



**Arab American University
Faculty of Graduate Studies**

**“The Reality of Applying Total Quality Standards in
Residential Institutions in Palestine”**

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**This Thesis was Submitted in Partial Fulfillment
of the requirements for the Master’s Degree
in Total Quality Management.**

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Thesis approval

**"The Reality of Applying Total Quality Standards in Residential
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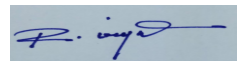
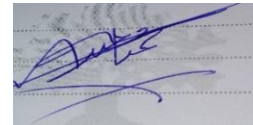
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Declaration

I declare that this Master dissertation has been composed by me and is based on my own work, unless stated otherwise. I confirm that this Master's thesis is my own work and I have documented all sources and material used; no other person's work has been used without due acknowledgement.

All references and verbatim extracts have been quoted, and all sources of information, including graphs and data sets, have been specifically acknowledged. To my best knowledge, this Master dissertation has not been accepted in any other previous application for a degree, in whole or in part.

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Dedication

This thesis is dedicated to:

My compassionate father, my idol in life who taught me how to live with
dignity .

My affectionate mother, who's for I can't find the right words to describe.

She's the greatest love and the picture of devotion.

My siblings, who were there for me in joy and sorrow

My friends to all of you, I dedicate this thesis under the title of:

**"The Reality of Applying Total Quality Standards in Residential Institutions
in Palestine"**

الشكر والتقدير

بسم الله الرحمن الرحيم

والحمد لله رب العالمين الذي وفقنا وأعاننا على إنهاء هذا البحث والخروج به بهذه الصورة المتكاملة.

وانطلاقاً من مبدأ أنه لا يشكر الله من لا يشكر الناس

فإننا نتوجه بالشكر الجزيل للأستاذ المعلم الدكتور محمد ابو زايد الذي رافقنا في مسيرتنا لإنجاز هذا البحث وكانت

له بصمات واضحة من خلال توجيهاته وانتقاداته البناءة والدعم الأكاديمي

كما نشكر عائلاتنا التي صبرت وتحملت معنا وقدمت الكثير من الدعم على جميع الأصعدة

ونشكر الأصدقاء والأحباب وكل من قدم لنا الدعم.

Abstract

This research study aimed at presenting and discussing the concepts and ideas related to the notion of implementing quality system in residential institutions (RIs), highlighting the great need to apply quality system in there, introducing the Palestinian experience in the field of quality in aimed to presenting, identifying the obstacles to the implementation of quality system in RIs and ranking them according to their importance, in purpose of identifying the most markable obstacles that mainly preclude the implementation of the quality assurance system, instead of dispersing efforts and resources to overcoming irrelevant reasons. In addition to identifying the policies and procedures taken by the Ministry of Social Development (MOSD) to monitoring the implementation of total quality standards in RIs, identifying the key factors of the success of the quality assurance system in RIs and ranking them according to their importance to specify the effective factors that contribute the most to the success of the implementation of this system to be adopted. As well as attempting to come up with findings and recommendations to help decision-makers to find the appropriate mechanisms to successfully implement the quality assurance system in RIs and to overcome the various obstacles that preclude the implementation.

The study used the quantitative method which acts as an umbrella that covers a number of subsidiary methods. The reason behind choosing this method is that because it allows studying the phenomenon as it is, and allows analyzing it qualitatively by providing numeric description that shows the value of the phenomenon, its size, or the level of relativity to another phenomenon.

The study population consisted of workers in residential intuitions, all inmates in these institutions, and all employees of MOSD. As for the study sample, it consisted of

little groups of 15 employees working in RIs, 75 inmates from these intuitions, and 10 employees working at MOSD.

Study Findings:

- Analysis results of the interview with employees of MOSD:

The study shows that MOSD don't monitor nor follow up on the work of RIs in Palestine. The ministry neither set any standards for these institutions, and its role is only limited to providing permits for establish such institution.

- Analysis results of the interview with employees of RIs:

1. The effectiveness of quality standards implementation in residential institutions (RIs) is high, according to the institution's employees.
2. The level of implementation of the standards of location and size of residential buildings in Palestine is high, according to the institution's employees.
3. The level of implementation of the standards of accommodation and equipment in RIs in Palestine is high, according to the institution's employees.
4. The level of implementation of the standards of privacy, security, and usability in RIs in Palestine is high, according to the institution's employees.
5. The level of implementation of the standards of environment, health, education, and services in RIs in Palestine is high, according to the institution's employees.

- Analysis results of the interview with inmates:

1. The level of implementation of the standards of location and size of residential buildings in Palestine is high, according to inmates.
2. The level of implementation of the standards of accommodation and equipment in RIs in Palestine is medium, according to inmates.
3. The level of implementation of the standards of privacy, security, and usability

in RIs in Palestine is high, according to inmates.

4. The level of implementation of the standards of environment, health, education, and services in RIs in Palestine is medium, according to inmates.

Study Recommendations:

- The importance of setting clear and detailed procedures and policies for orphanages by MOSD.
- The importance of the continuation of improving the implementation of total quality within the parameters, in **RIs** in Palestine.
- The importance of forming a special committee to monitoring orphanages by the MOSD.
- The importance of setting clear and effective standards for orphanages by MOSD, and the adherence to them.
- The importance of setting clear conditions for orphanages establishment permit by MOSD.
- The importance of setting a complaints system at MOSD, for orphanages issues in case if needed.
- The importance of enhancing orphanages communication with associations and businessmen, to increase their support to orphanages.
- The importance of promoting and increasing the number of social workers and psychologists in RIs, due to the significant role they play in there.

Table of Contents

Title.....	Page No.
Chapter One: General Framework	1
1.1 Introduction	1
1.2 Operational Definitions.....	3
1.3 Problem Statement:	4
1.4 Study question.....	5
1.5 Study Objectives	5
1.6 Study Hypotheses.....	6
1.7 Importance of the Study.....	8
1.8 Study Limitations	9
Chapter Two Literature Review	10
2.2 Literature Review.....	10
2.2 Academic Contribution of the Study	22
Chapter Three: Theoretical Framework	23
2.2 Introduction	23
1.2 First section: Total Quality Management (TQM).....	24
3.2.1 The concept of Total Quality Management (TQM).	24
3.2.2 Goals of Total Quality Management (TQM)	24
3.2.3 Principles of Total Quality Management (TQM).....	25
3.2.4 The Aspects of Total Quality Management (TQM).....	25
3.2.5 The Phases of Implementing Total Quality Management (TQM).....	26
3.2.6 Requirements of Implementing Total Quality Management (TQM).....	27
3.2.7 Features of Total Quality Management (TQM)	27
3.2.8 Obstacles to Implementing Total Quality Management (TQM).....	28
1.3 Second section: Institutional Care in Residential Institutions (RIs).....	29
3.3.1 The Concept of Institutional Care	29
3.3.2 Characteristics of the Residential Institutions (RIs).....	29
3.3.3. Quality Standards of RIs' Services	31
3.3.4 Accommodation Capacity in Residential Institutions (RIs).....	32
3.3.5 Children Admission at Residential Institutions (RIs)	32

3.3.6 Children Registration in Residential Institutions (RIs).....	33
3.3.7 Programs and Activities Provided by Residential Institutions (RIs)	33
1.4 Third section: The Reality of Residential Institutions in Palestine	34
1.4.1 Some of the Residential Institutions in Palestine.....	35
Chapter Four Practical Framework	47
4.1 Introduction	47
4.2 Study Methodology	47
4.3 Study Variables	48
4.5 Study Design	48
4.5 Study Population	49
4.6 Study Sample	49
4.7 Study Tools	49
4.8 Accuracy of Responses	50
4.9 Reliability of Questionnaire	50
4.10 Statistical Processing.....	51
Chapter five Analytical Framework	52
5.1 Analysis of Employees Interviews.....	52
5.2 Analysis of Inmates Interviews.....	85
Results of the Study	102
Recommendations of the Study	103
References.....	104
Appendices.....	108
Appendix No. (1) Interview with Orphanages' Employees.....	108
Appendix No. (2) Interview with Ministry of Social Development Employees.....	120
Appendix No. (3) Interview with Orphanages 'Inmates.....	122

Index of Tables

<u>Title</u>	<u>Page No.</u>
Table (1): Disruption of Residential Institutions in the Palestinian Governorates	28
Table (2): The following table shows the distributions of study sample members of the orphanage employees of the orphanage employees according to the type of orphanage	44
Table (3): The following table shows the distributions of study sample members of the orphanage employees of the orphanage employees according to the number of employees in the orphanage:	45
Table (4): The following table shows the distributions of study sample members of the orphanage employees of the orphanage employees according to the age group the orphanage receives:	46
Table (5): The following table shows the distributions of study sample members of the orphanage employees of the orphanage employees according to their age when they leave the orphanage in the normal situation:	47
Table (6): The following table shows the distributions of study sample members of the orphanage employees according to where they go to after leaving the orphanage:	48
Table (7): The following table shows the distributions of study sample members of the orphanage employees according to the follow-up after the children leave the orphanage:	49
Table (8): The following table shows the distributions of study sample members of the orphanage employees according to the type of follow-up:	50
Table (9): The following table shows the distributions of study sample members of the orphanage employees according to the accommodation capacity of the orphanage:	51

Table (10): The following table shows the distributions of study sample members of the orphanage employees according to the orphanage's source of support:	52
Table (11): The following table shows the distributions of study sample members of the orphanage employees according to the reasons of children admission at orphanages:	53
Table (12): The following table shows the distributions of study sample members of the orphanage employees according to "illegitimate child" as the reason:	54
Table (13): The following table shows the distributions of study sample members of the orphanage employees according to "orphan hood" as the reason:	54
Table (14): The following table shows the distributions of study sample members of the orphanage employees according to "abuse" as the reason:	55
Table (15): The following table shows the distributions of study sample members of the orphanage employees according to "family disintegration and neglect" as the reason:	55
Table (16): The following table shows the distributions of study sample members of the orphanage employees according to "disability" as the reason	56
Table (17): The following table shows the distributions of study sample members of the orphanage employees according to the existence of internal oversight in the orphanage:	56
Table (18): The following table shows the distributions of study sample members of the orphanage employees according to the existence of external control in the orphanage:	57
Table (19): The following table shows the distributions of study sample members of the orphanage employees according to children's education enrollment, whether compulsory or not:	58

Table (20): The following table shows the distributions of study sample members of the orphanage employees according to medical examination, weather orphanages check on children health before entering:	59
Table (21): The following table shows the distributions of study sample members of the orphanage employees according to social and psychological awareness courses, weather the children receive this or not:	60
Table (22): The following table shows the distributions of study sample members of the orphanage employees according to weather the orphanage administration works on developing the employees and giving them trainings and workshops in childcare field:	61
Table (23): The following table shows the distributions of study sample members of the orphanage employees according to weather the administration takes children complains seriously or not:	62
Table (24): The following table shows the distributions of study sample members of the orphanage employees according to the confidentiality of children's information.	63
Table (25): The following table shows the distributions of study sample members of the orphanage employees according to the availability of free-time activities:	64
Table (26): The following table shows the distributions of study sample members of the orphanage employees according to the availability of scholarships:	65
Table (27): The following table shows the distributions of study sample members of the orphanage employees according to the availability of psychological counsellors in the orphanage, for the children to share problems with:	66
Table (28): It show the mean and standard deviation of the effectiveness of the institute's procedures to control the quality of services:	67
Table (29): shows the arithmetic averages and standard deviations of the	68

standard of location, size, and design of RIs, from the point of view of institution's employees:	
Table (30): shows the arithmetic averages and standard deviations of the standard accommodation and equipment quality in RIs, from the point of view of institution's employees	69
Table (31): shows the arithmetic averages and standard deviations of the standard of privacy, security, and usability in RIs, from the point of view of institution's employees:	71
Table (32): shows the arithmetic averages and the standard of environment, health, education, and services in RIs in Palestine, from the point of view of institution's employees	73
Table (33): The following table shows the distributions of study sample members of inmates according to age:	76
Table (34): The following table shows the distributions of study sample members of inmates according to gender:	77
Table (35): The following table shows the distributions of study sample members of inmates according to the number of times the child leaves to visit his family monthly:	78
Table (36): The following table shows the distributions of study sample members of inmates according to the period the child spent in the residential institution:	79
Table (37): The following table shows the distributions of study sample members of inmates according to the availability of follow-up after they leave the institution:	80
Table (38): The following table shows the distributions of study sample members of inmates according to the type of follow-up, if any:	81
Table (39): The following table shows the distributions of study sample members of inmates according to the visits of external monitors:	82

Table (40): The following table shows the distributions of study sample members of inmates according to the availability of social and psychological awareness courses by the institution:	83
Table (41): The following table shows the distributions of study sample members of inmates according to whether the administration is taking children complains seriously:	84
Table (42): The following table shows the distributions of study sample members of inmates according to the availability of psychological counselor for the children to share their problems with:	85
Table (43): shows the arithmetic averages and standard deviations of the standard of location, size, and design of RIs, from the point of view of inmates:	86
Table (44): shows the arithmetic averages and standard deviations of the standard accommodation and equipment quality in RIs, from the point of view of inmates:	87
Table (45): shows the arithmetic averages and standard deviations of the standard of privacy, security, and usability in RIs, from the point of view of inmates:	88

Chapter One: General Framework

1.1 Introduction

The notion of Total Quality Management (TQM) is a modern notion that is based on a number of ideas and principles that aim to improving the institution regardless of its activity. Therefore, it became a must to commit to quality standards to get best results, where it is considered as the first step to improve institution performance and achieve customer satisfaction from its services (Bader, 2009).

TQM is an integrated approach that improves all sides of institutions that seek to achieve its goals by using total quality standards that leads to performance improvement. (AlHashlamon, 2015)

The importance of this age, its sensitivity, and the significant role the RIs play, all highlight the necessity of studying the level of quality of services provided to this age group (children), in purpose of developing these institutions since that any dereliction toward this age group would be badly reflected on society; because they are an important part of it, and this stage is considered as a base in child-raising and education.

The Palestinian society is different than other Arab societies, due to the nature of the internal and external difficulties it is facing, as the political, economic and social difficulties and circumstances that the Palestinian society went through have led the societal institutions to focus their services on the families of martyrs, prisoners, disabled people, and orphans (Hegazy and Awad, 2013).

The emergence of institutions and association concerned with residential services has begun before the existence of the Palestinian Authority (PA), and they continued to provide their services after the formation of the PA. Then PA worked on organizing

affairs and the work of these institutions, as the Ministry of Social Development (MOSD) drafted a strategy to organize their work, in 1995 (Hegazy and Awad, 2013).

RIs take care of different groups of children. These groups are sorted based on various reasons like the death of father, mother, or both, family disintegration as a result of divorce, separation, family problems, or any circumstances that deprive the child of family care (AlAbd, 2009).

Childhood is very important phase in person's lifetime. In this phase, he is in great need for the family and family care, which plays an essential role in shaping child's personality due to the healthy psychological and social environment it provides to the child, so it becomes the main guide and support that the child depends on. The absence of the family for whatever reasons, constitute a dilemma in raising the child if there wasn't a suitable alternative to fill this gap. (Abu Shamallah, 2002).

The responsibility of taking care of children who were deprived of their families for whatever reasons, is upon the different society institutions. The care provided to these children by these institutions consists of a group of services like health, educational, cultural, and institutional care. The government also put lots of efforts to take care of these children (Khokh, 2014).

This study addresses the role of orphanages in empowering orphan groups in the local community, and touches upon the nature of the standards of quality application in orphanages in order to provide a high-quality care for children. As the success of these institutions, serving the community and the qualified human capital for production, developing its creative capabilities, and raising the qualification level to meet the various needs to enjoy sustainable

Development in all social, human, economic and cultural situations, demands these institutions to pay a special attention to the issue of quality assurance in higher education, since the success in implementing it as a concept and a practice, constitutes the basic building block in the implementation of TQM approach, and to be globally reliable. Therefore, this research aimed to finding out the effectiveness of quality application standards in orphanages, and its relation to the level of services provided to children.

1.2 Operational Definitions:

- **Palestinian Child Law:** is a law that was established in 2004 that safeguards all the rights of children in Palestine, and aims to
 - Promoting childhood, raising the child, and preparing him to live a free life. As well as protecting child's rights to survival, development and the enjoyment of a free, secure and intelligent life. And raising community awareness of the rights of the child on the widest possible scale using appropriate means (Palestinian Child Law, 2004).
- **Quality Management:** is a modern management method that works to make positive changes in all parts of the organization; in order to improve the services and products it provides, and to strive to satisfy the needs of customers and beneficiaries as much as possible (Lilia, 2017).
- **Child Welfare Institutions (Orphanages):** is defined as a group living arrangement for more than ten children without parents or foster parents. The residential care involved an organized structure for children (for example, all children sleep, eat, and use toilet at the same time), and on professional relationship rather than a parental

one. This definition may include children in boarding schools, summer camps, prisons and asylum detention centers (Brownie, 2017).

- **Inmate:** is the guest child who resides in the orphanage with the rest of children sharing the same place, he may have lost his parents, one of them, or from a family suffers difficult social situations.
- **The standard of suitability of RI's location and size:** The building space is suitable for the number of children and matches their natural, psychological, and entertainment needs. The location is suitable in regards of the surrounding environment, and the interior design suits children's needs (MOSD, 2014).
- **The standard of accommodation and equipment quality in RIs:** The furniture is suitable for children use, and so the equipment in rooms and facilities, to guarantee the fulfillment of children needs (MOSD, 2014).
- **The standard of privacy, security, and usability in RIs:** The building locates in a safe and accessible place, building facilities are easy to get in and out from, and children are safe within it (MOSD, 2014).
- **The standard of environment, health, education, and services by RIs:** The buildings have a clean and healthy. The institution takes care of children health, commit to hygiene standards, and provide a good educational system and all other services to meet children needs (MOSD, 2014).

1.3 Problem Statement:

RIs play an important role in providing basic services to a segment of society that has been always in need for attention. As important as the existence of RIs is to assure the quality of its performance and commitment to clear standards to meet the needs of

children inmates or the other needy segments Accordingly, this study aimed at meeting an urgent need of defining the reality of the policies and procedures taken by RIs' in Palestine, and to value the commitment to the adopted standards. Problem statement of the study is summarized in this question: What is the level of implementing quality standards in RIs in Palestine?

1.4 The main question leads to the following sub-questions:

- What are the requested standards to achieve the quality?
- What are the policies and procedures taken by MOSD to monitor the implementation of total quality standards in RIs, and the level of its effectiveness?
- What is the level of implementing the standard of suitability of size and location of RIs in Palestine, from the point of view of RIs' employees and inmates?
- What is the level of implementing the standard of accommodation and equipment quality in RIs in Palestine, from the point of view of RIs' employees and inmates?
- What is the level of implementing the standard of privacy, security, and usability in RIs in Palestine, from the point of view of RIs' employees and inmates?
- What is the level of implementing the standard of environment, health, education, and services provided by RIs in Palestine, from the point of view of RIs' employees and inmates?

1.5 Study Objectives:

- Present and discuss the concepts and ideas related to the notion of implementing the quality system in orphanages.
- Highlight the great need to apply the quality system in orphanages.

- Introduce the Palestinian experience in the field of quality in orphanages.
- Identify the obstacles to the implementation of the quality system in orphanages and ranking them according to their importance; in purpose of identifying the most noticeable obstacles that mainly preclude the implementation of the quality assurance system, instead of dispersing efforts and resources to overcoming irrelevant reasons.
- Identify the policies and procedures taken by MOSD to monitoring the implementation of total quality standards in orphanages.
- Identify the key factors of the success of implementing the quality assurance system in orphanages and ranking them according to their importance; to specify the influential factors that contribute the most to the success of system implementation to be adopted.
- Attempt to come up with findings and proposals to help decision-makers to find the appropriate mechanisms to successfully implement the quality assurance system in orphanages, and to overcome the various obstacles that preclude the implementation.

1.6 Study Hypotheses:

- **First hypothesis**

The efficiency level of policies and procedures taken by MOSD to monitor the implementation of total quality standards in RIs is medium.

- **Second hypothesis**

The level of implementation of location and size standard by RIs in Palestine is low, form the point of view of the institution's employees.

- **Third hypothesis**

The level of implementation of accommodation and equipment standard by RIs in Palestine is high, form the point of view of the institution's employees.

- **Fourth hypothesis**

The level of implementation of privacy, security, and usability standard by RIs in Palestine is medium, form the point of view of the institution's employees.

- **Fifth hypothesis**

The level of implementation of environment, health, education, and services standard by RIs in Palestine is high, form the point of view of the institution's employees.

- **Sixth hypothesis**

The level of implementation of location and size standard by RIs in Palestine is medium, form the point of view of the institution's inmates.

- **Seventh Hypothesis**

The level of implementation of accommodation and equipment standard by RIs in Palestine is high, form the point of view of the institution's inmates.

- **Eighth hypothesis**

The level of implementation of privacy, security, and usability standard by RIs in Palestine is high, form the point of view of the institution's inmates.

- **Ninth hypothesis**

The level of implementation of environment, health, education, and services standard by RIs in Palestine is medium, from the point of view of the institution's inmates.

1.7 Importance of the Study:

The importance of this research study and the reasons of choosing its subject are highlighted in the following:

- This topic is related to the issue of taking caring of orphans in associations, in terms of education, provided services, and its impact on the development of society and humanity.
- The specificity of study sample is related to one of the most sensitive groups, due to its need for special attention and care, and the provision of high-quality services for them.
- This thesis is characterized by presenting a realistic experience of implementing quality management in RIs in Palestine. The novelty of the topic and its relative scarcity in Arab world in particular gives this study great importance; as it strives to contribute to enriching the Arab library with a new material that deals with quality application in orphanages, which is considered a modern field, in order to advance scientific research.
- This topic is a prelude to other field studies and research that enrich and delve into the various aspects of quality assurance and evaluation in the different institutions in Palestine.
- The research may help the decision-makers in identifying the obstacles facing the application of the quality assurance system in Palestinian

orphanages, and the factors for the success of its implementation.

- The research contributes to providing a reference to guide the understanding of the process of implementing the quality assurance system in Palestinian orphanages.
- The desire to promote the culture of quality in Palestinian institutions in general, and societal institutions in particular.

1.8 Study Limitations:

- **Spatial limits:** orphanages in West Bank.
- **Time limits:** the first semester of the academic year 2021/2020 according to the academic calendar of the Arab American University.
- **Objective limits:** This study deals with the reality of applying quality standards in RIs, and does not address any other roles of institutions.
- **Human limits:** managers and employees in orphanages and local Palestinian bodies, in addition to orphans.

Chapter Two Literature Review

2.2 Literature Review

This thesis mentions some of the previous studies that shed the light on the quality assurance of services in RIs, and inserts some researches that concentrated on studying the obstacles to apply the quality assurance system in RIs in particular:

The study of **(Hegazy and Awad, 2013)** about the quality level of the services provided by orphanages in the northern governorates of West Bank, from the inmates' point of view .

