

إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

The Role of Critical Success Factors and NGOs Practices in Project Success

Case Study: "Family Strengthening Program –SOS"

دور عوامل نجاح المشروع وممارسات المنظمات غير الحكومية في نجاح المشروعات

دراسة حالة: برنامج " تقوية الأسرة " الذي تنفذه منظمة SOS

أقر بأن ما اشتملت عليه هذه الرسالة إنما هو نتاج جهدي الخاص، باستثناء ما تمت الإشارة إليه
حيثما ورد، وإن هذه الرسالة ككل أو أي جزء منها لم يقدم من قبل لنيل درجة أو لقب علمي أو
بحثي لدى أي مؤسسة تعليمية أو بحثية أخرى.

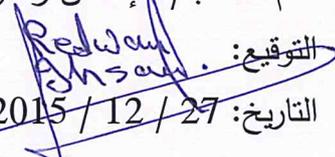
DECLARATION

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

Student's name:

اسم الطالب/ة: إحسان رضوان صالح رضوان

Signature:

التوقيع: 

Date:

التاريخ: 2015 / 12 / 27

The Islamic University – Gaza
Postgraduate Department
Faculty of Commerce
Dep. of Business Administration



The Role of Critical Success Factors and NGOs Practices in Project Success
Case Study: "Family Strengthening Program –SOS"
دور عوامل نجاح المشروع وممارسات المنظمات غير الحكومية في نجاح المشروعات
دراسة حالة: برنامج " تقوية الأسرة " الذي تنفذه منظمة SOS

Prepared by

Ihsan Redwan Saleh Redwan

Supervised by

Dr. Khalid Dahleez

A thesis submitted in partial fulfillment of the requirements in
Master of Business Administration Degree

2015



نتيجة الحكم على أطروحة ماجستير

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

دور عوامل نجاح المشروع وممارسات المنظمات غير الحكومية في نجاح المشروعات - دراسة حالة: برنامج "تقوية الأسرة" الذي تنفذه منظمة SOS

**The Role of Critical Success Factors and NGOs Practices in Project Success
Case Study: "Family Strengthening Program - SOS**

وبعد المناقشة التي تمت اليوم الثلاثاء 13 محرم 1437هـ، الموافق 2015/10/27م الساعة العاشرة صباحاً، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

.....
.....
.....

مشرفاً و رئيساً

د. خالد عبد دهليز

مناقشاً داخلياً

د. وسيم إسماعيل الهابيل

مناقشاً خارجياً

د. وائل محمد ثابت

وبعد المداولة أوصت اللجنة بمنح الباحثة درجة الماجستير في كلية التجارة/قسم إدارة الأعمال واللجنة إذ تمنحها هذه الدرجة فإنها توصيها بتقوى الله ولزوم طاعته وأن يسخر علمها في خدمة دينها ووطنها.



والله ولي التوفيق ،،،

مساعد نائب الرئيس للبحث العلمي والدراسات العليا

.....

أ.د. عبد الرؤوف علي المناعمة

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

يقول الله تعالى عز وجل:

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

(آية 32، سورة البقرة)

Dedication

*To the soul of my father and my
two sisters*

Ihsan Redwan

Acknowledgment

Firstly, I thank **ALLAH** for giving me the courage to traverse through this journey to this point. I also extend my profound gratitude to my supervisor, **Dr. Khalid Dahleez** for dedicated guidance and support towards the completion of this thesis. I am very grateful for his encouragement and motivation.

I further extend my sincere appreciation to **my family** especially **brother Khaldan** who had to push me at times to get down to complete this work.

I also extend my gratitude to the FSP children and their families.

Lastly, Special thanks go out to the FSP team for their swift preparations.

Abstract

This research aimed to explore the role of critical success factors and NGOs practices on project success. The study assessed the Family Strengthening Program (FSP) success through five critical success factors (relevancy, efficiency, effectiveness, impact, sustainability) and three dimensions of NGOs practices (communication, accountability and participation). The population of this study was all the (206) destitute families who benefit from FSP. The analytical approach was used. To collect the needed data, a questionnaire was designed, distributed and analyzed using SPSS program for statistical analysis. The numbers of 206 questionnaires were recovered and identified as 100% valid for the analysis. The research revealed that the FSP is successful and both critical success factors and NGOs practices participation play a good role on the FSP project success that is implemented by SOS local partners. The results also revealed that there are no significant differences in the responses of the research sample about the FSP success due to personal traits (gender, age, marital status and level of education). This indicates that FSP targets needy children and their families regardless of their demographic data. There are significant differences in the responses of the research sample about the FSP success due to personal traits (place of living, work status, health status). Based on the research findings it is recommended to increase the impact of FSP on the children's wellbeing. It is also recommended to adapt the FSP implementation strategy, focusing on improving sustainability of self-reliance of families and positive changes in the upbringing and development of the children in their care, Therefore, parental skills training for caregivers should be improved.

الملخص

هدفت هذه الدراسة إلى استكشاف الدور الذي تلعبه عوامل نجاح المشروع الحرجة وممارسات المؤسسات غير الحكومية في نجاح برنامج "تقوية الأسرة" للأسر المعدمة الذي تنفذه منظمة قرى الأطفال SOS عن طريق شركائها. وقد سعت الدراسة إلى تقييم دور خمسة من عناصر المشروع الحرجة (مدى صلة المشروع ، الكفاءة ، الفعالية، الأثر ، الاستدامة) وثلاثة أبعاد للممارسات المؤسسية (التواصل ، الاعتمادية ، والمشاركة) على نجاح المشروع.

تكون المجتمع الكلي للدراسة من مائتين وستة (206) أسرة منتفعة من البرنامج المذكور. لقد استخدم التحليل الوصفي في الدراسة وتم جمع البيانات من خلال استبانته تم تصميمها خصيصا لجمع البيانات المتعلقة بمتغيرات الدراسة. لقد كانت كل الاستبيانات المجمعة صالحة للتحليل وقد حلت بواسطة البرنامج الإحصائي (SPSS V22).

لقد بينت النتائج أن المشروع قد حقق نجاحا كبيرا من خلال الدور الذي لعبته العوامل الحرجة وممارسات المؤسسات. كما بينت النتائج أنه لا يوجد فروق ذات دلالة إحصائية في استجابات المبحوثين تعزى للمتغيرات الديموغرافية كالجنس والعمر والحالة الاجتماعية ومستوى التعليم مما يعكس أن البرنامج قد استهدف فئة الأطفال المحتاجة وأسرهم بغض النظر عن سماتهم الديمغرافية. ولكن النتائج عكست أيضا أن هناك فروق دالة إحصائية بخصوص مكان السكن والحالة الاجتماعية والحالة الصحية لعينة الدراسة.

وبناء على نتائج الدراسة يوصى أن يتم زيادة الدور الذي يلعبه برنامج تقوية الأسرة لما له من أثر إيجابي على حياة أولئك الأطفال وأسرهم. كما وتوصي الدراسة أيضا أن يتم تنفيذ مشروع تقوية الأسرة على أن يتم التركيز على تحسين مفهوم الاعتماد على النفس بشكل مستدام لتلك الأسر وخلق تغيير إيجابي لتلك الأسر من خلال تنشئة أولئك الأطفال وتطويرهم والاعتناء بهم. ولهذا يجب تحسين المهارات التربوية للوالدين من خلال دورات تدريبية يتم تنظيمها لهم.

Table of Contents

DEDICATION	II
ACKNOWLEDGMENT	III
ABSTRACT.....	IV
الملخص.....	V
TABLE OF CONTENTS.....	VI
LIST OF TABLES	VIII
LIST OF FIGURES:.....	IX
LIST OF ABBREVIATIONS.....	X
1 CHAPTER ONE: INTRODUCTION	1
1.1 STUDY BACKGROUND.....	1
1.2 RESEARCH PROBLEM.....	3
1.3 THE RESEARCH OBJECTIVES	4
1.4 RESEARCH FRAMEWORK AND HYPOTHESES:	4
1.5 DEFINITION OF KEY TERMS.....	5
1.6 IMPORTANCE OF THE STUDY	6
1.7 ORGANIZATION OF THE THESIS.....	8
2 CHAPTER TWO: LITERATURE REVIEW.....	9
2.1 PROJECT MANAGEMENT BACKGROUND.....	9
2.2 DEFINITION OF PROJECT AND PROJECT MANAGEMENT	9
2.3 PROJECT LIFE CYCLE.....	10
2.4 THE LOGICAL FRAMEWORK APPROACH.....	12
2.5 PROJECT SUCCESS	12
2.5.1 <i>Project Life Cycle and Project Success:</i>	13
2.5.2 <i>Criteria of Project Success</i>	16
2.6 NON-GOVERNMENTAL ORGANIZATIONS (NGOs)	18
2.6.1 <i>Classification of NGOs</i>	20
2.6.2 <i>Background of the Palestinian NGOs</i>	21
2.6.3 <i>Values of the Palestinian NGOs</i>	22
2.7 NGOs PRACTICES	23
2.7.1 <i>NGOs Accountability</i>	24
2.7.2 <i>Community Participation</i>	25
2.7.3 <i>Project Communication</i>	29
2.8 SOS CHILDREN'S VILLAGES INTERNATIONAL:	31
2.8.1 <i>Overview of Family Strengthening Programs Project</i>	32
2.8.2 <i>Purpose and Principles of Family Strengthening Programs</i>	33
2.8.3 <i>Definition of "Family Strengthening Programs"</i>	34
2.8.4 <i>FSP Target Group</i>	34
2.8.5 <i>FSP Standards Summary</i>	37
3 CHAPTER THREE: PREVIOUS STUDIES.....	38
3.1 INTRODUCTION	38

3.2	REVIEWED STUDIES	38
3.3	SUMMARY OF REVIEWED STUDIES	57
3.4	BENEFITS DRAWN FROM THE PREVIOUS STUDIES.....	58
4	CHAPTER FOUR: RESEARCH DESIGN AND METHODOLOGY	61
4.1	INTRODUCTION	61
4.2	RESEARCH METHOD	61
4.2.1	<i>Population and Sample Size</i>	61
4.2.2	<i>Source of Collected Data</i>	62
4.2.3	<i>Questionnaire of Study</i>	62
4.2.4	<i>Data Measurement</i>	63
4.3	TEST OF NORMALITY	63
4.4	STATISTICAL ANALYSIS TOOLS	63
4.5	VALIDITY AND RELIABILITY	64
4.5.1	<i>Referees Validity</i>	64
4.5.2	<i>Internal Validity</i>	64
4.5.3	<i>Reliability</i>	68
4.6	DESCRIPTIVE ANALYSIS OF DEMOGRAPHICS:	69
4.7	CHAPTER SUMMARY	72
5	CHAPTER FIVE: DATA ANALYSIS AND HYPOTHESES TESTING	73
5.1	INTRODUCTION:.....	73
5.2	IMPORTANCE OF CRITICAL SUCCESSSES FACTORS TO FSP PROJECT SUCCESS:.....	73
5.2.1	<i>Importance of Relevancy to FSP Project Success:</i>	73
5.2.2	<i>Importance of Efficiency to FSP Project Success:</i>	75
5.2.3	<i>Importance of Effectiveness to FSP Project Success:</i>	77
5.2.4	<i>Importance of Impact to FSP Project Success:</i>	80
5.2.5	<i>Importance of Sustainability to FSP Project Success:</i>	84
5.3	IMPORTANCE OF NGOS PRACTICES TO FSP PROJECT SUCCESS:.....	87
5.3.1	<i>Importance of Communication to FSP Project Success:</i>	87
5.3.2	<i>Importance of Accountability to FSP Project Success:</i>	89
5.3.3	<i>Importance of Participation to FSP Project Success:</i>	91
5.4	EXISTED DIFFERENCES IN RESPONSES DUE TO DEMOGRAPHICS:.....	95
6	CHAPTER SIX: CONCLUSIONS AND RECOMMENDATION	101
6.1	CONCLUSION.....	101
6.2	PRACTICAL IMPLICATIONS AND RECOMMENDATIONS.....	105
6.2.1	<i>Donors-related Recommendations</i>	105
6.2.2	<i>SOS-related Recommendations</i>	105
6.2.3	<i>NGOs-related Recommendations</i>	106
6.3	FUTURE RESEARCH RECOMMENDATIONS	107
7	REFERENCES:.....	108
8	APPENDIX (A): REFEREES NAMES AND PLACE OF WORK.....	115
9	APPENDIX (B): ENGLISH QUESTIONNAIRE	116
10	APPENDIX (C): ARABIC QUESTIONNAIRE	119

List of Tables

TABLE 2.1 SUCCESS CRITERIA AND FACTORS FOR INTERNATIONAL DEVELOPMENT PROJECTS	15
TABLE 2.2 CRITERION & SUGGESTED QUESTIONS FOR EVALUATING PROJECT SUCCESS.....	16
TABLE 2.3 FACTORS AFFECTING COMMUNITY PARTICIPATION	28
TABLE 3.1 KEY FINDINGS AND MAJOR VARIABLES OF PREVIOUS STUDIES.....	59
TABLE 4.1 DISTRIBUTION OF THE STUDY POPULATION BY GOVERNORATE	62
TABLE 4.2 STUDY VARIABLES AND MEASURES	62
TABLE 4.3 CORRECTION STUDY TOOL ACCORDING TO LIKERT SCALE	63
TABLE 4.4 CORRELATION COEFFICIENT OF EACH ITEM OF "RELEVANCY" DIMENSION.....	64
TABLE 4.5 CORRELATION COEFFICIENT OF EACH PARAGRAPH OF "EFFICIENCY" DIMENSION.....	65
TABLE 4.6 CORRELATION COEFFICIENT OF EACH PARAGRAPH OF "EFFECTIVENESS" DIMENSION.....	65
TABLE 4.7 CORRELATION COEFFICIENT OF EACH PARAGRAPH OF "IMPACT" DIMENSION.....	66
TABLE 4.8 CORRELATION COEFFICIENT OF EACH ITEM OF "SUSTAINABILITY" DIMENSION.....	66
TABLE 4.9 CORRELATION COEFFICIENT OF EACH PARAGRAPH OF "COMMUNICATION" DIMENSION.....	66
TABLE 4.10 CORRELATION COEFFICIENT OF EACH ITEM OF "ACCOUNTABILITY" DIMENSION	67
TABLE 4.11 CORRELATION COEFFICIENT OF EACH PARAGRAPH OF "PARTICIPATION" DIMENSION.....	67
TABLE 4.12 CORRELATION COEFFICIENT OF ALL DIMENSIONS.....	68
TABLE 4.13 CRONBACH'S ALPHA FOR EACH DIMENSION	68
TABLE 4.14 CORRELATION COEFFICIENT AND SPEARMAN-BROWN CORRELATION COEFFICIENT.....	69
TABLE 4.15 AGE, FAMILY SIZE AND NO. OF CHILDREN IN THE FAMILY	69
TABLE 4.16 GENDER.....	70
TABLE 4.17 MARITAL STATUS	70
TABLE 4.18 RESIDENCE.....	71
TABLE 4.19 EDUCATIONAL STATUS	71
TABLE 4.20 WORK STATUS.....	71
TABLE 4.21 : HEALTH STATUS	72
TABLE 5.1 MEANS AND T-TEST FOR "RELEVANCY"	74
TABLE 5.2 MEANS AND T-TEST VALUES FOR "EFFICIENCY"	76
TABLE 5.3 MEANS AND T-TEST VALUES FOR "EFFECTIVENESS"	78
TABLE 5.4 MEANS AND T-TEST VALUES FOR "IMPACT"	81
TABLE 5.5 MEANS AND T-TEST VALUES FOR "SUSTAINABILITY"	84
TABLE 5.6 MEANS AND T-TEST VALUES FOR "COMMUNICATION"	87
TABLE 5.7 MEANS AND T-TEST VALUES FOR "ACCOUNTABILITY"	89
TABLE 5.8 MEANS AND T-TEST VALUES FOR "PARTICIPATION"	92
TABLE 5.9 MEANS AND T-TEST VALUES FOR "ALL ITEMS"	94
TABLE 5.10 INDEPENDENT SAMPLES T-TEST AND P-VALUES FOR GENDER.....	95
TABLE 5.11 ANOVA TEST AND P-VALUES FOR MARITAL STATUS	96
TABLE 5.12 ANOVA TEST AND P-VALUES FOR LEVEL OF EDUCATION	96
TABLE 5.13 ANOVA TEST AND P-VALUES FOR PLACE OF LIVING.....	97
TABLE 5.14 ANOVA TEST AND P-VALUES FOR WORK STATUS.....	98
TABLE 5.15 ANOVA TEST AND P-VALUES FOR HEALTH STATUS.....	99

List of Figures:

FIGURE 1-1 RESEARCH FRAMEWORK	5
FIGURE 2-1 PROJECT LIFE CYCLE.....	11
FIGURE 2-2 PROJECT LIFE-CYCLE-BASED FRAMEWORK.....	14
FIGURE 2-3 RISK FACTORS, HIGH RISK GROUPS, TARGET GROUP.....	35
FIGURE 2-4 RISK OF FAMILY BREAKDOWN AND SEPARATION OF CHILDREN (FACTORS)	36

List of Abbreviations

FDPs	Family Development Plans
FSP	Family Strengthening Program
FTA	Federal Transit Administration
CBOs	Community-Based Organizations
CBR	Community Based Rehabilitation
CBRPs	Community Based Rehabilitation Programs
CEDAW	UN Convention on the Elimination of all forms of Discrimination Against Women
CRSA	Children's Rights Situational Analysis
CSFs	Critical Success Factors
GLCs	Government-Linked Companies
ID	International Development
KIPs	Key Implementation Partners
LFA	Logical Framework Approach
MAS	Palestine Economic Policy Research Institute
MENA	Middle East and North Africa
NDC	NGO Development Center
NGOs	Non-Governmental Organizations
NPOs	Nonprofit Organizations
NTD	National Transit Database
OECD	Organization for Economic Co-operation and Development
PA	Palestinian Authority
PD	Participatory Development

PM	Project Management
PMI	Project Management Institute
PNA	Palestinian National Authority
PNGOs	Palestinian Non-Governmental Organizations
SOS	Save Our Souls
SPSS	Statistical Package for the Social Sciences
UN	United Nations
UNDP	United Nations Development Program
UNICEF	United Nations Children's Emergency Fund
UNCRC	UN Convention on the Rights of the Child

1 Chapter One: Introduction

This chapter highlights the background of study, the research objectives of the study, the hypotheses, the problem statement, the research variables, and the research importance.

1.1 Study Background

Gaza Strip is witnessing an increase in poverty and has suffered a lot due to closure, internal political tension, and several wars. The people in Gaza suffer from significant hardship as a result of high levels of poverty and a lack of opportunities. The hardship is dated back to the start of the second Palestinian Intifada in 2000, in which the Gaza Strip has become increasingly economically and politically isolated. It also has experienced a widespread blockade by Israel in 2006, comprising stringent restrictions on the movement of people, goods and services in and out of Gaza (Abu-Hamad, Jones, & Pereznieta, 2014). According to UNDP (2015), the Gaza Strip is one of the most densely populated places on earth, with a total area of 365 km² and a population of 1.8 million. The unemployment rate is 47% and the poverty rate is 60%. In Gaza, 72% are food insecure, with over 80% are aid recipients and 90% water is unfit for human consumption. As for electricity, the supply may reach 2-4 hours a day. Against the backdrop of occupation and the resulting escalation in tensions, the situation for Palestinians in the Gaza Strip has worsened, launching several wars since July 2014 with marked increases in deaths; 1,975 Palestinian killed (459 children, 239 women), 365,000 people displaced, 10,690 housing units destroyed or severely damaged and 1.2 million have no or limited access to water. Not only have people's livelihoods been severely affected, but also entire families are rendered homeless.

In response, international donors have focused their efforts in helping Palestinians through supporting projects in many sectors that may help in mitigating the bad situation. Despite these efforts some researchers argued that these efforts have failed to achieve their objectives due to misunderstanding of social and political environments in Palestine and due to lack of focus. For instance, Jamal (2015) showed that Western donors' limited notions of "empowerment" and its application, and lack of understanding of the Palestinian political context served to weaken and undermine Palestinian NGOs and reducing the related gains. In a similar vein, Springer (2015) argued that international efforts to assist Palestinians since the 1993 Oslo Accords has failed to produce fruitful macroeconomic outcomes in terms of

poverty reduction or increased employment rates. He also argued that it is mandatory for donors in such areas to assess the impact of their interventions.

On the other hand, Palestinian children are very vulnerable from different perspectives. The harsh economic conditions in Palestine and specifically in Gaza may change the dreams and future intention of Palestinian children. Therefore, some international and local organizations try to improve children social and psychological life. For instance, SOS Children's Village is implementing a child development program, with interventions that respond to the situation of children at risk of losing parental care and those who have lost parental care. SOS Children's Villages implements Family Strengthening Programs (FSPs) in several countries worldwide. SOS Children's Village started The Family Strengthening Program in Gaza Strip in 2006 in 5 communities; Jabalia, El-Burij, El-Nusayraate, Deir El-Bala and in Khanyoniss. The average number of children supported by FSP is 1000 children within 206 families. SOS was among the NGOs in the Gaza Strip that focused on child rights and development.

FSP aims to install the foundation for awareness and fulfillment of child rights by all duty bearers, being caregivers and the state duty bearers. By strengthening the children's families, the family strengthening program (FSP) aims to enable children to develop their full potential within a caring family environment so that they are able to become self-supporting and contributing members of society. FSP is a complex program that supports vulnerable families, as well as their children and the communities around them. Families and community based partners are supported to effectively protect and care for their children in cooperation with local authorities and other service providers.

FSP is realized through a package of service provision, raising awareness on child rights and parental skills, and the development of family skills in income generating activities (IGA) and family budget management. The interventions is relate to issues of care and protection; other capacity building packages, and building the capacities of the NGOs partners to be effective in addressing the developmental needs of destitute families.

Thus, this study looks into how FSP can be enhancing its projects (developing programs) to this important sector of the society in Gaza.

1.2 Research Problem

Looking into the research background and the statistics provided, we could see the bad need of the families in Gaza in general and vulnerable children in particular. Extant research shows that children living in poverty experience several types of vulnerabilities that are not easy to be addressed merely by additional financial resources and more fund. Specifically, the basic social services are secured for a considerable amount of children in Gaza, but shocks to the household (including loss of work, health crises, disability and death of an income earner) can change children's development trajectory, pushing them to abandon school, increasing the violence and stress they experience at home and within the community and reducing their opportunities and hopes for the future (Abu-Hamad et al., 2014).

From a general point of view, children are the backbone of the future of any nation. Therefore, Gaza children are looked at as the future of Gaza. SOS needs children who are healthy, mentally, psychologically, and physically. Vulnerable children do need to be taken care of through certain programs. If these vulnerable children and their families are not taken care of, there will be destructive consequences. Hence, the need to study such a sector and how to develop it arise.

Taking into consideration that the majority of the population in the Gaza Strip does strongly depend on humanitarian assistance, the grounds of this study would be as follows:

- There is a bad need to sustain such a long term FSP project that fully respond to all aspects of destitute family's lives and needs.
- Moreover, the importance of the FSP project as being implemented by the NGOs community as key implementation partners, which reflect realistic of such source of resources.
- The need to assess the FSP dealing with criterions out of the traditional framework of project evaluation, as being closely tied with families' lives and affairs (relevancy, efficiency, effectiveness, impact, sustainability) in addition to organizational practices reflected in (communication, accountability and participation).
- This study will allow a comprehensive evaluation for FSP to get to know to what extend the families benefit from FSP intervention.
- The lack of regional and local Arabic researches in "project success".

Hence, this research aims to examine the extent at which critical success factors and NGOs practices play a major role in enhancing the FSP success.

1.3 The Research Objectives

The general objective of the study is to explore the role of the critical success factors and the NGOs practices in the FSP project success. Based on this description, the study specific objectives are as follows:

- To explore the extent at which (relevancy, efficiency, effectiveness, impact, sustainability, communication, accountability and participation) contribute in making FSP more successful.
- To identify the challenges and weakness of FSP.
- To help the SOS to make projections and formulate appropriate strategies to ensure survival.

1.4 Research Framework and Hypotheses:

This research has eight variables that are divided into two sets. The first set of variables is represented through the five famous criteria (relevancy, efficiency, effectiveness, impact, sustainability) that are common as project management success criteria (Beck, 2006; Chianca, 2008; OECD, 1991). The second set of variables reflects organizational practices and is represented through three variables (communication, accountability and participation) which are very important to the success of development projects (Mefalopulos, 2008; NDC, 2008; UNICEF, 2005; Wardwell, 2012). The lack of these organizational factors refers to inadequate or ineffective management of the project by implementing and/or sponsor organizations (Y. Kwak, 2002). Figure 1.1 depicts these variables.

The main and sub hypotheses of the study are shown as follow:

H1: critical success factors (relevancy, efficiency, effectiveness, impact, sustainability) are important contributors to FSP project success.

From this key hypothesis, we have branching set of hypotheses that will be tested through the study;

H1a: Relevancy is important contributor to FSP project success.

H1b: Efficiency is important contributor to FSP project success.

H1c: Effectiveness is important contributor to FSP project success.

H1d: Impact is important contributor to FSP project success.

H1e: Sustainability is important contributor to FSP project success.

H2: NGOs practices (communication, accountability and participation) are important contributors to FSP project success.

From this key hypothesis, we have branching set of hypotheses that will be tested through the study;

H2a: Communication is important contributor to FSP project success.

H2b: Accountability is important contributor to FSP project success.

H2c: participation is important contributor to FSP success.

H3: there are statistically significant differences in reported responses due to (gender, age, marital status, work status, level of education, family size, and place of living)

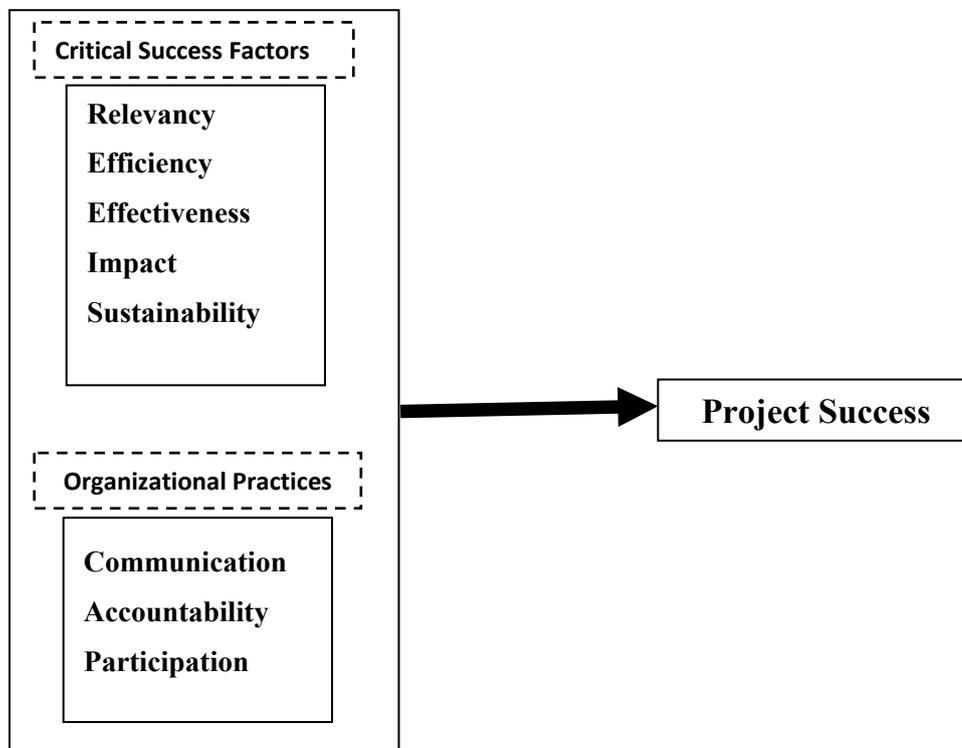


Figure 1-1 Research Framework

Articulated by the researcher

1.5 Definition of Key Terms

The study seeks to reach its objectives and measure the project success through the following variables:

Relevancy: The extent to which the aid activity is suited to the priorities and policies of the target group, (i.e. recipient, donor and beneficiaries of the project) (Beck, 2006; Chianca, 2008; Ika, Diallo, & Thuillier, 2012; OECD, 1991).

Efficiency: is a measure of how economic resources/inputs (funds, expertise, time, etc.) are converted to the desired results (Beck, 2006; Chianca, 2008; OECD, 1991).

Effectiveness: Reflect the extent to which the project's objectives were achieved, or are expected to be achieved and seek to determine the factors that influence achievement or non-achievement of the objectives (Beck, 2006; Chianca, 2008; OECD, 1991).

Impact: Refer to the direct or indirect positive and negative, primary and secondary long-term effects produced by a project (Beck, 2006; Chianca, 2008; OECD, 1991).

Sustainability: Refers to the continuation of benefits from a project after major development assistance has been completed (Beck, 2006; Chianca, 2008; OECD, 1991).

Communication: is to support sustainable change in development work through stakeholder engagement in a suitable environment that enable information dissemination, assessment of risk, recognition of potential opportunities, and deriving of behavior and positive social change (Mefalopulos, 2008). More specific, communication is the provision of an appropriate network and necessary data to all key actors in the project implementation (Meredith & Mantel Jr, 2011).

