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The Impact of Resource Mobilization Strategy on Sustainable Foreign Aid of Non-Governmental Organizations in Southern Governorates of Palestine

Saja Hassan Saed Al Ghoussain

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The Impact of Resource Mobilization Strategy on Sustainable Foreign Aid of Non-Governmental Organizations in Southern Governorates of Palestine

By

Saja Hassan Saed Al Ghoussain

Bachelor of Accounting-Islamic University –Palestine

Supervised by: Dr. Raafat Ali AbdelRahman Al Araj

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Thesis Approval

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Preperd by : Saja Hassan Saed Al Ghoussain

Registration No: 22012043

Supervisor: Dr. Rafat Al Araj

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The names of signatures of the examining committee members are as follows:

Head of the Committee: Dr. Rafat Al Araj   Signature:..............

Internal Examiner: Dr. Hassan Al Saadoni   Signature:..............

External Examiner: Dr. Wael Al Daya   Signature:..............

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Dedication:

After many sleepless nights, scattered thoughts, and heavy hands, I am proud to dedicate this thesis to all of you.

To my loving, dedicated, and hard-working mother, who taught me the meaning of Prophet Mohammed's Hadith "Verily, God loves if any of you does a job, he does it with perfection," and who taught me to be resilient, to never give up no matter how difficult it is to get back up.

To my kind father, you taught me how to be creative, you showed me that no challenge is too difficult to overcome, and no problem is too complicated to solve.

To my supportive husband, who remained at my side during this rigorous trip and looked after me, through thick and thin.

To my strong and brave grandmother, you are the strongest person I know, you inspire me to be a better person every day.

To my siblings, who give me strength and support.

To the souls that are souring around us, watching over us, my grandfather and uncle.

To my family, friends and colleagues who never hesitated to support me when I needed it the most.

To my professors who held the light of knowledge and helped me cross over.

The path was never dark or lonely because of you.

Declaration

I certify that, except where otherwise noted, this thesis, which I submitted for a Master's degree and which is titled " The Impact of Resource Mobilization Strategy on Sustainable Foreign Aid of NGOs in Southern Governorates of Palestine", is the result of my own work and that neither the entire thesis nor any portion of it was submitted to another educational or research institution to be awarded a degree or a scientific title.

Name: Saja Hassan Saed Al Ghoussain

Signed:

Date: 21/01/2023

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Thank you, Allah, for the countless blessings you bestowed upon me, for health, strength, family, and friends, knowledge and clarity, making my dream a reality.

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Glossary

Resource Mobilization Strategy refers to all the activities taken to secure new and additional resources for your organization. Additionally, it entails maximizing available resources in a way that is effective, equitable, sustainable, transparent, and improves quality. It promotes having the right resources at the right time, at the right price, and utilizing them properly to get the most out of them and ensure organizational sustainability. (Seltzer, 2014)

Fundraising Strategy: is a plan set by the organization to raise funds from donors using different strategies of diversification its donor base, reaching donors through different platforms and methods, filling gaps in funding plans for the organization to meet the needs of both the organization and the community it serves, achieving strategic objectives.

Organizational Management & Development: focusing organizations' efforts on leading the organization towards its goals by establishing and utilizing different resources, internal control systems, policies, procedures and structure, along with clarifying roles and responsibilities for each member in the organization, applying governance, and being compliant to authoritative parties, constantly building capacities and using innovative solutions.

Communication & Relationship Building: establishing new relationships and maintaining existing ones with different internal and external stakeholders of the organization through utilizing skills, sharing values, interests, and resources staying connected to its mission, vision and value.

Sustainable Foreign Aid: are funds received from external donors that are directed towards aid and assistance for vulnerable communities, ensuring it is financial, institutional and programmatic sustainability, impacting both the organization and the community it serves, economically, socially and environmentally.

List of Abbreviations:

BoP-Bank of Palestine	**PNGO**-Palestinian Non-Governmental Organizations Network
CBO-Community Based Organization	**PR**-Public Relations
ESG-Environmental, Social and Governance	**PRINCE**-**Pr**ojects **I**n **C**ontrolled **E**nvironments
FCRM-Feedback & Complaint Response Mechanism	**PRisM**-**Pr**oject **I**ntegrating **S**ustainability **M**easures
FY-Fiscal Year	**PSEAH**-Protection from Sexual Exploitation, Abuse and Harassment
HCT-Humanitarian Country Team	
HDI-Human Development Index	**RASCI**-Responsible Accountable Supportive Consulted Informed
HHs-Households	**RM**-Resource Mobilization
HR-Human Resources	**RSH**-Resource and Support Hub
ICCG- Inter-Cluster Coordination Group	**SDGs**-Sustainable Development Goals
INGOS-International Non-Governmental Organizations	**SMART**-**S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**ime-Bound
IOF-Israeli Occupying Forces	**SWOT**-Analysis Strengths Weakness Opportunities & Threats Analysis
IPM-Integrated Project Management	**UFA**-Unlimited Friends Association for Social Development
KPIs-Key Performance Indicators	**UN**-United Nations
M&E-Monitoring & Evaluation	**UNDP**-United Nations Development Programme
MEAL-Monitoring, Evaluation, Accountability & Learning	**UNICEF**-United Nations Children's Fund
MES-Minimum Education Standards	**UNOCHA**-United Nations Office for the Coordination of Human Affairs
MoI-Ministry of Interior	**UNRWA**-United Nations Relief and Works Agency for Works Agency for Palestine Refugees in The Near East
NGOs-Non-Governmental Organizations	
PA-Palestinian Authority	**USAID**-United States Agency for International Development
PCBS-Palestinian Central Bureau of Statistics	**WBS**-Work Breakdown Structure
PCHR-Palestinian Centre for Human Rights	**WFP**-World Food Program
PESTEL-Analysis Political Economic Social, Technological, Environmental & Legal Analysis	**XP**-eXtreme Programming

Abstract

The impact of resource mobilization strategy on sustainable foreign aid for non-governmental organizations in Southern Governorates in Palestine. This study aimed to clarify the impact of resource mobilization strategy on sustainable foreign aid for non-governmental organizations in Southern Governorates in Palestine also known as Gaza Strip.

The study followed the descriptive analytical approach, both quantitative and qualitative methods were used, as for the tools, 168 questionnaires were distributed and 143 retrieved, (2) interviews with local NGOs and (1) interview with an international NGO to test questions of the study. There are 798 NGOs in Gaza Strip, the researcher excluded International NGOs, in addition to NGOs who have less than 30 employees, total NGOs in population are 56, employees targeted from each NGO are 3 managers, 1 from each; Senior Management, Operations Department and Programme/Projects Team, population census was conducted.

The study showed the importance of the independent variable "resource mobilization strategy" -and its three dimensions; fundraising strategy, organizational management and development, communication and relationship building - in achieving the dependent variable "sustainable foreign aid" which relates to financial, institutional and programmatic sustainability.

The study concluded that resource mobilization is not a common concept for local organizations, and it will be of great importance to develop their operations and programmes, to attract more funding and resources, in addition to reallocating their existing resources to assist in achieving resources optimum use to fulfill its strategic objectives. The strongest impact of resource mobilization strategy dimensions was for organizational management, followed by communication and relationship building and lastly fundraising strategy.

The researcher recommends organizations to invest in fundraising, M&E and Risk Management functions and units to be more effective and efficient with using the available resources they have, donors should focus more on capacity building for local NGOs, provide them with core funding or unrestricted funding in addition to localization which will give them better opportunities in achieving sustainability and independency.