This research study aimed to identifying the quality level of the services provided by orphanages in the northern governorates of West Bank, from the inmates' point of view, determining the nature of these services, the extent of inmates' satisfaction, and the difficulties they encounter; in order to confront them, and to identify the shortcomings of these orphanages' work to avoid or correct them, perhaps also to suggest new programs to serve that age group. In addition, to identify the factors that affect the quality of institutional care, and these factors include: the inmate's gender, age, education level, and the time he/ she spent in the orphanage. The researcher used the descriptive approach as it is the most suitable for a topic. The study population consisted of all RIs in the northern West Bank (Nablus, Tulkarm, and Qalqilya) that receive children from (6- 18) years old.

The number of inmates in the governorates of Nablus, Tulkarm, and Qalqilya is (96) inmates, including (54) males and (42) females, according to the sources of these institutions that the researchers visited during the process of information collection. As for the study sample, it consisted of (54) male and female inmates from RIs in the

northern West Bank (Nablus, Tulkarm, and Qalqilya) that receive children from (6- 18) years old. The sample was chosen based on the intended sample method, representing approximately 2.56% of the original population. The two of researchers distributed (90) questionnaires to inmates, divided to (35) questionnaires to males and (25) questionnaires to females; due to the fact that males are more than females in these orphanages.

The study finding showed the following:

1. The overall level of the quality of orphanages' services in the northern governorates of West Bank, from the inmates' point of view was medium, as the average value of the total percentage of the responses to all the questions for all fields was (99.1%).
2. The results of the hypothesis examination showed that there were no differences in the level of services' quality in all areas, neither in the overall degree of quality level of orphanages' services in the northern governorates of West Bank, from the inmates' point of view, according to their gender and the duration they spent in the orphanages.
3. The results also showed that there are statistically significant differences at the level of ($\alpha \leq 0.05$) in quality level of the services provided by orphanage in the northern governorates of West Bank, from the inmates' point of view according to the educational level variable. specifically, on the field of cultural and educational services, as the study found that there are differences in terms of the level of quality of cultural and educational services among inmates with primary education level or less, and among inmates with secondary educational level, in favor of the latter group.

The researcher recommended the following:

1. The necessity of working on raising the level of cultural and educational services for inmates, by designing modern and thoughtful educational and cultural programs that suit their capabilities and age.
2. The necessity of paying attention to job security and satisfaction for workers in these institutions, and working on raising their level of competence, especially in the psychological and social aspects, to enable them to meet the needs of inmates and their psychological and social problems.
3. The necessity of strengthening the relationship between the administrations of these RIs and the Directorate of Education and the administrations of government schools where inmates study; in order to meet their educational and cultural level.
4. The necessity of enhancing the relationship between the administrations of these RIs and the leaders of the local community and businessmen, such as inviting them to attend special workshops and seminars that familiarize them with the mission of the institution and the role they can play to the development of these institutions and improving the level of services they provide to their inmates.

The study of (AlAbd, 2009) on the evaluation of institutional residential care in West Bank from the inmates' point of view, the study aimed to identify the level of evaluation of institutional residential care in West Bank from the point of view of inmates at these institutions, then to identify the extent of adequacy of the provided services and to what extent these services meet the inmates' needs. As well as the relationship between that and a number of variables such as the dependency of these institutions (governmental and private), the age of the inmate, the reason entering the

orphanage, the academic level, the location of the institution (south, middle, north), the work field of the institution, and the period the inmate spent in the institution. In order to achieve the study goal, the researcher developed a tool to measure the evaluation rate of institutional residential care after verifying its validity and stability, as he applied it to a sample represented by inmates of government and private orphanages. This study sample was chosen based on the stratified random sample method from West Bank, from the age group of (12-18) years old, and the sample size was (240) males and females.

The study finding showed the following:

1. The overall level of the institutional residential care Bank from the inmates' point of view was high, as the average value of the total percentage of the average of responses to all the questions for all fields was (73%).
2. There were no differences in the evaluation rate of institutional residential care in West Bank from the inmates' point of according the variable of the institutions dependency (governmental and private) in the areas of the adequacy of the institution's management, staff, material services, supplies and facilities, while there
3. Were differences in the areas of the adequacy of psychological and social support services, rehabilitative and medical services, cultural and educational services? The differences in all these areas and the overall degree were in favor of the government institutions.
4. There were no differences in the evaluation degree of residential institutional care in West Bank from the inmate's point of view, according to the variability's of inmate's age, admission reason, and academic level.

5. There were no statistically significant differences at the level of ($\alpha \leq 0.05$) in the evaluation rate of institutional residential care in West Bank from the inmates' point of view according the variable of the institution location, the areas of the adequacy of the institution's management, staff, material services, requirements, facilities and the overall degree according the variable of the institution location. However, there were differences in the areas of the adequacy of psychological and social support services, rehabilitative and medical services, cultural and educational services. The differences between the middle governess and the southern governess to the favor of the latter.
6. There were no differences in the evaluation rate of institutional residential care in West Bank from the inmates' point of view according the variable of the institution field of work.
7. There were differences in the evaluation rate of institutional residential care in West Bank from the inmates' point of view according the variable of the period the inmate spent in the institution. The differences were in the area of the adequacy of the cultural and educational services, and the ware in the favor of those inmates who spent there 8 years or more.

In the light of the findings, the researcher concluded a number of recommendations, the most important of which are:

1. The necessity of working on improving the level of educational services by providing modern tools of education, like using computers, and facilitating access to the Internet at specific times, so children can keep in touch and be aware of the developments in the means of education and the knowledge. In turn, this will facilitate their engagement with the community after leaving the institution.

2. The necessity of paying attention to the scientific and practical training of psychologists and social workers who are employed in RIs.
3. The necessity of adequate number of psychosocial and social specialists in RIs, and the need to guide the careless workers to improve their performance, as the study findings proved that there is a weakness in the level of psychological and social services.

The study of **(Dlala, 2018)** about the application of total quality concepts in the field of orphan childcare, as the study aimed to highlighting the importance of the application of total quality concepts in childcare field, monitoring the strengths and weaknesses of orphanages practices from the perspective of total quality, as well as, to presenting proposals to enhance strengths and overcome weaknesses of orphanages practices, based on the concepts of total quality.

The study adopted the descriptive analytical approach that depends on the continuous research in information collection. The researcher used questionnaire as a tool for collecting information. As for the study community, the original community of the sample members of the orphanage employees is represented by the male and female supervisors at the orphanages in Latakia governorate, and the number of the original community members of the orphanage employees when this research was conducted reached 25 individuals, divided as follows: 5 administrators, 5 supervisors with a university degree, an intermediate institute and a general secondary school, 10 babysitters (5 with children), 5 cleaners. And the number of children in the orphanage during the conduct of this research was 45 male and female children. As for the study sample, it included all the 25 members of the orphanage employees of the original

community. The study found that the orphanage achieves an acceptable level of care, but there are some drawbacks, represented in the failure of the orphanage management to higher employees based on the results of evaluating the performance of workers in formulating plans, in addition to the absence of a teaching staff specialized in the professional side to discover the capabilities of children, and the lack of a partnership between the orphanage and the employers to train the orphans on professions.

The study recommended the following:

1. With regard to the orphanage's management process, the researcher suggested to provide the administrative staff supervising orphanages, with training courses that introduce them to the concept of quality and the mechanisms of its application, so that they can work with the concept of total quality in an organized manner, and this enables them to evaluate the performance of orphanage's workers more effectively.
2. With regard to inputs quality, the researcher confirmed on the necessity of providing a specialized teaching staff to follow up on children's school homework.
3. With regard to operations quality, the researcher confirmed on the necessity of the orphanage participation in voluntary works and celebrations, or to arrange for these celebrations in partnership with civil society institutions as this is what strengthens the relationship between the house and the community, and helps to achieve services quality.
4. With regard to the outputs, the researcher confirmed on the necessity of the presence of specialized professional mentor, who is responsible for discovering children's professional tendencies, and directing them towards a certain profession that suit their abilities and potentials, and this is what helps to provide society with normal

individuals who are capable of working and giving, and to advance the society progress forward.

The study of (**Harara, D.T**) about the level of quality of services provided by the Al-Amal Institute in Gaza from its employee's point of view .The study aimed at identifying the level of service quality provided at the Al-Amal Institute for Orphans from the point of view of the its employees, identifying the level of quality of service provided to orphans according to the following variables: gender, type of job, academic qualification, and working hours. As well as developing the level of service quality within the Institute.

The researcher used the social survey method in this study, depending on the first part of this method which is a comprehensive enumeration of all employees of Al-Amal Institute for Orphans (and excluded the second part of the method which is a survey by sample. The social survey approach is one of the approaches used in social research to describe the studied phenomenon quantitatively through gathering information about the problem, classifying, analyzing and studying them closely). The researcher adopted the measure of Serial Scale.

That consists of five dimensions, which are tangible aspects, reliability, response, safety, security and empathy. He also designed a questionnaire and distributed it to 47 individuals working at the Institute.

The study concluded a group of result; following are the most important ones:

1. Provide a sufficient number of specialized employees especially female employees to serve the inmates; in order to solve their problems, and to provide them with swift services in time.

2. Hold training courses for the Institute employees according to their specialization.
3. Supply the Institute with security equipment, in a professional way to guarantee general safety of inmates.
4. Choose a group of the reliable, trusted, and honest employees to deal with the inmates' personal information with high confidentiality.
5. Organize cultural and entertaining activities and contacting local and international institutions, to secure more activities and donations.

The study of (**Abd AIRaouf, 2017**) about orphan's care, where the researcher discussed the basic things that should be available in all orphanages. The study aimed at identifying the nation of ways that should be followed to provide orphans with good care, it did not mention the quality management and standards that should be applied in orphanages to provide the orphan with a high-quality care. The researcher recommended to apply quality standards in management systems of the institution specialized in orphans care and services.

The study of (**AlHasan, 2017**) about children care centers as RIs in northern area of Ghana: this study focused on the role assigned to orphanages as children care institutions in northern area of Ghana from aspects of the provided care services, the followed strategies, management, and challenges.

The study used the qualitative method and the strategy of case study, besides taking samples in order to choose 30 respondents. Data resources were primary and secondary, and were analyzed objectively.

The findings showed the orphans and needy children were not able to access the primary social care services, orphanages' management style was tyrannical. It also

revealed that funding and human resources were not enough, infrastructure was poor. These were some of challenges that these institutions face.

Orphanages play a decisive role through meeting the needs of inmates and weak children, therefore, the study recommended to increase the budget allocation for them, and to improve their infrastructure, specially by govern ate councils, and by hiring volunteers regularly to enhance the capacity of human resources.

The study of **(Rodriguez et al., 2014)** about the quality of the residential care system for children in Portugal, as the preliminary results of research, on the quality of care, allows to assist the current situation and to measure the compatibility of the institutional services and offers with the real care needs of children. Based on an environmental model and the use of a modified version of the ARQUA assessment system for residential care, a team consisting of researchers at least visited institutions and interviewed children, caregivers, administrators, teachers and communication technicians within the entity that coordinates and supervises these institutions (social welfare services). The study aimed at assessing the psychological needs and the adaptation of children in these institutions, evaluating the quality of the provided services, and developing an understanding of the relationship between these variables. The researcher evaluated 80 welfare institutions, which represent national, representative, and random samples, based on the type of institution that was chosen through a computer program developed for this purpose. A team of at least two researchers visited each institution for one or two days (according to the size of the institution), the visit included: a guided tour of the whole building, and a documentary analysis of the interviews - with a minimum percentage of participants determined according to the number of children in that institution - (director, children between 6

and 12 years old, adolescents or youth over the age of 12 years old, and caregivers). The researcher visited 6 institutions: 4 small-sized institutions (less than 16 children), one medium-sized (between 16 and 30 children), and one large (more than 30 children). The total number of children / youths living in these six institutions is 114, ranging from 2 months to 20 years. 61 children or youth in care, 6 administrators, 55 caregivers, and 6 social welfare services liaison agents were interviewed.

Then the researchers analyzed the historical development and the current context and it became clear from Portugal that there is still some ignorance in the institutions work: the quality of the services they provide, the suitability of the services with the real needs of the children living there and the youth in care, the type of treatment and educational interventions, and the way they organize the care routine and activities and promoting their physical, psychological and social development.

The study of (**Rodrogels et al., 2013**) about the quality of childcare in Portugal with an example of its development in Spain, as this article describes the historical development of residential care for children and youth in Portugal.

The analysis of the historical development and current context of residential childcare in Portugal reveals a significant lack of knowledge about how these institutions operate today, the quality of the services they provide, the extent of meeting the care needs of young children, the interventions that have been made and how they promote the care and activities that can benefit the physical, psychological and social aspects of its clients. The situation is completely different in Spain, where much progress has been made there in assessing the quality of childcare within institutions, as well as in developing manuals and guidelines for their work. Thus, there is a clear and urgent need to gain a better understanding of the reality of childcare in Portuguese,

through scientific research that can support policy decisions and intervention criteria. Contributions are important not only in the field of structural political decisions, but also in relation to economic investment decisions, development of monitoring strategies, evaluation of the most effective work practices, and resources to promote better forms of intervention with this population, to establish evaluation and supervision criteria, to regulate standards for institutional self-management, and to ensure proper procedures for obtaining the quality certificate.

The study of (Miska, 2003) about orphans in Romania, it discussed the developmental adaptation of adolescents who grew up in childcare institutions in Romania, where the study was conducted on 100 adolescents (50 boys and 50 girls, aged between 12 to 16 years) who grew up in governmental childcare institutions in Romania. Those were compared with 100 adolescents of the same age, gender, and both studied in same schools but the second group grew up with their parents. The developmental outcomes were (building relationships with adult and peer, behavioral and emotional strengths and difficulties, and intellectual development). School performance and family bonding were assessed by using the quantitative and qualitative methods. Outcome variables were examined in relation to the potential mediation factors, like: age of the child when he entered the care institutional, length of the institutional placement period, family experience before entering the institution, the

Level of contact with parents and families during the first period at the institution, the absence of a brother within the same housing unit .The past and present research examined childcare policies and practices in Romania, and explored the factors that increase the number of children who receive institutional care, and its quality. The results reflected that the age of children when accepted in these institutions and the

period they spend in there were not related to the measured results, indicating that the assumptions of "institutional deprivation" should be reconsidered. Moreover, the nature of the relationships between caregivers, family members of the orphanage employees and teachers can be an important mediating factor, which indicates that the focus should be on a multidisciplinary approach to solve the problems of childcare in Romania.

2.2 Academic Contribution of the Study

On one hand my study was kind of similar to some the studies, as the study of (Hegazy and Awad, 2017) focused on the quality of provided services from the inmate's point of view in institutions, and the extent and nature of services provided to them, as well as the study of (Al-Abd, 2009) where it focused on evaluating the institutional care also from the inmates' point of view, while the study of (Dalalah, 2018) emphasized the importance of applying the concepts of total quality in childcare field, and analyzing the strengths and weaknesses of orphanages, as for the study (Harara, DT), it aimed at knowing the extent of the quality of services through the workers of the Al Amal Institute in Gaza. On the other hand, what distinguishes my study from these previous studies is that my study focuses on the reality and standards of total quality in orphanages in Palestine, the policies and procedures followed in orphanages to meet those standards, and the role of MOSD in monitoring orphanages and following up on the implementation of the total quality system, knowing the viewpoint of workers and inmates in orphanages, and the extent to which standards of total quality are applied.

Chapter Three: Theoretical Framework

2.2 Introduction

A number of children suffers from being unable to live their family or even from not having a family, like the orphans who do not have relatives, orphans of unknown parentage, or orphans who need care due to imprisonment of one of their parents or sickness or being abused. Those children need RI to provide them with the proper care. These institutions in turn, represent an alternative of the family and it's a necessity in some societies, as it helps children who have family issues, provides an alternative service than the family, and constitutes a bridge between the child and society. There are no doubts that family effect is difficult to match regardless of the all-perfect standards and measures, as family care is totally different. Family care satisfies all the psychological and biological needs of the child, in the light of the presence of siblings, mother and father; however, there are children who have no alternative to the RI due to a certain condition they live in. Thus, these institutions provide them with the necessary care, such as social, educational and psychological care. Naturally, the family is the most important place for rising of the child, especially during childhood, as he spends most of his time with them and so it has a great impact on the child. In the absence of the family, there must be an available orphanage to take care of the children and make it up for their suffer under these circumstances. Therefore, the orphanages must commit to the standards of total quality, to provide them with the capabilities and try to make it up for their lost (Desouqi, 2006).

1.2 First section: Total Quality Management (TQM)

3.2.1 The concept of Total Quality Management (TQM).

The concept of TQM is like the other concepts that people and researches have different definition for it. For example, Crosse defined it as the approach and method that should be followed systematically to ensure the correct flow of activities, or even as the best method to avoid problems and to assure the optimal use of resources.

The Federal Quality Institute defined it as doing the work in the best way, with more affectivity, and in the shortest possible time. The institute also defined it as working on evaluating the extent of performance improvement (AlHashlamon, 2015).

The French Technician Association defined it as a number of features and characteristics that work to satisfy customers' needs (Leaders, 2012).

Some has defined it as some of the strategic arrangements and plans that administration uses to improve performance in institutions. And some others have defined it as a set of procedures that are required to meet all needs in order to improve all areas (Saqr, 2013).

It was also defined as a positive method to achieve integration between the characteristics of the product and the variables in the organization, such as the concepts, patterns and systems of work in order to meet the needs of society and develop the organization's output. (AlSarayreh and AlAsaf, 2008).

3.2.2 Goals of Total Quality Management (TQM):

1. Reduce the costs, as doing the work correctly leads to reduce costs.
2. Reduce the effort and time needed to achieve the work.
3. Achieve quality, which is the most important goal, to provide service

through best possible mechanism and best result
(AlHashlamon, 2015).

4. Develop the employees' performance at the institution, to achieve the desired goals.
5. Take all needed measures to reduce errors at work.
6. Increase the productivity of the institution's employees (Dahdouh, 2018).
7. Achieve the good reputation.
8. Survival, continuity and superiority over others (Ben Mansish and Gilani, 2018).

3.2.3 Principles of Total Quality Management (TQM):

1. Client's satisfaction: This is the most important goal of TQM.
2. The continuous improvement: This is a main part of TQM process in daily work.
3. Training and development: which is a tool to enhance the individuals' roles, stimulate them, and achieve best results.
4. Performance: as the implementation of total quality requires a harmonious and very precise work.
5. Resources and capabilities: the institution should use all available resources.
6. Concentration on operations and results achieve client's satisfaction.
7. Prevent errors before occurrence (Hegazy, 2007).

3.2.4 The Aspects of Total Quality Management (TQM):

- Tangibility: it is the physical objects which the institution possesses like equipment, instruments, and tool it needs to provide services.
- Reliability: the extent of institution's capability of providing services precisely and sincerely, and the extent of its commitment toward beneficiaries.

- Trust and credibility: the extent of the institution's commitment to its promises.
- Sympathy: the capability of understanding the needs of beneficiaries (Abd AlQader, 2015).

3.2.5 The Phases of Implementing Total Quality Management (TQM):

Working on the implementation of TQM at any organization requires a number of phases, as TQM is a coherent process and affects all other activities. These phases are representing of the following:

1. Preparation phase:

This is the initial phase that works to prepare the situation for the application of TQM, through identifying its elements, training the employees on it, and consolidating its concepts in the organization through the help of some experts and consultants specialized in TQM and work on training employees on the mechanisms of its application.

2. Planning phase:

This is the second phase to create the conditions for implementing TQM, set up a detailed plan to improve quality, and identify the following procedures and mechanisms.

3. Execution phase:

Where the change technique plays an important role to achieve the best results through choosing the team members of the orphanage employees, and to include most of the administrative levels in the team. In this stage, the management should give the team the authorization of execution to guarantee a proper work flow.

4. Monitoring and correction phase:

The management should ensure that TQM is working properly through setting a good monitoring base, and to rely on the feedback to make use of the mistakes if there was some.

5. Continuous improvement phase:

Since quality is a renewable thing, it is a must to follow up and continue to provide the best as much as possible, and to keep looking for the best choices (Kahlout, 2013).

3.2.6 Requirements of Implementing Total Quality Management (TQM):

1. Leadership: is considered as the base of TQM as it involves listening to individuals' problems, taking care of it, and training the employees on the new techniques.
2. Commitment: the individual's commitment is considered as a base to the success and achievement of TQM.
3. Work team: the cooperative work is a very important tool, and a main base to implement total quality in order to achieve the desired goals.
4. The efficient evaluation.
5. The concentration on operations (Al-Azzawi, 2004).
6. Support and endorsement of the senior management.
7. Creation of appropriate work environment.
8. Good management of resources.
9. Continuous training (Ghawali and Alami, 2011).

3.2.7 Features of Total Quality Management (TQM):

1. Increase production efficiency, persistence and stability.
2. Achieve client's satisfaction by meeting all their needs.

3. Increase organizational effectiveness, because the application of total quality rests with all employees, what encourages teamwork and improves job relations.
4. Continuous improvement of the provided services.
5. Focus on the prevention process to avoid mistakes.
6. Adopt measuring standards as basis for work (AlHashlamon, 2015).
7. Raise the level of workers' performance.
8. Increase the institution's ability to survive, continue and advance.
9. Reducing costs for services (Dahdouh, 2017).

3.2.8 Obstacles to Implementing Total Quality Management (TQM):

1. Senior management failure to comply with the implementation program of TQM.
2. Concentrate on the use of specific methods in the overall management and not the process as a whole.
3. Not to exploit the employee's role and capabilities, and involve them in comprehensive management programs.
4. Expect of fast and direct results (Badr, 2009)
5. The lack of organizational culture in the institution.
6. Workers resistance to change and not accepting it (AlHashlamon, 2015).
7. Adopt of total quality programs without modifying them in accordance with the institution.
8. Forming many work teams and not providing them with the necessary requirements (AlAzzawi, 2004).

1.3 Second section: Institutional Care in Residential Institutions (RIs)

3.3.1 The Concept of Institutional Care:

It is the efforts of the different institutions, whether governmental or non-governmental, to take care of children who are deprived from the family care, because they lost their families, their families were unable to provide for them, for any reasons. Thus, these institutions work to provide them with psychological, health, and social care, for their benefit.

Inmates of RIs:

They are the children aged 12-18 years old, who are deprived of family care and have been sent to governmental or non-governmental RIs (AlAbd, 2009).

3.3.2 Characteristics of the Residential Institutions (RIs):

There should be a number of features in the RI to be capable of providing the children with the proper services, according to international standards represented in the following:

1. The Design:

The location of the institutions and its specifications are important factors. For example, it should be far from factories and streets, healthy, close to schools and educational centers, and for the area to be safe and its environment is good for children. In addition, the housing must provide a decent life and all needs as in any family (Ghobari et al., 1988).