Accountability: Refers to the existence of mechanisms to present reports related to the usage of resources. It entails holding officials responsible for the decisions that are undertaken or for any shortcoming in achieving objectives within the NGO's vision (NDC, 2008). In other words, accountability is the justification and accountability for the implementation and results of projects and programs to key stakeholders (Wardwell, 2012).

Participation: Is a process of taking part in different spheres of societal life such as political, economic, social, and cultural and others (Sidorenko, 2006). It also refers to the inclusion and recognition of beneficiary perspectives wherever possible (UNICEF, 2005).

1.6 Importance of the Study

The study importance comes from the fact that it will highlight the importance of project success and will serve stakeholders in the local community such as local NGOs and donors in particular to explore new opportunities. It should attract the donors working through Gaza Strip about considering variables and factors in project success. The importance of the research relies actually on the lacks of such studies in Gaza Strip context. The research will pave the road to other researchers to more investigations project success. Also the importance of the research rises at four levels as follows;

First: The importance at the donor level

1. This research highlights the importance of project success, which significantly attracts the donor's fund.
2. SOS could present the results of this research as part of any project proposal and communicate this approach to the donors.
3. Increase local credibility of the FSP project reputation among donors, and increase probability of additional funding.

Second: The importance at the (KIPs) key implementation partners level

1. The study will highlight the strengths and weaknesses of the NGOs role in the project's success. And hence go for further improvements.
2. The research will guide the NGOs to effectively manage their projects to achieve projects success.
3. Enhancing ongoing researches in projects success.
4. It targets vitally important sector in Palestinian which is NGOs and community who have significant effect in the developmental process in Palestine.

Third: The importance at the families' level

1. The lessons that can be drawn from the study can be taken to further develop the program.
2. The research would provide indications of how families manage in their lives; their personal experiences with the SOS Children's Village and their observations and recommendations, which would benefit SOS Children's Villages to develop its services
3. Clarify what changes have the program made in the lives of children within target group, their families and their communities.
4. This helps to determine, develop appropriate treatments to improve the individual's quality of life.

Forth: The importance at the researcher level

1. The findings of the study will be used as a basis for strategic planning on national level; for improvement of program design and for future development of family strengthening approach on project/national/continental/global levels.
2. The research can be used as a benchmark to other future researches regarding FSP project success in Palestine and MENA region

3. The researcher will participate with these research findings in local meetings and will look forward to publish the research in the SOS intranet.

1.7 Organization of the Thesis

The research is organized into six chapters. Chapter one provides an introduction of the project success, it clarifies the problem statement, the research hypotheses, the research variables, research objectives and the research importance.

Chapter two reviews the available related literature to obtain the required information. While chapter three consists of six main sections: project success, NGOs practices, community participation, the eight criteria Relevancy, Efficiency, Effectiveness, Impact, Sustainability, communication, accountability, and participation, SOS children's villages international and the last section provide overview about the FSP (family strengthening program).

Chapter three provides an introduction and overview of the related previous study and general commentary on the presented previous studies and the benefits drawn-up from the previous studies. Then the chapter closed up with a table containing a briefing of each study's findings and its relations with the researcher's study.

Chapter four presents the research design and the methodology in order to describe the method used in this study, the respondents of the study, information about the FSP activities, and personal information of FSP families, research instrument, and procedures of data gathering and statistical treatment of data.

Meanwhile, Chapter five contains the results analysis and hypotheses testing to analyze and interpret the data gathered through the questionnaire after they were statistically treated. Moreover, it tests the hypotheses of the study.

Finally chapter six comes with the conclusions and practical implications and recommendations of the research based on the findings of the analysis, and closed up with some future research directions.

2 Chapter Two: Literature Review

This chapter highlights a background of project management in general, but, in particular, will shed light on the theoretical framework of project management, the project life cycle, the logical framework approach, project definition, and the criteria for project success.

2.1 Project Management Background

Project management has been practiced for thousands of years since the Egyptian era, however, it has been about half a century ago that organizations started applying systematic project management tools and techniques to complex projects (Y.-H. Kwak, 2005). Similarly, Kerzner (2013a) noted that the origin of project management can be traced back to system's management and system's theory, where it can be characterized as a management approach that aims to integrate and unify scientific or methodical information across many fields of knowledge. It is this understanding of system's management and system's theory that aided to provide the foundation for the modern-day or post-modern-day project management. In a similar vein, Gauthier and Ika (2012) also noted that the origins of modern project management can be traced back to the 1950s and 1960s, and to engineering achievements, particularly in the military and defense sectors.

Relevant to the origin of project management, Kerzner (2013a) ascertained that general systems theory implies the creation of a management technique that is able to cut across many organizational disciplines such as finance, manufacturing, engineering, marketing, and so forth, while still carrying out the functions of management. Thus, according to (Kerzner, 2013a), project management is viewed as applied systems management, and the technique has come to be called systems management, project management, or matrix management. Today, this management approach is well known as project management.

2.2 Definition of Project and Project Management

Some definitions focus on project's constraints such as scope, time, cost and quality while other researchers' definitions highlight the importance of efficient use of resources. For instance, Shahnazari, Pourzolfaghar, and Mirza (2013) considered projects as an achievement of a specific objective and involves the utilization of resources on a series of activities or tasks. Meanwhile, The Project Management Institute (PMI) defines project as a temporary, definitive beginning and definitive

end, endeavor undertaken to create a unique product or service, or as a temporary endeavor undertaken to create a unique product, service, or result (PMI, 2013).

On the other hand, different scholars defined and conceptualized a project differently. For example, Gaupin (2006) described the project as satisfying the needs and expectations of the interested parties, especially the customer and the user. Elearn (2007) argues that project definition is the first stage in a project, where the aim is to draw up specifications establishing its size, scope and complexity. However, Pinto and Slevin (1987) stated that a project is an organization of people dedicated to a specific purpose or objective. Projects generally involve large, expensive, unique, or high risk undertakings which have to be completed by a certain date, for a certain amount of money, within some expected level of performance.

Another definition for a project was highlighted by Cleland and Kerzner (1985) as a combination of human and nonhuman resources pulled together in a temporary organization to achieve a specified purpose. A project, then, can be defined as possessing the following characteristics:

- Defined beginning and end (specified time to completion).
- A specific, preordained goal or set of goals.
- A series of complex or interrelated activities.
- A limited budget.

Project management is facilitation of the planning, scheduling, and controlling of all activities that must be done to achieve project objectives (J. P. Lewis, 2005). As put by PMI (2013), "Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements" On the other hand, Cleland and Ireland (2006) 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.

Moreover, Kerzner (2013a) defines project management as 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.

2.3 Project Life Cycle

One method that has been used with some regularity in order to help managers conceptualize the work and budgetary requirements of a project is to make use of the idea of the project life cycle. The concept of the life cycle is familiar to most modern managers. Life cycles are used to explain the rise and demise of organizations, phases in the sales life of a product, etc. In a similar fashion, managers often make use of the life-cycle concept as a valuable tool for better understanding the stages in a

project and the likely materials requirements for the project through each distinct phase.

The following paragraphs describe the activities in each of the stages of the project's life cycle (Larson & Gray, 2011; PMI, 2013):

1. **Defining/Conceptualization**-The initial project stage. At this stage a project is determined as being necessary. Preliminary goals and alternatives are specified, as well as the possible means to accomplish those goals.
2. **Planning**-This stage involves the establishment of a more formalized set of plans to accomplish the initially developed goals. Among planning activities are scheduling, budgeting, and the allocation of other specific tasks and resources.
3. **Execution**-The third stage involves the actual "work" of the project. Materials and resources are procured, the project is produced, and performance capabilities are verified.
4. **Closure/Termination**-Once the project is completed; there are several final activities that must be performed. These activities usually include. The release of resources and transfer of the project to the clients and, if necessary, the reassignment of project team personnel.

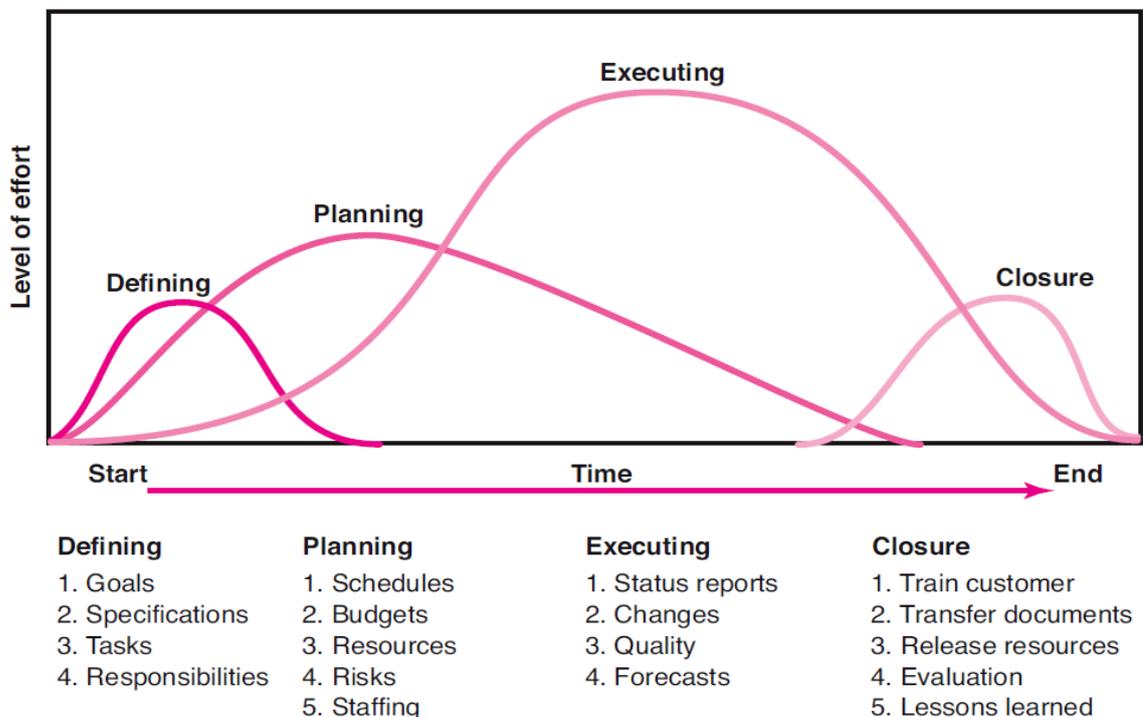


Figure 2-1 Project Life Cycle

Source: (Larson & Gray, 2011)

In addition to the development of four project stages, Figure (2.1) shows the level of organizational effort necessary to adequately perform the tasks associated with each project stage. Organizational effort can be measured by the amount of man-hours, expenditures, assets deployed, or other measures of organizational resource utilization. As one would suspect, during the early Conceptualization and Planning stages, effort requirements are minimal, increasing rapidly during late Planning and project Execution, before diminishing again in the project's Termination. As a result, the concept of project life cycles can be quite useful to a manager, not only in terms of distinguishing among the stages in the project's life, but also through indicating likely resource requirements to be expected at each stage (Pinto & Slevin, 1988).

Project phases are divisions within a project where extra control is needed to effectively manage the completion of a major deliverable. Project phases are typically completed sequentially, but can overlap in some project situations. The high level nature of project phases makes them an element of the project life cycle. The phase structure allows the project to be segmented into logical subsets for ease of management, planning, and control. The number of phases, the need for phases, and the degree of control applied depend on the size, complexity, and potential impact of the project (PMI, 2013).

2.4 The Logical Framework Approach

The Logical Framework Approach (LFA) is a general methodology commonly used by the development community to design, plan, manage and communicate their projects. The LFA deconstructs a development project into a hierarchy of five components: inputs, activities, and three levels of the project results-outputs (or deliverables), objectives (or purposes, or outcomes) and goals (or impacts) (Khang & Moe, 2008). In a similar vein, Baccarini (1999) defined the success in project environment at two different levels: the project management success, and the project success. Project management success, being process oriented, should be assessed by the input, activity and output elements of the LFA, and can be progressively evaluated in the different stages of the project.

2.5 Project Success

No matter how big or small a project is, it is important to ensure such a project is successful. How such success is defined and conceptualized has been of interest to authors and scholars. The first attempt to define success was carried out in 1960 associated with the achievement of the “traditional gold triangle”: a) the time b) the

budgeted cost and c) the designed quality and performance of project deliverables and restricted in this frame for many years (Dvir, Lipovetsky, Shenhar, & Tishler, 1998; Kerzner, 2013a; Meskendahl, 2010).

Gradually the success was redefined and associated with concepts as: the effectiveness of administration of project management processes, the customers' satisfaction of project's deliverables, the creation of adding value to the enterprise, the meeting of stakeholder's satisfaction and the achievement of scope of the project (Lock, 2007). Thus, Success of a project means that certain expectations for a given participant were met, whether owner, planner, engineer, contractor or operator (Sanvido, Grobler, Parfitt, Guvenis, & Coyle, 1992). Chan and Chan (2004) clearly stated that the study of project success and critical success factors (CSFs) is often considered as one of the vital ways to improve the effectiveness of project delivery.

As an integrated approach, Ika (2009) defined project success as that, which is based on completing project objectives within the constraints of time, cost, and quality, plus other broader project achievements such as the strategic objectives of the client organization and business success, the end user's satisfaction, benefits to the stakeholders and project personnel, and other business value accomplishments. Additionally, Gaupin (2006) stressed that success is met in a proper evaluation of project deliverables and the completion within the required timeframes and within available financial resources.

Nevertheless, the project management literature frequently refers to two components of project success: First, Project success factors, which are the elements of a project which, when influenced, increase the likelihood of success; these are the independent variables that make success more likely. Second, Project success criteria, which are the measures used to judge on the success or failure of a project; these are the dependent variables that measure success (Baccarini, 1999). In addition, only a few authors have attempted to provide conceptual sets of success criteria and critical success factors (CSFs) and even fewer have attempted to explore the relationship between CSFs and project success in ID (International Development) sector (Diallo & Thuillier, 2004, 2005; Khang & Moe, 2008).

2.5.1 Project Life Cycle and Project Success:

The success of projects is a field around which a wide range of theories were developed. In order to define success, it is necessary to clarify: a) exactly in which moment of the life cycle of the project the success is perceived and b) the stakeholder who judges the outcome of the project. Most of researchers confuse the concepts that are related to the success of a project: a) the project success, b) the project success

criteria and c) the critical success factors. Müller and Turner (2007) noted that first of all the critical success factors were introduced, then frameworks of success were developed and finally models of success were formed.

In a similar vein, Khang and Moe (2008) argued that project success can be broken down into success of project life-cycle phases, and then measured by evaluating the quality of the end products generated and the achievement of the results intended for each of these phases. For example and as depicted in figure (2.2), the conceptualizing phase of an international development project should generally be considered as successful if in this early stage the following conditions exist:

- Correct target beneficiaries have been identified and their relevant needs have been assessed to match the development priorities of the donors;
- An appropriate implementing agency has been identified and notified that is capable and willing to carry out the proposed project;
- Initial awareness and support of all key parties concerned have been adequately raised in order to ensure the project proposal enters the next planning phase.

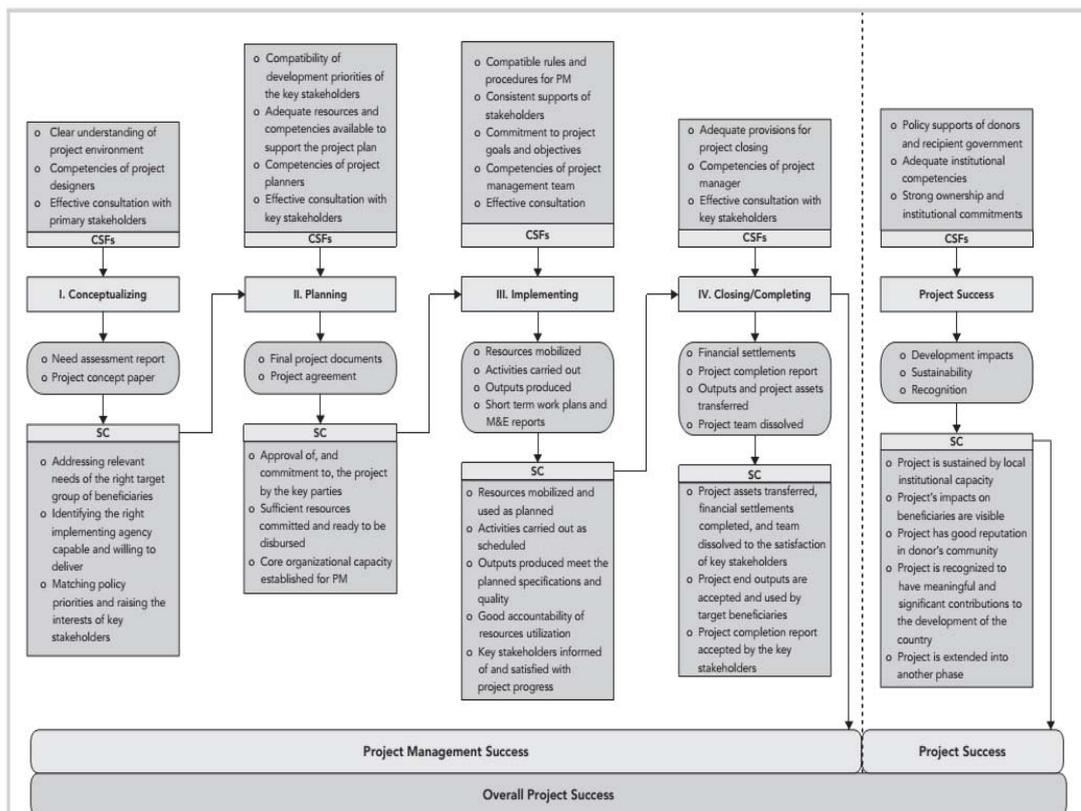


Figure 2-2 Project life-cycle-based framework

Source: (Khang & Moe, 2008)

Table 2.1 Success Criteria and Factors for International Development Projects

Life-Cycle Phases	Success Criteria	Critical Success Factors
Conceptualizing	<ul style="list-style-type: none"> • Addressing relevant needs of the right target group of beneficiaries. • Identifying the right implementing agency capable and willing to deliver • Matching policy priorities and raising the interests of key stakeholders. 	<ul style="list-style-type: none"> • Clear understanding of project environment by funding and implementing agencies and consultants • Competencies of project designers • Effective consultations with primary stakeholders
Planning	<ul style="list-style-type: none"> • Approval of, and commitment to, the project by the key parties. • Sufficient resources committed and ready to be disbursed. • Core organizational capacity established for PM 	<ul style="list-style-type: none"> • Compatibility of development priorities of the key stakeholders. • Adequate resources and competencies available to support the project plan. • Competencies of project planners. • Effective consultation with key stakeholders.
Implementing	<ul style="list-style-type: none"> • Resources mobilized and used as planned. • Activities carried out as scheduled. • Outputs produced meet the planned specifications and quality. • Good accountability of resources utilization. • Key stakeholders informed of and satisfied with project progress 	<ul style="list-style-type: none"> • Compatible rules and procedures for PM. • Continuing supports of stakeholders. • Commitment to project goals and objectives. • Competencies of project management team. • Effective consultation with all stakeholders.
Closing/ completing	<ul style="list-style-type: none"> • Project assets transferred, financial settlements completed, and team dissolved to the satisfaction of key stakeholders. • Project end outputs are accepted and used by target beneficiaries. • Project completion report accepted by the key stakeholders. 	<ul style="list-style-type: none"> • Adequate provisions for project closing in the project plan. • Competencies of project manager. • Effective consultation with key stakeholders
Overall Project Success	<ul style="list-style-type: none"> • Project has a visible impact on the beneficiaries. • Project has built institutional capacity within the country. • Project has good reputation. • Project has good chance of being extended as result of success. • Project's outcomes are likely to be sustained. 	<ul style="list-style-type: none"> • Donors and recipient government have clear policies to sustain project's activities and results. • Adequate local capacities are available. • There is strong local ownership of the project.

Source: (Khang & Moe, 2008)

They also argued that the success of the last phase, based on the smooth closing of the project office and all due transactions, and acceptance of the end deliverables and the project final reports by the key stakeholders, is the culmination of the success of all the previous phases and constitutes the overall project management success. On the other hand, they suggested that project success reflects the effective use of the project's final products and the sustainable achievement of the project purpose and

long-term goals. It should be evaluated at the end of the project by a different set of criteria that are based essentially on the development impacts, the sustainability and the acceptance of the project achievements by the stakeholders and the development community in general. Finally, it is important to consider that the success criteria for one phase are conceptualized as part of the success factors for the subsequent phase.

More comprehensively, table 2.1 summarizes the criteria and factors for the life-cycle phases of international development projects.

Monitoring and evaluation are important management tools to track progress and facilitate decision making. Monitoring helps organizations track achievements by a regular collection of information to assist timely decision making, ensure accountability, and provide the basis for evaluation and learning. The aim is to determine the relevance and fulfillment of objectives, development 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 (OECD, 1991). In conducting monitoring and evaluation efforts, the specific areas to consider will depend on the actual intervention, and its stated outcomes. Areas and examples of questions are clarified in table (2.2):

Table 2.2 Criterion & Suggested Questions for Evaluating Project Success

Criterion	Suggested Questions
Relevance	Do the objectives and goals match the problems or needs that are being addressed?
Efficiency	Is the project delivered in a timely and cost-effective manner?
Effectiveness	To what extent does the intervention achieve its objectives? What are the supportive factors and obstacles encountered during the implementation?
Impact	What happened as a result of the project? This may include intended and unintended positive and negative effects.
Sustainability	Are there lasting benefits after the intervention is completed? Nevertheless, below is a more detailed explanation on each of the above-mentioned criteria of project success.

Source: (OECD, 1991)

2.5.2 Criteria of Project Success

Success criteria are used as measures in order to evaluate the project's success. The criteria can be divided into categories such as: subjective and objective, measurable and non-measurable, quantitative and qualitative. The initial classification of success criteria was identical to the gold triangle.

The following is a brief description of project success criteria that were developed and documented by the Organization for Economic Co-operation and Development (OECD) (Beck, 2006; Chianca, 2008; OECD, 1991, 2010):

Project's relevancy: describes the extent to which the aid activity is suited to the priorities and policies of the target group, i.e. recipient, donor and beneficiaries of the project. Community development projects are identified by the respective communities based on their needs. Such projects undergo rigorous approval procedure before their ultimate construction. This ensures that they are relevant to the communities where they are constructed. At ex-post evaluation, one should ask whether the originally intended relevance has been realized. Such a question can only be answered by the actual beneficiaries of the project when they start reaping its benefits because economic growth and the general wellbeing of a community occur during a project's operational phase as it takes time to realize those benefits.

Projects' Efficiency: is a measure of how economic resources/inputs (funds, expertise, time, etc.) are converted to the desired results. It includes the cost of resources as well as the construction cost of the development.

Projects' Effectiveness: is the extent to which the project's objectives were achieved, or are expected to be achieved and seeks to determine the factors that influence achievement or non-achievement of the objectives. It is desirable to mention that the terms efficiency and effectiveness are commonly used, yet often are applied in slightly and occasionally widely different ways.

Projects' Impacts: refer to the direct or indirect positive and negative, primary and secondary long-term effects produced by a project. This pillar assesses whether the effects achieved correspond with the needs, problems and issues that are to be addressed by the construction projects.

Projects' Sustainability: refers to the continuation of benefits from a project after major development assistance has been completed. This is in reference to the post implementation phase and assesses whether the project will continue to operate as intended. This reveals that it hardly covers ecological sustainability which is also important in a development project. In addition, sustainability seems at first to be counter to traditional project management in which almost all aspects are superimposed on the investment's economic profitability. There are many pending questions concerning sustainability and project management. Is any project really sustainable? How might a sustainable project be defined? Could a project be sustainable without a sustainable management? Does management of sustainable projects refer to sustainable results and sustainable management of projects refers to sustainable processes? How can a project manager include sustainability when setting up and managing projects?. The implication for social development programs and projects is that they should bring about an improvement in people's living conditions today and in the future(Marcelino-Sádaba, González-Jaen, & Pérez-Ezcurdia, 2015).

2.6 Non-governmental Organizations (NGOs)

The growth of NGOs over the past two decades has given them an increasingly important role and led them forming a distinctive sector within civil society. NGOs play important roles in society. Motivated by a desire for caring and developing society they establish and operate programs of education, health, social welfare and economic improvement, especially among disadvantaged sectors. NGOs have also been involved in pioneering new approaches to meeting needs and solving problems in society (Ball & Dunn, 1995). Since the 1980s, NGOs has played a bridging and fitting role between citizens' needs and existing states services. NGOs represent a suitable alternative through their intervention when states insufficiently provide goods and services to their citizens (Banks & Hulme, 2012). In addition to their role of delivering basic service to needy people, they assume a pioneering and developmental role through organizing policy advocacy and public campaigns for change. Their role can also be extended to more specialized roles such as emergency response, democracy building, conflict resolution, human rights work, cultural preservation, environmental activism, policy analysis, research and information provision (D. Lewis & Kanji, 2009).

Historically, the term NGO, came into currency in 1945 because of the need for the UN to differentiate in its Charter between participation rights for intergovernmental specialized agencies and those for international private organizations. At the UN, virtually all types of private bodies can be recognized as NGOs. They only have to be independent from government control, not seeking to challenge governments either as a political party or by a narrow focus on human rights, non-profit-making and noncriminal (Willets, 2002). Thus, NGOs can be perceived 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 and promote social change. NGOs are built on voluntary, self-autonomous, and not-for-profit basis and can perform multiple roles in practice.

On the other hand, while the term NGO is very widely used, there are also frequent references to other similar terms such as 'non-profit', 'voluntary' and 'civil society' organizations, to name just a few. But in many cases, the use of different terminologies does not reflect any analytical rigor, but is instead a consequence of different cultures and histories in which thinking about NGOs has emerged. A third sector organization (i.e. NGO) has the following five key characteristics: it is formal, that is, the organization is institutionalized in that it has regular meetings, office bearers and some organizational permanence; it is private in that it is institutionally separate from government, though it may receive some support from government; it is non-profit distributing, and if a financial surplus is generated it does not accrue to

owners or directors (often termed the 'non-distribution constraint'); it is self-governing and therefore able to control and manage its own affairs; and finally it is voluntary, and even if it does not use volunteer staff as such, there is at least some degree of voluntary participation in the conduct or management of the organization, such as in the form of a voluntary board of governors (D. Lewis & Kanji, 2009).

On the other hand, NGOs can assume three main roles in development work – as implementers, catalysts, and partners. Within contemporary development practice, the dominant implementation role is where development NGOs deliver services to people who are living in poverty, either through their own programs or as part of wider services 'contracted' by government. The catalyst role is mainly concerned with advocacy and influence, in which development NGOs seek to influence the policies and practices of government and business on behalf of their beneficiaries. The catalyst role also includes the work done by some NGOs that seek to innovate ways of solving development problems, sometimes with a view to having these solutions 'scaled up' for wider application. The partnership role is where NGOs seek to work with other organizations from government, business or the third sector in pursuit of common objectives, but such partnerships are often unclear and mask underlying political or resource tensions (D. Lewis & Kanji, 2009).

On the Palestinian national level, 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).

In a different vein, NGOs can be very effective and influence the life of people through nurturing social change and providing basic needs. According to a 2006 report by the World Bank, their functions and contributions can be classified under protection (e.g., protecting citizen life, freedom and property against attacks from state and non-state actors), monitoring (e.g., observing and monitoring the activities of conflict actors), advocacy (e.g., articulation of specific interests, especially of marginalized groups), socialization (e.g., formation and practice of conflict resolution), social cohesion (e.g., strengthening links among citizens, building bridging social capital across societal cleavages), intermediation/facilitation (e.g., establishing relationships to support collaboration between interest groups, facilitating dialogue and interaction, and promoting attitudinal change), and service provision (providing services to citizens that promote peace building) (WB, 2005).

2.6.1 Classification of NGOs

In light of the previous discussion regarding the emergence and definition of NGOs, it is hard to classify them. D. Lewis and Kanji (2009) argued that NGOs are difficult to categorize and define in straightforward ways because they exist between states and markets, and take many diverse organizational forms. Given the proliferation and diversity of NGOs, they suggested that any meaningful discussion needs to be tightly focused around specific forms, roles, aims and values.

Thus, there are several classifications of NGOs based on size, formality, scope of work, scope of operations, and funding. For instance, Banks and Hulme (2012) referred to 'Development NGOs' which may include an extremely diverse set of organizations, ranging from small, informal, community-based organizations to large, high-profile, international NGOs working through local partners across the developing world. A wider discussion of several classifications was presented in (D. Lewis & Kanji, 2009). They classified NGOs based on structure, funding, resources, staff professionalism, values, religious beliefs, and charity. In terms of their structure, NGOs may be large or small, formal or informal, bureaucratic or flexible. In terms of funding, many are externally funded, while others depend on locally mobilized resources. Some may be well resourced and affluent, while others may be leading a 'hand to mouth' existence, struggling to survive from one year to the next. There are NGOs with highly professionalized staff, while others rely heavily on volunteers and supporters. In terms of values, NGOs are driven by a range of motivations. There are secular NGOs, as well as increasing numbers of 'faith-based' organizations. Some NGOs may be charitable and paternalistic, others seeking to pursue radical or 'empowerment'-based approaches. A single NGO may combine several of these different elements at any one time (D. Lewis & Kanji, 2009).

