develops suitable indicators to measure the extent of achieving the project objectives	0.762	0.000	**
5	The organization identifies various and suitable tools to measure the indicators	0.872	0.000	**
6	The assumptions, which proposed in the logical framework matrix, are achieved during the project implementation	0.795	0.000	**
7	The organization avoids raising unplanned risks during the project implementation	0.706	0.000	**
8	The organization develops alternative plans to overcome the expected risks during project implementation	0.629	0.001	**
9	The organization based on its experience and lessons learned in similar projects develops alternatives to overcome risks	0.706	0.000	**
10	The organization develops a clear plan to implement the project activities	0.819	0.000	**

11	The plan includes the following data:			
11.1	The activities to be implemented	0.705	0.000	**
11.2	The responsible person for implementation	0.702	0.000	**
11.3	Timetable	0.841	0.000	**
11.4	Monitoring plan	0.798	0.000	**
12	The project staff participates in developing the project implementation plan.	0.684	0.000	**
13	The responsibilities and duties are distributed among different stakeholders in the project in which contribute in achieving the project objectives.	0.425	0.031	**
14	The project planned objectives are achieved.	0.525	0.006	**

** Correlation coefficient is significant at the $\alpha = 0.05$

As shown in the table (5.3) the p- Values are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

d. The validity of Impact Criterion

Table (5.4): The correlation coefficient between each paragraph in the field and the whole field, impact

No.	Question	Pearson coefficient	p-value	Sig. level
1	The projects achieve their long-term objectives	0.820	0.000	**
2	The projects contribute in achieving the general objectives of the organization	0.749	0.000	**
3	The projects contribute in changing the prevalent culture in the community regarding women	0.621	0.001	**
4	The projects help in changing women thoughts and attitudes in the community	0.698	0.000	**
5	The impact of the project is evaluated after 2 years or more	0.930	0.000	**
6	The projects contribute in improving women participation in different fields (socially, economically, politically, ...etc)	0.854	0.000	**
7	The projects help in promoting gender concept in the community	0.825	0.000	**
8	The project activities achieve unplanned long-term impact that contribute in accomplishing the general objectives of the project	0.568	0.002	**
9	The projects make positive impact in the life of target groups and the community in general	0.705	0.000	**

** Correlation coefficient is significant at the $\alpha = 0.05$

As shown in the table (5.4) the p- Values are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

e. The validity of Sustainability Criterion

Table (5.5): The correlation coefficient between each paragraph in the field and the whole field, sustainability

No.	Question	Pearson coefficient	p-value	Sig. level
1	When designing the projects, the organization proposes activities that don't need sustainable fund	0.596	0.001	**
2	When designing the projects, the organization proposes activities that build the capacities of the target groups	0.809	0.000	**
3	The projects contribute in building the capacities of the work staff to habilitate them to work in similar projects	0.642	0.000	**
4	The organization develops partnerships with different groups in the community to implement the projects	0.731	0.000	**
5	The organization's partner adopt the objectives and achievements of the project	0.581	0.002	**
6	The organization adopts the projects ideas and involved it in its structure and programs	0.723	0.000	**
7	The projects help in feeding the organization database with documents related to women issues and share it with the local community	0.684	0.000	**
8	The results and outcomes of the projects are shared with different institutions and organizations through websites and social media	0.613	0.001	**

** Correlation coefficient is significant at the $\alpha = 0.05$

As shown in the table (5.5) the p- Values are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

5.2.2.3 Structure Validity of the Questionnaire

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

Table (5.6): Structure Validity of the Questionnaire

Section	Title of section	Pearson correlation coefficient	p-value
Section (1)	Relevancy : the extent to which the project meet the needs of the beneficiaries, organization and donor	0.693	0.000
Section (2)	Efficiency: the optimal use of financial and human resources to achieve planned results with minimum time, cost and effort	0.832	0.000
Section (3)	Effectiveness: the extent of achieving the designed objectives of the project	0.816	0.000
Section (4)	Impact: the extent of achieving the general objective of the project and organization related	0.691	0.000

	to target groups and community on the long-term		
Section (5)	Sustainability: the extent of sustaining the project after its end	0.733	0.000

As shown in table (5.6), the significance values are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$, so it can be said that the fields are valid to measure what it was set for in order to achieve the main aim of the study.

5.2.3 Reliability of the Questionnaire:

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring. The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient. Cronbach's coefficient alpha and half split method are used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. For the most purposes reliability coefficient above 0.7 is considered satisfactory.

5.2.3.1 Half Split Method:

This method depends on finding Pearson correlation coefficient between the means of odd rank questions and even rank questions of each field of the questionnaire. Then, correcting the Pearson correlation coefficients can be done by using Spearman Brown correlation coefficient of correction. The corrected correlation coefficient (consistency coefficient) is computed according to the following equation:

Consistency coefficient = $2r/(r+1)$, where r is the Pearson correlation coefficient. The normal range of corrected correlation coefficient $2r/(r+1)$ is between 0.0 and + 1.0

Table (5.7): Split-Half Coefficient method

Section	Title of section	person-correlation	Spearman-Brown Coefficient	p-value
Section (1)	Relevancy : the extent to which the project meet the needs of the beneficiaries, organization and donor	0.6763	0.8069	0.0000
Section (2)	Efficiency: the optimal use of financial and human resources to achieve planned results with minimum time, cost and effort	0.7185	0.8362	0.0000
Section (3)	Effectiveness: the extent of achieving the designed objectives of the project	0.7685	0.8691	0.0000
Section (4)	Impact: the extent of achieving the general objective of the project and organization related to target groups and community on the long-term	0.6978	0.8220	0.0000
Section (5)	Sustainability: the extent of sustaining the project after its end	0.7917	0.8837	0.0000
All sections		0.7592	0.8631	0.0000

As shown in Table (5.7), the general reliability for all items equal 0.8631, and the significant (α) is less than 0.05 so all the corrected correlation coefficients are significance at $\alpha = 0.05$. It can be said that according to the Half Split method, the questionnaire is reliable.

5.2.3.2 Cronbach's Coefficient Alpha

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

Table (5.8): Split-Half Coefficient

Section	Title of section	Cronbach's Alpha
Section (1)	Relevancy : the extent to which the project meet the needs of the beneficiaries, organization and donor	0.8884
Section (2)	Efficiency: the optimal use of financial and human resources to achieve planned results with minimum time, cost and effort	0.8573
Section (3)	Effectiveness: the extent of achieving the designed objectives of the project	0.8935
Section (4)	Impact: the extent of achieving the general objective of the project and organization related to target groups and community on the long-term	0.8579
Section (5)	Sustainability: the extent of sustaining the project after its end	0.9027
All sections		0.8957

As shown in Table (5.8) the Cronbach's coefficient alpha was calculated and the general reliability for all items equals 0.8957. This range is considered high; the result ensures the reliability of the questionnaire.

Thereby, it can be said that the researcher proved the validity and reliability of the questionnaire and thus it is ready for distribution among the population sample.

Chapter Six

Data Analysis and Hypotheses Testing

6.1 Introduction

6.2 Test of Normality

6.3 Descriptive Analysis of the Sample Statistics

6.4 Data Analysis and Hypotheses Testing

6.1 Introduction:

The aim of this chapter is to analyze the empirical data which was collected through the questionnaire in order to provide a real picture about women project evaluation in NGOs in Gaza Strip. The first section tackled the test of normality. The second is about descriptive analysis (the organizational and personal characteristics) which will be presented and discussed. The third is about Data analysis (Means and Test values for each field). The fourth section is hypotheses testing. The findings that respond to these questions and objectives will be discussed and compared to previous findings in other studies.

6.2 Test of Normality:

One Sample Kolmogorov-Smirnov test was used to identify if the data follow normal distribution or not, this test is considered necessary in case of testing hypotheses as most parametric Test stipulate data to be normality distributed and this test used when the size of the sample are greater than 50.

Table (6.1): One Sample K-S

Section	Title of section	No. of Items	Statistic	P-value
Section (1)	Relevancy : the extent to which the project meet the needs of the beneficiaries, organization and donor	12	1.121	0.162
Section (2)	Efficiency: the optimal use of financial and human resources to achieve planned results with minimum time, cost and effort	11	1.341	0.055
Section (3)	effectiveness: the extent of achieving the designed objectives of the project	14	0.795	0.553
Section (4)	impact: the extent of achieving the general objective of the project and organization related to target groups and community on the long-term	9	1.074	0.199
Section (5)	sustainability: the extent of sustaining the project after its end	8	1.295	0.070
All Sections		54	0.768	0.597

The results of the test as shown in table (6.1), clarify that the calculated p-value is greater than the significant level which is equal 0.05 (p-value. > 0.05), this in turn denotes that data follows normal distribution, and thus parametric Tests can be used.

6.3 Descriptive analysis of the Sample Statistics

6.3.1 Sex:

Table (6.2): Sex

Sex	Frequency	Percentages
Male	64	42.7
Female	86	57.3
Total	150	100.0

Table (6.2) shows that 42.7% of the sample are "male", and 57.3% of the sample are "female", which reflects that women and social NGOs prefer to recruit female coordinators

for women projects and this related to sensitivity and nature of these projects, and gender issues which is tackled by these NGOs, also this could be a requirement of some donors.

6.3.2 Age:

Table (6.3): Age

Age	Frequency	Percentages
Less than 30 years	64	42.7
30-40 years	48	32.0
40-50 years	20	13.3
Older than 50 years	18	12.0
Total	150	100.0

Table (6.2) shows that 74.7% of the sample of age "Less than 40 years", and 25.3% of the sample of age "older than 40 years". This indicates that the majority of the employees in NGOs work as project coordinators are young professionals to benefit from their enthusiasm and skills, and because this position "project coordinators" does not require long experience and advanced skills.

