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**Faculty of Graduate Studies  
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**Effectiveness and Enhancement of Stakeholders'  
Participation in Environmental Projects**

**فعالية وتعزيز مشاركة أصحاب المصلحة في المشاريع البيئية**

*Master's Thesis by*  
**Shahd Osama Tibi**

*Supervisor*  
**Dr. Ziad Mimi**

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The findings, interpretations and the conclusions expressed in this study do not necessarily express the views of Birzeit University, the views of the individual members of the MSc. Committee or the views of their respective employers.

## **Abstract**

The study on “**Effectiveness and Enhancement of Stakeholders’ Participation in Environmental Projects**” aims at examining stakeholders’ participation in environmental projects in Jordan Rift Valley. On one hand, it assesses the ongoing processes of engaging different stakeholders in environmental projects implemented by governmental organizations, funding agencies and civil society organizations. On the other hand, it comes up with recommendations towards formulating a stakeholders’ engagement strategy within environmental projects on the national level.

The Jordan Rift Valley was selected due to the high percentage of environmental projects implemented there during 2005-2011. The water scarcity, type and size of agricultural activities, hardships associated with political violations and poor conditions of the population are only examples of the reasons behind targeting this location for environmental projects. More concretely, the study covers al Auja, Froosh Beit Dajan, Jeftlik, Jericho city, Tubas, Ein elbeida, Tammoun, Dyuk and Alnuwai’ meh.

The study covered the five stakeholders groups in environmental projects, that includes government organizations, multi and bi-lateral funders/donors, civil society organization [non-governmental organizations (local, national or international) and private sector companies], the receiving community and finally “Women” as key affecting/affected agents by the environmental projects targeted by donors.

The methodology was divided into two phases: assessment phase and recommendations' phase. Used methods served in collecting the data, analyzing the situation and providing recommendations on main components towards formulating the national strategy on stakeholders' involvement in environmental projects. Within the **desk review**; data was gathered on the recently conducted environmental projects in Palestine, along with the national and international trends followed by all parties involved in the project planning/implementation. This includes published articles and research documents on national level (e.g. national strategic plans, EIA studies, projects' technical reports, PCBS,...) papers published in refereed journals, and related books on international level (e.g. World Bank and UN reports). **Focus groups** and **personal interviews** involved representatives from the local community, environmental institutions, NGOs, ministries, funding agencies, women local councils and trade unions. The discussed implemented environmental projects, beneficiaries' selection criteria, role of women in the conducted projects, level of awareness of the importance of environmental projects, role played by the donors, civil society and governmental organizations. The **survey** focused on collecting data related to stakeholders' participation and roles in environmental projects, public awareness on importance of environmental projects and drawbacks of implemented environmental projects, focusing on three stakeholders: receiving community, women and the civil society organizations.

Main results of the study showed that there is no clear stakeholder engagement status in the environmental projects implemented in Palestine. Even more, there is

no policy, law or a strategy for proper engagement of stakeholders within the environmental projects implemented on a local level. This is why, gender differences are not effectively and efficiently addressed in the conducted environmental projects (priorities, needs, capabilities and cultural aspects), and decision making is a male duty in environmental project where women capabilities and needs are neglected in this regard. Accordingly, the study recommends formulating a national strategy for stakeholders' engagement in environmental projects that considers gender differences to be implemented in Palestine based on the national agenda and by with the assistance and involvement of the civil society organizations.

## الخلاصة

الدراسة "فعالية وتعزيز مشاركة أصحاب المصلحة في المشاريع البيئية" تهدف الى دراسة مدى إدماج أصحاب المصلحة في المشاريع البيئية في منطقة غور الأردن. فهي من ناحية، تقيم العمليات الجارية لإشراك مختلف أصحاب المصلحة في المشاريع البيئية التي تنفذها المنظمات غير الحكومية ووكالات التمويل ومنظمات المجتمع المدني. ومن ناحية أخرى، تقدم توصيات من أجل صياغة استراتيجية للوصول إلى مشاركة فعلية لأصحاب المصلحة في المشاريع البيئية على المستوى الوطني.

وقد تم اختيار منطقة وادي الأردن كمناطق الدراسة نظرا للنسبة العالية من المشاريع البيئية التي نفذت هناك خلال الفترة 2005-2011. ندرة المياه ونوع وحجم الأنشطة الزراعية والصعوبات المرتبطة بالانتهاكات السياسية والظروف الاقتصادية السيئة للسكان هي مجرد أمثلة على الأسباب الكامنة وراء استهداف هذا الموقع للمشاريع البيئية. تغطي الدراسة العوجاء، فروش بيت دجن، الجفتلك، مدينة أريحا، طوباس، عين البيضاء، طمون، ديوك والنويعة.

وشملت الدراسة المجموعات الخمس من أصحاب المصلحة في المشاريع البيئية، التي تضم المنظمات الحكومية، المانحين الممولين/، منظمات المجتمع المدني [المنظمات غير الحكومية (المحلية، الوطنية أو الدولية) وشركات القطاع الخاص]، المجتمع المتلقي لهذه المشاريع، والمجموعة الأخيرة هي "المرأة" التي تؤثر وتتأثر بشكل مباشر بالمشاريع البيئية المستهدفة من قبل المانحين.

تم تقسيم منهجية الدراسة إلى مرحلتين: مرحلة التقييم ومرحلة التوصيات. حيث تم جمع البيانات، وتحليل الوضع وتقديم توصيات من أجل صياغة استراتيجية وطنية شاملة لإشراك أصحاب المصلحة في المشاريع البيئية. في إطار المراجعة المكتبية، فقد تم جمع بيانات عن المشاريع البيئية التي أجريت مؤخرا في فلسطين، بالإضافة إلى الأساليب المتبعة على المستويين الوطني والعالمي في تخطيط وتنفيذ المشاريع. حيث شمل المصدر المقالات والوثائق البحثية المنشورة على المستوى الوطني (الخطط الاستراتيجية الوطنية ودراسات تقييم الأثر البيئي والتقارير التقنية للمشاريع، والجهاز المركزي للإحصاء

الفلسطيني،)، والأبحاث المنشورة في المجلات العلمية، والكتب والتقارير ذات العلاقة المعتمدة على المستوى الدولي (مثل تقارير البنك الدولي وتقارير الأمم المتحدة). أما مجموعات التركيز والمقابلات الشخصية فقد تمت بحضور ممثلين عن المجتمع المحلي، والمؤسسات البيئية والمنظمات غير الحكومية، والوزارات، وكالات التمويل، والمجالس النسوية المحلية والنقابات العمالية. حيث تم من خلالها مناقشة آلية تنفيذ المشاريع البيئية، ومعايير اختيار المستفيدين، ودور المرأة في المشاريع التي نفذت، ومستوى الوعي بأهمية المشاريع البيئية، والدور الذي تلعبه الجهات المانحة ومؤسسات المجتمع المدني والمنظمات غير الحكومية في تخطيط المشاريع البيئية وتنفيذها. أما الاستبيان فقد ركز على جمع البيانات المتعلقة بمشاركة أصحاب المصلحة والأدوار المسندة لهم في تخطيط وتنفيذ المشاريع البيئية، ونسبة الوعي العام بأهمية هذا النوع من المشاريع مع التركيز على الصعوبات والمعوقات التي تواجه تنفيذها، حيث استهدف الاستبيان بشكل أساسي ثلاثة مجموعات من أصحاب المصلحة: المجتمع المتلقي للمشاريع المطروحة، والنساء ومؤسسات المجتمع المدني.

وأظهرت النتائج الرئيسية للدراسة أنه لا توجد معايير واضحة لمشاركة أصحاب المصلحة في المشاريع البيئية المنفذة في فلسطين. ويزيد عن ذلك، أنه لا توجد سياسة، قانون أو استراتيجية وطنية للانخراط السليم لأصحاب المصلحة في تنفيذ المشاريع البيئية. وفقا لذلك، لا يتم اعتبار فروقات النوع الاجتماعي بفعالية وكفاءة في المشاريع البيئية التي أجريت للآن (الاختلافات بين الجنسين من حيث الأولويات، والحاجات والقدرات والجوانب الثقافية)، ويتعبر صنع القرار في المشاريع البيئية من مهام الرجل بحيث يتم تجاهل قدرات وحاجات المرأة في هذا الصدد. لهذا توصي الدراسة بوضع استراتيجية وطنية لإشراك أصحاب المصلحة في المشاريع البيئية التي تنفذ في فلسطين، على أن يتم وضع هذه الاستراتيجية بناء على الأجندة الوطنية وبإشراك مؤسسات المجتمع المدني على أن تكون مبنية على اعتبارات النوع الاجتماعي في التخطيط والتنفيذ.



## **Dedication**

*To my amazing parents,*

*To my wonderful brothers & sisters.*

## **Acknowledgement**

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## **List of Abbreviations**

<b>IWRM</b>	Integrated Water Resources Management
<b>MDGs</b>	Millennium Development Goals
<b>NGOs</b>	Non Governmental Organizations
<b>MENA</b>	Middle East and North Africa
<b>PCBS</b>	Palestinian Central Bureau of Statistics
<b>PNA</b>	Palestinian National Authority
<b>PWA</b>	Palestinian Water Authority
<b>MoA</b>	Ministry of Agriculture
<b>EQA</b>	Environmental Quality Authority
<b>MoP</b>	Ministry of Planning
<b>MoLG</b>	Ministry of Local Governance
<b>MoWA</b>	Ministry of Woman's Affairs
<b>EIA</b>	Environmental Impact Assessment
<b>PEL</b>	Palestinian Environmental Law
<b>PNPA</b>	Palestinian National Policy Agenda
<b>PRDP</b>	Palestinian Reform and Development Plan
<b>CSR</b>	Corporate Social Responsibility
<b>USAID</b>	United States Agency for International Development
<b>MoU</b>	Memorandum of Understanding
<b>UN</b>	United Nations
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization

## **Chapter One: Introduction**

### **1.1 Background**

Combined pressures of continuous population growth, shortage, unequal share and extensive exploitation of natural resources, industrialization and climate change are seriously affecting the environment of Palestine (Isaac and Hilal 2011). These pressures are most likely to escalate in the area with the existence of the Israeli occupation that imposes crucial restrictions, denying the Palestinians privilege of managing and controlling their own environment. Additional complications are added by the construction of the separation wall and the implantation of the Israeli settlements across the West Bank with their associated effects of land confiscation, movement restriction and monopolization of resources in addition to their environmental impacts which directly affect Palestinians' lives.

As a result of this and of the ongoing economic crisis in Palestine; finding ways to live sustainably is a challenge that cannot be neglected and that requires innovative ways of thinking and getting control over subjective decisions under the principals of Integrated Water Resources Management (IWRM). Therefore, there has been a considerable weight given to the environmental projects implemented locally during the last decade. Many donors have directed their funds to support the environmental issues in this country; others have directed their funds towards developing structures for better implementing up-mentioned funded projects. Such programs, along with many other programs, deal with the



process of facilitating decision making to carry out development with due consideration given to the natural environmental, social, political, economic and governance factors and provide a holistic frame work to achieve sustainable outcomes.

However, this cannot be done without giving a considerable attention for the public participation and engaging the stakeholders affecting or affected by the environmental projects in hands. Public participation is a contribution to build social capital, strengthen civil society organizations and enhance the capability of communities to solve problems and pursue common concerns. Participation in the development of environmental policies is a way to gain the support of stakeholders: the more they feel that they have a voice in decisions affecting them, the more they will comply with the new requirements (Murdock *et al.* 2010).

It is recognized that cooperation is better than conflict and that cooperative efforts produce superior solutions to problems. It is a comprehensive process that starts with identifying who needs to be engaged (and the existing and potential conflicts that will need to be addressed within), and continues with grouping those identified parties into two main categories: direct stakeholders (those that will be directly involved) and indirect stakeholders (those that will indirectly impact or be impacted by the different project phases). Bringing all partners into conceptual agreement with the strategy and into a common understanding of the long-term consequences is essential.

Engaging stakeholders in the different projects' phases is not an easy process; it needs further planning for proper engagement strategies and must be studied from

all angles and analyzed thoroughly before applying to any project. Delli (2004) concentrated on the ethical dimensions of this process over water management, civic culture and environmental projects. He pointed to its effect on better conflict management and on reconciling the discontinuities between geographic and jurisdictional boundaries. On the other hand, Emond and Mason (2002) concentrated on the negative impacts of ignoring parts of the society (especially women) in making a difference or even giving them the chance to create the needed change, both of them assured that the effects of stakeholders' involvement and participation in projects' different junctures has long term effects on the quality of government's decision-making, credibility and public support, implementation and monitoring, and it provides early warning of potential challenges.

## **1.2 Statement of the Problem**

There is clear weakness and lack of an active participation of stakeholders in the environmental decision-making processes (Thabrew *et al.* 2009). This is accompanied with major challenges facing the practical implementation of proper engagement of different categories in the environmental project. A research is needed on the development of effective participatory approaches to be applied on the local level that suits the special circumstances of Palestine, where stakeholders are not being involved properly in all stages of environmental projects. This kind of discrimination against fragile parties is the main problem which this research deals with.

There is limited knowledge on the distinct role of stakeholders in local environmental projects, where environmental project means any project concerned with water, wastewater, agricultural, animal husbandry, and any related project in the area of this field. For instance, the gender analysis is mainly included in various kinds of environmental projects in Palestine, nevertheless, it is still not efficiently approached as women actual and potential roles are still ignored by planners and decision makers (UNDP 2003). Water projects for example often support the cultural concept of male being the major decision maker, and they often only document women's domestic water needs (washing, food preparation, cleaning, etc.) and neglect women's other uses for water: farming, raising animals and producing products for the market (UNDP 2003). There are no guidelines or localized policy to engage such groups in the project cycle in a proficient way. Change itself is a long term process, and strategic long-term capacity development is needed to build the capacity for gender and social analysis. Accordingly, the followings are the major hypothesis for the research:

- 1 There is no clear stakeholder engagement status in the environmental projects implemented in Palestine,
- 2 There is no policy, law or even strategy for proper stakeholder engagement within the environmental projects implemented on a local level.
- 3 Gender differences are not effectively and efficiently addressed in the conducted environmental projects (priorities, needs, capabilities and cultural aspects), and decision making is a male duty in environmental project where women capabilities and needs are neglected in this regard.

### 1.3 Research Objectives

This research assesses the current stakeholders' participation in different environmental projects taking the Jordan Rift Valley as a case study with special focus on women participation.

The objectives of the research are:

1. Examining stakeholder participation in environmental projects in the case study area.
2. Assessing the ongoing processes of engaging different stakeholders with special emphasis on gender mainstreaming and roles in environmental projects implemented by local authorities and non-governmental organizations in the case study area.
3. Recommending the main components towards formulating a stakeholders' engagement strategy within environmental projects on the national level.

### 1.4 Structure of the Thesis

The basic structure of this thesis is organized in five chapters:

**Chapter 1:** gives an introduction along with background information, problem definition and objectives of the study.

**Chapter 2:** summarizes the literature review related to stakeholders participation in environmental projects; observations from previous experiences, individual background about each group of the stakeholders.

**Chapter 3:** deals with the methodology used to achieve the objectives of the study.

**Chapter 4:** explains the research's results and findings.

**Chapter 5:** concludes the results of the study and provides suggested recommendations.

## **Chapter Two: Literature Review**

### **2.1 Historical Background**

The Human being is worthy of respect and to be referred to as an end and not a means. This applies for water; there is no life without water, and those to whom it is denied are denied life, where the matter of meeting the minimum basic water needs is vitally tied to the principle of human dignity, and individuals must not be shut out from participating in taking the decisions that are necessary for their own fulfillment and directly connected to their environment. Based on this; a delicate distinction between ‘stakeholders’ and ‘decision makers’ in the environmental field is exceedingly needed. A stakeholder is any person, group or institution that has an interest in a project or program with environmental management. On the other hand; a decision maker is the person who makes the final choice on environmental management priorities (Delli 2004). Based upon this, those who are affected and who would benefit from water and/or environment must have the opportunity to participate in the related planning and management.

The process of including different levels of stakeholders within environmental planning and management started in the late 1960s; it took a different path through incorporating local perspectives in data collection and planning in late 1970s; developing new techniques that recognized local knowledge in the 1980s; increasing use of participation as a norm in the sustainable development agenda in the 1990s; and finally building up a growing ‘post-participation’ consensus over

best practices and learning from the setbacks and successes of this long history-2000 and until recently. These developments have taken place in disciplinary contexts; the main reason behind this development is related to social activism to natural resource management and ecology (Reed 2008). This gradual development of stakeholders' engagement in the environmental processes was firstly discussed by Arnstein (1969). According to her; it started as passive propagation of information ("manipulation action") and then developed to active engagement ("citizen control"). Twenty years later, Benn *et al.* (2009) highlighted a further development in this ladder of participation as they described the level of engagement as contractual, consultative, collaborative and collegiate. Detailed classification ten years later by Farrington (1998) simplified this to a distinction between participation that is "consultative", "functional" or "empowering". This was a base that Lawrence (2006) built on, proposing "transformative" participation as an alternative top rung of the ladder, and emphasizing the idea that empowerment should lead to the transformation of the communities who are involved.