الملخص

"أثر استراتيجية تعبئة الموارد على المساعدات الأجنبية المستدامة للمنظمات غير الحكومية في المحافظات الجنوبية في فلسطين". هدفت هذه الدراسة إلى توضيح أثر استراتيجية تعبئة الموارد على المساعدات الأجنبية المستدامة للمنظمات غير الحكومية في المحافظات الجنوبية في فلسطين والمعروفة أيضًا بقطاع غزة.

اتبعت الدراسة المنهج الوصفي التحليلي، حيث تم استخدام المنهجين الكمي والنوعي، أما بالنسبة للأدوات، فقد تم توزيع 168 استبانة واسترجاع 143 استبانة، تم عمل (2) مقابلة مع المنظمات غير الحكومية المحلية و (1) مقابلة مع مكتب تنسيق الشؤون الإنسانية (UNOCHA) لاختبار فرضيات الدراسة. هناك (798) منظمة غير حكومية في قطاع غزة، استبعدت الباحثة المنظمات غير الحكومية الدولية، بالإضافة إلى المنظمات غير الحكومية التي لديها أقل من 30 موظفًا، فأصبح مجموع المنظمات غير الحكومية في المجتمع (56)، والموظفون المستهدفون من كل منظمة 3 مديرين ، 1 من كل الأقسام؛ الإدارة العليا، قسم العمليات وفريق البرنامج / المشاريع، تم عمل مسح شامل.

بينت الدراسة أهمية المتغير المستقل "استراتيجية تعبئة الموارد" وأبعادها الثلاثة. استراتيجية تجنيد الأموال ، والإدارة والتطوير التنظيميين، الاتصال وبناء العلاقات – في تحقيق المتغير التابع "المساعدات الأجنبية المستدامة" الذي يتعلق بالاستدامة المالية والمؤسساتية والبرامجية. وخلصت الدراسة إلى أن تعبئة الموارد ليس مفهوماً متعارفًا عليه للمنظمات المحلية، وسيشكل أهمية كبيرة لها لتطوير عملياتها وبرامجها، وجذب المزيد من التمويل والموارد، بالإضافة إلى مساعدة المنظمة في إعادة تخصيص مواردها الحالية للمساعدة في تحقيق الاستخدام الأمثل للموارد، لتحقيق أهدافها الاستراتيجية. كان التأثير الأقوى لأبعاد استراتيجية تعبئة الموارد هو الإدارة التنظيمية، تليها الاتصالات وبناء العلاقات وأخيرًا استراتيجية تجنيد الأموال.

توصي الباحثة المنظمات بالاستثمار في وظائف ووحدات تجنيد الأموال، المتابعة والتقييم وإدارة المخاطر لتكون أكثر فعالية وكفاءة في استخدام الموارد المتاحة لديها، ويجب على المانحين التركيز بشكل أكبر على بناء القدرات للمنظمات غير الحكومية المحلية، وتزويدهم بالتمويل الأساسي أو التمويل غير المشروط في بالإضافة إلى "الانتقال إلى المحلية" الذي سيعطيهم فرصًا أفضل في تحقيق الاستدامة والاستقلالية.

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Chapter 1

Research Background

1.1 Introduction

Unemployment, poverty, inflation, and lack of viable investment opportunities are just some of the economic hardships from which the Palestinian Territories suffer. (Sultan & Dijk, 2017)

Non-governmental organizations (NGOs) around the world have a wide range of distinctions, but they all face the same problem, lack of funding prevents them from doing as much or as well of the critical job they perform. Unlimited needs competing with limited resources is a fundamental truth of economic life in both rich and poor nations. It affects everything from the local NGOs to major international organizations like the United Nations. Managers of NGOs must frequently pay as much (if not more) attention to search for funding as they do to spending those funds. (Viravaidya & Hayssen, 2001)

NGOs are considered a medium between donor organizations and beneficiaries, they are implementers of projects and activities, spenders of funds that is why NGOs have a responsibility to both parties to be as transparent, accountable, just and qualified as possible, to deploy appropriate tools and utilize resources to achieve its organizational goals that are a reflection of community's needs.

No matter how small or big the organization is, they all must have a strategy, which is a plan to achieve its goals, there are many strategies to be established for an organization that leads it towards a clear direction. International organizations are using resource mobilization strategy which reallocates its existing resources to make the best use of it, saving costs and increasing benefits, it then focuses on getting new resources for the organization to fulfil the gaps in its needs and achieve sustainability.

1.2 Problem Statement

Increasing populations, conflicts, and diseases create more vulnerable people with growing needs that must be met, unemployment rate reached 40.90% in 2020 (Palestinian Central Bureau of Statistics, 2020), poverty rate is 36% in 2022 (UNCTAD, 2022), and these rates continue to increase due to the deteriorating economy and political instability that constitutes as a main obstacle in the economic development of Palestine, it is a major reason why donors have withheld economic assistance. (Van Dijk, 2017)

This means that more than half of Gaza Strip's population is unable to meet their own needs, this gap should be covered by the government but it is unable to do that as well (UNRWA, 2018), which leaves a considerable burden on NGOs to take the lead and help Palestinians satisfy their basic rights to live in dignity.

Foreign aid is given to Gaza Strip as a humanitarian obligation from foreign countries and institutions to alleviate poverty and aid vulnerable communities as stated in their mission statements, these international organizations track how their funds are being spent towards sustainable development goals, reports are published on their website as they are obliged to adopt effective governance. In order to do that they need the support of local NGOs from each country they operate in to help them identify needs that are then translated into projects to be implemented as activities. Donors usually choose the best NGOs to work with to serve communities that can achieve optimum use of funds. As a result, competition is fierce, standards are higher, and non-governmental organizations must continually enhance their programs and operations to maintain a competitive advantage. In a highly competitive market, and lack of self-generating income activities, NGOs rely on the funds provided by donors; this activates NGOs' survival mode; nevertheless, if NGOs continue to operate in this manner for an extended period of time, it will have a negative impact on their growth and the economy (Hee & Lau, 2018) and (Badwan, 2021). This competition for funds can be destructive, leading NGOs to work in isolation from one another, undermining efficiency, wasting resources, and minimizing impact. (Abu Nahla, 2008)

As NGO programs expand and learn lessons through implementation, their funding grows, making them more appealing to other donors. This could lead to an issue in where NGOs lose their identity and purpose in order to meet donors' agendas while overlooking their own strategy

and institutional development specially since most donors give NGOs restricted funds, mainly for direct project costs, without accepting overhead costs, leaving NGOs to fund indirect costs on their own, where they have no other source of funding. (Abu Nahla, 2008)

Donors may shift their interest from one country or cause to another due to urgency, a country's economic situation may improve, political issues may arise, preventing donors from funding, donors themselves may suspend operations, funding an organization may cease at any time for any reason before the NGO reaches its full potential; all of these possibilities make it extremely difficult for NGOs managers to plan for funding and sustainability for their organizations which eventually leads to sustainable communities. Since the situation in Gaza Strip is risky and fluctuated, no fund is guaranteed, it could be cut for any reason, this happened when United States President Donald Trump cut USAID aid funds of over 200 million dollars to Palestine in 2018 leading to a crisis in the strip whether on humanitarian organizations or communities, (The guardian, 2018), since United States is considered as one of the biggest funders of the strip. This is one of the reasons for organizations to work on strengthening the relationships between its donors, building their reputation, and diversifying its donor base.