2. Sleeping Place:

The dormitories should be psychologically and practically comfortable, and should include a number of features:

- The dormitories should not be crowded and each room should contain no more than 10-12 children, depending of the room space.
- Each child should have his own bed, mattress, bellow, and enough bedding, and these all should not be used by any other one as long as he lives in there.
- Each child should have his own personal stuff including a towel, bathrobe, toothbrush, soap and a bathing leaf, and these all should not be used by anyother one as long as he lives in there.
- Each child should have his own wardrobe to keep his personal stuff in.
- There should be an enough number of bathrooms, sinks, and showers, to suite the number of children.
- The housing should have private entrance, public entrance, and an emergency exit.
- The housing should be equipped with good heating and ventilation (AlKurdi, 1980).

3. Services:

- The Kitchen: should have an appropriate and accessible location, and should provide three mealiest daily, containing all the nutrients the child needs.
- Food court: should be well ventilated, its size suits the number of children in the institution, next to/ close to the kitchen, the sinks, and the emergency exit (Jafar, 1990).
- Laundry room: there should be a special place for washing clothes, and should be ventilated with the sun entering it (Matar, 1977).

- Study area and library: the availability of a library is a must in all RIs, for the children to find a suitable place for studying, doing home-works, and reading in case the child wants to read books or stories. (Ahmed, 1995)
- Personal hygiene: The child is able to preserve his personal hygiene, and to have a bath twice a week at least if he needs so. There should be hot and cold water, shampoo, and all cleansing stuff available.
- Health clinic: Each house should contain a special room for medications, patient examination bed, and other health requirements and equipment, under the supervision of a doctor (Matar, 1977).

3.3.3. Quality Standards of RIs' Services:

- **The standard of suitability of RI's location and size:** The building spaces are suitable for the number of children and match their natural, psychological, and entertainment needs. The location is suitable in regards of the surrounding environment, and the interior design suits children's needs.
- **The standard of accommodation and equipment quality in RIs:** The furniture is suitable for children use, and so the equipment in rooms and facilities, to guarantee the fulfillment of children needs.
- **The standard of privacy, security, and usability in RIs:** The building locates in a safe and accessible place, building facilities are easy to get in and out from, and children are safe within it.
- **The standard of environment, health, education, and services by RIs:** The building has a clean and healthy. The institution takes care of children health, commit to hygiene standards, provide a good educational system and all other services to meet children needs (Ministry of Social Solidarity,2014).

3.3.4 Accommodation Capacity in Residential Institutions (RIs):

There are many ways for receiving children in orphanages, represented by the following:

1. The social specialist: his role is to write the report after submitting the needed documents, revising and evaluating them in case there was a possibility of accepting the child. He also evaluates the child's situation, the level of care he needs, and the suitability of the orphanages (AlAnati and Ghoneim, 2007).
2. Social development circles: the entity that is fully knowledgeable of the situation of children in need of institutional care, and has all the data and information about them (MOSD, 2016).
3. Charitable societies: that work in the same field and have the ability to determine the child's need for RIs.
4. Sharia and civil courts: where the status of the family, its capacity and ability to care for children is proven, through a number of cases, such as divorce, drug addiction, crime, or proof of incompetence (AlAbd, 2009).

3.3.5 Children Admission at Residential Institutions (RIs):

RIs receive children in the following cases:

1. Death of parents.
2. Poverty.
3. Family disintegration.
4. Unequal marriage.
5. Children in distress.
6. Unknown parentage (Ahmed, 1995).

3.3.6 Children Registration in Residential Institutions (RIs), and how they are treated there:

There is a certain mechanism to receive children in orphanages, starting by receiving the child's documents, holding a special meeting with him to talk and discuss the orphanages' role and services, and persuading him to accept the idea of living there. After that, they introduce the child to the orphanage, its facilities, food court, dormitories, bathrooms and the other places he needs in there.

After that, they let him stay with another child so he does not feel alone at the beginning, the other child stays close to the new one and ease it for his family absence. They keep him under the monitor of a specialist for a while, to help him cope with the others, and to guarantee his psychological comfort and integration in the orphanage. In case if the child suffers from psychological problems, he is given special attention and psychological treatments by specialists (Matar, 1977).

3.3.7 Programs and Activities Provided by Residential Institutions (RIs):

1. Educational programs: children should be sent to schools that fit their needs and capabilities, and the orphanage's principle should be fully acknowledgeable of their academic situation, and act like a bridge between the schools and orphanage.
2. Industrial and rehabilitation programs: Some inmates desired to learn crafts, in those cases, the orphanage should coordinate with the child family and the social circles to let him join an industrial program and to ensure the program is suitable and safe (AlHarthi, 2002).
3. Entertaining programs and activities: It is a necessity in the orphanage to create an appropriate environment for children and get rid of the sense of isolation. The programs must be targeted and create an atmosphere of love and respect among the inmates, and remove the boredom they feel (AlAbd, 2009)

1.4 Third section: the Reality of Residential Institutions in Palestine

Table (1): Disruption of Residential Institutions in the Palestinian Governorates

Institution Name	Governorate	Residential No.	Non-residential Orphanages of Orphans No. of orphans	total
Society				
The Evangelical School	Hebron	3	2	5
Total	2	102	97	199
SOs Children's Village				
	Bethlehem	12	133	
Total	1	12	133	145
Islamic Charitable	Hebron	102	92	194

Industrial Islamic Society/ Abu Dis

	Jerusalem	28	32	60
Arabic Institute/ Abu Dis	Jerusalem	38	35	73
Beit AlZahra'/Bethany	Jerusalem	14	27	41
Jeil AlAmal Institute/	Jerusalem	2	61	63

Bethany				
Total	4	82	155	237
Beit AlHaya AlJadeed	Ramallah	2	4	6
Inash AlUsra Association	Ramallah	3	26	29
Total	2	5	30	35
Red Crescent/ Childhood Protection				
Dar Alyateem Society	Tulkarm	2	18	20
Total	2	6	62	68
Dar AlEman Association				
Dar AlEman Association	Qalqilya	20	10	
Total	1	20	10	30

Arab Women Union Society	Nablus	0	14	
Total	1	0	14	14
Grand Total	13 Societies	227	501	728

1.4.1 Some of the Residential Institutions in Palestine:

3.4.2.1 Inash AlUsra Association

Inash AlUsra was established in AlBireh- Palestine, in 1965 as a voluntary charitable institution. It was founded at the initiative of a group of Palestinian women, led by the late well-known activist Samiha Khalil, who felt the need to contribute to the empowerment of Palestinian women, in a time when this concept was still young and uncommon.

The association provides services and programs for the Palestinian women and children and the other marginalized groups of society, and greatly contributes to enhancing the Palestinian cultural heritage and preserving it from being lost (the website of Inash AlUsra Association <https://inash.org>).

Number of children in the association is 35 children. The accepted age group is 4- 17 years old children.

Admission terms: the association conducts a field visit to the child's family, then identifies the type of negligence whether it is material, social or psychological negligence.

If the child was unable to live in this environment, they take directly for free, regardless of the reason if it was poverty, orphan hood, divorce, or family disintegration.

When children become 17 years old, they return to their families or relatives.

The association provides health insurance, education, food, clothes, dormitory, courses for psychological and social support, and a part-time psychologist (the website of Inash AlUsra Association <https://inash.org>).

3.4.2.2 Beit AlKhalil for Orphans:

The establishment of this society coincides with the beginning of the Islamic Charitable Society in 1962 when it was containing 15 orphans.

- Today, around 120 orphans live in this society, ranging between 6- 18 years old.
- The number of its employees is 31 employees, including supervisors, workers, chefs, and clean workers. All work on taking care of the orphans.
- the society's supervisors work on following up on the orphans' academic, educational, psychological, social, and sport needs (the website of Beit AlKhalil Charitable Society for Orphans (<https://www.ics-hebron.org/ara-homepage>) .

Services provided for orphans in the Society:

- Food: orphans have three daily meals, including breakfast, lunch, and dinner.
- Cloths: the Society provides all kind of clothes needed all over the year.
- Health care: through the Society clinic, in which there's a full-time doctor.
- Social care: by a full-time social supervisor who always offers psychological and educational guidance for the orphans in general, and those who suffering social difficulties in particular.

- Daily expenses: the society provides day-to-day expenses for the orphans living there (the website of Beit AlKhalil Charitable Society for Orphans (<https://www.ics-hebron.org/ara-homepage>)).

Extracurricular activities: The orphanage holds a number of extracurricular activities and courses, including trainings on the memorization of the holy AlQuran, computer skill, first aid, Arabic language, English language, and math by a number of specialized teachers, each in his perspective area.

Orphanages' facilities:

The orphanage interior consists of the following:

1. Mosque: where they pray in congregation, five times a day.
2. Valuable library provides them with academic and non-academic knowledge.
3. Sportsort hall: where they practice sports.
4. Big playground: where they play different games and sports.
5. Computer room: in which they take computer courses and nsharpe their skills in different fields.
6. Garden: in which they take a rest, in order to live each day energetically and actively.
7. Kitchen in which food is prepared for them, with expert hands, and with adequate health fitness.
8. Food court: where they take their daily meals (the website of Beit AlKhalil Charitable Society for Orphans (<https://www.ics-hebron.org/ara-homepage>)).

3.4.2.3 Industrial Islamic Orphanage Society

The industrial Islamic Orphanage is considered as a governmental institute, located in Jerusalem (Bethany). It was established in 1982, containing 6 social specialists, one educational guide, and one social worker.

The orphanage's mission

The orphanage has a pedagogical, educational, and residential mission as the school takes care of orphans, and children who are suffering social difficulties. The school provides them with student's need including education, accommodation, food, drinking, clothing, comprehensive health care, and even daily expenses and transportation allowance. In addition, philanthropists from Palestine and abroad offer financial guarantees for the students, as well as the Ministry of Endowments and Religious Affairs which secure all subsistence requirements for them (The website of the Industrial Islamic Orphanage Society <https://www.daralaytam.ps>)

Its Goals:

- Raise and educating the orphans properly.
- Raise students' academic and professional level.
- Ensure students obtain scientific and professional certificates that enable them to integrate into society.
- Combat poverty and negative dependency by providing students with scientific and professional experiences.
- Provide professional training that suits the market needs.
- Graduate skillful professionals who are capable of work and produce

effectively and efficiently, in order to participate in building the society.

- Provide a specific training that qualifies students to work immediately after graduation
(The website of the Industrial Islamic Orphanage Society <https://www.daralaytam.ps>)

Its Future Vision:

The institute aspires to become a self-sufficient entity as a complex including a building for dormitories for orphan students, students in distress and suffering social difficulties, a building dedicated to academic education and another for vocational education in which many modern professions are taught, especially in the fields of communications and computers. As well as a mosque for prayer and religious rituals, a commercial store to provide the complex and its students with all the requirements. The complex shall also include health clinics, sports and entertainment facilities for building students physically and entertaining them. The vocational department shall be supplied with modern equipment to activate the department locally, to cover the market needs of the craft fairs, to participate in the governmental bids so that the proceeds return to the students and to fulfil their requirements (The website of the Industrial Islamic Orphanage Society <https://www.daralaytam.ps>)

It's Excellence:

What distinguish this orphanage from other institute is that it is a residential, pedagogical, educational institute, founded on 1922, and considered as the first Palestinian Jerusalemite institution in this field and provides all the needs of its orphan students, and students in distressed and suffering social difficulties, and always seeks to

raise a generation of builders of the future (The website of the Industrial Islamic Orphanage Society <https://www.daralaytam.ps>)

Activities Provided by the Institute:

1. Strengthen society and family ties through:
 - Supporting community activities by the local community.
 - Facilitating social support for those in need.
 - Organized recreational activities.
2. Provide safe places for children or youth.
3. Provide psychological and social services like:
 - Psychological first aid.
 - Refer people in need for the appropriate services and resources.
 - Provide general services for psychological health MHPSS.
 - Provide training of trainers.
 - Provide Psychological support for staff and volunteers. (The website of the Industrial Islamic Orphanage Society <https://www.daralaytam.ps>).

3.4.2.4 Arab Institute

In 1957, a number of loyal men in the brotherly country, Kuwait, have gathered to do good for the Palestinian after the displacement of their people, the increase of martyrs' children numbers, the distressed people, and the refugees. These men decided to form a board of trustees to take care of Palestinians children through an educational institution aiming at qualifying them to be good and useful citizens, and they choose

city of Jerusalem to embrace this academic edifice (The website of Arab Institute <http://www.arabinst.sch.ps>).

Goals and Aspirations:

This institute is one of the educational tributaries, its goals are same as the philosophy of the Ministry of Education but the difference is that the Aran Institute contains an internal section to take care of orphans, children in distressed and those who suffers social difficulties, this section provide them with family care, and qualified them academically and scientifically.

The administrative and teaching staff consists of 40 employees. The number of students for the academic year 2008/2009 is approximately 500 students. The institute seeks to prepare its students to be ready to enter the university stage at the end of secondary school, with its scientific and literary branches. The institute looks forward to continuing its efforts and keeping pace with the development in the educational process, in accordance with the educational values and norms, and to fulfill its social and educational role in the service of the children of the nation's martyrs (The website of Arab Institute <http://www.arabinst.sch.ps>).

Admission and Registration:

The institutions welcome all the Palestinian children, and accept persons with special social needs in the interior section without any conditions regarding the academic level. As for the exterior section, the institute accepts 70 students at the seventh grade, 30 students at the tenth grade, after passing the admission examination for the primary academic materials, which are Arabic language, English language, math,

and science. In addition, each student should do personal interview after passing the exam (The website of Arab Institute <http://www.arabinst.sch.ps>).

Scholarships:

Since the establishment of the institute in 1990 the graduates, who were of the outstanding students in the general secondary school examination (Tawjihi), were making benefit from scholarships offered by Kuwait University and dozens of institute students who are sent to Kuwait University to study engineering, science and medical laboratories have graduated. From 1990 until today, Al-Quds University offers eight scholarships for outstanding students in the institute as follows: one scholarship from the faculty of medicine, three scholarships from the faculty of sciences, one scholarship from the following faculties: faculty of arts, faculty of law, faculty of advocacy and fundamentals of religion, faculty of Qur'an and Islamic studies (The website of Arab Institute <http://www.arabinst.sch.ps>).

The Boardinghouse:

Students' housing is equipped with various facilities like in any house a grand bedroom with a capacity of 100 beds, student lockers, activities and reading facilities . Students eat the three meals in the kitchen of institute which is tailored to latest health terms and tools; it was restored and modernized at the beginning of 1998, with funding from the Kuwait Economic and Social Development Fund. The students of the internal department enjoy the full care of the institute officials, and they are provided with all services, including weekly expenses, clothes and stationery, and all what they need. In

addition to organizing scientific and recreational trips for them (The website of Arab Institute <http://www.arabinst.sch.ps>).

3.4.2.5 Dar AlEman Association for Orphanages:

Dar AlEman Orphanage is a private institution located in Qalqilya, in 1995 and it includes one social specialist. The association's goals represented in the following:

1. Stand by the orphan and sponsor him (the orphan is the person whose father or mother died, or both, or in the event of separation).
2. Orphans health insurance.
3. Provide opportunities of academic and vocational education.
Aid orphan children, and in cases of separation for those outside the association.
4. Provide permanent residency for orphans.
5. Provide food, clothing and drink (The website of Dar AlEman Association for Orphanages www.qalaytam.ps)

Activities/ Interventions of the Association:

1. Strengthen society and family ties: through supporting community activities by the local community, enhancing family support, facilitating social support for those in need, and organizing recreational activities.
2. Provide safe places for children or youth.
3. Provides psychological support in education, for students and school personnel.
4. Psychological and social services: psychological first aid, in addition to referring people in need for appropriate services and resources.

6. Psychological intervention: individual counseling, family counseling, group counseling(The website of Dar AlEman Association for Orphanages www.qalaytam.ps)

3.4.3 Services Provided by Family and Child Welfare Unit at the Ministry of SocialDevelopment (MOSD):

1. Grant licenses to nurseries according to the legal specifications.
2. Provide protection for abused and battered children through a committee constituting of governmental ministries, and NGOs concerned with children.
3. Find an alternative family for children of unknown parentage, follow up on their conditions among these families, and guide them on how to deal with the families and to solve the problems they face.
4. Create entertainment days for children and special, celebrations for Children's Day.
5. Provide psychosocial support programs for children in difficult circumstances and for their families too.
6. Follow-up of children in RIs.
7. Follow up on suicide attempts cases; provide support and assistance to reduce this phenomenon.
 - Conduct awareness, educational, and rehabilitation seminars for the family about negative social phenomena (MOSD, 2019).

Target Groups:

- Abused and battered children: the welfare unit provides them with care and treatment, through a committee constituting of governmental ministries, and NGOs

concerned with children.

- Children of unknown parentage, who currently number 242 children: Services provided to them includes:

- Find an alternative family for them, follow up on their conditions among these families, and guide them on how to deal with the families and to solve the problems they face (based on the Law on custody).
- Conduct the delimiting custody procedures in the courts.
- Follow up on foster families and provide them with counseling programs and psychological support for the foster children.
- Free health insurance for the children (MOSED, 2019).

- Orphans:

Services provided to them include:

- Psychological and social support sessions.
 - Consultations and follow-up programs for families and RIs.
 - Festivals and celebrations on orphan's day, children's day.
- Students at risk of dropping out, homelessness, and delinquency: Services provided to them includes:
- Preventive, awareness-raising, and counseling programs for families and students through childhood protection networks.
 - Psychological and social support programs (MOSED, 2019).
- Cases of attempted suicide: Services provided to them includes:
- Follow up on suicide attempts cases; provide support and assistance for these cases, and work to reduce this phenomenon.

- Guidance, counseling, prevention and psychological support programs for those who attempted to suicide, strengthening family ties through family counseling.

- Children of families who have lost houses due to wars or natural disasters:

A service provided to them includes psychological and social support programs.

- Children victims of family disintegration:

A service provided to them includes psychosocial support programs.

- Children without family support and children without parental care: Services provided to them includes:

- Sending them to other RIs such as Sos Village.
- Family support programs to support families or individuals who are fostering these children.
- Psychosocial support and follow-up programs for foster families (MOSD, 2019).

Chapter Four Practical Framework

4.1 Introduction:

The researcher's attempt to enshrine the scientific quality of the study required a presentation and clarification of the followed methodological procedures, and accompanying controls and steps. Therefore, the researcher did not stop at the theoretical aspect that aimed at clarifying the set of theoretical assumptions about the studied phenomenon, but she also supported the study with the research tools that was used in the field, these tools were composed of multiple interviews.

This chapter clarifies a number of steps represented in study methodology, study variables, study design, study population, study sample, and study tools that were adopted in the analysis of the study data.

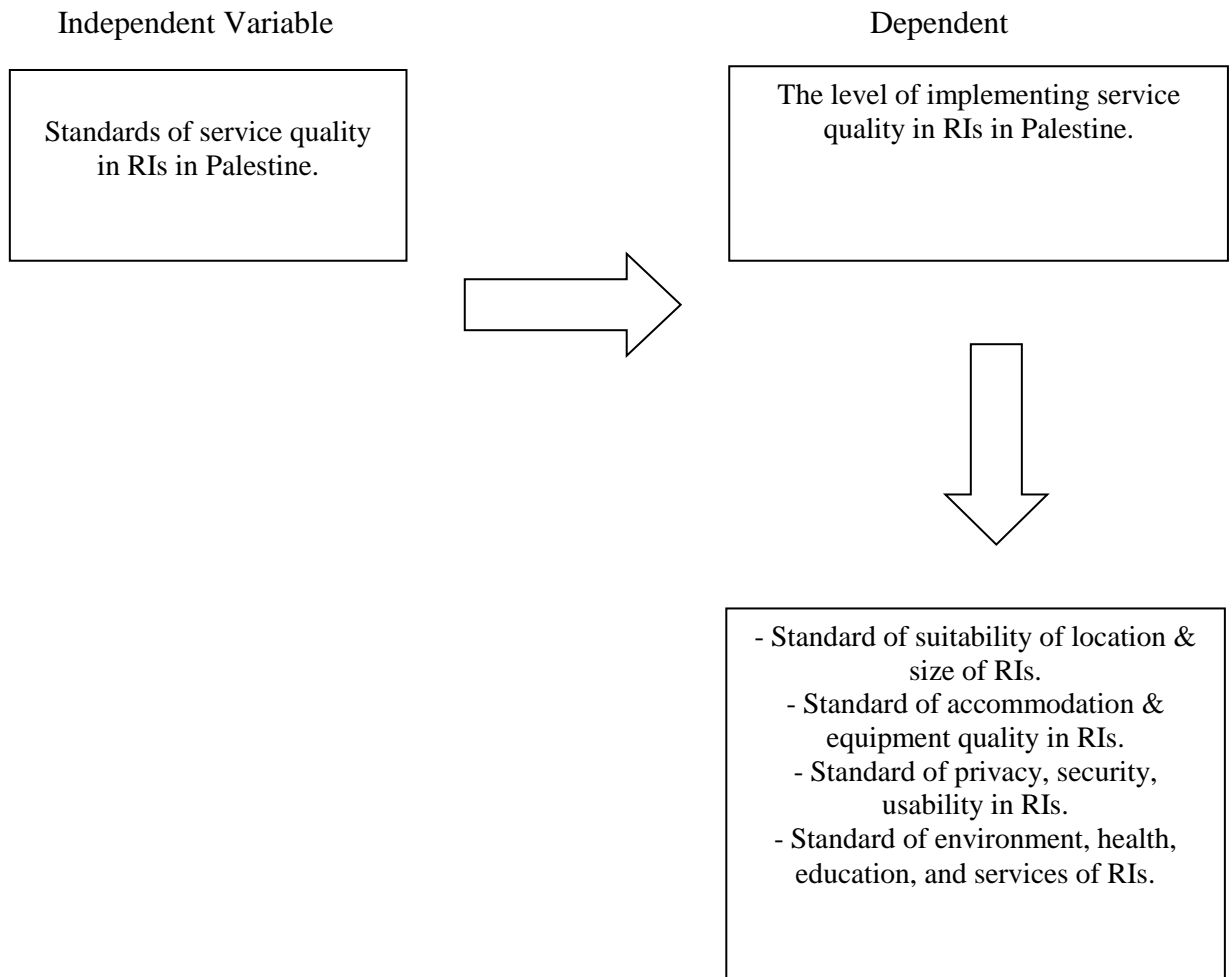
4.2 Study Methodology

The study is based on the descriptive method which is best for studying scientific dilemmas or phenomena. This method provides a scientific description, and leads to logical explanations that are based on clues and justifications which in turn enable the researcher to frame the problem he's studying. What distinguishes this method from the others is that it deals with the subject of the study with a very scientific way, as the researches must be in the field or at the subject's place in specific. Therefore, this method is suitable for scientific issues related to social and human phenomena. The next step is to get the quantitative description by getting the numbers related to the problem, or numbers related to the relationship between the phenomenon and other surrounding phenomena. Thus, the study used some questionnaires to get specific results.