The recent consideration of stakeholders' engagement concentrates on the vitality of this aspect in any project's success. Hajkowicz (2008) considered the stakeholder participation as a basic foundation for any country's policy based on the idea of involving fragile parties; inclusive of intersecting identities of race, class, caste, ethnicity, age, ability, and geographical location. He believed that it is a public statement of a country's or an organization's commitment to taking equity and equality as a fundamental base. This participatory approach encouraged by

Hajkowicz was strictly supported by Hage et al. (2010) whom stated that participatory approaches in environmental knowledge production are commonly propagated for their potential to enhance legitimacy and quality of decision-making processes, especially under conditions of uncertainty.

## **2.2 Significance of Stakeholders' Engagement within Environmental**

Stakeholders bring a wide range of skills, knowledge and experience to the project; they play considerable roles in improving the quality especially when understanding of the project's objectives under good management that contains their opinions based on the merits of the project. Maintaining good relationships with these groups lead to better practices and allow complaints and discrepancies to be addressed at an early stage to avoid some potential problems (Santos *et al.* 2006). Stakeholder engagement offers both opportunities and challenges for the project planners and implementers; opportunities can be summarized by building good productive working relationships with the stakeholders, while challenges are mainly outlined by the way of handling the stakeholders (Singh *et al.* 2005). In general, regardless of the significance of stakeholder participation; the involvement is not an easy process; it is rather difficult to put the theoretical ambitions of the participation literature into practice, it must be studied from all angles and analyzed thoroughly before applying to any project. There is a difficulty and convoluted to force participatory knowledge production to be organized in a way that guarantees the needed quality (Stefano 2010).



Not all stakeholders want to be involved and they may have very different reasons for participating. Distributing the powers over the affected parties is generally the main idea of stakeholder-engagement (Mushove and Vogel 2005). This includes involving these parties in taking the decisions; and hence taking the responsibility over the stage they have been contained by, since responsibility is enhanced when citizens meaningfully participate in making decisions that affect their lives. In his continuous trial of mainstreaming the idea of a connection between mind and body, thought and action; Freud referred to responsibility in one of his studies: “Most people do not really want freedom, because freedom involves responsibility, and most people are frightened of responsibility” (Bochner 2011). This is a fact that many agree with, and it forms a challenge in the process of engaging every stakeholder in the different stages. Human beings are always eager for responsibility until they actually get it. Thabrew et al. (2009) discussed the requirements to deal with this issue and addressed the problems through alternative ways that include simplifying the discussion to the utmost level, conducting context-specific analyses including upstream and downstream effects of direct activities in order to establish broad levels of environmental quality and development, along with making information accessible by different stakeholders from different sectors and disciplines.

External conditions and events represent uncertainty and risk to the successful accomplishment of the project. These conditions have been linked to the external stakeholders of the project. Therefore, it is essential to develop a sound stakeholder structure. The stakeholder engagement manual (Accountability 2005)

explains the problems that may occur when miss-identifying the stakeholders of any environmental project as follows:

- Overlooking or under-prioritizing major success components that could have an adverse effect on the environment;
- Excluding key aspects in the design of (technical or managerial) stages that may affect the environmental sustainability;
- Possible hostility could arise from the left-out parties;
- Miss-drawing a scheme that does not best address the concerns of everyone affected by the project;
- Support for the subsequent decisions could be lost if key stakeholders are excluded;
- Stakeholders may resent decisions made and subsequently could delay or maybe even stop the project from being implemented; and
- Identifying the stakeholders for a project determines the engagement activities to be undertaken; if this fails to take place, the activities may be targeted at the wrong audience.

Environmental sustainability is another challenge amongst the principal Millennium Development Goals (MDGs) of the United Nations (UN) agreed by nearly 190 countries; to push the environment to a leading position in the new millennium agenda. Integrating the principles of sustainable development into country policies and programs is a major contribution guaranteed by stakeholder's engagement. A major challenge in meeting sustainability goals is the sectoral

planning (Kerkof and Weiczorek 2005); therefore, improving stakeholder participation, coordination, and commitment beyond narrow self-interest is mandatory along with strong, participatory environmental decision making (UNEP 2003). This way; stakeholders, including the community, are empowered to influence and share control over development initiatives and decisions for long lasting development solutions within the communities' capacities. In order to achieve that; a lot has to be done, the country has to create a comprehensive strategy to guarantee the engagement of all levels of stakeholders and provide useful information to assist environmentally responsible decision making. Thabrew et al. (2009) argued that the critical aspect in this process is to enable stakeholders to not only interpret and make decisions based on expert assessments, but also to appropriately involve the relevant parties in the assessment process, the fundamental concept of life cycle assessment can be effectively used in this context. The ability to breakdown activities in life cycle stages with the flexibility to inventory economic, social, and environmental aspects can be very useful for stakeholders.

### **2.3 Engaging Stakeholders in the Environmental Project Cycle**

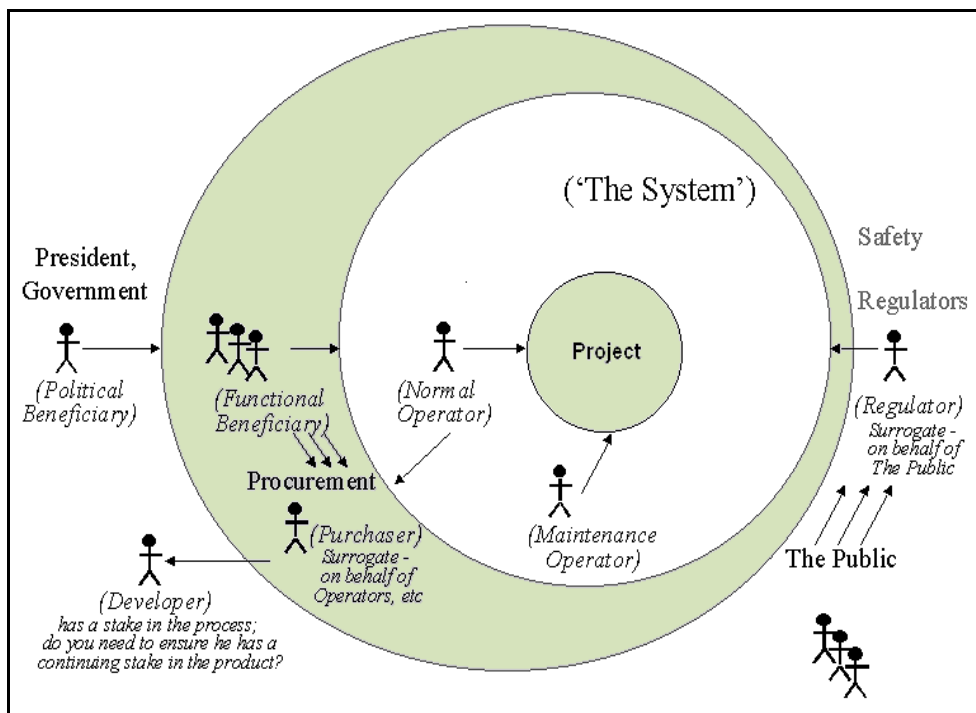
The best engagement of project's stakeholders in the local level cannot be prepared without examining the nature, type and character, budget, and targeted groups of the applied projects in the water and environmental field within Palestine. The degrading environment along with depriving the Palestinians from their right of regulating and managing their own resources has directly affected the type of projects funded and implemented locally. Under the shadows of the

Israeli Occupying Authorities, actions were always directed towards exploiting the Palestinian natural resources neglecting any rational and equitable system of allocation, and violating international law and all Palestinian-Israeli agreements. Imposed restrictions on the Palestinians' water use in all sectors of life; hindering the economic development of the Palestinian people and damaging their physical environment, and furthermore, badly neglecting the waste management are only examples of Israeli violations (Isaac and Hilal 2011).

As the Palestinian environment suffers from almost every aspect, one can be nothing but confused where to start from, however, the major environmental problem facing the Palestinians is the lack of access to adequate quantity and quality of water (PWA 2010), this is why it is given a considerable attention in this research. And this is why there is a vital need for localizing the global approaches used in stakeholders' engagement within environmental project that deals with the Palestinian political situation with modifying certain aspects to be most helpful in implementing a successful stakeholder engagement process at each phase of the project cycle. Either way, all of the reviewed references agreed that the ideal time and the most important time to focus on engaging stakeholders is at the beginning of a project, as many decisions are taken then that are very difficult to reverse later (Dalameh *et al.* 2009), even if there is no clear and perfect theory of how to best analyze stakeholders. This research will be discussing the most suitable approaches.

### 2.3.1 Interacting Elements Approach

In this approach Alexander (2003) discussed stakeholder analysis in the simple way assuring that it is not a science, and does not involve excitingly challenging branches of control theory. Yet the issue that it addresses has to be faced by every project, and on current evidence, it would be a good thing if it were taken far more seriously by many engineering projects. Projects need to know the roles involved, and the viewpoints of the stakeholders playing different roles. This approach considers the project as a system under development, and deals with it as a complex set of interacting elements (including human beings) to satisfy a certain need (Figure 2.1).



**Figure 2.1:** Typical Set of Stakeholders within an Environmental Project

(Source: Alexander 2003)

Starting from this; it divides the stakeholders into affecting groups and the first group this approach starts with is the system operators (standard roles). 'Operators' include not just normal operators but also maintainers of the tools needed by them. In other words; the performers of fundamental roles and slots filled with specific names and faces needed for project success.

The second group in the analysis process of this system is “functional beneficiary”, this group includes the ones that the project is immediately for and the ones that benefit from the activation and results associated from the project. Continues with the as the procurement to deal with the third group in the stakeholder analysis, where large organizations typically have a Procurement department (and with them, analysts and modelers) that anticipates future needs and spends money on long-term projects to satisfy the environmental sustainability of any project.

This chain continues with the government and the political agency and the rest of the developers that have a stake in the whole process as the fourth group in this system. This approach closes the cycle with the Public which can be very well-organized, and pressure groups like Greenpeace, Friends of the Earth, and the various Wildlife societies' campaign can be very effective on causes in which the Public believe strongly. However, on many other issues, the public do not have a well-developed voice of their own; instead, various pseudo-governmental organizations speak on the public's behalf, in a wide range of surrogate roles. Among the most important of such roles are government-appointed Regulators

(which are not really active in Palestine), who ensure things like Health and Safety.

### 2.3.2 Phase Analysis Approach

The stakeholder engagement handbook (IFC, 2007) has a clearer and more detailed structure for the best practices in the stakeholders' engagement for companies doing business in emerging markets. However, this can be oriented to adapt to the environmental angle keeping in mind the sustainability aspects that should be considered. This guide summarizes the main steps in this project as follows as shown in Figure 2.2:

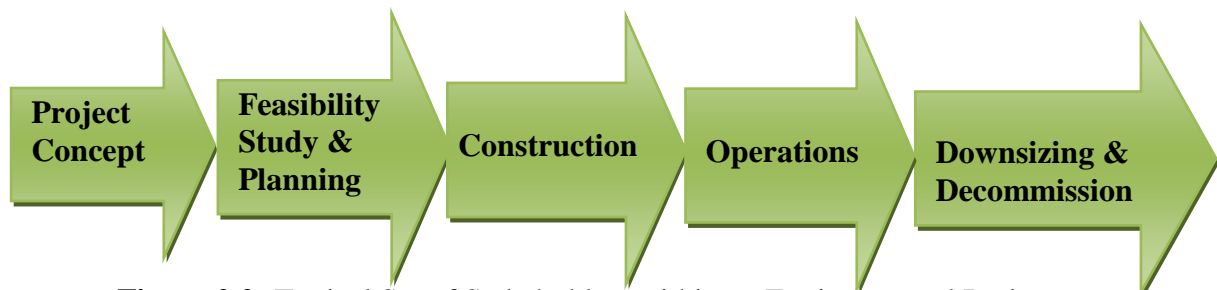
- Project concept: within this early phase of the project one should refer to any past stakeholder information and consultation, disclose and consult selectively in the very early stages, engage with government during strategic planning, review adequacy of any existing grievance procedures, review potential legal, regulatory, and lender requirements for stakeholder engagement and ensure that any project risk analysis includes stakeholder issues.
- Feasibility studies and project planning: within this stage, the project planners should systematically identify project stakeholders and their interests, review regulatory and financing requirements for stakeholder engagement on projects, involve stakeholders in the “scoping” phase of EIA studies, seek input from stakeholders on how they wish to be consulted, prepare a stakeholder engagement plan commensurate with project impacts, provide information ahead of consultations on environmental and social

impacts, use consultation to enhance mitigation and agree compensation and benefits, maintain involvement with government-led consultation, report changes in the evolving project design to stakeholders on a regular basis and integrate stakeholder information across the project planning functions.

- Construction: within this stage one should identify stakeholders most likely to be affected by construction, notify them of construction activities and changes to schedules, aim for rapid response times in resolving grievances, report to stakeholders on progress of environmental and social management programs, choose contractors with the capacity to engage effectively with stakeholders and manage risks to stakeholder relations from contractors.
- Operations: within this stage in the project good practices manage the transition from construction to operations, periodically review and update of stakeholder information, consider ways to assess stakeholder perceptions, continue to disclose, consult, and report to stakeholders as needed, ensure integration of ongoing stakeholder commitments into operations management systems and communicate emergency preparedness and response plans on a regular basis.
- Downsizing, decommissioning, and divestment: in this stage the best practices mean revisit stakeholder analysis in light of proposals for downsizing, decommissioning or divestment, communicate with stakeholders early to allay fears and uncertainty, provide regular updates and progress reports to stakeholders, plan and execute stakeholder consultation as though it were at the project feasibility stage, consult on transfer and management of assets and



liabilities and review the capacity of future management systems to deliver stakeholder engagement on decommissioned or divested assets.



**Figure 2.2:** Typical Set of Stakeholders within an Environmental Project

(Source: IFC, 2007)

## 2.4 Key Stakeholders in Environmental Projects

Typical environmental project stakeholders were discussed in the Practitioner's Field Guide for Marine Conservation Agreements (The Nature Conservancy & Conservation International, 2009) and included many groups of which the following were selected based on the localized circumstances:

- Government agencies, such as those responsible for regulations, protected areas, natural resources, or public service,
- Community and/or indigenous groups living in or near the site, in addition to landowners in or near the site,
- Multi and bi-lateral funders/donors,
- Non-governmental organizations (local, national or international), such as those working in environment-sustaining projects, community development, resource conservation, human rights (water law), and indigenous rights,

- The last category is already included in the up-mentioned categories: “Women”. This group is considered a key affecting/affected agent by the environmental projects targeted by donor funded projects. And this is why it is given a considerable weight and separately-analyzed.

#### **2.4.1 Governmental Organizations and Regulatory Agencies**

This group acts as the dominator of public policy and regulatory authority over the active institutions within the country. They affect existing and future operations, and can be direct or indirect stakeholders. Early contact with regulatory agencies will likely expedite project approval in later stages. Major areas of interest for the governmental stakeholders are taxation and sensitive environmental issues that leave a tangible trace such as pollution and sustainability. In certain circumstances, governing bodies and regulatory agencies are engaged in proactive exchanges of information. As the governmental organizations may be both regulatory bodies and stakeholders; effective cooperation between government agencies with responsibilities for environmental management is always an objective of any environmental project. This cannot be done without including the government in the project development and maintain all of its regulations and intervention. Technical issues are held until getting a licensed permission from the authorized institution.

#### **2.4.2 Civil Society Organizations: Private Sector and NGOs**

Various civil society organizations are engaged in implementing activities that address the environmental sustainability adaptation. The activities include

installation of technical tools that solve environmental discrepancies along with advocacy and public awareness campaigns. Large numbers of these organizations' budgets come from international aid, reinforcing the idea that NGOs are being used as a tool for donors to dictate the national agenda in an unsustainable manner due to the common lack of continuity, monitoring and evaluation of projects after the funding stops. There is also strong criticism towards the inefficiency and competition among NGOs.

To increase effectiveness and efficiency in the delivery of services, awareness raising, advocacy, networking and partnership building through stakeholder's engagement are recommended as strategies to achieve this objective with little impact on other service providers. If successfully accomplished, this will enable NGOs to live up to the expectations of stakeholders and encourage further investment. NGOs need to establish their credibility and increase public trust by ensuring that good governance and engagement strategies become a prevalent practice among them. Applying clear strategies and practices in this domain not only increases NGOs' sense of social responsibility; it also serves to create stronger ties between them and the community. Such partnership, based on principles, strengthens the social fabric and promotes socially responsible behavior, and increasing citizens' attention to corrupt practices among other sectors of society. This will also help in addressing the issue of lack of transparency and accountability among NGOs.

Although many local water experts that have had a stake in an externally funded project have a positive feedback about their experience, however, donors control the decision making process related to resources usage on their behalf, and the Palestinian context is no exception. Furthermore, dependency on international aid has undermined Palestinian civil society organization's ability to respond effectively to the steadily deteriorating political, social, economic, and environmental crises (NDC, 2009). The current situation in Palestine is creating a new environment that requires solutions through multi-stakeholder collaborations including the direct engagement of the private sector- it is preferable for all the different sectors to work together. Under the current situation, there is a need to build broader social capacities that bring together the efforts of civil society organizations with those of the public and private sectors. This will certainly help in encouraging a more holistic and sustainable approach and in providing solutions to current challenges. In addition, collaborative efforts will help improve governance in all sectors. Adopting practices of sustainability is a new trend being witnessed by a few Palestinian companies. They are being driven to adopt these practices because they serve as prerequisites for membership in international organizations.