6.3.3 Educational qualifications:

Table (6.4): Educational qualifications

Educational qualifications	Frequency	Percentages
Secondary	10	6.7
Diploma	21	14.0
Bachelor	91	60.7
Master or PHD	28	18.7
Total	150	100.0

Table (6.4) shows that 20.7% of the sample have secondary and diploma certificates while 79.3% of the sample have bachelor, master and PHD certificates. This indicates that the examined NGOs are likely to attract employees with advanced educational qualifications.

6.3.4 Years of experience related to evaluation:

Table (6.5): Years of experience related to Evaluation

Years of experience related to Evaluation	Frequency	Percentages
Less than 5 years	61	40.7
5- less than 10 years	37	24.7
10- less than 15 years	29	19.3
15 years and higher	23	15.3
Total	150	100.0

Table (6.5) shows that 65.4% of the sample have less than 10 years of experience related to evaluation, and 34.6% of the sample have higher than 10 years of experience related to evaluation. This indicates that the project coordinators recruited by NGOs are young experienced professionals and this complies with the age of respondents.

6.3.5 Training related to evaluation:

Table (6.6): getting any training related to evaluation

Did you get any training related to evaluation?	Frequency	Percentages
Yes	100	66.7
No	50	33.3
Total	150	100.0

Table (6.6) shows that 66.7% of the sample got training related to evaluation, but 33.3% of the sample did not get training related to evaluation. This means that two thirds of the sample got training related to evaluation because most NGOs build the capacities of their staff. Also donors play significant role in training NGOs staffs related to project management and evaluation.

6.3.6 Age of organization:

Table (6.7): Age of organization

Age of organization	Frequency	Percentages
Less than 5 years	35	23.3
5- less than 10 years	37	24.7
10- less than 15 years	46	30.7
15 years and higher	32	21.3
Total	150	100.0

Table (6.7) shows that 48 % of the Age of organization are "Less than 10 years", and 52 % of the Age of organization are higher than 10 years. This indicates that NGOs sector is very important and vital sector in the past and present especially in Palestinian community which exposes to different internal and external circumstances affect the people life and lead to permanent needs for the services provided by these NGOs.

6.3.7 Number of projects implemented during the last five years:

Table (6.8): Number of projects implemented during the last five years

Number of projects implemented during the last five years	Frequency	Percentages
Less than 5 projects	24	16.0
5- less than 10 projects	33	22.0
10- less than 15 projects	45	30.0
15- less than 20 projects	26	17.3

20 and higher	22	14.7
Total	150	100.0

Table (6.8) shows that 38% of the organizations implemented less than 10 projects during the last five years, and 62% of the organizations implemented more than 10 projects during the last five years. This means that there is essential needs to the services provided within women projects, and there is concern by NGOs to implement projects that target women and meet their needs. Also this indicates that there is donors' interest with women issues and needs in Palestine and thus available fund to support women and social NGOs in Gaza Strip.

6.4 Data Analysis and Hypotheses Testing:

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

6.4.1 the first hypothesis: There is statistical effect (at the α 0.05 level) of the project evaluation criteria on the evaluation process of women projects implemented by NGOs in Gaza Strip. And this hypothesis consist from the sub-hypotheses as follows:

6.4.1.1 There is statistical effect (at the α 0.05 level) of relevancy criterion on the evaluation process of women projects implemented by NGOs in Gaza Strip.

Table No.(6.9): Means and Test values for Relevancy

No.	Sentence	Mean	standard deviation	Weight mean	t-value	P-value
1	The organization conducts a needs assessment before designing the project with women participation.	4.13	0.988	82.67	14.054	0.000
2	The organization conducts a needs assessment before designing project involving the target communities.	4.07	0.844	81.47	15.571	0.000
3	The views of the stakeholders incorporated in designing the projects.	4.22	0.834	84.40	17.907	0.000
4	The views of women incorporated in designing the projects.	3.61	1.146	72.27	6.557	0.000
5	The views of men and young people incorporated in designing the projects.	3.64	1.119	72.80	7.005	0.000
6	The organization takes in consideration the duration and the various groups when assessing the needs.	4.15	0.766	83.07	18.436	0.000
7	The design of your project reflect the results of the needs assessment.	4.14	0.751	82.80	18.589	0.000
8	Before embarking on a project you normally conduct a study to establish baseline data or condition of the community	4.21	0.885	84.13	16.707	0.000
9	The objectives of designed projects fit the organization strategy	4.29	0.824	85.87	19.230	0.000
10	There is a clear relation between the identified needs and the organization objectives.	4.36	0.707	87.20	23.546	0.000
11	The designed projects match the donor priorities.	4.44	0.719	88.80	24.540	0.000

No.	Sentence	Mean	standard deviation	Weight mean	t-value	P-value
12	There is a clear relation between the identified needs and the donor objectives.	4.27	0.702	85.33	22.113	0.000
All items		4.13	0.485	82.57	28.504	0.000

Critical value of t at df "149" and significance level 0.05 equal 1.98

As shown in table (6.9), the following items in the relevancy field got the highest weight means: item No. (11) the weight mean equal "88.80%" and p-value equal "0.000" which is less than 0.05, that means (The designed projects match the donor priorities), and item No. (10) the weight mean equal "87.20%" and p-value equal "0.000" which is less than 0.05, that means (There is a clear relation between the identified needs and the organization objectives). The following items in the relevancy field got the lowest weight means: item No. (5) the weight mean equal "72.80%" and p-value equal "0.000" which is less than 0.05, that means (The views of men and young people incorporated in designing the projects), item No. (4) the weight mean equal "72.27%" and p-value equal "0.000" which is less than 0.05, that means (The views of women incorporated in designing the projects).

Generally, the results for all items of the field show that the average mean equal 4.13 and the weight mean equal 82.57% which is greater than "60%" and the value of t test equal 28.504 which is greater than the critical value which is equal 1.98 and the p-value equal 0.000 which is less than 0.05, that means there is a statistical effect (at the α 0.05 level) of relevancy criterion on the evaluation process of women projects implemented by NGOs in Gaza Strip.

Commentary:

- The researcher attributes this result to donor's policy in funding where donors refuse to fund projects if these projects do not fit the needs and priorities of the target groups, the objectives and strategies of the implementer organization and the priorities and objectives of the donor, also it refers to NGOs awareness of the importance of the relevancy criterion especially in getting the fund. Therefore, NGOs carry out needs assessment involving women, men, young people and different stakeholders to design the projects based on their essential needs that match the organization and the donor objectives.
- This agrees with (Hamad, 2010) which tackled project evaluation in NGOs in Gaza Strip and concluded that NGOs take care of relevancy criterion and design the projects based on the needs of the target groups.
- Also, it agrees with (Syam, 2010) the Application of Strategic Planning and its Relationship with Performance of Non Governmental Organization in the Gaza Strip which concluded that women NGOs choose the programs and the activities which comply with the needs of the target categories.
- The result agrees with (Swindle, 2011) which tackled The Tough Realities Small NGOs Face When Evaluating Their Efforts: Observations from Guatemala and

Mexico which concluded that projects generally meet the basic physical needs of local people.

- Also it agrees with (Klakegg, 2009) which indicated that lack of relevancy comes from projects implementation not linking to users' needs.
- However, it is inconsistent with the study (Nyathi, 2012) which tackled evaluation of poverty alleviation strategies implemented by non-governmental organizations (NGOs) in Zimbabwe that indicated the strategies implemented in Binga do not address the needs of the poor. This refers to different context of Gaza Strip in comparison of Zimbabwe, in addition to the difference in field of work poverty alleviation compared to women empowerment.

6.4.1.2 There is statistical effect (at the α 0.05 level) of efficiency criterion on the evaluation process of women projects implemented by NGOs in Gaza Strip

Table (6.10): Means and Test values for Efficiency

No.	Sentence	Mean	standard deviation	Weight mean	t-value	P-value
1	There are sufficient resources allocated for project activities – including availability of skilled staff, financial resources and technical equipment.	3.97	0.819	79.47	14.559	0.000
2	The project expenditures fit the planned budget.	4.26	0.746	85.20	20.694	0.000
3	The equipments of the projects are used optimally	4.35	0.695	86.93	23.731	0.000
4	The staff of the project carries out their duties in high quality, specific time and within the budget.	4.33	0.739	86.67	22.103	0.000
5	The organization achieves the results of the project because of the efficient performance of the staff.	4.27	0.743	85.31	20.641	0.000
6	The schedule of project planned activities is compared against actual schedule in order to ensure the quality of the performance.	4.39	0.759	87.87	22.489	0.000
7	The projects accomplish unplanned results.	3.81	0.772	76.27	12.905	0.000
8	The remaining amounts of budget items are used to implement additional activities that contribute in achieving the project objectives.	4.02	0.930	80.40	13.429	0.000
9	The organization owns effective financial system that controls the project expenditures according to the budget.	4.37	0.738	87.47	22.799	0.000
10	The performance of the project's staff is evaluated regularly during the project duration.	4.39	0.722	87.73	23.537	0.000
11	The organization monitors the performance of the project staff regularly to guide them and develop their performance.	4.36	0.830	87.20	20.077	0.000
All items		4.23	0.454	84.60	33.164	0.000

Critical value of t at df "149" and significance level 0.05 equal 1.98

As shown in table (6.10), the following items in the efficiency field got the highest weight means item No. (6) the weight mean equal " 87.87%" and p-value equal " 0.000" which is less than 0.05, that means (The schedule of project planned activities is compared against actual schedule in order to ensure the quality of the performance.), item No. (10) the weight mean equal " 87.73%" and p-value equal " 0.000" which is less than 0.05, that means (The performance of the project's staff is evaluated regularly during the project duration). The following items in the efficiency field got the lowest weight means item No. (1) the weight mean equal "79.47%" and p-value equal " 0.000" which is less than 0.05, that means (There are sufficient resources allocated for project activities – including availability of skilled

staff, financial resources and technical equipment.), item No. (7) the weight mean equal "76.27%" and p-value equal " 0.000" which is less than 0.05, that means (The projects accomplish unplanned results.).