4.3 Study Variables:

- Dependent Variable: is the level of implementing quality standards in RIs.
- Independent Variable: is quality standards of services In RIs (like the standard of suitability of location and size, standard of accommodation and equipment quality, standard of privacy, security, and usability, and standard of environment, health, education and services in RIs).
-

4.5 Study Design:



4.5 Study Population:

The study population consisted of sub-communities that reflect the whole community which research aimed to study the phenomenon through. The population is represented in the following groups:

- All workers in RIs.
- All inmates in RIs.
- All employees of the MOSD.

4.6 Study Sample:

The sample was selected in ways that commensurate with each population, and it consisted of:

- Small sample of 15 employees working in RIs.
- Small sample of 75 inmates in RIs.
- Small sample of 10 employees working in MOSD.

4.7 Study Tools:

The study tool was a number of questionnaires prepared by utilizing some local and international previous evidences, studies, and reports. The researcher conducted three groups of questionnaire divided as the follow: the first group of questionnaire was with RIs' employees, the second was with RIs' inmates, and the third was with the employees of the MOSD.

The questionnaire used with RIs' employees and inmates was revised and edited, some paragraphs were removed and some others were modified by adding a number of standards. For example, at first copy, each of health, education, and

services was measured individually while in this modified copy all is measured as one standard which is the standard of environment, health, and services.

Questionnaire conducted with the inmates of RIs involved the following axes: First is regarding the demographic information about the inmate and the second is a number of questions that measure the inmate's satisfaction with the services provided by the institute.

While questionnaire conducted with the employees of RIs involved the following axes: First, information about the institute and its services. Secondly, measuring the implementation of total quality standards in RIs.

As for interviews conducted with the employees of MOSD, it consists of open questions about the control procedures over RIs, and about the conditions for obtaining a license to open one.

Responses on the questions are according to Likert scale, which consists of five evaluations to sort answers accordingly.

4.8 Accuracy of Responses:

To ensure the accuracy of responses, they were shown to a group of arbitrators and the academic supervisor, and he approved the accuracy of the measure tool and its validity for the study purpose.

4.9 Reliability of Questionnaire:

Study tool reliability was verified by conducting the internal consistency test, and figuring out reliability factor (Cronbach's alpha) from all study samples. Tool reliability was (85.3) which is an excellent factor form educational searches.

4.10 Statistical Processing:

Statistical processing was conducted through the program of statistical packages (spss), then data was entered into the program, and following steps were:

- Extracting the arithmetic averages and standard deviations of the questionnaire items.
- Extracting percentages of study sample members according to research variables.

The distribution of the following paragraphs was adopted in the process of correcting the study tool, and extracting the conclusions according to Likert's fifth method.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

Correction Key for the questionnaire:

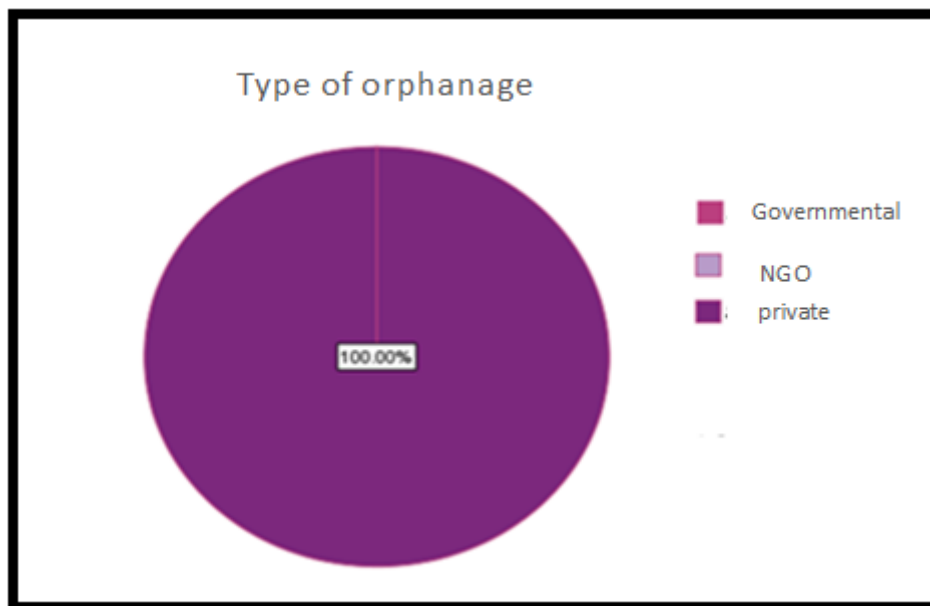
Degree	Ratio
Very Bad	1.80-1.00
Bad	2.60-1.81
So-So	3.40-2.61
Good	4.20-3.41
Very Good	5.00-4.21

Chapter Five Analytical Framework

5.1 Analysis of Employees Interviews:

Table (2): The following table shows the distributions of study sample members of the orphanage employees of the orphanage employees according to the type of orphanage

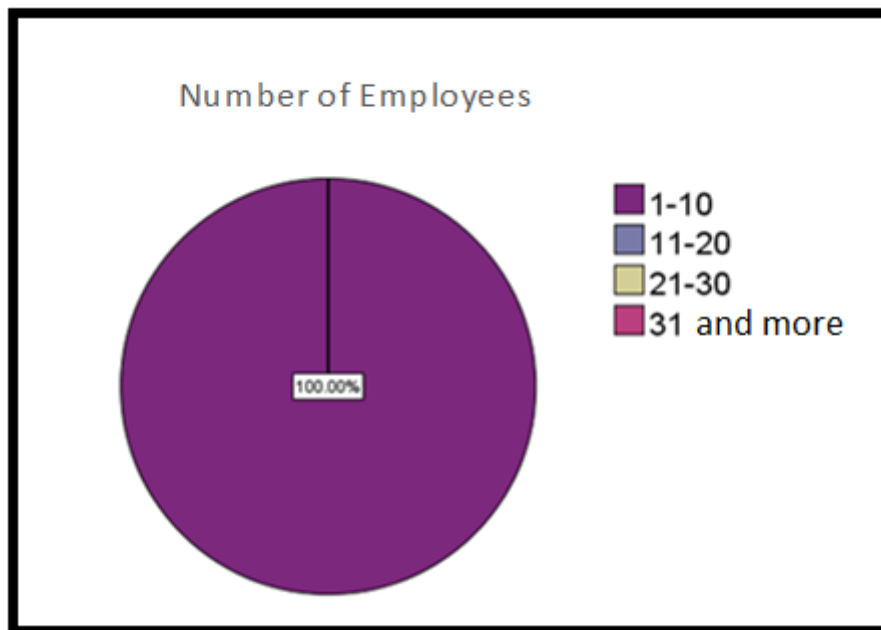
	Number	Percentage %
Governmental	0	0
Non- Governmental(NGO)	0	0
Privet	15	100
Total	15	100



The interview indicated that 100% of sample members of the orphanage employees answered that the type of the orphanage they work at, is privet.

Table (3): The following table shows the distributions of study sample members of the orphanage employees of the orphanage employees according to the number of employees in the orphanage:

	Number	Percentage %
10-1	15	100
20-11	0	0
30-21	0	0
31 And more	0	0
Total	15	100



The interview indicated that 100% of sample members of the orphanage employees answered that the number of employees in the orphanages they work at, is around 1-10 employees.

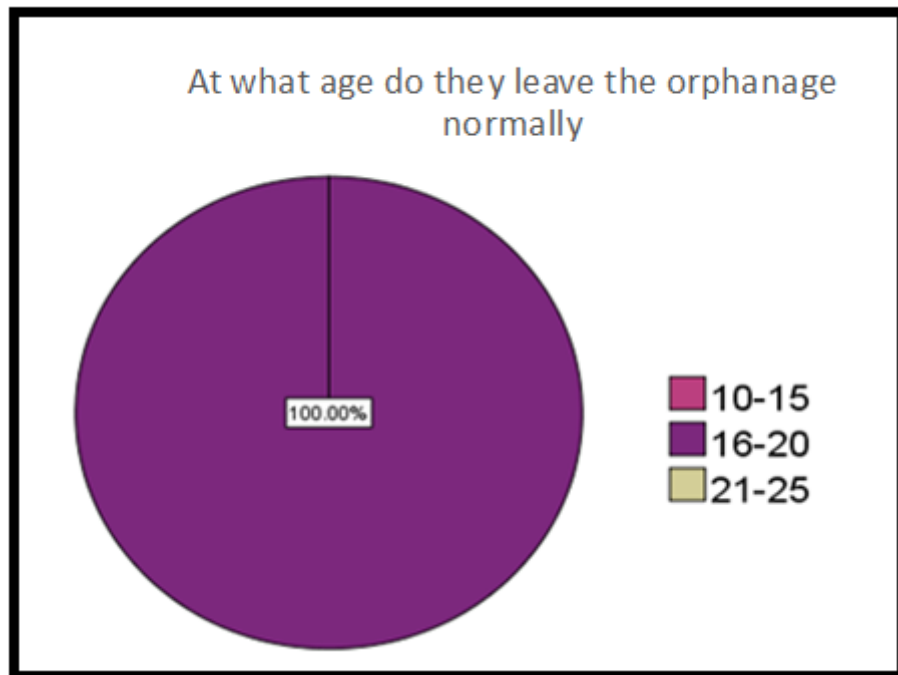
Table (4): The following table shows the distributions of study sample members of the orphanage employees of the orphanage employees according to the age group the orphanage receives:

	Number	Percentage %
All Age Groups	15	100
Total	15	100

The interview indicated that 100% of sample members of the orphanage employees answered that the orphanages they work at, receive all age groups.

Table (5): The following table shows the distributions of study sample members of the orphanage employees of the orphanage employees according to their age when they leave the orphanage in the normal situation:

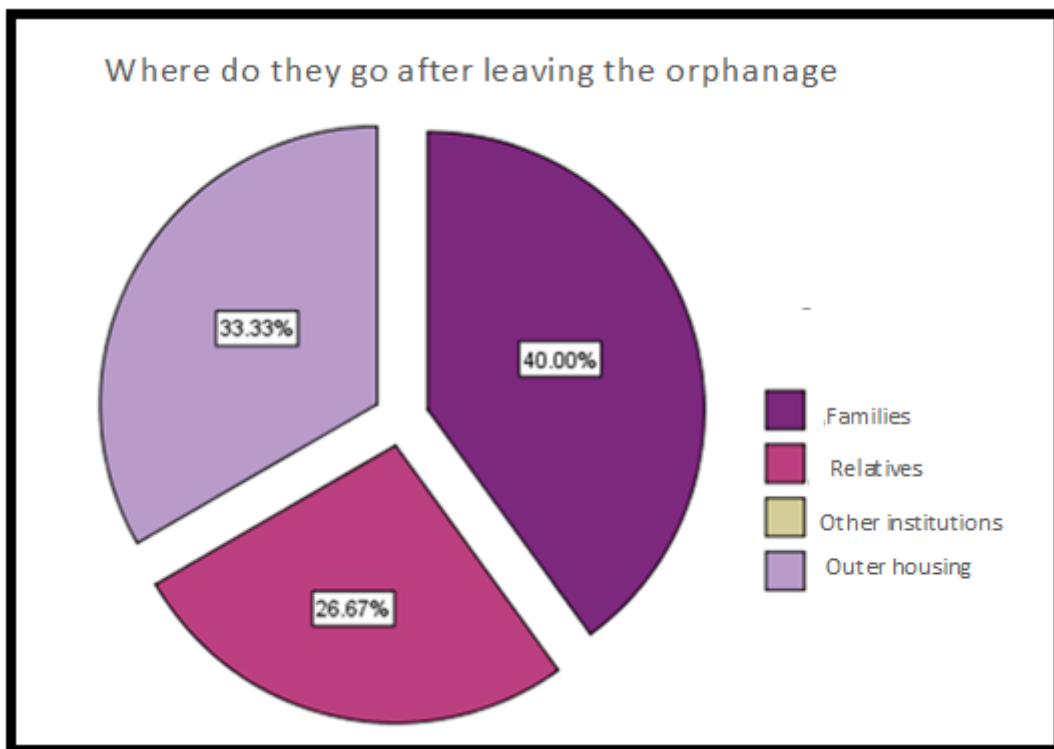
	Number	Percentage %
15-10	0	0
20-16	15	100
25-21	0	0
Total	15	100



The interview indicated that 100% of sample members of the orphanage employees answered that children's age when they leave the orphanage is between 16-20 years old.

Table (6): The following table shows the distributions of study sample members of the orphanage employees according to where they go to after leaving the orphanage:

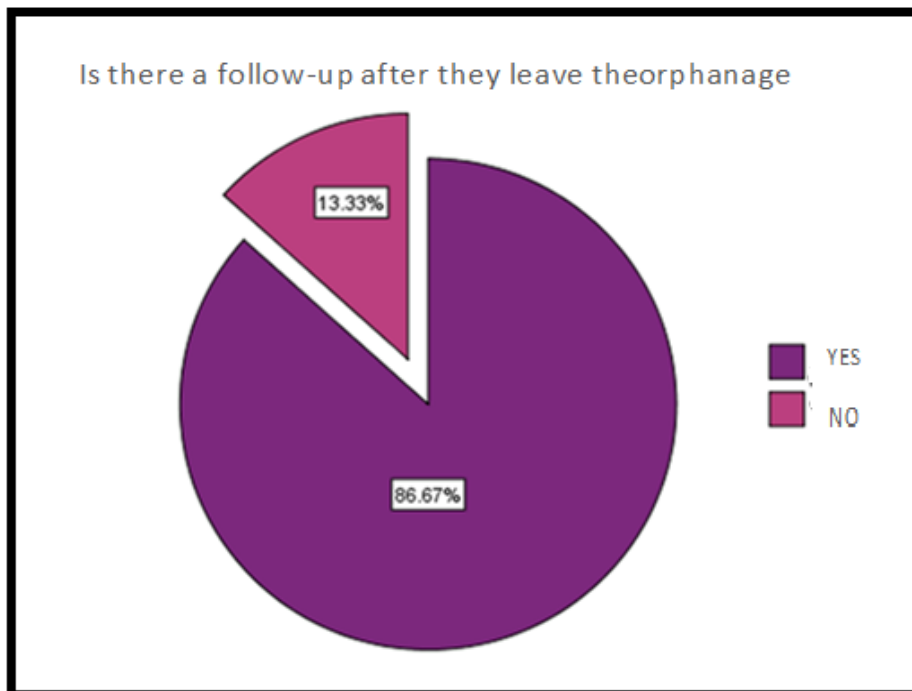
	Number	Percentage %
Families	6	%40
Relatives	4	%26.7
Other Orphanages	0	0
External Residence	5	%33.3
Total	15	100



The interview indicated that 40% of sample members of the orphanage employees answered that when children leave the orphanage they move to their families, 33.33% answered that they move to the external residence, and 26.67% answered that they move to their relatives.

Table (7): The following table shows the distributions of study sample members of the orphanage employees according to the up-follow after the children leave the orphanage:

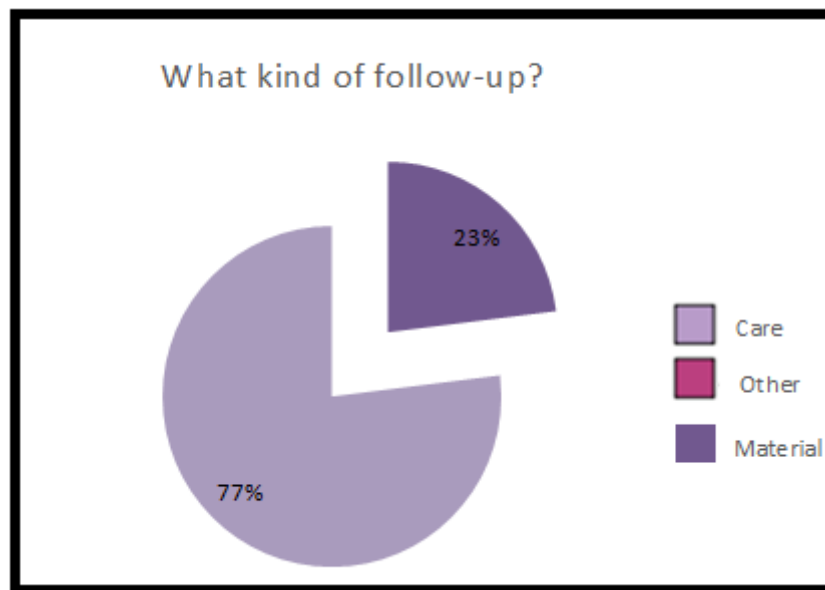
	Number	Percentage %
Yes	13	%86.7
No	2	%13.3
Total	15	100



The interview indicated that 86.67% of sample members of the orphanage employees answered that there was follow up with children, and 13.33% answered that there was no follow up.

Table (8): The following table shows the distributions of study sample members of the orphanage employees according to the type of follow-up:

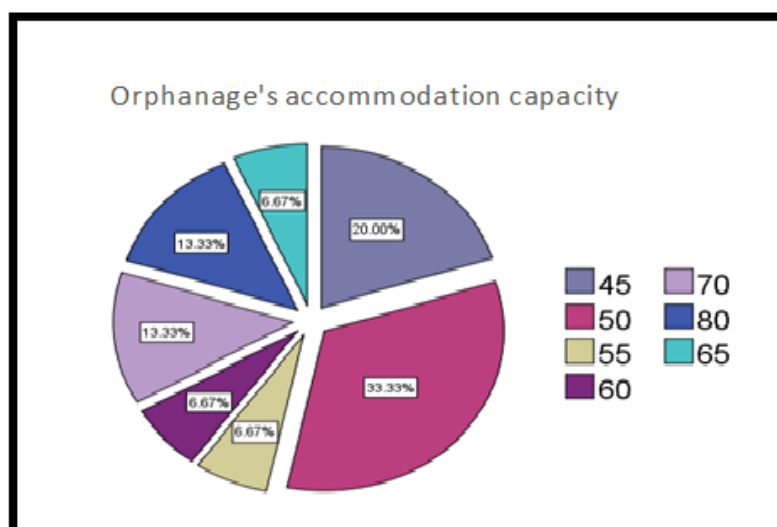
	Number	Percentage %
Material Follow-up	3	%23
Follow-up Care (Heath and Education)	1 0	%77
Other	0	0
Total	1 3	100



The interview indicated that 66.67% of sample members of the orphanage employees answered that children receive material follow-up after they leave, 20% answered that children receive care follow-up after they leave, and 13.33% answered that children do not receive any follow-up.

Table (9): The following table shows the distributions of study sample members of the orphanage employees according to the accommodation capacity of the orphanage:

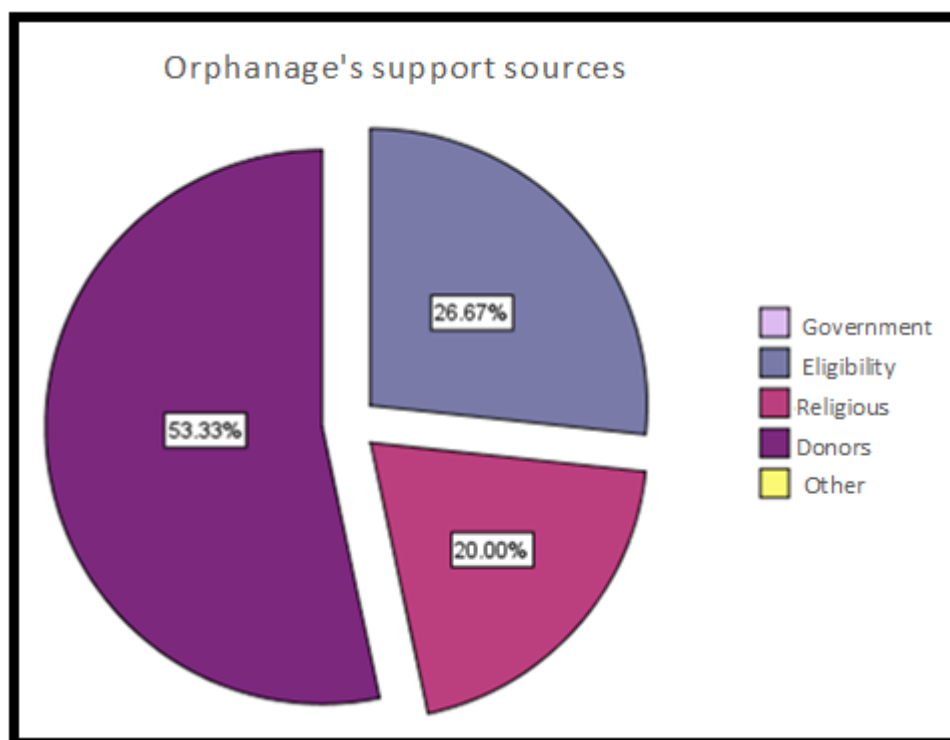
	Number	Percentage %
45	3	%16.7
50	5	%27.8
55	1	%5.6
60	1	%5.6
65	1	%11.1
70	2	%11.1
80	2	%5.6
Total	15	100



The interview indicated that 20% of sample members of the orphanage employees answered that the orphanage's accommodation capacity is 45 children, 33.33% answered that the orphanage's accommodation capacity is 50 children, 6.67% answered that the orphanage's accommodation capacity is 55 children, 6.67% answered that the orphanage's accommodation capacity is 60 children, 13.33% answered that the orphanage's accommodation capacity is 70 children, 13.33% answered that the orphanage's accommodation capacity is 80 children, and 6.67% answered that the orphanage's accommodation capacity is 65 children.

Table (10): The following table shows the distributions of study sample members of the orphanage employees according to the orphanage's source of support:

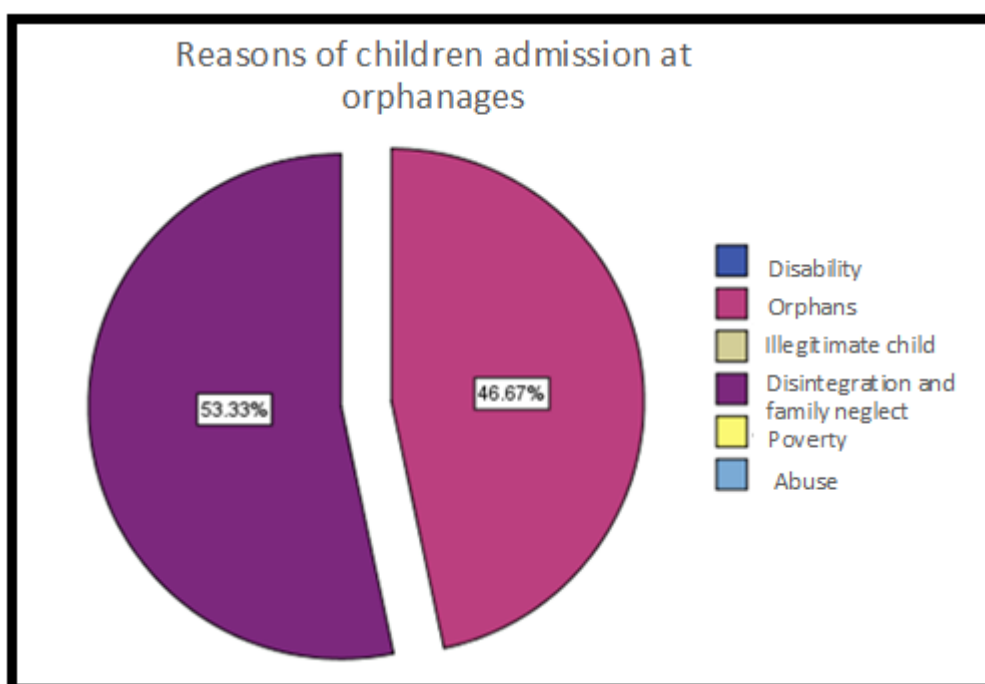
	Number	Percentage %
Governmental	0	0
NGOs	4	%26.7
Religious	3	%20
Donors	8	%53.3
Other	0	0
Total	15	100



The interview indicated that 53.33% of sample members of the orphanage employees answered that the orphanage's source of support is donors, 20% of the answers referred to the religious sources, and 26.67% of the answers referred to NGOs sources.