### **2.4.3 Donors and Funding Agencies**

Donors have a role to provide additional resources for environmental conservation adaptation activities, the best cases happen when there is a Donor/Government coordination working group to deal with funding strategies of environment

projects. Nevertheless, Donors usually support communities directly or through local organizations (NGOs) and through government sanctioned projects.

The most important factors of establishing the environmental fund that there is a legal framework that permits establishing the fund, and tax laws that allow it to be exempt from taxes. Furthermore; there are mechanisms to involve a broad set of stakeholders in the design process, and willingness by these stakeholders to use them. Perhaps the major reasons of the failure of the old way of funding the environmental projects in the past are the following (UNEP 2003):

- They are based on projects and when the project ends, very often the program or the activities die with it;
- They are too dependent on “donor” funding and when the “donor” is not interested anymore, the program ends, and
- Environment and development continue to be seen as two different issues

Environmental funds have attracted considerable expectations and interest from environmentalists. On the financial side, they are promoted as long-term sources of finance for conservation and sustainable development tools. One of the main arguments used (UNEP 2003) is that they are very good instruments to finance protected areas’ recurrent costs. In other words, costs like permanent monitoring, park guards, infrastructure maintenance and any other regular cost that can be planned well ahead could be financed through those funds. At the same time, they are often used to strengthen environmental organizations and promote a participatory approach to environmental management. Another argument says that

they are a perfect tool to balance the often very limited “financial absorption capacity” in many developing countries. Jumbe *et al.* (2008) reviewed the donor policies and strategies in Africa over the last decade; and revealed that for most donors the emphasis was on mitigation measures of the environmental projects that they manage their funds. However, there is still need to projects that provide research funding on critical projects affecting environmental sustainability and build capacity of civil servants.

Through studying the effect of the donations directed towards the environment in the local level; the study included main pillars:

- What kind of donations was offered to the environment: countable funds, personnel, equipments, expertise and skills?
- What environmental issues take the highest concerns and attention of the various donors and funding agencies?
- What was the average donation size for the environmental sector during the last decade?
- Who are the target groups for the funded programs?
- What are the accomplished results of these projects/programs?
- What negative impacts associated the implementation of these projects?

The available literature cannot present comprehensive answers for these questions; mentioning the available answers based on the literature solely would be misleading. This is why; these questions should be answered based on the

survey, focus groups and personal interviews to provide a realistic frame in solving these inquiries.

#### **2.4.4 Local Communities**

Early engagement of the community that will receive the project -in a way or another- is a way to help the project implementer address risks related to political sensitivities around mining in the area, especially within the context of strong civil society movements in Palestine. Moreover, in areas where local communities own the land rights, the law requires the implementing organization (and the donor) to get the agreement of the local community before securing an exploration concession.

Some of the particular challenges in contacting the public include explaining the nature of the project, informing them about the differences that the project will create as people usually wrestle the change, and trying to manage expectations in the face of uncertain outcomes. The implementer should identify and work with key stakeholder representatives to explain the details of the proposed exploration activities and rely upon them to take the information back to their local communities through public meetings. The consultation process results in the implementing agency successfully obtaining the exploration license with agreement from the local communities. even though the social and environmental impacts of the exploration stage are not so significant, the real value of engaging with the local communities in the early stages of the project is in relationship-

building, as community support that will continue to be crucial to the implementer's ability to operate in the area.

#### **2.4.5 Women in the Spot**

As mentioned earlier; this group will be given a considerable weight in the literature and analysis in this research. Women emancipation cannot be achieved isolated from men, and analyzing them separately does not mean isolating their involvement in those projects from the involvement, participation and wellbeing of men. Women involvement is crucial to the success, sustainability and credibility of the environmental projects (Agarwal 1997), they shape the way in which natural resources are used, consumed and preserved. Nowadays, the gender considerations is included in various kinds of environmental projects, however, it is not efficiently approached in these projects since women actual and potential roles are still ignored by planners and decision makers. Water projects for example often support the cultural concept of male being the major decision maker over water for irrigation and planners often only document women's domestic water needs (washing, food preparation, cleaning, etc.) and neglect their uses for water in farming, raising animals and generating products for the market (UNDP 2003).

According to the World Bank's MENA Gender Overview (World Bank, 2007); women have played a central role in the sustainable development of societies since early ages, they constitute around half of the society population and direct the behavior of the other half. Therefore, environmental sustainability should be



linked with gender equality and justice, as indicated in principle no. 3 of IWRM Dublin principles (WBI, 2006). Accordingly, recent studies show the relation between gender and environment in different areas of the world. The following highlights the main findings (Al –Naber and Shatanawi 2003; Bridge 1999; Gender and Water Alliance 2003; Ibrahim 2004; Mimi et al 2010):

- Evidence shows that the meaningful involvement of women in natural resources development, management and use can lead to the design of effective new solutions to environmental problems
- Women’s lack of access to and participation in decision-making bodies and processes have hindered the representation of their differential needs and priorities in water sector programming
- Gender mainstreaming initiatives have become a solid body that lacks the needed flexibility to tackle social inequalities in this field.

Most environmental professionals recognize that women and men have different interests in, and derive different benefits from, the availability, use and management of environmental sector. Ample global evidence supports the need to involve women in the design and management of environment especially in sanitation and irrigation management plans and projects (O’Reilly 2004; Singh 2006; Harris 2008). To date; gender mainstreaming efforts in the environmental sector have focused primarily on increasing the number of female project staff, providing gender sensitive training to staff members, ensuring that women are among project beneficiaries, inducting women as participants and service

providers at the grass root level and supporting women's role in environmental management (Singh 2008). With that, the environmental community has made some important strides in designing programs and policies that take into account the differing roles and responsibilities of men and women, though most of the progress has been made in the area of domestic water supply and sanitation. Yet, still much remains to be done on the broader questions of environmental resources management, particularly in rural contexts (Arafa et al. 2007).

The unequal opportunities offered to women and men influence how individuals respond to changes in environmental practices (O'Reilly 2006). Understanding gender roles, relations, and inequalities can help explain the choices people make and their different options. The tools that are required for this task may be similar amongst all regions of the world (Poblete 2004), but there are particular gender-related issues that are unique to Palestine, which must also be considered. In Palestine; women have interests to participate in environmental projects and have high sense of responsibility in managing water resources (Mimi et al 2010). However, women capabilities and priorities in structuring projects' activities are still neglected; for instance, they do not give sufficient attention to women practices that could add value to irrigation or in the design activities to change their invisible roles in agriculture where -Based on the Palestinian Central Bureau of Statistics (PCBS, 2009) surveys- the percent of women employed in agriculture, hunting or fishing was 20% compared to 10% of men employed in this field. Morrison et al. (2007) showed that women as paid and unpaid labor in countries such as Egypt and Morocco constitute over 50% of the total labor

engaged in agriculture; in Sudan, Tunisia, Syria, Lebanon and Iraq, they provide at least one third of the labor required to sustain agricultural production. However, projects` planners still ignore women capabilities and priorities in structuring projects` activities, and across the Arab region "Gender" is not adequately taken into consideration; gender perspective culture remains persistently deficient despite its essential role for a better efficient management and more sustainable use of water, taking women`s expertise into consideration will equally lead to their empowerment on one hand and to social equity on the other hand.

## **2.5 Case Study Area**

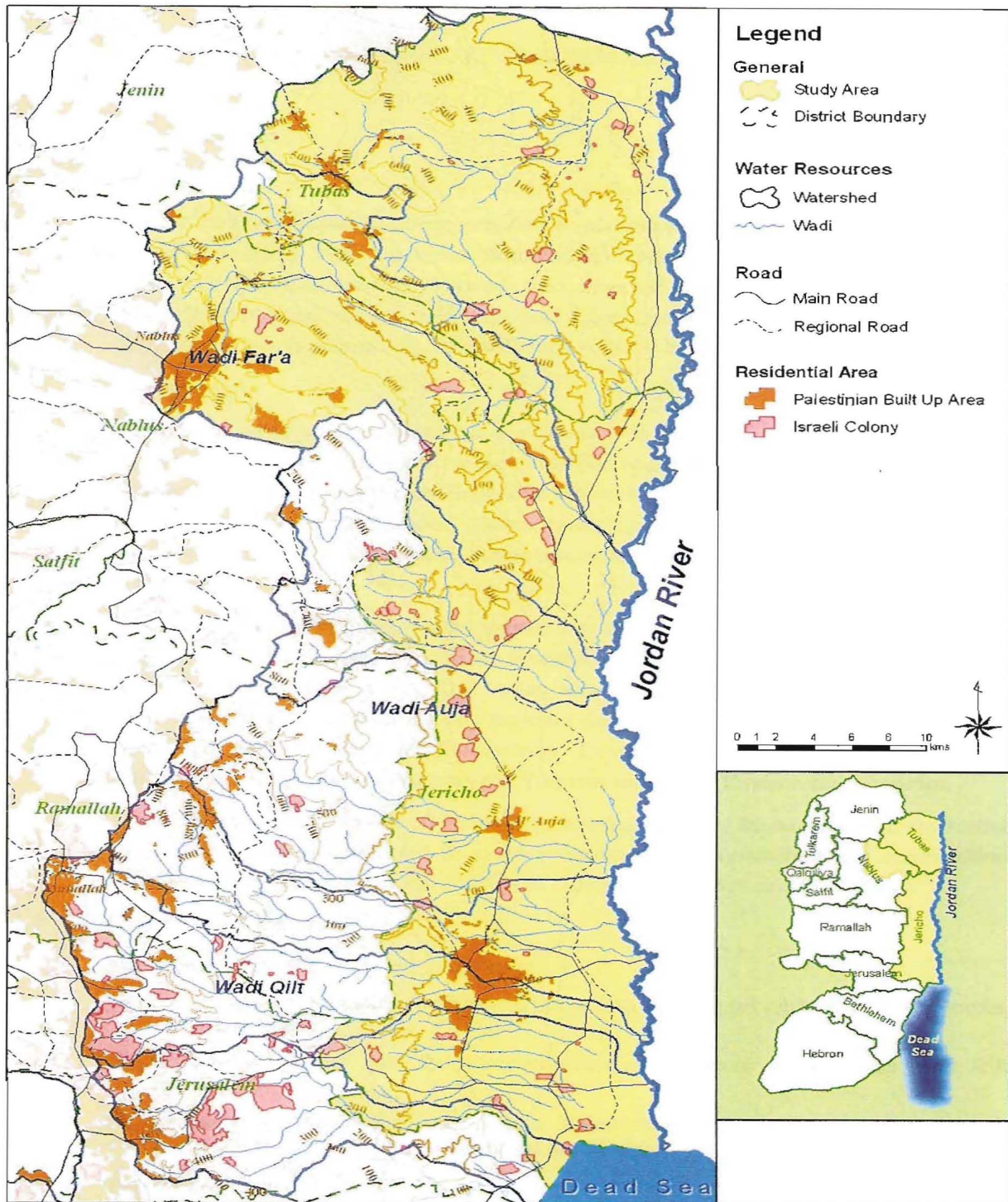
The Jordan Rift Valley was selected as the case study area due to the high percentage of environmental projects implemented there during the last years which provides a platform that describes the needed indicator for analyzing stakeholder`s participation in this field. The water scarcity, agricultural activity and poor conditions of the locals attracted the attention of the donors, NGOs and government to implement a wide variety of environmental projects in the area.

The Study Area is located in the Jordan River Rift Valley as shown in Figure 2.3. It contains nine areas: Auja, Froosh Beit Dajan, Jeftlik, Jericho city, Tubas, Ein elbeida, Tammoun, Dyuk and Alnuwai`meh. the area has a population of about 60955 (PCBS, 2011) characterized with a dry to semi-dry climate, with annual average rainfall ranging from less than 100 mm to 400 mm (JICA, 2008).

The northern Jordan Valley is rich in agricultural land. A large number of small communities reside in this area; many of them are Bedouins or farmers that

depend on herding livestock and agriculture for their livelihoods. A high incident of poverty is observed in the agricultural sector of the Study Area. The deep poverty rate and the poverty rate of the agricultural sector are 29.7 % and 50.4 %, respectively (JICA 2008). With regard to economic activity, women have limited job opportunities in the study area which is mainly in agricultural sector, while men have access to other kinds of jobs that include agriculture, constructions, governmental jobs, etc. (JICA 2008)

Palestinian farmers face challenges to mitigate decreased water availability. Agricultural livelihoods, particularly within rural rainfed farming communities, are always directly affected by rainfall and drought incidence. However, their climate vulnerability is also attributable to: Israeli restrictions on movement and access to land, resources, and markets; a weak institutional framework; and an increase in farming production costs (including water supply) along with decreasing profits. The construction of the separation wall, the expanding presence of settlements and settlers roads, and the imposition of restrictions on movement and access have jeopardized the watering and seasonal migration of herds, reduced grazing land and in many cases prevented access to closer filling points. This has forced herders to purchase water from further distant (but accessible) filling points, incurring higher transportation costs.



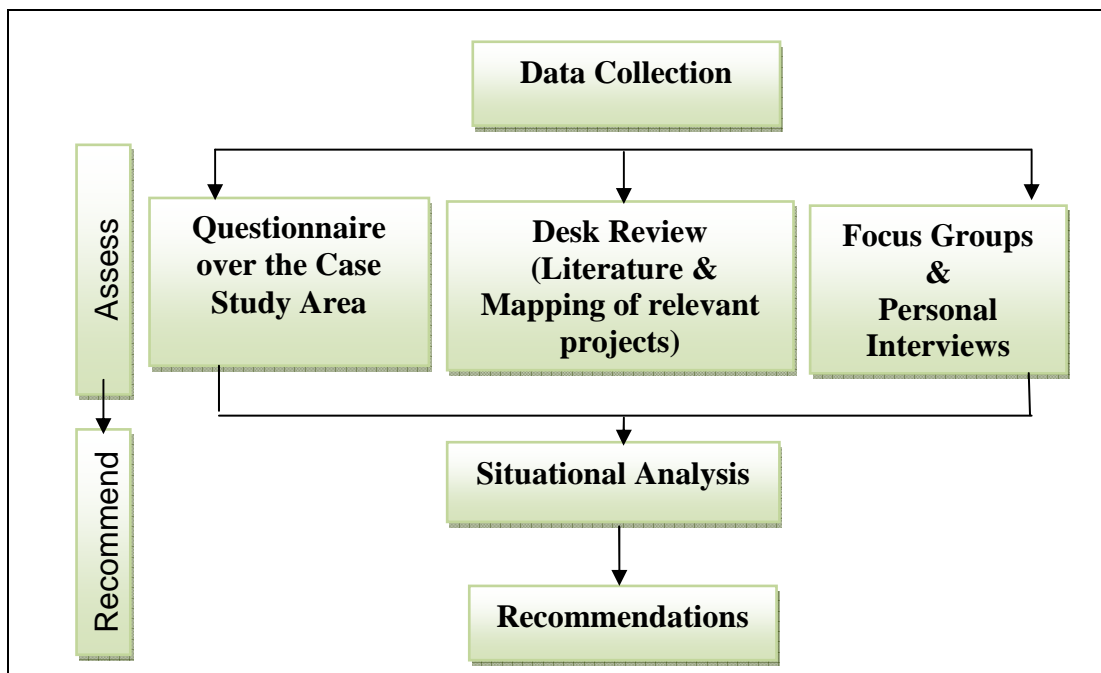
**Figure 2.3:** Location Map for the Case Study Area

Source: JICA, 2008

## Chapter Three: Methodology

### 3.1 General Background

This study aims to assess and analyze the current situation of five marginal groups of stakeholders' (governmental organizations, civil society organizations, targeted communities, donors and funding agencies and finally women) and their ongoing engagement practices within environmental projects implemented in the local level; to be used in recommending the main components towards the formulation of a strategy for best stakeholders' engagement processes. Hence; the methodology used serves this sequential order of the study, of which it is divided into two main phases; the assessment and analysis phase and the recommendations for the policy formulation phase. Figure 3.1 shows the methodological framework of the study.



**Figure 3.1:** Methodological Framework of the Study

## 3.2 Assessment Phase

### 3.2.1 Desk Study

Literature review was conducted as a secondary source of data to assess stakeholders' participation significance and roles in environmental projects. Literature was collected from published articles and research documents published on national level (e.g. national strategic plans, EIA studies, projects' technical reports, PCBS,...) and international level (e.g. World Bank and UN reports), papers published in refereed journals, and related books. Within the literature review data was gathered on the previously conducted environmental projects in Palestine, along with the national and international trends followed by all parties involved in the project planning and implementation. Accordingly, literature focused on the following areas:

- The significance and vitality of proper stakeholders' engagement strategies within environmental projects.
- The most suitable approaches followed globally in engaging stakeholders within the project cycle.
- Mapping of existing stakeholders engagement policies in local and international water and environmental institutions.

Furthermore, the desk study concentrated on studying the national governmental strategies, the development plans, and the technical reports of the conducted projects in order to examine the following:

- Examining the stakeholders' engagement issues in the national strategic plans, governmental organizations and civil society organizations
- The behavioral trend followed by the private sector and the NGOs when implementing environmental projects.
- The role, effect and impact of neglecting the governmental authority at the early stages in the project planning phase.
- The negative and positive effects of the early engagement of the receiving community in participating in the decision making authorities.
- The type of environmental programs funded by the donors and the international funding agencies, size of intervention, targeted groups and achieved results of their efforts.
- The real existence of "gender" concept in local community, ways of dealing with gender aspect at various water institutions, women's participation in the decision-making levels and the specific challenges linked to this context.