In a different vein, NGOs can be classified based on 'orientation' and 'level of operation'. An NGO's orientation refers to the type of activities it takes on. These activities might include human rights, environmental, or development work. An NGO's level of operation indicates the scale at which an organization works, such as local, regional, national or international (Lawry & Frandsen, 2009). Therefore, NGO's types can be understood by their orientation and level of operation. Lawry and Frandsen (2009) classified NGOs based on orientation as follows:

- **Charitable orientation:** often involves a top-down paternalistic effort with little participation by the "beneficiaries". It includes NGOs with activities directed toward meeting the needs of the poor peoples.
- **Service orientation:** includes NGOs with activities such as the provision of health, family planning or education services in which the program is

designed by the NGO and people are expected to participate in its implementation and in receiving the service.

- **Participatory orientation:** is characterized by self-help projects where local people are involved particularly in the implementation of a project by contributing cash, tools, land, materials, labor etc. In the classical community development project, participation begins with the need definition and continues into the planning and implementation stages.
- **Empowering orientation:** aims to help poor people develop a clearer understanding of the social, political and economic factors affecting their lives, and to strengthen their awareness of their own potential power to control their lives. There is maximum involvement of the beneficiaries with NGOs acting as facilitators.

Similarly, they classified NGOs based on their level of operation as follows:

- **Community-based organizations (CBOs):** arise out of people's own initiatives. They can be responsible for raising the consciousness of the urban poor, helping them to understand their rights in accessing needed services, and providing such services.
- **City-wide organizations:** include organizations such as chambers of commerce and industry, coalitions of business, ethnic or educational groups, and associations of community organizations.
- **National NGOs:** include national organizations. Some have state and city branches and assist local NGOs.
- **International NGOs:** range from secular agencies such as Save the Children organizations, OXFAM, CARE, and Ford Foundation, to religiously motivated groups. They can be responsible for funding local NGOs, institutions and projects and implementing projects.

2.6.2 Background of the Palestinian NGOs

Palestinian NGOs have played a basic, multi-layered, and crucial role in developing the Palestinian social, political and economic life. In their policy report, NGO Development Center (NDC) prepared a strategic framework aiming to provide a strategic direction to NGOs (within their area of focus) in addressing the key issues that Palestinian society will face in the years 2013-2017. Since the beginnings of the last century, NGOs played an integral role in the Palestinian struggle for liberation and development. The development process of NGOs was linked to the changing socio-political environment in Palestine which was associated with the development

of Palestinian civil society concepts. In addition to the essential role of NGOs in socio-economic development, it was instrumental in relief activities with the unfolding events. It proved to be capable of operating under a complex environment and adapt remarkably with a distinctive performance in providing basic services. Under such exceptional circumstances, the NGOs were keen to upgrade and broaden the range of services with a greater impact on Palestinian development. This is revealed through self-awareness of its community role. Although there is a disparity within the outlook of various NGOs, there is a consensus as to the centrality of its role in the process of development and liberation (Songco, Nijem, & Younis, 2013). In her research, Abu-Aisha (2013) mentioned that Palestinian society is passing through a transitional stage from military rule to a civil society, from underdeveloped to developing, from reliance on foreign donations to gradual reliance on its own human, financial and natural resources. In this transitory situation, Palestinian Non-Governmental Organizations (PNGOs) play a central role in the social and economic life of Palestine, far more than is the case in neighboring states and countries with comparable levels of development (NDC, 2008). One of the main reasons for this is undoubtedly the prolonged period of occupation experienced by the Palestinian population. Of equal importance is the absence of central government institutions that deliver basic services to the Palestinian population. Even after the establishment of the Palestinian Authority (PA) in 1994, the role of Palestinian NGOs did not diminish, since a significant portion of the international aid to Palestine was channeled through Civil Society organizations (De Voir & Tartir, 2009). Palestinian NGOs are considered a major pillar of Palestinian civil society since they are responsible for protecting citizens' interests; providing them with platforms for self-expression; maintaining social cohesion; ensuring that the poor obtain their basic needs; promoting steadfastness among the population, and continually articulating the social aspiration of the search for a vital state (NDC, 2008; Songco et al., 2013). Over the course of many years, Palestinian NGOs depended mainly on external funding sources for covering their operational expenses and implementing their projects (Gerster & Baumgarten, 2011).

2.6.3 Values of the Palestinian NGOs

It is important to highlight the value system that governs the work of the NGO sector. These values are lifted from the Code of Conduct of Palestinian NGOs whose formulation underwent an extensive consultation process among NGOs. They give direction to all the sector's activities and interventions and can be summarized below (NDC, 2008; Songco et al., 2013):

- Respect for the society's values and compliance with all Palestinian laws and the rule of law.
- Commitment to maintain the process of national liberation, socioeconomic and political development in Palestine as a top priority.
- Respect for pluralism and diversity within the Palestinian society and commitment to principles of democracy, social justice, equality, nondiscrimination on the basis of gender, color, and race, social, religious, family, or geographic background.
- Work as one of the main pillars in realizing the rights of the society and in responding effectively to the needs and aspirations of the Palestinian people.
- Ensure that its activities are in line with the Palestinian liberation program and with the priorities and strategies of national development, and to refrain from any activities that aim at normalizing relations with the occupier, regardless of their level or form.
- Committed to the principle of participation, promotion of voluntary work, and ongoing consultations with Palestinian development partners.
- Committed to promote networking, coordination, communication, and partnership activities based on shared visions for achieving complementarity, avoiding duplication of efforts, and maximizing the use of resources.
- Committed to apply good governance standards based on the right to information and the principle of accountability.
- Committed to reject political conditional funding or any funding that might distort the development process or undermine the legitimacy of Palestinian national struggle in accordance with the UN Charter principles and provisions.

2.7 NGOs Practices

Non-governmental Organizations (NGOs) practices lie in the implementation role they play when they deliver their services to the targeted people. With regards to NGOs practices, it is worth mentioning here how UN Secretary General Kofi Annan put it. He said" NGOs and other civil society actors are perceived not only as disseminators of information or providers of services but also as shapers of policy". This shows that NGOs roles should play a more crucial role while carrying out their duties in the local community.

More precisely, within contemporary development practice, the dominant implementation role is where development NGOs deliver services to people who are living in poverty, either through their own programs or as part of wider services 'contracted' by government. Moreover, the catalyst role is mainly concerned with advocacy and influence, in which development NGOs seek to influence the policies and practices of government and business on behalf of their beneficiaries. Additionally, the catalyst role also includes the work done by some NGOs that seek to innovate ways of solving development problems, sometimes with a view to having these solutions 'scaled up' for wider application. Also, the partnership role is where NGOs seek to work with other organizations from government, business or the third sector in pursuit of common objectives, but such partnerships are often unclear and mask underlying political or resource tensions. However, in practice, many development NGOs perform multiple roles (D. Lewis & Kanji, 2009).

2.7.1 NGOs Accountability

NGOs are enforced to show accountability to avoid ambiguity and reflect transparency to key social issues. Donors are demanding more formal accountability requirements from NGOs to ensure that their donations are being used to benefit society. NGOs have been increasingly pressured by all types of funders to demonstrate their effectiveness and document their programs outcomes as the current political and funding environment continues to stress the importance of accountability and measuring performance (Abu-Aisha, 2013; Salamon, Anheier, List, Toepler, & Sokolowski, 1999).

According to Edwards and Hulme (1995), accountability is the mechanism by which individuals and organizations are responsible in front of a recognized authority and accordingly, are held responsible for their acts. OECD (2010) defines accountability, in development terms, as the obligations of partners to act according to clearly defined responsibilities and roles with an efficient and effective use of the resources. On the other hand, Ebrahim and Weisband (2007) further identifies four core components of accountability, which are: transparency, answerability or justification, compliance, and enforcement. Similarly, Bovens (2007) had distinguished five different dimensions of accountability such transparency, liability, controllability, responsibility and responsiveness. He also stated that in these five dimensions each icon has their own umbrella concepts themselves.

Following a holistic approach, Ebrahim (2003) surveyed the literature and argued that accountability is a complex and dynamic concept that mandates global legal requirements and internal responsibility. He argued that accountability may be defined not only as a means through which individuals and organizations are held

responsible for their actions (e.g., through legal obligations and explicit reporting and disclosure requirements), but also as a means by which organizations and individuals take internal responsibility for shaping their organizational mission and values, for opening themselves to public or external scrutiny, and for assessing performance in relation to goals. He also argued that accountability operates along multiple dimensions involving numerous actors (patrons, clients, selves), using various mechanisms and standards of performance (external and internal, explicit and implicit, legal and voluntary), and requiring varying levels of organizational response (functional and strategic).

Locally, the Palestinian NGOs Code of Conduct defines accountability as the existence of mechanisms to present reports related to the usage of resources. It entails holding officials responsible for the decisions that are undertaken or for any shortcoming in achieving objectives within the NGO's vision (NDC, 2008). The requirement of accountability applies to all parties involved in the project, such as project management, external organizers, and traditional leaders, as well as any emergent leadership from the ranks of the poor and the disadvantage.

On the other hand, Kearns (1996) argued that accountability relationships in non-profit organizations are complicated by the fact that non-profit are expected to be accountable to multiple actors: upwards to their funders, downwards to their beneficiaries, and internally to themselves and their missions. He further explained that Upwards accountability usually refers to relationships with donors, foundations, and governments and is often focused on the use of funds. Downward accountability refers primarily to downward relationships with beneficiaries receiving the service. The third category of accountability concerns the non-profit organizations themselves. This internal (or horizontal) accountability centers on an organization's responsibility towards its mission and employees, which includes decision makers and field level implementers (Ebrahim, 2003).

2.7.2 Community Participation

Since the mid-seventies there has been an accelerating evolution of participatory methodologies, themes and theories which have been adopted by development practitioners and Non-governmental Organizations (NGOs) to engage rural communities in development projects (Moyo, 2012). Following the number of approaches and theories that have been used in rural development such as community development, transformation, mechanization, modernization; community participation still stands out as the most popular participatory approach. This does not imply that the other approaches are not relevant, but community participation has

been a proven approach that ensures greater possibilities for self-reliance and that leads to a sense of responsibility (Chambers, 2012; Moyo, 2012).

Community participation has become central to development projects as a means to seek sustainability and equity, particularly for the poor (Rifkin & Kangere, 2002). It can influence people life and serve as empowering tool. It also entails participation in conceptualizing developmental project ideas and hence helps in getting people commitment to development issues. For instance, Reid (2000) argued that community participation is a condition for success, because without the participation of the locals; development projects would not be a success. He also pointed out that if people at the grass roots are deeply participating in the work of community development they achieve more results that develop in a more holistic and beneficial way. Additionally, He viewed participation as an active process in terms of power sharing and organized efforts to increase control over resources and regulative institutions that enable participants take initiatives and actions that are stimulated by their own thinking and deliberations over which they exert effective control.

From a different perspective, Morgan (1993) suggested that participation of the community at state level is always constrained by lack of resources, funds availability and elite interference in local development, thus state fails to solve the unattended problems of the community. It is clear that community participation is an attempt to place people who were supposed to benefit from the development process at the center of all development efforts. In this respect, Moyo (2012) point that community participation must be viewed as the best vehicle in developing areas of community development and social systems. Additionally, Bhatnagar Bhatnagar and Williams (1992) argued that community members are a rich source of knowledge about their community and if they are allowed to make their own decisions they can devise their own alternatives. Genuine community development brings about better understanding amongst individuals of their role in development, it builds a unity of purpose and it enhances a sense of discovering capabilities amongst community members.

2.7.2.1 Definition of Community Participation

In a Palestinian national context, participation was defined as involving of all stakeholders, men and women, directly or indirectly, in decision-making through legitimate mediating bodies representing their interests (NDC, 2008). Historically, community participation was defined as the process by which individuals, families, or communities assume responsibility for their own welfare and develop a capacity to contribute to their own and the community's development (Oakly & Marsden, 1987).

In his paper discussing the World Bank experience of practicing community participation in several sectors, Paul (1987) argued that in development practices, community participation refers to an active process whereby beneficiaries influence the direction and execution of development projects rather than merely receive a share of project benefits. Moreover, He provided five objectives to which community participation might contribute as follow:

1. **Sharing project costs:** participants are asked to contribute money or labor (and occasionally goods) during the project's implementation or operational stages.
2. **Increasing project efficiency:** beneficiary consultation during project planning or beneficiary involvement in the management of project implementation or operation.
3. **Increasing project effectiveness:** greater beneficiary involvement to help ensure that the project achieves its objectives and that benefit go to the intended groups.
4. **Building beneficiary capacity:** either through ensuring that participants are actively involved in project planning and implementation or through formal or informal training and consciousness- raising activities.
5. **Increasing empowerment:** defined as seeking to increase the control of the underprivileged sectors of society over the resources and decisions affecting their lives and their participation in the benefits produced by the society in which they live.

2.7.2.2 Impact of Community Participation on NGO Development Projects

Drawing on the discussion in the previous sections, it can be inferred that community participation is not only about being involved but also about being in control. Hence, when people participate in development projects, they need to be involved and to be in control with project activities. However, to a certain extent community participation has brought in some good because local people are empowered to work together to develop their communities .The success of community participation has varied among countries and even in community development projects. Some authors assert that policy makers, planners, development practitioners continue to express dissatisfaction with the way development projects have been failing (Moyo, 2012).

Surprisingly, planners, development practitioners and professionals hold different views about the contribution of community participation to improving the lives of people, particularly the poor and disadvantaged. Some completely dismiss its value altogether, while others believe that it is the 'magic bullet' that will ensure improvements especially in the context of poverty eradication (Rifkin & Kangere,

2002). For instance, Dorsner (2004) states that many participatory projects end up replicating the same errors as top-down projects. Conclusively, this portrays that not enough power and authority has been transferred to the local communities. It is also important to consider that the positive impact of community participation is more of ‘what it can do’ as opposed to ‘what it has actually achieved’. Additionally, Khwaja (2004) suggested and tested a model for predicting community participation on project outcomes of development projects in Northern Pakistan. He found that while community participation improves project outcomes in non-technical decisions, increasing community participation in technical decisions actually leads to worse project outcomes.

2.7.2.3 Factors Affecting Community Participation in Projects Development

There are variety of social, political, cultural, behavioral, economic factors that motivate communities to participating in development projects (Moyo, 2012). For instance, Dorsner (2004) claimed that behind the buzzword of participation lays a wide range of processes and mechanisms, all of which are context-specific and have a different impact on the overall performance of participation. Hence, community participation can be affected and influenced by NGOs approaches, socio-economic divisions, politics, gender, poverty, education, and other factors. Moyo (2012) surveyed the literature and identify several factors that affect community participation as depicted in table (2.3).

Table 2.3 Factors affecting Community Participation

#	Factor	Summary of Findings
1.	NGOs approaches	The effect of community participation may be minimal because NGOs don't prioritize the need of local people or NGOs focus their efforts on impacting donors not people life. Community participation is valuable when grassroots and the elected development community members fully participate in the projects.
2.	Socio-economic divisions & conflict	To minimize conflicts between individual and group interests, it is necessary in community participation that the designed project must benefit all members of a society.
3.	Gender	To minimize the negative effect of gender bias, there is a lot that needs to be done in rural communities to try and encourage women to participate in development programs.
4.	Poverty	Poverty has been popularly identified among scholars as one of the major contributing factors affecting community participation, since it disempowers local people who are isolated and poorly educated. Thus, when poverty exists, local people are drained out of their energy and lack the mindset to see opportunities that come their way.
5.	Education and Information dissemination	The lack of awareness about the project and its benefits was the primary cause of poor participation. If people are not aware of a project in the community and are not informed about what it is about, they are bound not to attend.

2.7.3 Project Communication

Consistent communications is critical to any successful project. Communications protocol developments and appropriate information and knowledge distribution allows the team to meet original business goals efficiently. The more information that is shared across the organization regarding a project or deliverable, the chances of scope creep diminishes. In contrast, poor communication between the project manager and the stakeholders can lead to ill-defined requirements and misinterpretation of the scope that are major causes of scope creep (Kerzner, 2013b).

In the context of organizational project and program management, communications is a core competency that, when properly executed, connects every member of a project team to a common set of strategies, goals and actions. Unless these components are effectively shared by project leads and understood by stakeholders, project outcomes are jeopardized and budgets incur unnecessary risk (PMI, 2013). Moreover, project managers succeed by producing projects on time and within budget as well as effectively managing the interaction and communication between people and organizations (Zulch, 2014b).

Communication depends on different parties. It depends on the sender, receiver, communicated messages, and medium of communication. Thus, understanding of a common language between sender and receiver is very important. Thus, the ways in which we use the elements of communication, the ways in which we send and receive messages, are integral parts of the communication (Meredith & Mantel Jr, 2011). In addition, Moyo (2012) suggested that brochures or even newsletters would be another way to try and achieve effective community participation. They also pointed out that regular updates of what is going on in the community would also assist other local people to know what is going on and how they can also contribute to development.

When done effectively, communication has network effects and affects positively participation of interested parties. For instance, Moyo (2012) found that effective communication and information dissemination could help achieve meaningful community participation. It was suggested that information regarding community development projects should be disseminated through various ways as not many people attend organized meetings. In a similar vein, (Ahimbisibwe, Nangoli, & Tusiime, 2012) suggested that the need for adequate communication channels and effective communication has also been emphasized in previous studies as extremely important in creating an atmosphere for successful project implementation. They also emphasized the importance of the content of the message concerning project goals, changes in policies and procedures as well as status reports.

On the other hand, communication is not only essential within the project team itself (intra-communication), but also between the team and the rest of the organization as well as with the clients (extra-communication). Thus, effective project communication may lead stakeholders to feel responsible and attached to the project tasks that make one feel indebted to the project thereby creating an atmosphere for individual team members to act without much control and coercion. Under such circumstances, what drives a person to work is the emotional attachment to the project as fostered through communication (Ahimbisibwe et al., 2012; Ahimbisibwe, Nangoli, & Tusiime, 2013). Consequently, project stakeholders and team members have their best to the project and may show acts of taking extra care when executing project tasks without being instructed to do so by the project manager (Nangoli, 2010). Moreover, Kerzner (2013b) highlighted the importance of the need for effective stakeholder communications and suggested that communicating with stakeholders on a regular basis is a necessity which may allow project managers to anticipate their actions. He also argued that effective stakeholder communications builds trust.

On a different vein, Meredith and Mantel Jr (2011) discussed the breadth of communication needed and mandated from project managers. They argued that running a project requires constant selling, reselling, and explaining the project to outsiders, top management, functional departments, clients, and a number of other such parties-at-interest to the project, as well as to members of the project team itself. In addition, they mentioned the means through which a project manager supports his liaison and nerve role through communication internally and externally. They suggested that project managers must know why the project exists; avoid repeated failures; gain top management support; and build and maintain a solid information network.

Empirically, Ahimbisibwe et al. (2013) found that individual commitment is a partial mediator on the relationship between project communication and perceived project performance. Project communication is positively related to all three individual commitment elements (affectivity, normative and commitment). They suggested that their results revealed that effective project communication creates a feeling of responsibility and attachment between the stakeholder and the project tasks that makes one indebted to the project thereby creating an atmosphere for individual team members to act without much control and coercion. Similarly, Nangoli, Namagembe, Ntayi, and Ngoma (2012) found a positive and significant relationship between project communication and project-stakeholder commitment and suggested that the results may imply that were project supervisors spare time to listen to project

stakeholders like the project team, they are likely to exert extra efforts on performing citizenship activities.

Practically, the communication breakdowns (problems which occur during the life of a project) were often referred to as “inevitable.” These breakdowns occur as a result of the ambiguity surrounding the project, but also result from difficulties in coordinating and integrating diverse perspectives and personalities. The project manager’s challenge is to handle communication breakdowns as they arise rather than being able to predict (and control) communication problems before they happen. In response and since communication breakdowns are likely to create project management problems, effective project managers need to cultivate their communications (persuading and listening) skills (Meredith & Mantel Jr, 2011).

Recently, the focus is on developing effective means for communicating projects through using new technologies. For instance (Kerzner, 2013b) argued that the struggle now is to find better ways of communicating on projects since the focus today is on the unique needs of the receiver of the information to make faster and better decisions which mandates better information. He also suggested that in today's business environment, each receiver of information can have different requirements and may request different information during the life cycle of the project. Thus, modern tools depend on information or data graphics that combines points, lines, charts, symbols, images, words, numbers, shades, and a symphony of colors necessary to convey the right message easily. Similarly, Meredith and Mantel Jr (2011) advised project managers to provide and use a variety of communication alternatives and to communicate electronically except when signatures are required. They also suggest making project management software available to all team members for more work integration and effective communication.

2.8 SOS Children's Villages International:

The first SOS Children’s Village was founded by Hermann Gmeiner in 1949 in Imst, Austria. He was committed to helping children in need – children who had lost their homes, their security and their families as a result of the Second World War. With the support of many donors and co-workers, the SOS organization has grown to help children all over the world.

SOS Children’s Villages is committed to the welfare of children - often throughout the whole of their childhood - and to strengthening families and communities as a preventive measure in the fight against abandonment and social neglect.

SOS Children's Villages works in more than 132 countries to support families and help children at risk grow up in a loving home. In a world filled with poverty, violence, and injustice, the greatest victims are often children. For more than 60 years, SOS has worked with partners in each community to either help families care for their children or to provide an alternative of SOS family, in which the love of a caregiver is essential. Everything SOS do is based on the best interests of the child, and each child has an individual development plan. SOS works as a 'hands on' organization and recognized worldwide as a quality benchmark. SOS focuses on the care, health, education and general development of each individual. Uniquely, SOS provides practical support over the long term, so that each child or young person can develop resilient relationships and face life's challenges in the future. In turn, this strengthens communities and the whole of society. SOS also speaks up on behalf of children to governments and international organizations, striving to end violations of children's rights and improve living conditions worldwide. To do everything SOS does, SOS needs the support of partners and donors to give thousands of vulnerable children a loving home and a second chance just to be a child. SOS takes action for children as an independent nongovernmental social development organization, respects varying religions and cultures, and works in countries and communities where its mission can contribute to development. SOS works in the spirit of the United Nations Convention on the Rights of the Child and promotes these rights around the world.

"The family, as the natural environment for the growth and well-being of children should be afforded the necessary protection and assistance so it can fully assume its responsibility within the community."

UN Convention on the Rights of the Child, Preamble –

Thus, SOS vision is that every child belongs to a family and grows with love, respect and security. Its mission is to build families for children in need, helps them shape their own futures, share in the development of their communities to enable children to live according to their own culture and religion, and to be active members of the community. SOS values Courage, Commitment, Trust and Accountability (SOS-Kinderdorf, 2007).

2.8.1 Overview of Family Strengthening Programs Project

We live in a world where many children have been deprived of their right to a caring family environment. Millions of children have lost their parents and the care of their biological family, and many more are at risk of falling into this situation. All too

often, these children have nowhere to find the protection, care and support required for their healthy development.

SOS Children's Villages was born from recognition of the plight of these children and from a desire to respond to their situation in a relevant and meaningful way. SOS pioneered *family-based child care* for children who have already lost the care of their own family, through development of the *SOS family childcare model*. More recently, SOS have been able to build on the strong foundation of experience gained in child and family development, in finding ways to address the situation of those children who are at risk of losing the care of their biological family. This prevention work has taken shape in the development of *SOS family strengthening programs*, which aim to prevent children from losing the care of their family. In this way, SOS family strengthening programs work together towards SOS vision of a world where "every child belongs to a family, and grows with love, respect and security".

SOS join hands with individuals, families, communities, local authorities and other partners to build a society where all children can enjoy a caring family environment. To do so, SOS follows a developmental approach which goes beyond the provision of essential services, but recognizes the potential of children, their families and communities to lead their own self-reliant development. In family strengthening work, SOS empower families and communities to protect and care for their children, using a step-by-step family development planning process. SOS builds on the wealth of knowledge, skills and experience in the care and support of vulnerable children within a family environment, to make a lasting positive impact in the lives of many children around the world (SOS-Kinderdorf, 2007).

2.8.2 Purpose and Principles of Family Strengthening Programs

The purpose of family strengthening programs is to enable children who are at risk of losing the care of their family to grow within a caring family environment. SOS works directly with families and communities to empower them to effectively protect and care for their children, in cooperation with local authorities and other service providers.

The principles of FSP are as follows;

1. The best place for children to grow is within their biological family.
2. Care-givers are responsible for the development of their children.
3. Communities are a direct source of support for children & their families.
4. The goal of development is the realization of human rights.

Girls and boys, as well as their care-givers, are entitled to all the rights (are rights holders), as expressed in international human rights treaties, notably the UN Convention on the Rights of the Child (UNCRC) and the UN Convention on the Elimination of all forms of Discrimination Against Women (CEDAW). Governments and other duty bearers have the obligation to recognize, respect, protect, promote and fulfil these rights.

2.8.3 Definition of “Family Strengthening Programs”

The SOS focuses on the care and support of children who have lost, or who are at risk of losing, the care of their biological family. Family strengthening programs aim to prevent children from losing the care of their family. SOS empowers families, to strengthen their capacity to protect and care for their children, and strengthen safety nets for vulnerable children and their families within the community. Where children have lost the care of their biological family, SOS provides family-based care within SOS Children’s Villages.

2.8.4 FSP Target Group

The biological family includes the children's birth parents, biological siblings and other relatives. Children are considered to have lost the care of their family when they have been physically separated from their family. This includes situations where:

- Children's care-givers pass away
- Children are abandoned by their family
- Children run away from their family
- Children are sent away by their family for economic reasons
- Children are separated from their family due to political or environmental circumstances
- Care-givers leave the family home for economic opportunities
- State authorities remove the child from their family (which can be necessary when in the best interests of the child)

As a result, children are often placed in institutional care or exposed to a life on the street, sexual exploitation and child labor. This is what FSP has set out to prevent. Children are viewed as being at risk of losing the care of their family when their basic material, emotional, health and educational needs are being neglected or they

are abused, because their care-givers lack the capacity or commitment to adequately care for their children. Figure (2-3) shows clearly the different aspects of FSP.

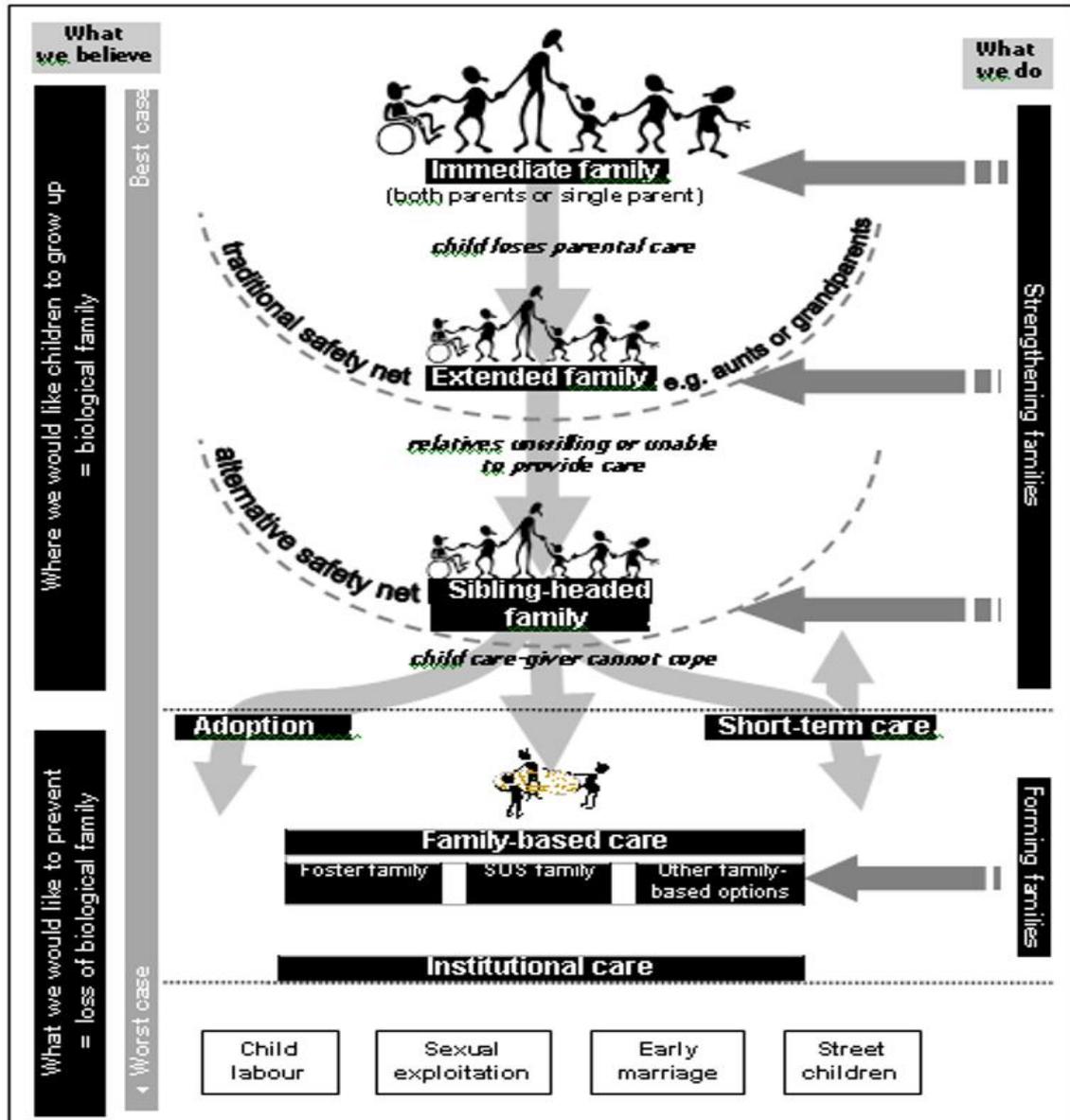


Figure 2-3 risk factors, high risk groups, target group

Source: (SOS-Kinderdorf, 2007, 2011)

Factors increasing the risk of family breakdown and separation of children from their families vary from one community setting to another, and are often culture-bound. The more severely families are affected by such risk factors, the more likely that the children are to lose their care. Figure (2-4) shows these factors.