Table (11): The following table shows the distributions of study sample members of the orphanage employees according to the reasons of children admission at orphanages:

	Number	Percentage %
Illegitimate Child	0	0
Orphan	7	%46.7
Abuse	0	0
Family Disintegration and Neglect	8	%53.3
Disability	0	0
Poverty	0	0
Total	15	100



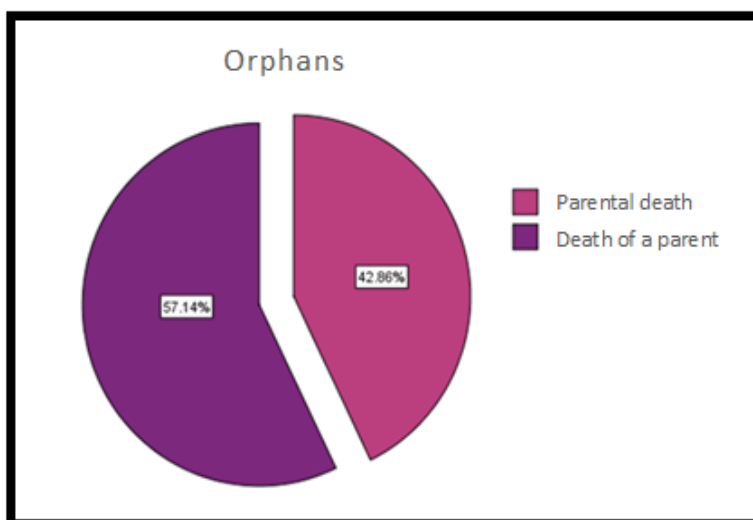
The interview indicated that 46.67% of sample members of the orphanage employees answered that the reason of children admission at orphanages is due to orphan hood, and 53.33% of the answers referred to family disintegration and neglect as the reason.

Table (12): The following table shows the distributions of study sample members of the orphanage employees according to “illegitimate child” as the reason:

	Number	Percentage %
Unknown Parentage	0	0
known Parentage	0	0
Total	0	0

Table (13): The following table shows the distributions of study sample members of the orphanage employees according to “orphan hood” as the reason:

	Number	Percentage %
Death of Parents	3	%42.8
Death of a Parent	4	%57.2
Total	7	100



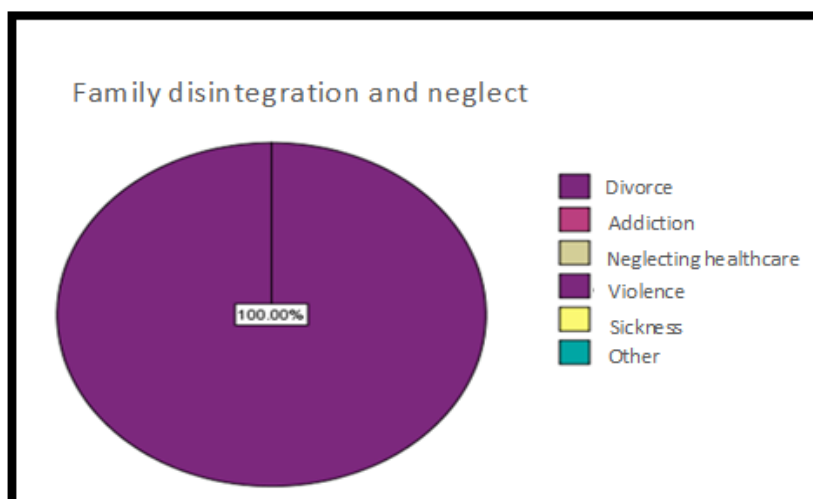
The interview indicated that 57.41% of sample members of the orphanage employees answered that children are accepted in orphanage due to the death of a parent, and 42.86% answered that due to the death of both parents.

Table (14): The following table shows the distributions of study sample members of the orphanage employees according to “abuse” as the reason:

	Number	Percentage %
Mental Abuse	0	0
Physical Abuse	0	0
Total	0	0

Table (15): The following table shows the distributions of study sample members of the orphanage employees according to “family disintegration and neglect” as the reason:

	Number	Percentage %
Divorce	8	%100
Drug Addiction	0	0
Neglect of Health Care	0	0
Violence	0	0
Sickness	0	0
Other	0	0
Total	8	100



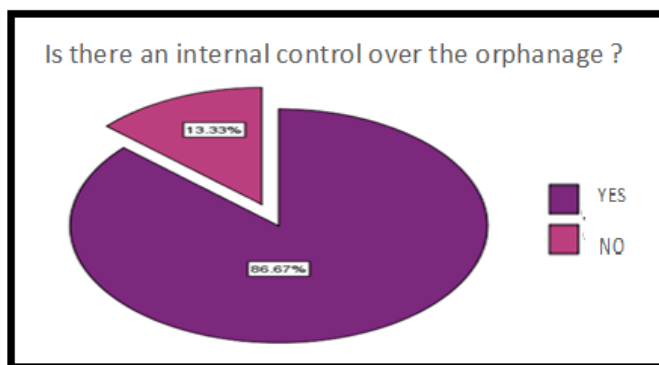
The interview indicated that 100% of sample members of the orphanage employees answered that divorce is one of children admission at orphanages.

Table (16): The following table shows the distributions of study sample members of the orphanage employees according to “disability” as the reason:

	Number	Percentage %
Physical Disability	0	0
Mental Disability	0	0
Other	0	0
Total	0	0

Table (17): The following table shows the distributions of study sample members of the orphanage employees according to the existence of internal oversight in the orphanage:

	Number	Percentage %
Yes	13	%86.7
No	2	%13.3
Total	15	100

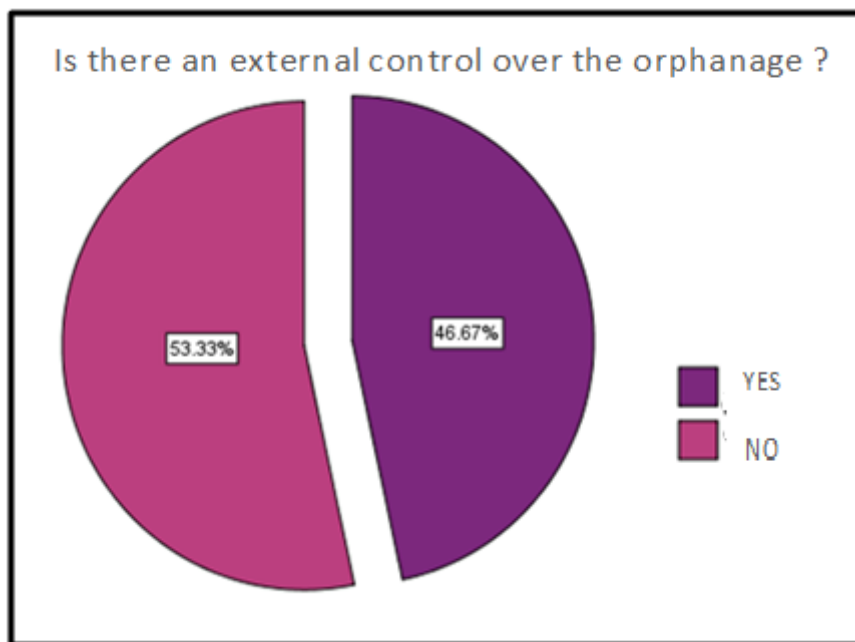


The interview indicated that 86.67% of sample members of the orphanage employees answered that there is an internal control in orphanages, and 13.33% answered that there is no internal control in orphanages.

The internal control in orphanages is carried by the employees themselves, and the orphanage's management that monitor the employees in turn.

Table (18): The following table shows the distributions of study sample members of the orphanage employees according to the existence of external control in the orphanage:

	Number	Percentage %
Yes	7	%46.7
No	8	%53.3
Total	15	100

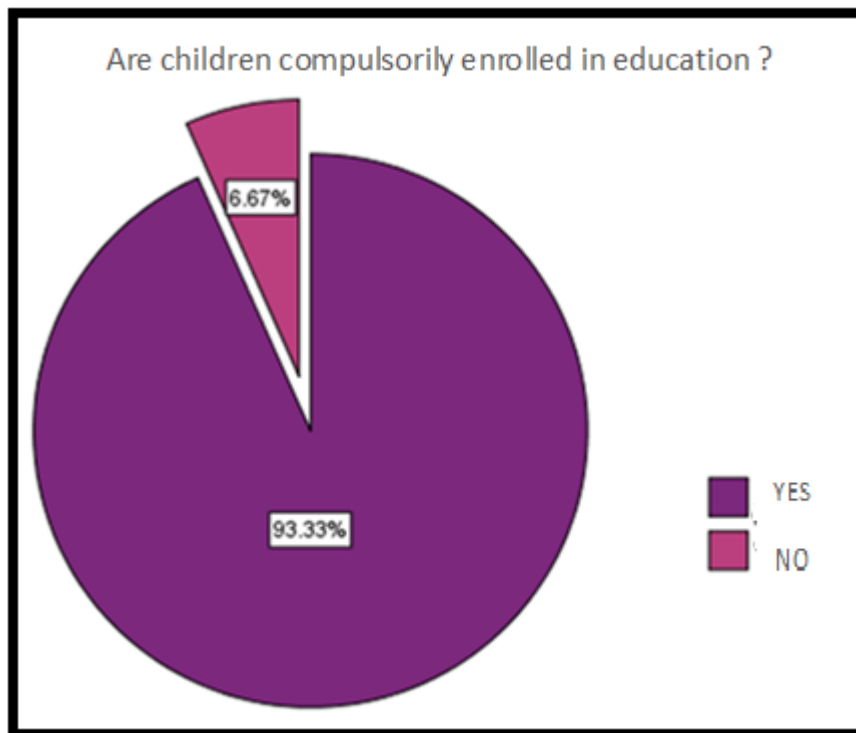


The interview indicated that 46.67% of sample members of the orphanage employees answered that there is an external control in orphanages, and 53.33% answered that there is no external control in orphanages.

The external control on orphanages is carried by the department of social development, in case of receiving complaints.

Table (19): The following table shows the distributions of study sample members of the orphanage employees according to children's education enrollment, whether compulsory or not:

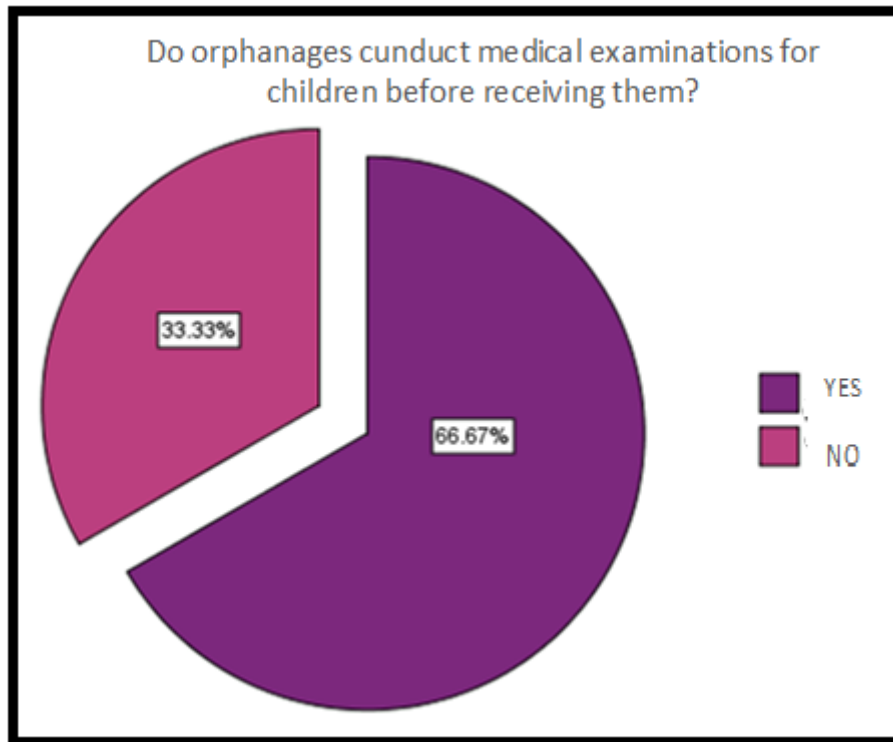
	Number	Percentage %
Yes	14	%93.3
No	1	%6.7
Total	15	100



The interview indicated that 93.33% of sample members of the orphanage employees answered that children's education enrollment is compulsory, 6.67% answered that children's education enrollment is not compulsory.

Table (20): The following table shows the distributions of study sample members of the orphanage employees according to medical examination; weather orphanages check on children health before entering:

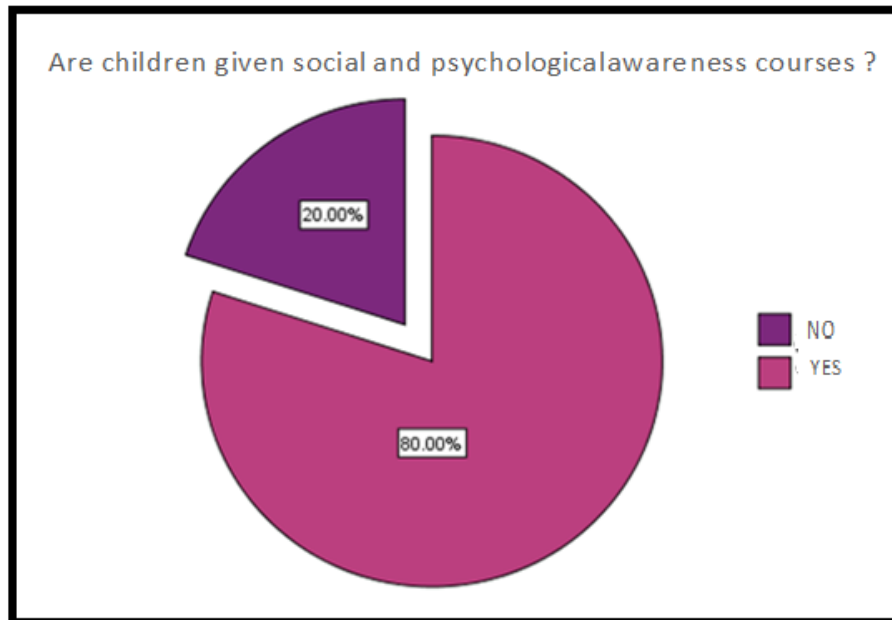
	Number	Percentage %
Yes	10	%66.7
No	5	%33.3
Total	15	100



The interview indicated that 66.67% of sample members of the orphanage employees answered that the orphanages conduct a medical examination for children before receiving them, and 33.33% of them answered that orphanages do not conduct a medical examination for children before receiving them.

Table (21): The following table shows the distributions of study sample members of the orphanage employees according to social and psychological awareness courses, weather the children receive this or not:

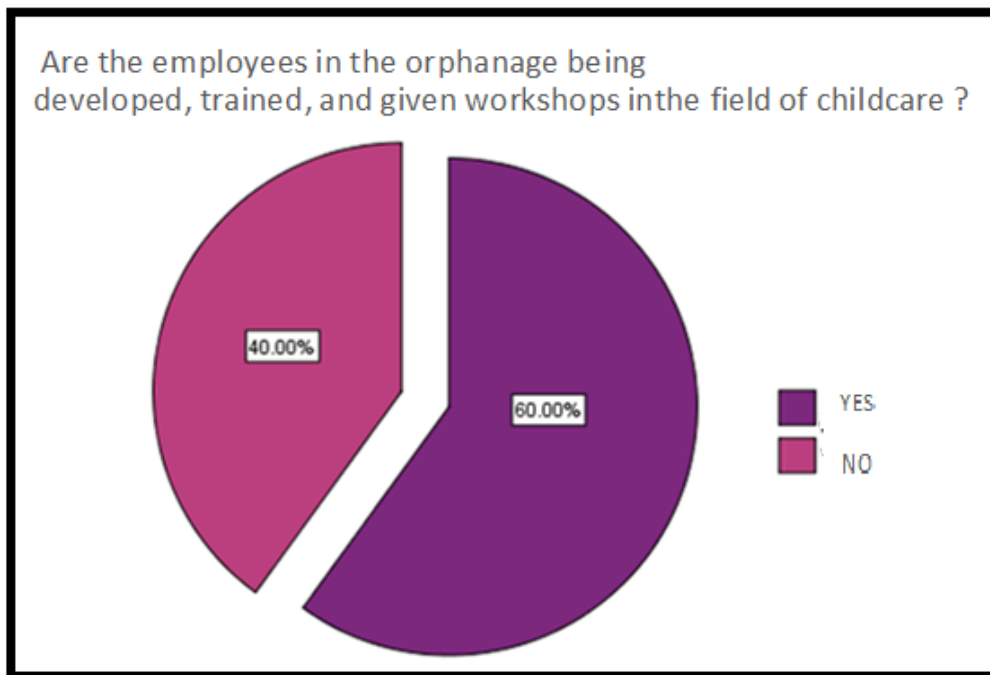
	Number	Percentage %
Yes	12	%80
No	3	%20
Total	15	100



The interview indicated that 80% of sample members of the orphanage employees answered that children are given social and psychological awareness courses, and 20% of them answered that children are not given social and psychological awareness courses.

Table (22): The following table shows the distributions of study sample members of the orphanage employees according to whether the orphanage administration works on developing the employees and giving them trainings and workshops in childcare field:

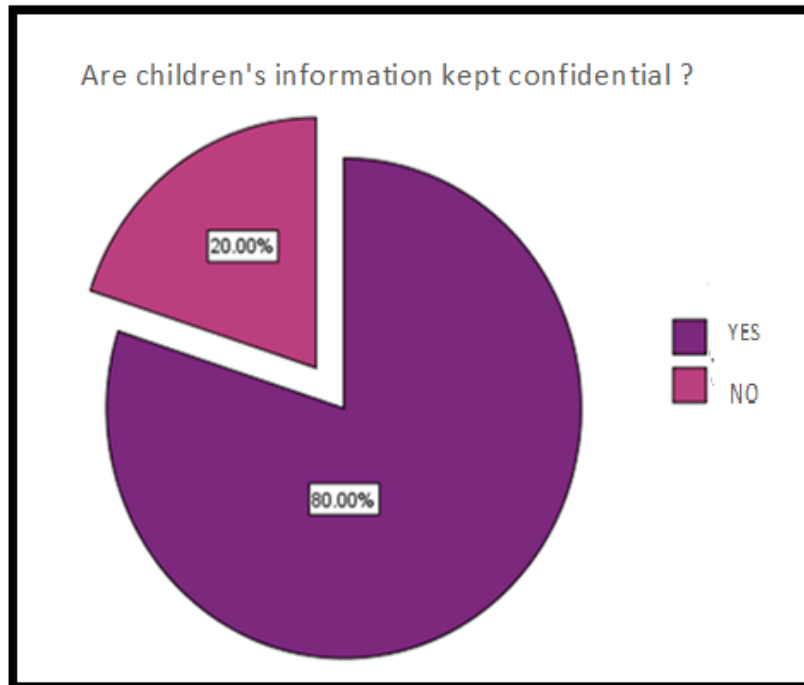
	Number	Percentage %
Yes	9	%60
No	6	%40
Total	15	100



The interview indicated that 60% of sample members of the orphanage employees answered that orphanage administration works on developing the employees and giving them trainings and workshops in childcare field, and 40% of them answered that they do not.

Table (23): The following table shows the distributions of study sample members of the orphanage employees according to whether the administration takes children complaints seriously or not:

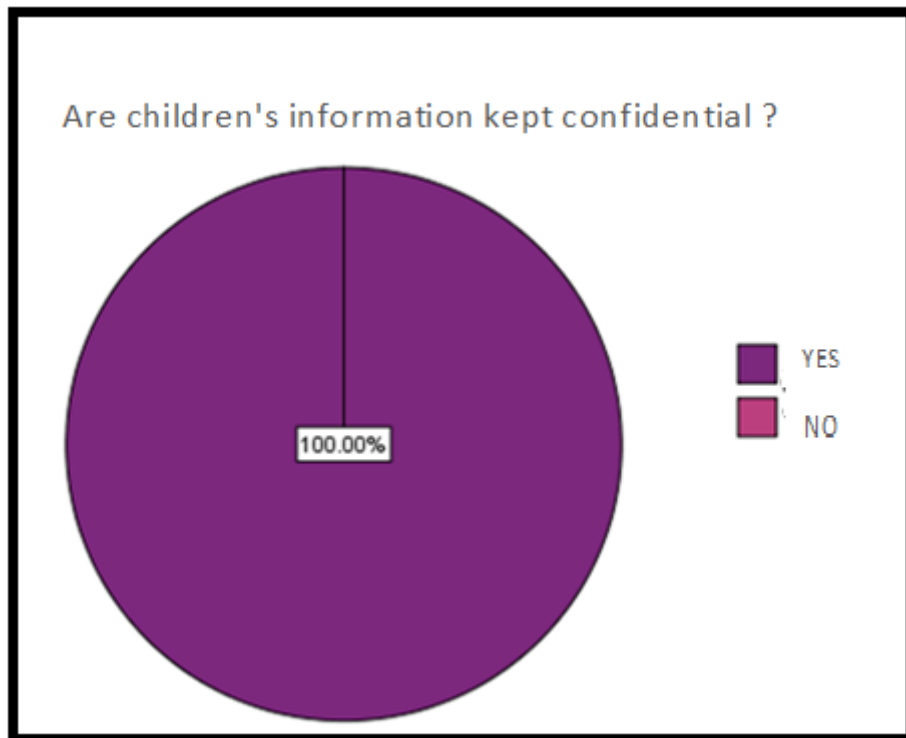
	Number	Percentage %
Yes	12	%80
No	3	%20
total	15	100



The interview indicated that 80% of sample members of the orphanage employees answered that the orphanage administration takes children complaints seriously, and 20% answered that the orphanage administration does not take children complaints seriously.