### **3.2.2 Focus Groups**

Three focus groups' sessions were conducted in the study area to demonstrate the study objectives and to gather major areas to be considered in later stages of this study. Focus groups included representatives from the local community, environmental institutions, NGOs, ministries, funding agencies', women local councils' and trade unions' (Annex A lists the participants and their institutions).

The main goal of these focus groups was to connect the beneficiaries (community receiving the project) with the project implementer and the project funder to



present an opportunity for all parties to express their views and needs in the most comprehensive way. Those three sessions were conducted in three different locations in the study area to have the most possible coverage over the area:

- The first focus group was held in Tubas governorate to cover the areas of Tubas, Tammoun, Atouf and the neighboring villages in the Jordan Valley such as Almaleh, Bardala, and Kardala.
- The second focus group was held in the village of Jiftlik to cover all the villages in the Jordan Valley, including Nasiriyah, Khirbat Bani Hassan and others.
- The third group was held in Jericho, and included representatives from the villages of Fasayel and Al Auja.

Panel discussions were recorded, and the minutes of meeting were written and distributed over the participants along with their recommendations to ensure the functioning of the debate on the right track.

The main topics under discussion through the three focus groups were:

- Type of environmental, agricultural or aquatic projects that have been implemented during the past decade in the study area.
- Mechanism for the selection of project beneficiaries.
- The role of women in the project implementation.
- The level of women's awareness of the importance of environmental projects compared to men.

- The role of environmental institutions and NGOs in the country towards supporting and strengthening the involvement of all levels in the receiving community in the decision making process.

Moreover, personal interviews were conducted mainly with decision makers in governmental positions, NGOs and funding agencies (Annex B lists the interviewed representatives and their institutions) to investigate specific cases and certain projects implemented during the last three years and to tackle the issues raised during the focus groups discussions'. The main goals of these interviews are:

- Filling the gap with the information that cannot be covered by any other side but the decision maker.
- Comparing results between the decision maker level and the community level, by asking the same question for both sides.
- Illustrating the way of thinking in the decision making level, to address this pattern with the created policy.

The interviewed governmental representatives were from the Palestinian National Authority (PNA) organizations as follows:

- The Palestinian Water Authority (PWA),
- Ministry of Agriculture (MoA),
- Environmental Quality Authority (EQA),
- Ministry of Planning (MoP),

- Ministry of Local Governance (MoLG),
- Palestinian Central Bureau of Statistics (PCBS),
- Ministry of Women's Affairs (MoWA),
- Village councils and local administrative units,
- Local Municipalities (Ramallah Municipality, Al Bireh Municipality, Birzeit Municipality) which are not related to the case study area but examined to test the local institutional framework in general.

Two or more representatives were interviewed –whenever possible due to the common unavailability of the head of the institutional- from each organization to guarantee a holistic frame for the gathered information and create a base to compare results, and gather what is needed to fill the gap that cannot be covered by other methodological activities.

### 3.2.3 Survey

A survey was prepared as a primary data collection source to collect data concentrating on three stakeholders' groups: the receiving community, women, and the private sector and NGOs (Annex C presents the questionnaire). The major aim of conducting the survey includes:

- Identifying stakeholder participation rate in the environmental sector in the targeted communities.
- Assessing rates of women participation in environmental projects compared to other stakeholders, and the level of their involvement in these projects in the study area.

- Assessing perceptions of stakeholder roles and contributions in environmental projects (core versus complimentary roles, decision making versus followers' roles) in the study area.
- Studying the level of public awareness on the importance of environmental projects and environmental issues and the needs for those projects in the study area.
- Addressing the drawbacks of conducted environmental projects in the study area, and the role of civil society organizations, governmental organizations and funding agencies in supporting such drawbacks.

In order to investigate the main characteristics of the environmental projects that was applied during the last three years in the case study area, the following questions were asked for the surveyed sample:

- What are the environmental projects in need?
- What was the type of environmental projects that took place in the area during the last three years?
- What is your personal evaluation of the conducted projects?
- What kind of benefits did you get from the project?
- What are the main motives for you to participate in such projects?
- In case you did not participate in the project? What were the reasons?
- What were the main obstacles encountering agriculture/water/Environmental projects?

- What were the obstacles that faced the projects you had participated in or heard of?
- How were you informed about the project?
- Did the project include any training activities? What kind of training?

### **3.2.3.1 Sample Design and Size**

The total number of male farmers is around 7800 and female farmer is around 2400 for the nine mentioned villages. Survey sample included 350 Palestinian families with an individual interview with one member from each family. The interviewed individuals included 245 males and 105 females on overall margin of error 3%. The sample represented the population of the selected villages relatively according to population size. In order to design the best questionnaire that acts as the main tool for answering most of the research questions especially on the community level; a draft sample was distributed on a pilot scale. The feedback and the comments over the draft sample were taken into consideration in modifying the questionnaire.

### **3.2.3.2 Questionnaire Process**

The questionnaire was designed, filled and analyzed within the project: “Assessing Women Roles in environmental projects in rural areas and strengthening their involvement by establishing and promoting a gender policy in the water/environmental sector in Palestine” funded by the Palestinian Women Research and Documentation Center (PWRDC)”. The data gathering team distributed the questionnaire after going through a training session to fully

understand the questions within the questionnaire and learn how to fill the samples by in-depth interviews with the respondents. In other words, the questionnaire processing included the following steps:

- Questionnaire was finalized in coordination with gender, agricultural and water experts.
- Questionnaire was Pre-tested to check the indicators, questions, responders cooperation, required time...etc
- Filling questionnaires took the form of in-depth interviews with respondent to smoothly receive answers.
- The coding system was used to facilitate the processing of the data in the analysis.
- The questionnaire was filled by one adult of the household but on behalf of the whole family members.
- Refusal of participation of some selected farmers was an expected limitation.

### *Data Processing*

The data processing stage comprised the following operations:

- Editing before data entry: all questionnaires were edited again in the office using the same instructions adopted for editing in the field.
- Data entry: At this stage, data were entered into the computer using SPSS program by statistical expert.

- The data entry program was set up to satisfy a number of requirements, such as avoiding the duplication of the questionnaire on the computer screen, checking for logic and consistency of data entered, Possibility of internal editing of answers to questions and maintaining a minimum of digital data entry and field work errors.

### 3.2.3.3 Main Topics/Indicators Covered by the Questionnaire

- Demographic indicators: age, sex, marital status, refugee status, education attainment, labor force status...etc
- Socio-economic indicators: occupation, economic activity, housing conditions (number of rooms, connection to main services in particular drinkable water, sewage...)
- Roles indicators in water management and irrigation.
- Conducted projects` aspects, ease of participation, involvement, needs and difficulties.
- Awareness dimensions on environmental projects.
- Israeli Measures: freedom of movement (check points, closure,...), land confiscations, ...etc

## Chapter Four: Results and Discussion

The assessment of the ongoing processes of engaging stakeholders in environmental projects was divided into three levels:

- National plans level: there are no clear strategies for engaging stakeholders in the environmental projects, the national strategic plans lack a clear identification of the possible stakeholders and have no related action plans based on analytical measures.
- On the institutional level: there is a misunderstanding of the concepts concerning stakeholder's engagement policies. For example, some agencies consider marketing activities as part of their stakeholders' engagement program, including activities like sponsorship of exhibitions and conferences. Other agencies consider the "passive" participation of the receiving community as the whole process of stakeholders' engagement strategies. This has negatively affected the participation of the local community receiving the conducted projects especially in decision making processes.
- On the community level: the local community settles for the offered environmental project due to the vital need for environmental support. Minimal –if not at all- decisions are taken in association with the receiving community that does not know it's right, the principal of "take it or leave it" is the dominant attitude of the implementing/funding agencies towards the receiving community in most cases.



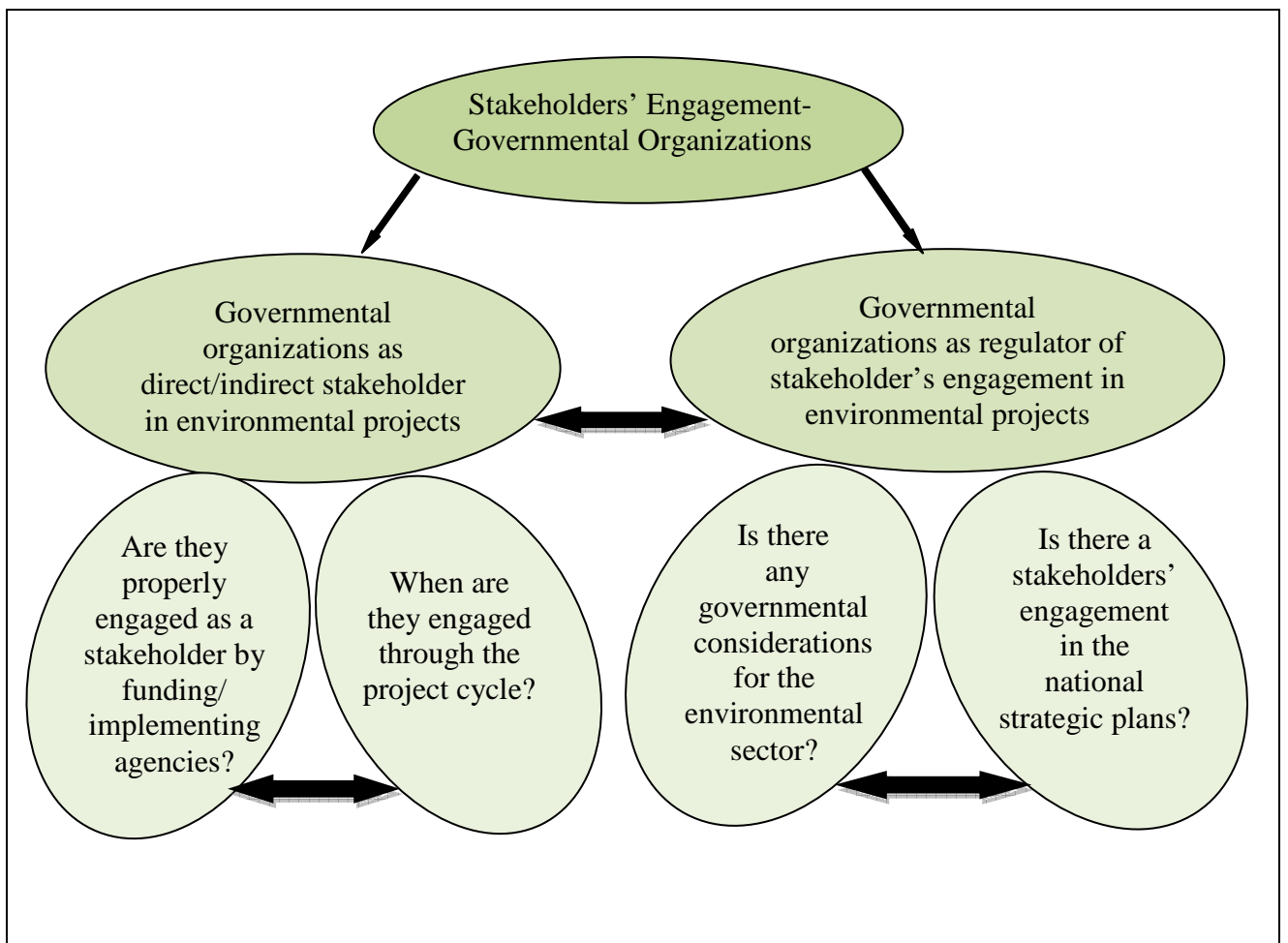
Each stakeholder's group was assessed and analyzed by a certain tool that was designed and employed to serve certain objectives. The examination and results tabulation of the five stakeholders' groups is explained based on the methodological tool used in gathering the needed information, where a sub-classification discussing the results of each group is present for further clarification.

#### **4.1 Desk Review Results**

The results obtained from this tool were vital and cannot be disregarded; the studied literature in addition to the national and international strategic plans and governmental documents answered the questions and covered the needed information about the five stakeholders' groups. The personal interviews were the line that led to the rights documents that should be examined; this is why those two methodological tools (desk review and personal interviews) were inter-related.

##### ***4.1.1 Governmental Organizations***

Examining the stakeholders' engagement in this group was divided into two stages as shown in Figure 4.2. It is important to investigate how the governmental organizations are perceived as stakeholders in environmental projects by the project implementers, project funders and project beneficiaries on one hand, and what is the governmental organizations' strategic plans' approach towards stakeholders' engagement in environmental projects on the other hand.



**Figure 4.1:** Examination of stakeholders' engagement- Governmental Organizations group

Governmental organizations as regulator of stakeholders' engagement in environmental projects:

- *Stakeholders' engagement considerations in the national strategic plans:* two main public strategic plans were prepared and developed by the Palestinian national authority during the last five years [PNPA (2007), PRDP (2008-2010)] these were examined along with the ministries' individual annual and reform plans. Each strategic plan has one section concerning environment.

This section avoids duplication between ministries and guarantees clear task division based on the different mandates of the ministries and it's built on the actual environmental needs. Yet, the governmental approach towards environmental projects and related stakeholders engagement has some holdbacks as follows:

- ❖ Identified projects and plans do not fully involve the public,
  - ❖ There is unequal interventions in different locations where some are heavily targeted and others almost totally neglected,
  - ❖ The lack of sovereignty over land and natural resources and the fragmentation of communities lead to increased demands for immediate service delivery infrastructure.
- *The governmental consideration of the environmental sector:* The governmental authorities do not apply an environmental management and sustainable procurement plan and green policies are not activated locally as they are faced with limited time and financial resources and restricted with the international trade agreements with the Israeli authorities, the political instability and total dependence on the external donations limit the Palestinian spending choices where these are used for basic needs, and look at the environmental considerations as privilege that cannot be afforded specially that environmental preferable products cost more and perform less compared to their alternatives. This leads to one conclusion; if there are limited or no policies attached to green sustainable management regarding environmental

projects; then there is probably limited or no policies attached to stakeholders engagement in environmental projects as this is considered a minor detail compared to the procurement management plans.

*Governmental organizations as direct or indirect stakeholders in environmental projects:*

- *Institutional commitment to the national strategic plans:* although more efforts are directed towards strategic projects and plans, implemented projects are either duplicated or still carried out on infrastructure level corresponding to immediate needs rather than the prepared national strategic ones. This indicates that the governmental organizations are not being engaged properly (by the funding agencies and the civil society organizations) as main stakeholders in the planning phase of the implemented projects; and allocation priorities in the national plans are not properly considered by those projects in the planning, implementation and monitoring basis. Furthermore, most of the funding depends on external funds, this is why not all priorities identified in the mentioned plans are implemented depending on the donors (international community) agendas and constraints, without actual intervention from the government,
- *Engaging the governmental organizations in the different phases in the project cycle:* The Palestinian Environmental Law entails financial penalties, and imposes taxes to guarantee cleaner production and environmental friendly

projects (to specific limited extent due to political restrictions). Below is the list of existing penalties by the Palestinian law:

- ❖ Palestinian Water Law articles 58- 74 discuss the penalties set to punish environmental violators (individuals or institutions). Those penalties vary between imprisonment and financial fine. However, this is not really applied on the ground due to the lack of the governmental monitoring and evaluation.
- ❖ Article 47 of the PEL indicates that ‘The Ministry, in coordination with the specialized agencies, shall determine the activities and projects that have to obtain an environmental approval before being licensed, similarly, the projects are allowed to be established in the restricted areas’. Furthermore, Article 48 continues in this scope and forbids the licensing of such projects.

This is one major reason enforcing the existence of the governmental interventions to be automatically involved in the early stages of the project and places them as major and direct stakeholders in the environmental project in general, however; weak monitoring and evaluation influence their actual effectiveness in the local level. It should be noted here that early contact with regulatory agencies will likely expedite project approval in later stages.

#### *4.1.2 Civil Society Organizations*

- According to PCBS statistics on Palestinian NGOs for the year 2007, there are almost 1,500 Palestinian NGOs active in the West Bank and Gaza. NGOs in Palestine comprise a vital role in service delivery, environmental sustainability and the socio-economic development process, some environmental NGOs are actually more famous than the related governmental organization in the environmental field and the local community is more familiar with them.
- Most of the NGOs provide ability for protecting Palestinians' interests, providing them with platforms for self expression, and reaching out with their services to the poor environmental conditions. However, they need to establish their credibility and increase the public trust by ensuring a transparent engagement strategy which is not quite clear in the local area.
- The private sector is considered a key stakeholder in the environmental project according the implemented environmental projects in the last five years; it has been affecting/affected by the environmental project:
  - ❖ Private sector as affecting agent (key stakeholder): There has been a recent rise of private sector reform initiatives in good corporate governance and corporate social responsibility (CSR) in Palestine as a result of rising campaigns of civil society organizations and this is reflected on the implemented projects directed to the environment. Companies can be very effective stakeholders in the environmental project by directing their CSR towards the monitoring and support of the project sustainability. CSR is

one of many terms, such as corporate citizenship, business sustainability and corporate responsibility, which basically refer to the same principle: that a company in the private sector is not only responsible for making profits for its shareholders, but is also responsible for having positive impact on the communities, cultures, societies and environments in which it operates. Accordingly, the private sector can affect the environmental project through the products, services and tools it offers, if the provider is environmentally motivated all of the goods and services will be characterized with environmental sound intentions.