Generally, the results for all items of the field show that the average mean equal 4.23 and the weight mean equal 84.60% which is greater than " 60%" and the value of t test equal 33.164 which is greater than the critical value which is equal 1.98 and the p- value equal 0.000 which is less than 0.05, that means there is a statistical effect (at the α 0.05 level) of efficiency criterion on the evaluation process of women projects implemented by NGOs in Gaza Strip.

Commentary :

- This refers to NGOs attention to achieve the results and outcomes of the projects within the allocated cost, time and effort through availability of sufficient resources (financial resources, skilled staff, equipment), comparing expenditure with actual budget and planned activities schedule versus actual schedule, optimal use of equipment, and assessing and following up the performance of the employees.
- NGOs take consideration of this criterion, as donors review the expenditures and evaluate the projects they funded to measure the extent of achieving the results and outcomes the thing that can affect NGO opportunity in getting new fund.
- This result is consistent with (Hamad, 2010) concluded that the priority of NGOs in Gaza Strip is to achieve the results and outcomes of the projects through effective monitoring system.
- It also agrees with (Takim and Adnan, 2008) revealed that the level of success criticality with regards to project efficiency performance in the development of construction projects in Malaysia is according to the specific requirements and priorities of different project stakeholders (staff, partners, ...).
- The result agrees with (Andersen, Birchall and others, 2006) mentioned that the most important factors in improving managerial ability to deliver results in time and at cost were strong project commitment, early stakeholder influence, stakeholder endorsement of project plans and rich project communications.
- The result is inconsistent with (Holvoet and Inberg, 2012) which monitored and evaluated Uganda's Education Sector, it concluded that the analytical quality, however, is still poor, as performance and expenditure are not systematically linked, results and outcomes are hardly compared to targets. This refers to different context of Gaza Strip in comparison of Uganda, in addition to the difference in field of work education sector led by GOs compared to women projects led by NGOs.

6.4.1.3 There is statistical effect (at the α 0.05 level) of effectiveness criterion on the evaluation process of women projects implemented by NGOs in Gaza Strip.

Table (6.11): Means and Test values for Effectiveness

No.	Sentence	Mean	standard deviation	Weight mean	t-value	P-value
1	The projects have objectives that are time-bound and measurable.	4.57	0.680	91.33	28.230	0.000
2	The organization develops the logical framework matrix when designing the project.	4.35	0.770	87.07	21.534	0.000
3	The organization normally use the logical framework matrix in aiding the monitoring and evaluation of projects	4.25	0.957	85.07	16.045	0.000
4	The organization develops suitable indicators to measure the extent of achieving the project objectives.	4.36	0.762	87.20	21.853	0.000
5	The organization identifies various and suitable tools to measure the indicators.	4.24	0.808	84.80	18.788	0.000
6	The assumptions, which proposed in the logical framework matrix, are achieved during the project implementation.	4.09	0.867	81.73	15.359	0.000
7	The organization avoids raising unplanned risks during the project implementation.	4.28	0.778	85.60	20.144	0.000
8	The organization develops alternative plans to overcome the expected risks during project implementation.	4.11	0.853	82.13	15.898	0.000
9	The organization based on its experience and lessons learned in similar projects develops alternatives to overcome risks.	4.56	0.629	91.20	30.373	0.000
10	The organization develops a clear plan to implement the project activities	4.47	0.902	89.33	19.906	0.000
11	The plan includes the following data:					
11.1	The activities to be implemented	4.61	0.712	92.27	27.745	0.000
11.2	The responsible person for implementation	4.65	0.634	93.07	31.917	0.000
11.3	Timetable	4.59	0.734	91.87	26.600	0.000
11.4	Monitoring plan	4.61	0.750	92.13	26.240	0.000
12	The project staff participates in developing the project implementation plan.	4.17	0.878	83.33	16.276	0.000
13	The responsibilities and duties are distributed among different stakeholders in the project in which contribute in achieving the project objectives.	4.28	0.844	85.60	18.565	0.000
14	The project planned objectives are achieved.	4.26	0.764	85.20	20.212	0.000
All items		4.38	0.464	87.58	36.389	0.000

Critical value of t at df "149" and significance level 0.05 equal 1.98

As shown in table (6.11), the following items in the effectiveness field got the highest weight means item No. (1) the weight mean equal " 91.33%" and p-value equal " 0.000" which is less than 0.05, that means (The projects have objectives that are time-bound and measurable.), item No. (9) the weight mean equal " 91.20%" and p-value equal " 0.000" which is less than 0.05, that means (The organization based on its experience and lessons learned in similar projects develops alternatives to overcome risks). The following items in the effectiveness field got the lowest weight means item No. (8) the weight mean equal " 82.13%" and p-value equal " 0.000" which is less than 0.05, that means (The organization develops alternative plans to overcome the expected risks during project implementation.), and item No. (6) the weight mean equal " 81.73%" and p-value equal " 0.000" which is less than 0.05, that means (The assumptions, which proposed in the logical framework matrix, are achieved during the project implementation).

Generally, the results for all items of the field show that the average mean equal 4.38 and the weight mean equal 87.58% which is greater than " 60%" and the value of t test equal 36.389 which is greater than the critical value which is equal 1.98 and the p-value equal 0.000 which is less than 0.05, that means there is a statistical effect (at the α 0.05 level) of effectiveness criterion on the evaluation process of women projects implemented by NGOs in Gaza Strip

Commentary

- NGOs take into account accomplishing the objectives of the projects as they design time-bounded and measurable objectives, and use their experience and lessons learned to overcome risks, as well as develop clear comprehensive plans to implement the activities, and using logical frame work matrix. This related to relevancy criterion where the projects basically designed on real needs of beneficiaries thus the target group really benefit from these projects.
- This agrees with (Hamad, 2010) concluded that NGOs take care of achieving the projects objectives based on the validity of the assumptions.
- Also, it is consistent with (Ghoshah, 2005) tackled Program evaluation conditions at the Palestinian non-governmental organizations concluded that PNGOs do benefit from the program evaluations that are conducted. They benefit to a certain limit on the organizational level both conceptually and instrumentally.
- Furthermore, the result agrees with (Holvoet and Inberg, 2012) mentioned that the use of M&E outputs by education development partners is considered to be good, and participation of important outside government actors, civil society organizations and development partners is strong.
- Moreover, it agrees with (Takim and Adnan, 2008) showed that effectiveness measures are related to the project 'results' achieved in the development of construction project. These are represented by the five principal factors namely:

Learning and Exploitation; Client Satisfaction; Stakeholder Objectives; Operational Assurance and User Satisfaction.

- The result is consistent with (Markland, Butters and Brophy, 2007) indicated that logical framework developed to link a route for the project from its starting position to the ultimate achievement of its goals.

6.4.1.4 There is statistical effect (at the α 0.05 level) of impact criterion on the evaluation process of women projects implemented by NGOs in Gaza Strip.

Table (6.12): Means and Test values for Impact

No.	Sentence	Mean	standard deviation	Weight mean	t-value	P-value
1	The projects achieve their long-term objectives.	4.11	0.697	82.13	19.458	0.000
2	The projects contribute in achieving the general objectives of the organization.	4.37	0.699	87.33	23.941	0.000
3	The projects contribute in changing the prevalent culture in the community regarding women.	4.02	0.798	80.40	15.650	0.000
4	The projects help in changing women thoughts and attitudes in the community.	3.97	0.789	79.33	14.999	0.000
5	The impact of the project is evaluated after 2 years or more.	3.65	1.100	72.93	7.200	0.000
6	The projects contribute in improving women participation in different fields (socially, economically, politically, ...etc)	3.96	0.858	79.20	13.699	0.000
7	The projects help in promoting gender concept in the community.	3.98	0.847	79.60	14.168	0.000
8	The project activities achieve unplanned long-term impact that contribute in accomplishing the general objectives of the project.	3.89	0.787	77.87	13.902	0.000
9	The projects make positive impact in the life of target groups and the community in general.	4.13	0.808	82.67	17.174	0.000
All items		4.01	0.501	80.16	24.650	0.000

Critical value of t at df "149" and significance level 0.05 equal 1.98

As shown in table (6.12), the following items in the impact field got the highest weight means item No. (2) the weight mean equal " 87.33%" and p-value equal " 0.000" which is less than 0.05, that means (The projects contribute in achieving the general objectives of the organization.), item No. (9) the weight mean equal " 82.67%" and p-value equal " 0.000" which is less than 0.05, that means (The projects make positive impact in the life of target groups and the community in general). The following items in the impact field got the lowest weight means In item No. (8) the weight mean equal " 77.87%" and p-value equal " 0.000" which is less than 0.05, that means (The project activities achieve unplanned long-term impact that contribute in accomplishing the general objectives of the project), item No. (5) the weight mean equal "72.93%" and p-value equal " 0.000" which is less than 0.05, that means (The impact of the project is evaluated after 2 years or more).

Generally, the results for all items of the field show that the average mean equal 4.01 and the weight mean equal 80.16% which is greater than " 60%" and the value of t test equal 24.650 which is greater than the critical value which is equal 1.98 and the p-value equal 0.000 which is less than 0.05, that means there is a statistical effect (at the α 0.05 level) of impact criterion on the evaluation process of women projects implemented by NGOs in Gaza Strip.