Foreign aid that is received by local NGOs are mostly directed towards relief instead of development (Shaban, 2022), relief projects are mostly short-term which do not leave a sustainable impact on NGOs or communities.

This study will bridge the gap between donors and NGOs by examining how donors are accountable for grants of foreign aid and how NGOs may sustain these funds by adjusting their strategies to resource mobilization and its components.

This study will offer some guidance on making the best use of money, even if it is directed towards relief, and how to focus on sustainability of organizations and the communities they serve.

Based on the problem statement above, the main question for this research is**: What is the impact of resource mobilization strategy on sustainable foreign aid of NGOs in Southern Governorates of Palestine?**

Sub Questions:

- To what extent does fundraising strategy impact sustainable foreign aid of NGOs in Southern Governorates of Palestine?
- To what extent does organizational management and development impact sustainable foreign aid of NGOs in Southern Governorates of Palestine?
- To what extent does communication and relationship building impact sustainable foreign aid of NGOs in Southern Governorates of Palestine?
- Are there any statistically significant differences in the respondents' opinions regarding resource mobilization strategy impact on sustainable foreign aid of NGOs in Southern Governorates of Palestine due to organizational characteristics?

1.3 Research Significance

1.3.1 Scientific/Theoretical Significance

This research was conducted after identifying lack of local research that studied the variables Resource Mobilization Strategy and Sustainable Foreign Aid in Palestine specifically Gaza Strip as a simulation of strategies used by international NGOs that were proven effective to sustain funds.

1.3.2 Practical Significance

- This research is a comprehensive guide on possible strategies falling under resource mobilization that could benefit local NGOs to sustain their operations, existence and the impact of their projects and implementation on the community.
- This research unravels the complexity of Palestinian context and the environment that NGOs are currently operating in, how to overcome challenges they face and make the best use of their resources and relationships with donors, partners and the community regardless of hardships and type of funding.

1.4 Objectives, Goals

The main goal is to identify the relationship and impact of NGOs resource mobilization strategy on sustainable foreign aid in southern governorates in Palestine.

Sub-objectives are as follows:

- Exposing the reality of foreign aid received from donors towards NGOs to serve the people of Palestine and how sustainable it actually is.

- Identifying different strategies adopted by NGOs that enable them to receive foreign aid and spend it serving targeted people in Gaza Strip while achieving sustainability.

- Determining the sources of foreign aid, its objectives, conditions, and effects, and directed towards development or relief.

- Identifying different methods for achieving sustainability of NGOs.

- Introducing integrated set of results and recommendations that can be used in mobilizing various resources to maintain sustainability in NGOs and communities.

- Bridge the gap between donors and NGOs for both of them to understand what needs to be done in order to achieve effective funding and implementation of projects as a responsibility towards Palestinian people and vulnerable communities.

- Designing a strategies map that act as a guideline for NGOs to follow in order to achieve sustainability in Appendix (1)

1.5 Study Limitations

1. Objective limitation: the researcher analyzed the relationship and impact of Resource Mobilization Strategy on Sustainable Foreign Aid.

2. Population limitation: the researcher selected managers/head of departments from senior management, operations and programmes extracted from sample information provided by Ministry of Interior MoI after applying filtration criteria mentioned in Chapter 5.

3. Temporal limitation: the research was conducted in (2021-2022) and tools we applied in 2022.

4. Geographical limitation: the researcher could not conduct the research on a wider level to include Palestine, this research only included Southern Governorates in Palestine (Gaza Strip) in all its 5 Governorates (North, Gaza, Middle, Khanyounis & Rafah).

1.6 Research Variables

- The independent variable: is "Resource Mobilization Strategy" with 3 dimensions "1-Fundraising Strategy, 2- Organizational Management & Development, 3- Communication & Relationship Building."

- The dependent variable: is "Sustainable Foreign Aid" which includes; Programmatic Sustainability, Institutional Sustainability, Financial Sustainability also has an effect on Environmental Protection, Social and Economic Development.

- Organizational characteristic: sector, governorate, total spending for fiscal year 2021
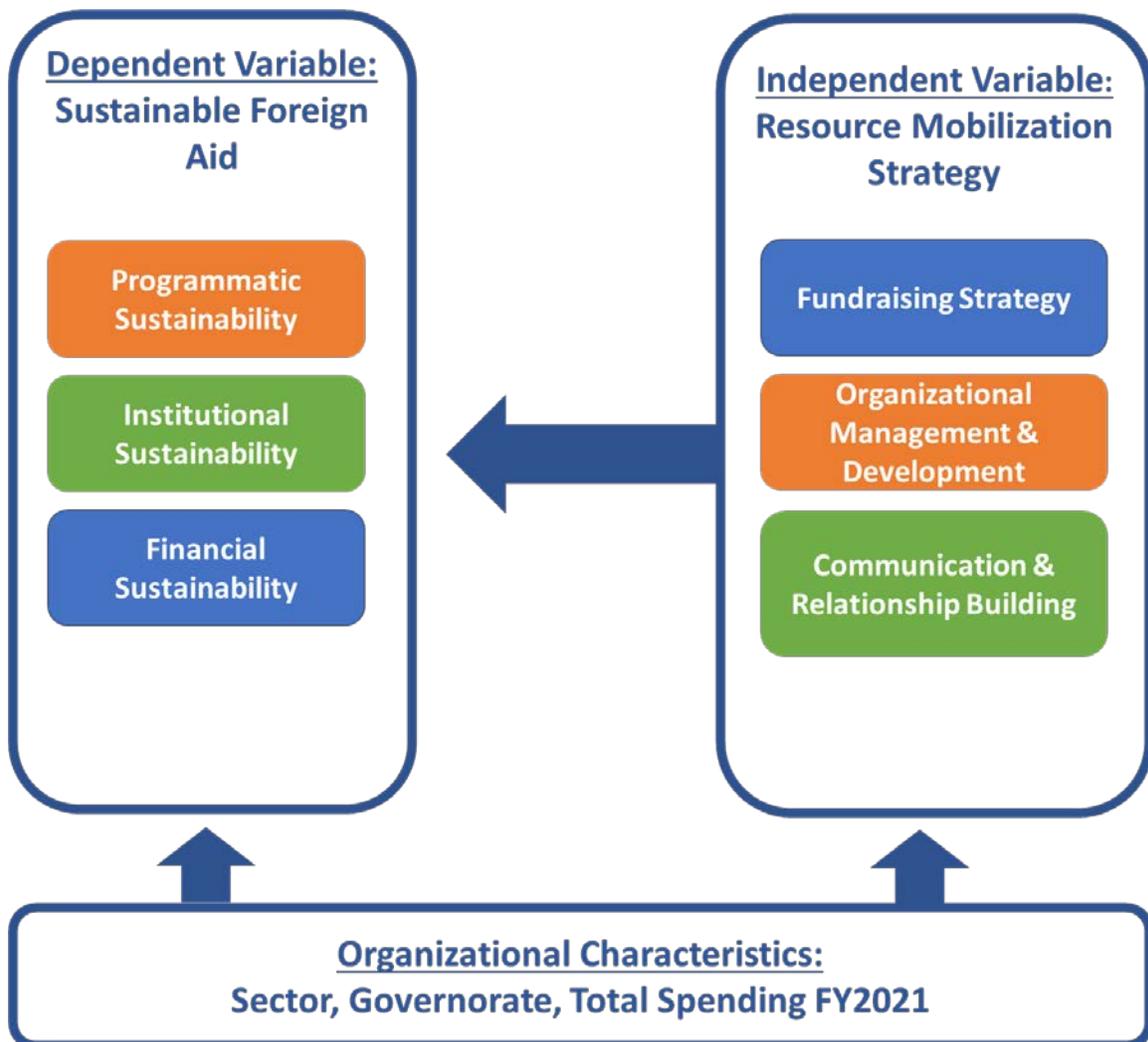
Figure (1.6): Research Model