- ❖ Private sector affected by environmental project (key stakeholder): the private sector can be affected by the results of the environmental project such as the changed attitudes and behaviors of the public due to their raised awareness from an implemented project.

#### *4.1.3 Funding Agencies*

Funding agencies activate a dynamic economic and financial system in the local level, provides employment opportunities, solves environmental issues and adds to the environmental research. However, there is a fragmentation of the external support, where more than 40 donors are currently active in Palestine (PRDP, 2010) with their humanitarian and development aid flows are highly fragmented. In addition, the majority of assistance is delivered through bilateral arrangements between individual donors and individual beneficiaries (including PNA entities), which created a market for donor assistance in which public, private and civil

society organizations are competitors. This undermines coordination at the sector level and drives a “shopping list” approach to reform and development planning in which potential beneficiaries devise programs and projects that they know will be aligned with the political positions and interests of the target donor country based on the PRDP.

#### *4.1.4 Women*

Generally, the political instability in Palestine since the first Intifada in 1987; has created a new way of thinking regarding women’s role in the various sectors including the environmental sector. Women became capable of taking family decisions and leaving home for gaining living. In agriculture for example, they play large roles in almost all activities including farming, planting, irrigation, livestock feeding and medication. This contributed in raising the women status in the country. However, they still suffer from:

- Women suffer from gender inequality and they face major challenges in reaching decision making positions. Despite the fact that women’s knowledge is one of the major keys to the success of water resources and environmental-related projects, they do affect the environment greatly; this impact can be doubled if managed properly. A considerable weight should be given to women participation in all stages of the project, as they can maintain a steady yet guaranteed development in of the environmental sustainability.
- There are still various constraints on women progress in the environmental society, her job is seen as a need not necessity, her achievements are still



hidden in the shadow at various communities and above all her needs and priorities are still not sufficiently addressed in many aspects including water and environmental projects,

- Gender roles played by men and women within environmental projects in Palestine, along with local acts and relations are all shaped by the alpha male dominated society, the socially comfortable role played by women is “the follower role” not the “decision maker role”, e.g. it is acceptable for women to play significant roles in implementing the projects but those roles are not socially supported if they were in leading or decision making positions.

## **4.2 Focus Groups and Personal Interviews’ Results**

### *4.2.1 Governmental Organizations*

Three sessions of focus groups were conducted; each focus group included different stakeholders of the environmental projects of which representatives of the governmental organizations were present in all three sessions. What was found in one session was a point of concentration in the second session and so on. The following results were obtained:

- Coordination between related governmental organizations in the environmental field is still weak due to the fact that they compete over taking a leading role over such projects,

- The role played by the governmental organizations in most –if not all- the projects included choosing the beneficiaries. The criteria followed by the governmental organization was usually vague and based on unclear standards,
- The participants showed lack of trust in abilities, plans set and decisions taken by the governmental organizations.

Furthermore, the results of the personal interviews with the governmental representatives assured what was found in the desk study as it showed that PNA imposes itself as a key stakeholder in the environmental project by applying a taxation system granting operating license for projects, setting allocation priorities' plans based on situational analysis. Moreover, the PNA shows commitment in carrying out EIA prior to approving any project; this is clearly indicated in article 45 of the Palestinian Environmental Law (PEL). However this is restricted to the planning phase and not during the projects' life cycle including implementation, sustainability... etc.

#### *4.2.2 Civil society Organizations*

The three focus groups concentrated on the fact that most of the NGOs' budgets comes from international aid; as a result many tend to think of them as a tool for reinforcing the donors' ability to dictate the national agenda in an unsustainable manner. In addition the following were recognized by the participants:

- Most of the NGOs implement the project based on the donor requirement regardless of the actual need of location, target group, or even type of project,

which affects the community in a negative way. The negative impacts on the receiving community may appear in the form of irrelevant projects due to the lack of preliminary studies for the receiving area or the target groups, or even in the form of luxury project that provide marginal groups with additional resources that others may be in need for. Providing the area with irrigated-crop projects that need a lot of water for irrigation is one major example of the unsuitability of projects offered to the water scarce area.

- The implementing agency of the environmental projects, in most cases, does not follow up to guarantee project sustainability as soon as the funding stops, and in most cases does not support the marketing of the generated products.
- The private sector's main aim is gaining financial profit from the environmental project it implements, this is why most of companies working in the environmental domain do not respect the Palestinian Environmental Law and completely ignore it due to the lack of monitoring and evaluation from related governmental organizations,
- The civil society organizations dominate the majority of the environmental experts, the needed human resources and the corresponding tools for environmental management,
- Under the unstable political situation, especially the recent events of gaining the Palestinians a full membership at the United Nations Educational, Scientific and Cultural Organization (UNESCO) in late 2011, the Palestinians' civil society organizations are facing major financial constraints due to the interruption of funding from key funding agencies. However, whilst the

private sector has shown resilience in the face of harsh political and economic conditions, its full potential can only be realized by the lifting of restrictions on the movement of Palestinian goods and people, and, more generally, meaningful progress towards peace. Such progress, coupled with substantial donor investment in institutional reforms and rehabilitation of infrastructure can put the private sector, and the Palestinian economy as a whole, on a path to sustainable growth. Nevertheless, the late events of holding back the funds from the key funding agencies have influenced the NGOs more than the private sector, of which many NGOs are no longer able to proceed with their planned projects and most of the USAID employees contracts were terminated. This had its tangible effects over environmental projects more than anything.

- Civil society organizations commitment to the Palestinian Environmental Law shows that there is a need for an environmental legislation advocacy, not all the Palestinian institutions and companies are familiar with the PEL due to the fragile governmental monitoring and evaluation system.

#### *4.2.3 Funding Agencies*

Supporting the environment by funding projects that conserve the natural resources and help the beneficiaries in receiving their rights is supposed to be the main aim of the donor; otherwise these projects undermine local leadership, local agendas, grassroots participation, and the dignity that comes with self-reliance, responsibility, and equality.

- Some attention started to be paid to the ways that the international aid system must change to promote participation of beneficiaries. According to the participants of the focus groups; the aid provided for the PNA is classified into three general categories: budget support, development aid and humanitarian/emergency aid. Donors' contributions to these three general categories were largely based on political considerations rather than Palestinian needs,
- The monitoring and evaluation system is very weak in the local level; and the durability of the projects reaches ends when the funding ends,
- Based on the MoP the type of projects funded over the last decade were directed to humanitarian aid, budget support, or social infrastructure and services. However, water supply and sanitation projects (which are the most common projects in the environmental field) did not receive more than 3% of the total funding in 2007, and agriculture did not receive more than 1%.

#### *4.2.4 Local Communities*

The community suffered from the miss-planning and implementation of the environmental projects that were conducted in the study area through the last three years:

- Some of the agricultural projects were not suitable to the area on both climatic and technical aspects, and were based on weak feasibility studies and EIAs,
- Most of the projects were not based on gender responsive planning and implementation schemes. The suitability of the time and place for women

were not considered in the projects' activities, in addition to ignoring the importance of some details such as providing a day care for the kids to enable the mothers to participate in the various activities,

- The organizations that implement the projects have contributed in widening the gap between men and women, where women's needs and priorities were excluded from the planning and design criteria and their engagement was no more than informing them passively without engaging them in taking decisions or participating in the design criteria,
- The major problems that faced the community in most –if not all- the implemented projects were the lack of sustainability and marketing of the produced project output.

There are major negative effects of neglecting the early engagement of the receiving community in the participation in the decision making processes.

These effects can be summarized with:

- When the community receives the project without being engaged in the early planning phases it usually loses the sense of responsibility and the driving feeling of owning the project,
- When the recipient feels neglected and used to achieve others' interests his reaction is usually reflected on the durability and sustainability of the project.
- The passive involvement of the community is the common tool used in the implemented projects to engage the public. In this tool, the public are informed with the project main features including the project's objectives,

phases, tools and possible challenges. This happens when the decisions are taken and the public has no say in it.

#### 4.2.5 *Women*

- Men participation and involvement levels in environmental projects highly exceed women's. This was referred by the participants to several reasons:
  - ❖ Men ownership over land gives them a sense of entitlement to take the decisions,
  - ❖ Difficulty of women's physical abilities to keep up with some of the agricultural projects (such as wells' rehabilitation and land reclamation) makes men the most probable recipient of such projects,
  - ❖ Usually projects are directed to a group of beneficiaries in contravention with woman's desire of having an individual access to project management and implementation rather than be a part of a team work especially when the team is made up of women,
  - ❖ The poor financial conditions drove men to settle for the available and low-income environmental projects, and forced women to work in Israeli settlements to obtain additional revenue to support the family needs.
- Women mostly have core roles the implementation of the environmental project, but marginal roles in the decision making and leading positions in the project.

- ❖ There is no feminine active contribution in the projects committees, and in some cases there is no local women council in the area to represent their rights. This reduces women's sense of responsibility towards the project,
  - ❖ Most of the women's work in environmental projects (especially agricultural projects) is unpaid and considered part of her duties as a family member,
  - ❖ Rural women are able to settle for the available roles offered by those projects as a replacement of her work in the settlements; this is why they do not demand their rights (that they in most cases are not even aware of),
  - ❖ Customs and traditions support the trend of men as leaders and women as supporters.
- There is a deterioration of women's awareness towards the vitality and importance of environmental projects due to the poor financial conditions that directed their attention to the financial returns.

Hence, the obstacles facing women in the environmental field can be summarized as follows:

- Palestinian Women are not aware of their own rights
- The environmental field labor market is directed towards men,
- Women tend to participate in volunteering work which is not locally common which reduces her social abilities,



- The unclear role of gender units in the governmental organizations along with the lack of monitoring and evaluation systems from funding agencies enhance lack of gender consideration instead of doing the opposite,
- Lack of access to economic resources, supports and incentives for women

The personal interviews showed that women need to be supported within the environmental- institutional policies, to overcome the major challenges they still face in this domain as follows:

- Lack of by laws and legislations,
- Lack of gender perspectives in the different policies and programs related to environmental management and conservations. Woman in management positions are often not welcomed by the opposite sex, despite their specialist background. The majority of the projects budget went to the installation of the systems and technical component and a relatively smaller budget to the local community and women involvement component,
- The community and women experiences are often underestimated by the implementing team.

Nevertheless, the local community has changed in the last three years:

- There is a ministry for women affairs,
- There are feminist groups calling for gender mainstreaming,
- There are gender units inside the governmental utilities,
- There are local women associations inside most of the communities,
- There are donor requirements for women involvement,

- Women are currently highly educated and have gained their positions in the water and environmental institutions as professionals working in this domain.

### 4.3 Survey Results

The surveyed sample is characterized with the following:

- Geographical Distribution: The sample is divided over 9 communities as mentioned earlier; Table 4.1 shows the distribution of the sample.

**Table 4.1:** The Distribution of the Sample over the Surveyed Communities

	Community	Percent (%)	Number of samples
1	Froush Beit Dajan	1.4	5
2	Aouja	7.2	25
3	Jeftlik	6.5	23
4	Jericho	32.1	112
5	Tammoun	18.9	66
6	Tubas	28.3	99
7	Ein Beida	2.0	7
8	Nwe'ama	2.2	8
9	Dyook	1.4	5
	Total	100%	350

- Gender Distribution: More than two thirds of the surveyed community individuals were males (245 male compared to 105 females) this could be explained by the fact that 33% of the surveyed males are unemployed; this is

why they were available at the house when this questionnaire was filled. 72% of the females are non-working “housewives”, practicing agricultural activities on a non systematic work basis.

- Labor Force Status: only 47% of the sample is employed, with 59% of them are currently working as farmers or agricultural workers. The results showed that the female participation rate in labor force including the agricultural sector is still low in comparison with males. Only quarter of the females in the sample are working. Table 4.2 shows the working conditions of the sample.

**Table 4.2: Working Conditions of the Surveyed Sample**

State of work	Gender		Profession	Gender		Total*
	Male	Female		Male	Female	
Employed	67.4%	25.0%	Worker	15.7%	0.5%	11.4%
Unemployed	14.3%	1.0%	Farmer	56.3%	64.4%	58.6%
Housewife	3.9%	72.2%	Nurse	9.2%	0.0%	6.6%
Full time student	13.7%	1.8%	governmental employee	0.7%	10.1%	3.4%
Other	0.7%	0.0%	Other	18.1%	25%	20%

\*This stands for the percentage of the profession from the total sample regardless of the gender

- Age Distribution: The age of the surveyed individuals varied between 19-55 years old. Where 25% of the sample lied between 19-25 years old.
- Level of Education: varied with less than 20% of the sample bachelor degree holders as Table 4.3 shows.

**Table 4.3:** Distribution by Education Level

Educational Level	Sex		Total*
	Male	Female	
Illiterate	0.3%	12.3%	6.3%
Can Read/Write	6.6%	3.9%	5.2%
Elementary	15.4%	18.2%	16.8%
Preparatory	16.9%	35.9%	26.4%
Secondary	21.2%	20.4%	20.8%
Associated Diploma	7.7%	2.2%	4.9%
Bachelor	32.0%	7.1%	19.6%

\*This stands for the percentage of the profession from the total sample regardless of the gender

**Educational level by Gender:** the educational level of the surveyed sample showed a very similar situation between the males and females, almost 30% of the males compared to 23% of the females have a secondary certificate or higher.

#### **4.3.1 Governmental Authorities**

From the case study area and based on the survey results, it was found that the projects funded or implemented by governmental organizations are mainly small scale environmental conservation projects (onsite wastewater treatment or reuse, tree planting,...), where the high-budget environmental projects (infrastructure rehabilitation or construction,...) are mainly funded by external donations and

implemented by NGOs or private sector with small part given to the governmental organization. However the following were found:

- The impact of neglecting the governmental authority at the early stages in the project planning phase and ignoring their vitality as direct or even indirect stakeholders affected existing and future operations in the project cycle; as early contact with regulatory authorities will likely speed up project approval in later stages due to: proactive exchange of information, proper maintaining of all governmental regulations and intervention, and shared responsibility over taken decisions. This was proved after studying several environmental projects funded and implemented in the case study area within the last three years.
- The surveyed sample blamed the government for the nature of the funded and implemented projects. The projects were employed to serve an immediate need and they were characterized with short durability, minimal sustainability, and lacked the needed long term effect. However, it is worth to mention that previous results showed that this is not entirely a governmental.

#### *4.3.2 Civil Society Organization*

- The community is not being involved properly as key stakeholders in the environmental projects with the biggest blame set on the civil society organizations that design, implement and monitor the project. Local communities are almost never consulted in the planning phases, not informed in the early stages of implementation and the mechanisms of getting involved

are not clear or transparent. Furthermore, the locals added many additional obstacles that they face with the environmental projects that were/are being implemented in their area which is listed bellow based on the priority:

- ❖ The lifecycle of the project is tied to funding
  - ❖ The project does not provide marketing for the produced products/services
  - ❖ The project is monitored by donors that are ignorant with the local needs and priorities
  - ❖ The unsuitability of the project to the area
  - ❖ The projects usually target individuals instead of community (depend on the ownership of land).
- Another point was assured by most of the surveyed sample; the minimal benefit from the conducted training courses where 63% of the surveyed sample has received training in the environmental projects they encountered. The training subjects varied mainly between management skills, financial or accounting skills, technical skills, and even communication and marketing skills. However, those trainings were described by the recipients with the following characteristics:
    - ❖ Project driven, and not sustainable
    - ❖ Do not meet the actual needs
    - ❖ Theoretical and Lack the practical training
    - ❖ Concentrate on females more than males
    - ❖ Short and not enough

- ❖ No clear criteria in selecting the trainees

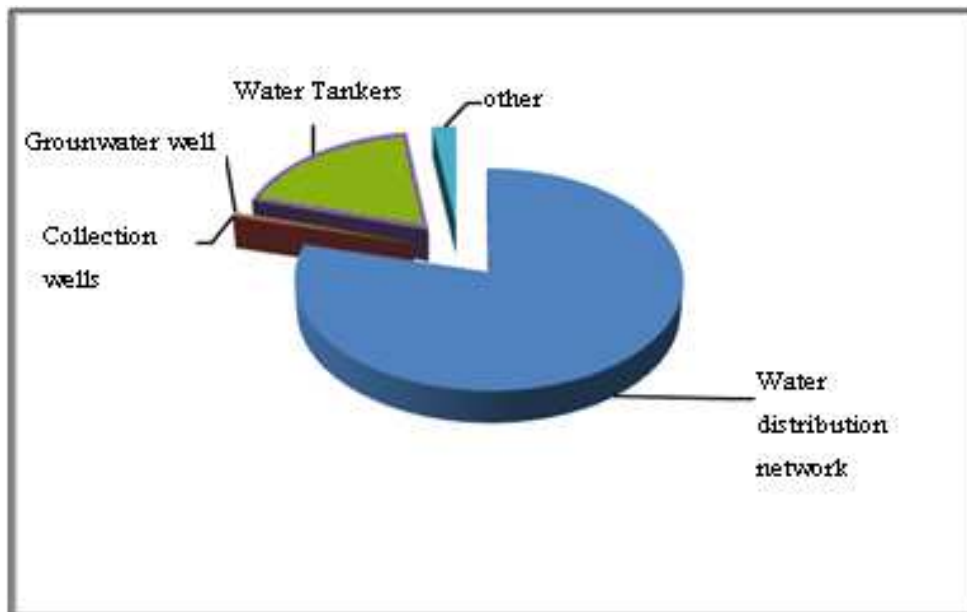
### *4.3.3 Funding Agencies*

- The survey results showed that the kind of donations offered to the environment varied between countable funds, personnel, equipments, expertise and capacity building,
- The environmental issues that take the highest concerns and attention of the various donors and funding agencies is the agricultural field, where more than 70% of the projects implemented in the past three years were agricultural,
- The accomplished results of these projects/programs depend on the funding rate and duration,
- The negative impacts -based on the surveyed sample- associated with the implementation of the environmental projects is mainly the completion of the donor's agenda on the account of the actual local need.