Commentary:

- NGOs implement projects that contribute in achieving positive impact in women life and community in general. It's expectable because NGOs design their projects based on real needs of women, and achieved the objectives and results of these projects, thus they change the prevalent culture in the community regarding women, caused positive impact in women life and increase their participation in different fields, changed women thoughts and attitudes in the community and promote gender concept. This also indicates that NGOs are committed towards community through providing services that really meet the needs of women and achieve positive impact.
- The result agrees with (Hamad, 2010) indicated that NGOs have the experience and ability to develop projects and activities that match the needs of the target groups and caused positive impact. It also agrees with (Andersen, Birchall and others, 2006) showed that strong project commitment and rich project communications were the main contributors in achieving project impact.
- The result is consistent with (Lee & Ding, 2007), concluded that participation in supervision and evaluation activities in the schools had caused a substantial increase in workload with concomitant anxieties (negative impact). It had also generated some positive impacts, including opportunities for self-reflection as well as instructional and organizational improvement. The result also is consistent with (El Ramlawi, 2012) showed that fund from international organizations has a positive impact on building the capacity of the NGOs working in Gaza.
- The study is inconsistent with (Overseas Development Institute, 1996) showed that there remains a substantial lack of both quantitative and qualitative data on projects, compounded by the fact that some NGOs, especially the smaller ones, still do not place a high priority on garnering and assessing information on impact. And there is a lack of agreement on how to assess impact, reflecting the differing emphasis given to different stakeholders, and the extent to which NGOs, and especially the smaller ones, should allocate their scarce financial resources to this purpose. And (the World Bank, 2006) confirmed that PNGO's monitoring of quality and impact was weak largely on account of the absence harmonized quality standards. This inconsistency refers to several reasons, these studies are old ones while NGOs sector is developing rapidly due to high competition on fund among NGOs, thus NGOs involved in different capacity building activities regarding designing projects that have positive impact and measuring this impact, also donors play important role in this regard where they involve NGOs in similar capacity building activities, moreover the donors and fund criteria requires projects with positive impact and ways to measure this impact.

6.4.1.5 There is statistical effect (at the α 0.05 level) of sustainability criterion on the evaluation process of women projects implemented by NGOs in Gaza Strip

Table (6.13): Means and Test values for Sustainability

No.	Sentence	Mean	standard deviation	Weight mean	t-value	P-value
1	When designing the projects, the organization proposes activities that don't need sustainable fund.	3.66	1.220	73.20	6.627	0.000
2	When designing the projects, the organization proposes activities that build the capacities of the target groups.	4.31	0.752	86.27	21.388	0.000
3	The projects contribute in building the capacities of the work staff to habilitate them to work in similar projects.	4.32	0.698	86.40	23.154	0.000
4	The organization develops partnerships with different groups in the community to implement the projects.	4.12	0.926	82.40	14.809	0.000
5	The organization's partner adopt the objectives and achievements of the project.	3.95	0.854	79.07	13.672	0.000
6	The organization adopts the projects ideas and involved it in its structure and programs.	4.07	0.836	81.47	15.720	0.000
7	The projects help in feeding the organization database with documents related to women issues and share it with the local community.	4.20	0.769	84.00	19.124	0.000
8	The results and outcomes of the projects are shared with different institutions and organizations through websites and social media.	4.12	0.768	82.40	17.865	0.000
All items		4.10	0.527	81.90	25.462	0.000

Critical value of t at df "149" and significance level 0.05 equal 1.98

As shown in table (6.13), the following items in the sustainability field got the highest weight means item No. (3) the weight mean equal " 86.40%" and p-value equal " 0.000" which is less than 0.05, that means (The projects contribute in building the capacities of the work staff to habilitate them to work in similar projects), item No. (2) the weight mean equal " 86.27%" and p-value equal "0.000" which is less than 0.05, that means (When designing the projects, the organization proposes activities that build the capacities of the target groups). The following items in the sustainability field got the lowest weight means item No. (5) the weight mean equal " 79.07%" and p-value equal " 0.000" which is less than 0.05, that means (The organization's partner adopt the objectives and achievements of the project), item No. (1) the weight mean equal " 73.20%" and p-value equal " 0.000" which is less than 0.05, that means (When designing the projects, the organization proposes activities that don't need sustainable fund).

Generally, the results for all items of the field show that the average mean equal 4.10 and the weight mean equal 81.90% which is greater than "60%" and the value of t test equal 25.462 which is greater than the critical value which is equal 1.98 and the p- value equal 0.000 which is less than 0.05, that means there is a statistical effect (at the α 0.05 level) of sustainability criterion on the evaluation process of women projects implemented by NGOs in Gaza Strip.

Commentary

- Donors require sustainability in the projects they fund, thus NGOs take in consideration sustainability criterion when designing the projects and proposed activities that build the capacities of the staff and target groups, develop partnerships with different groups in the community, share ownership of the projects among different stakeholders, and share results of these projects with other organizations and institutions. This indicates NGOs commitment towards community through providing continuous services for women in need.
- It agrees with (Hammad, 2010) showed that NGOs have awareness regarding sustainability criterion, and have good experience in designing projects that match needs of target group and keen to proceed in these projects.
- Also, it agrees with (Swindle, 2011) that the rational judgment of what degree all stakeholders can reasonably be involved so that ownership for the project is shared.
- The result is inconsistent with (Qita, 2009) mentioned that USAID funding to the current level of NGOs were not able to develop the Palestinian economy, to generate sustainable employment opportunities or to reduce the economy's vulnerability to dependence on external factors. This is expected because Palestinian economy differ than others as it extremely affected by Israeli occupation and practices thus achieving sustainability is so difficult, while this study tackle the sustainability of social projects that target women and sustainability can be accomplished in these projects if it considered in the design phase.

6.4.1.6 The main hypothesis: There is statistical effect (at the α 0.05 level) of the project evaluation criteria on the evaluation process of women projects implemented by NGOs in Gaza Strip

Table (6.14): Means and Test values for All sections

No.	Section	Mean	standard deviation	Weight mean	t-value	P-value
Section (1)	Relevancy : the extent to which the project meet the needs of the beneficiaries, organization and donor	4.13	0.485	82.57	28.504	0.000
Section (2)	Efficiency: the optimal use of financial and human resources to achieve planned results with minimum time, cost and effort	4.23	0.454	84.60	33.164	0.000
Section (3)	Effectiveness: the extent of achieving the designed objectives of the project	4.38	0.464	87.58	36.389	0.000
Section (4)	Impact: the extent of achieving the general objective of the project and organization related to target groups and community on the long-term	4.01	0.501	80.16	24.650	0.000
Section (5)	Sustainability: the extent of sustaining the project after its end	4.10	0.527	81.90	25.462	0.000
All Sections		4.20	0.390	83.98	37.607	0.000

Critical value of t at df "149" and significance level 0.05 equal 1.98

As shown in table (6.14) the average mean equal 4.20 and the weight mean equal 83.98% which is greater than " 60%" and the value of t test equal 37.607 which is greater than the critical value which is equal 1.98 and the p- value equal 0.000 which is less than 0.05, that means There is statistical effect (at the α 0.05 level) of the project evaluation criteria on the evaluation process of women projects implemented by NGOs in Gaza Strip.

Commentary:

- NGOs in Gaza Strip use the five world evaluation criteria in evaluating their women projects by nearly 83.98%. This indicates that NGOs are concern with effective project evaluation according to the five world evaluation criteria not only for donors requirements but also for the organizations interest.
- This is consistent with (Hamad, 2010) revealed that the evaluation criteria affect the evaluation process of NGOs projects implemented in Gaza Strip by nearly 70.39%.
- However, the result is inconsistent with (Gosha, 2005) indicated that most of the PNGOs conduct several activities to assess the benefits of their implemented programs. Although these PNGOs consider what they are doing as a program

evaluation, it was found that in some cases what is done is not a scientific and full scale evaluation that reflects the levels of program evaluations these organizations seek to conduct and the major concerns they intend to study. This inconsistency raises because the previous study was old one, and this study targeted large and active women and social NGOs in Gaza Strip, these NGOs have several projects, professional staff, administrative and financial systems, and systematic evaluation process, thus they conduct the evaluation of their projects effectively.

6.4.2 There are significant differences (at the α 0.05 level) in the responses of the research sample about evaluation of women projects in Gaza Strip due to the following socio-demographic variables (sex, age, education, employment period, getting trainings related to evaluation), and this hypothesis consist from the sub-hypotheses as follows:

6.4.2.1 There are significant differences (at the α 0.05 level) in the responses of the research sample about evaluation of women projects in Gaza Strip due to sex.

Table (6.15): Independent Samples Test for difference about evaluation of women projects in Gaza Strip due to sex

Field	Sex	N	Mean	Std. Deviation	T	P-value
Evaluation of women projects in Gaza Strip	Male	64	4.220	0.364	0.572	0.568
	Female	86	4.183	0.411		

Critical value of t at df "23" and significance level 0.05 equal 2.07

Table (6.15) shows that the p-value equals 0.568 which is greater than 0.05 and the absolute value of T test equals 0.572 which is less than the value of critical value which is 1.98, that means there are no significant differences (at the α 0.05 level) in the responses of the research sample about evaluation of women projects in Gaza Strip due to sex.

Commentary:

- This because NGOs are concerned with project management and evaluation, their priority is to implement the project effectively and achieve the results and objectives thus they recruit professional staff with experience and skills regardless of gender (taking in consideration that some donors sometimes require that female coordinator should manage women project).
- This result agrees with (Hamad, 2010) mentioned that NGOs hire professional persons regardless of gender.
- Also, it agrees with (Syam, 2010) mentioned that women NGOs recruit experienced and skilled human resources to implement their strategic plans. At the same time, they develop their staffs capacities to help implementing the strategic plans.

6.4.2.2 There are significant differences (at the α 0.05 level) in the responses of the research sample about evaluation of women projects in Gaza Strip due to age.

Table No.(6.16): One way ANOVA test for difference about evaluation of women projects in Gaza Strip due to age

Research problem	Source	Sum of Squares	df	Mean Square	F value	Sig.(P-Value)
Evaluation of women projects in Gaza Strip	Between Groups	1.008	3	0.336	2.259	0.084
	Within Groups	21.712	146	0.149		
	Total	22.720	149			

Critical value of F at df "3,146" and significance level 0.05 equal 2.84

Table (6.16) shows that the p-value equals 0.084 which is greater than 0.05 and the value of F test equals 2.259 which is less than the value of critical value which equals 2.84, that means there are no significant differences (at the α 0.05 level) in the responses of the research sample about evaluation of women projects in Gaza Strip due to age.

Commentary:

- This refers to project management art which relies on personal experience, skills, trainings related to projects, motivation, supervision by organization rather than age of the project coordinator.
- It agrees with (Hamad, 2010) indicated that there is a clear development in the performance of project management in NGOs on all age groups.