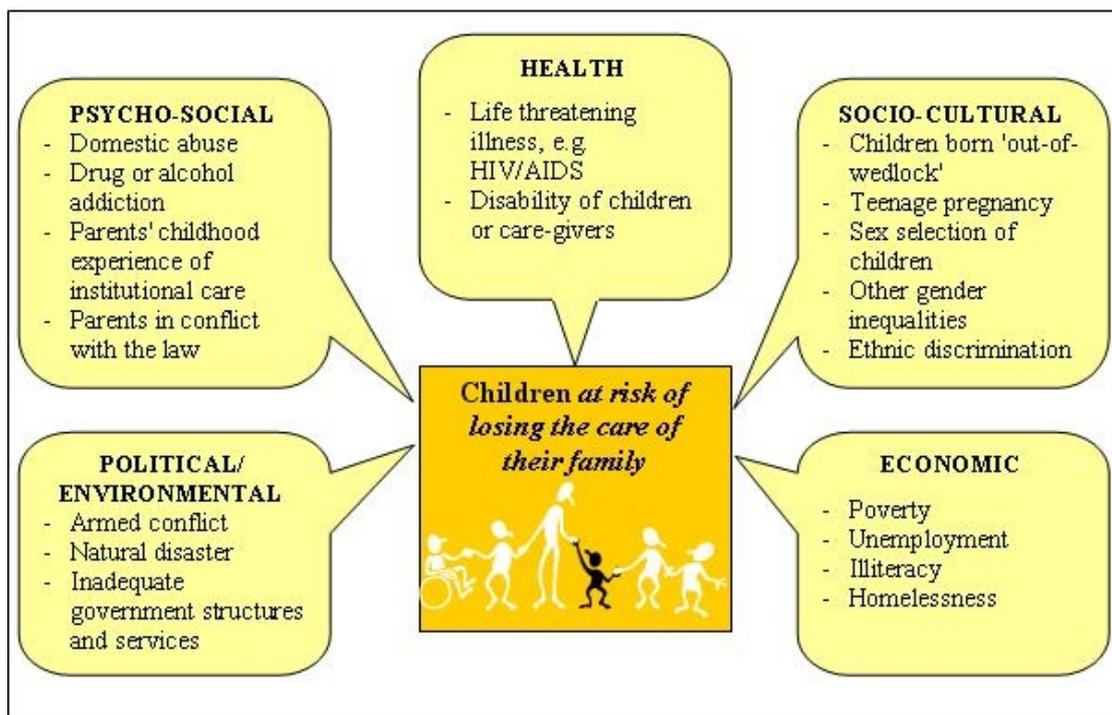


Figure 2-4 risk of family breakdown and separation of children (Factors)

Source: (SOS-Kinderdorf, 2007, 2011)

FSP is made up of a package of services to support families and communities to assume their responsibility to protect and care for their children; as well as to encourage and support the government and other duty bearers to meet their obligations to respect, protect and fulfill the rights of children. At the same time, to empower children and their families to claim their rights from the government and other duty bearers. This package of services is designed to:

1. Ensure that children have access to essential services required fulfilling their survival and development, protection and participation rights.
2. Support families to build their capacity to protect and care for their children. To develop their parenting knowledge and skills; to secure a stable source of resources.
3. Strengthen support systems for vulnerable children and their families within the community. So that they are able to develop and sustain their own responses to the needs of vulnerable children and their families.

2.8.5 FSP Standards Summary

FSP has a set of standards that govern its work and serve for monitoring and evaluation purposes. The standards are as follow:

1. Children most at risk of losing the care of their family are FSP target group. This means identifying a clear target group and then focusing on those children who are living in the most vulnerable circumstances.
2. Children have access to essential services for their healthy development FSP assists families, communities and governments to assume their responsibilities, in ensuring that children have access to the services required to fulfill their survival, development, protection and participation rights.
3. Families are empowered to build their capacity to protect & care for their children. Each family is supported to become self-reliant in the care of their children, using a structured family development planning process. Various areas of family life are addressed and the development of the required knowledge, skills, confidence and other resources is supported through a package of services, tailored to the situation of each individual family.
4. Communities are empowered to respond effectively to the situation of vulnerable children & their families. FSP supports the community to organize themselves, to address the situation of vulnerable children now and in the future. Development of sustainable community-based child care and support organizations and networks is actively supported.
5. Partnerships are built to achieve common goals
6. FSP works together with individuals, groups, organizations and institutions, wherever this contributes to the achievement of FSP objectives. Through cooperation with government authorities, the community and other duty bearers FSP encourages and supports them to meet their obligations towards children and their families.
7. On-going planning, monitoring and evaluation make programs relevant & effective. FSP is designed according to the needs and priorities of children at risk of losing the care of their family. This involves in-depth assessment of the situation of the target group within the community. Based on this, clear action plans are drawn-up, and tools for on-going monitoring and evaluation are put in place.

3 Chapter Three: Previous Studies

3.1 Introduction

In this chapter, the researcher aims to provide an overview of the literature that studied project success. A number of recent and old published studies/papers in certified journals with its various aspects were reviewed and cited within this research.

Twenty five studies covered the subjects of project success. These studies were sorted according to date from the newest to the oldest. In terms of Arabic studies which are related to project success, researcher found a rare number.

The following studies have direct relationship to this research, matching its dimensions and variables.

3.2 Reviewed Studies

- 1. (Golini, Kalchschmidt, & Landoni, 2015): "Adoption Of Project Management Practices: The Impact On International Development Projects Of Non-Governmental Organizations"**

The aim of this study was to assess the impact of the PM practices on project performance. A large-scale survey has been conducted among project managers working for NGOs and dealing with ID projects to assess the extent of adoption of methodologies and tools.

The paper provides several insights. First, a way to assess the maturity stages in the adoption of PM tools. Next, highlight the existence of a complex relationship among these stages and project performance. Moreover, it shows how long term outcomes of the project can be achieved both via internal project performance and the correct adoption of the tools.

An analysis and discussion of the evidence from international survey administered to almost 500 project managers. The sample was distributed among all continents; 60% were international projects, the size of the NGOs considered is rather variable. A significant amount of the sample includes small organizations (57% of the sample is characterized by less than 20 employees) but the data also consider larger organizations (i.e., more than 500 employees).

The results show that there is a progressive adoption of PM tools. It is also found that project managers can achieve good project performance with a basic set of tools, and with the adoption of more tools, they can improve the long-term impact on the

recipients of the projects. Typically, NGOs are more likely to adopt simple techniques than to focus on more structured and analytical methodologies.

The study recommends that project manager's investments in developing knowledge and practices tend to pay off in terms of improved performance and that more attention should be paid to the social and economic area.

2. (Ika, 2015): Opening The Black Box Of Project Management: Does World Bank Project Supervision Influence Project Impact?

This research shifts the focus from how much effort is spent on project supervision to what makes it successful. The research looks inside the “black box” of project supervision and specifically examines the perceptions of World Bank project Supervisors as it is not clear if this supervision influences project impact.

This research has three key objectives. First, from a managerial perspective and from the perceptions of World Bank project supervisors (also known as Task Managers or Task Team Leaders), it empirically examines how project supervision and a set of its CSFs are interrelated.

The target population was the World Bank project supervisors but only a list of convenience of 1,421 the overall data collection effort resulted in a sample size of 178 projects or 178 project supervisors and a response rate of 12.5%, after deletion of 38 incomplete questionnaires.

Survey participants were asked to randomly choose a single project that had been completed or nearly completed, and respond to a Web questionnaire. The questionnaire included 48 single questions (seven for success measures and 41 for supervision measures). Thus, the study hinges on self-report measures of supervision CSFs and project success.

It was found that analysis between the supervision critical success factors and the three project characteristics variables shows that the supervision CSFs is indeed positively correlated. Project budget and the Task Team Leader's experience are significantly correlated with supervision (CSFs). The resulting final model with the control variables, budget and experience, was still a complex one with 22 observed variables (15 for supervision, two for project management success, three for project impact, and two for project characteristics).

Recommendations of the study sighted that both project impact and project sustainability should be subject to additional studies. And The World Bank should focus more on project planning, context and governance to achieve impact. And to focus less on demonstrating results but more on managing for results. Investigation

into the interactions between project characteristics and project supervision CSFs is also required.

3. (Serrador & Turner, 2015): "The Relationship Between Project Success And Project Efficiency"

This paper investigated if extent project efficiency is correlated with stakeholder satisfaction and overall project success. However, no paper has described the empirical value of the relationship between efficiency and overall success or shown whether efficiency is important at all to overall project success. The aim in this paper is to correct that omission.

In this paper the used methodology was a survey of 1,386 projects was conducted to gather the data. The questions were asked the respondents to judge success in three categories. Meanwhile, demographic questions about the nature of the project were asked as well.

The findings of this study found that project efficiency is 60% correlated with stakeholder satisfaction and 56% with overall project success. This supports the assertion in (Turner & Zolin, 2012) that project efficiency is an important contributor to stakeholder satisfaction and overall project success, but shows quite clearly that other factors contribute significantly to both. It could be postulated that these other factors might include.

Finally, the Recommendation of the study was to conduct broader measures of success.

4. (Said & Jaafar, 2014) "Accountability In Government Linked Companies: An Empirical Finding"

The purpose of this study is to assess the level of accountability practices by Government-Linked Companies (GLCs) in Malaysia. Hence, this study was conducted to examine the issue using both qualitative and quantitative methods, where qualitative method, had analyzed five international cases of bus operations;

For the quantitative analysis, this study has collected data on U.S bus systems through an extensive survey and it has utilized the National Transit Database (NTD) of the Federal Transit Administration (FTA).

This study was conducted among Malaysian Government-linked companies (GLCs). In this study, 462 databases of GLCs are developed based on information available from website. At the same time, numerous telephone calls were made to get the

names full address and the respective person of the GLCs. This was done one week prior to the mailing of the questionnaires. A total of 462 sets of questionnaire were distributed to the accountant of state and federal level GLCs the questionnaire requires respondents to express their opinion on the level of accountability in the organization.

Based on 102 responses received the findings revealed that the mean score of each accountability items were above the mid-point. This indicated that Malaysian GLCs are serious in implementing accountability concept in their daily activities. Most respondents agreed their organization utilized funds properly, have clear operating goals to be achieved every year, ensure there is a strategy for regular and effective communication with all stakeholders such as public, customers, funders. Produces several performance measures concerning the quality of services delivered, Maintain detailed and up-to-date records for supplies, office equipment. Supports the process of learning from mistakes and successes, ensuring external views are taken into account.

The study recommends that government has to be more transparent and accountable in the public matter and promote a greater accountability by strengthening the internal control practices in the ministries and also in the GLCs as to gain back the public trust.

5. (Wellens & Jegers, 2014): Beneficiary Participation As An Instrument Of Downward Accountability: A Multiple Case Study

The aim of this study is to investigate the quality and impact of Nonprofit Organizations' NPOs' beneficiary participation mechanisms, a component of downward accountability.

The methodology in this study was conducted as an elaborate multiple case designs, the perceived quality of beneficiary participation mechanisms was; the selection of eight Belgian NPOs, two organizations in each four industry. 35 semi-structured interviews, 13 focus groups, organizational documents, and 713 questionnaires. Included NPOs in different financial conditions and in different industries, and took diverse NPO stakeholders' perceptions into account.

Several findings were drawn in general as; document the positive image board, (middle) management and (nonpaid) employees have of existing mechanisms to involve beneficiaries. Beneficiaries are recognized as very important stakeholders. Other findings however indicate that currently this should not be overrated. Further, not all board members and managers are open to the idea of beneficiaries'/their

representatives' participation in policymaking. Despite these resistances, it is also observing some positive perceived effects (for beneficiaries, their representatives, and NPOs in general). Especially when taking into consideration the perceptions of the beneficiaries themselves. From a theoretical point of view, it has become clear that a stakeholder theory without acknowledging interactions between stakeholder groups and their perceptions can only be partial. From an empirical point of view, we clearly demonstrate that surveying non-beneficiaries on NPOs' organizational performance and the quality of participation mechanisms frequently results in measurement bias.

Finally, it has clearly recommended that further research in this domain can only be of value by effectively transcending the symbolic function of downward accountability mechanisms.

6. (Zulch, 2014b): "Leadership Communication In Project Management"

The purpose of this research was to identify the important characteristics that a construction project manager should possess to ensure successful communication.

A research questionnaire in terms of importance for the successful management of projects was circulated. The questionnaire survey was conducted, sending to a selected group of quantity surveyors, construction managers, engineers, architects and project managers. The number of questionnaires sent out was 302. The total response rate was 32%. It is significant in respect of the reliability of the response rate that 72% of the responses received were from project managers. However, the responses from the project managers did not distort the response data

The results indicated a people-orientated approach towards the management of a project. The results illustrate also those characteristics which are important for managing projects successfully.

The characteristics further indicate by implication the project managers' leadership styles with managing projects. The implications of this research may be in understanding the influence of the project manager characteristics. This may indicate to developers and construction companies that they should pay more attention to the characteristics of project managers' and their skills in communication, in order to improve the outcome of projects and to benefit the construction industry as a whole.

The value is that the building industry, specifically project managers, should know the influence and effect a style of leadership has on the management of projects and that these characteristics are essential for effective completion of projects.

The recommendation was; Knowledge of the characteristics and leadership styles followed by construction project managers will contribute to solving communication problems. The project manager has to sum up the situation and then adapt a style according to that specific situation.

7. (Zulch, 2014a): "Communication: The Foundation Of Project Management"

The first purpose of this research is to determine if communication might be a foundation area of project management, with the other cornerstone areas as derived from previous research and the rest of the areas, and the means of achieving the trade off, as pillars or support. The second purpose is to determine if communication might be seen as the area that combines and coordinates the various processes and project management activities.

A research questionnaire was circulated to construction project managers, architects, construction managers, engineers and quantity surveyors. The questionnaire focused on the project management of a construction project manager in terms of its importance to the successful management of projects.

The results of the research illustrate that the project managers' skill to communicate has an impact on the cornerstone areas of project management and that communication is needed to effectively communicate the areas of cost, scope and time, and quality, which are the results of the interrelationship between scope, cost and time.

The study recommended that communication is needed to effectively communicate the areas of cost, scope, time, and quality to achieve a quality product and may be seen as having a foundation function to support all the areas; which mean to assist in achieving the cornerstone areas.

8. (Nathan, Braithwaite, & Stephenson, 2014): The Scope And Impact Of Community Participation: The Views Of Community Representatives In An Australian Health Service

The purpose of this study is to examine the views of community representatives participating in a large health service in Australia.

The study site is located within a health district in the most populous state in Australia. The method design Cross-sectional survey of 49 community representatives and interviews with a purposeful sample of representatives (n=10) and staff (n=19).

The Study Found that most community representatives had positive attitudes about their value and potential for influence which citing concrete examples of impact. Furthermore, having an external network or group was related to their beliefs in their ability to add value to their health service. Community representatives largely agreed they provided a link to, and represented, the wider community although most thought staff did not understand their role or how to work with them.

It is recommended that health services recruit consumers with strong links to networks in the community so that providing a structured and supported program. It is also recommended to improve staff understanding of the range of possible roles for community representatives and that Local example of community representatives' impact on policy and practice should be widely communicated.

9. (Saad, Aziz, & Sawandi, 2014): Islamic Accountability Framework In The Zakat Funds Management

This paper aims to provide a discussion on the Islamic accountability in the zakat funds management. The in-depth understanding over the accountability system and practices of zakat institutions may assist to identify the underlying factors that lead to inefficiency in zakat distribution. The article is primarily theoretical and conceptual in nature. The paper discusses the suitability and applicability of the Islamic accountability framework in the zakat funds management. The Islamic accountability framework presented here, however, is an early attempt in understanding and assessing the effectiveness of accountability practices in managing zakat funds given the essential of zakat the ways of managing it is also crucial so that its objective can be achieved and the issue of zakat management is argued in this paper as closely related to the accountability relationships in the zakat fund management the paper explores an idea of incorporating the Islamic research methodological foundation in deliberating the issues related to the Islamic position.

The paper highlights the understanding that human relations consists intangible relations that uniquely relate to the submission of Allah, the one God. "And I did not create the jinn and mankind except to worship me" the paper argues the social constructions of human actions through conversations and actions will construct the social reality within the human agencies.

10. (Alias, Zawawi, Yusof, & Aris, 2014): "Determining Critical Success Factors Of Project Management"

The purpose of this study is to identify the extent of the relationship between CSFs and project performance. This study has been identified five variables of project performance, which are; Project Management Action, Project Procedures, Human Factors, External Issues and Project Related Factors.

The tool used to achieve the relationship between the critical success factor and project performance in this study is by developing a conceptual framework. Critical success factor is a variable that can have a significant impact that delivers measurable improvements to the project success.

In this regard, a questionnaire is designed with the objective of ranking the important factors for achieving successful building projects. Pilot survey is also conducted to view the current scenario of construction industry and feedback on the process and procedure in the respective organization.

A pilot study is carried out to test the relevance and comprehensiveness of the questionnaire before it will send to the respondents in the industry. Interview is conducted to the target group of main players in the design and construction stages of building projects in organizations such as the project manager, architect, engineer and builder.

Results from this study are expected to help project management practitioners to achieve specific construction performance level. Then it will define the critical factors that lead to project success and provide a forecasting tool to enable parties to rapidly assess the possibility of a successful project from their viewpoint. This study also elaborates a conceptual framework for determining critical success factors in project management practices based on five variables for project success, which should be taken into consideration during the project management phases from inception until project completion in order to enhance project success. Thus, the context of the critical success factors (CSFs) to be considered when examining project management practices and project outcomes. Finally, it is hoped that this study will be beneficial to all parties involved in construction industries and would stand as a good basis for future research.

11. (Mirza, Pourzolfaghar, & Shahnazari, 2013): "Significance Of Scope In Project Success"

This paper aims to focus on the vital factor of scope which influences the project's objectives and consequently affects the critical success factors of a project. The

purpose of the research is to explore the proposition that is recognition of the scope in the success of projects. The research depicts relationship between project and product successes.

This study discusses that scope should be properly defined and controlled and what can be the major factors behind mismanagement of scope and how it can be overcome. A secondary research methodology is used in this paper. In this respect, past relevant researches have been reviewed generally dealing with project success and scope in particular.

Conclusions from the study are to provide logic for the distinction between impact of project and product scope on project success. And to achieve a project's objective, many tasks are often accomplished as separate work elements and then integrated into the final product. To deliver a quality product, on time and on budget that meets customer's expectations, getting back to the basics and define, communicate, and get agreement on a clear vision for the product is required. to establish this vision. These activities include clearly defining the project and product scope, goals, project drivers, constraints, assumptions, operational concepts, external interfaces, feasibility and risk assessments. Furthermore, this paper's research is at its embryonic stage and is limited in its coverage of other alternative performance measurements.

The most key recommendations were to identify and explain of goals and measures for each dimension, to conduct realistic performance measurements and assessments.in addition to determine project objectives and investigate the relationship between perceived success criteria and project objectives. Most importantly to refine the assessment framework in future research. Lastly, the study recommended a better appreciation of the distinction between project and product scope that could bring a higher possibility of project success.

12. (Hussein, 2013): "Factors Influencing Project Success Criteria"

This paper aims to conduct an empirical investigation to examine the correlation between several risk factors that complicate the definition and management of project success criteria. And also this survey was conducted in order to collect empirical data about the frequency of occurrence of these factors in real life projects.

A web-based survey was devised and sent to around 800 respondents worldwide. Seventy-nine respondents returned valid responses and six expressed willingness to take part in in-depth interviews. In this paper the mainly focus is on the results obtained by the web survey.

This paper may conclude that there are four factors in the initiation phase that, if occurring, will lead to the occurrence of risk factors in the implementation and evaluation phase. These are: incomplete set of criteria, diversity, basing a project on unrealistic targets, and ambiguous/ immeasurable criteria.

The presence of these factors is also statistically correlated to the presence of other factors such as lack of organizational commitment and weakened alignment to success criteria in the performing organization and subjective assessment of the project outcome during evaluation phase.

The study Recommended bettering understanding project stakeholders who have influence on the project context. And efforts should be made to balance stakeholder expectations of benefits from a project when the product or service is in operation furthermore, measurability of the benefits expected by the project should be addressed more carefully.

13. (Lovarini, Clemson, & Dean, 2013): "Sustainability Of Community-Based Fall Prevention Programs"

The purpose of this study is to conduct a systematic review to identify any theories, models, frameworks, influencing factors or interventions for sustaining fall prevention programs in the community.

The Methods used in this study were, Peer-reviewed publications describing, investigating, or evaluating program sustainability were accessed. Narrative review was conducted to compare and synthesize study findings.

The most important findings of the study were, to better guide the sustainability process and to underpin the development of interventions aimed at facilitating program sustainability. Additionally, the applicability of existing sustainability theories and conceptual frame works to community-based fall prevention programs need testing.

To better understand these influences, future studies incorporating more robust study designs should focus on identifying and quantifying the critical factors or combinations of factors impacting on the sustainability of fall prevention programs in the community.

Based on a limited number of studies, ongoing financial support and the participation of older people appear important influences on whether fall prevention programs are sustained by community organizations. Moreover the study findings talked about, planning for sustainability, training, and collaborations between researchers and program stakeholders appear promising interventions.

Recommendations of the study were indicated the needs of more robust empirical studies to confirm the value of conceptual frameworks, the critical factors and most effective interventions for sustaining community-based fall prevention programs. In addition to the consistency in how program sustainability is defined and described is recommended too improve coherence and use of research in this area.

14. (Abu-Ramadan, 2013): "Assessing the Evaluation of Women Projects Implemented by NGOs in Gaza Strip: Projects Coordinators Perspective"

The purpose of this research is to assess women projects evaluation implemented by women and social (NGOs) in Gaza Strip in order to improve the services provided to Palestinian women and community from projects coordinators perspective based on the five world evaluation criteria which are relevancy, efficiency, effectiveness, impact and sustainability. In order to explore to what extent the project evaluation criteria affect the evaluation process of women projects.

40 questionnaires were distributed to 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.

The research population consisted of 854 NGOs working in Gaza Strip, in which 44 Women NGOs and 382 Social NGOs who run woman's programs.

The Researcher can conclude that the five world evaluation criteria (relevancy, efficiency, effectiveness, impact and sustainability) are being used excellently by NGOs in evaluating their women projects. NGOs use sustainability criterion in evaluating their women projects in a very good way, 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

Due to personal traits (gender, age, education, years of experience and getting training related to evaluation), there are no significant differences in the responses of the research sample about evaluation of women projects in Gaza Strip.

It was recommended that NGOs should allocate sufficient resources for project activities including skilled staff, financial resources and technical equipment. And those NGOs should achieve unplanned results that serve the general objective of the project. It is important for NGOs to measure the impact of its projects after 2 years of completion. Finally, it is important that NGOs should focus through the projects on

improving women participation in different fields (socially, economically, politically, etc).

15. (Al-masri, 2013): "Factors Affecting The Effectiveness Of Conditionally Foreign Funded Projects In Palestinian National Authority Territories Case Study: The Local Ngos In The Gaza Strip"

The purpose of this research is to investigating the effectiveness of the conditionally foreign funded projects of the local NGOs. The factors studied under this research are the NGO experience, the NGO culture, the existence of internal management structure, the existence of the internal and external M&E systems and the donors' funding policies on the dependent variable the effectiveness of the funded projects under conditionality.

The researcher followed the analytical descriptive technique in qualitative and quantitative analysis methodology where he targeted some of the local Palestinian NGOs with questionnaire in addition to deep literature review of previous studies.

The research covers the local NGOs specialized in health, agriculture, youth, women and children, environmental and other sectors in Gaza Strip. The targeted Sample is up to 3 employees and/or board of directors of middle to senior staff who run the NGO and considered as decision makers. The data collection is based on distributing questionnaire among the target sample selected. 1.9 Parameters.

The results for the factor "NGO culture" show that there is no affecting between this factor and funded projects under conditionality. The results for the factor "NGO internal management structure" show that this factor has a very weak influence on the funded projects under conditionality. The factor of the M&E is analyzed on two levels, the existence of internal M&E, and the existence of external M&E. The results show that there are a common understanding of the importance of having M&E in attracting external funding but results show this factor were ambiguous and needs deep study.

The study highlighted as a recommendations that PNGO should monitor and mentor the small NGOs and help them in getting unconditional funding for their activities. Furthermore, the NGO should build its own culture and ensure that all employees follow the NGO culture and that donors should review their internal regulations to not violating the Palestinian law.

16. (Moyo, 2012): "An Assessment Of Community Participation In Non-Governmental Organizations (NGOs) Development Projects In Zimbabwe: The Case Of Bulilima And Mangwe Districts, Matabeleland South"

This study investigates the extent of community participation in development projects and it is guided by the Participatory Development (PD) theory. The study examines participation of rural communities in NGO development projects using Masendu and Izimnyama wards in Bulilima and Mangwe districts of Zimbabwe as case studies. Moreover, the study will also identify at which stage community participation takes place, who participates and how. The study therefore examines the challenges confronting community participation and the role played by rural communities in NGO development projects.

Hence, the study used a qualitative research methodology which relied on in-depth interviews and questionnaires to acquire data from the participants. Secondary data was also collected from books and journals; document analysis on community participation was also employed.

The results found that community participation is minimal in development projects of Bulilima and Mangwe districts in Zimbabwe. Local people are just passive participants of the development projects who are told what to do. Moreover, the study revealed that community participation is a challenging concept to define, and community participation also requires NGOs, government structures, and line ministries to make an effort to listen and respect the views of the people at the grass roots. With reference to NGOs, it was found that NGOs must be able to communicate with local people and ask for their contributions in designing development projects. Thus, people must not be told what to do. Instead, the people must tell the NGOs what kind of projects they want implemented in their communities.

The findings also indicated that the implementation of development projects in Bulilima and Mangwe district by NGOs has left the community members in dissatisfaction. It was found also that community empowerment is a very important aspect which seems to be ignored by other scholars when there is talk about community participation. Lastly it was found that people are not actually fully equipped with the necessary skills to engage in their own decision making process.

The study recommended that there is a need to train the local people on their right to participate in development processes and enhance them to confront donor agencies, NGOs and government. Furthermore, the study recommended the participatory democracy which gives people the freedom and power to accept or deny the projects that are facilitated by NGOs in their communities. It is recommended also that NGOs

must make every effort to include the views of the people and their input in all stages of the development projects to reflect the people's voices.

17. (Analoui & Samour, 2012): "Strategic Management: The Case Of Ngos In Palestine"

The purpose of this paper is to explore whether 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.

The methodology of the study was employed a combination of qualitative and quantitative approaches for data analysis.

The Study resulted on the following; 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. Moreover, 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. In addition, employing strategic management techniques in NGOs significantly helps in solving organizational problems, reducing organizational conflicts, and organizational development. Most importantly, 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.

The Study recommended that 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. Finally, it was recommended that 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.

18. (AL-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.

The researcher used in this study the descriptive method to analyze the questionnaires of study population in the study methodology.

The findings from the study suggest that the 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. Fund directed to building the financial management capacity was not equally geographically distributed to the governorates of Gaza. Moreover, the study found a negative impact on those NGOs located in Gaza south and middle that have not paid adequate attention to promote its community work.

This study provided recommendations such as; Allocate international funding for building the capacity of NGOs, to better serve the surrounding community. And to pay more attention to educate and train NGOs' staff, to better manage grants and achieve adequate transparency and integrity. The study finally recommended focusing on the development of financial policies and regulations followed within NGOs, in order to raise the financial efficiency of their staff.

19. (Ika, Diallo, & Thuillier, 2011): "The Empirical Relationship Between Success Factors And Dimensions The Perspectives Of World Bank Project Supervisors And Managers"

The purpose of this paper is to report on a PhD thesis that examined the empirical relationship between a specific set of critical success factors (CSFs), project success, and success dimensions (criteria) from the perspectives of World Bank project supervisors and project managers.

Data were collected by web questionnaires addressed to 1,421 World Bank task team leaders and paper-based questionnaires delivered to 600 national project coordinators in 26 different countries in Africa. Principal component and confirmatory factor analyses, multiple correlation and regression analyses, as well as structural equation models were used for data analysis in this study.

The research findings highlighted a specific set of World Bank project CSFs (monitoring, coordination, design, and training) and the existence of a second-order latent CSFs that is World Bank project supervision. They suggest that World Bank

project supervision has differing significant influences on the two project success dimensions and that the first (project management (PM) success) does not significantly affect the second (deliverable success).