Table (24): The following table shows the distributions of study sample members of the orphanage employees according to the confidentiality of children's information.

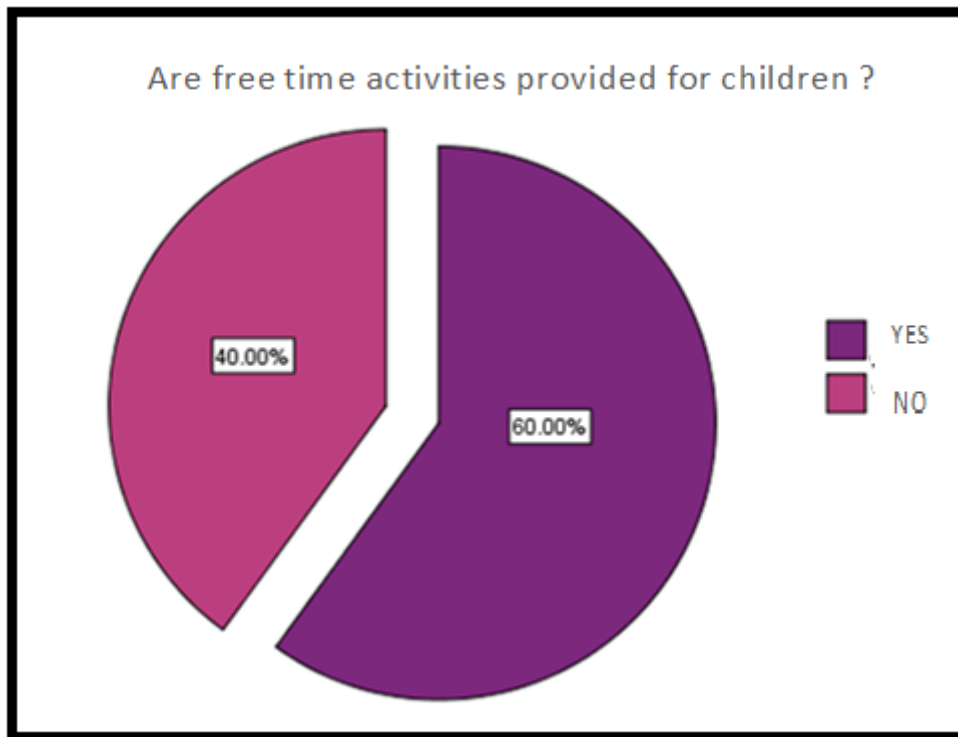
	Number	Percentage %
Yes	15	%100
No	0	0
Total	15	100



The interview indicated that 100% of sample members of the orphanage employees answered that the orphanage keeps the confidentiality of children's information.

Table (25): The following table shows the distributions of study sample members of the orphanage employees according to the availability of free-time activities:

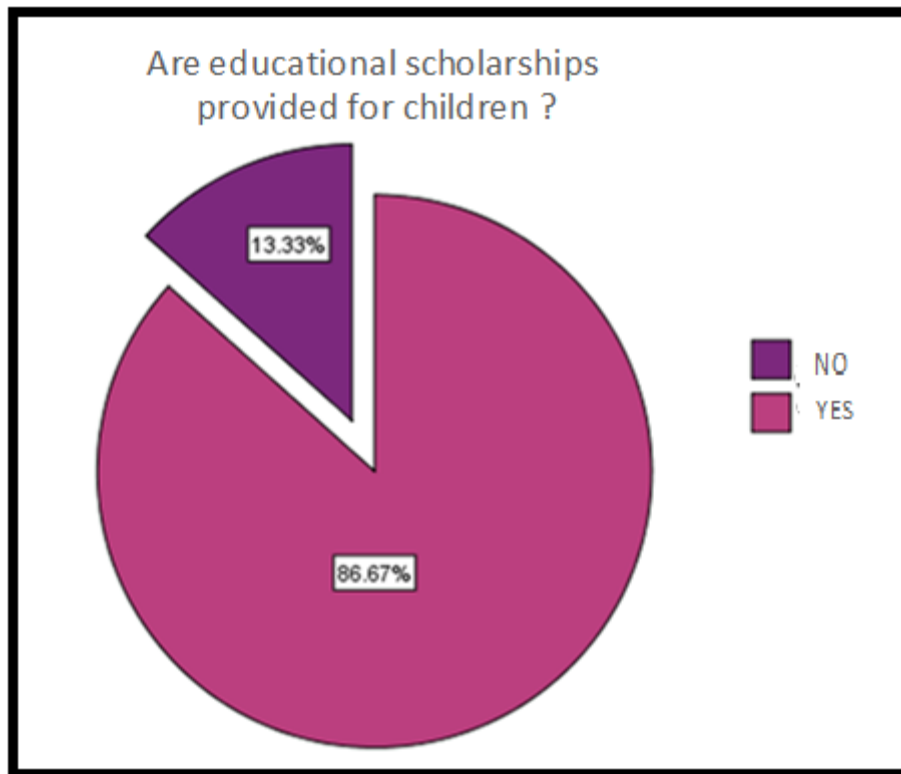
	Number	Percentage %
Yes	9	%60
No	6	%40
Total	15	100



The interview indicated that 60% of sample members of the orphanage employees answered that the orphanage provides free-time activities, and 40% answered that there are no free-time activities.

Table (26): The following table shows the distributions of study sample members of the orphanage employees according to the availability of scholarships:

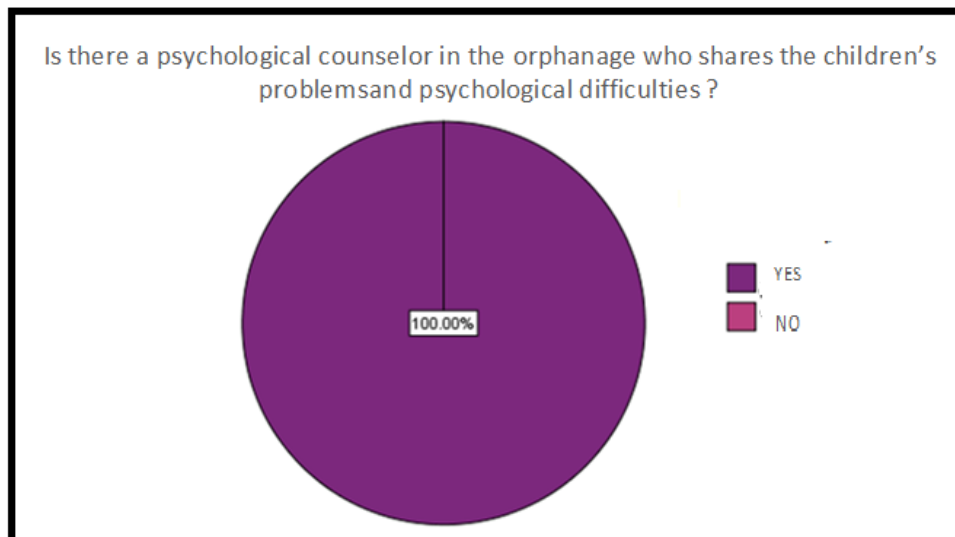
	Number	Percentage %
Yes	13	%86.7
No	2	%13.3
Total	15	100



The interview indicated that 86.67% of sample members of the orphanage employees answered that the orphanages provide scholarships for the children, and 13.33% answered that there are no scholarships provided.

Table (27): The following table shows the distributions of study sample members of the orphanage employees according to the availability of psychological counselors in the orphanage, for the children to share problems with:

	Number	Percentage %
Yes	15	% 100
No	0	0
Total	15	100



The interview indicated that 100% of sample members of the orphanage employees answered that there is a psychological counselor in the orphanage who shares children their problems.

First question: what are MOSD’s policies and procedures to monitor the implementation of TQs in RIs, and what is the level of its effectiveness?

Hypothesis: the effectiveness of MOSD’s policies and procedures to monitor the implementation of TQs in RIs is medium.

Table (28): It shows the mean and standard deviation of the effectiveness of the institute’s procedures to control the quality of services:

Item	A Arithmetic Mean	Standard Deviation
The institution achieves the set goals in the strategic plan.	4.0000	.53452
The follow-up and evaluation process contributes to raising the capabilities of employees to achieve quality standards.	3.8667	.35187
The institution has all the necessary information to achieve quality standards.	3.1333	.63994
The employees collaborate in achieving the set goals of the institution.	3.8667	.63994
The institution's management is continuously improving the quality to meet the needs of the children.	3.7333	.59362
Total	3.7200	0.5520

Based on the analysis of the interview questions, it was found that the effectiveness of RIs’ procedures to control the quality of services is 3.72, which is a good ratio. Therefore, the hypothesis that the effectiveness of applying quality standards in RIs is medium is rejected.

This sentence “The institution achieves the set goals in the strategic plan” was the high A Arithmetic Mean, but this sentence “The institution has all the necessary information to achieve quality standards. Was the low A Arithmetic Mean.

The Result: the effectiveness level of applying TQs in RIs is high, from the point of view of institution's employees.

Second question: what's the level of implementing the standard of location and size of RIs in Palestine, from the point of view of institution's employees?

Hypothesis: the level of implementing the standard of location and size of RIs in Palestine, from the point of view of institution's employees is low.

Table (29): shows the arithmetic averages and standard deviations of the standard of location, size, and design of RIs, from the point of view of institution's employees:

Item	Arithmetic Mean	StandardDeviation
The housing is located in an accessible area, and close to different facilities and services (Fire departments, hospitals, Schools, police stations, etc.).	3.5333	0.77692
The housing is located in an area far from noises, pollutions, And gangers.	2.9067	1.0962
The housing is design in a way allows children to contact Each other, and feel the family vibes.	3.2267	1.0600
The housing contains various spaces for shared activities such As (eating, studying, and watching TV), inside the building.	3.2667	0.90544
The housing includes a garden, or and open space for sports, Entertainment and cultural activities.	3.6933	0.83784
Doors of the emergency exits are deigned to be opened Easily.	3.6267	0.88185
The housing includes entrances, exits, and facilities for Handicapped persons.	3.6667	0.75933
Total	3.4171	0.9020

Study analysis revealed that from the institution employees' point of view, the suitability of location and size of RIs in Palestine RIs is 3.41 which is a high level. Therefore, we reject the following hypothesis: the level of implementing the standard of location and size of RIs in Palestine, from the point of view of institution's employees is low.

The item of (The housing includes a garden, or and open space for sports, entertainment, and cultural activities) has the highest average, while the item of (The housing is located in an area far from noises, pollutions, and gangers) has the lowest average.

Accordingly, **the result** was that the level of implementing the standard of location and size of RIs in Palestine, from the point of view of institution's employees, is high.

Third question: What is the level implementing the standard of accommodation and equipment quality in RIs in Palestine, from the point of view of institution's employees?

Hypothesis: The level of implementing the standard of accommodation and equipment quality in RIs in Palestine, from the point of view of institution's employees is high.

Table (30): shows the arithmetic averages and standard deviations of the standard accommodation and equipment quality in RIs, from the point of view of institution's employees:

Item	A Arithmetic Mean	Standard Deviation
Housing's floor coverings are made from environmentally friendly materials.	3.8000	.56061
Children are distributed to the rooms according to their age group.	4.1333	.51640
Enough space for bedrooms, living rooms and play areas (indoor and outdoor), and bathrooms suits the numbers and agegroups of children.	4.0000	.53452
There are signs or instruction panels showing the uses of the different places in the housing, for the staff and children.	3.7333	.88372
The resident caregiver or night-shift caregiver has a living unit consisting of a single bedroom and a private bathroom, and he is allowed to sleep on a separate bed in the room for children up to 3 years old.	4.4000	.50709
There are landline phones available for children, in an accessible, privet, and noticeable place.	3.4000	.63246
The interiors have bright, cheerful, and vivid colors that are compatible with the gender of the children (male / female).	3.3333	.81650
Each child has his own surrounding, and starting from the age of 12 years he has his own key to close his wardrobe in his bedroom.	3.2667	.88372
The number and type of furniture in children's rooms (12 years and over): a bed that fits his size, a wardrobe with an interior mirror to keep his clothes, belongings and personal stuff, a shelf for keeping books, and there should be curtains or dividers between beds to ensure privacy.	3.7333	.79881
The number and type of furniture in children's rooms (6-12 years old) are suitable for them.	4.1333	.51640
Total	3.7933	0.6650

Study analysis revealed that from the institution employees' point of view, the quality of accommodation and equipment in RIs is 3.79 which is a high level. Therefore, we accept the following hypothesis: the level of implementing the standard of accommodation and equipment quality in RIs in Palestine, from the point of view of institution's employees is high.

The item of (Enough space for bedrooms, living rooms and play areas (indoor and outdoor), and bathrooms suits the numbers and age groups of children) has the highest average, while the item of (Each child has his own surrounding, and starting from the age of 12 years he has his own key to close his wardrobe in his bedroom) has the lowest average.

Accordingly, **the result** was that the level of implementing the standard of accommodation and equipment quality in RIs Palestine, from the point of view of institution's employees, is high.

Fourth question: what is the level of implementing the standard of privacy, security, and usability in RIs in Palestine, from the point of view of institution's employees?

Hypothesis: The level of implementing the standard of privacy, security, and usability in RIs in Palestine, from the point of view of institution's employees is medium.

Table (31): shows the arithmetic averages and standard deviations of the standard of privacy, security, and usability in RIs, from the point of view of institution's employees:

Item	Arithmetic Mean	Standard Deviation
A list of security and safety standards (to protect children and workers) is written, announced, available and known to all, and the administration follow up on the implementation of the procedures and precautions and assure everyone complies with them.	4.1333	.35187
Guarding of the building and securing fences, entrances, windows and roofs shall be done by a carefully selected and qualified personnel.	4.8000	.41404
The house has personnel specialized in accompanying young children when they go to and from school.	2.6667	.61721
Windows and balconies are designed in a way to protect the building from penetration and robbery, while taking into account the beauty of the design.	4.4667	.51640
There is a system for organizing the external adults visits to the housing, and all staff are notified of it.	4.4000	.50709
There is a log to record the data of the visitors, and the time and reasons for their visits.	4.7333	.45774
There are certain mechanisms to inform the administration about the visits of school friends.	3.4667	.74322

The furniture is suitable for children protection from injuries, and there are no sharp corners or pointed parts.	4.0667	.25820
The building contains emergency exits with distinctive clear signs that are known to everyone. The exit should be accessible and its doors open to the outside.	2.6667	.61721
Training on the use of protection system, and all systems are regularly inspected and maintained, and this is being recorded in a special log.	4.4667	.51640
The building is equipped with a civil protection system in every floor (fire alarms, fire hydrants, and fire extinguishers in every floor of the building).	4.4000	.50709
The toys used by children (0-6 years) are made of environment-friendly materials, and their size is large so they cannot swallow or insert it in their ears.	4.7333	.45774
The electrical sockets in young children's rooms are sealed by plastic seals, and are placed above their reach.	3.4667	.74322
The house administration keeps children away when spraying pesticides, using disinfectants, or when painting parts of the building.	4.0667	.25820
Indoor and garden plants are non-toxic and do not have thorns.	2.6667	.61721
Detergents, disinfectants, insecticides, medicines, medical tools and flammable materials are stored in places out of children's reach, and these places are well-ventilated and airtight.	4.4667	.51640
All stairs in the house have handrails, designed to suit the age of children in terms of height and size of openings.	4.4000	.50709
The housing administration promptly repair any damage, malfunctions or damages in the facilities, and it record and periodically review it, especially with regard to electricity, gas and hot water in bathrooms and kitchens.	4.7333	.45774
The housing administration conducts a comprehensive risk assessment, and review it periodically with the help of specialists and experts.	3.4667	.74322

The floors inside and outside the housing are made of materials that are easy to clean and maintain, non-slip and fire resistant.	4.0667	.25820
Workers and resident children receive periodic trainings on how to act in emergency (fire, earthquake, flood, torrent, problems with electricity or water ... etc.).	2.6667	.61721
Total	3.9524	0.5087

Study analysis revealed that from the institution employees' point of view, the level of privacy, security, and usability in RIs in Palestine is 3.95 which is a high level. Therefore, we reject the following hypothesis: the level of implementing the standard privacy, security, and usability in RIs in Palestine, from the point of view of institution's employees is medium.

The item of (guarding of the building and securing fences, entrances, windows and roofs are done by a carefully selected and qualified personnel) has the highest average, while the item of (workers and resident children receive periodic trainings on how to act in emergency (fire, earthquake, flood, torrent, problems with electricity or water ... etc.) has the lowest average.

Accordingly, **the result** was that the level of implementing the standard of privacy, security, and usability in RIs in Palestine, from the point of view of institution's employees, is high.

Fifth question: what is the level of implementing the standard of environment, health, education, and services in RIs in Palestine, from the point of view of institution's employees?

Hypothesis: The level of implementing the standard of environment, health, education, and services in RIs in Palestine, from the point of view of institution's employees is high.

Table (32): shows the arithmetic averages and the standard of environment, health, education, and services in RIs in Palestine, from the point of view of institution's employees:

Item	Arithmetic Mean	StandardDeviation
The institution works to raise awareness about the dangersof drugs.	4.1333	.35187
The institution conducts periodic medical examinations forthe children.	4.2000	.56061
In the event of child sickness, the institution follows-up onthat immediately.	4.1333	.51640
The institution takes the necessary safety procedures to prevent the spread of infection among children.	4.1333	.51640
The child is not exposed to physical violence inside the institution.	3.8667	.63994
The child is not exposed to verbal violence inside the institution.	3.8000	.56061
The child feels comfortable in the institution, as if living with his family.	4.0000	.37796
The child does not feel anxious in the institution.	4.2000	.56061
The institution follows up on children's daily home works.	4.6667	.48795
The institution provides help and special attention to children with learning disabilities.	2.8000	.77460

The institution oversees children's commitment to school hours.	4.3333	.48795
The institution follows up on children preparation for's school exams.	4.3333	.48795
The institution follows up on children's results of school exams.	4.4000	.50709
The institution provides enhancement courses if children face difficulties with some school materials.	3.5333	.74322
The institution provides children with scholarships.	4.4000	.50709
The institution oversees the cleanliness of the purchased food.	4.4667	.51640
The quality of food inside the housing is commensurate with the children's health.	4.4000	.50709
Provided meals are variable.	4.7333	.45774
The housing management selects fresh food for the children.	3.4667	.74322
People with infectious diseases are not allowed to prepare food for children.	4.0667	.25820
The chef stores the food in a correct way.	3.4667	.74322
The chef prepares the food at the required temperature for the safety of the children.	4.0000	.37796
The chef uses special gloves when preparing food for children.	3.4667	.74322
Total	4.14	0.540

Study analysis revealed that from the institution employees' point of view, the level of the standards of environment, health, education, and services in RIs in Palestine is 4.14 which is a high level. Therefore, we accept the following hypothesis: the level of implementing the standard of environment, health, education, and services in RIs in Palestine, from the point of view of institution's employees is high.

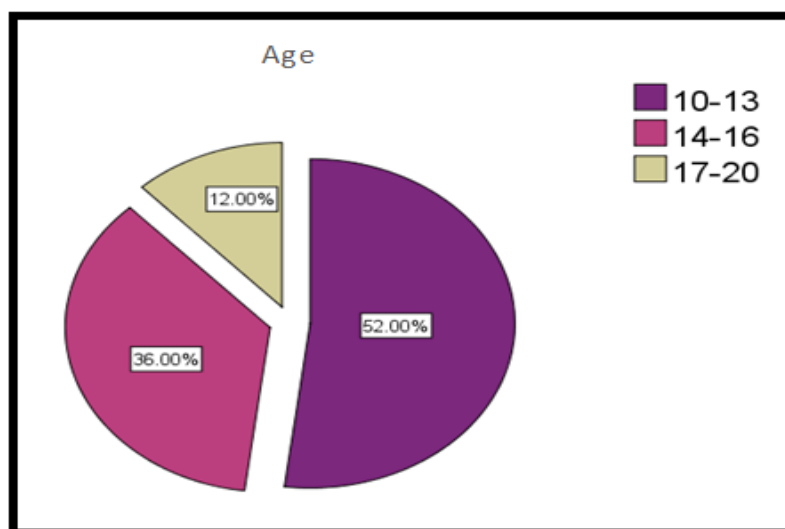
The item of (provided meals are variable) has the highest average, while the item of (workers and resident children receive periodic trainings on how to act in emergency (the institution provides help and special attention to children with learning disabilities) has the lowest average.

Accordingly, **the result** was that the level of implementing the standard of environment, health, education, and services in RIs in Palestine, from the point of view of institution's employees is high.

5.2 Analysis of Inmates Interviews:

Table (33): The following table shows the distributions of study sample members of inmates according to age:

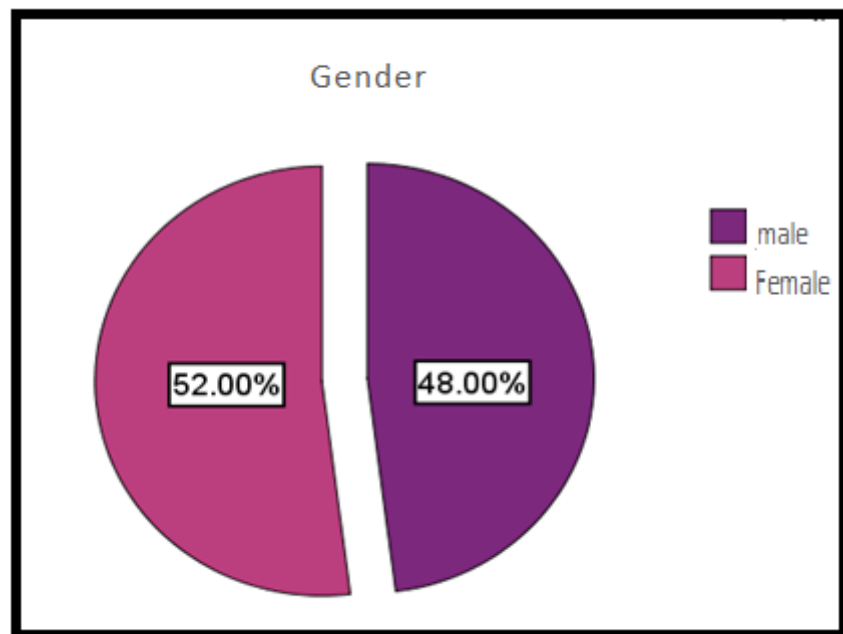
	Number	Percentage %
13-10	39	52
16-14	27	36
20-17	9	12
Total	75	100



The interview indicated that 52% of sample members of inmates aged between 10-13 years, 36% aged between 14-16 years, and 12% aged between 17-20 years.