6.4.2.3 There are significant differences (at the α 0.05 level) in the responses of the research sample about evaluation of women projects in Gaza Strip due to education.

Table (6.17): One way ANOVA test for difference about evaluation of women projects in Gaza Strip due to education

Research problem	Source	Sum of Squares	df	Mean Square	F value	Sig.(P-Value)
Evaluation of women projects in Gaza Strip	Between Groups	0.212	3	0.071	0.459	0.712
	Within Groups	22.508	146	0.154		
	Total	22.720	149			

Critical value of F at df "3,146" and significance level 0.05 equal 2.84

Table (6.17) shows that the p-value equals 0.712 which is greater than 0.05 and the value of F test equals 0.459 which is less than the value of critical value which equals 2.84, that means there are no significant differences (at the α 0.05 level) in the responses of the research sample about evaluation of women projects in Gaza Strip due to education.

Commentary:

- This refers to project management art and science, where it can be gained through experience, training courses and personal skills regardless of education.
- It agrees with (Hamad, 2010) mentioned that any person work in NGOs can gain the experience of projects management in spite of his educational background.
- Also, it agrees with (Al-Aff, 2007) concluded that the project managers in Palestinian NGOs are characterized by being usually rely on experience rather than proper education or skills.

6.4.2.4 There are significant differences (at the α 0.05 level) in the responses of the research sample about evaluation of women projects in Gaza Strip due to years of experience.

Table (6.18): One way ANOVA test for difference about evaluation of women projects in Gaza Strip due to years of experience

Research problem	Source	Sum of Squares	df	Mean Square	F value	Sig.(P-Value)
Evaluation of women projects in Gaza Strip	Between Groups	0.426	3	0.142	0.930	0.428
	Within Groups	22.294	146	0.153		
	Total	22.720	149			

Critical value of F at df "3,146" and significance level 0.05 equal 2.84

Table (6.18) shows that the p-value equals 0.428 which is greater than 0.05 and the value of F test equals 0.930 which is less than the value of critical value which is equal 2.84, that means there are no significant differences (at the α 0.05 level) in the responses of the research sample about evaluation of women projects in Gaza Strip due to years of experience.

Commentary:

- The research targets NGOs with several projects and high budget, these NGOs have good financial and administrative systems, recruit professional staff, supervise them, and build their capacities. Thus there is no differences due to experience. Also, project management and evaluation is a systematic process relies on skills, motivation, and organization supervision. This is the same result achieved by (Hamad, 2010) revealed that years of experience don't affect projects evaluation in NGOs.

6.4.2.5 There are significant differences (at the α 0.05 level) in the responses of the research sample about evaluation of women projects in Gaza Strip due to getting trainings related to evaluation

Table (6.19): Independent Samples Test for difference about evaluation of women projects in Gaza Strip due to getting training related to evaluation

Field	getting trainings related to evaluation	N	Mean	Std. Deviation	T	P-value
Evaluation of women projects in Gaza Strip	yes	100	4.202	0.411	0.150	0.881
	No	50	4.192	0.350		

Critical value of t at df "23" and significance level 0.05 equal 2.07

Table (6.19) shows that the p-value equals 0.881 which is greater than 0.05 and the absolute value of T test equals 0.150 which is less than the value of critical value which equals 1.98, that means there are no significant differences (at the α 0.05 level) in the responses of the research sample about evaluation of women projects in Gaza Strip due to getting trainings related to evaluation.

Commentary:

- Two thirds of the sample got trainings related to evaluation, this because most NGOs build the capacities of their staff, even those who didn't receive direct trainings, NGOs build their capacities through monitoring, following-up, coaching and supervising. Also donors play significant role in training NGOs staffs related to project management and evaluation.
- It agrees with (Syam, 2010) mentioned that women NGOs develop their staffs capacities to help implementing the strategic plans.

6.4.3 There are significant differences (at the α 0.05 level) in the responses of the research sample about evaluation of women projects in Gaza Strip due to the following characteristics of the organization (organization's age, number of projects). and this hypothesis consist from the sub-hypotheses as follows:

6.4.3.1 There are significant differences (at the α 0.05 level) in the responses of the research sample about evaluation of women projects in Gaza Strip due to organization's age.

Table (6.20): One way ANOVA test for difference about evaluation of women projects in Gaza Strip due to organization's age.

Research problem	Source	Sum of Squares	df	Mean Square	F value	Sig.(P-Value)
Evaluation of women projects in Gaza Strip	Between Groups	0.242	3	0.081	0.523	0.667
	Within Groups	22.478	146	0.154		
	Total	22.720	149			

Critical value of F at df "2,35" and significance level 0.05 equal 3.27

Table (6.20) shows that the p-value equals 0.667 which is greater than 0.05 and the value of F test equals 0.523 which is less than the value of critical value which equals 2.84, that means there are no significant differences (at the α 0.05 level) in the responses of the research sample about evaluation of women projects in Gaza Strip due to organization's age.

Commentary:

- It refers to donors requirements, where donors provide implementer NGOs with specific tools, forms and techniques to be used in evaluating the projects, train them on these tools, and follow up the evaluation process and results. Moreover, NGOs even the smaller ones are concerning with effective project evaluation in order to get new fund from donors.
- It agrees with (Hamad, 2010) concluded that project evaluation is important for all NGOs in different ages.
- Also it is consistent with (El Abadi, 2009) mentioned that NGOs in different ages are evaluating their projects.

6.4.3.2 There are significant differences (at the α 0.05 level) in the responses of the research sample about evaluation of women projects in Gaza Strip due to number of projects.

Table (6.21): One way ANOVA test for difference about evaluation of women projects in Gaza Strip due to number of projects

Research problem	Source	Sum of Squares	df	Mean Square	F value	Sig.(P-Value)
Evaluation of women projects in Gaza Strip	Between Groups	0.894	4	0.224	1.485	0.210
	Within Groups	21.826	145	0.151		
	Total	22.720	149			

Critical value of F at df "4,145" and significance level 0.05 equal 2.58

Table (6.21) shows that the p-value equals 0.210 which is greater than 0.05 and the value of F test equals 1.485 which is less than the value of critical value which equals 2.58, that means there are no significant differences (at the α 0.05 level) in the responses of the research sample about evaluation of women projects in Gaza Strip due to number of projects.

Commentary:

- This refers to donor requirements related to project evaluation, where donors before granting fund they assess the monitoring and evaluation section in the project. Also, they provide NGOs with tools and techniques to be used in evaluating the projects and train them on these tools. Moreover, the competition is escalated in NGOs field thus each organization tries to get best results in the projects they implement to empower their opportunity in getting new fund.
- It agrees with (Hamad, 2010) revealed that NGOs' boards of directors are concerned with projects evaluation whether it is the first, fifth or fiftieth project.

Chapter Seven

Conclusions and Recommendations

7.1 Introduction

7.2 Conclusions

7.3 Recommendations

7.4 Suggested Topics for Future Studies

7.1 Introduction

This chapter lists the conclusions, findings of this research, some recommendations based on these findings, and suggestions for future researches in order to improve project evaluation field in NGOs in Gaza Strip.

7.2 Conclusions

The main objective of this research is to assess women projects evaluation implemented by women and social NGOs in Gaza Strip. It is hoped that this research will provide a reference to NGOs in project evaluation in order to improve the services provided to Palestinian women and community. Accordingly, the evaluation criteria were investigated and discussed in women and social NGOs to assess their effect on the evaluation process of women projects.

The overall conclusion that can be drawn out of this research is that NGOs in Gaza Strip excellently use the five world evaluation criteria (relevancy, efficiency, effectiveness, impact and sustainability) in evaluating their women projects. This indicates NGOs awareness about the importance of evaluating projects effectively not only due the donors requirements but also for the organization interest, also this shows the significant development occurred in Palestinian NGOs sector.

The following conclusions are drawn from this research:

1. NGOs in a very good way evaluate their women projects based on relevancy criterion, as they excellently design projects according to the donors priorities and their objectives and strategy, however they in a very good way incorporate men, young people and women views in the designed projects. This refers to donors policy in funding where designed projects must fit the donors priorities, the implementer organization objectives and strategy and the target group needs and priorities.
2. NGOs excellently evaluate their women projects based on efficiency criterion, where they excellently compare the schedule of project planned activities versus the actual one in order to ensure the quality of the performance, and monitor and evaluate the performance of the project's staff regularly during the project duration. However they in a very good way allocate resources for project activities including availability of skilled staff, financial resources and technical equipments, and accomplish unplanned results within the projects. This refers to donors requirements, as they audit the expenditures and monitor the implementation of

activities of the projects they fund as well as evaluate them to measure the extent of achieving the results and outcomes.

3. NGOs excellently evaluate their women projects based on effectiveness criterion, where they excellently develop time-bound and measurable objectives, and benefit from their experience and lessons learned in similar projects to develop alternatives to overcome risks and avoid raising unplanned risks during the project implementation. However, they in a very good way propose realistic and objective assumptions that achieved during the projects implementation. This is because NGOs staff have significant experience in designing projects and preparing projects proposals, where donors play important role in building their capacities in this regard through training courses, workshops and seminars.
4. NGOs in a very good way use the impact criterion in evaluating their women projects, where they excellently design projects that contribute in achieving the general objectives of the organization. However NGOs in a very good way propose projects that make positive impact in the life of target groups and the community in general and evaluate this impact after 2 years or more of the project end. This refers to NGOs commitment with their mission and commitment towards the community through providing services meet the real needs of women and caused positive impact in their life.
5. NGOs in a very good way use the sustainability criterion in evaluating their women projects, where they excellently propose projects that contribute in building the capacities of the work staff and the target groups, and help in feeding the organization database with documents related to women issues and share it with the local community. However, they in a very good way involve different stakeholders and groups in the project to share its ownership, and propose activities in the projects that don't need sustainable fund. This refers to NGOs commitment towards the community and their concern to proceed in providing the services even after the end of the fund.
6. NGOs excellently use the five world evaluation criteria (relevancy, efficiency, effectiveness, impact and sustainability) in evaluating their women projects. This indicates NGOs awareness about the importance of evaluating projects effectively not only due the donors requirements but also for the organization itself, also this shows the significant development occurred in Palestinian NGOs sector.