Source: prepared by researcher

1.7 Scientific Rooting of The Research Variables

Table (1.7): Scientific Rooting of Research Variables

Variables		Sources
Resource Mobilization Strategy		• "Resource Mobilization" by (University of Lucknow, 2020) • "Resource Mobilization, A Practical Guide for Research and Community-Based Organizations" by (Venture for Fundraising, 2010) financed by Canada's International Development Research Centre • "Resource Mobilization" by (World Bank, 2007)
1	Fundraising Strategy	• "25 Proven Strategies for Fundraising Success" by (Phillips, 2021) • "Zakat Fundraising Strategy: Opportunities and Challenges in Digital Era" by (Alatiga, 2020) published in the Journal of Nahdlatul Ulama Studies • "Resource Mobilization" by (The World Bank, 2007) • "Development of a Fundraising Strategy" by (USAID, 2005)
2	Organizational Management & Development	• "Resource Mobilization" by (University of Lucknow, 2020) • "East Africa Resource Mobilization Guide & Toolbox" by (HORIZONT3000 HORIZONT3000ÖSTERREICHISCHE ORGANISATION FÜR ENTWICKLUNGSZUSAMMENARBEIT, 2021) • "Resource Mobilization, A Practical Guide for Research and Community-Based Organizations" by (Venture for Fundraising, 2010) financed by Canada's International Development Research Centre
3	Communication & Relationship Building	• "Resource Mobilization" by (University of Lucknow, 2020) • "East Africa Resource Mobilization Guide & Toolbox" by (HORIZONT3000 HORIZONT3000ÖSTERREICHISCHE ORGANISATION FÜR ENTWICKLUNGSZUSAMMENARBEIT, 2021) "Resource Mobilization, A Practical Guide for Research and Community-Based Organizations" by (Venture for Fundraising, 2010) financed by Canada's International Development Research Centre
Sustainable Foreign Aid		"What are sustainable Funds and How Have They Performed" by (Hale, 2018) published on Morningstar Research Services LLC

Source: Prepared by researcher

1.8 Research Structure

Chapter one: The research background: The chapter includes a presentation of the study's introduction, problem statement, questions, objectives, hypotheses, justification, significance, limitations, variables, research model and research structure.

Chapter Two: Literature Review & Previous Studies: It is divided into four sections, the first section presents the independent variable resource mobilization strategy and its dimensions, while the second section presents the dependent variable sustainable foreign aid, the third section is the non-governmental organizations working in the NGOs of Gaza Strip and the fourth section is the previous studies containing 30 studies from local, Arab and international countries/regions.

Chapter Three: Research Methodology: It addresses the study's curriculum, its population, its sample, its tools, and the most important statistical treatments used in the study.

Chapter Four: Results and Data Analysis: The chapter answers the questions of the study, test hypotheses, the most important results.

Chapter Five: Conclusion & Recommendations:

List of sources and references.

List of study appendices.

Chapter 2

Literature Review and Previous Studies

Section I: Independent Variable: Resource Mobilization Strategy

Section II: Dependent Variable: Sustainable Foreign Aid

Section III: Non-Governmental Organizations

Section IV: Previous Studies

2.1 Section I: Independent Variable: Resource Mobilization Strategy

For NGOs, creating a purpose and objectives is insufficient. A well-defined strategic plan strengthens the fundamental concept of the organization and its potential for growth. You may have seen in proposal formats that each donor agency wants to ensure that the project is completed according to the organization's strategy. The strategy plan will be quite helpful in this situation. (Funds for NGOs, 2022)

Definition of Strategy: is an action that managers take to attain one or more of the organization's goals, it gives the organization a clear goal, pulls all people, projects into a clear direction, gives decision building basis and criteria to follow. (Juneja, 2022)

A goal without a plan is just a wish (Antoine de Saint-Exupéry, 1943).

Strategic planning is critical, but it may be difficult, especially for new and small NGOs. When looking at the NGO sector, it is clear that the majority of NGOs lack well-written strategic plans, and the few that do have them are prepared in a highly complicated manner. These plans are not utilized because they are either too time-consuming or too complicated to implement. (Funds for NGOs, 2022)

Importance of Strategy:

The organization's strategy assures that beneficiaries will continue to receive services from the organization, supports organizational sustainability, and enables the organization to enhance and scale up its offerings of goods and services. (Landspeed, 2016) & (Ioannou & Serafeim, 2019). According to Deloera and Riddle (2021) When we talk about resources there are external like funding opportunities available in the market from existing donors or seeking new donors, and there are internal resources, some examples as follows:

- **Human**: skills, experience, ideas.
- **Physical**: facilities, equipment, materials, tools.
- **Social or political:** partnerships, good will, reputation, favorable policies.
- **Financial**: money, unrestricted funding, access to credit, revenue from business activity.
- **Natural advantages**: location, natural resources, fertile land.
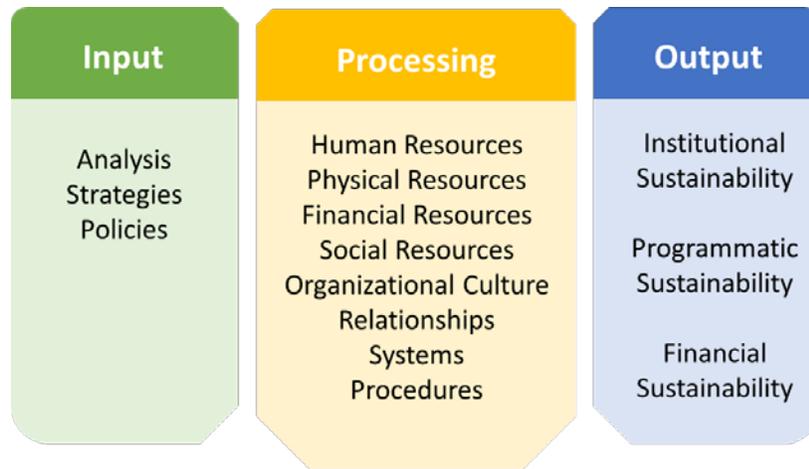
Figure (2.1.1): Interaction between different organizational components

Source: Prepared by researcher

Figure (2.1.1) explains the process of utilizing organizational components to produce desired outputs.