Table (34): the following table shows the distributions of study sample members of inmates according to gender:

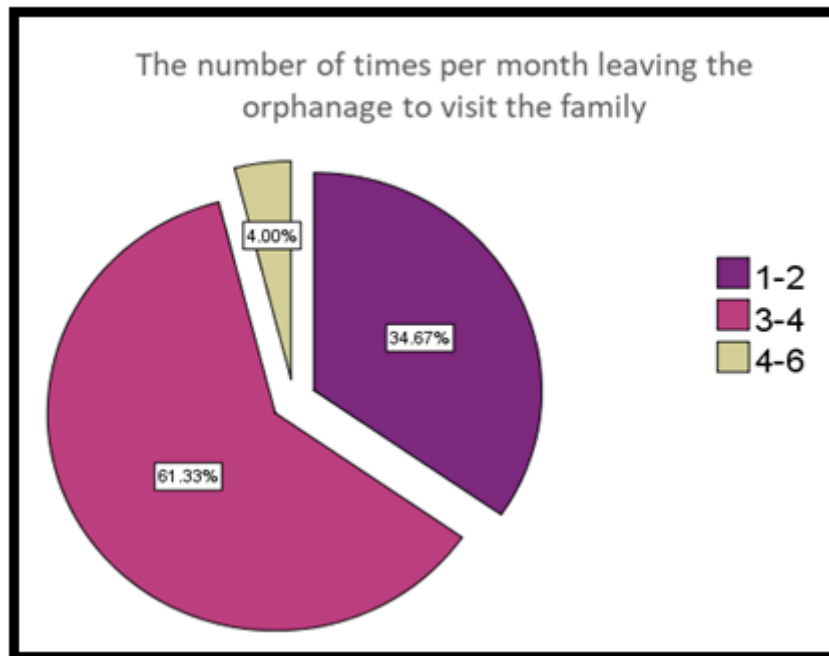
	Number	Percentage %
Male	36	48
Female	39	52
Total	75	100



The interview indicated that 48% of study sample members of inmates are males, and 52% are females.

Table (35): The following table shows the distributions of study sample members of inmates according to the number of times the child leaves to visits his family monthly:

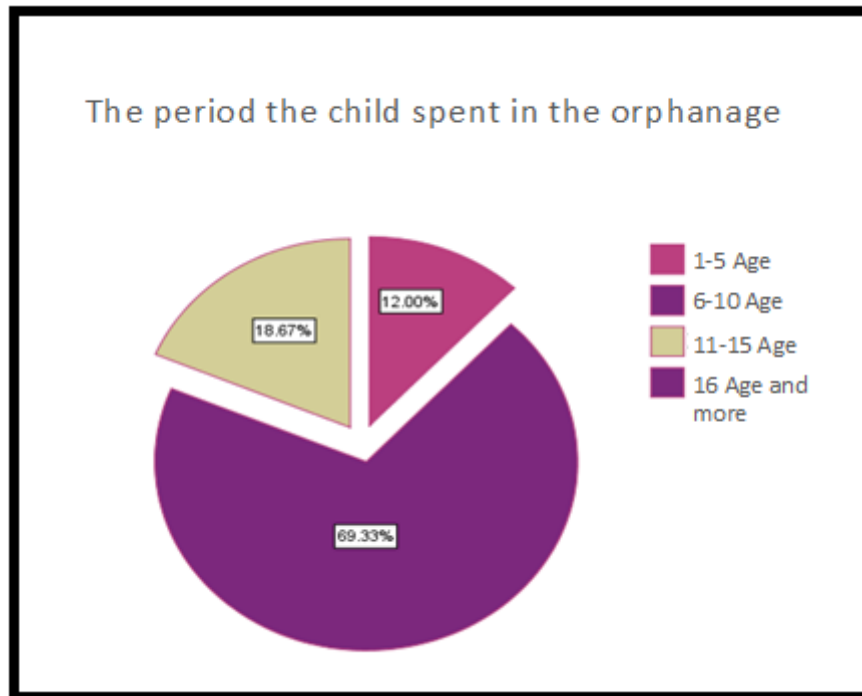
	Number	Percentage %
2-1	26	37.7
4-3	46	61.3
6-4	3	4
Total	75	100



The interview indicated that 26 members of inmates answered that children visit their families 1-2 times monthly; 46 members of inmates answered that children visit their families 3-4 times monthly, and 3 members of inmates answered that children visit their families 4-6 times monthly.

Table (36): The following table shows the distributions of study sample members of inmates according to the period the child spent in the RI:

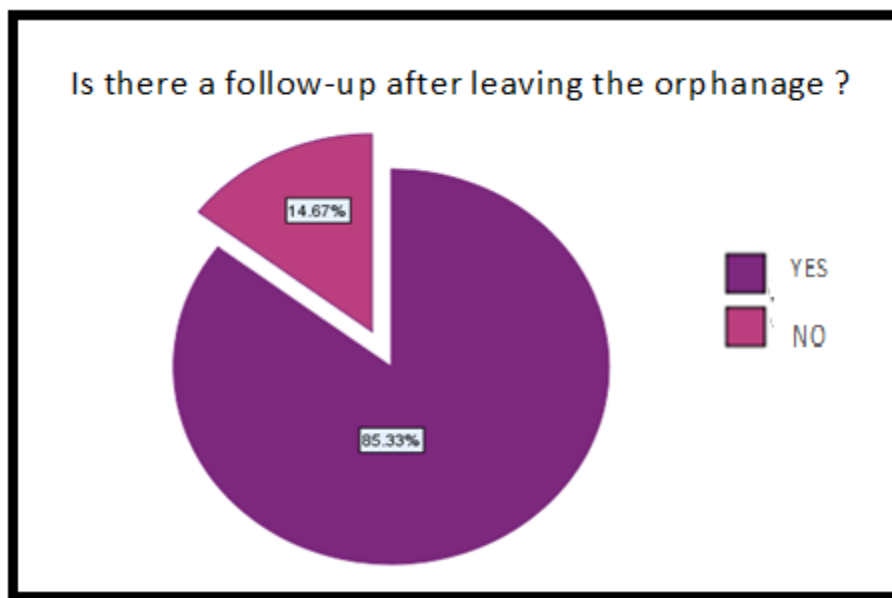
	Number	Percentage %
5-1years	9	12
10-6years	52	69.3
15-11years	14	18.7
Total	75	100



The interview indicated that the number of children who stayed at the institution for 1-5 years is 9 children, 52 children stayed for 10-6 years, and 14 children stayed for 11-15 years.

Table (37): The following table shows the distributions of study sample members of inmates according to receiving follow-up after they leave the institution:

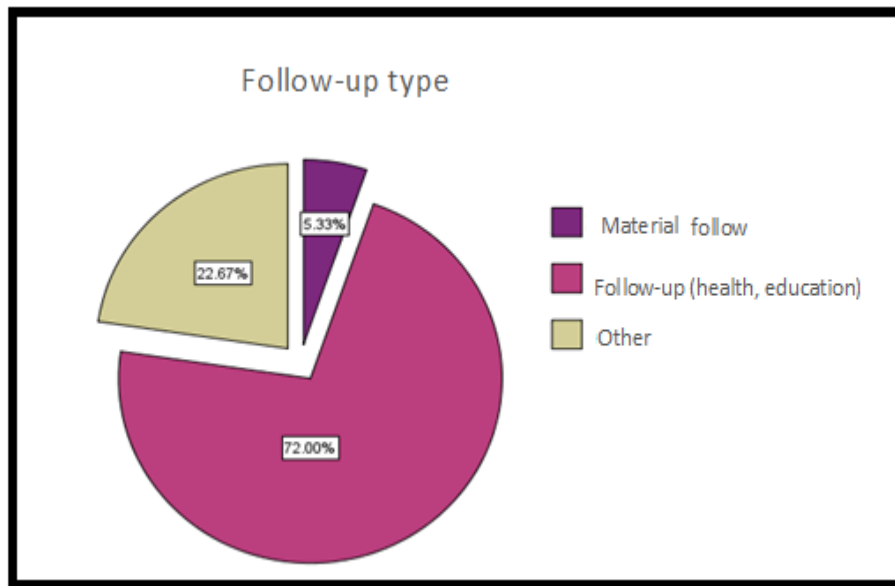
	Number	Percentage %
Yes	64	85.3
No	11	14.7
Total	75	100



The interview indicated that the percentage of children who receive follow-up after leaving the institution is 85.3%.

Table (38): The following table shows the distributions of study sample members of inmates according to the type of follow-up, if there's any:

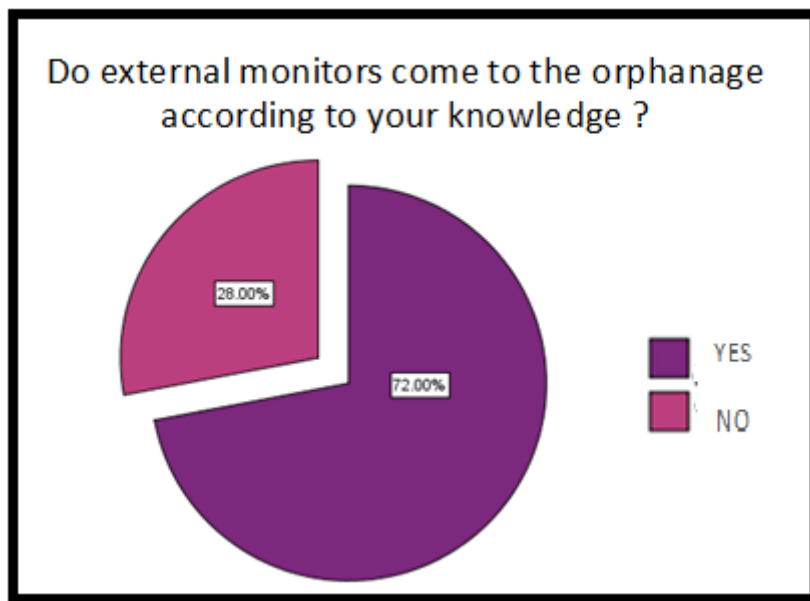
	Number	Percentage %
Material Follow-up	4	5.3
Care Follow-up (Health & Education)	54	72
Other	17	22.7
Total	75	100



The interview indicated that the number of children who received material follow up is 4, While the number of children who received health and educational follow-up is 54, and 17 children received other types of follow-ups.

Table (39): The following table shows the distributions of study sample members of inmates according to the visits of external monitors:

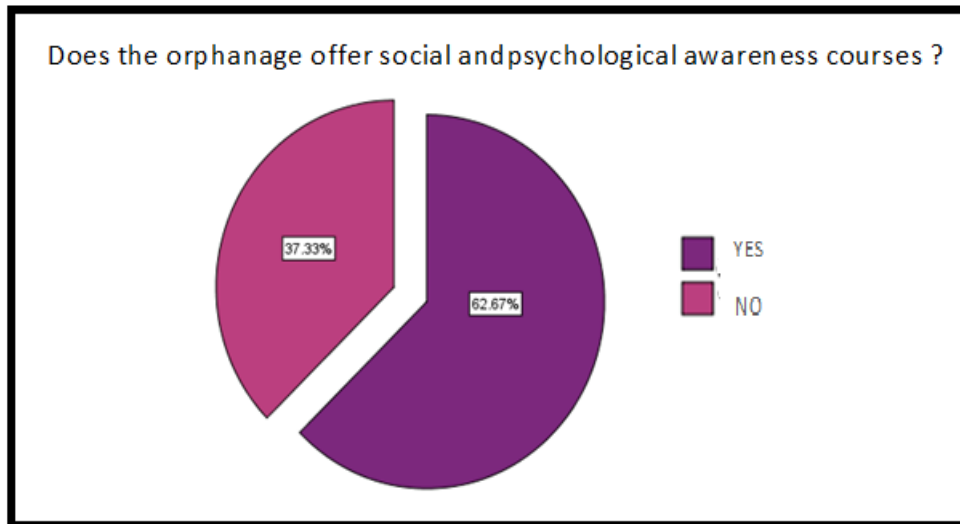
	Number	Percentage %
Yes	54	72
No	21	28
Total	75	100



The interview indicated that the 72% of the children answered that there are external monitors visiting the orphanage, and 28% answered that there are no external monitors visiting.

Table (40): The following table shows the distributions of study sample members of inmates according to the availability of social and psychological awareness courses by the institution:

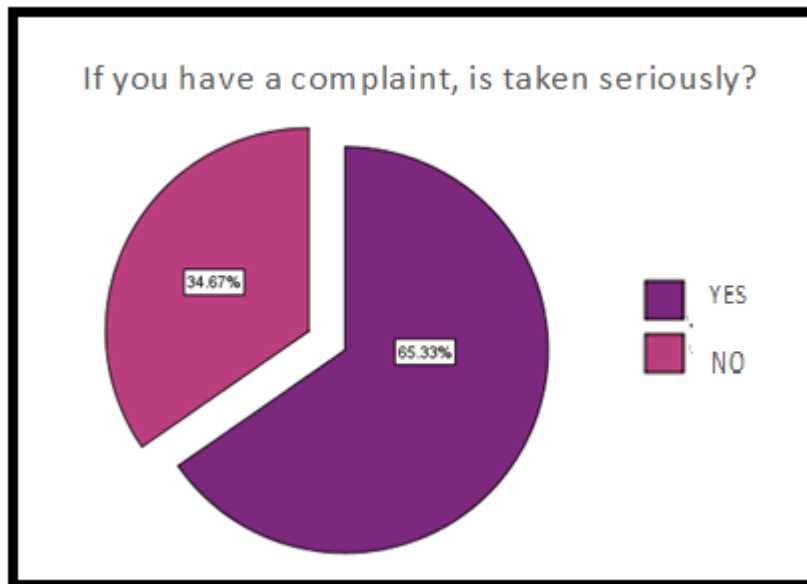
	Number	Percentage %
Yes	47	62.7
No	28	37.3
Total	75	100



The interview indicated that the percentage of children who answered that the institution provides them with social and psychological awareness courses is 62.27%, and the percentage of those who answered that they do not receive these courses 37.33%.

Table (41): The following table shows the distributions of study sample members of inmates according to weather the administration is taking children complains seriously:

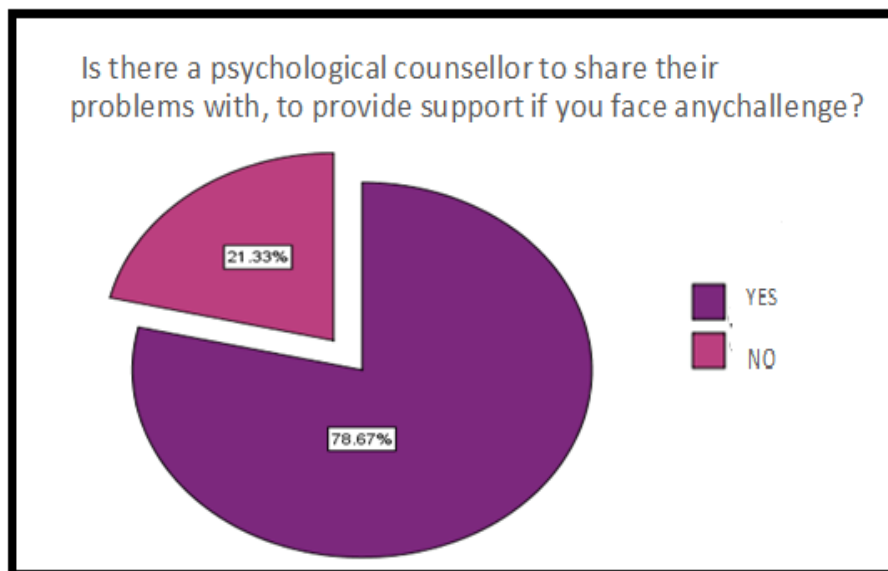
	Number	Percentage %
Yes	49	65.3
No	26	34.7
Total	75	100



The interview indicated that the percentage of children who answered that their complaints have been taken seriously is 65.33% and 34.67% answered that their complaints have not been taken seriously.

Table (42): The following table shows the distributions of study sample members of inmates according to the availability of psychological counselor for the children to share their problems with:

	Number	Percentage %
Yes	59	78.7
No	16	21.3
Total	75	100



The interview indicated that the percentage of children who answer that there is a psychological counselor to share their problems with and to provide help and support is 76.67, and 21.33% of them answered with no.

Sixth question: what's the level of implementing the standard of location and size of RIs in Palestine, from the point of view of inmates?

Hypothesis: the level of implementing the standard of location and size of RIs in Palestine, from the point of view of inmates is medium.

Table (43): shows the arithmetic averages and standard deviations of the standard of location, size, and design of RIs, from the point of view of inmates:

Item	Arithmetic Mean	Standard Deviation
The housing is located in an accessible area, and close to different facilities and services (Fire departments, hospitals, Schools, police stations, etc.).	3.5333	.77692
The housing is located in an area far from noises, pollutions, And gangers.	3.2267	1.06000
The housing is designed in a way that allows children to contact With each other, and feel the family vibes.	2.9067	1.09265
The housing contains various spaces for shared activities such As (eating, studying, and watching TV), inside the building.	3.2667	.90544
The housing includes a garden, or and open space for sports, Entertainment and cultural activities.	3.6933	.83784
Doors of the emergency exits are deigned to be opened Easily.	3.6267	.88185
The housing includes entrances, exits, and facilities for Handicapped persons.	3.6667	.75933
Total	3.417157	0.902004

Study analysis revealed that from inmates' point of view, the suitability of location and size of RIs in Palestine RIs is 3.41 which is a high level. Therefore, we reject the following hypothesis: the level of implementing the standard of location and size of RIs in Palestine, from the point of view of inmates is medium.

The item of (The housing is designed in a way that allows children to contact with each other, and feel the family vibes) has the highest average, while the item of (The housing is located in an area far from noises, pollutions, and gangers) has the lowest average.

Accordingly, **the result** was that the level of implementing the standard of location and size of RIs in Palestine, from the point of view of inmates, is high.

Seventh question: What is the level implementing the standard of accommodation and equipment quality in RIs in Palestine, from the point of view of inmates?

Hypothesis: The level of implementing the standard of accommodation and equipment quality in RIs in Palestine, from the point of view of inmates is high.

Table (44): shows the arithmetic averages and standard deviations of the standard accommodation and equipment quality in RIs, from the point of view of inmates:

Item	arithmetic Mean	Standard Deviation
Children are distributed to the rooms according to their age Group.	3.473	0.87261
The size of bedrooms, living rooms and play areas (indoor and Outdoor), and bathroom suits the number of children.	3.634	0.74132
There are signs or instruction boards that explain the uses of the Different facilities for the children.	3.350	1.01307
There are landline phones available for children, in an accessible Place, and assures privacy for them.	3.500	0.97260
The interiors have bright, cheerful, and vivid colors that are Compatible with the gender of the children (male / female).	2.306	1.18823

Each child aged 12 years has his own key to close his wardrobe In his bedroom.	3.553	0.97943
The housing management takes daily care of bedrooms' Hygiene.	3.500	0.97260
The housing management constantly seeks to preserve the Hygiene of facilities (bathroom).	3.860	0.7543
The housing management takes daily care of living room's hygiene.	3.670	0.74132
Provided meals are clean.	3.400	0.82811
Provided meals and variable.	3.360	0.99512
The chef stores the food in a correct way (in fridge, or wardrobe)	3.240	1.06340
The chef uses special gloves when preparing food for the children	3.34	0.81029
Total	3.380	0.915

Study analysis revealed that from inmates' point of view, the quality of accommodation and equipment in RIs is 3.38 which is a medium level. Therefore, we reject the following hypothesis: the level of implementing the standard of accommodation and equipment quality in RIs in Palestine, from the point of view of inmates is high.

The item of (the housing management takes daily care of living room's hygiene) has the highest average, while the item of (the interiors have bright, cheerful, and vivid colors that are compatible with the gender of the children (male / female)) has the lowest average.

Accordingly, **the result** was that the level of implementing the standard of accommodation and equipment quality in RIs Palestine, from the point of inmates' employees, is medium.

Eighth question: what is the level of implementing the standard of privacy, security, and usability in RIs in Palestine, from the point of view of inmates?

Hypothesis: The level of implementing the standard of privacy, security, and usability in RIs in Palestine, from the point of view of inmates is high.

Table (45): shows the arithmetic averages and standard deviations of the standard of privacy, security, and usability in RIs, from the point of view of inmates:

Item	arithmetic Mean	Standard Deviation
The list of security and safety standards for the protection of Children and workers, is written and announced.	3.8133	.74785
The house has personnel specialized in accompanying Young children when they go to and from school.	3.0800	1.1596
There is a system for organizing the external visits to the Housing and all staff are notified of it.	3.4133	1.1401
Each child aged 12 years has his own key to close his Wardrobe in his bedroom.	3.6533	.97943
There are certain mechanisms to inform the administration About the visits of school friends.	3.4000	.90045
The building contains emergency exits with distinctive clear Signs that are known to everyone. The exit should be accessible and its doors open to the outside.	3.5600	1.1057
The furniture is suitable for children protection from Injuries, and there are no sharp corners or pointed parts.	3.5200	.90584
Total	3.4914	0.9913

Study analysis revealed that from inmates' point of view, the level of privacy, security, and usability in RIs in Palestine is 3.49 which is a high level. Therefore, we accept the following hypothesis: the level of implementing the standard of privacy, security, and usability in RIs in Palestine, from the point of view of inmates is high.

The item of (the list of security and safety standards for the protection of children and workers, is written and announced) has the highest average, while the item of (There are certain mechanisms to inform the administration about the visits of school friends) has the lowest average.

Ninth question: what is the level of implementing the standard of environment, health, education, and services in RIs in Palestine, from the point of view of inmates?

Hypothesis: The level of implementing the standard of environment, health, education, and services in RIs in Palestine, from the point of view of inmates is medium.

Table (46): shows the arithmetic averages and the standard of environment, health, education, and services in RIs in Palestine, from the point of view of inmates:

Item	Arithmetic Mean	Standard Deviation
The institution works to raising awareness about the dangers of drugs and alcohol.	3.500	0.64459
The institution conducts medical examination for the Children.	3.437	1.08021
In the event that a child gets sick, the institution takes Follow up on that immediately.	3.591	0.90484
The necessary measures are taken to keep protection and safety, and to prevent the spread of infection among Children.	3.400	1.03975
The housing management takes daily care of children's hygiene.	3.460	1.26534
I am not subjected to physical violence inside the Orphanage.	4.026	0.90005
I am not subjected to verbal violence inside the orphanage.	3.354	0.88978
I feel comfortable at the orphanage as if I am with my Family.	3.440	0.96198
I don't feel anxious at the orphanage.	3.681	0.79412
The institution follows up on children's daily home works.	3.650	1.02263
The institution provides help and special attention to the Children with learning disabilities.	3.026	1.02632
The institution oversees children's commitment to school Hours.	3.771	0.79140
The institution follows up on children's preparations for	3.403	0.94573

school exams,		
The institution follows up on children's results of school Exams.	3.506	0.96385
The institution provides enhancement courses if children Have difficulties with some school materials.	2.733	1.05694
The institution provides children with scholarships.	3.306	1.07770
Total	3.201	0.958

Study analysis revealed that from inmate's point of view, the level of the standards of environment, health, education, and services in RIs in Palestine is 3.201 which is a medium level. Therefore, we accept the following hypothesis: the level of implementing the standard of environment, health, education, and services in RIs in Palestine, from the point of view of inmates is medium.