7. There are no significant differences in the responses of the research sample about evaluation of women projects in Gaza Strip due to personal traits (sex, age, education, years of experience and getting training related to evaluation). This indicates that NGOs recruit professional young staff with experience, skills and motivation; and they build those staff capacities through training and coaching, supervision and monitoring their performance.
8. There are no significant differences in the responses of the research sample about evaluation of women projects in Gaza Strip due to organization's characteristics (organization's age and number of projects). This due to NGOs concern with evaluation even the smaller ones, and donors requirements, where donors provide implementer organizations with specific tools, forms and techniques to evaluate the projects and train them to use these tools.

7.3 Recommendations

The researcher proposed the following recommendations based on the findings of the research:

1. To enhance the relevancy of women projects:
 - NGOs should pay more attention to the views of women, men and young people.
 - NGOs should incorporated the views of women, men and young people in the designed projects.

Thus the projects meet the real needs of women identified by the women and targeted communities, and achieved the proposed objectives and impact. In turn, NGOs increase their opportunity in getting fund.

2. To develop the efficiency of women projects:
 - NGOs should allocate sufficient resources for project activities including skilled staff, financial resources and technical equipment.
 - NGOs should achieve unplanned results that serve the general objective of the project.

Therefore, they can use the available resources to produce results and outcomes which serve the objectives of the projects.

3. To enhance the effectiveness of women projects,
 - NGOs should proposed accurate assumptions in the logical framework matrix that contribute in achieving the project results.

- It is important for NGOs to develop alternative plans in order to overcome the expected risks during project implementation.

Thus NGOs can achieve their planned objectives within the projects.

4. To develop the impact of women projects,
 - It is important for NGOs to measure the impact of its projects after 2 years of completion.
 - NGOs should focus through the projects on improving women participation in different fields (socially, economically, politically, ...etc).

Therefore, NGOs can achieve long term positive change on the life of women and in the community in general.

5. To increase the sustainability of the projects:
 - NGOs should propose activities that don't need sustainable fund.
 - NGOs should involve different stakeholders and partners in the projects to share the ownership of the projects.

Thus NGOs can proceed in providing the services for women and community even after the end of the project.

7.4 Suggested Topics for Future Studies

There are some related topics that can be investigated in the future by interested researchers, which are:

1. Women projects evaluation implemented by NGOs in Gaza Strip from beneficiaries perspective.
2. Women projects evaluation implemented by NGOs in Gaza Strip from donors perspective.
3. Relation between project evaluation and donors requirement.
4. Evaluating projects target children implemented by NGOs in Gaza Strip from different perspectives (beneficiaries, donors, NGOs).
5. Assessing the monitoring and evaluation system used by NGOs in evaluating their projects.

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7.6 Appendices

Appendix (A)

List of Referees Names and Place of Work

No.	Referee	Place of Work
1.	Dr. Majed El Farra	Islamic University-Gaza
2.	Dr. Yousef Ashour	Islamic University-Gaza
3.	Dr. Akram Samour	Islamic University-Gaza
4.	Dr. Rushdy Wady	Islamic University-Gaza
5.	Dr. Nafez Barakat	Islamic University-Gaza
6.	Dr. Nehaya Al Telbani	Al-Azhar University
7.	Dr. Wael Thabet	Al-Azhar University
8.	Dr. Jalal Shabat	Al-Quds Open University
9.	Dr. Walid Mousa	Save the Children International
10.	Dr. Abedallah Al hamadani	Keystone consulting

Appendix (B): English Questionnaire

Islamic University- Gaza
Faculty of Commerce
Business administration



General instructions:

The researcher is conducting an academic research about "**Evaluation of women projects implemented by NGOs in Gaza Strip: NGOs Perspective**". The research is a requirement for the fulfillment of the Master of Business Administration degree.

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

Thanks a lot for your cooperation

Researcher: Layla Abu Ramadan

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

1.	Sex	<input type="checkbox"/> Male	<input type="checkbox"/> Female
2.	Age	<input type="checkbox"/> Less than 30 years <input type="checkbox"/> 40-50 years	<input type="checkbox"/> 30-40 years <input type="checkbox"/> Older than 50 years
3.	Educational qualifications	<input type="checkbox"/> Secondary <input type="checkbox"/> Bachelor	<input type="checkbox"/> Diploma <input type="checkbox"/> Master or PHD
4.	Years of experience related to Evaluation	<input type="checkbox"/> Less than 5 years <input type="checkbox"/> 10- less than 15 years	<input type="checkbox"/> 5- less than 10 years <input type="checkbox"/> 15 years and higher
5.	Did you get any training related to evaluation?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Second: NGO Organizational Traits:

6.	Age of organization	<input type="checkbox"/> Less than 5 years <input type="checkbox"/> 10- less than 15 years	<input type="checkbox"/> 5- less than 10 years <input type="checkbox"/> 15 years and higher
7.	Number of projects implemented during the last five years	<input type="checkbox"/> Less than 5 projects <input type="checkbox"/> 10- less than 15 projects <input type="checkbox"/> 20 and higher	<input type="checkbox"/> 5- less than 10 projects <input type="checkbox"/> 15- less than 20 projects

Third/ Relevancy : the extent to which the project meet the needs of the beneficiaries, organization and donor.		Always	Often	Sometimes	Rarely	Never
1	The organization conducts a needs assessment before designing the project with women participation.					
2	The organization conducts a needs assessment before designing project involving the target communities.					
3	The views of the stakeholders incorporated in designing the projects.					
4	The views of women incorporated in designing the projects.					
5	The views of men and young people incorporated in designing the projects.					
6	The organization takes in consideration the duration and the various groups when assessing the needs.					
7	The design of your project reflect the results of the needs assessment.					
8	Before embarking on a project you normally conduct a study to establish baseline data or condition of the community					
9	The objectives of designed projects fit the organization strategy					
10	There is a clear relation between the identified needs and the organization objectives.					
11	The designed projects match the donor priorities.					
12	There is a clear relation between the identified needs and the donor objectives.					
Fourth/Efficiency: the optimal use of financial and human resources to achieve planned results with minimum time, cost and effort.		Always	Often	Sometimes	Rarely	Never
1	There are sufficient resources allocated for project activities – including availability of skilled staff, financial resources and technical equipment.					
2	The project expenditures fit the planned budget.					
3	The equipments of the projects are used optimally					
4	The staff of the project carries out their duties in high quality, specific time and within the budget.					
5	The organization achieves the results of the project because of the efficient performance of the staff.					
6	The schedule of project planned activities is compared against actual schedule in order to ensure the quality of the performance.					
7	The projects accomplish unplanned results.					
8	The remaining amounts of budget items are used to implement additional activities that contribute in achieving the project objectives.					
9	The organization owns effective financial system that controls the project expenditures according to the budget.					
10	The performance of the project's staff is evaluated regularly during the project duration.					
11	The organization monitors the performance of the project staff regularly to guide them and develop their performance.					

Fifth/effectiveness: the extent of achieving the designed objectives of the project .		Always	Often	Sometimes	Rarely	Never
1	The projects have objectives that are time-bound and measurable.					
2	The organization develops the logical framework matrix when designing the project.					
3	The organization normally use the logical framework matrix in aiding the monitoring and evaluation of projects					
4	The organization develops suitable indicators to measure the extent of achieving the project objectives.					
5	The organization identifies various and suitable tools to measure the indicators.					
6	The assumptions, which proposed in the logical framework matrix, are achieved during the project implementation.					
7	The organization avoids raising unplanned risks during the project implementation.					
8	The organization develops alternative plans to overcome the expected risks during project implementation.					
9	The organization based on its experience and lessons learned in similar projects develops alternatives to overcome risks.					
10	The organization develops a clear plan to implement the project activities					
11	The plan includes the following data:					
11.1	The activities to be implemented					
11.2	The responsible person for implementation					
11.3	Timetable					
11.4	Monitoring plan					
12	The project staff participates in developing the project implementation plan.					
13	The responsibilities and duties are distributed among different stakeholders in the project in which contribute in achieving the project objectives.					
14	The project planned objectives are achieved.					
Sixth/impact: the extent of achieving the general objective of the project and organization related to target groups and community on the long-term.		Always	Often	Sometimes	Rarely	Never
1	The projects achieve their long-term objectives.					
2	The projects contribute in achieving the general objectives of the organization.					
3	The projects contribute in changing the prevalent culture in the community regarding women.					
4	The projects help in changing women thoughts and attitudes in the community.					
5	The impact of the project is evaluated after 2 years or more.					
6	The projects contribute in improving women participation in different fields (socially, economically, politically, ...etc)					
7	The projects help in promoting gender concept in the community.					
8	The project activities achieve unplanned long-term impact					

	that contribute in accomplishing the general objectives of the project.					
9	The projects make positive impact in the life of target groups and the community in general.					
Seventh/sustainability: the extent of sustaining the project after its end.		Always	Often	Sometimes	Rarely	Never
1	When designing the projects, the organization proposes activities that don't need sustainable fund.					
2	When designing the projects, the organization proposes activities that build the capacities of the target groups.					
3	The projects contribute in building the capacities of the work staff to habilitate them to work in similar projects.					
4	The organization develops partnerships with different groups in the community to implement the projects.					
5	The organization's partner adopt the objectives and achievements of the project.					
6	The organization adopts the projects ideas and involved it in its structure and programs.					
7	The projects help in feeding the organization database with documents related to women issues and share it with the local community.					
8	The results and outcomes of the projects are shared with different institutions and organizations through websites and social media.					

Please indicate below if you would be interested in receiving a copy of the findings of this research in June when I complete the report.

Appendix (C): Arabic Questionnaire

الجامعة الإسلامية- غزة
عمادة الدراسات العليا
كلية التجارة
قسم إدارة الأعمال



استبانة

تقييم مشاريع المرأة في قطاع غزة من وجهة نظر العاملين في المؤسسات غير الحكومية.