Definition of Resource Mobilization Strategy: refers to all the activities taken to secure new and additional resources for your organization. Additionally, it entails maximizing available resources in a way that is effective, equitable, sustainable, transparent, and improves quality. (Ioannou & Serafeim, 2019). It promotes having the right resources at the right time, at the right price, and utilizing them properly to get the most out of them and ensure organizational sustainability. (Seltzer, 2014)

Importance of Resource Mobilization Strategy:

Resource Mobilization Strategy ensures that beneficiaries will continue to receive services from the organization, supports the sustainability of organizations, minimizes dependency on others, maximizes use of resources, it allows for the enhancement and expansion of the organization's current offerings of goods and services. To remain in operation, both in the public and private sectors, new business generation is a necessity. (Dkwachira, 2021) Resource mobilization gives you access to new or additional resources, diversifies your funding sources, creates, or strengthens partnerships and relationships, enhances communication, strengthens organizational capabilities, and appropriately monitors and assesses your resource mobilization service, (HORIZONT3000, 2021)

Challenges of resource mobilization:

NGOs operate in a very dynamic and susceptible to event environment. The present wave of world events jeopardizes the sustainability of NGOs. The ever-expanding COVID-19 variants put tremendous pressure on the resources available to support humanitarian efforts. Traditional donors are allocating money to address the home health crisis, donors have also suffered from this. This suggests that it will directly affect how much money is given to the humanitarian sector. (Mugisa, 2021) An organization depends on projects to fundraise, the difficulty is that projects have short- to medium-term lifespans, this makes room for surplus personnel, even after the project is finished, you must still spend money on personnel and other related expenses.

Resource Mobilization Tools and Process:: Before you start with your resource mobilization strategy you have to know where you stand as an organization, what available resources you have, can you redistribute these resources based on priorities, if not, what resources you need to acquire to achieve your goals, filling in this template that is developed by USAID will help to guide the organization set up a plan. (Deloera and Riddle, 2021)

Table (2.1.2): Resource Mobilization Strategy Template

Objective	Resources Required	Potential Donors/Other sources of funding	Funding Gap	Actions required to raise resources	Responsible Parties	Timeframe	Challenge
What are we trying to achieve?	What do we need to accomplish our goal?	Where will the resources come from?	What/ who do we need to know that we don't know now (info/access)?	What are the steps required to secure the resources?	Who will do what, specifically?	When will each step happen? when are resources needed?	What internal /external factors will we need to consider?

Source: (USAID, 2021)

Table (2.1.2) explains to organizations the basis of setting up resource mobilization strategy as it identifies, their objectives, resources needed, sources of fulfillng those needs, gaps that need

tot be covered by funding, actions to be taken, roles assignment, timeframe to achieve it and challenges that might affect its progress, to be filled as a guidance template as suggested by USAID.
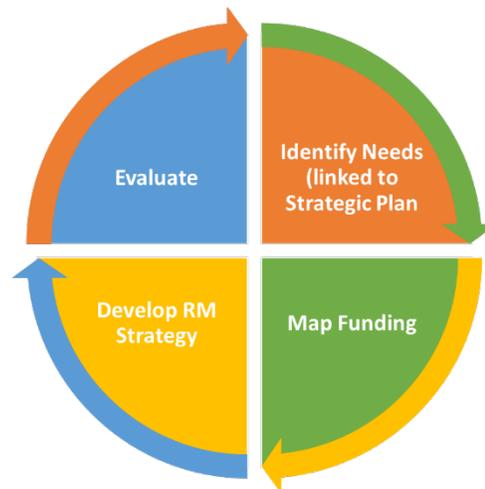
Figure (2.1.2): Resource Mobilization Strategy Process

Source: Prepared by researcher based on (USAID, 2021)

Explaining Figure (2.1.2), Resource Mobilization is an iterative process, these are key stages for resource mobilization and you can tailor this to fit your own organization, first is **identify needs** done as part of strategic planning process, identify programmatic strategic priorities which sets the stage for resource mobilization, priorities can include deepening the area of technical expertise, broadening the geographic area developing expertise in new programmatic area, replicating or expanding a promising model or approach.

After identifying needs, conduct donor mapping (**Map Funding**), identify potential funding sources to meet needs already identified and this could be current, prospective donors, private individuals and others.

The next stage is **developing resource mobilization strategy** itself including structure and process for raising required resources, implementation of each stage requires reflection on the previous stage, adjustments. **Evaluate** and monitor goal achievement and review gaps and adjust strategy.

The difference between Resource Mobilization Strategy and other strategies:

To differentiate resource mobilization strategy than other types of strategies, I have imagined this scenario after extensive research reading and experience in the field.

An organization has a new project management online system that requires 50% level of effort from a mid-level staff member to follow up with, track pending issues, solve errors, orient related staff on how to use it, etc. the organization had two options, whether to hire a part-time employee to perform these tasks or to utilize a staff member with an IT and projects background and assign him/her for this new system.

Other strategies might go with the first option and hire someone new, but resource mobilization strategy will take into consideration the talent it has in-house, train selected staff member and assign them for it.

The organization assigned a Project Officer to do these tasks, so he is working now 50% on the new system and 50% on his previous tasks, what about the remaining 50% of his original job? It will be shifted to another staff member who has space and capacity to be a replacement, if not then the organization will hire an assistant to support the officer and restructure the tasks in both job descriptions (Project Officer and Project Assistant) this way the organization saved costs of hiring a higher level employee to operate on the system, invested in building the capacity of employees they have in the organization, achieved efficiency and effectiveness.

Let us imagine if this scenario was applied in all departments not just to operate on a new system but for the organization to invest more in their staff and match their skills and potential to the organizational needs, whether it is fundraising, proposal writing, communication, policy development, etc. staff can attend free online trainings or benefit from donor trainings or peer organizations collaboration, building capacity does not have to cost a lot of money if you know what you exactly want and where to go.

Analyzing workload and rewriting job descriptions is also something to consider when assigning staff for new roles, each head of department should think strategically about enhancing their department to produce high quality results, engage staff members in the process and discuss how it eventually pours into the organization's strategic plan, vision, mission, and goals. This scenario clearly explained that the resource mobilization strategy first looks into available resources in

the organization to fulfill their needs and how to cover other gaps and needs from external resources when no internal resources are available. In a sustainable organization, everyone is responsible for resource mobilization, Board of Directors, Senior Managers, Program Staff, Finance and Admin.

Role of resource mobilization in sustainability:

NGOs face a range of challenges in their work, however your organization is better equipped to address the present and future needs if you have a diversified long-term resource mobilization plan and resources available.

Consider your NGO a successful business. In times of scarcity, operations require innovative solutions. It is crucial for NGOs to keep track of prospective funding sources so that they are not restricted if donors withdraw from a project. Unlock your potential and take advantage of opportunities to expand your resource base so that you can sustain operations over the long run. (Mugisa, 2021)

After we discussed strategy, resources mobilization strategy and the difference between the two we will now discuss the dimensions and components of resource mobilization strategy.

2.1.1 Fundraising Strategy

Definition of Fundraising Strategy: is a plan for generating the revenue that support program and achieve organization's mission, it is a set of instructions, goals and processes written in a document visible to different stakeholders. (Grella, 2021), it determines how your organization will raise funds in the short, medium, and long term. It should be an essential component of your strategy plan and built around your organization's vision and objective. (Gilbert, 2019)

Based on Wieners (2022), The fundraising strategy of your organization should answer these 3 questions:

Some effective NGOs have learnt to segment the market of possible donor agencies based on the sorts of projects they support, the intervention tactics they like, and the size of funding they can supply. These non-profits organizations adjust their grant proposals to the interests and preferences of various donors. (Viravaidya & Hayssen, 2001)

Diversification of funding is one of fundraising strategies which encourages an organization to seek funding from many donors, ending up with a diverse portfolio to have backup donors when a proposal fails, it will secure the organization's programmes to some extent and achieve long-term sustainability, (Marvin & Co., 2019), it will also provide diverse expertise from different donors and partners but there is a downside to diversification if not managed correctly, having uncoordinated funding from many different donors can reduce overall coherence and strategic focus, resulting in weaker partnerships. (Collins-Ellis & Awad, 2020).

