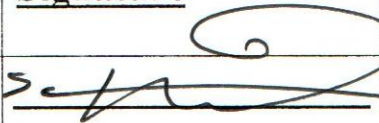
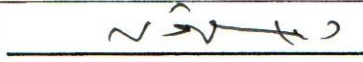
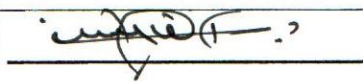


**"ACTUAL PLANNING FOR DEVELOPMENTAL
PROJECTS IMPLEMENTED BY NGOs IN THE
SOUTHERN PART OF THE WEST BANK"**

By

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Abstract

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

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

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

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

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

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

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

بعد تحليل نتائج الدراسة تبين ان معظم المنظمات الاهلية في منطقة جنوب الضفة الغربية تعي أهمية التخطيط الجيد لضمان نجاح تنفيذ المشاريع التطويرية، كما تبين ان بعض الجهات المانحة تتبنى آليات محددة في تخطيط المشاريع التي تمويلها مما يزيد العبء على المنظمات الاهلية في تبني عدة آليات يتبناها ممولون مختلفون. كما أظهرت الدراسة ان الاطراف المعنية بالمشروع والمستفيدين من المشروع لا يتم اشاركهم بشكل كاف في عملية تخطيط المشاريع، كما بينت نتائج الدراسة ان عدم الاستقرار السياسي يعتبر اهم معوق من معوقات انجاح التخطيط الجيد لمشاريع المنظمات الاهلية، كما اظهرت النتائج ان اكثر طرق التخطيط استخداماً من قبل المنظمات الاهلية هي جلسات العصف الذهني والزيارات الميدانية و ورش العمل. وقد اوصت الباحثة المنظمات الاهلية بضرورة عقد دورات تدريبية لكافة المستويات الادارية في المنظمة في موضوعات ادارة المشاريع، تخطيط المشاريع ومتابعة تنفيذها، بالإضافة الى اشراك المستفيدين من المشروع في بعض مراحل عملية تخطيط المشروع. كما اوصت الباحثة بضرورة تخصيص نشاطات ومسؤوليات تتعلق بادارة المشاريع والتخطيط للمشاريع في المنظمات لضمان نجاح المنظمة في تخطيط وتنفيذ مشاريعها. ونظراً للظروف السياسية والاقتصادية المحيطة في بيئة عمل المنظمات الاهلية، فان الباحثة توصي بضرورة اعداد خطة طوارئ لاي مشروع يتم التخطيط له. كما اوصت الباحثة الممولين بضرورة اجراء تدريب للعاملين في المنظمات الاهلية على آلية التخطيط التي يتبنوها عالمياً.

Chapter One

Introduction

1.1 Overview:

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

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

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

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

1.2 Problem Statement:

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

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

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

A wide variety and large number of humanitarian aid and developmental projects are implemented across the West Bank and Gaza. However, it is felt that parts of these projects are absorbing resources allocated for the

Palestinian society (*Samarh, 2003*). The overall result of that absorption is ineffective developmental work and weak impact on the community compared with the amount of money spent. This feeling along with the requirements of the various international donors led to an increasing demand for systems and techniques that allow beneficiaries, implementers (organizations) and donors to assess the benefits and importance of the implemented projects (*Jiryas 1995.*)

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

1.3 Rationale and Importance of the Research:

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

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

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

Palestinian NGO's played a vital role in the Palestinian society, they served Palestinian people during occupation in various sectors like economic development, education, health, information, human rights, training, women issues, and many other fields. Through which NGOs tried to solve the bad effects of the occupation over years. The researcher noticed that there is a severe lack of studies concerning NGOs in Palestine, and specially, studies concerning the subject of project planning.

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

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

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

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

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

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

1.4 Objectives of the Study:

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

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

This study aimed at achieving the following objectives:

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

6.3 Research Recommendations:

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

6.3.1 Recommendations for the NGOs:

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

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

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

6.3.2 Recommendations for donors:

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

6.3.3 Recommendations for Academic Institutions

Recommendations for future researches:

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

6.3.4 Recommendations for the PNA:

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