تهدف هذه الاستبانة إلى دراسة واقع تقييم مشاريع المرأة في قطاع غزة من وجهة نظر العاملين في المنظمات غير الحكومية وذلك لإتمام رسالة الماجستير في إدارة الأعمال. نأمل قراءة ما ورد في هذه الاستبانة من فقرات بدقة وموضوعية والإجابة عما جاء فيها بوضع علامة X أمام الإجابة التي تعبر عن وجهه نظرکم. إن تعاونکم سيكون سبباً في نجاح الدراسة وتطوير عملية تقييم مشاريع المرأة في المنظمات غير الحكومية، علماً بأن المعلومات الواردة في هذه الاستبانة هي لأغراض البحث العلمي فقط.

ولکم خالص تحياتي وجزيل الشکر

الباحثة

ليلى أبو رمضان

<u>أولاً/بيانات شخصية</u>		
الجنس	<input type="checkbox"/> ذكر <input type="checkbox"/> أنثى	1
العمر	<input type="checkbox"/> أقل من 30 سنة <input type="checkbox"/> من 30 سنة إلى أقل من 40 سنة <input type="checkbox"/> من 40 سنة إلى أقل من 50 سنة <input type="checkbox"/> 50 سنة فأكثر	2
المؤهل العلمي	<input type="checkbox"/> ثانوية عامة <input type="checkbox"/> بكالوريوس <input type="checkbox"/> دبلوم متوسط <input type="checkbox"/> دراسات عليا	3
سنوات الخبرة في مجال التقييم	<input type="checkbox"/> أقل من 5 سنوات <input type="checkbox"/> من 5 إلى أقل من 10 سنوات <input type="checkbox"/> من 10 إلى أقل من 15 سنة <input type="checkbox"/> لا	4
هل حصلت على تدريب في مجال التقييم	<input type="checkbox"/> نعم <input type="checkbox"/> لا	5
<u>ثانياً/بيانات حول المنظمة</u>		
عمر المنظمة بالسنين	<input type="checkbox"/> أقل من 5 سنوات <input type="checkbox"/> من 5 إلى أقل من 10 سنوات <input type="checkbox"/> من 10 إلى أقل من 15 سنة <input type="checkbox"/> 15 سنة فأكثر	6
عدد المشاريع المنفذه خلال السنوات الخمس الماضية	<input type="checkbox"/> أقل من 5 مشاريع <input type="checkbox"/> من 5 إلى أقل من 10 مشاريع <input type="checkbox"/> من 10 إلى أقل من 15 مشروع <input type="checkbox"/> 15 مشروع فأكثر	7

م	ثالثاً: الملاءمة (Relevancy) / مدى ملاءمة المشاريع لاحتياجات النساء والمؤسسة والممول	دائماً	غالباً	أحياناً	نادراً	أبداً
1	تقوم المؤسسة بإجراء تحديد للاحتياجات قبل تصميم المشاريع بمشاركة النساء.					
2	تقوم المؤسسة بإعداد تحديد للاحتياجات قبل تصميم المشاريع بمشاركة المجتمعات المحلية المستهدفة.					
3	يتم مراعاة وجهات نظر الجهات ذات العلاقة عند تصميم المشاريع.					
4	يتم إدراج آراء النساء في المشاريع المصممة.					
5	تؤخذ آراء الرجال والشباب بعين الاعتبار عند تصميم مشاريع النساء.					
6	تقوم المؤسسة بمراعاة المدى الزمني وتنوع الفئات عند تحديد الاحتياجات.					
7	المشاريع المنفذة تعكس نتائج تقييم الاحتياجات.					
8	قبل البدء في المشروع تقوم المؤسسة بإعداد دراسة لوضع البيانات الأساسية للمجتمع المستهدف.					
9	يتم تصميم مشاريع النساء بحيث تتلاءم أهدافها مع استراتيجية المؤسسة.					
10	يوجد علاقة واضحة بين الاحتياجات التي تم تحديدها وبين أهداف المؤسسة.					
11	يتم تصميم المشاريع بحيث تتماشى مع أولويات الممول.					
12	يوجد علاقة واضحة بين الاحتياجات التي تم تحديدها وبين أهداف الممول.					
م	رابعاً: الكفاءة (Efficiency) / مدى الاستغلال الأمثل للموارد المالية والبشرية والمادية لتحقيق المخرجات المخطط لها بأقل جهد ووقت وتكلفة	دائماً	غالباً	أحياناً	نادراً	أبداً
1	تتوفر موارد مالية وبشرية ومعدات تقنية ملائمة لتنفيذ أنشطة المشروع المخطط لها.					
2	تتناسب نفقات المشروع مع الموازنة المرصودة للمشروع.					
3	يتم استغلال المعدات المتوفرة في المشروع بأفضل صورة.					
4	يقوم الموظفون بالمشروع بتنفيذ الأعمال المكلفين بأدائها بجودة عالية خلال الوقت المحدد وضمن التكاليف والموازنة.					
5	تحقق المؤسسة نتائج ومخرجات المشروع نتيجة لكفاءة أداء العاملين.					
6	يتم مقارنة الأنشطة المخطط لها في المشروع مع الجدول الزمني الفعلي للتنفيذ من أجل التأكد من جودة الأداء.					
7	يتم تحقيق نتائج غير مخطط لها ضمن المشاريع.					
8	يتم استغلال الموارد الإضافية من بنود الموازنة لتنفيذ أنشطة تساهم في تحقيق الأهداف.					
9	تملك المؤسسة نظام مالي فعال يحكم نفقات المشاريع وفقاً لبنود الموازنة.					
10	يتم تقييم أداء طاقم المشروع بصورة دورية خلال فترة المشروع.					
11	تقوم المؤسسة بالرقابة بصورة مستمرة على أداء طاقم المشروع لتوجيههم وتحسين أدائهم.					
م	خامساً: الفعالية (Effectiveness) / مدى تحقيق أهداف المشاريع المصممة	دائماً	غالباً	أحياناً	نادراً	أبداً

					1	يتم وضع أهداف للمشاريع محددة زمنياً وقابلة للقياس.
					2	تقوم المؤسسة بوضع مصفوفة الإطار المنطقي للمشاريع عند تصميمها.
					3	تستخدم المؤسسة مصفوفة الإطار المنطقي للمساعدة في التنفيذ وفي عملية الرقابة والتقييم.
					4	يتم وضع مؤشرات مناسبة لقياس مدى تحقق أهداف المشاريع.
					5	تقوم المؤسسة بتحديد أدوات متنوعة وملائمة تستخدم لقياس المؤشرات.
					6	تتحقق الفرضيات التي يتم التخطيط لها في مصفوفة الإطار المنطقي أثناء تنفيذ المشاريع.
					7	تجنب المؤسسة ظهور مخاطر جديدة لم يخطط لها أثناء تنفيذ المشاريع.
					8	تقوم المؤسسة بتطوير خطط بديلة للتغلب على المخاطر المتوقعة أثناء تنفيذ المشروع.
					9	تعتمد المؤسسة على خبرتها السابقة والدروس المستفادة من المشاريع المشابهة في تطوير البدائل للتغلب على المخاطر.
					10	يتم وضع خطة واضحة لتنفيذ المشروع.
					11	تشمل الخطة البيانات التالية: الأنشطة التي سيتم تنفيذها. الشخص المسئول عن التنفيذ. الجدول الزمني للتنفيذ. خطة الرقابة على التنفيذ.
					12	يشارك طاقم المشروع في وضع خطة تنفيذ المشروع.
					13	يتم توزيع المسؤوليات والمهام على الجهات ذات العلاقة بالمشاريع حسب اختصاصها مما يساهم بتحقيق أهداف المشاريع.
					14	يتم تحقيق أهداف المشاريع المخطط لها.
					م	سادساً: الأثر (Impact)/مدى تحقق الهدف العام للمشروع والمؤسسة على مستوى الفئات المستهدفة والمجتمع على المدى البعيد
				دائماً		تحقق المشاريع الهدف المرجو منها على المدى البعيد.
				غالباً		تساهم المشاريع في تحقيق أهداف المؤسسة العامة.
				أحياناً		تساهم المشاريع في تغيير ثقافة المجتمع حول النساء.
				نادراً		تساهم المشاريع في تغيير توجهات وأفكار النساء.
				أبداً		يتم تقييم أثر المشاريع بعد انتهائها بسنتين أو أكثر.
						تساهم المشاريع في تعزيز مشاركة النساء في مختلف المجالات الحياتية (اقتصادياً، اجتماعياً، سياسياً... إلخ).
						تسهم المشاريع في تعزيز مفاهيم النوع الاجتماعي (الجنس) في المجتمع.
						تساعد أنشطة المشاريع بتحقيق آثار غير متوقعة على المدى البعيد تساهم في تحقيق الأهداف العامة للمشاريع.
						تحدث المشاريع أثر إيجابي في حياة الفئات المستهدفة والمجتمع بشكل عام.

م	سابعاً: الاستمرارية (Sustainability)/مدى استمرارية المشروع بعد انتهائه	دائماً	غالباً	أحياناً	نادراً	أبدأ
1	عند تصميم المشاريع يتم اقتراح أنشطة لا تحتاج لمصدر تمويل مستمر.					
2	عند تصميم المشاريع يتم اقتراح أنشطة تبنى قدرات الفئات المستهدفة.					
3	تساهم المشاريع في بناء قدرات العاملين فيها لتأهيلهم للعمل في مشاريع مشابهة.					
4	تطور المؤسسة شراكات مع مجموعات متنوعة في المجتمع لتنفيذ المشاريع.					
5	يتبنى الشركاء أهداف وانجازات المشاريع.					
6	تتبنى المؤسسة أفكار المشاريع وتدمجها ضمن هيكليتها.					
7	تساهم المشاريع بإثراء قاعدة بيانات المؤسسة فيما يتعلق بقضايا النساء ومشاركتها مع المجتمع المحلي.					
8	يتم مشاركة نتائج المشاريع بين المؤسسات المختلفة للاستفادة منها من خلال المواقع الالكترونية ووسائل الاعلام المجتمعي.					