The most successful organizations avoid relying on a single fundraising project to collect all of the funds required for operations. (Marvin & Co., 2019)

Importance of Fundraising Strategy:

Wieners (2022) emphasized that fundraising strategy helps provide needed security and money to run the organization's operations and support communities and projects, have better chances in winning funding opportunities as roles and responsibilities are distributed to staff, where everyone knows what, when and how to do things and have a clear roadmap ahead for the organization, helps the organization focus on the actual project work it does. Fundraising strategy will help in preparing proposals, as the organization has already collected a lot of crucial information in fundraising strategy and it is a great way to show the donors how serious it is about its future and spread awareness about a certain cause, spread the message about the organization's vision, mission and goals to different donors and volunteers as well.

Challenges of fundraising strategy:

Alonzi (2022) described the following challenges for setting up a fundraising strategy:

- **Planning:** it takes a lot of time and effort to plan and write proposals, so save all your old proposal drafts, failures, and successes to utilize in new ones. Also focus your efforts on seeking opportunities that benefit your organization and align with your organizational strategy.
- **Fear of Rejection:** rejecting your proposal will happen more often than you would like, but it is never personal, and it should not stop you from seeking better opportunities and learning lessons from this rejection to better improve your efforts later. Always keep a good relationship with the donor even if funding stops.

- **Deadlines:** are disliked by most NGOs but are essential for successful fundraising. NGOs are usually busy with project implementation but having deadlines will encourage them to plan ahead of time. If you miss deadlines. Just keep looking out for available funding and always make time and plan ahead.

- **Ideas to words:** it is not easy to write your ideas, describe the importance of your project in one page of concept note, and express the needs and challenges your beneficiaries and partners overcome. Writing is a skill, and skills are improved by practice. There are a lot of online courses as well.

Fundraising Strategy Steps:

Graham & Schnittker (2022) mentioned creating a fundraising strategy in these five steps:

1- **Prepare a budget and determine the goal:** start by projecting what you need, analyzing how much it costs, could be recent market data or costs from previous budgets/agreements, it usually includes a variety of expenses like direct activities costs, salaries, benefits, transportation, meetings.

2- **Evaluate past fundraising efforts:** successes, strengths, needs for improvement, lessons learned, recommendations.

3- **Determine roles and responsibilities in the plan:** by making a list of people who can be involved in the process, board of director members, advisors, staff or volunteers, and what tasks will they perform, make sure they aware of their involvement to avoid changes that could affect spending.

4- **Make a list of potential donors:** target audience, the organization has current donors who can be reached out for funding opportunities and can seek new donors to fill in gaps of needs resulted from organizational strategy.

5- **Create a timeline:** of when funds are expected to be received, how much time you will need to reach your goal and set up communication dates in your calendar.

Types of fundraising methods:

Events or campaigns but try to minimize the costs of these events because the end goal is to get money, not spend it. There are also online donations, email marketing, crowdfunding, partnerships and grants, peer to peer fundraising. (Wagisha, 2022)

Example from Gaza Strip on Fundraising:

Al Qotati (2016), provided a successful example on fundraising in NGOs of Gaza Strip when her excellency the Minister of Economy Abeer Odeh launched the first crowdfunding platform in NGOs of Gaza Strip with the slogan "Build NGOs of Gaza Strip" where 1.92 billion dollars was raised from the diaspora to the Palestinian economy which constitutes 35% of the gross domestic product. This project financed small businesses using contemporary technology, connecting supporters from all over the world with the Palestinian community to find creative solutions to the issues facing the Palestinian society.

Role of fundraising in sustainability:

Without fundraising, chances of getting funds are limited, thus projects and operations will not have the fuel to run it, sustainability of the organization will be at risk.

Based on my readings, considering projects and their benefit to communities it serves, beneficiaries will not have necessary funds. Also, we should consider the nature of the project, is it a relief or development project? Relief projects are a risk to sustainability because once funding stops, the impact ends, but development projects are meant to build capacities, skills, businesses of beneficiaries that will help them use and depend on in their lives. Development projects have a bigger impact on economic, social and environmental sustainability than relief projects.

How is having a fundraising strategy attractive to donors?

I believe fundraising strategy is the first tool of communication between the organization and donors, it can reflect a good image of the skills and expertise the organization own, shows the level of seriousness and commitment it has to its mission and vision, reveals their knowledge of community needs and their ability to implement activities. Donors analyze information mentioned and score organizations based on it, which will then determine if they will win funding opportunities and have a possible long-lasting relationship or not.

2.1.2 Organizational Management & Development:

In order to utilize resources, organizations must be built and reinforced through organizational management. Establishing internal processes and procedures to assist resource mobilization activities requires defining the responsibilities of the board and staff, as well as effectively and efficiently managing human, material, and financial resources. (University of Lucknow, 2020) & (CFI Team, 2022)

The art of organizational management involves uniting individuals behind a common goal in order to inspire them to work together to achieve it. Additionally, it provides employees a feeling of purpose and enables the optimum use of resources at work through thorough planning and control. The people are completely aware of their roles inside the organization as well as their responsibilities. (Juneja, 2022)

In this section, I included Leadership and governance, Compliance Strategy, and General Management with its different sections; Risk Management, Financial Management, Human Resource Management, Procurement and Project Management including M&E and Reporting.

2.1.2.1 Leadership & Governance:

In a rapidly changing and dynamic environment, effective leadership and governance are more crucial than ever. Leaders must mobilize their organizations to quickly innovate and adapt to these changes. (Seek Development, 2017)

Definition of Leadership: Gary Yukl (2006) Leadership is defined as "the act of persuading others to comprehend and agree on what needs to be done and how it should be done, as well as the process of supporting individual and collective efforts to achieve common objectives.

Definition of Governance: The systems, processes and procedures put in place to guide the direction, management and accountability of an organization. (Association for Project Management, 2022). Governance encompasses all of the activities, procedures, and rules that guide your organization in the right direction. Governance includes any task that focuses on the "big picture," such as analyzing your finances for stability, formulating long-term objectives, planning your risk management, and monitoring your efforts. (New Zealand Companies Office & Institution of Directors New Zealand, 2022)

As Ali (2022) studied the most important dimensions of governance for NGOs; accountability and transparency, here are their definitions:

Definition of Accountability: An organization's regular dissemination of information on its strategy, management, choices, activities, results, commitments, and impacts that is pertinent, suitable, and reliable. With the use of this information, stakeholders can assess the organization's actions over a certain time period and develop opinions and criteria. All of this is intended to make it easier to comprehend how well the organization has adhered to its goals and legal or voluntary obligations. (NGO Quality Standard Version 5, 2014)

The strategy behind nonprofit governance is to continually work to fulfill the nonprofit mission, compliance with laws and regulations and their sustainability. Governance strategies for non-profit governance also represent meeting the needs of certain public, social, or community within the geographical area of an organization. The governance structure of a nonprofit must address the essential parts of a nonprofit, accountability, integrity, and transparency. (Funding for Good, 2022)

Figure (2.1.2.1): Accountability Pyramid

Source: Prepared by researcher based on (Ali, 2021)

Figure (2.1.2.1), explains that there are difference parties an organization is accountable for which is divided into two types: internal (accountable to the NGO itself), external (accountable to government, donors and community), below are further explanations.