It was also found that for consistent with theory and practice; they suggest that the most prominent CSFs for both World Bank project supervisors and managers are design and monitoring. They suggest also that for the national project coordinators, project success is insensitive to the level of design efforts but a significant correlation does exist between monitoring efforts and project “profile”, a success dimension which is an early pointer of long-term deliverable success (impact).

In Recommendations of the study, the thesis calls for further research on PM in the ID industry sector. And calls also for strengthen project design and monitoring and thus improve project implementation as well as the chances for project success.

20. (Abu-Hamaad, 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.

A questionnaire was designed and distributed to international institutions and their local partners which have adopted a political development programs.

Study resulted on critical issues as; 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. In addition, 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. Most importantly, 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.

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

21. (Radwan, 2011): "Evaluation Of Community Based Rehabilitation Programs In The North And Gaza Governorates"

This study aims to evaluate the CBR programs in Gaza and North Gaza governorates in order to provide information that could contribute to support the services delivery and enhance the effectiveness of the programs to disabled persons. The study conducted at the National Society for Rehabilitation and Palestinian Medical Relief Society.

A sample of 300 beneficiaries have been chosen through a systematic random sample, and participated through a self-constructed interviewed. Questionnaire, with a response rate of 69.7%. Also, 10 key informants have been selected purposively for interview. In addition to that, 20 medical files were reviewed randomly.

The most significant results were talked about were, the majority of disability (71.6%) caused by acquired causes, mainly by accidents which constituted (52.1%) including birth accident, falling down, and road traffic accident. Among the disability types; physical disability was the common one which forms (76.1%). It was found that the focus of CBRPs was more toward children than adults, (50.3%) of CBR beneficiaries received services by less than one visit per month.

The study indicated that CBRP didn't concentrate on empowering domain and the disabled's rights and that the application of disability law was inactive. Finally, the study revealed that the filing system does not include complete information related to disabled and about a lack of setting the rehabilitation plan.

The study Recommended to Developing of a local committee to establish policies for CBRPs, and considered as an umbrella for its different activities that help in the implementation of CBRPs mainly in the difficult situations and to support the sustainability of CBR activities. Obviously, it was recommended to strengthening the voluntary work and the social ownership in the CBRPs, the things that increase the community's participation.

22. (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.

The most important study results were; 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. On the other hand, the study showed that women NGOs in Gaza have clear understanding and they are convinced of the importance of the strategic planning process, also they encourage their staff to participate in that planning. Addition to that, women NGOs are developing clear written visions and missions in addition to clear written strategic objectives. At the same time, they develop their staff 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.

The obvious recommendation of the study is to conducting training courses for the top management in strategic planning and to creating a department for management information systems. And to adapting monitoring and evaluation systems which are clear, written and suitable. The last recommendation point is to identify the performance indicators for the women NGOs under investigation and measuring these indicators continuously to identify the level of the actual institutional performance.

23. (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, 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.

A method of data triangulation has been applied to this study, i.e. expert interviews, secondary research and theory.

Study resulted on issues as; 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 seemed unable to give up their decision making role of the development strategy, because it has to ensure that funds are effectively implemented. 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. In addition to that, donors encourage NGOs to conduct research and advocacy on effective development implementation, but the government hardly includes NGOs in policy debates.

It was recommended to review the partnership approach where there is some problematic affect recognized as the result of the partnership. It is also encouraged to be independent, while it is still 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.

24. (Nuka, 2010): "Sustainability Of Ngos In Kosova, Challenges Of The Third Sector And The Ways Forward"

The aim of this study is to addresses the issue of sustainability of NGOs in Kosova as the vast majority of NGOs face serious difficulties in sustaining their work. 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.

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 results of the study showed that these NGOs are still having a very hard time in finding donors. And that the survey results indicate the poor cooperation between NGOs and the government. Additionally, the study showed that 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. From the answers given we can see that 95% of NGOs declared that they never benefited from the private giving.

It was recommended from the study's results that NGOs are expected to find alternative financial sources and means to ensure institutional and financial sustainability. And that government funding, private donations, self-generated income and other funding options would help NGOs avoid sole dependence on

international donors. And to consult NGOs regularly and involve them in needs assessment exercises.

25. (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 found that 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, and efficiency). The study founded also that lack of both relevance comes from projects not linking to users' needs and from unclear objectives, and lack of sustainability comes from unsolved conflict over objectives, lack of commitment, and faulty economic assumptions.

The study recommended first; priority should be ensuring relevant concepts are chosen, only then will a sustainable effect be possible. In addition to strategies to improve the basis for relevant projects, include design of a decision making process based on participation and involvement of relevant stakeholders. 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.

3.3 Summary of Reviewed Studies

Review of previous studies shows that NGOs practices and community participations played different roles in project success. Others show the shortages flaw in NGOs and community participations role to achieve project success was caused by different factors and causes like absence of comprehensive clear plans for the NGOs work, or not view the people voice and lack of community participation. And was caused by the weakness in consistency in how program sustainability is defined and described and in not strengthening of project design and monitoring to improve project success.

Additionally, the shortages flaw in NGOs and community participations role embedded in not conducting the proper training for NGOs and community to building their capacity.

Furthermore it is embedded in not being able to focus on the development of financial policies to review the partnership approach and to measure the impact, sustainability of their projects. In effectively communicate the areas of cost, scope, time, and quality to achieve project success which is similar to the researcher's study.

However, in the study of the relationship between project success and project efficiency where this study focus on the extent project efficiency and it's correlated with stakeholder satisfaction and overall project success. Also, no paper has described the empirical value of the relationship between efficiency and overall success or shown whether efficiency is important at all to overall project success.

Other papers show the project/criterion with project success variables; efficiency, effectiveness, impact sustainability, accountability, participation and communication investigating their coloration with project success. In addition to factors that influencing project success and the occurrences of these factors in the real life of the project success

Other studies indicated that the significance of scope in project success focus on the vital factor of scope which influences the project's objectives and consequently affects the critical success factors of a project. From the above literature study review, the researcher meet with them in the topic of project success indications and the weights given to the study variables and to what extend they affect the project success.

There were a small number of studies that investigated this subject specifically project success" In addition, different inputs and outputs were used in measuring the project success. This gives a motivation for this study to assign weights for variables and investigate its effects on project success.

However, project success studies are actually limited in Gaza, and there are lacks of Arabic studies on this concern as well. And this study considers as the first study which applied in exploring up to what extend the project that implemented by NGOs in Gaza Strip is successful.

3.4 Benefits Drawn from the Previous Studies

1. The Researcher father benefited from the previous studies in determining the study's variables.
2. The Researcher benefited from the previous studies in the selection of Study methods, Statistical methodologies followed and in data analysis.

3. The Researcher benefited from the previous in presentation the theoretical framework.
4. The Researcher benefited from the previous studies in composition of the questionnaire

Table 3.1 summarizes the findings of the previous studies in relation to researched variables.

Table 3.1 Key Findings and Major Variables of Previous Studies

#	Study	Findings	Variables
1)	(Golini et al., 2015)	Project managers can achieve good project performance with a basic set of tools, and with the adoption of more tools, they can improve the long-term impact on the recipients of the projects.	project impact
2)	(Ika, 2015)	The resulting final model with the control variables, budget and experience, was still a complex one with 22 observed variables (15 for supervision, two for project management success, three for project impact, and two for project characteristics).	project impact
3)	(Serrador & Turner, 2015)	project efficiency is an important contributor to stakeholder satisfaction and overall project success, but shows quite clearly that other factors contribute significantly to both	Efficiency
4)	(Said & Jaafar, 2014)	Accountability in government linked companies: an empirical finding	Accountability
5)	(Wellens & Jegers, 2014)	Beneficiary participation as an instrument of downward accountability	Accountability
6)	(Zulch, 2014b)	A people-orientated approach towards the management of a project. The results illustrate also those characteristics which are important for managing projects successfully.	Communication
7)	(Zulch, 2014a)	Communication is needed to effectively communicate the areas of cost, scope and time, and quality, which are the results of the interrelationship between scope, cost and time.	Communication
8)	(Nathan et al., 2014)	Community representatives largely agreed they provided a link to, and represented, the wider community although most thought staff did not understand their role or how to work with them.	community participation
9)	(Saad et al., 2014)	Islamic accountability framework in the zakat funds management	Accountability
10)	(Alias et al., 2014)	define the critical factors that lead to project success and provide a forecasting tool to enable parties to rapidly assess the possibility of a successful project from their viewpoint	Critical Success Factors
11)	(Mirza et al., 2013)	Logic for the distinction between impact of project and product scope on project success. And to achieve a project's objective, many tasks are often accomplished as separate work elements and then integrated into the final product	Project Success
12)	(Hussein, 2013)	There are four factors, if occurring, will lead to the occurrence of risk factors in the implementation and	Project Success Criteria

		evaluation phase of the project. These are; Incomplete set of criteria, Diversity, Basing a project on unrealistic targets and immeasurable criteria.	
13)	(Lovarini et al., 2013)	Study findings talked about, planning for sustainability, training, and collaborations between researchers and program stakeholders appear promising interventions.	Sustainability
14)	(Abu-Ramadan, 2013)	NGOs use the impact criterion in evaluating their women projects properly, where they excellently design projects that contribute in achieving the general objectives of the organization.	OECD/DAC Evaluation Criteria
15)	(Al-masri, 2013)	PNGO should monitor and mentor the small NGOs and help them in getting unconditional funding for their activities.	Effectiveness
16)	(Moyo, 2012)	It was found that people are not actually fully equipped with the necessary skills to engage in their own decision making process. And that that community participation is minimal in development projects	Community Participation
17)	(Analoui & Samour, 2012)	significant percentage of NGOs viewed strategic management as “important” for their operation, survival and development	NGOs practices
18)	(AL-Ramlawi, 2012)	Fund from international organizations has a positive impact on building the financial management capacity of the NGOs working in Gaza.	Impact
19)	(Ika et al., 2012)	For consistent with theory and practice; the most prominent CSFs for both World Bank project supervisors and managers are design and monitoring.	Project success factors
20)	(Abu-Hamaad, 2011)	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.	Impact
21)	(Radwan, 2011)	Lack of the community mobilization toward the program’s activities.	Community rehabilitation
22)	(Syam, 2010)	Women's NGOs recruit experienced and skilled human resources to implement their strategic plans.	NGOs practices
23)	(Christensen, 2010)	The partnership of mutual relations is in the case of Ghana unrealistic as donors seemed unable to give up their decision making role, because it has to ensure that funds are effectively implemented	Effectiveness Partnership
24)	(Nuka, 2010)	NGOs couldn’t increase their long-term sustainability by attracting donations.	Sustainability
25)	(Klakegg, 2009)	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, and efficiency).	relevance and sustainability

4 Chapter Four: Research Design and Methodology

4.1 Introduction

This chapter is divided into two sections: section one highlights the research methodology, the research procedure, the sources of data, the research population and sample, the questionnaire design, the data measurement and statistical analysis tools, and the questionnaire procedures. Section two is about testing the research instrument, which includes validity and reliability of the questionnaire.

4.2 Research Method

The researcher used the analytical descriptive approach, which is the most methodology used in the study of human and social phenomena, where it fits the phenomenon under study, "NGOs practices and community participation in project success", case study "destitute families in Family strengthening program which is implemented by SOS key implementation's partners". The analytical descriptive method tries to compare, interpret and evaluate the phenomenon in order to reach a meaningful design, and anchor an accurate description of the phenomenon to understand its content. In general, the analytical descriptive approach is known as a method that is based on adequate and specific information within a specific topic through limited period of time in order to reach practical results that are interpreted in an objective manner in accordance with the requirements of the phenomenon.

4.2.1 Population and Sample Size

The study population consists of all destitute families that benefit from the 'family strengthening' program" implemented by SOS partner. With the total number of 206 families spread over three districts in the targeted communities which are; the North governorate, the Central governorate and Khan-Younis governorate. Families are distributed according to table (4.1) which shows that the two governorates of Gaza and Rafah were missing because SOS is not active there.

With regards to the data collection method, this study used the comprehensive inventory method, where visits were conducted to all families; interviews were performed with a qualified person from the interviewed family who is capable to provide answers to all the data contained in the questionnaires. In this regard, it is worth mentioning that before starting the phase of data collection, a random sample of 30 families spread over the three governorates selected in order to verify the validity and reliability of the study tool. Then all the study population of the 206 families was initiated and completed. The numbers of 206 questionnaires were

recovered and identified as 100% valid for the analysis. Table 4.1 reflects the distribution of families according to the governorates they live in.

Table 4.1 Distribution of the Study Population by Governorate

Governorate	No of families
The north governorate	14
The middle governorate	117
Khan-Youniss governorate	75
Total	206

4.2.2 Source of Collected Data

The data in this study was primary, where a questionnaire was distributed to all the 206 families, the population of the study; however, the researcher reviewed many references about the studied topic such as thesis, books, journals, and websites. These sources gave the researchers an idea about the role of the NGOs practices and community participation in project success.

4.2.3 Questionnaire of Study

The questionnaire of this study consisted of two parts: the first part contains personal data including; gender, marital status, address, age, educational status, work status, health status, family size and number of children in the family. The second part contains project success characteristics, which contain five dimensions, (relevancy, efficiency, effectiveness, impact, sustainability) and NGOs Practices which consists of 3 sub dimensions, namely (communication, accountability, and participation).

Table 2 below explains the distribution of the variables of the study and the studies from which measurement scales have been adapted.

Table 4.2 Study Variables and Measures

No.	Variables	Item no.	Measurement Scale
Project Success Characteristics			
1.	Relevancy	5	(Abu-Ramadan, 2013; OECD, 1991)
2.	Efficiency	6	(Abu-Ramadan, 2013; OECD, 1991)
3.	Effectiveness	6	(Abu-Ramadan, 2013; OECD, 1991)
4.	Impact	8	(Abu-Ramadan, 2013; OECD, 1991)
5.	Sustainability	5	(Abu-Ramadan, 2013; OECD, 1991)
NGOs Practices			
6.	Communication	5	(PMI, 2013)
7.	Accountability	5	(Abu-Aisha, 2013)
8.	Participation	6	(Chambers, 2012)

4.2.4 Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied. 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, 6, 7) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels.

Based on Likert scale, we have the following:

Table 4.3 Correction Study Tool According to Likert Scale

Very Strongly Disagree	Strongly Disagree	Disagree	Do not Know	Agree	Strongly agree	Very Strongly agree
1	2	3	4	5	6	7

4.3 Test of Normality

When it comes to data distribution normality, there are two types of tests used by statisticians to test the hypotheses: the first type is the parametric test requires to be used when data distribute normally while the second type is the nonparametric test used in case the distribution of data is unknown, that is, when the number of search sample is less than (30). However, the sample, which is larger than (30) can abandon the normal distribution condition according to the approved central limit theory. This is in addition to Norman (2010) who had reached that the parametric tests can be used with seven points Likert scale data regardless of the small or great sample size and regardless of whether the data follow a normal distribution or not, In this study, parametric tests were used in accordance with the previously mentioned two reasons without resorting to verify the condition of the normal distribution of the data.

4.4 Statistical Analysis Tools

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

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

4.5 Validity and Reliability

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

4.5.1 Referees Validity

After setting the questionnaire in its primary version, it was examined by a group of referees whom are experts in business and statistics. The number of these experts was ten (10), see appendix (A). The final questionnaire is presented in appendix (B the English version) and (C the Arabic version).

4.5.2 Internal Validity

Internal validity of the questionnaire is the first statistical test used to test the validity of the questionnaire. It is measured by correlation coefficients between each item in one dimension and the whole dimension.

Table 4.4 clarified the correlation coefficient for each paragraph of the "**Relevancy**" and the total of the dimension. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha \leq 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.4 Correlation coefficient of each item of "Relevancy" dimension

No.	Paragraph	Pearson Correlation Coefficient
1.	The selection of FSP beneficiaries is according to precise criteria.	0.507*
2.	I and all my family members participate in determining our needs before designing FSP.	0.615*
3.	FSP meets the needs of my family.	0.636*
4.	FSP team and NGOs partner respond to my family requirements.	0.607*
5.	FSP fits my family size.	0.601*

* Correlation is significant at the 0.05 level

Table 4.5 clarifies the correlation coefficient for each item of the "**Efficiency**" and the whole fields. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha \leq 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.5 Correlation coefficient of each paragraph of "Efficiency" dimension

No.	Paragraph	Pearson Correlation Coefficient
1.	The available resources of (material, human, knowledge, experience, spatial, etc.) Are appropriate for the FSP activity's implementation and for covering my family's expenses.	0.645*
2.	There is an optimization of the available resources to fit with the approved activities.	0.580*
3.	FSP team provides services in specific time with high quality.	0.598*
4.	I am satisfied with the quality of provided services and with the FSP team quick responds to my request.	0.658*
5.	The planned results are achieved.	0.623*
6.	The unplanned results are achieved.	0.362*

* Correlation is significant at the 0.05 level

Table 4.6 clarifies the correlation coefficient for each paragraph of the "Effectiveness" dimension and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha \leq 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.6 Correlation coefficient of each paragraph of "Effectiveness" Dimension

No.	Paragraph	Pearson Correlation Coefficient
1.	My family's objectives are in time-bound within clear development plan.	0.655*
2.	My family objectives are measurable within clear development plan.	0.761*
3.	I have an active role in achieving my family's planned objectives.	0.627*
4.	Roles and responsibilities are allocated to implement the plan according to a clear timetable.	0.711*
5.	FSP team participates in the development and implementation of the Plan.	0.665*
6.	FSP supports me to reach independency and self-reliance.	0.623*

* Correlation is significant at the 0.05 level

Table 4.7 clarifies the correlation coefficient for each paragraph of the "Impact" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha \leq 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.8 clarifies the correlation coefficient for each paragraph of the "Sustainability" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha \leq 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.7 Correlation coefficient of each paragraph of "Impact" Dimension

No.	Paragraph	Pearson Correlation Coefficient
1.	FSP achieves the desired objectives for my family on the long term.	0.637*
2.	FSP promotes my participation in the development of various knowledge and economical aspects in my life.	0.638*
3.	I gain the knowledge and the parental skills to care of my children.	0.569*
4.	The direct support from SOS contributes to increase the child's wellbeing.	0.578*
5.	Housing and living condition of my family have improved with FSP.	0.412*
6.	The educational situation of my family has improved with FSP.	0.537*
7.	The general health situation of my family has improved with FSP.	0.628*
8.	We receive enough psychosocial support to improve my family situation.	0.607*

* Correlation is significant at the 0.05 level

Table 4.8 Correlation coefficient of each item of "Sustainability" Dimension

No.	Paragraph	Pearson Correlation Coefficient
1.	There is variety of partnerships in the community through FSP which provide a several service.	0.510*
2.	It is easy to reach the NGOs location and access its services as a reference to my family now and on long-term.	0.719*
3.	The follow-up of the field's visits are continuous.	0.660*
4.	I get child protection training courses that enable me to protect my children and assume my responsibility.	0.654*
5.	The team work in FSP is versed and qualified to maintain FSP sustainability.	0.646*

* Correlation is significant at the 0.05 level

Table 4.9 clarifies the correlation coefficient for each item of the "Communication" and the whole dimension. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha \leq 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.9 Correlation coefficient of each paragraph of "Communication" Dimension

No.	Paragraph	Pearson Correlation Coefficient
1.	FSP meets the needs of mothers, fathers and children in effective way.	0.772*
2.	The children enjoy communication with FSP team during implementing the related activities.	0.727*
3.	I enjoy positive family communication (clear guidelines, rules, praise)	0.742*
4.	I enjoy living in social communication network.(having friend, community's integration).	0.679*
5.	FSP team understands the different needs of the community.	0.603*

* Correlation is significant at the 0.05 level

Table 4.10 clarifies the correlation coefficient for each item of the "Accountability" dimension and the whole dimension as well. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha \leq 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.10 Correlation coefficient of each item of "Accountability" dimension

No.	Paragraph	Pearson Correlation Coefficient
1.	FSP contributes in creation of an effective discipline style in my family (hit less- stable discipline)	0.748*
2.	FSP contributes in the formation of my family's organizing (Rules and cohesion, self-responsibility)	0.799*
3.	FSP helps me to acquire knowledge to manage my family's resources.	0.810*
4.	There is sufficient transparency from FSP team, where I get all the promised services	0.794*
5.	There is an ongoing supervision and follow-up to the progress that achieved through FSP.	0.688*

* Correlation is significant at the 0.05 level

Table 4.11 clarifies the correlation coefficient for each paragraph of the "Participation" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha \leq 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.11 Correlation coefficient of each paragraph of "Participation" Dimension

No.	Paragraph	Pearson Correlation Coefficient
1.	I feel I am a participant and integrated member in the community.	0.661
2.	I play an active role in the decisions that affect my life.	0.631*
3.	My family participates in specific activities of children's rights	0.691*
4.	The child has the right to participate in decisions that affect his life.	0.635*
5.	I share in the FSP evaluation process with the NGOs partner and the team work.	0.643*
6.	My evaluation upon FSP is that it is successful so far.	0.458*

* Correlation is significant at the 0.05 level

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

Table 4.12 clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of

all the fields are significant at $\alpha \leq 0.05$, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

Table 4.12 Correlation coefficient of all dimensions

No.	Field	Pearson Correlation Coefficient
1.	Relevancy	0.736*
2.	Efficiency	0.786*
3.	Effectiveness	0.813*
4.	Impact	0.811*
5.	Sustainability	0.821*
6.	Communication	0.872*
7.	Accountability	0.805*
8.	Participation	0.836*

* Correlation is significant at the 0.05 level

4.5.3 Reliability

The reliability of an instrument is the degree of consistency which measures the attribute it is supposed to be measuring (George and Mallery, 2003). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (George and Mallery, 2003). Cronbach's Coefficient Alpha was used to measure the reliability of the questionnaire between each item and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire. Table 4.13 below shows the values of Cronbach's Alpha.

Table 4.13 Cronbach's Alpha for each Dimension

No.	Field	Cronbach's Alpha	Reliability
1.	Relevancy	0.581	0.762
2.	Efficiency	0.563	0.750
3.	Effectiveness	0.731	0.855
4.	Impact	0.681	0.825
5.	Sustainability	0.633	0.796
6.	Communication	0.738	0.885
7.	Accountability	0.826	0.909
8.	Participation	0.674	0.821

Reliability = square root of coefficient Cronbach's alpha

Table 4.13 above shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from **0.563** and **0.826** this range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.932 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

The correlation coefficient between the odd and even questions equal 0.778. The Spearman-Brown Coefficient equals 0.875. This correlation coefficient is statistically significant at $\alpha \leq 0.05$, so it can be said that the scale is consistent and valid to be measure what it was set for. Table 4.14 below shows the correlation coefficient and Spearman-Brown Correlation Coefficient for each dimension in the questionnaire.

Table 4.14 Correlation Coefficient and Spearman-Brown Correlation Coefficient

No.	Field	Correlation Coefficient	Spearman-Brown Correlation Coefficient
1.	Relevancy	0.373	0.544
2.	Efficiency	0.281	0.439
3.	Effectiveness	0.514	0.679
4.	Impact	0.326	0.491
5.	Sustainability	0.509	0.674
6.	Communication	0.584	0.737
7.	Accountability	0.662	0.797
8.	Participation	0.496	0.663
All items of the questionnaire		0.778	0.875

Thereby, it can be said that the questionnaire was valid, and reliable. Descriptive analysis is used to give a general picture about the different variables of the study.

4.6 Descriptive Analysis of Demographics:

Table 4.15 below shows the descriptive analysis of age, family size, and number of children in the families targeted in this study.

Table 4.15 Age, Family size and No. of children in the family

Variable	Min	Max	Mean
Age	23	65	40.6
Family size	2	14	6.25
No. of children in the family	1	12	4.71

As shown in the above-mentioned table, the age fell into 23 -65 years with a mean of 40.6. This means the age range indicated low opportunities of securing jobs. The

family size ranged from 2 to 14 with a mean of 6.25. High family size increased their vulnerability and bad needs with limited family resources. As for the number of children in these targeted families, it ranged from 1 to 12 with a mean of 4.71. The high number of children within the family increased the disability of families to satisfy children's needs because of the limited family resources. Table 4.16 below shows the gender.

Table 4.16 Gender

Gender	Frequency	Percent
Male	11	5.3
Female	195	94.7
Total	206	100.0

Table 4.16 above shows that 5.3% of the sample was males and 94.7% of the sample was females. This was in accordance with the characteristics of the sample study of the destitute families, where FSP targets were mainly orphans or children headed by single women where men can't assume their responsibility for health reasons or any other concerns.

Table 4.17 Marital status

Marital status	Frequency	Percent
Married	104	50.5
Divorced	23	11.2
Widower	67	32.5
Abandoned	12	5.8
Total	206	100.0

As for the marital status, as shown in Table 4.17 above, 50.5% of the sample was married; in this case, the fathers are unable to provide care and suffer terminal diseases or not assume their responsibilities towards their families. 11.2% are divorced, 32.5% is widowers and 5.8% of the sample is abandoned. And children within those families are at risk of losing parental care which matches with the FSP target group. This figure shows the extent to which children from families with such characteristics will likely be at risk of being exposed to different social and economic problems. In fact, marital status alone may not be adequate factor to arrive at such conclusion but is an important element to understand the situation of children in the family particularly in those families that are living in abject poverty. It is also true that the traditional nuclear family (husband and wife and biological children) alone is

by no means a guarantee for the wellbeing of children as there are thousands of children from such families relegated to the risk of school dropout, street life, vagrancy, delinquency, runaways and many other social problems.

Table 4.18 Residence

Address	Frequency	Percent
North Governorate	14	6.8
Middle Governorate	117	56.8
Khan Yunis Governorate	75	36.4
Total	206	100.0

As for the address, Table 4.18 shows that 56.8% of the sample is living in the middle governorate, 36.4% living in Khan-youniss and finally, 6.8% are living in the north governorate while in the rest areas of Gaza strip, and SOS is not active yet. Table 4.19 sheds light on the educational status.

Table 4.19 Educational Status

Educational status	Frequency	Percent
Illiterate	27	13.2
Secondary and less	162	78.6
Diploma	13	6.3
Bachelor	4	1.9
Total	206	100.0

Table 4.19 above shows that 13.2% of the sample were "Illiterate", 78.6% of the sample were "Secondary and less" holders, 6.3% were "Diploma" holders, and 1.9% of the sample were "Bachelor" holders; however, this distribution aligns with the characteristics of the FSP target group who suffer extreme poverty and lack of educational opportunities and their human rights.

Table 4.20 Work status

Work status	Frequency	Percent
Student	1	0.5
Loafer	4	2
Wage employee	5	2.4
Working without pay	1	0.5
Housewife	195	94.6
Total	206	100

Table 4.20 above shows that 0.5% of the sample were students, 2% were loafers, 2.4% were wage employees, 0.5% were working without pay and 94.6% of the sample were housewives. This aligns with the vulnerability of the FSP target group where the average of working people is only 2.4% irrespective of the level of income which should be low according to the standard of living and according to the educational and professional level of the sample study of the FSP target group.

Table 4.21 : Health status

Health status	Frequency	Percent
Diabetes	27	13.1
Blood pressure	34	16.5
Heart disease	36	17.5
Other	75	36.4
Do not suffer diseases	34	16.5
Total	206	100

Table (4.21) Shows that only 16.5% of the sample do not suffer terminal diseases. While 83.5% of the sample study are suffering different diseases; 17.5% suffer from heart diseases, 16.5% suffer from blood pressure, 13.1% suffer from diabetes and 36.4% of the sample are suffering other diseases. Obviously, besides their lack of educational and extreme poverty, FSP destitute target group are suffering from chronic diseases. This indicates the bad need of joining efforts to support them in terms of health, education, and economic levels.

4.7 Chapter Summary

This chapter presented the research design and methodology. It showed the population and sample size of the study, the questionnaire used to collect the data, the data measurement with all the tests used to find answers to the research questions.

5 Chapter Five: Data Analysis and Hypotheses Testing

5.1 Introduction:

This chapter is about testing the hypotheses and discussing the findings of the study in light of extant research.

The researcher used T-test to test the Hypothesis. The T-test is used to determine if the mean of a paragraph is significantly different from a hypothesized value 4 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha \leq 0.05$, then the mean of an item is significantly different from a hypothesized value 4. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 4. On the other hand, if the P-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then the mean a paragraph is insignificantly different from a hypothesized value 4.

5.2 Importance of Critical Successes Factors to FSP Project Success:

5.2.1 Importance of Relevancy to FSP Project Success:

Table (5.1) shows the mean of item #1 “The selection of FSP beneficiaries is according to precise criteria” equals 6.34 (90.6%), Test-value = 35.24, is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. This reflects the commitment of SOS partner NGOs in applying the initial assessment tools for selecting beneficiaries in FSP and the extent of continuous monitoring by the project team to review the mechanisms of beneficiary's selection, which in turn leads to achieve the objectives of the project and contribute in its success.

The mean of item #2 “I and all my family members participate in determining our needs before designing FSP” got the lowest weight equals 4.48 (64%), Test-value = 3.57, and is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. It is clear that the responses are scattered about this field. The researcher attributes this to the educational and cultural level of the heads of households is very low level which makes their participation in the planning process is weak and ineffective for the family. In general we conclude that the respondents agreed to this item.