### *4.3.4 Local Community*

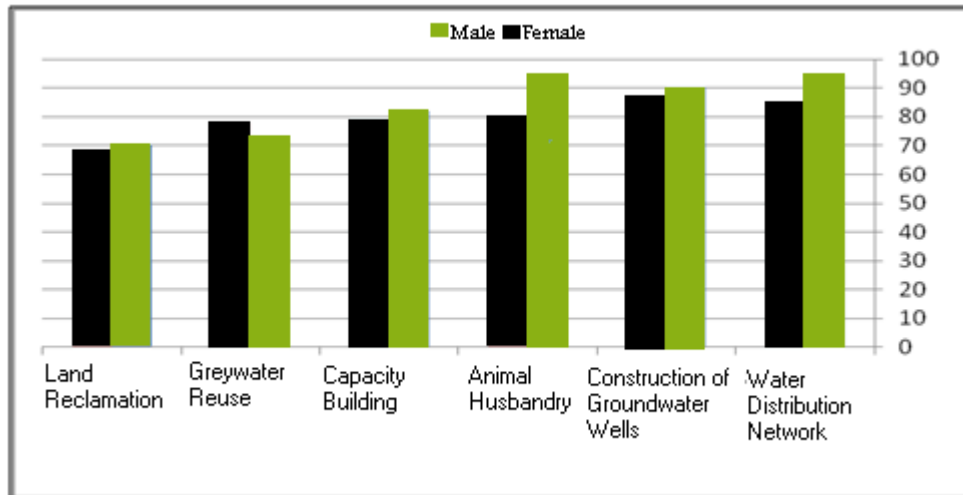
No one can argue with the fact that the community is a key and direct stakeholder as it receives the environmental project and it's responsible of its success, durability and sustainability. This is why the main focus in studying the community was based on examining the type of projects that was offered to it during the last three years and the way it was approached and engaged by the other project's stakeholders. This can be summarized as follows:

- As expected and based on studying the area's conditions, water scarcity is the main problem facing the locals. Despite the high percentage of households served with a water distribution network (79% of the sample) where 8 out of every 10 families are connected, the network still provides water in an inconsistent matter and based on the seasonal water abundance which forces the community to purchase additional amount from water vendors in high price rates (refer to Figure 4.2). In addition, half of the surveyed sample considers the water they perceive as unsafe for drinking purposes. This is why 77% of the sample set their first priority at projects dealing with the lack of water. Second priority was set to projects dealing with animal husbandry and land reclamation. While at the same time, projects dealing with wastewater treatment and reuse along with capacity building projects were given no lower attention from the sample as shown in Figure 4.3.





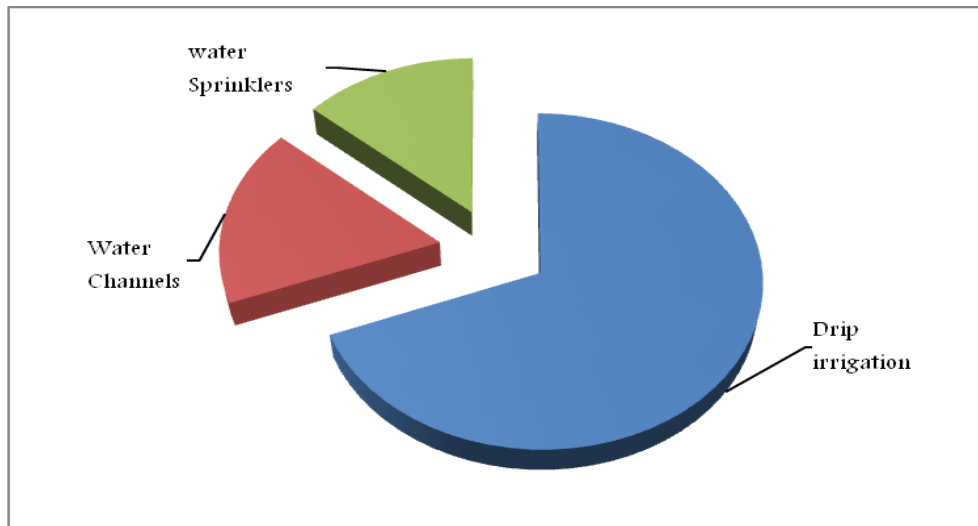
**Figure 4.2:** Percent Distribution of Families According to Main Source of Water for Domestic Purposes



**Figure 4.3:** Percent Distribution of the Sample based on the Desired Type of Environmental Project

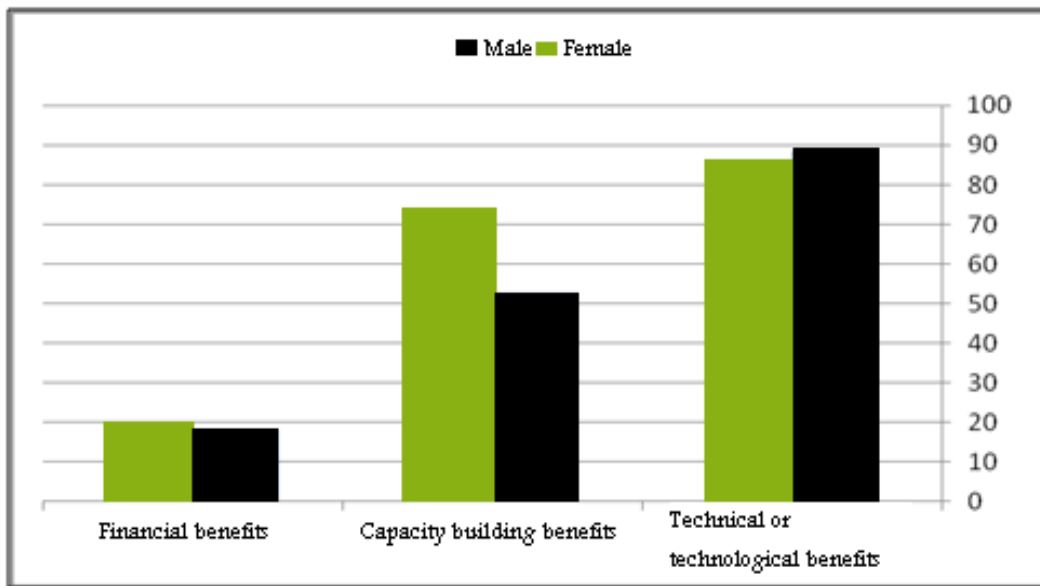
- The type of environmental projects that have been implemented in the area does not cope with its actual environmental needs, for instance agriculture was the main theme of the projects implemented in the area during the last decade, those projects consume about 70% of the available water where most of them depend on irrigated crops instead of rainfed crops, more than one third of the farmers depend on local water wells as the major source of water for irrigation, 17% depend on water tanks, 9% depend on public networks and only a quarter of them depend on rainwater to irrigate their rain-fed crops. If those projects were planned properly, this would not be the case as

these projects are mainly forcing additional stresses on the farmers to obtain additional quantities of water. However, these projects provide water-saving techniques as shown in Figure 4.4 as the drip irrigation technique is the most common between other types in the case study area.



**Figure 4.4:** Percent Distribution of Families based on Used Irrigation Technique

- Despite the previously mentioned, the environmental projects that have been implemented in the case study area lately; deserve a mark of respect as they have provided the public with the needed technical, financial and capacity building needs. Based on the survey results, the main beneficial components from the implemented projects were technical (87% of the surveyed sample received technical benefits), training (64%) and financial (only 18%) components. Refer to Figure 4.5.



**Figure 4.5:** Types of Benefits Received from the Conducted Environmental Projects

This means that there is a part of these projects that was not only to serve an immediate need and fill a gap, they were not aiming at providing a fast and tangible financial yield that lacks the sustainability, but instead they provided the needed technical help and supported it by training the capacities of the locals. Perhaps this is why the personal evaluation of the recipients was not so great, as they usually measure the success with the tangible financial benefits of the conducted projects which have motivated them from the beginning to participate in such projects for gaining income to support the family. This is reflected on 28% of the sample which has no desire to participate in such projects due to the minimal benefits compared to the great efforts needed to pull the project up, in addition to a whole bunch of reasons they believe it's what denies them from participating:

- Not being informed or when being informed it happens in final stages,
- Not given the opportunity to participate, as the beneficiaries are always the same,
- Unable to provide expenses necessary to implement the project,
- Lack of technical experience in such projects,
- Lack of management skills.

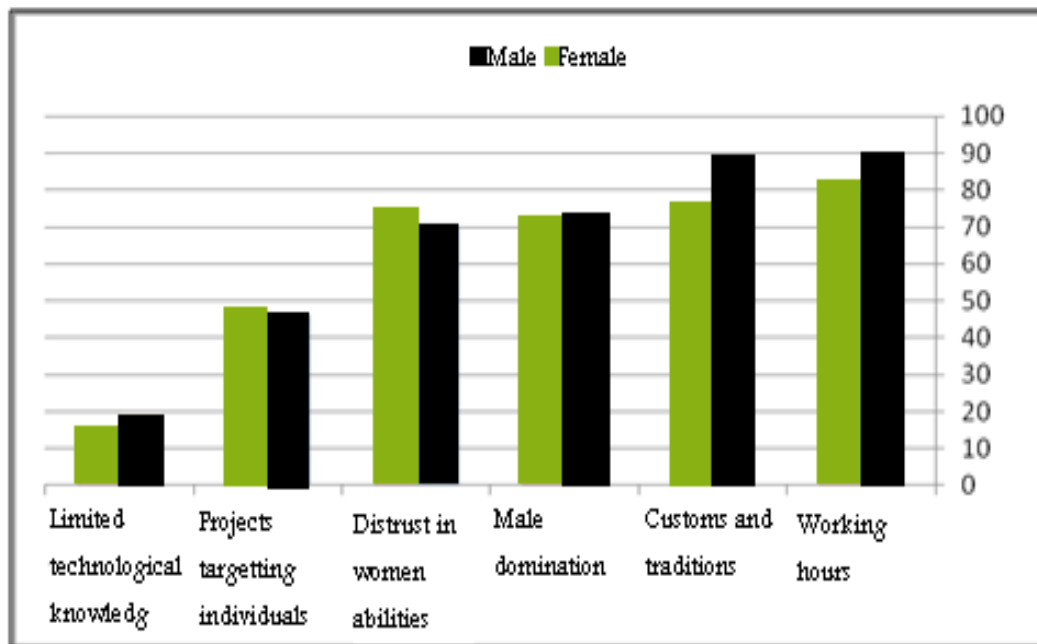
#### *4.3.5 Women*

Analysis of the actual situation in Palestine shows that women are not engaged properly within most of the environmental projects implemented locally as they are faced with different obstacles as follows:

- Women's considerable knowledge of water resources, including quality, reliability, and storage methods is too often not taken into account by decision makers in Palestine, technicalities and practical techniques are often assigned to men.
- Women are usually excluded from the design, planning and monitoring of water supply and sanitation projects, they are not approached properly in the problem identification, in the feasibility studies or the EIAs, which forms a major obstacle to the improvement of their well-being despite the fact that they are the main users in this field.
- The results showed that there is lack of consistent, relevant and verifiable (disaggregated) data on gender and water in Palestine; this makes it even harder to properly engage the community and the women within, in the project

cycle. In addition, the role and rates of women in environmental sector in Palestine has been so far mostly neglected and limited information is available to fully understand the role women play in achieving (as an example) water use efficiency and sustainability in spite of the fact that women convey knowledge, attitudes, and practices that promote conservation, pollution prevention, and sustainable consumption of water,

- The local community in Palestine does not support women in decision making positions, and this can be summarized as follows:
  - ❖ More than one third of the surveyed women (33%) believe that the domination of men on projects and their implementation is one of the obstacles that prevent them from contributing to these projects, refer to Figure 4.6 that clarifies the obstacles facing women in environmental projects.
  - ❖ More than one third of the surveyed men (32%) believe that the lack of women involvement in such projects is one of the reasons that may be considered as an obstacle facing its success, refer to Table 4.4 for other reasons stated by the respondents.



**Figure 4.6:** Percent Distribution of the Sample based on the Difficulties/obstacles facing Women Participation in the Environmental Projects

- ❖ The survey results show that there is a fundamental role played by working and non-working women in water resources management at the household level but this role is not supported to reach decision making levels in environmental projects,
- ❖ Decision makers do not believe in women capabilities in leadership positions as most of them are men, where they were asked this question directly and most of them indicated their distrust in women capabilities in the area of leadership. In other words, leading and high management positions in this kind of projects are usually assigned to men based on three-quarters of the survey respondents, on the other hand one out of ten respondents believe that women are of the actual (but hidden) players

of these roles. The remaining (15%) of the sample believe that this task is offered equally to both men and women based on their qualifications.

**Table 4.4:** Obstacles Facing Environmental Projects' Success

<b>Obstacles</b>	<b>Women</b>	<b>Men</b>	<b>Entire sample</b>
projects' lack sustainability	94.5	79.5	87.5
Projects tend to target individuals instead of community	46.0	61.0	53.0
The unsuitability of the project to the area	46.7	43.6	45.3
The project is not within the needs and priorities of the receiving community	43.5	37.8	40.8
Lack of conviction of project's importance	19.3	48.8	33.0
The control and domination of men on the project management	32.9	16.8	25.4
Lack of women participation levels	16.2	31.9	23.7
Lack of monitoring	20.6	20.9	20.8

\*The summation of the percentages will not result with 100% as each respondent mentioned more than one obstacle, and it was not a one-answer question.

- ❖ Based on the respondents answers, women are being engaged as no more than implementers of these projects as shown in Table 4.5 where both men and women answers agreed on this fact.

**Table 4.5:** Role and Nature of Men/Women Participation in Environmental Projects

Role		Sex	
		Male*	Female*
All Agriculture kinds	Leadership and design	17.3%	2.1%
	Employee	1.3%	2.4%
	Logistics/media	0.0%	1.5%
	Supportive staff	32.5%	76.3%
Water network	Leadership and design	3.1%	0.0%
	Employee	6.8%	0.0%
	Supportive staff	11.7%	0.0%
Groundwater well	Employee	22.6%	0.0%
	Supportive staff	72.6%	0.0%
Environmental projects	Leadership and design	7.8%	6.8%
	Logistics/media	0.0%	6.8%
	Supportive staff	24.9%	76.2%
Water tanks	Leadership and design	4.4%	0.0%
	Logistics/media	2.3%	0.0%
	Supportive staff	1.7%	0.0%

\*The percentage indicated in this table is from the total sample, where the sum of the percentages in each domain will not result with 100%.



Their involvement is based on a donor requirement, even if they were engaged in the implementation processes their contribution is taken for granted. They are rarely engaged in the decision making or leading roles, this is why it was very important to investigate how men and women perceive women in leading positions. What was found that about 20% of the men compared to 22% of the women believe that women are unable to manage environmental projects. 45% of women (compared to 20% of the men) do not believe they are offered the same opportunities offered to men. 43% of women do not believe that women's needs and requirements are taken into account during the planning phase. But in general, 82% of the sample (93% of the men and 72% of the women) believe that men are the most suitable to manage water resources. However, this is not different from the common stereotype in the rest of the world.

- ❖ Despite the high sense of responsibility community women show towards water resources and water saving (75% of the women feel they are responsible on water resources and management) but 63% of the sample believes that women are the major consumers of water, this makes sense if the domestic uses of water that includes house cleaning, cooking, laundering... are included in women's water consumption, in addition the majority of the sample as shown in Table 4.6 believe that men are more suitable for managing water resources and more suitable to participate in environmental projects.