□ هل ترغب في الحصول على نسخة من نتائج هذه الدراسة في شهر يونيو بعد الانتهاء من إعداد الرسالة.

Appendix D: List of women and Social NGOs by Ministry of Interior

Women NGOs:

الرقم	اسم الجمعية	رئيس الجمعية	العنوان	تلفون	تاريخ التسجيل
1919	جمعية الاتحاد النسائي الفلسطيني	ليلى عبد الرزاق علي قبيلو	غزة الرمال بالقرب من منتزه البلدية	2863586	15/07/1964
2004	جمعية الشابات المسلمات	منى فهم عايش العجله	غزة - منطقة الصيرة - شارع عمر المختار - خلف مستشفى الخيمة العامة - الطابق الرابع	2823188	23/07/1981
3021	جمعية مؤسسة البيت الصاعد	عايدة محمد محمود الزعنون	الرمال الجنوبي ش مدحت الوحيدي جوار نادي المشلل	2828734	26/12/1993
3023	جمعية دار الرخدة لرعاية الأطفال	عمر محمد عبد الجواد فورده	غزة - مقابل سوق العملة - ش المحكمة القديمة - عمارة سكيت الطابق الأول	2818519	27/12/1993
3063	جمعية الرخدة لرعاية الأمومة والطفولة جمعية مؤسسة برامج التربية للطفولة المنيرة	امال حسن خير الدين الافرنجي	غزة الدرج ش الوحدة عمارة الصحابة	2884786	22/11/1994
3067	جمعية الشجرة الاجتماعية	عبد سليمان عبد عبدالله	غزة شارع احمد عبدالعزيز عمارة الخزندار الدور ٢ شقة ٣	2860062	14/02/1995
4024	جمعية الشجرة الاجتماعية	نبيل موسى عطالله موسى	غزة الرمال مقابل مسجد فلسطين	2862559	03/09/1995
4076	جمعية الهدى التنويرية	رشدي عبداللطيف سلمان وادي	بني سهيل ش عز الدين القسام	2071950	15/05/1997
6057	جمعية العطاء الخيرية	إبراهيم عمران محمود الزعنون	بيت حانون حي الزيتون	2482130	12/02/2000
6077	جمعية مؤسسة نقاد الطلق - فلسطين	علي احمد عبد الجواد منصور	غزة الرمال شارع مصطفى حافظ	2848705	20/07/2000
7010	جمعية الأضواء الخيرية	اسماعيل محمد عبد الرحمن المسحال	غزة شارع الجلاء بجوار نقابة المدرسين	2856662	18/11/2000
8155	جمعية وفاق لرعاية المرأة والطفل	ياسر مطر سلمان ابو جامع	رفع شارع العيادة سنتر التثمين الغربي بنهاية ابو سلوم	2141611	20/01/2010

Social NGOs

الرقم	اسم الجمعية	رئيس الجمعية	العنوان	تلفون	تاريخ التسجيل	المحافظة
1940	الجمعية الإسلامية بالشاطئ	نسيم شحده اسماعيل ياسين	الشاطئ المشلل ابراج الفيروز	2851552	17/11/1976	محافظة غزة
2094	جمعية مودة الرحمة	زيد شكري عبد الطاهر	انصر شرق الجامعة المتقوية ص ب ٤٩	2852388	01/03/1993	محافظة غزة
3003	جمعية الخدمة العامة لاجراء مدينة غزة	محمد سعدي محمد العكوك	اصبراً ش. علي. دار. أبو طالب عمارة الخدمة العامة	2822058	01/04/1993	محافظة غزة
3071	جمعية تطوير بيت لاهيا	نضال محمد - مضان فهد المسلمي	بيت لاهيا - الشهباء - شارع ابو بخندال السلسي	2479853	01/09/1994	محافظة الشمال
6002	جمعية الفلاح الخيرية	رمضان مصطفى محمد طنبور	جديليا لفرقة مقرق الصفاواوي	2474454	24/01/1999	محافظة الشمال
6092	جمعية الحق جديدة	كاسم حسين قاسم بركات	التصويرات الشخيم الجديد قرب حسن البنا	2553166	27/08/2000	محافظة الوسطى
7002	جمعية اصدقاء الطالب / غزة	حسن يوسف عبدالهادي الصبيبي	الطابق الثاني	2835210	26/10/2000	محافظة غزة
7011	جمعية الزكاة الإسلامية - لجنة زكاة غزة	خضر ايهي مصطفى ابو شعان	ال مال نوح بنانا ش عبد العزيز	2820300	08/11/2000	محافظة غزة
7020	جمعية ابن باز الخيرية	عمر محمد حسن الهيص	رفع الدار - غزة - الشرق المركزي	2341414	10/01/2001	محافظة رفح
7022	جمعية الأضواء الخيرية	انوار سلمان عبد الرحمن الاعمري	غزة الرجال مقابل بيوت القاضي القضاة	2867556	21/01/2001	محافظة غزة
7061	جمعية ابناء غزة الخيرية	ياسر عي خداد الصمادين	بيت حانون حي الزيتون الشارع العام	2482624	19/03/2001	محافظة الشمال
7078	جمعية مركز شؤون المرأة	زينب عبد الفتاح الختة اعلموي	عرة العسر الهادي عمارة المسجد	2877311	12/04/2001	محافظة غزة
7107	جمعية بيوت الخيرية	ايهاب حسن محمد ابو زايد	رفع جزر العودة - بناية قطعة التور الثالث	2139224	16/06/2001	محافظة رفح
7194	الجمعية الوطنية للتطوير والتنمية - جديليا	مير عبدالله عطيه الرش	جديليا البلد شارع البنك	2460180	27/07/2002	محافظة الشمال
7233	جمعية الرحمة للأصل الخيرية	جميل يوسف حسن فرح الله	الشمال تل الزعتر ش نصار عمارة ليد	2451060	30/10/2002	محافظة الشمال
7267	جمعية التريب التنموي والتأهيل الأسري الفلسطيني	صناد عني ديب العرو	دير الياح حي السلام بجوار مسجد اسلام شارع النخيل	2538510	14/04/2003	محافظة الوسطى
7309	جمعية الرحمة الخيرية	يونس محي الدين فايز الاسطل	خانيونس البلد مقابل مدرسة حانة سابقا	2054812	19/07/2003	محافظة خانيونس
7314	جمعية فارس الحرب للتنمية والأعمال الخيرية	طارق زيد فايز البيا	عرة الرمال - الثورة بناية الثورة	2886061	09/03/2003	محافظة غزة
7393	جمعية مكة المكرمة الخيرية	نزار عطالله عبداله العمري	غزة الشيخ رضوان - شارع اسامة بن زيد	2874375	20/10/2004	محافظة غزة
7511	جمعية دار البنت الفلسطيني	جابر محمد حبيد حياش	دير البلح المستقر - مقرق شارع البهيم	2538870	22/02/2006	محافظة الوسطى
7536	جمعية سائلي التواحد - غزة - بيرات	صلاح سلامة صباح الشامي	التصويرات الرض ابو مطير شارع شهباء القدس	2557209	01/04/2006	محافظة الوسطى
7607	جمعية السلامة البحرية	محمد سلمان حسن لمقانه	جديليا دوار الشيخ زايد مقابل مدرسة الحرثاني	2476266	27/09/2006	محافظة الشمال
7608	جمعية الوفاء الخيرية	فتحي احمد محمد حيا	بيت لاهيا - خلف حديقة لشيخ زايد الشمال شرقي	2496228	27/09/2006	محافظة الشمال
7693	جمعية تنمية وتوظيف ريف فاع القرين	سدير محمد يوسف الجبور	خانيونس حي قاع القرين شارع صلاح الدين بناية طبي	2369952	28/11/2006	محافظة خانيونس
7735	جمعية اعصار للتنمية والتأهيل	انور عبدالعزيز محمد الجادسة	خانيونس البلد ش مسجد هل السنة	2362520	06/12/2006	محافظة خانيونس
7755	جمعية أرض الأبرار الخيرية	اسامه عطيه احمد الزيني	الشجاعية - نهاية شارع الزوا	2811166	12/12/2006	غزة
7800	جمعية الفلاح الفلسطينية	محمد حسين محمد الأدهم	جديليا الزلمة شارع القدس - بحوار مدرسة طلبة السعد	2856525	14/01/2007	محافظة الشمال
7807	جمعية الرحمة للأغاثة والتنمية	منور خليل احمد حسان	الوحد قرب معساع السمات - حدارة لاهم	2821022	17/01/2007	محافظة غزة
7825	جمعية سواعد للأغاثة والتنمية	جبر زيدان دوي مطور	غزة الفتاح خلف مؤسسة السنكرة	2811311	23/01/2007	محافظة غزة
7987	جمعية الأبرار والإغاثة الخيرية	انوار سمان عبدالفتاح ابو السلمان	دير البلح الصنه مقابل جمعية الصلاح الإسلامية	3848142	06/05/2007	محافظة الوسطى
8058	جمعية عطاء للإغاثة والتنمية	محمد داود اسماعيل احمادي	شرق السرايا شارع المحكمة الشرعية	1889722	05/06/2008	محافظة غزة

8099	جمعية شركاه للإغاثة والتطوير	وليد محمد حسن العمودي	عزة شارع الوحدة عسارة معهد الامل	2826114	26/04/2009	محافظة عزة
8117	جمعية السلام والإغاثة والتضامن	ناصر سليم نايف السعدي	شارع الثلاثيني-مفتوح المغربي- عمارة التفاضل ط	2828060	05/07/2009	محافظة عزة
8205	جمعية دار السلام الخيرية	ماجد محمد عبدالسلام القرا	خاتولس - السطر الشرقي - ش صلاح الدين	2054240	28/07/2010	محافظة خاتولس