Table 5.1 Means and T-Test for “Relevancy”

#	Item	Mean	Proportional mean (%)	S.D	Test value	P-value	Rank
1.	The selection of FSP beneficiaries is according to precise criteria.	6.34	90.6	0.953	35.24	0.000	1
2.	I and all my family members participate in determining our needs before designing FSP.	4.48	64.0	1.912	3.571	0.000	5
3.	FSP meets the needs of my family.	5.78	82.6	1.016	25.092	0.000	3
4.	FSP team and NGOs partner respond to my family requirements.	5.96	85.1	1.021	27.570	0.000	2
5.	FSP fits my family size.	5.48	78.3	0.991	21.438	0.000	4
	All items of the dimension	5.61	80.1	0.704	32.754	0.000	

The mean of item #3 “FSP meets the needs of my family” equals 5.78 (82.6%), Test-value = 25.09, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. This is how FSP tailor its services according to the needs of each individual enrolled in the FSP.

The mean of item #4 "FSP team and NGOs partner respond to my family requirements" equals 5.96 (85.1%), Test-value = 27.57, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. The researcher attributes this to the continuous follow up from the NGOs partners' team who speedily respond according to the timely planned objectives which promote the FSP success.

The mean of item #5 “FSP fits my family size” equals 5.48 (78.03%), Test-value = 21.44, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. The researcher attributes this to the fact that FSP consider in planning and budgeting process the number of children in each family in the assistance provision according to the children needs and number.

The mean of the dimension “Relevancy” equals 5.61 (80.1%), Test-value = 32.75, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to field of “Relevancy”.

In conclusion, the results show that there is a statistical effect (at the 0.05 level) of "relevancy" dimension on the success of FSP projects implemented by NGOs in Gaza Strip. The researcher attributes this to the professional way how FSP work in identify the target group with precision categories, planning of action to deal with the needs of the target families and their participation in the design of the plan, and monitoring and follow-up by the SOS partners NGOs and the weekly reports to monitor the implementation of the plan. However this is considered a cornerstone of project success.

Thus, the results in this section support (H1a) and shows that Relevancy is important contributor to FSP project success that is implemented by SOS local partners.

The results obtained above agree with (Abu-Ramadan, 2013) which assessing the evaluation of women projects implemented by NGOs in Gaza Strip which recommended taking care of the relevancy criterion and also recommended designing 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 specific needs and priorities of the target group. The results are also consistent with (Klakegg, 2009)"pursuing relevance and sustainability", which identified problems that lead to lack of relevance and sustainability. And which identifies also that lack of relevance comes from not linking projects to the users' needs and also comes from unclear objectives.

5.2.2 Importance of Efficiency to FSP Project Success:

As shown in table 5.2, the following items in the efficiency dimension got the highest weight means item no. (4) "I am satisfied with the quality of provided services and with the FSP team quick responds to my request" the mean's weight equals 6.04 (86.3%), Test-value = 31.61, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. However, the project had gaps in inadequate resources for achieving unplanned results. The researcher attributes that to the early planning for the provision of services with the prompt response and daily supervision of the FSP team which leads to the satisfaction of the beneficiaries.

The mean of item #6 "The unplanned results are achieved." got the lowest weight equals 3.82 (54.6%), Test-value = 1.368, and P-value = 0.173 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this item is insignificantly

different from the hypothesized value 4. We conclude that the respondents (Do not know, neutral) to this item. This refers to the perspective that respondents do not link some benefits that they gain indirectly from FSP with the planned results with the planned objectives.

The mean of item #1 “The available resources of (material, human, knowledge, experience, spatial, etc.) are appropriate for the FSP activity's implementation and for covering my family's expenses.” The fourth rank equals 5.61 (80.1%), Test-value = 23.6, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph and that the resources are available and appropriate.

Table 5.2 Means and T-Test values for “Efficiency”

#	Item	Mean	Proportional mean (%)	S.D	Test value	P-value	Rank
1.	The available resources of (material, human, knowledge, experience, spatial, etc.) Are appropriate for the FSP activity's implementation and for covering my family's expenses...	5.61	80.1	0.980	23.601	0.000	4
2.	There is an optimization of the available resources to fit with the approved activities.	5.58	79.7	0.953	23.756	0.000	5
3.	FSP team provides services in specific time with high quality.	5.78	82.6	0.864	29.582	0.000	3
4.	I am satisfied with the quality of provided services and with the FSP team quick responds to my request.	6.04	86.3	0.926	31.610	0.000	1
5.	The planned results are achieved.	6.03	86.1	0.990	29.500	0.000	2
6.	The unplanned results are achieved.	3.82	54.6	1.885	1.368	0.173	6
All items of the dimension		5.48	78.3	0.602	35.238	0.000	

The mean of item #2 “There is an optimization of the available resources to fit with the approved activities.” Comes in the fifth rank equals 5.58 (79.7%), Test-value = 23.76, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. This is actually attributed to the long experience of the FSP team and this is positively reflect on the FSP success

The mean of item #3 “FSP team provides services in specific time with high quality” Comes in the third rank equals 5.78 (82.6%), Test-value = 29.58, and P-value =

0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. This comes as a result of the team training and the good management of the programme which promote the FSP success.

The mean of item #5 “The planned results are achieved” got the second weight, equals 6.03 (86.1%), Test-value = 29.5, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. And that refers to the good planning and the availability of budget and to the efficient response to any consequences, which leads to achieve the planned results.

The mean of the dimension “Efficiency” equals 5.48 (78.3%), Test-value = 35.24, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to field of “Efficiency”. The researcher attributes the positive impact of the efficiency to the positive impact on the beneficiaries which is realized with the existence of proper resources.

In conclusion, the results support the hypothesis's (H1b), that is to say, Efficiency is important contributor to FSP project success that is implemented by SOS local partners.

The results obtained above are consistent with (Serrador & Turner, 2015) regarding the relationship between project success and project efficiency that considers to be correlated with stakeholder satisfaction and overall project success. It is found that project efficiency is 60% correlated with stakeholder satisfaction and 56% with overall project success. It also supports the assertion of (Turner & Zolin, 2012) that project efficiency is an important contributor to stakeholder satisfaction and overall project success.

5.2.3 Importance of Effectiveness to FSP Project Success:

As shown in Table 5.24, the following items in the effectiveness field got the highest weight of paragraph #5 “FSP team participates in the development and implementation of the Plan” The mean equals 6.21 (88.7%), Test-value = 35.02, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. the

researcher attributes that to the high importance of the planning process in which beneficiaries are given vast opportunities in participating in these process where everyone feels an active partner in the project, this is largely contributes to the project success.

The mean of item #6 “FSP supports me to reach independency and self-reliance.” got the lowest weight equals 5.48 (78.3%), Test-value = 14.37, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. The researcher attributes that to the hard political situation of Gaza strip which reflects the socio-economic and the general situation.

Table 5.3 Means and T-Test values for “Effectiveness”

#	Item	Mean	Proportional mean (%)	S.D	Test value	P-value	Rank
1.	My family's objectives are in time-bound within clear development plan.	5.90	84.3	0.985	27.660	0.000	2
2.	My family objectives are measurable within clear development plan.	5.81	83.0	0.850	30.480	0.000	4
3.	I have an active role in achieving my family's planned objectives.	5.71	81.6	0.954	25.711	0.000	5
4.	Roles and responsibilities are allocated to implement the plan according to a clear timetable.	5.85	83.4	0.888	29.974	0.000	3
5.	FSP team participates in the development and implementation of the Plan.	6.21	88.7	0.905	35.016	0.000	1
6.	FSP supports me to reach independency and self-reliance.	5.48	78.3	1.474	14.370	0.000	6
	All items of the dimension	5.83	83.3	0.674	38.874	0.000	

* The mean is significantly different from 4

The mean of item #1 “My family's objectives are in time-bound within clear development plan” got the second rank equals 5.90 (84.3%), Test-value = 27.66, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. The researcher attributes that to the careful of the planners and the project designers in achieving the project measurable objectives at time.

The mean of item #4 “Roles and responsibilities are allocated to implement the plan according to a clear timetable” come to be in the third rank equals 5.85 (83.4%), Test-value = 29.97, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. The researcher attributes that to the good management of the project.

The mean of item #2 “My family objectives are measurable within clear development plan.” Comes in the fourth rank equals 5.81 (83%), Test-value = 30.48, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. The researcher attributes that to the effective development plans for each family which put in a measurable, time bond way.

The mean of item #3 “I have an active role in achieving my family's planned objectives” come to the fifth rank equals 5.71 (81.6%), Test-value = 25.71, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. The researcher attributes that to the effective role that families play and to the contribution of each responsible part in the implementation of the project activities.

The mean of the dimension “**Effectiveness**” equals 5.83 (83.3%), Test-value = 38.87, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to dimension of “**Effectiveness**”. The researcher attributes that to the important role that SOS and NGOs partners play in planning and tailoring services according to the different needs of each individual family.

In conclusion, the results support the hypothesis (H1c), which is, Effectiveness is important contributor to FSP project success that is implemented by SOS local partners.

The results obtained above are consistent with (Christensen, 2010) which studied the role of NGOs in the aid effectiveness partnership: a case study of developmental NGOs in Ghana. The partnership of mutual relations is in the case of Ghana unrealistic as donors seemed unable to give up their decision making role of the development strategy, because it has to ensure that funds are effectively implemented. The results also agree with (Al-masri, 2013) which studied the factors

affecting the effectiveness of conditionally foreign funded projects in the Palestinian National Authority territories. It is concluded that there exists a significant relationship between the donor's funding policies and the local NGOs' effectiveness in implementing the conditional funded projects. The respondents believe that the donors funding policies does affecting the NGOs' effectiveness in running projects under conditionality. The researcher concludes that the component of the internal management structure and donors' funding policy affect the effectiveness of the funded projects. Moreover, the results go in line with (Abu-Ramadan, 2013), which studied the Evaluation of Women Projects Implemented by NGOs in Gaza Strip. It showed that NGOs excellently evaluate their women projects based on effectiveness criterion, where they develop time-bound and measurable objectives.

5.2.4 Importance of Impact to FSP Project Success:

As shown in Table 5.25, item #3 “I gain the knowledge and the parental skills to care of my children” in the effectiveness dimension got the highest weight mean with a value of 6.04 (86.3%), Test-value = 30.42, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. The researcher attributes that to the training and to the educational session's that organizes for the caregivers by the NGOs partners. However, this is designed and planned for from the beginning of the project implementation to reach the objectives of acquiring the necessary skills and knowledge for parents to care for their children.

The mean of item #5 “Housing and living condition of my family have improved with FSP” got the lowest weight equals 4.62 (66%), Test-value = 5.91, and P-value ≤ 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. This is attributed to the fact that marginalized families often live in very modest accommodations may be made of tin, actually, the FSP set up living conditions improvement plans, but the way the improvements are depends on the current political situation where the existence blockade and the absence of building materials. It also depends on forming partnership for renovation which is weak area in the FSP.

The mean of item #4 “The direct support from SOS contributes to increase the child's wellbeing.” The second equals 5.83 (83.4%), Test-value = 28.23, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. The researcher attributes that to the attention given by the NGOs partners through SOS to promote the child's wellbeing.

Table 5.4 Means and T-Test values for “Impact”

#	Item	Mean	Proportional mean (%)	S.D	Test value	P-value	Rank
1.	FSP achieves the desired objectives for my family on the long term.	5.64	80.6	1.108	21.190	0.000	4
2.	FSP promotes my participation in the development of various knowledge and economical aspects in my life.	5.61	80.1	1.019	22.697	0.000	5
3.	I gain the knowledge and the parental skills to care of my children.	6.04	86.3	0.962	30.421	0.000	1
4.	The direct support from SOS contributes to increase the child's wellbeing.	5.83	83.4	0.933	28.233	0.000	2
5.	Housing and living condition of my family have improved with FSP.	4.62	66.0	1.508	5.912	0.000	8
6.	The educational situation of my family has improved with FSP.	5.21	77.4	0.953	18.212	0.000	7
7.	In general health situation of my family has improved with FSP.	5.31	75.8	0.838	22.436	0.000	6
8.	I receive enough psychosocial support to improve my family situation.	5.79	82.7	0.986	24.729	0.000	3
All paragraphs of the field		5.495	78.6	0.587	36.522	0.000	

The mean of item #8 “I receive enough psychosocial support to improve my family situation.” Has got the third weight equal 5.79 (82.7%), Test-value = 24.73, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. This attributes to the fact that the families of the target and the children are the families of the fragile and marginalized who suffer poverty, illness, social stigma which should be taken into account when developing plans and policies for these

families, which should include intensive programs and sessions in the area of psychosocial support for children and families as a whole.

The mean of item #1 “FSP achieves the desired objectives for my family on the long term.” Has got the fourth weight equal 5.64 (80.6%), Test-value = 21.19, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph.

The mean of item #2 “FSP promotes my participation in the development of various knowledge and economical aspects in my life” got the fifth weight equal 5.61 (80.1%), Test-value = 22.7, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. This is attributed to the skills and technical sessions as well as meetings and awareness activities that are held continuously. In addition to the efforts paid by NGOs partners to integrate these destitute families in the community to build their self-confidence.

The mean of item #6 “The educational situation of my family has improved with FSP” the sixth weight equal 5.21 (77.4%), Test-value = 18.21, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. This is attributed to that FSP SOS partner within the intervention's plan work to restore children back to their schools, providing tutoring lessons, and follow-up with schools and families.

The mean of item #7 “In general health situation of my family has improved with FSP” got the seventh weight equal 5.31 (75.8%), Test-value = 22.44, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. This attributes to the normal regular health check-ups and in providing the medical needs of the entire family household, in addition to support they have health insurance. FSP supports specifications care of high medical needs to keep the health of children and their caregivers in adequate health conditions.

The mean of the field "Impact" equals 5.49 (78.6%), Test-value = 36.52, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to field of "Impact " this attributes to the utmost importance that the FSP team seek on the final results and the impact on the various lives of the target group; economic, health, education, awareness, living condition, psychological, social, health, educational and housing conditions which qualify to be captured by normality in society.

In conclusion, the results support the hypothesis (H1d), which shows that Impact is important contributor to FSP project success that is implemented by SOS local partners.

The results obtained above are consistent with (Golini et al., 2015) study, which was about the adoption of project management practices. It showed that Project managers can achieve good project performance with a basic set of tools, and with the adoption of more tools, they can improve the long-term impact on the recipients of the projects. The results also agreed with (AL-Ramlawi, 2012) which studied the impact of international funding organizations on building the financial management capacity of NGOs working in Gaza and revealed that fund from international organizations has a positive impact on building the financial management capacity of the NGOs working in Gaza. The results also agreed with (Abu-Ramadan, 2013), which studied the assessment of the evaluation of women projects implemented by NGOs in Gaza Strip, which showed that NGOs propose projects that make positive impact in the life of target groups and the community in general and evaluate this impact after two years or more of the project end.

The study results, however, contradicted with (Ika, 2015), which found that project supervision has a positive influence on project management success but it may not influence project impact. Thus, the empirical evidence shows that increasing and improving project supervision can lead to better project implementation performance, but not necessarily to project impact.

5.2.5 Importance of Sustainability to FSP Project Success:

As shown in Table 5.26, the mean of item #3 “The follow-up of the field's visits were continuous” got the highest weight equal 6.36 (90.9%), Test-value = 38.21, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test was positive, so the mean of this paragraph was significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. The researcher attributes this to the follow-up the ongoing supervision on the implementation of family development plans for each family through. There were ongoing home visits to assess the extent of progress and success of the plan and to assess any problems that may appear to respond properly on time by FSP team.

The mean of item #1 “There is variety of partnerships in the community through FSP which provide a several service” got the lowest weight equal 5.71 (81.6%), Test-value = 14.39, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value of 4. We conclude that the respondents agreed to this paragraph. this attributes this to the networking that SOS form with partners, through which distributed services addressed to families at different aspects according to their specialization, health, education, psycho-social, awareness etc.

Table 5.5 Means and T-Test Values for “Sustainability”

#	Item	Mean	Proportional mean (%)	S.D	Test value	P-value	Rank
1.	There is variety of partnerships in the community through FSP which provide a several service.	5.71	81.6	1.007	14.388	0.000	5
2.	It is easy to reach the NGOs location and access its services as a reference to my family now and on long-term.	5.74	82.0	1.039	24.070	0.000	4
3.	The follow-up of the field's visits are continuous.	6.36	90.9	0.888	38.205	0.000	1
4.	I get child protection training courses that enable me to protect my children and assume my responsibility.	5.95	85.0	0.954	29.299	0.000	3
5.	The team work in FSP is versed and qualified to maintain FSP sustainability.	6.27	89.6	0.955	34.161	0.000	2
All items of the dimension		5.88	84.0	0.617	43.398	0.000	

The mean of item #5 “The team work in FSP is versed and qualified to maintain FSP sustainability.” Got the second weight equal 6.27 (89.6%), Test-value = 34.16, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this paragraph. The researcher attributes this to the precise criteria for the team selection and the continuous and intensive training courses and capacity building of the FSP team.

The mean of item #4 “I get child protection training courses that enable me to protect my children and assume my responsibility” got the third weight, which equals 5.95 (85%), Test-value = 29.3, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this item. This attributes to the training sessions, and workshops are held with a view to giving caregivers the skills and knowledge to deal with their children and protect them.

The mean of item #2 “It is easy to reach the NGOs location and access its services as a reference to my family now and on long-term” got the fourth weight which equals 5.74 (82%), Test-value = 24.07, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this item. The researcher attributes this to the criteria of selecting the locational accessible NGOs partners' right from the beginning of the FSP set-up. Thus the integration programs that implemented by the key implementation's partners in the community, as well as to the ongoing visits that stand on the progress of the project plan and provide all the necessary needs of the targeted family.

The mean of the dimension “Sustainability” equals 5.88 (84%), Test-value = 43.4, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this dimension is significantly greater than the hypothesized value of 4. We conclude that the respondents agreed to dimension of “Sustainability”.

The researcher attributes that to the importance attached to the issue of continuity in the provision of services and assistance to the targeted families now and in future. So that the designed plan for each family is successfully completed, families lead to independency and self-reliance to ensure the continuation of services to the current families and to the other destitute families who has not entered into the FSP yet.

In conclusion, the results support the hypothesis (H1e), and show that Sustainability is important contributor to FSP project success that is implemented by SOS local partners.

These results coincided with some carried out studies specifically with (Lovarini et al., 2013) which studied sustainability of community-based fall prevention programs which showed that ongoing financial support and the participation of older people appear important influences on whether fall prevention programs are sustained by community organizations. Planning for sustainability, training, and collaborations between researchers and program stakeholders appear promising interventions. It also agrees with (Abu-Ramadan, 2013) which evaluated women projects implemented by NGOs in Gaza Strip from the perspectives of project coordinators and showed that 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.

Other studies are indirectly related to this study through studying sustainability. For instance, Nuka (2010) studied the issue of sustainability of NGOs in Kosova as the vast majority of NGOs face serious difficulties in sustaining their work and that NGOs couldn't increase their long-term sustainability by just attracting donations. In addition, Klakegg (2009) studied the pursuing of relevance and sustainability as improvement strategies for major public projects and found that in the strategic perspective achieving relevance and sustainability is considered to be more important than any other criteria of the OECD integrated evaluation model. The study found also that lack of relevance comes from projects not linking to users' needs and from unclear objectives, and lack of sustainability comes from unsolved conflict over objectives, lack of commitment, and faulty economic assumptions.

In summary, the results in the previous five subsections support the main hypothesis (H1), and show that Critical Success Factors (relevancy, efficiency, effectiveness, impact, sustainability) are important contributors to FSP project success that is implemented by SOS local partners.

5.3 Importance of NGOs Practices to FSP Project Success:

5.3.1 Importance of Communication to FSP Project Success:

In table (5.6), the mean of item #1 “FSP meets the needs of mothers, fathers and children in effective way” has got the highest weight which equals 6.01 (85.9%), Test-value = 32.25, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this item. This attributes that both parents and their children enrolled in the programs have a designed development plan by which providing services to them effectively and systematically to achieve specific indicators of progressing.

The mean of item #3 “I enjoy positive family communication (clear guidelines, rules, praise)” got the lowest weight which equals 5.69 (81.3%), Test-value = 26.01, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this item. The researcher attributes that to the work of spirit and concept of FSP work. To spread love, tolerance, values and mutual respect between family's members having rules and dissemination of responsibility, to create positive family environment for the health development of the child.

Table 5.6 Means and T-Test values for “Communication”

#	Item	Mean	Proportional mean (%)	S.D	Test value	P-value	Rank
1.	FSP meets the needs of mothers, fathers and children in effective way.	6.01	85.9	0.894	32.251	0.000	1
2.	The children enjoy communication with FSP team during implementing the related activities.	5.95	85.0	0.837	33.475	0.000	3
3.	I enjoy positive family communication (clear guidelines, rules, praise)	5.69	81.3	0.932	26.012	0.000	5
4.	I enjoy living in social communication network.(having friend, community's integration).	5.76	82.3	1.062	23.808	0.000	4
5.	FSP team understands the different needs of the community.	6.00	85.7	1.019	28.093	0.000	2
All paragraphs of the field		5.88	84.0	0.665	40.580	0.000	

The mean of item #5 “FSP team understands the different needs of the community” got the second weight which equals 6 (85.7%), Test-value = 28.1, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is

positive, so the mean of this item is significantly greater than the hypothesized value of 4. We conclude that the respondents agreed to this paragraph. The researcher attributes this to the ability of FSP team to understand differences in customs and traditions norms in different communities and in providing various services necessary for the family within the traditional beliefs of the communities.

The mean of item #2 “The children enjoy communication with FSP team during implementing the related activities.” Got the third weight which equals 5.95 (85%), Test-value = 33.48, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this item. This attributes to the fact that the FSP has been well trained and gain experience in education and in psychological support for children and how to deal with them, where this effective communication by the FSP team may measure the added value of the FSP.

The mean of item #4 “I enjoy living in social communication network.(having friend, community's integration)” got the fourth weight which equals 5.76 (82.3%), Test-value = 23.81, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this item. This attributes actually to the efforts made by the program team to integrate the target families in the community and provide protection within a safety social network. Providing also recreational trips for children and integrate them effectively in the educational, recreational and cultural activities.

The mean of the dimension “Communication” equals 5.88 (84%), Test-value = 40.58, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this dimension is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to dimension of “Communication”.

The researcher attributes these results to the fact that this program is based mainly on communication in providing different services with several community members and with partners. Through communication, various services are provided; training, sessions, educational services, etc. These services that enable families to be captured in a natural community based on the same attitudes and behaviors and contribute positively to their communities.

In conclusion, the results support (H2a) and showed that communication is important contributor to FSP project success that is implemented by SOS local partners.

The results of this study agree with (Zulch, 2014a, 2014b) which showed that skill to communicate has an impact on the cornerstone areas of project management and that communication is needed to effectively communicate the areas of cost, scope and time, and quality, which are the results of the interrelationship between scope, cost and time. It is also worth mentioning that Zulch (2014b) identified the important characteristics that a construction project manager should possess to ensure successful communication. She attracted the attention to the characteristics of project managers' and their skills in communication, in order to improve the outcome of projects and to benefit the construction industry as a whole.

5.3.2 Importance of Accountability to FSP Project Success:

In table (5.7), the mean of item #5 “There is an ongoing supervision and follow-up to the progress that achieved through FSP” got the highest weight which equals 6.44 (92%), Test-value = 42.59, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this item. the researcher attributes that to the well prepared FDPs through which family's visits are conducted regularly by FSP team, and periodic reports on the progress of the or failure and dilemmas are reported.

Table 5.7 Means and T-Test values for “Accountability”

#	Item	Mean	Proportional mean (%)	S.D	Test value	P-value	Rank
1.	FSP contributes in creation of an effective discipline style within my family (hit less- stable discipline)	5.59	79.9	0.894	24.405	0.000	5
2.	FSP contributes in the formation of my family's organizing (Rules and cohesion, self-responsibility)	5.84	83.4	0.837	31.321	0.000	3
3.	FSP helps me to acquire knowledge to manage my family's resources.	5.76	92.3	0.932	26.743	0.000	4
4.	There is sufficient transparency from FSP team, where I get all the promised services	5.93	84.7	1.062	31.718	0.000	2
5.	There is an ongoing supervision and follow-up to the progress that achieved through FSP.	6.44	92.0	1.019	42.591	0.000	1
All items of the dimension		5.913	84.5	0.665	40.379	0.000	-

The mean of item #1 “FSP contributes in creation of an effective discipline style within my family (hit less- stable discipline)” is the lowest weight which equals 5.59 (79.9%), Test-value = 24.41, and P-value = 0.000 which is smaller than the level of

significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this item. It attributes to the fact that FDPs designed for each family right at the beginning of access the program are taken into consideration change the prevailing culture in the family and spread love, tolerance to resolve problems that may arise in the family, rather than domestics violent in dealing among the of family's members. This item gets the lowest weight because it addresses the issue of changing mentality which takes time.

The mean of item #4 “There is sufficient transparency from FSP team, where I get all the promised services” got the second weight which equals 5.93 (84.7%), Test-value = 31.72, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this item. The researcher attributes that to the working group culture, prevailing in the SOS partner; in addition to that all the services are planned and promised to families from the beginning of the implementation of their plan. It can also be attributed to the efficient budgeting for the implementation of such services.

The mean of item #2 “FSP contributes in the formation of my family's organizing (Rules and cohesion, self-responsibility)” the third weight which equals 5.84 (83.4%), Test-value = 31.32, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this item. That the researcher attributes that to the principle of strengthen the cohesion of the FSP family, so that it becomes a normal family in the community as a result of self-reliant and mutual understanding between its members.

The mean of item #3 “FSP helps me to acquire knowledge to manage my family's resources” got the fourth weight which equals 5.76 (92.3%), Test-value = 26.74, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this item. The researcher attributes this to various training programs address autonomy and self-reliance, to know how to manage their finance, and resources.

The mean of the dimension “Accountability” equals 5.91 (84.5%), Test-value = 40.38, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this dimension is significantly greater than the hypothesized value of 4. We conclude that the respondents agreed to dimension of “Accountability”. The researcher attributes that the great importance attached by SOS NGOs partners is the issue of accountability through which can

control continuous program implementation and control over the progress of the program to ensure that the desired results have achieved. The skills needed to manage their affairs dominated by love, tolerance, cooperation and responsibility assumption.

In conclusion, the results support (H2b) and showed that Accountability is important contributor to FSP project success that is implemented by SOS local partners.

These results are in consistence with (Said & Jaafar, 2014) which empirically studied accountability in government linked companies (GLCs) and indicated that Malaysian GLCs are serious in implementing accountability concept in their daily activities organization utilized funds properly, have clear operating goals to be achieved every year, ensure there is a strategy for regular and effective communication with all stakeholders such as public, customers and funders. The results also agrees with (Wellens & Jegers, 2014) which studied beneficiary participation as an instrument of downward accountability and revealed that beneficiary participation works as an instrument of downward accountability. The results also agreed with (Saad et al., 2014) which studied the Islamic accountability framework in the zakat funds management and showed that the Islamic accountability framework is an early attempt in understanding and assessing the effectiveness of accountability practices in managing zakat funds.

5.3.3 Importance of Participation to FSP Project Success:

In table (5.8), the mean of item #6 “My evaluation upon FSP is that it is successful so far” has the highest weight which equals 6.7 (95.7%), Test-value = 56.22, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value of 4. We conclude that the respondents agreed to this item. The researcher attributes this very high approval to the positive results that destitute families have achieved in addition to their feelings of dignity and self-esteem as active members in their communities.

The mean of item #4 “The child has the right to participate in decisions that affect his/her life.” Is the lowest weight which equals 5.45 (77.8%), Test-value = 23.8, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value of 4. We conclude that the respondents agreed to this item. The researcher attributes why this item got the lowest weight to the fact that those caregivers still have the culture of deciding on behalf of their children considering

them as not mature enough to participate in such critical issues. It is worth to mention in this regard that despite that, yet progressing is register, however, this takes time when required changes addresses believes norms, and mentality.

Table 5.8 Means and T-Test values for “Participation”

#	Item	Mean	Proportional mean (%)	S.D	Test value	P-value	Rank
1.	I feel I am a participant and integrated member in the community.	5.93	84.7	0.988	28.010	0.000	3
2.	I play an active role in the decisions that affect my life.	5.53	79.0	1.167	18.802	0.000	5
3.	My family participates in specific activities of children's rights	5.80	82.8	0.891	29.003	0.000	4
4.	The child has the right to participate in decisions that affect his/her life.	5.45	77.8	0.841	24.769	0.000	6
5.	I share in the FSP evaluation process with the NGOs partner and the team work.	6.00	85.7	0.733	39.187	0.000	2
6.	My evaluation upon FSP is that it is successful so far.	6.70	95.7	0.689	56.218	0.000	1
	All paragraphs of the field	5.90	84.2	0.554	49.228	0.000	-

The mean of item #5 “I share in the FSP evaluation process with the NGOs partner and the team work” got the second rank which equals 6 (85.7%), Test-value = 39.2, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this item. This attributes to the fact that each family basically involved and has an active role in the fulfillment of their assigned tasks. They also share in the revision and updating of their FDP and in the evaluation process.

The mean of item #1 “I feel I am a participant and integrated member in the community” got the third weight which equals 5.93 (84.7%), Test-value = 28.01, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this item. , Researcher attributes that to the core work of FSP when families act as active member in the community and has built strong relations with stakeholders their community.