External Accountability: relates to providing disclosures that meet the information needs of an organization's external stakeholders, such as donors, regulators, recipients of products and services offered by the institution, and society at general.

Internal Accountability: is being accountable to oneself. It is an organization's commitment to uphold their values and it comes from the inside to create credibility that is respected and trusted by others like employees and communities.

Definition of Transparency: The degree to which an organization's stakeholders really have access to pertinent information about its governance, organization, processes, activities, results, and impacts is a measure of the organization's quality. When expected or requested by a stakeholder, the organization may actively promote access to such information. (NGO Quality Standard Version 5, 2014)

Importance of Leadership and Governance

Maximize teams and individuals effectiveness by supporting leadership roles, development of executive teams and boards to move away confidently from the status quo, manage conflict and complexity, motivate teams, and ultimately lead vibrant and adaptable organizations, improve organizational performance to become more stable and productive, unlocking new opportunities, reduce risks and enable faster and safer growth, improve organizational performance to become more stable and productive, unlocking new opportunities, reduce risks and enable faster and safer growth, improve organizational performance to become more stable and productive. (Seek Development, 2022) and (New Zealand Companies Office & Institution of Directors New Zealand, 2022)

Challenges of leadership & Governance:

Regarding challenges of **leadership**, we have the following:

- **External Challenges:** Insufficient resources, shortage of funding, employee objection and resistance.
- **Internal Challenges:** Fear, Lack of self-confidence, impatience.

Leaders have the most challenges with managing responsibilities, communicating effectively, motivating team members, encouraging autonomy, providing guidance, accepting, and distributing feedback. (Indeed Editorial Team, 2022)

As for **governance** challenges, we have many:

Corruption at various levels, centralization of authority and power, less active civil society, lack of democratic institutions, lack of coordination among political, administrative and community level organizations, poor participation in decision making and development process. (Article1000, 2016)

Steps of leadership:

These steps were identified by Never Boss (2021) on empowering leadership:

1- Step in to create stability by correcting actions and discipline to keep the ship afloat.
2- Step up to ensure clarity by decision making, assignments with providing clarification and giving authority to the right people.
3- Train to build capacities, teach principles, demonstrate and certify.
4- Coach to inspire ownership.
5- Support to unleash excellence, facilitate, review, mentor, advise when asked.

Steps for effective governance:

BoardPro (2022) defined the following steps to establish effective governance:

1. Get the right people on board.
2. Define and agree the board's role.
3. Employ and support a chief executive.
4. Make board meetings count and involve the right people.
5. Be clear on accountability and stay on top of the governance process.
6. Develop the work plan.
7. Review the boards performance on a regular basis.
8. Provide purposeful director induction.

Types of leadership:

There are many types of leadership that an organization can follow based on its sector, working environment, priorities and goals, there is the democratic/participative, autocratic, servant, visionary, coaching and bureaucratic. (Indeed Editorial Team, 2018)

Role of leadership in sustainability:

Sustainable development will be more successfully incorporated into entire organizational approaches with the help of an efficient management structure that has been put in place from the beginning and has genuine commitment from senior level executives. In order to foster chances for action and innovation at other levels, effective leadership is essential. It sends a clear message to any nearby organizations who are interested in sustainability that your group would make a suitable partner because your values are compatible.

The high visibility of commitment and leadership to sustainable development will encourage action in the local community and possibly have an impact on local businesses, among other broader benefits of integrating sustainability in this area. (Sustainability Exchange, 2022)

2.1.2.2 Compliance Strategy

Compliance is essential for an organization in order for all personnel to work to the same standards. Developing a compliance plan may assist teams in maintaining a safe, efficient process, producing high-quality solutions, and adhering to any regulatory laws. Learning how to establish a compliance plan will assist you in building a quality team and better coaching other employees on how to adhere to an organization's standards. (Indeed Editorial Team, 2022)

Definition of Compliance Strategy: A compliance plan is a collection of instructions outlining how workers should perform their activities and behave in organization's facilities. It frequently involves state and federal workplace rules, such as machinery safety, materials handling, and maximum working hours. (Indeed Editorial Team, 2022)

One of the ways to ensure compliance is Audit:

Audit: Determine the degree to which the "audit criteria" are met using a "objective, methodical, impartial, and documented process or examination with the aim of confirming and obtaining

audit evidence." Depending on whether it is intended to inform the organization or a third party, the audit can be internal, external, or first, second, or third party. It can also be required by the organization itself, local law (Ministry of Interior), a customer or stakeholder, or a system of certification or recognition by third parties. (Instituto para la calidad de las ONG, 2014)

The Importance of Compliance Strategy

Compliance is essential in minimizing risks, lowering costs, providing competitive advantage to the organization, navigating regulatory changes, and increasing globalization. (Aldridge, 2021)

Compliance Challenges:

NGOs do not aim to make profit thus they heavily rely on volunteers specially during humanitarian relief operations, during activity implementation, a high level of trust is built which is positive but could result in a failure to implement key internal controls which threatens compliance. (Sandbrook, 2021)

Although ranked as the most trusted sector in the world, NGOs and charities (as with any other organization) are not immune from compliance risks, this trust encourages donors to fund. Regulatory environment is not as strict as it is with other sectors which might create opportunities for incompliance. (Compliance Channel, 2022)

Steps to develop a compliance strategy:

Indeed Editorial Team (2022) identified the following steps for developing a compliance strategy:

1. Define your goals
2. Identify which regulations apply to your business
3. Draft policies
4. Train employees
5. Plan internal and external audits
6. Organize internal data

Role of compliance in sustainability:

Although compliance and sustainability are complementary approaches to running an ethical organization, there hasn't been much cooperation in the past. Third-party risk management, supply chain oversight, transparency, and reputation are a few issues that are crucial to both compliance and sustainability.

Non-governmental organizations (NGOs) focus on and draw attention to the expanding sustainability concerns facing organizations while also making recommendations for how to address them. By adopting a comprehensive strategy, organizations can develop techniques to lower third-party risk and ensure supply chain transparency. Green crime, which is associated with organized crime, money laundering, and corruption, will be less likely as a result. (Taylor, 2020)

2.1.2.3 General Management

Definition of General Management: The executive, senior job inside an organization that oversees most or all of the firm's operations is known as general management. In contrast to functional managers, general managers are responsible for strategic objectives, and they manage across all or at least many departments (i.e., finance, marketing, operations). (MBA Brief, 2022)

Importance of General Management:

Prepare people to hold managerial positions in organizations, own technical and management skills, allocate activities and resources, decide the course of action. Lead people towards the end goal, monitor activities and ensure the application of rules and regulations are applied. (Naser, 2022) and (Shah, 2022)

Challenges of General Management:

Understaffing, a lack of communication, poor cooperation and tough personnel, a lack of structure, time management, insufficient assistance, and a bad workplace culture are all obstacles for management to overcome. (Birt, 2022)

Steps of General Management:

Shah (2022) identified the following steps for general management:

1- **Planning**: Deciding the course of action.
2- **Organizing**: Allocating activities and resources.
3- **Directing**: Leading people towards the end goal.
4- **Controlling**: Monitoring the activities.