The item of (the institution oversees children's commitment to school hours.) has the highest average, while the item of (The institution provides enhancement courses if children have difficulties with some school materials) has the lowest average.

Accordingly, **the result** was that the level of implementing the standard of environment, health, education, and services in RIs in Palestine, from the point of view of inmates is medium.

Results of the Study:

- Analysis results of the interview with employees of the MOSD:

The study shows that MOSD don't monitor nor follow up on the work of RIs in Palestine. The ministry neither set any standards for these institutions, and its role is only limited to providing permits for establish such institution.

- Analysis results of the interview with employees of RIs:
 1. The effectiveness of quality standards implementation in RIs is high, according to the institution's employees.
 2. The level of implementation of the standards of location and size of residential buildings in Palestine is high, according to the institution's employees.
 3. The level of implementation of the standards of accommodation and equipment in RIs in Palestine is high, according to the institution's employees.
 4. The level of implementation of the standards of privacy, security, and usability in RIs in Palestine is high, according to the institution's employees.
 5. The level of implementation of the standards of environment, health, education, and services in RIs in Palestine is high, according to the institution's employees.
- Analysis results of the interview with inmates:
 1. The level of implementation of the standards of location and size of residential buildings in Palestine is high, according to inmates.
 2. The level of implementation of the standards of accommodation and equipment in RIs in Palestine is medium, according to inmates.
 3. The level of implementation of the standards of privacy, security, and usability in RIs in Palestine is high, according to inmates.
 4. The level of implementation of the standards of environment, health, education,

and services in RIs in Palestine is medium, according to inmates.

Recommendations of the Study:

- The importance of setting up detailed and clarified procedures and policies for the residential intuitions, by MOSD.
- The importance of forming a special committee by MOSD, to be in a continuous contact with the RI's inmates,
- The importance of setting up certain standards by MOSD, for RIs which should adhere to them and stop their random work.
- The importance of setting up clear condition for the establishment of RIs, by MOSD. And the conditions should not be limited to the housing location and structural aspects.
- The importance of setting up a special complaints system for RIs, by MOSD. Complaints boxes should be in the housings to guarantee a continuous follow-up and contact.
- The importance of enhancing the relationship between RIs and the other associations and businessmen, in order to increase the provided support.
- The importance of increasing the number of psychological and social counsellors in the RIs, due to their essential role in there, as they are considered as the only outlet for inmate.

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Appendices:

Appendix No. (1) Interview with Orphanages' Employees.



الجامعة العربية الأمريكية
THE ARAB AMERICAN UNIVERSITY

Interview Form

Dear brothers and sisters,

This research is conducted in preparation of a master's thesis, and in partial fulfillment of the requirements for the master's degree in Total Quality Management from the Faculty of Graduate Studies, at Arab American University, Palestine. As the study aims at measuring the extent of application of quality standards in RIs in Palestine, I am asking for your assistance to provide accurate and objective answers to the following questions, which depend on your practical experience in the RIs.

The information collected through this interview will be used for scientific research purposes, while maintaining strict confidentiality of this information and its source.

Researcher: Siham Hussein AILabadi

Section one:

This section consists of a number of questions, to be all answered:

- 1) What is the type of residential institution?
 - Governmental
 - Non- Governmental (NGO)
 - Privet

- 2) What is the number of employees at the residential institution?
 - 1-10
 - 11- 20
 - 21- 30
 - 30 and more

- 3) Which age groups do the residential institution accept?
 - One year and less- 5 years
 - 6- 10 years
 - 10- 15 years
 - 16- 20 years

- 4) At what age do children leave the residential institution at?
 - 10- 15 years
 - 16-20 years
 - 21- 25 years

5) Where do children go to when they leave the residential institution?

- Families
- Relatives
- Other institutions
- External Residence

6) Does the residential institution keep following up with them after leaving?

- Yes
- No

If yes, what is the provided follow-up type?

- Material follow-up
- Care follow-up
- Other

7) What is the accommodation capacity of the residential institution,
for the targeted agegroup?

Current number of children:

8) The residential institution's source of support?

- Governmental
- NGO
- Religious
- Donors
- Other

9) Reasons for sending children to RIs:			Note	Number	
1	Illegitimate Child		Known parentage		
			Unknown parentage		
2	Orphans		Death of parents		
			Death of one parent		
3	Abuse		Psychological abuse		
			Physical abuse		
4	Family Disintegration and Neglect		Divorce		
			Addiction		
			Drugs		
			Alcohol		
			Neglect of Health		
			Violence		
5	Disability		Physical		
			Mental		
			Other		
6	Poverty				

10) Is there an internal control in the institution?

- Yes
- No

If yes, who is regulatory authority?

10) Is there an external control over the institution?

- Yes
- No

If yes, who is regulatory authority?

11) Is children enrollment in school compulsory?

- Yes
- No

12) Does the institution conduct medical examination for children before entering?

- Yes
- No

13) Does the institution provide social and psychological awareness courses?

- Yes
- No

14) Does the institution work on developing the employees and providing them with trainings and workshops in childcare

field?

- Yes
- No

15) Does the institution take children complains seriously?

- Yes
- No

16) Does the institution keep the confidentiality of children information?

- Yes
- No

17) Does the institution provide free-time activities?

- Yes
- No

18) Does the institution provide educational institutions?

- Yes
- No

19) Is there a psychological counsellor at the institution, to share children their problems and worries?

- Yes
- No

Section two:

This section consists of a number of questions, to be all answered. Choose the degree

that indicates the best description, as the answers are divided to 1-5 as follows:

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The institution achieves the set goals in the strategic plan.					
The follow-up and evaluation process contributes to raising the capabilities of employees to achieve quality standards.					
The institution has all the necessary information to achieve quality standards.					
The employees collaborate in achieving the set goals of the institution.					
The institution's management is continuously improving the quality to meet the needs of the children.					

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The housing is located in an accessible area, and close to different facilities and services (Fire departments, hospitals, Schools, police stations, etc.).					
The housing is located in an area far from noises, pollutions, And gangers.					
The housing is design in a way allows children to contact Each other, and feel the family vibes.					
The housing contains various spaces for shared activities such					

As (eating, studying, and watching TV), inside the building.					
The housing includes a garden, or and open space for sports, Entertainment and cultural activities.					
Doors of the emergency exits are deigned to be opened Easily.					
The housing includes entrances, exits, and facilities for Handicapped persons.					

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Housing's floor coverings are made from environmentally friendly materials.					
Children are distributed to the rooms according to their age group.					
Enough space for bedrooms, living rooms and play areas (indoor and outdoor), and bathrooms suits the numbers and agegroups of children.					
There are signs or instruction panels showing the uses of the different places in the housing, for the staff and children.					
The resident caregiver or night-shift caregiver has a living unit consisting of a single bedroom and a private bathroom, and he is allowed to sleep on a separate bed inthe room for children up to 3 years old.					
There are landline phones available for children, in an accessible, privet, and noticeable place.					
The interiors have bright, cheerful, and vivid colors that are compatible with the gender of the children (male / female).					
Each child has his own surrounding, and starting from the age of 12 years he has his own key to close his wardrobe in his bedroom.					

The number and type of furniture in children's rooms (12 years and over): a bed that fits his size, a wardrobe with an interior mirror to keep his clothes, belongings and personal stuff, a shelf for keeping books, and there should be curtains or dividers between beds to ensure privacy.					
The number and type of furniture in children's rooms (6-12 years old) are suitable for them.					

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A list of security and safety standards (to protect children and workers) is written, announced, available and known to all, and the administration follow up on the implementation Of the procedures and precautions and assure everyone complies with them.					
Guarding of the building and securing fences, entrances, windows and roofs shall are done by a carefully selected and qualified personnel.					
The house has personnel specialized in accompanying young children when they go to and from school.					
Windows and balconies are designed in a way to protect the building from penetration and robbery, while taking into account the beauty of the design.					
There is a system for organizing the external adult's visits to the housing, and all staff is notified of it.					
There is a log to record the data of the visitors, and the time and reasons for their visits.					
There are certain mechanisms to inform the administration about the visits of school friends.					
The furniture is suitable for children protection from injuries, and there are no sharp corners or pointed parts.					
The building contains emergency exits with distinctive clear signs that are known to everyone. The exit should be accessible and its doors open to the outside.					

Training on the use of protection system, and all systems are regularly inspected and maintained, and this is being recorded in a special log.					
The building is equipped with a civil protection system in every floor (fire alarms, fire hydrants, and fire extinguishers in every floor of the building).					
The toys used by children (0-6 years) are made of environment-friendly materials, and their size is large so they cannot swallow or insert it in their ears.					
The electrical sockets in young children's rooms are sealed by plastic seals, and are placed above their reach.					
The house administration keeps children away when spraying pesticides, using disinfectants, or when painting parts of the building.					
Indoor and garden plants are non-toxic and do not have thorns.					
Detergents, disinfectants, insecticides, medicines, medical tools and flammable materials are stored in places out of children's reach, and these places are well-ventilated and airtight.					
All stairs in the house have handrails, designed to suit the age of children in terms of height and size of openings.					
The housing administration promptly repair any damage, malfunctions or damages in the facilities, and it record and periodically review it, especially with regard to electricity, gas and hot water in bathrooms and kitchens.					
The housing administrations conduct a comprehensive risk assessment, and review it periodically with the help of specialists and experts.					
The floors inside and outside the housing are made of materials that are easy to clean and maintain, non-slip and fire resistant.					

Workers and resident children receive periodic trainings on how to act in emergency (fire, earthquake, flood, torrent, problems with electricity or water ... etc.).					
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Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The institution works to raise awareness about the dangers of drugs.					
The institution conducts periodic medical examinations for the children.					
In the event of child sickness, the institution follows-up on that immediately.					
The institution takes the necessary safety procedures to prevent the spread of infection among children.					
The child is not exposed to physical violence inside the institution.					
The child is not exposed to verbal violence inside the institution.					
The child feels comfortable in the institution, as if living with his family.					
The child does not feel anxious in the institution.					
The institution follows up on children's daily home works.					
The institution provides help and special attention to children with learning disabilities.					
The institution oversees children's commitment to school hours.					
The institution follows up on children preparation for 's school exams.					
The institution follows up on children's results of school exams.					
The institution provides enhancement courses if children face difficulties with some school materials.					
The institution provides children with scholarships.					

The institution oversees the cleanliness of the purchased food.					
The quality of food inside the housing is commensurate with the children's health.					
Provided meals are variable.					
The housing management selects fresh food for the children.					
People with infectious diseases are not allowed to prepare food for children.					
The chef stores the food in a correct way.					
The chef prepares the food at the required temperature for the safety of the children.					
The chef uses special gloves when preparing food for children.					

Any other notes:

.....

.....

Appendix No. (2) Interview with Ministry of Social Development Employees.



الجامعة العربية الأمريكية
THE ARAB AMERICAN UNIVERSITY

Interview Form

Dear brothers and sisters,

This research is conducted in preparation of a master's thesis, and in partial fulfillment of the requirements for the master's degree in Total Quality Management from the Faculty of Graduate Studies, at Arab American University, Palestine. As the study aims at measuring the extent of application of quality standards in RIs in Palestine, I am asking for your assistance to provide accurate and objective answers to the following questions, which depend on your practical experience in the RIs, it will take you only 10 minutes.

The information collected through this interview will be used for scientific research purposes, while maintaining strict confidentiality of this information and its source.

Researcher: Siham Hussein AlLabad

Question No.1

Are there any certain procedures followed to monitoring RIs? If yes, what is it?

Question No.2

What are the followed standards to monitoring RIs?

Question No.3

What are the conditions for obtaining license to establish RIs?

Question No.4

Is there a field staff for monitoring RIs? What are their tasks? And how many times conduct field visits per month?

Question No.5

Does the ministry have a complaint system for RIs? What are the followed procedures? And does it keep the records and reports of RIs' complaints?

Question No.6

Does the ministry work on developing RIs' employees, and provides them with trainings and workshops in childcare field?

- Yes
- No

Any other notes:

.....
.....

Appendix No. (3) Interview with Orphanages ‘Inmates.



الجامعة العربية الامريكية
THE ARAB AMERICAN UNIVERSITY

Interview Form

Dear brothers and sisters,

This research is conducted in preparation of a master's thesis, and in partial fulfillment of the requirements for the master's degree in Total Quality Management from the Faculty of Graduate Studies, at Arab American University, Palestine. As the study aims at measuring the extent of application of quality standards in RIs in Palestine, I am asking for your assistance to provide accurate and objective answers to the following questions, which depend on your practical experience in the RIs.

The information collected through this interview will be used for scientific research purposes, while maintaining strict confidentiality of this information and its source.

Researcher: Siham Hussein AlLabad

Section one:

This section consists of a number of questions; please choose the answer applicable to you:

1) Your age:

- 10-13 years
- 14-16 years
- 17-20 years

2) Your gender:

- Male
- Female

3) The number of times you leave the institution to visit your family:

- 1-2
- 3-4
- 4-6

4) The period you spent in the institution:

- 1-5 years
- 6-10 years
- 11-15 years
- 1 and more

5) Do the institution management follow up with children after leaving?

- Yes
- No

If yes, what is the type of the follow-up?

- Material follow-up (money)

- Care follow-up (education, health)
 - Other
- 6) Are their external monitors visiting the institution, based on your knowledge?
- Yes
 - No
- 7) Does the institution provide you with social and psychological awareness courses?
- Yes
 - No
- 8) If you have any complaints, does the institution management take it seriously?
- Yes
 - No
- 9) If you face any challenges or difficulties, is there a psychological councilor to share your problems with, to support you?
- Yes
 - N

Setion two:

This section consists of a number of questions, to be all answered. Choose the degree that indicates the best description, as the answers are divided to 1-5 as follows:

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The housing is located in an accessible area, and close to different facilities and services (Fire departments, hospitals, Schools, police stations, etc.).					
The housing is located in an area far from noises, pollutions, And gangers.					
The housing is designed in a way that allows children to contact With each other, and feel the family vibes.					
The housing contains various spaces for shared activities such As (eating, studying, and watching TV), inside the building.					
The housing includes a garden, or and open space for sports, Entertainment and cultural activities.					
Doors of the emergency exits are deigned to be opened Easily.					
The housing includes entrances, exits, and facilities for Handicapped persons.					

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Children are distributed to the rooms according to their age Group.					
The size of bedrooms, living rooms and play areas (indoor and Outdoor), and bathroom suits the number of children.					
There are signs or instruction boards that explain the uses of the Different facilities for the children.					
There are landline phones available for children, in an accessible Place, and assures privacy for them.					
The interiors have bright, cheerful, and vivid colors that are Compatible with the gender of the children (male / female).					
Each child aged 12 years has his own key to close his wardrobe In his bedroom.					
The housing management takes daily care of bedrooms' Hygiene.					
The housing management constantly seeks to preserve the Hygiene of facilities (bathroom).					
The housing management takes daily care of living room's hygiene.					
Provided meals are clean.					
Provided meals and variable.					
The chef stores the food in a correct way (in fridge, or wardrobe)					
The chef uses special gloves when preparing food for the children					

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The list of security and safety standards for the protection of Children and workers, is written and announced.					
The house has personnel specialized in accompanying Young children when they go to and from school.					

<p>There is a system for organizing the external visits to the Housing and all staff are notified of it.</p>					
<p>Each child aged 12 years has his own key to close his Wardrobe in his bedroom.</p>					
<p>There are certain mechanisms to inform the administration About the visits of school friends.</p>					
<p>The building contains emergency exits with distinctive clear Signs that are known to everyone. The exit should be accessible and its doors open to the outside.</p>					
<p>The furniture is suitable for children protection from injuries, and there are no sharp corners or pointed parts.</p>					

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The institution works to raising awareness about the dangers of drugs and alcohol.					
The institution conducts medical examination for the Children.					
In the event that a child gets sick, the institution takes Follow up on that immediately.					
The necessary measures are taken to keep protection and safety, and to prevent the spread of infection among Children.					
The housing management takes daily care of children's hygiene.					
I am not subjected to physical violence inside the Orphanage.					
I am not subjected to verbal violence inside the orphanage.					
I feel comfortable at the orphanage as if I am with my Family.					
I don't feel anxious at the orphanage.					
The institution follows up on children's daily home works.					
The institution provides help and special attention to the Children with learning disabilities.					
The institution oversees children's commitment to school Hours.					
The institution follows up on children's preparations for school exams,					

The institution follows up on children's results of school Exams.					
The institution provides enhancement courses if children Have difficulties with some school materials.					
The institution provides children with scholarships.					

"واقع تطبيق معايير الجودة الشاملة في دور الإيواء في فلسطين"

الباحثة: سهام حسين أحمد اللبدي

المشرف: محمد أبو زايد

ملخص الدراسة

هدفت الدراسة إلى عرض و مناقشة المفاهيم والأفكار المرتبطة بمفهوم تطبيق نظام الجودة في دور الإيواء، إبراز الحاجة الكبيرة إلى تطبيق نظام الجودة في دور الإيواء، التعريف بالتجربة الفلسطينية في مجال الجودة في دور الإيواء، التعرف على المعوقات التي تحول دون تطبيق نظام الجودة في دور الإيواء وترتيبها حسب أهميتها بقصد تحديد المعوقات الأكثر تسببا في الحد من تطبيق نظام ضمان الجودة، وذلك بدلا من تشتيت الجهد والموارد في التغلب على أسباب ليست ذات تأثير، التعرف على سياسات وإجراءات وزارة التنمية الاجتماعية في الرقابة على تطبيق معايير الجودة الشاملة في دور الإيواء، التعرف على عوامل إنجاح تطبيق نظام ضمان الجودة في دور الإيواء وترتيبها حسب أهميتها لتحديد العوامل الأكثر مساهمة في إنجاح تطبيق هذا النظام قصد الأخذ، محاولة التوصل إلى نتائج واقتراحات تساعد متخذي القرار على إيجاد الآليات المناسبة لتطبيق نظام ضمان الجودة بنجاح في دور الإيواء وتجاوز مختلف معوقات تطبيقه. واستخدمت الدراسة المنهج الكمي الذي يعتبر بمثابة مظلة واسعة ومرنة تتضمن عدداً من الأساليب الفرعية، لأنه يعطي مجالاً لدراسة الظاهرة كما هي في الواقع، ويهتم بتحليلها كمياً فالتعبير الكمي فيعطيهما وصفاً رقمياً يوضح مقدار هذه الظاهرة أو حجمها أو درجة ارتباطها مع الظواهر الأخرى. وتكون مجتمع الدراسة من جميع العاملين في مؤسسات الإيواء، جميع النزلاء في مؤسسات الإيواء، جميع العاملين في وزارة التنمية الاجتماعية. أما عينة الدراسة فتكونت من عينة ميسرة تتكون من 15 موظف يعملون في مؤسسات الإيواء، عينة ميسرة تتكون من 75 نزلياً في مؤسسات الإيواء، عينة ميسرة تتكون من 10 موظفين يعملون في وزارة التنمية الاجتماعية.

وتكونت أداة الدراسة من استبانة، تم إعداد الاستبانة بالاستفادة من بعض الأدلة والدراسات والتقارير العالمية والمحلية السابقة. في حين ستكون 3 استبانات الأولى موجهة للموظفين الذين يعملون في مؤسسات الإيواء. والثانية موجهة للنزلاء في مؤسسات الإيواء. والثالثة موجهة للموظفين في وزارة التنمية الاجتماعية.

وتوصلت الدراسة إلى:

- نتائج تحليل استبيان الموظفين العاملين في وزارة التنمية الاجتماعية أوضحت الدراسة أن وزارة التنمية الاجتماعية لا تعمل على مراقبة ومتابعة عمل المؤسسات الإيوائية في فلسطين ولا تقوم بوضع معايير خاصة بدور الإيواء، وأن دورها يقتصر على إعطائها التصاريح لإقامة دار إيواء فقط.
- نتائج تحليل استبيان موظفي الدار
 - فاعلية تطبيق معايير الجودة في دور الإيواء بدرجة مرتفعة من وجهة نظر موظفي الدار.
 - درجة تطبيق معيار ملائمة الموقع والحجم في دور الإيواء في فلسطين من وجهة نظر موظفي الدار بدرجة مرتفعة.
 - درجة تطبيق معيار جودة الإقامة والتجهيزات في دور الإيواء في فلسطين من وجهة نظر موظفي الدار مرتفعة.
 - درجة تطبيق معيار الخصوصية والأمان وسهولة الاستخدام في دور الإيواء في فلسطين من وجهة نظر موظفي الدار مرتفعة.
 - درجة تطبيق معيار سلامة البيئة والصحة والتعليم والخدمات المقدمة في دور الإيواء في فلسطين من وجهة نظر موظفي الدار مرتفعة.
- نتائج تحليل استبيان الموظفين
 - درجة تطبيق معيار ملائمة الموقع والحجم في دور الإيواء في فلسطين من وجهة نظر النزلاء مرتفعة.
 - درجة تطبيق معيار جودة الإقامة والتجهيزات في دور الإيواء في فلسطين من وجهة نظر النزلاء متوسطة.
 - تطبيق معيار الخصوصية والأمان وسهولة الاستخدام في دور الإيواء في فلسطين من وجهة نظر النزلاء مرتفعة.
 - درجة تطبيق معيار سلامة البيئة والصحة والتعليم والخدمات المقدمة في دور الإيواء في فلسطين من وجهة نظر النزلاء متوسطة.

- وأوصت الدراسة ب :

- ضرورة قيام وزارة التنمية الاجتماعية في وضع إجراءات وسياسات تفصيلية وموضحة مختصة دور الأيتام.
- ضرورة قيام وزارة التنمية بنشر معايير واضحة حول جودة الخدمات في دور الإيواء.
- وضع لجنة خاصة للرقابة على دار الأيتام من قبل وزارة التنمية الاجتماعية.
- ضرورة قيام وزارة التنمية الاجتماعية بوضع معايير معينة لدور الأيتام وعليهم الالتزام بها.
- ضرورة قيام وزارة التنمية الاجتماعية في تحديد شروط واضحة لفتح دور الأيتام و اعطائهم تراخيص.
- ضرورة وضع نظام الشكاوى في وزارة التنمية يختص بدور الأيتام في حال احتاج احد ذلك.
- العمل على الاستمرار في التحسين المستمر في تطبيق إدارة الجودة الشاملة ضمن المعايير في دور الإيواء في فلسطين.
- تعزيز تواصل المؤسسات الايوائية مع الجمعيات ورجال الأعمال من أجل زيادة الدعم المقدم لهم.
- ضرورة تعزيز وزيادة عدد المرشدين الاجتماعيين والنفسيين في المؤسسات الايوائية بشكل اكبر مما لهم دورا مهم في الدار.