The mean of item #3 “My family participates in specific activities of children's rights” got the fourth rank which equals 5.8 (82.8%), Test-value = 29, and P-value =

0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this item. - The researcher attributes this to the extensive activities address those in charge of raising children to make them aware of children's rights and international conventions of children's rights. However, children's participation activities remain inadequate to activities that involve at decision making that affect their life. Seems to be given some attention.

The mean of item #2 "I play an active role in the decisions that affect my life" has the fifth weight which equals 5.53 (79%), Test-value = 18.8, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to this item. This is attributed that the fact that family is involved in the planning of their development, and participate in making the necessary decisions substantially affects family life.

The mean of the dimension "Participation" equals 5.90 (84.2%), Test-value = 49.23, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this dimension is significantly greater than the hypothesized value 4. We conclude that the respondents agreed to dimension of "Participation".

The researcher attributes that to the importance of participating element in the implementation and the development of the FDP for each participant's family. Moreover, participating is radical element in partnership and networking, where all NGOs parties play complementary roles in providing their services according to their area of work.

In conclusion, the results support (H2c) and showed that participation is important contributor to FSP project success that is implemented by SOS local partners.

The results are in line with (Nathan et al., 2014) which the scope and impact of community participation and showed that most community representatives had positive attitudes about their value and potential for influence which citing concrete examples of impact. Moreover, community representatives largely agreed that they provided a link to, and represented, the wider community although most thought staff did not understand their role or how to work with them. It is also in agreement with (Moyo, 2012) which assessed community participation in NGOs development projects in Zimbabwe and revealed that community participation is a challenging concept to define, and community participation also requires NGOs, government structures, and line ministries to make an effort to listen and respect the views of the people at the grass roots.

In summary, the results in the previous three subsections support the main hypothesis (H2), and show that Organizational Practices (Communication, Accountability, Participation) are important contributors to FSP project success that is implemented by SOS local partners.

On the overall level and for all the studied variables that affect project success, table (5.9) shows that the mean of the "accountability" got the highest weight of 5.912 (84.5%) at significance $\alpha = 0.05$. The second weight goes to "participation" with the mean 5.901 (84.3%) at significance $\alpha = 0.05$. The lowest weight goes to "efficiency" with the mean of 5.746 (78.2%) and significance $\alpha = 0.05$.

Table 5.9 Means and T-Test values for "All items"

Item	Mean	Proportional Mean (%)	S.D	Test value	P-value (Sig.)	Rank
Relevancy	5.607	80.1	0.704	32.754	0.000	6
Efficiency	5.477	78.2	0.601	32.238	0.000	8
Effectiveness	5.825	83.2	0.673	38.874	0.000	5
Impact	5.495	78.5	0.587	36.522	0.000	7
Sustainability	5.867	83.8	0.617	43.398	0.000	4
Communication	5.881	84.0	0.665	40.580	0.000	3
Accountability	5.912	84.5	0.679	40.379	0.000	1
Participation	5.901	84.3	0.559	49.228	0.000	2

The findings are consistent with (Alias et al., 2014) which concluded with a conceptual framework for determining critical success factors in project management practices based on five variables which should be taken into consideration during the project management phases from inception until project completion in order to enhance project success. Furthermore, the context of the critical success factors (CSFs) to be considered when examining project management practices and project outcomes. Results are also consistent with (Hussein, 2013) which argued that the presence of incomplete set of criteria basing a project on unrealistic targets. He also argued that ambiguous/ immeasurable criteria are factors that are statistically correlated to the presence of other factors such as lack of organizational commitment and weakened alignment to success criteria in the performing organization and subjective assessment of the project outcome during evaluation phase.

5.4 Existed Differences in Responses Due to Demographics:

Table (5.10) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each dimension, then there is insignificant difference in respondents' answers toward each dimension due to gender. We conclude that the characteristic of the respondent's gender has no effect on each dimension. This is because FSP concerns in its success and targeting families whose children are at risk of losing their parental care, irrespective of their or their caregiver's gender. Thus the priority is to effectively building the caregivers capacity to be able to provide care and protection to their children. Thus the FSP provides services equally to both sexes and demand the contribution equally from both sexes to support their independency, and this is the ultimate success of FSP.

Table 5.10 Independent Samples T-Test and p-values for Gender

#	Dimension	Gender	N	Mean	S.D	Test value	P-value
1	Relevancy	male	11	5.73	0.546	0.582	0.561
		female	195	5.60	0.712		
2	Efficiency	male	11	5.36	0.566	0.643 -	0.521
		female	195	5.48	0.604		
3	Effectiveness	male	11	5.76	0.502	0.342 -	0.733
		female	195	5.83	0.683		
4	Impact	male	11	5.55	0.404	0.291	0.771
		female	195	5.49	0.596		
5	Sustainability	male	11	6.01	0.227	0.834 -	0.405
		female	195	5.86	0.631		
6	Communication	male	11	5.98	0.351	0.513	0.609
		female	195	5.87	0.679		
7	Accountability	male	11	5.76	0.504	0.746 -	0.456
		female	195	5.92	0.688		
8	Participation	male	11	5.83	0.401	0.417 -	0.677
		female	195	5.90	0.562		
9	All Items	male	11	5.74	0.274	0.020 -	0.984
		female	195	5.74	0.524		

Table (5.11) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each dimension, then there is insignificant difference in respondents' answers toward each dimension due to marital status. We conclude that the characteristic of the respondent's marital status has no effect on each dimension. This is due to the fact that FSP families are the marginalized and destitute families, who share together the passive affection of their extreme poverty. Thus the main aim for all members of the family is to get out of their miserable situation irrespective of their marital status.

Table 5.11 ANOVA test and p-values for marital status

#	Dimension	Group Differences	Sum of Squares	df	Mean Square	Test value	P-value
1	Relevancy	Between	0.361	3	0.120	0.240	0.868
		Within	101.269	202	0.501		
		Total	101.630	205			
2	Efficiency	Between	1.270	3	0.423	1.172	0.321
		Within	72.957	202	0.361		
		Total	74.228	205			
3	Effectiveness	Between	2.473	3	0.824	1.837	0.142
		Within	90.625	202	0.449		
		Total	93.098	205			
4	Impact	Between	0.921	3	0.307	0.888	0.448
		Within	69.855	202	0.346		
		Total	70.776	205			
5	Sustainability	Between	2.264	3	0.755	2.009	0.114
		Within	75.891	202	0.376		
		Total	78.156	205			
6	Communication	Between	3.534	3	1.178	2.727	0.065
		Within	87.256	202	0.432		
		Total	90.790	205			
7	Accountability	Between	2.347	3	0.782	1.710	0.166
		Within	92.400	202	0.452		
		Total	94.747	205			
8	Participation	Between	0.550	3	0.183	0.593	0.62
		Within	62443	202	0.309		
		Total	62.993	205			
9	All Items	Between	1.253	3	0.418	1.594	0.192
		Within	52.946	202	0.262		
		Total	54.199	205			

Table (5.12) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each dimension, then there is insignificant difference in respondents' answers toward each dimension due to level of education. We conclude that the characteristic of the respondent's level of education has no effect on each dimension. This refers to the concept of FSP of giving its beneficiaries equal opportunities to gain gained knowledge, experience and various skills through training courses and capacity building regardless of their level of education.

Table 5.12 ANOVA test and p-values for level of education

#	Dimension	Group Differences	Sum of Squares	Df	Mean Square	Test value	P-value
1	Relevancy	Between	0.281	3	0.094	0.188	0.905
		Within	100.358	201	0.499		
		Total	100.639	204			
2	Efficiency	Between	0.134	3	0.045	0.125	0.945
		Within	72.245	201	0.359		
		Total	72.380	204			
3	Effectiveness	Between	0.752	3	0.251	0.548	0.650
		Within	91.888	201	0.457		

		Total	92.640	204			
4	Impact	Between	0.165	3	0.055	0.156	0.926
		Within	70.595	201	0.351		
		Total	70.759	204			
5	Sustainability	Between	0.929	3	0.310	0.807	0.491
		Within	77.115	201	0.384		
		Total	78.044	204			
6	Communication	Between	0.559	3	0.186	0.419	0.740
		Within	89.383	201	0.445		
		Total	89.942	204			
7	Accountability	Between	0.919	3	0.306	0.662	0.576
		Within	93.037	201	0.463		
		Total	93.956	204			
8	Participation	Between	0.537	3	0.179	0.578	0.630
		Within	62.268	201	0.310		
		Total	62.805	204			
9	All Items	Between	0.118	3	0.039	0.148	0.931
		Within	53.566	201	0.266		
		Total	53.685	204			

Table (5.13) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the dimensions “Efficiency, Impact, Sustainability and Participation”, then there is significant difference among the respondents regarding to these dimensions due to place of living. We conclude that the respondents’ place of living has significant effect on these dimensions. This may refer to the social norms, attitudes and behaviors, mentality and other issues that attributed to specific communities or neighborhoods rather others. For instance, the people from El-Hiker area has different mentality that the people from El-Rimal area.

Table 5.13 ANOVA test and p-values for place of living

#	Dimension	Group Differences	Sum of Squares	df	Mean Square	Test value	P-value
1	Relevancy	Between Groups	0.438	2	0.219	0.440	0.645
		Within Groups	101.192	203	0.498		
		Total	101.630	205			
2	Efficiency	Between Groups	6.421	2	3.211	9.612	0.000**
		Within Groups	67.806	203	0.334		
		Total	74.228	205			
3	Effectiveness	Between Groups	1.384	2	0.692	1.532	0.219
		Within Groups	91.713	203	0.452		
		Total	93.098	205			
4	Impact	Between Groups	4.875	2	2.438	7.509	0.001**
		Within Groups	65.901	203	0.325		
		Total	70.776	205			
5	Sustainability	Between Groups	4.553	2	2.277	6.279	0.002**
		Within Groups	73.602	203	3.63		
		Total	78.156	205			
6	Communication	Between Groups	1.565	2	0.782	1.780	0.171
		Within Groups	89.225	203	0.440		
		Total	90.790	205			
7	Accountability	Between Groups	0.210	2	0.105	0.226	0.798

		Within Groups	94.537	203	0.466		
		Total	94.747	205			
8	Participation	Between Groups	2.482	2	1.241	4.163	0.017**
		Within Groups	60.511	203	0.298		
		Total	62.993	205			
9	All items	Between Groups	1.180	2	0.590	2.258	0.107
		Within Groups	53.019	203	0.261		
		Total	54.199	205			

Table (5.14) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the dimensions “Efficiency, Accountability and Participation”, then there is significant difference among the respondents regarding to these dimension due to work status. We conclude that the respondents’ work status has significant effect on these dimensions. This may be due to that some families hold kind of qualification, but enrolled into the FSP for other reasons.

Table 5.14 ANOVA test and p-values for work status

#	Dimension	Group Differences	Sum of Squares	df	Mean Square	Test value	P-value
1	Relevancy	Between Groups	1.628	5	0.326	0.649	0.663
		Within Groups	99.847	199	0.502		
		Total	101.475	204			
2	Efficiency	Between Groups	6.664	5	1.333	3.939	0.002**
		Within Groups	67.334	199	0.338		
		Total	73.999	204			
3	Effectiveness	Between Groups	3.337	5	0.667	1.480	0.198
		Within Groups	89.730	199	0.451		
		Total	93.067	204			
4	Impact	Between Groups	2.807	5	0.561	1.654	0.148
		Within Groups	67.570	199	0.340		
		Total	70.378	204			
5	Sustainability	Between Groups	3.204	5	0.641	1.703	0.135
		Within Groups	74.880	199	0.376		
		Total	78.084	204			
6	Communication	Between Groups	4.173	5	0.835	1.937	0.090
		Within Groups	85.769	199	0.431		
		Total	89.942	204			
7	Accountability	Between Groups	7.444	5	1.489	3.412	0.006**
		Within Groups	86.828	199	0.436		
		Total	94.272	204			
8	Participation	Between Groups	4.479	5	0.895	3.047	0.011**
		Within Groups	58.448	199	0.294		
		Total	62.922	204			
9	All Items	Between Groups	3.371	5	0.674	2.644	0.024**
		Within Groups	50.743	199	0.255		
		Total	54.114	204			

Table (5.15) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the other dimensions "Relevancy, Effectiveness, Impact, Sustainability, and Communication", then there is insignificant difference among the respondents regarding to these dimensions due to health status. We conclude that the respondents' work status has no effect on these dimensions. This may go to the awareness and guidance activities.

Table 5.15 ANOVA test and p-values for health status

#	Dimension	Group Differences	Sum of Squares	df	Mean Square	Test value	P-value
1	Relevancy	Between Groups	2.172	3	0.724	1.590	0.194
		Within Groups	76.473	168	0.455		
		Total	78.644	171			
2	Efficiency	Between Groups	0.832	3	0.277	0.893	0.446
		Within Groups	52.193	168	0.311		
		Total	53.025	171			
3	Effectiveness	Between Groups	3.916	3	1.305	3.039	0.031*
		Within Groups	72.177	168	0.430		
		Total	76.094	171			
4	Impact	Between Groups	0.558	3	0.186	0.540	0.655
		Within Groups	57.850	168	0.344		
		Total	58.408	171			
5	Sustainability	Between Groups	3.588	3	1.196	3.866	0.010*
		Within Groups	51.971	168	0.309		
		Total	55.559	171			
6	Communication	Between Groups	4.451	3	1.484	3.699	0.013*
		Within Groups	67.380	168	0.401		
		Total	71.831	171			
7	Accountability	Between Groups	7.509	3	2.503	6.148	0.001*
		Within Groups	68.395	168	0.407		
		Total	75.904	171			
8	Participation	Between Groups	2.127	3	0.709	2.286	0.081
		Within Groups	52.110	168	0.310		
		Total	54.237	171			
9	All Items	Between Groups	2.006	3	0.669	2.872	0.038*
		Within Groups	39.109	168	0.233		
		Total	41.115	171			

Table (5.15) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the dimensions "Effectiveness, Sustainability, Communication, and Accountability", then there is significant difference among the respondents regarding to these dimensions due to health status. We conclude that the respondent's health status has significant effect on these dimensions. This may go to the condition of some families who are ill but hopeless and their illnesses hinder them from practicing their life as any normal member.

Table (5.15) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the other dimensions, "Relevancy, Effectiveness, Impact, participation" then there is insignificant difference among the respondents regarding to these dimensions due to health status. We conclude that the respondents' health status has no effect on these dimensions. This may go to the condition of some families who are terminally ill but have strong determination to continue their life as any normal individual their illness.

In conclusion, the results support partially (H3) and found that there are statistically significant differences in reported responses for some variables due to (gender, age, marital status, work status, level of education, family size, and place of living) as was discussed under previous subsections.

6 Chapter Six: Conclusions and Recommendation

6.1 Conclusion

This chapter provides a summary of the most important findings of the research as well as some recommendations in light of these findings. This is, hopefully, to hopefully enhance the success of FSP project that implemented by SOS local implementation's partners in Gaza Strip.

The main goal of this research was to explore the role of critical success factors and NGOs practices in the FSP project success, which were implemented by FSP/ NGOs local implementation's partners in the Gaza Strip. This research aspired to provide a reference to FSP team and to SOS children's villages in project success for more improvements.

The study suggested five benchmark criteria for critical success factors by looking at "relevancy, efficiency, effectiveness, impact and sustainability". Moreover, it also suggested three benchmark criteria for NGOs practices by looking at; "communication, accountability and participation" as important factors for FSP project success.

The results show that "**Accountability**" variables ranked the highest weight (84.5%) while the second weight went to "participation" item with (84.3%). However, the lowest weight went to the "efficiency" item (78.2%). In general, the results for all items of the different dimensions of the study show that the average of all items equals (82.1%) respondents, who agreed to all dimensions.

With regards to "**Relevancy**" criterion, the respondents agreed to the dimension (80.1%) and perceived relevancy as to focus on the 'right' children, those highly vulnerable and at risk of losing the care of their family; single women-headed families and families living below poverty line. Overall, FSP seems to respond to their needs and requirements. The services delivered (e.g. education, health care etc) were appreciated, and considered relevant by the target group. This is considered a fundamental element of project success. It is a very child-centered programme although families need to be given the chance to participate in determining their needs before designing the FSP project and need to be given more voice and ability to influence decisions that affect them.

With regards to "**Efficiency**" criterion, the respondents agreed to dimension (78.3%) and the results indicated the impact of the efficiency was realized with the existence of proper resources. There was a fair number of human resources with specialized skills in facilitating activities in various areas such as family skills, and capacity-building, income generating activities or community partner capacity building. It was assumed that maximum efficiency is achieved with the available resources. The project was efficient in managing the resources through strict control mechanisms; however, the project had gaps in inadequate resources for achieving unplanned results.

As for the "**Effectiveness**" criterion, the respondents agreed to the dimension (83.3%). Overall, FSP seemed effective in achieving output related goals planning and tailoring services according to the different needs of each individual family (provision of essential services and capacity-building), Capacity-building for caregivers took place in two main areas. The first one addressed parents' coping ability to economically and self-reliantly care for their children, economic and educational measures (literacy and vocational training, income-generating activities). The second one aimed at improving their parenting skills and increased their care quality (child protection, child rearing practices, child rights, family development planning, and family relations). Most FSP beneficiaries were far from generating sustainable income or achieving self-reliance deficiencies in implementing income-generating activities due to weak training, market relevance and follow-up. However, they were much less effective in achieving actual outcomes (independency, self-reliant families).

Regarding the "**Impact**" criterion, the respondents agreed with a percentage of 78.6, which attributed to the utmost importance that the FSP team sought on the final results and the impact on the various aspects of the lives of the target group including the economic condition, level of awareness, social and educational levels, and housing conditions as well. These aspects qualify to be captured by normality in society. Several observed qualitative and quantitative impacts were made in the lives of the children, their families, and the larger community. These impacts included community cohesion and sensitized communities on the importance of undertaking IGAs rather than giving handouts. Children had accessed services that had led to self-confidence and well-being. Counselling and psycho-social support services were vital and provided satisfaction. Health services were appreciated, but adopting a preventive focus was rather recommended.

The results of this study also pointed out that there is a lack of housing and living conditions. The results asserted the need to improve such conditions, with a focus on development. Regarding to "Sustainability" criterion the respondents agreed to field (84%) attached to the issue of continuity in the provision of services and assistance to the targeted families now and in future, the respondents revealed that the program was sustainable nevertheless, some state that there are limited partnerships in the community through FSP which provide a several service, the issue that was not well addressed.

NGOs key implementation's partners (KIPs) practices contributed to FSP success since their implementation was based on "**Communication**" criterion. The respondents agreed to this dimension (84%), which showed the fact that this program was mainly based on communication in providing different services with several community members throughout communicating with partners. Various services such as training, sessions, educational services were provided through communication. These services enabled families to be captured in a natural community based on the same attitudes and behaviors and contribute positively to their communities. Nevertheless, the study showed there was a need to promote positive family environments to create clear family's guidelines, rules, and praise. On the other side, there is a lack of staff capacity specialized in community mobilization and capacity building.

NGOs key implementation's partners' practices played a very important role in FSP success. These practices were implemented based on "**Accountability**" criterion, where the respondents agreed to field (84.5%). The findings also showed that accountability is the strongest area of the FSP project. Moreover, the great importance attached by SOS partners was the issue of accountability, which can control continuous program implementation and control over the progress of the program to ensure that the desired results are achieved. The skills that the children need are how to manage their affairs dominated by love, tolerance, cooperation and responsibility assumption. This shows that FSP requires proper follow-up and monitoring process as well as evaluates them to measure the extent of achieving the results and outcomes.

NGOs/KIPs "key implementation's partners" practices played an important role regarding FSP success. These practices were implemented based on "**Participation**" criterion. The respondents agreed to participation dimension (84.2%), where the level

of stakeholder participation in the FSP was expected to be assessed. It was observed that the families, children, the team participated in the design of the project till the end of the project, i.e., in the evaluations. Findings also showed that participation was one of the strongest areas of the FSP project. Children's participation seemed to be given some attention in involving children in the decision-making mechanisms that affect their life.

The study noted that the FSP project is successful and several achievements were made against these results. Critical success factors (relevancy, efficiency, effectiveness, impact and sustainability) were important contributors to the success of FSP, which was implemented by SOS local partners. Moreover, the NGOs practices (communication, accountability and participation) contributed much to FSP project success. This implicated the good implementation of the critical success factors. It also indicated that NGOs were aware of the importance of the application of projects success criterion, and that they were deeply involved with their wealth of experiences and knowledge into their community.

There were no significant differences in the responses of the research sample about the FSP success in Gaza Strip due to demographics (gender, age, marital status and level of education). This indicated that FSP concerned about its success and targeting families whose children were at risk of losing their parental care, irrespective of their gender, their marital status, and their level of education. Therefore, FSP provided services equally to both sexes and demanded the contribution equally from both sexes to support their independency, which showed the ultimate success of FSP.

There were significant differences in the responses of the research sample about the FSP success in Gaza Strip due to the place of living, work status, and health status. This indicated that the social norms, attitudes and behaviors, mentality and other issues like illness attributed to specific communities or neighborhoods rather others.

6.2 Practical Implications and Recommendations

The practical implications and recommendations were based on the research study's results; the following suggestions of practical implications and recommendation are drawn and classified according to different donors, SOS, and NGOs.

6.2.1 Donors-related Recommendations

As for the donors, the recommendations are as follows:

- It is strongly recommended to focusing on improving sustainability and self-reliance of beneficiaries.
- There is a need to invest more in building the capacity of individual beneficiaries and NGOs within the context of their local communities.
- As results pointed out the lack of housing and living conditions improvement, it is required to better focus on addressing this human need.
- It is important to monitor the implementation of activities as well as to evaluate them to measure the extent of achieving the results and outcomes. Proper follow-up and monitoring process is recommended.
- It is crucial to maintain coordination with NGOs in Gaza in setting priorities of the community when drafting local projects.
- There is a need to focus more on project planning, context and governance to achieve impact.

6.2.2 SOS-related Recommendations

As for SOS, the recommendations are as follows:

- It is recommended that FSP considers planning the unexpected results in their projects.
- There is a general need to better clarify the objectives and invest more resources to better support this area.
- It is important to increase the impact of FSP on the children's wellbeing and resilience.
- Parental skills training for caregivers should be improved.
- Investing more resources in mobilizing the local community and train NGOs in order to encourage ownership and commitment of community members and key stakeholders and build sustainable and strong structures.

- Strategies to be better develop the education and the awareness of the beneficiaries' families.
- Strategies to be better develop the health and awareness of the beneficiaries' families.
- More attention needs to be given to formalizing partnerships, establishing effective working relations and agreeing on clear roles and responsibilities.
- It is recommended for SOS children's Villages to adapt more effective methods in implementing Income Generating Activities (IGAs).
- SOS Children's Villages International needs to develop a clear approach to social impact assessment.
- FSP should develop a more strategic and structural approach towards networking and collaborating with other NGO and CBO stakeholders at civil society level that hold similar or complementary objectives.
- Exchanging of knowledge and good practices is needed and SOS should play a more active role in adopting methodologies and good practices that are locally and/or internationally proven effective, and in return provide SOS/FSP knowledge and experience to others.
- There must be awareness for the parents with regards to the importance of their educational and cultural level, which makes their participation in the planning process weak and ineffective for the family.

6.2.3 NGOs-related Recommendations

As for the NGOs, the recommendations are as follows:

- NGOs should increase the integration of beneficiaries at all levels; needs assessment, projects' design, and implementation.
- There is a need to give more voice for children to participate in decisions that affect their life and influence them.
- Strengthening children's knowledge and skills to know exercise and claim their rights.
- There is a need to give families the chance to participate in determining their needs before designing the FSP project.
- There is a need to promote positive family environments to create clear family's guidelines, rules, and stable discipline
- Reaching a diversified network of partners instead of focusing on material support.

- It is recommended to focus on collaborating on child protection, participation and provision issues that affect not only the direct FS project beneficiaries, but the wider community.

6.3 Future Research Recommendations

While conducting this study, few interesting topics were emerged. These topics could be of highly concern for further studies and development. Here are few of these research topics:

1. Future researches can go deeper by conducting impact assessment of the FSP. It is desirable to give more attention to impact and to look beyond the project participants, to the broader effects of FSP work on wider society. A clear and efficient approach for impact assessment is still missing.
2. The "project success" research has not been handled by national researchers; hence this research topic could work as a base for future researches to deeply investigate the project success issue as well as CSF.
3. The study sighted that both project impact and project sustainability should be subject to additional studies.
4. It is desirable to conduct a research on the "Children's Rights Situational Analysis" (CRSA) for the Gazan's children to address the real need of children.
5. To study deeply the NGOs sectors in Palestine, to analyze their strength and weakness, their role and their contribution to the Palestinian community development.

7 References:

- Abu-Aisha, A. (2013). *Drivers of Adopting Monitoring & Evaluation Practices in Palestinian Non-Governmental Organizations: Gaza Strip*. (Master), University of Glasgow.
- Abu-Hamaad, N. (2011). International funding for Palestinian civil institutions and its impact on political development in The Gaza Strip 2000-2010 (Field Study). *Al-Azhar University, Gaza*.
- Abu-Hamad, B., Jones, N., & Perezniето, P. (2014). Tackling children's economic and psychosocial vulnerabilities synergistically: How well is the Palestinian National Cash Transfer Programme serving Gazan children? *Children and Youth Services Review, 47, Part 2*, 121-135.
- Abu-Ramadan, L. J. (2013). *Assessing The Evaluation of Women Projects Implemented by NGOs in Gaza Strip: Projects Coordinators Perspective*. Islamic University-Gaza.
- Ahimbisibwe, A., Nangoli, S., & Tusiime, W. (2012). Mediating Effects of Network Degree and Network transitivity on the Relationship between Project Communication Strategies and Perceived Project Success. *Management, 2(2)*, 01-10.
- Ahimbisibwe, A., Nangoli, S., & Tusiime, W. (2013). Project Communication and Perceived Project Performance: The Mediating Influence of Individual Commitment in Uganda's Citizenship Projects. *The Operations Research Society of Eastern Africa (ORSEA) Journal, 3(3)*, 1-22.
- Al-masri, E. z. (2013). *Factors affecting the effectiveness of conditionally foreign funded projects in palestinian national authority territories case study : the local NGOS in gaza strip*. (Master), The Islamic University of Gaza, Gaza.
- AL-Ramlawi, F. (2012). Impact of International Funding Organizations on Building the Financial Management Capacity of NGOs Working in Gaza. *A dissertation for Master, Faculty of Commerce, Islamic University of Gaza*.
- Alias, Z., Zawawi, E., Yusof, K., & Aris, N. (2014). Determining Critical Success Factors of Project Management Practice: A Conceptual Framework. *Procedia-Social and Behavioral Sciences, 153*, 61-69.
- Analoui, F., & Samour, A. (2012). Strategic management: the case of NGOs in Palestine. *Management Research Review, 35(6)*, 473-489.
- Baccarini, D. (1999). The logical framework method for defining project success. *Project management journal*(Volume 30), 25-32.
- Ball, C., & Dunn, L. L. (1995). *Non-Governmental Organisations: Guidelines for good policy and practice*: Commonwealth Foundation.
- Banks, N., & Hulme, D. (2012). The role of NGOs and civil society in development and poverty reduction. *Brooks World Poverty Institute Working Paper*(171).

- Beck, T. (2006). Evaluating humanitarian action using the OECD-DAC criteria. *An ALNAP guide for humanitarian agencies*. London: ALNAP.
- Bhatnagar, B., & Williams, A. C. (1992). *Participatory development and the World Bank: potential directions for change* (Vol. 183): World Bank Publications.
- Bovens, M. (2007). Analysing and assessing accountability: a conceptual framework¹. *European law journal*, 13(4), 447-468.
- Chambers, R. (2012). *Revolutions in development inquiry*: Routledge.
- Chan, A. P., & Chan, A. P. (2004). Key performance indicators for measuring construction success. *Benchmarking: an international journal*, 11(2), 203-221.
- Chianca, T. (2008). The OECD/DAC criteria for international development evaluations: an assessment and ideas for improvement. *Journal of Multidisciplinary Evaluation*, 5(9), 41-51.
- Christensen, J. (2010). *The Role of NGOs in the Aid Effectiveness Partnership: Case study of Developmental NGOs in Ghana*. (Master), Aalborg University.
- Cleland, D. I., & Ireland, L. R. (2006). *Project management: strategic design and implementation* (Vol. 5): McGraw-Hill Education.
- Cleland, D. I., & Kerzner, H. (1985). *A project management dictionary of terms*: Van Nostrand Reinhold.
- De Voir, J., & Tartir, A. (2009). Tracking external donor funding to Palestinian non governmental organizations in the West Bank and Gaza strip 1999-2008.
- Diallo, A., & Thuillier, D. (2004). The success dimensions of international development projects: the perceptions of African project coordinators. *International journal of project management*, 22(1), 19-31.
- Diallo, A., & Thuillier, D. (2005). The success of international development projects, trust and communication: an African perspective. *International Journal of Project Management*, 23(3), 237-252.
- Dorsner, C. (2004). Social exclusion and participation in community development projects: evidence from Senegal. *Social Policy & Administration*, 38(4), 366-382.
- Dvir, D., Lipovetsky, S., Shenhar, A., & Tishler, A. (1998). In search of project classification: a non-universal approach to project success factors. *Research policy*, 27(9), 915-935.
- Ebrahim, A. (2003). Accountability in practice: Mechanisms for NGOs. *World Development*, 31(5), 813-829.
- Ebrahim, A., & Weisband, E. (2007). *Global accountabilities: Participation, pluralism and public ethics* (Vol. 23): UK: Cambridge University Press.
- Edwards, M., & Hulme, D. (1995). *Non-governmental organisations: performance and accountability beyond the magic bullet*: Earthscan.