**Table 4.6: Men vs. Women in Water Management**

		Sex	
		Male	Female
The most suitable to manage water resources is	Man	92.9%	73.3%
	Woman	2.8%	14.9%
	No difference	4.3%	11.8%
In general, more suitable to participate in environmental projects are	Man	68.9%	57.9%
	Woman	3.0%	11.3%
	No difference	28.1%	30.8%
In general, higher income in environmental projects are in favor of	Man	28.2%	58.0%
	No difference	71.8%	42.0%

- ❖ Having women on project teams does not necessarily mean that gender considerations will be maintained consistently and sufficiently, but does facilitate the implementation of the approach.
- Gender mainstreaming in Palestine has developed considerably during the last three years, however, the local situation still face these major obstacles in this area. Theoretically, gender issues are well considered in environmental project proposals due to donors and special interest groups rather than actual engagement of grassroots gender participation in water projects to cause a positive change on the ground. This is shown through the fact that two out of every three women feel underestimated or abused due to their gender in water

projects confirming a weakness in approaching the gender perspective in environmental projects,

- Women as stakeholders: all surveyed women do not mind participating in or attending any activity as part of such projects that involve the opposite sex which contradicts with the shyness concept attached to women. But there are some internal and external obstacles facing their participation in those projects that may include financial requirements (amounts to be paid by households as contributions to participate in some projects) and lack of ownership of resources (such as income, land ...etc) represent major barriers to female involvement in water projects. In addition, the linkage of females' decisions and high emotional sensitivity sometimes form an obstacle to the decision making capabilities of community female households as perceived by implementers of water projects.

## **Chapter Five: Conclusions and Recommendations**

The five stakeholders groups were divided into two main groups in the analysis phase. Likewise, the discussion of the conclusions will be also separated into two main groups. The first group includes funding agencies, governmental and civil society organizations that dominate decision making and represent the institutional level, whereas the second group includes the community with special emphasis on women as key stakeholders in the environmental projects.

### **5.1 Conclusions**

#### **5.1.1 Decision making and Institutional Level**

The country does not have a comprehensive strategy that guarantees the engagement of all levels of stakeholders and provides useful information to assist environmentally responsible decision making, this is supported with the lack of knowledge and expertise in the field of stakeholders' participation even when the projects are being managed under the title of IWRM, where the critical aspect in this process is the exclusion of key affecting/affected parties from the planning, design, implementation and monitoring of the project cycle as they become unable to interpret and make decisions based on expert assessments. The main conclusions are summarized as below:

- There is no clear stakeholders' analysis and engagement framework in most of the previously conducted projects, the decision making level –usually- do not

provide clear and transparent selection options (selection of the project type, target groups, beneficiaries, ,

- Despite the existence of national strategies and long term governmental plans, most of the environmental projects implemented through the last decade were not based on them. This common lack of commitment was encouraged by the governmental organizations trend of following the external aid conditions instead of building a foundation of environmental administration based on the actual needs and priorities. This was reflected on the stakeholders' analysis, and real time engagement processes within project cycle,
- The main problem facing the environmental projects in Palestine; is that the majority of donations directed to this field are delivered through bilateral arrangements between individual donors and individual beneficiaries, this creates a market for donor assistance in which governmental, public, private and civil society organizations are competitors. This was reflected on excluding key stakeholders from the projects' scope as they may form a threat on the implementers (due to the ongoing competition between them),
- Multi-stakeholder collaboration that includes the decision making level; proved to be a major aspect of the project success, where the case study area showed that this helps in finding proper holistic and sustainable solutions to community problems. However, in most cases; governmental organizations do not play the required regulatory and monitoring role, NGOs and private sector plan, design and implement the project trying to avoid the partnership with the related governmental organizations, and finally the funding agencies do not

commit to the local priorities and offer donations based on their own agendas that in most cases do not fit the local needs and affects the interactive relationships,

- While the funding agencies have the power of converting the economy into green one, by imposing certain requirements starting from planning phase all through the monitoring and evaluation phase, most of the aid received from the international community is employed to serve a political consideration rather than a Palestinian need.

### **5.1.2 Community Level- Women in Spot**

Many problems were encountered when studying the type and nature of the environmental projects funded and implemented in the local community, the main problem is the poor engagement of the public in the project cycle which directly affects the results' efficiency and the projects' sustainability. The main conclusions in this regard are explained below:

- The conducted projects are usually characterized with the following:
  - ❖ The lifecycle of the projects are generally tied to funding, and the projects' sustainability is rarely maintained after funding stops,
  - ❖ The projects do not usually provide marketing for the produced products/services,

- ❖ The projects are not typically monitored by a committee formed from NGOs and the related governmental organization based on the local needs and priorities,
  - ❖ The projects do not go –regularly- through further feasibility studies and needs assessment studies prior to be implemented to guarantee their suitability to the area,
  - ❖ The projects sometimes target individuals instead of a community.
- There is a clear neglect of the proper engagement of the receiving community as key stakeholder in the conducted projects which in most of the cases leads to the following:
    - ❖ The excluded stakeholders usually do not support the subsequent decisions of the project, and subsequently this leads to delaying or sometimes even stopping the project,
    - ❖ The projects’ activities are sometimes directed to the wrong audience due to the miss identification of the project’s key stakeholders,
    - ❖ The project driven training courses do not usually meet the actual needs of the receiving community, in addition, the neglected practical side in the training course associated with the project affects the trainees’ gained knowledge prior to the implementation,
    - ❖ The selection of the projects’ activities and the consequent projects’ beneficiaries do not usually consider gender equity.

- Women proved their ability of impacting environmental projects through their considerable knowledge and input in this field, their engagement within environmental projects –in most cases- still suffers from gender inequality where they face major challenges in reaching decision making positions. This affected the maintaining of steady and guaranteed development in of the environmental sustainability in addition to supporting their well-being,
- Different gender roles between men and women imposed by the society were not normally taken into account during planning the environmental projects and there was a lack of understanding the social and gender issues and in the application of the social justice,
- Planners of the environmental projects do not usually keep in mind who has the information, what is the quality and quantity of the information available, what format is the information in, how will the information be used, what format should it be in, what decisions and actions are expected from the information provided, who is the user of the information, what is the best media to use for reaching the intended target group, how can the dissemination facilitate long term capacity building, etc.

## **5.2 Recommendations**

### **5.2.1 Decision making and Institutional Level**

The engagement of this level within environmental projects is not optional; this is why discussing their engagement is not concerned with forcing their involvement; it's rather concerned with employing their impact for the best benefit of the



environmental project sustainability by controlling a proper participation level. Accordingly, the main recommendation based on the results of this research is to formulate a national strategy for the stakeholders' engagement in environmental projects to be conducted in Palestine, in which the special circumstances and the local institutional framework should be considered. The following recommendations form a baseline for the formulation of this strategy. The following are the recommendations based upon the findings:

- Reallocating the external aid to first take the environmental consideration as a main need instead of a luxury, and second be based on the prepared national allocation plans and long term strategies. Applying this will avoid the unequal interventions in different locations by spreading the external and internal aids over the governorates based on the actual needs as a priority yet setting the fair distribution as a main director. This can be done if the funding strategy is transparently negotiated with participation of the receiving country. Otherwise, governmental and civil society organization's dependence on international aid should be gradually decreased by creating alternative sources of funding, including a permanent endowment, income-generating activities, volunteerism, and local philanthropy,
- Enhancing the monitoring and evaluation over the projects' cycle by placing penalties to those that do not fit with the standards and break the PEL (articles 58-74), where the implementing agency (governmental, NGO, donor agency or private company) should conduct a decent follow up that guarantees project's sustainability especially after the funding stops,

- Creating Memorandum of Understanding (MoU) between the governmental organizations and the civil society organizations for better flow of information and organizing the coordination between them to be transferred from “competitive” into “communicative” relations,
- Applying good governance practices that will not only increase the environmental organizations and private sector’ sense of social responsibility, but will also serve to create stronger ties between them and the community. Within this context, there is a need for an environmental legislation advocacy as not all the Palestinian institutions and companies are familiar with the PEL.

### **5.2.2 Community Level- Women in Spot**

The implementing organization (whether donor, governmental or civil society organizations); should change their behavior in engaging the community, this can be achieved by following main steps including:

- The stakeholders’ engagement strategy should offer guidance for the projects’ planners into the beneficiaries’ actual needs for best interest of the projects’ stakeholders. For instance, as the main environmental problem facing the area is the water shortage; the civil society and the governmental organizations should direct the financial support provided by different funding agencies to implement projects that cope with the climatic and natural conditions of the area on one hand, and projects solving this issue on the other hand. This could be either by generating additional water sources for the area, or by resorting to

other non-conventional water resources such as wastewater treatment and reuse,

- The strategy should work on informing the public properly by engaging them with more than passive hearing sessions, but in decision making if necessary and throughout the project cycle, this should be by simplifying the discussion to the utmost level, conducting context-specific analysis of direct activities in order to establish broad levels of environmental quality and development, along with making information accessible by different stakeholders from different sectors and disciplines,
- setting transparent and clear mechanisms in choosing the beneficiaries, and providing the opportunity to everyone to participate without getting prejudice to certain people or certain groups,
- Equity in access to information for both genders should be maintained throughout the project implementation, this is needed to guarantee a solid base for decision making,
- Provide the beneficiaries with the needed technical and management training prior to implementing the project so as to remove the lack of technical experience an obstacle in being a part of the environmental project,
- The strategy should be gender responsive as this will be directly reflected on her performance, innovation and maintaining of the environment. this could be achieved by the awareness raising of the society towards women capabilities in decision making and innovation in problem solving for both institutional level (decision makers and practitioners) and the community level (men and

women). In addition, research conducted in this area could be very helpful to gather disaggregated data on one hand and document the actual situation of the roles offered to women on the other hand,

- Gender units in the governmental organizations should conduct national workshops to introduce the public and the local society with their agenda and set a clear monitoring and evaluation systems over women involvement as key stakeholders, where women should be supported within environmental-institutional policies, where gender responsive strategies should be activated to direct and organize the governmental and nongovernmental society.

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## **Annexes**

### Annex A: List of the Focus Groups' Participants

Participant	Institution
Raed AbuSmoud	Farmer
Mohammed Sinnokrot	Farmer
Lamya Sa'dy	Farmer
Nabeela Sinnokrot	Farmer
Ibraheem Bshara	Farmer
Nadia Qasrawy	Palestinian General Federation of Trade Unions
Tameema Mursal	Palestinian General Federation of Trade Unions
Ameena Ezzeddin	General Union of Palestinian Workers
Rabia Abu Dawwas	General Union of Palestinian Workers
Haifa Ezzeddin	General Union of Palestinian Workers
Moayyad Abu Muhsen	CHF
Nabeela Hamdan	Ministry of Agriculture
Nisreen Mansour	Ministry of Agriculture
Ayman Abu Thaher	Environmental Quality Authority
Kafa Husny	Rural Women Development Association
Laila Sa'eed	General Union of Palestinian Women
Maysa Mahasneh	Rural Reconstruction Association
Salma Daraghmeh	Rural Reconstruction Association
Wa'ad Bsharat	Tubas Directorate
Naser Jaradat	Tubas Directorate
Samah Qasrawy	Joint Services Support
Abdullah Yassin	Directorate of National Economy

Maha Daraghmeh	Tubal charity Association
Fayez Maslamany	Directorate of Agriculture
Tareq Umair	Chamber of Commerce Industry and Agriculture
Nabeeh Khader	Farmer
Ayed Asa'ad	Farmer
Abeer Ibraheem	Farmer
Khaled Abu Mehzen	Farmer
Muhammad Sadeq	Farmer
Ala' Rabeh	Farmer
Mohammad Alami	Farmer
Rania Badawi	Nurse
Mutaz Abdallah	-
Dalal Amayra	Housewife
Wafa' Khaleel	Housewife
Husneyeh Amarneh	Housewife
Sabreyeh Mahmoud	Housewife
Khaleda Jarrar	Housewife
Rabe'a Zaineh	Housewife
Zuhaida Ballakh	Housewife
Samar Yassin	Housewife
Khadeeja Ezzeddin	Housewife



**Annex B: List of Interviewed Representatives from Funding Agencies,  
Governmental and Civil Society Organizations**

<b>Representative</b>	<b>Organization</b>	<b>Job Title</b>
Zaghloul Samhan	Environmental Quality Authority (EQA)	General Director of Policy and Planning Department
Jameel Mutoor	Environmental Quality Authority (EQA)	Vice-Chairman of the EQA
Fatima Radayda	Ministry of Women's Affairs (MoWA)	Head of the Gender Unit
Mahmoud Attaya	Ministry of Planning and Administrative Planning	Focal Point for MDGs
Hanan Imseeh	Ministry of Local Governance (MoLG)	Head of Gender Unit
Mohammad Jadallah	Ministry of Local Governance (MoLG)	Director of Public Relations Department
Malvina Al Jamal	Ramallah Municipality	Environmental Awareness Department
Almutaz Abbady	Palestinian Water Authority (PWA)	Environment control project officer with I.C. Water planning and information strategy advisor-PWA
Nabeela Hamdan	Ministry of Agriculture (MoA)	Agriculture and Rural Development coordinator

Ayah Rabi	Palestinian Central Bureau of Statistics	Civil Engineer- at the Environmental Statistics Department
Yousef Nasser	Birzeit Municipality	Mayor
Mousa Shawqy	Birzeit Municipality	Civil Engineer
Jamal Al Taweel	Birzeit Municipality	Mayor
Jannet Khoury	Ramallah Municipality	Mayor
Program Manager	Nongovernmental Organizations Development Center (NDC)	Jameela Sahliyah
Public Relation Director	Union of Agricultural Work Committees (UAWC)	Omar Tabakhna
General Manager	Heinrich Boell Organization (HBO)	Joachim Paul
General Director	Palestinian Hydrology	Abdulrahman Al- Tamimi

	Group (PHG)	
Deputy project manager	Food and Agriculture Organization (FAO)	Nasser Samara
General Manager	Palestinian Agricultural Relief Committee (PARC)	Khalil Sheaha
Director General	House of Water and Environment (HWE)	Amjad Eleiwi
General Secretary	Miftah	Lily Faidy
Former Minister of Women's Affairs and Director of PWRDC	Palestinian Women Research and Documentation Center (PWRDC)	Zaheera Kamal
Researcher/ Project Coordinator	Palestinian hydrological Group (PHG)	Shereen Zaidan
Research Coordinator	Palestinian Women Research and Documentation Center (PWRDC)	Shereen Assaf
Biomedical and Computer Engineer	Palestinian Medical Relief Society	Sameer Shaheen
Water and Environmental	unicef	Ghassan Mudyah

Sanitation Officer		
Technical Manager	Water Supply and Sewerage Authority	Talal Atallah

**Annex C**  
**جامعة بيرزيت**  
**معهد الدراسات البيئية والمائية**

استمارة المسح

البيانات الواردة في هذه الاستمارة سرية ولا تستخدم إلا لأغراض البحث العلمي											
Q1. رقم الاستمارة المتضمن:		□ □ □									
Q3. اسم رب الأسرة :		Q2. التجمع:									
_____		□ □ □ □ □ □									
Q4. عنوان المبنى :		Q5. يوم وتاريخ الزيارة									
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اليوم	الشهر										
□ □	□ □										
Q6. مجموع أفراد الأسرة:		1. لجناتي □ □									
□ □		2. تكوير □ □									
□ □		3. أشات □ □									
Q7. اسم الفرد المضيف على الاستمارة: .....											
Q8. اسم الباحث/إذ: .....											
□ □		Q9. تاريخ التقييم: □ □ □ □ / □ □ / □ □									
Q10. الوقت الذي استغرقه تعبئة الاستمارة (بالدقيقة): □ □ □											

A. معلومات تعريفية عن الفرد الذي تم اختياره في العينة

<input type="checkbox"/>	1. ذكر 2. أنثى	A01	الجنس
<input type="checkbox"/>	(سجل العمر بالسنوات الكاملة)	A02	العمر
<input type="checkbox"/>	1. أمي/أمية 2. يقرأ ويكتب 3. ابتدائي 4. اعدادي 5. ثانوي 6. دبلوم متوسط 7. بكالوريوس 8. دبلوم عالي 9. ماجستير 10. دكتوراه فأعلى	A03	المستوى التعليمي
<input type="checkbox"/>	1. أعزب/عزباء 2. متزوج/ة 3. مطلق/ة 4. أرمل/ة	A04	الحالة الزوجية
<input type="checkbox"/>	1. يعمل 2. متعطل (سبق او لم يسبق له العمل) 3. متفرغ/ة لأعمال المنزل 4. متفرغ/ة للدراسة 5. أخرى	A05	العلاقة بقوة العمل
<input type="checkbox"/>		A06	المهنة الرئيسية
<input type="checkbox"/>	1. خاص 2. حكومي 3. أهلي 4. اسرائيلي 5. أخرى	A07	القطاع الذي يعمل فيه الفرد
<input type="checkbox"/>	1. اجمالي الذكور	A08	عدد العاملين في الاسرة (بما فيهم الفرد الذي تم اختياره)
<input type="checkbox"/>	2. الذكور في الزراعة		
<input type="checkbox"/>	3. اجمالي الاناث		
<input type="checkbox"/>	4. الاناث في الزراعة		

B. توفر المياه في المسكن

<input type="checkbox"/>	1. شبكة عامة 2. آبار جمع 3. بئر ارتوازي 4. تنكات 5. أخرى	B01	ما هو مصدر المياه في المسكن
<input type="checkbox"/>	1. المياه تتوفر على مدار السنة بشكل كاف 2. المياه متوفرة على مدار السنة ولكن بشكل غير كاف 3. المياه متوفرة على مدار السنة ولكن تتفاوت الكمية حسب الموسم 4. المياه متوفرة بشكل متقطع وغير منتظم 5. المياه شحيحة وغير كافية بشكل عام 6. أخرى	B02	مدى توفر المياه في المسكن
<input type="checkbox"/>	1. نقية وجيدة بشكل عام 2. يعتمد نقاء المياه على الموسم 3. المياه غير نقية بشكل عام 4. أخرى	B03	جودة ونقاء المياه في المسكن
<input type="checkbox"/>	1. رب الاسرة 2. الزوجة/الزوج 3. الابناء الذكور 4. البنات الاناث 5. لا يوجد تحديد	B04	الشخص المسؤول عن ادارة المياه في أسرتكم هو:
<input type="checkbox"/>	1. يستهلك الذكور ميها اكثر من الاناث 2. تستهلك الاناث ميها اكثر من الذكور 3. لا يوجد فرق بين الذكور والاناث في كمية استهلاك المياه 4. استهلاك المياه يرتبط بمستوى مساهمة الفرد نفقات الاسرة 5. أخرى	B05	بشكل عام وفي أسرتكم، هل:

C. الزراعة

<input type="checkbox"/>	<input type="checkbox"/>	1. نعم 2. لا	C01 هل لدى الأسرة أراضي زراعية (مملوكة أو اشتركت)
<input type="checkbox"/>	<input type="checkbox"/>	1. ريفية 2. بنر اوتوازي 3. شبكة العامة 4. تكاتل المياه 5. بنر تصحيح 6. أخرى/ حدد:.....	C02 إذا كان المشروع زراعي، ما هو مصدر الري الرئيسي المستخدم
<input type="checkbox"/>	<input type="checkbox"/>	1. انقراط 2. رشاشات 3. قنوات 4. أخرى/ حدد:.....	C03 ما هي طريقة الري الرئيسية التي تستخدم:
<input type="checkbox"/>	<input type="checkbox"/>	1. نعم 2. لا	C04 هل ساهمت أي من الجهات معكم في تنفيذ أي مشروع يعتمد على وجود أرض (مائي/قنوات...)
<input type="checkbox"/>	<input type="checkbox"/>	1. نعم 2. لا 3. لا أعرف	C05 هل تعتقدون أن ملكيتكم/اشتركتكم على الأرض كان سبباً في تنفيذ هذا المشروع
<input type="checkbox"/>	<input type="checkbox"/>	1. نعم 2. لا 3. لا أعرف	C06 هل كان متعذراً أن يتم استقطاب أي نوع من المساعدة دون وجود أرض
<input type="checkbox"/>	<input type="checkbox"/>	1. وجود قود على الحركة متعت من متبعة عمل المشاريع 2. عدم القدرة على تحمل التكاليف 3. شح/عدم توفر المياه 4. ارتفاع تكلفة المياه 5. نقص الأيدي العاملة 6. نقص في المورن الأريية 7. أسباب أخرى:.....	C07 من خبرتكم، في المشاريع التي تحتاج إلى مصادر مائية، ما هي الصعوبات التي واجهت أو تواجه هذه المشاريع: 1. نعم 2. لا
<input type="checkbox"/>	<input type="checkbox"/>	1. إدارة وإيادة هذه المشاريع 2. بالاشرف وإدارة مصادر المياه والصرف عليها 3. والعمل التنفيذي للمشروع	C08 للعاملين في مشاريع زراعية /بيئية / مائية (بعض النظر عن الملكية)...من يقوم 1. لتكوير (على الاغلب) 2. الاكث (على الاغلب) 3. من الجسدن (الشمالي)
<input type="checkbox"/>	<input type="checkbox"/>	1. قطف الثمار، ري المزروعات 2. العناية بالحيوانات (تقديم الاكل، تنظيف موالعها، عملية الطيب وتوزيعه... 3. خدمتية في المشاريع أو المؤسسات التي تدارف عليها (طبخ، تنظيف)، 4. توزيع المنتجات 5. موظفات/عاملات في مشاريع التصنيع 6. أخرى/حدد	C9 ما هي أبرز الأنشطة التي تقوم بها الاكث دون التكرور
<input type="checkbox"/>	<input type="checkbox"/>	1. ادارة المشروع بما فيه ادارة الدخل 2. المعاملات الخارجية 3. ادارة التسويق 4. الاصل لتسببة مثل السفر أو ما شابه 5. الرهي 6. أخرى/حدد	C10 ما هي أبرز الأنشطة التي يقوم بها التكرور دون الاكث

**D. المشاريع المنفذة**

D09.الجهة العمولة للمشروع	D08.الجهة المسؤولة أو المشرفة على تنفيذ المشروع	D07. تركيبة المشاركين في المشروع: 1. الأغلبية من التكوير 2. الأغلبية من الإثبات 3. التمثيل متساو إلى حد كبير	D06. ما هو تقييمكم للمشروع في مرحلته الحالية؟ ... 1. مفيد لى شخصيا فقط 2. مفيد لأمتي ومجموعة من الأسر 3. مفيد للمنطقة لكن ليس الأسرة 4. مفيد للفردي الأسرة /التجمع 5. غير مفيد على الإطلاق 6. أخرى /	D05. ما هي المرحلة التي يمر فيها المشروع: 1. تم إغلاق المشروع 2. المشروع ما زال في المراحل التحضيرية 3. المشروع في مرحلة التنفيذ 4. المشروع متعثر وغير واضح الملامح 5. أخرى /	D04 ما هي الوسيلة الرئيسية لمعرفتك حول المشروع أو المشاريع التي شاركت/تشارك فيها؟ 1. وسائل الإعلام 2. المجلس المحلي/البلدية 3. المؤسسة التي تعملون بها 4. جمعية خيرية/ مؤسسة في التجمع 5. الأصدقاء أو الأقارب 6. للتواصل المباشر مع الجهات ذات العلاقة 7. أخرى /	D03. ما هي طبيعة المشاركة/ الدور في المشروع؟ 1. في قيادة وتصميم المشروع (مستوى اتخاذ القرار) 2. موظف (في- باري، مالي-) 3. في اللوجستيات أو الاتصال أو الإعلام 4. موظف أو عامل خدمات ونحوه 5. أخرى /	D02. هل شاركت أنت شخصيا أو أي قرد من الأسرة في أي من هذه المشاريع؟ 1. نعم 2. لا	D01. على مدار الثلاث سنوات الماضية، هل تم تنفيذ مشاريع لها علاقة بالمياه أو الزراعة أو البيئة في تجمعكم/قريتكم...؟ 1. نعم 2. لا  يتم اختيار كافة المشاريع ذات العلاقة (يمكن أكثر من مشروع)	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. زراعة
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. شبكة مياه
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. آبار جوفية
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4. مشاريع بيئية
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5. إعادة استخدام المياه الرمادية
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	6. محطات تنقية منزلية
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	7. تأهيل آبار للشرب
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	8. حلوز مياه
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	9. حديقة منزلية
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10. أخرى



E. توجهات وآراء

<input type="checkbox"/>	بشكل عام، الأفضل في ادارة مصادر المياه هو	من خلال التجربة المباشرة أو غير المباشرة، هل تعتقد أنه: 1. الرجل 2. المرأى 3. لا فرق	E01
<input type="checkbox"/>	بشكل عام، الأفضل في إنتاجية المشاريع البيئية/المياه/ الزراعة هو		
<input type="checkbox"/>	بشكل عام، الاجور الاعلى في المشاريع البيئية/المياه/ الزراعة لصالح		

<input type="checkbox"/>	1. النساء غير قادرة على ادارة المشاريع البيئية/المياه/ الزراعة	من خلال التجربة المباشرة أو غير المباشرة، هل توافق على التالي: 1. أوافق بشدة 2. أوافق 3. لا أوافق 4. لا أوافق بشدة 5. لا أعرف	E02
<input type="checkbox"/>	2. تتوفر للنساء نفس الفرص المتاحة للرجال في ادارة المشاريع البيئية/المياه/ الزراعة		
<input type="checkbox"/>	3. بشكل عام، نقل إنتاجية المرأة في الزراعة عندما تصبح أم		
<input type="checkbox"/>	4. يوجد أهمية لمشاركة النساء في المشاريع البيئية/المياه/ الزراعة		
<input type="checkbox"/>	5. المشاريع البيئية/المياه/ الزراعة مصدرا للأمراض والمشاكل الصحية		
<input type="checkbox"/>	6. عند التخطيط للمشاريع البيئية/المياه/ الزراعة، يتم الأخذ بعين الاعتبار احتياجات وقدرات النساء		

F. تقييم المشاريع

<input type="checkbox"/>	1. المالية 2. الفنية/التقنية 3. التدريب 4. أخرى	ما هي مجالات الاستفادة التي حصلتم عليها من خلال هذه المشاريع (1. نعم 2. لا)	F 01
<input type="checkbox"/>	1. الديمومة (انتهاء المشروع بانتهاء التمويل) 2. ليس ضمن الأولويات أو الاحتياجات 3. عدم القناعة بالجدوى من المشروع 4. تنفيذ مشاريع تعطي عائداً على المدى البعيد 5. تنفيذ مشاريع في مناطق غير مناسبة أصلاً للمناطق المستهدفة 6. مشاريع تستهدف الفرد وليس المجتمع المحلي (مثل مشاريع الآبار الارتوازية) 7. عدم مراقبة تنفيذ المشروع من الجهة المانحة 8. عدم تخصص الجهة المنفذة 9. سيطرة الذكور على ادارة وتسيير المشروع 10. نقص/تدني مشاركة الاناث في المشروع 11. أخرى	للمشاريع التي شاركت فيها او لديك معلومات كافية عنها، ما هي أهم المعوقات التي تنصف بها هذه المشاريع 1. نعم 2. لا 3. لا أعرف	F 02
<input type="checkbox"/>	1. نعم 2. لا 3. لا أعرف	هل تم تنفيذ فعاليات تدريبية ضمن أنشطة المشروع	F 03
<input type="checkbox"/>	1. مهارات ادارية/ ادارة المشروع 2. مهارات محاسبية/ مالية 3. مهارات فنية/تقنية 4. مهارات اتصال 5. مهارات تسويق 6. مهارات أخرى	ما هي طبيعة التدريب الذي تلقيته ضمن أي من المشاريع المذكورة؟	F 04
<input type="checkbox"/>	1. مرتبطة بالمشاريع (عدم التواصل) 2. تعدد الجهات التي تنفذ مشاريع التدريب 3. عدم التعاون بين مختلف الجهات المنفذة 4. آلية اختيار المستفيدين غير عادلة 5. لا يحقق الاحتياجات المطلوبة	ما هو تقييمك للتدريب الذي تم الحصول عليه ضمن المشاريع المذكورة؟ 1. نعم 2. لا	F 05

<input type="checkbox"/>	6. عدم عملية التدريب في مجال العمل		
<input type="checkbox"/>	7. تركيزها على الذكور		
<input type="checkbox"/>	8. تركيزها على الاناث		
<input type="checkbox"/>	9. التدريب بشكل عام أضاف المهارات المخططة		
<input type="checkbox"/>	10. التدريب كان جيدا ولكنه قصير		
<input type="checkbox"/>	11. التدريب كان جيدا لكن لم الاستفادة في تطبيق ما تم اكتسابه		
<input type="checkbox"/>	12. تركيزه على الجانب النظري دون التطبيقي		
<input type="checkbox"/>	13. أخرى		
<input type="checkbox"/>	1. عدم معرفتي أو معرفتي المتأخرة عن وجود المشروع		
<input type="checkbox"/>	2. عدم الرغبة في المشاركة بهذا مشاريع		
<input type="checkbox"/>	3. لأن ادارة المشروع من النساء (لا أثق بإدارة النساء للمشاريع)		
<input type="checkbox"/>	4. لأن ادارة المشروع من الرجال (لا أريد تكريس سيطرة الرجال في ادارة هكذا مشاريع)		
<input type="checkbox"/>	5. غير مقتنع بجدوى المشروع		
<input type="checkbox"/>	6. غير متاح لي المشاركة في هكذا مشاريع		
<input type="checkbox"/>	7. عدم تشجيع من العائلة/الزوج...		
<input type="checkbox"/>	8. نقص الخبرة الفنية في هكذا مشاريع		
<input type="checkbox"/>	9. لم أتمكن من توفير التكلفة اللازمة للتنفيذ		
<input type="checkbox"/>	10. أوقات العمل غير مناسبة لظروف أسرتي		
<input type="checkbox"/>	11. عدم الحاجة لهذا المشروع		
<input type="checkbox"/>	12. عدم مناسبة سماتي الشخصية وآليات التعامل مع الاخرين في المشروع		
<input type="checkbox"/>	13. نقص القدرة الادارية لادارة المشروع		
<input type="checkbox"/>	14. العادات و التقاليد لا تسمح بالمشاركة في المشروع		
<input type="checkbox"/>	15. صعوبة حضور الاجتماعات		
<input type="checkbox"/>	16. أخرى		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	من القائمة أعلاه، ما هي اهم ثلاثة عناصر تشجع مشاركتك في هذه المشاريع
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	من القائمة أعلاه، ما هي اهم ثلاثة عناصر تعيق (لا تشجع مشاركتك) في هذه المشاريع
<input type="checkbox"/>	1. نعم 2. لا		F 08 في حال تم عرض المشاركة عليكم بأي من المشاريع المذكورة، هل ترغبون بذلك؟
<input type="checkbox"/>	1. الاستقلالية المالية		F 09 ما هي منطقتك في المشاركة بهذه المشاريع
<input type="checkbox"/>	2. الطموح بالتطور (تحقيق الذات، المساهمة في بناء المجتمع وتنميته..)		
<input type="checkbox"/>	3. توفير دخل لمساعدة الأسرة		
<input type="checkbox"/>	4. أخرى		
<input type="checkbox"/>	1. سيطرة الرجل		F 10 برأيك، وحسب خبرتك...تواجه المرأة في مجتمعنا وفي منطقتك المشاكل الآتية في مجال المشاركة بالمشاريع العامة خاصة المشاريع البيئية:
<input type="checkbox"/>	2. عدم الثقة بقدراتها		
<input type="checkbox"/>	3. عائق العادات والتقاليد		
<input type="checkbox"/>	4. عدم وجود رغبة في المشاريع الفردية		
<input type="checkbox"/>	5. عدم الرغبة في تطوير المعارف التكنولوجية		
<input type="checkbox"/>	6. أوقات الدوام		1. نعم 2. لا
<input type="checkbox"/>	7. أخرى		
<input type="checkbox"/>	1. مائية - معالجة شح المياه		F 11 حدد/ي المشاريع البيئية التي تحتاجها من القائمة التالية:
<input type="checkbox"/>	2. ثروة حيوانية (تربية أغنام، أبقار..)		
<input type="checkbox"/>	3. استصلاح أراضي		1. نعم 2. لا
<input type="checkbox"/>	4. بناء آبار جمع مياه للمشاريع		
<input type="checkbox"/>	5. تنقية و إعادة استخدام المياه الرمادية		

<input type="checkbox"/>	6. بناء قدرات المرأة والرجل في المشاريع البيئية		
<input type="checkbox"/>	7. أخرى/حدد		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	F 11A من القائمة أعلاه، ما هي أهم ثلاثة مشاريع تعتقد/ين انها الأكثر اهمية وذات اولوية بالنسبة لك أو للمنطقة التي تقيم فيها
<input type="checkbox"/>	1. توعية بدور المرأة في المجتمع		F 12 حددي المشاريع أو المواضيع التي تحتاجها من القائمة التالية: 1. نعم 2. لا
<input type="checkbox"/>	2. بناء آبار جمع مياه الشرب		
<input type="checkbox"/>	3. إعداد وثيقة مشروع او مقترح مشروع		
<input type="checkbox"/>	4. مشاريع إنتاجية مستدامة و مدرة للدخل		
<input type="checkbox"/>	5. مشاريع مختصة بتسويق المنتجات المنزلية		
<input type="checkbox"/>	6. حضانات للأطفال (حتى تستطيع المرأة المشاركة بهذا النوع من المشاريع)		
<input type="checkbox"/>	7. دراسة الجدوى		
<input type="checkbox"/>	8. تسويق المنتجات		
<input type="checkbox"/>	9. المساواة بين الجنسين (مشاريع توعية للرجل و المرأة ليفهم كل منهما الدور السليم له)		
<input type="checkbox"/>	10. أخرى		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	F 13 من القائمة أعلاه، ما هي أهم ثلاثة مشاريع تعتقد/ين انها الأكثر اهمية وذات اولوية بالنسبة لك أو للمنطقة التي تقيم فيها
<input type="checkbox"/>	1. نعم 2. لا		F 14 هل قامت أي جهات خارجية بدور ايجابي في مشاركتك بالمشاريع البيئية/المياه/ الزراعة
<input type="checkbox"/>	1. أذكر/ي أهم ثلاثة جهات خارجية قامت بالمساعدة في مجال تفعيل دورك/مشاركتك		F 15
<input type="checkbox"/>	1. ما هي أهم ثلاثة مجالات تتوقعها من الجهات الخارجية في التدخل والمساعدة		F 16
<input type="checkbox"/>	1. الحكومة الفلسطينية		F 17 حسب تجربتك، كيف تقيم دور التالية في تطوير ورعاية المشاريع البيئية/المياه/ الزراعة 1. جيد جدا 2. جيد 3. متوسط 4. ضعيف 5. غائب
<input type="checkbox"/>	2. القطاع الخاص		
<input type="checkbox"/>	3. المنظمات الاهلية وغير الحكومية		
<input type="checkbox"/>	4. البلديات/ المجالس المحلية		
<input type="checkbox"/>	5. المنظمات الدولية		