- Elearn. (2007). Managing successful projects. In Elearn (Ed.), *Project Management Revised Edition* (pp. xiii). Oxford: Pergamon.
- Gaupin, G. (2006). *ICB: IPMA competence baseline; Version 3.0*: International Project Management Association - IPMA.
- Gauthier, J. B., & Ika, L. A. (2012). Foundations of Project Management Research: An Explicit and Six-Facet Ontological Framework. *Project Management Journal*, 43(5), 5-23.
- Gerster, K. A., & Baumgarten, H. (2011). Palestinian NGOs and their cultural, economic and political impact in Palestinian society. *Rosa Luxemburg Foundation* http://www.palestine.rosalux.org/fileadmin/ab_palestine/pdf/RLF_newsletters_EN/RLF_PAL_Gerster_PNGOs.pdf (Accessed October 30, 2014).
- Golini, R., Kalchschmidt, M., & Landoni, P. (2015). Adoption of project management practices: The impact on international development projects of non-governmental organizations. *International Journal of Project Management*, 33(3), 650-663.
- Hussein, B. (2013). *Factors influencing project success criteria*. Paper presented at the Intelligent Data Acquisition and Advanced Computing Systems (IDAACS), 2013 IEEE 7th International Conference on.
- Ika, L. A. (2009). Project success as a topic in project management journals. *Project Management Journal*, 40(4), 6-19.
- Ika, L. A. (2015). Opening the black box of project management: Does World Bank project supervision influence project impact? *International Journal of Project Management*, 33(5), 1111-1123.
- Ika, L. A., Diallo, A., & Thuillier, D. (2011). The empirical relationship between success factors and dimensions: The perspectives of World Bank project supervisors and managers. *International Journal of Managing Projects in Business*, 4(4), 711-719.
- Ika, L. A., Diallo, A., & Thuillier, D. (2012). Critical success factors for World Bank projects: An empirical investigation. *International Journal of Project Management*, 30(1), 105-116.
- Jamal, M. A. (2015). Western Donor Assistance and Gender Empowerment in the Palestinian Territories and Beyond. *International Feminist Journal of Politics*, 17(2), 232-252.
- Kearns, K. P. (1996). *Managing for accountability: Preserving the public trust in public and nonprofit organizations*: Jossey-Bass.
- Kerzner, H. R. (2013a). *Project management: a systems approach to planning, scheduling, and controlling*: John Wiley & Sons.
- Kerzner, H. R. (2013b). *Project Management Metrics, KPIs, and Dashboards: A Guide to Measuring and Monitoring Project Performance*: Wiley.

- Khang, D. B., & Moe, T. L. (2008). Success criteria and factors for international development projects: A life-cycle-based framework. *Project Management Journal*, 39(1), 72-84.
- Khwaja, A. I. (2004). Is increasing community participation always a good thing? *Journal of the European Economic Association*, 2(2-3), 427-436.
- Klakegg, J. O. (2009). Pursuing relevance and sustainability: Improvement strategies for major public projects. *International Journal of Managing Projects in Business*, 2(4), 499-518.
- Kwak, Y.-H. (2005). A brief history of Project Management *The Story of Managing Projects*: Greenwood Publishing Group.
- Kwak, Y. (2002). *Critical Success Factors in International Development Project Management*. Paper presented at the 10th Symposium Construction Innovation and Global Competitiveness, Cincinnati, Ohio.
- Larson, E. W., & Gray, C. F. (2011). *Project management: The managerial process* (5 ed.): McGraw Hill.
- Lawry, L., & Frandsen, G. (2009). *Guide to Nongovernmental Organizations for the Military: A primer for the military about private, voluntary, and nongovernmental organizations operating in humanitarian emergencies globally*: International Health Division, Center for Disaster and Humanitarian Assistance Medicine, Uniformed Services University of [the] Health Sciences.
- Lewis, D., & Kanji, N. (2009). *Non-governmental organizations and development*: Routledge.
- Lewis, J. P. (2005). *Project Planning, Scheduling and Control: A Hands-On Guide to Bringing Projects in on Time and on Budget* (4 ed.): McGraw-Hill Pub. Co.
- Lock, D. (2007). *Project Management* (9e ed.) Gower Publishing: Ltd.
- Lovarini, M., Clemson, L., & Dean, C. (2013). Sustainability of community-based fall prevention programs: a systematic review. *Journal of Safety Research*, 47, 9-17.
- Marcelino-Sádaba, S., González-Jaen, L. F., & Pérez-Ezcurdia, A. (2015). Using project management as a way to sustainability. From a comprehensive review to a framework definition. *Journal of Cleaner Production*, 99, 1-16.
- Mefalopulos, P. (2008). Development communication sourcebook : broadening the boundaries of communication (pp. 266). Washington, DC: World Bank.
- Meredith, J. R., & Mantel Jr, S. J. (2011). *Project management: a managerial approach*: John Wiley & Sons.
- Meskendahl, S. (2010). The influence of business strategy on project portfolio management and its success—a conceptual framework. *International Journal of Project Management*, 28(8), 807-817.

- Mirza, M. N., Pourzolfaghar, Z., & Shahnazari, M. (2013). Significance of Scope in Project Success. *Procedia Technology*, 9, 722-729.
- Morgan, L. M. (1993). *Community participation in health: the politics of primary care in Costa Rica*. Cambridge University Press.
- Moyo, P. M. Z. S. (2012). *An Assessment of Community Participation in Non-governmental Organizations (NGOs) Development Projects in Zimbabwe: The Case of Bulilima and Mangwe Districts, Matabeleland South*. University of Fort Hare.
- Müller, R., & Turner, R. (2007). The influence of project managers on project success criteria and project success by type of project. *European Management Journal*, 25(4), 298-309.
- Nangoli, S. (2010). *Project communication, individual commitment, social networks and perceived project performance*. Makerere University.
- Nangoli, S., Namagembe, S., Ntayi, J. M., & Ngoma, M. (2012). Towards building project-stakeholder commitment: Case study – citizenship projects in Uganda. *World Journal of Entrepreneurship, Management and Sustainable Development*, 8(4), 233-245. doi: doi:10.1108/20425961211276615
- Nathan, S., Braithwaite, J., & Stephenson, N. (2014). The scope and impact of community participation: The views of community representatives in an Australian health service. *Journal of health organization and management*, 28(3), 405-421.
- The Palestinian NGOs Code of Conduct (2008).
- Norman, G. (2010). Likert scales, levels of measurement and the “laws” of statistics. *Advances in health sciences education*, 15(5), 625-632.
- Nuka, D. (2010). Sustainability of NGOs in Kosova: Challenges of the third sector and the ways forward:[presentation given May 18, 2010].
- Oakly, P., & Marsden, D. (1987). Approaches to participation in rural development. *Approaches to participation in rural development*.
- DAC Principles for the Evaluation of Development Assistance (1991).
- OECD. (2010). Evaluating Development Cooperation, Summary of Key Norms and Standards (2 ed.): OECD DAC Network on Development Evaluation.
- Paul, S. (1987). *Community participation in development projects*: World Bank Washington, DC.
- Pinto, J. K., & Slevin, D. P. (1987). Critical factors in successful project implementation. *Engineering Management, IEEE Transactions on*(1), 22-27.
- Pinto, J. K., & Slevin, D. P. (1988). 20. Critical Success Factors in Effective Project implementation*. *Project management handbook*, 479.
- PMI, P. M. I.-. (2013). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*: Project Management Institute, Incorporated.

- Radwan, S. (2011). *Evaluation of Community Based Rehabilitation Programs in the North and Gaza Governorates*. (Master), Alquds University, Gaza.
- Reid, J. N. (2000). Community participation: How people power brings sustainable benefits to communities. *US Department of Agriculture Rural Development, Office of Community Development*.
- Rifkin, S. B., & Kangere, M. (2002). What is participation. *CBR a participatory strategy in Africa*, 37-49.
- Saad, R. A. J., Aziz, N. M. A., & Sawandi, N. (2014). Islamic Accountability Framework in the Zakat Funds Management. *Procedia-Social and Behavioral Sciences*, 164, 508-515.
- Said, J., & Jaafar, N. H. B. (2014). Accountability in Government Linked Companies: An Empirical Finding. *Procedia-Social and Behavioral Sciences*, 145, 294-299.
- Salamon, L. M., Anheier, H. K., List, R., Toepler, S., & Sokolowski, S. W. (1999). *Global civil society - Dimensions of the Nonprofit sector*: Center for Civil Society Studies, Institute for Policy Studies, The Johns Hopkins University.
- Sanvido, V., Grobler, F., Parfitt, K., Guvenis, M., & Coyle, M. (1992). Critical success factors for construction projects. *Journal of construction engineering and management*, 118(1), 94-111.
- Serrador, P., & Turner, R. (2015). The Relationship Between Project Success and Project Efficiency. *Project Management Journal*, 46(1), 30-39.
- Shahnazari, M., Pourzolfaghar, Z., & Mirza, M. N. (2013). *A Review of Project Managerial Aspects Influenced by Emotional Intelligence*. Paper presented at the Proceedings For the 9th European Conference on Management Leadership and Governance: ECMLG 2013.
- Sidorenko, A. (2006). *Empowerment & participation in policy action on ageing*. Paper presented at the International Design for All Conference.
- Songco, D., Nijem, K., & Younis, N. (2013). *A Strategic Framework to Strengthen the Palestinian NGO Sector 2013-2017*. Palestine: NGO Development Center (NDC).
- Manual for the SOS Children's Village Organisation (2007).
- Code of Conduct (2011).
- Springer, J. E. (2015). Assessing Donor-driven Reforms in the Palestinian Authority: Building the State or Sustaining Status Quo? *Journal of Peacebuilding & Development*, 10(2), 1-19.
- Syam, A. (2010). *Application of Strategic Planning and its Relationship with Performance of on Governmental Organization in the Gaza Strip*. A dissertation for Master, Faculty of Economics and Administrative Sciences, El Azhar University of Gaza.

- Turner, R., & Zolin, R. (2012). Forecasting success on large projects: developing reliable scales to predict multiple perspectives by multiple stakeholders over multiple time frames. *Project Management Journal*, 43(5), 87-99.
- UNDP. (2015). The 2014 Palestine Human Development Report - Development for Empowerment: United Nations Development Programme.
- UNICEF. (2005). *Emergency Field Handbook: A guide for UNICEF staff*: UNICEF.
- Wardwell, S. E. (2012). A Strategic Model for INGO Accountability Systems.
- WB. (2005). *World development report 2006: Equity and development* (Vol. 28): The World Bank and Oxford University Press.
- Wellens, L., & Jegers, M. (2014). Beneficiary participation as an instrument of downward accountability: A multiple case study. *European Management Journal*, 32(6), 938-949.
- Willetts, P. (2002). What is a non-governmental organization? *Output from the Research Project on Civil Society Networks in Global Governance*, <http://staff.city.au/CS—NTWKS-ART.HTM>, accessed, 30, 2002.
- Zulch, B. (2014a). Communication: The Foundation of Project Management. *Procedia Technology*, 16, 1000-1009.
- Zulch, B. (2014b). Leadership communication in project management. *Procedia-Social and Behavioral Sciences*, 119, 172-181.

8 Appendix (A): Referees Names and Place of Work

No.	Referee	Place of work
1.	Dr. Samir Safi	Islamic University-Gaza
2.	Dr. Waseem El-Habeel	Islamic University-Gaza
3.	Dr. Waael Edayah	Islamic University-Gaza
4.	Dr. Hatem El Aaydy	Islamic University-Gaza
5.	Dr. Sana Abu Sweereh	Islamic University-Gaza
6.	Dr. Shady El-Telbany	Al-Azhar University - Gaza
7.	Dr. Mohammed Fares	Al-Azhar University - Gaza
8.	Dr. Momen El-Hanjoory	Al-Azhar University - Gaza
9.	Dr. Hatem Asfah	Al-Azhar University - Gaza
10.	Dr. Belal El-Basheety	Al-Azhar University - Gaza

9 Appendix (B): English Questionnaire

Islamic University- Gaza
Faculty of Commerce
Business administration



Dear beneficiary Kindest regards

Subject: "The role of Critical Success Factors and NGOs Practices in project success. Case study: Family Strengthening Program SOS "

The aim of this questionnaire is to measure the success of FSP Family Strengthening Program that provides you and your children with package of services so that you reach independency and self- reliance. And it aims also to measure to what extend you feel the team work is efficient, and all the issues relating to communication, accountability and participation. And what is the impact of all that on your success, and on realizing your objectives in your life. These efforts come with the endeavor of the FSP staff to developing the services provided for families and to promoting cooperation, trust and respect environment between the team and the beneficiaries.

Family Strengthening Program is considering as one of the most important programs in SOS Children's Village organization. It provides care for children who have lost, or who are at risk of losing the care of their biological family. FSP aims to prevent children from losing the care of their families. In addition, it strengthens the capacities of families to be able to protect and care for their children. Furthermore, it promotes the creation of safety nets for children and families at risk within their communities.

We in SOS children's villages highly appreciate your efforts for answer this questionnaire. It takes only 10 minutes. We confirm the confidently of your personal information and assure it's utilization for the academic research purposes. So please give your answers with transparency.

Thanks a lot for your cooperation

Researcher: Ihsan Redwan

First: Personal Information

- 1) **Household name**
- 2) **Sex** male female
- 3) **Marital status** single married divorced widow separated others
- 4) **Address** North Governorate Gaza Middle Governorate Khan Yunis Rafah
- 5) **Age**
- 6) **Education:** Illiterate Primary Preparatory Secondary Diploma Bachelor Postgraduate
- 7) **Work:** student unemployed wage employee working without pay housewife ill others.
- 8) **Do any family's member suffer from disease** diabetes blood pressure heart disease
others
- 9) **Number of household** : Male Female
- 10) **No of children in the family**

Second: project success characteristics: (1 very low degree, 7 very high degree)

No.	Paragraph	1	2	3	4	5	6	7
A. Relevancy								
1	The selection of FSP beneficiaries is according to precise criteria.	1	2	3	4	5	6	7
2	I and all my family members participate in determining our needs before designing FSP.	1	2	3	4	5	6	7
3	FSP meets the needs of my family.	1	2	3	4	5	6	7
4	FSP team and NGOs partner respond to my family requirements.	1	2	3	4	5	6	7
5	FSP fits my family size.	1	2	3	4	5	6	7
B. Efficiency								
1	The available resources of (material, human, knowledge, experience, spatial, etc.) Are appropriate for the FSP activity's implementation and for covering my family's expenses.	1	2	3	4	5	6	7
2	There is an optimization of the available resources to fit with the approved activities.	1	2	3	4	5	6	7
3	FSP team provides services in specific time with high quality.	1	2	3	4	5	6	7
4	I am satisfied with the quality of provided services and with the FSP team quick responds to my request.	1	2	3	4	5	6	7
5	The planned results are achieved.	1	2	3	4	5	6	7
6	The unplanned results are achieved.	1	2	3	4	5	6	7
C. Effectiveness								
1	My family's objectives are in time-bound within clear development plan.	1	2	3	4	5	6	7
2	My family objectives are measurable within clear development plan.	1	2	3	4	5	6	7
3	I have an active role in achieving my family's planned objectives.	1	2	3	4	5	6	7
4	Roles and responsibilities are allocated to implement the plan according to a clear timetable.	1	2	3	4	5	6	7
5	FSP team participates in the development and implementation of the Plan.	1	2	3	4	5	6	7
6	FSP supports me to reach independency and self-reliance.	1	2	3	4	5	6	7
D. Impact								
1	FSP achieves the desired objectives for my family on the long term.	1	2	3	4	5	6	7

2	FSP promotes my participation in the development of various knowledge and economical aspects in my life.	1	2	3	4	5	6	7
3	I gain the knowledge and the parental skills to care of my children.	1	2	3	4	5	6	7
4	The direct support from SOS contributes to increase the child's wellbeing.	1	2	3	4	5	6	7
5	Housing & living condition of my family have improved with FSP.	1	2	3	4	5	6	7
6	The educational situation of my family has improved with FSP.	1	2	3	4	5	6	7
7	In general health situation of my family has improved with FSP.	1	2	3	4	5	6	7
8	I receive enough psychosocial support to improve my family situation.	1	2	3	4	5	6	7
E. Sustainability								
6.	There is variety of partnerships in the community through FSP which provide a several service.	1	2	3	4	5	6	7
7.	It is easy to reach the NGOs location and access its services as a reference to my family now and on long-term.	1	2	3	4	5	6	7
8.	The follow-up of the field's visits are continuous.	1	2	3	4	5	6	7
9.	I get child protection training courses that enable me to protect my children and assume my responsibility.	1	2	3	4	5	6	7
10.	The team work in FSP is versed and qualified to maintain FSP sustainability.	1	2	3	4	5	6	7
F. Communication								
6.	FSP meets the needs of mothers, fathers & children in effective way.	1	2	3	4	5	6	7
7.	The children enjoy communication with FSP team during implementing the related activities.	1	2	3	4	5	6	7
8.	I enjoy positive family communication (clear guidelines, rules, praise)	1	2	3	4	5	6	7
9.	I enjoy living in social communication network.(having friend, community's integration).	1	2	3	4	5	6	7
10.	FSP team understands the different needs of the community.	1	2	3	4	5	6	7
G. Accountability								
6.	FSP contributes in creation of an effective discipline style within my family (hit less- stable discipline)	1	2	3	4	5	6	7
7.	FSP contributes in the formation of my family's organizing (Rules and cohesion, self-responsibility)	1	2	3	4	5	6	7
8.	FSP helps me to acquire knowledge to manage my family's resources.	1	2	3	4	5	6	7
9.	There is sufficient transparency from FSP team, where I get all the promised services	1	2	3	4	5	6	7
10.	There is an ongoing supervision and follow-up to the progress that achieved through FSP.	1	2	3	4	5	6	7
H. Participation								
7.	I feel I am a participant and integrated member in the community.	1	2	3	4	5	6	7
8.	I play an active role in the decisions that affect my life.	1	2	3	4	5	6	7
9.	My family participates in specific activities of children's rights	1	2	3	4	5	6	7
10.	The child has the right to participate in decisions that affect his/her life.	1	2	3	4	5	6	7
11.	I share in the FSP evaluation process with the NGOs partner and the team work.	1	2	3	4	5	6	7
12.	My evaluation upon FSP is that it is successful so far.	1	2	3	4	5	6	7

Many Thanks

10 Appendix (C): Arabic Questionnaire



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

استبيان

أختي المستفيدة / أخي المستفيد
تحية طيبة وبعد
الموضوع: "استبيان لدراسة دور عوامل نجاح المشروع وممارسات المنظمات غير الحكومية في نجاح المشروع". "دراسة حالة برنامج تقوية الأسرة المنفذ من قبل SOS "

تهدف هذه الاستبانة إلى قياس مدى نجاح برامج تقوية الأسرة FSP والذي يقدم لكم ولأطفالكم حزمة من الخدمات من أجل الوصول بكم إلى الاستقلالية والاعتماد الذاتي. وكذلك يهدف لقياس مدى شعوركم بكفاءة فريق العاملين بالبرنامج وما يرتبط بالتواصل والمسائلة والمشاركة وأثرها على نجاحكم بالحياة وتحقيق أهدافكم. ويندرج هذا الجهد ضمن مساعي إدارة برنامج تقوية الأسرة FSP لتطوير الخدمات المقدمة للأسر وتعزيز مناخ التعاون والثقة والاحترام المتبادل بين المستفيدين والعاملين.

تعتبر برامج تقوية الأسرة FSP من أهم البرامج التي يتركز عمل منظمة SOS قري الأطفال عليها. حيث تقدم الرعاية والدعم للأطفال اللذين فقدوا أسرهم أو يهددهم خطر فقدان أسرهم الطبيعية. وبرنامج تقوية الأسرة تهدف إلى حماية الأطفال من فقدان رعاية أسرهم كما أنها تقوم بتمكين الأسر من أجل تقوية قدراتهم من أجل حماية ورعاية أطفالهم. علاوة على ذلك، فإنها تعزيز خلق شبكات الأمان للأطفال والأسر المعرضين للخطر في المجتمع.

وإننا في SOS قري الأطفال نقدر جهودكم عاليا في الإجابة على أسئلة الاستبيان. حيث تستغرق تعبئة الاستبيان 10 دقائق. ونؤكد على أن تبقى معلوماتكم الشخصية التي يتم الحصول عليها سرية ولا تستخدم إلا لأغراض البحث العلمي، لذا نرجو منكم الإجابة عليها بشفافية. ولكم جزيل الشكر.

الباحثة إحسان رضوان

أولاً- البيانات الشخصية:

1. الجنس ذكر أنثى
2. الحالة الاجتماعية أعزب متزوج مطلق أرمل منفصل غير ذلك
3. مكان السكن محافظة الشمال غزة الوسطى خان يونس رفح
4. العمر بالسنوات
5. الحالة التعليمية أمي ثانوي فأقل دبلوم متوسط بكالوريوس دراسات عليا
6. الحالة العملية طالب متعطل يعمل بأجر يعمل دون أجر ربة منزل مريض أخرى
7. هل يعاني أي فرد في الأسرة من مرض ؟ سكري ضغط دم أمراض قلب أخرى
8. عدد أفراد الأسرة عدد الذكور عدد الإناث
9. عدد أطفال الأسرة

ثانياً- خصائص نجاح المشروع:

7	←	1	(1 - بدرجة قليلة جدا، 7- بدرجة كبيرة جدا)
---	---	---	---

A. الملائمة / (Relevancy) مدى ملائمة برنامج تقوية الأسرة لاحتياجات الأسر المستهدفة

7	6	5	4	3	2	1	1. يتم اختيار المستفيدين لبرنامج تقوية الأسرة حسب معايير دقيقة
7	6	5	4	3	2	1	2. أشرك أنا وجميع أفراد أسرتي في تحديد احتياجاتنا قبل تصميم برنامج تقوية الأسرة
7	6	5	4	3	2	1	3. يلبي برنامج تقوية الأسرة احتياجات أسرتي.
7	6	5	4	3	2	1	4. يستجيب فريق برنامج تقوية الأسرة والجمعية لمتطلبات أسرتي.
7	6	5	4	3	2	1	5. يتلاءم برنامج تقوية الأسرة مع حجم أفراد أسرتي.

B. الكفاءة / (Efficiency) مدى الاستغلال الأمثل للموارد لتحقيق النتائج المخطط لها

7	6	5	4	3	2	1	1. تتوفر موارد (مادية، بشرية، معرفية، خبراتية، مكانية .. الخ) ملائمة لتنفيذ أنشطة برنامج تقوية الأسرة ولتغطية نفقات أسرتي.
7	6	5	4	3	2	1	2. هناك استغلال أمثل للموارد المتوفرة لبرنامج تقوية الأسرة لتتلاءم مع الأنشطة المعتمدة
7	6	5	4	3	2	1	3. يقوم فريق برنامج تقوية الأسرة بتقديم الخدمات المكلفين بها بجودة عالية و في الوقت المحدد لها.
7	6	5	4	3	2	1	4. اشعر بالرضا عن جودة الخدمات المقدمة وسرعة استجابة فريق برنامج تقوية الأسرة لطلبي.
7	6	5	4	3	2	1	5. يتم تحقيق النتائج المخطط لها.
7	6	5	4	3	2	1	6. يتم تحقيق نتائج غير مخطط لها.

C. الفعالية / (Effectiveness) إلى أي مدى يسير برنامج تقوية الأسرة نحو تحقيق من حيث الاعتماد الذاتي

7	6	5	4	3	2	1	1. أهداف أسرتي في برنامج تقوية الأسرة محددة زمنياً ضمن خطة تطوير واضحة.
7	6	5	4	3	2	1	2. أهداف أسرتي في برنامج تقوية الأسرة قابلة للقياس ضمن خطة تطوير واضحة.
7	6	5	4	3	2	1	3. أقوم بدور فعال من أجل تحقيق أهداف أسرتي المخطط لها.
7	6	5	4	3	2	1	4. توزع الأدوار والمسئوليات لتنفيذ الخطة وفق جدول زمني واضح للتنفيذ.
7	6	5	4	3	2	1	5. يشارك طاقم برنامج تقوية الأسرة في وضع وتنفيذ الخطة .
7	6	5	4	3	2	1	6. يساهم برنامج تقوية الأسرة في وصولي للاستقلالية والاعتماد الذاتي.

D. الأثر / (Impact) مدى التغيير الذي أحدثه برنامج تقوية الأسرة على حياة الأسر والمجتمع و أصحاب المصلحة.

7	6	5	4	3	2	1	1. يحقق برنامج تقوية الأسرة الأهداف المرجوة لأسرتي على المدى البعيد.
7	6	5	4	3	2	1	2. يعزز برنامج تقوية الأسرة مشاركتي في تطوير مختلف مجالات حياتي الاقتصادية والمعرفية.

7	6	5	4	3	2	1	3. حصل على المعرفة والمهارات الوالدية لتنشئة ورعاية الأطفال
7	6	5	4	3	2	1	4. الدعم المباشر من أس أو أس برنامج تقوية الأسرة يساهم في زيادة رفاهية الطفل.
7	6	5	4	3	2	1	5. ظروف المسكن والمعيشة لأسرتي تحسنت مع برنامج تقوية الأسرة.
7	6	5	4	3	2	1	6. الوضع التعليمي لأسرتي تحسن مع برنامج تقوية الأسرة
7	6	5	4	3	2	1	7. وضع أسرتي الصحي بشكل عام تحسن مع برنامج تقوية الأسرة.
7	6	5	4	3	2	1	8. الدعم النفسي والاجتماعي الذي نتلقاه كافٍ لتحسين وضع الأسرة.

E. الاستمرارية / (Sustainability) / مدى استمرارية برنامج تقوية الأسرة بعد انتهائه.

7	6	5	4	3	2	1	1. هناك شراكات متنوعة في المجتمع من خلال برنامج تقوية الأسرة تقدم خدمات متنوعة.
7	6	5	4	3	2	1	2. هناك سهولة في الوصول للمؤسسة وخدماتها كمرجع وداعم لأسرتي الآن وعلى المدى البعيد.
7	6	5	4	3	2	1	3. زيارات المتابعة المنزلية التي يقوم بها فريق برنامج تقوية الأسرة مستمرة.
7	6	5	4	3	2	1	4. ألتقى دورات تدريبية تمكني من حماية أطفالي وتحمل مسؤولياتهم.
7	6	5	4	3	2	1	5. الفريق العامل على المشروع مؤهل ومتمكن بما يضمن الاستمرارية لبرنامج تقوية الأسرة.

F. الاتصال والتواصل / (Communication)

7	6	5	4	3	2	1	1. يلبي فريق برنامج تقوية الأسرة احتياجات كل من الآباء والأمهات والأطفال بطريقة فعالة
7	6	5	4	3	2	1	2. يتمتع الأطفال بالتواصل مع فريق برنامج تقوية الأسرة أثناء تنفيذ الأنشطة ذات الصلة
7	6	5	4	3	2	1	3. أتمتع بتواصل اسري إيجابي (توجيهات واضحة، قواعد، مديح)
7	6	5	4	3	2	1	4. أعم بالعيش ضمن شبكة تواصل اجتماعية (تكوين الأصدقاء، والدمج في المجتمع)
7	6	5	4	3	2	1	5. يفهم فريق برنامج تقوية الأسرة احتياجات المجتمعات المختلفة

G. المساءلة / (Accountability)

7	6	5	4	3	2	1	1. ساهم برنامج تقوية الأسرة في إحداث نمط انضباط فعال في أسرتي (الضرب أقل ، والانضباط ثابت)
7	6	5	4	3	2	1	2. ساهم برنامج تقوية الأسرة في تشكيل أسرة منظمة (القواعد والتماسك، المسؤولية الذاتية)
7	6	5	4	3	2	1	3. ساعد برنامج تقوية الأسرة في إكسابي المعرفة لتدبير وإدارة مصادر أسرتي ومواردها
7	6	5	4	3	2	1	4. هناك شفافية كافية من قبل فريق برنامج تقوية الأسرة فاحصل على كل الخدمات التي وعدت بها.
7	6	5	4	3	2	1	5. هناك رقابة مستمرة ومتابعة للتقدم الذي نحققه من خلال برنامج تقوية الأسرة

H. المشاركة / (Participation)

7	6	5	4	3	2	1	1. اشعر أنني عضو مشارك ومندمج في المجتمع.
7	6	5	4	3	2	1	2. ألعب دور فعال في اتخاذ القرارات التي تؤثر على حياتي.
7	6	5	4	3	2	1	3. تشارك أسرتي بنشاطات خاصة بحقوق الطفل.
7	6	5	4	3	2	1	4. يشارك الطفل بحقه في القرارات التي تخص حياته.
7	6	5	4	3	2	1	5. تشركني الجمعية و الطاقم في تقييم برنامج تقوية الأسرة.
7	6	5	4	3	2	1	6. تقييمي لبرنامج تقوية الأسرة انه ناجح حتى الآن.

شكرا لكم على المشاركة والتعاون

الباحثة إحسان رضوان