Types of General Management:

Naser (2022) identified the following types of General Management:

1- Risk Management
2- Financial Management.
3- Project Management.
4- Human Resources (HR) Management.
5- Operations Management. (Operations include finance, HR, procurement and IT, since finance and HR are already mentioned above in 2 and 4, we will talk about procurement because of its importance)

2.1.2.3.1 Risk Management

Definition of Risk Management: Risk management is the process of identifying, evaluating, and prioritizing risks (the impact of uncertainty on goals) then applying resources strategically and economically to reduce, monitor, and manage the likelihood or impact of unpleasant events or to maximize the realization of opportunities.

The fundamental goal of risk management is to anticipate risks. Then, if there are adverse risks, it seeks to prevent them or minimize their impact if they do. When there are positive risks, the goal is to seize any available possibilities. The majority of NGOs leaders are familiar with the project area's Risk Management Plan.(Schrager, 2020)

Effective risk management entails recognizing, assessing, and responding to organizational risk factors. In order to influence and control future events, it means acting proactively rather than

reactively. As a result, effective risk management has the ability to reduce the likelihood of a risk occurring as well as its potential effects. (Corporate Finance Institute, 2022)

NGOs operate in a highly dynamic environment specially in NGOs of Gaza Strip, where political risks can happen at any time, this is one of the reasons for NGOs to invest in risk management.

Small scale organizations should include consideration on this topic in the process of strategic planning. Organizations can use simple tools like SWOT analysis to reflect on Strengths, Weaknesses, Opportunities and Threats which gives a chance to look at can the external environment negatively impact the organization internally but the disadvantage of such this tool is that possible threats/risks result from internal "weaknesses" or vice versa. Another useful tool to use is PESTEL (Political, Economic, Social, Technological) analysis.

Risk Categories:

You can categorize risks by different features, but the most common approach is the following:

• **Contextual risks:** those that are external to an NGO and beyond its control, such as the political climate, broader economic conditions, etc.

• **Programmatic risks:** these risks depend on how programs and projects are planned and carried out, whether they meet the goals and objectives, whether they negatively impact the target populations.

•**Organizational risks:** those related to internal growth, such as those involving governance, management, finances, human resources, property, reputation management, security, and information technology.

The importance of risk management:

Empowers the organization with necessary tools to deal with potential risks properly, improves sound decision making, support in operational effectiveness and continuity, achieve protection of organizations assets, contribute in donors', partners' and other stakeholders' satisfaction and loyalty, gaining benefits and achieving goals. (Audit board, 2021)

Challenges of risk management:

Changes in economic and political situations, inability to produce innovation in particular areas, risk supervision and strategy need to be better linked, and the complexity of an organization may outweigh an individual's competence to analyze risks. (U.S. Risk, 2019) and (Beasley, 2017)

Steps of Risk Management:

Audit board (2021) set these four steps to manage risks:

1- Identify red flags or potential risks beforehand from previous experience or studying surrounding environment.
2- Assess risks based on its likelihood of it happening, its level of severity and probable impact using scores of high, medium, and low which will help prioritize each risk.
3- Respond to risks by avoiding, accepting, mitigating, or transferring, this will be decided based on above assessment score for each risk taking into consideration the cost of each decision.
4- Monitoring risks which is an ongoing process by tracking execution, identifying, and managing new risks, this will enable prompt action if likelihood, severity or impact of a risk exceeds acceptable levels.

Figure (2.1.2.1): Accountability Pyramid

Source: Prepared by researcher based on Husdal (2009)

Figure (2.1.2.1) explains that there are risk response approaches: according to Stanford University (N.D.) and Gregory (2004):

- Avoid: when impact and likelihood of risk happening are both high; eliminate conditions that allow the risk to exist, e.g., table 2.1.2.3.1 No.2
- Reduce/Mitigate: when impact is low but likelihood is high; minimize probability of the risk occurring. e.g., table 2.1.2.3.1 No.1
- Transfer: when impact is high but likelihood is low; transfer risk to a third party, e.g., purchase insurance package for workers in a construction site.
- Retain: when both impact and likelihood are low, accept the risk happening.

Table (2.1.2.3.1): Organizational Risk Management Plan (RMP)

No.	Category	Description	Like lihood	Impact	Response Approach	Who?	When?
1	Fraud	Contractor hired by organization is using cheaper materials for building houses	L	H	Consider: Regular field visits, on site monitoring and materials quality checks	Project Engineers	When receiving materials and through different building stages
2	Legal	Bank accounts suspended because Board of Directors approval from ministry is not renewed	M	H	Take Action: Have early Board of Directors elections	Board of Directors	before 2 months from expiration date

Source: Prepared by researcher

Table (2.1.2.3.1) is a Risk Management Plan Template that an organization can use and update periodically which will act as a plan and guidance on potential risks, it can be divided into categories e.g., legal, social, health, political, safety and security, safeguarding, operational.

Other Risk Management Tools:

Anticipate and predict the future through risk analysis tools like SWOT or PESTEL, prioritize and evaluate risk degree and focus on most important risks to the organization, delegate and distribute roles and responsibilities of risk management based on staff capabilities, communicate as risk management is everybody's business in the organization, it affects everyone. (Montenegro, 2018)

Some risks that can be controlled would have a certain penalty on a contractor or partner, but there are other risks that are out of control and stated in contracts called "Force Majeure," which is a contract provision that eliminates liability for unanticipated and unpreventable disasters that disrupt the expected course of events and prevent parties from completing their commitments. (Hargrave, 2022)

Role of risk management in sustainability:

Various factors, including the environment, well-being, and the economy, can influence an objective. The goals of some organizations are similar to the three sustainability duties. It is expected of organizations to balance their activities in order to attain sustainability. It must address stakeholder interests, secure its social license to operate, and manage risk. (Pojasek, 2022)

2.1.2.3.2 Financial Management

Definition of Financial Management: is the process of arranging, managing, and monitoring financial resources in order to achieve organizational goals. It is the most effective way for monitoring and regulating an organization's financial activities, such as money-related purchases, expenditures, accounting, payments, and risk analysis. (Affluent Financial Services LLC, 2022)

Importance of Financial Management for NGOs

Being accountable to donors, ensuring future plans, eliminating fraud and theft, making productive decisions, completing objectives to reach its goal, and fulfilling the purpose of its existence are all examples of good governance. Enhancing credibility to gain trust and reliability and strengthening fundraising efforts. (Funds for NGOs, 2022)

Challenges of financial management:

It is difficult to obtain all required inputs on time; input data is rarely error-free and frequently requires cleaning and sorting before it can be used; data processing is done with complex spreadsheets that are difficult to maintain; and as the organization grows, the volumes of input data become larger and more difficult to manage. The results are time demanding and labor costly to generate, and key stakeholders desire the outputs faster (and often more frequently) than they can be delivered without compromising quality. (Accountingility, 2022).

There is a challenge related to exchange rates where donors provide funding in USD for example but spending is in local currency, if the exchange rate fluctuates drastically, it causes discrepancies in spending versus budget, which is translated into gains and losses, a gain means that current market exchange rate is higher than budgeted, where we get more value for dollars in local currency, which could cause an underspent, this saving can be used to serve more people in agreement with donors but the actual risk if the opposite case happens where market exchange rate is lower than budgeted causing less value for dollars in local currency which could result in an overspent that can be discussed to be covered by donors.

Another challenge related to the context of Palestine that I mentioned in chapter 1, when President Donald Trump cut USAID funds to Palestine in 2018 due to political issues, this uncertainty causes NGOs in Palestine to spend more efforts in risk management, contingency plans and financial management where finance, fundraising units and senior management work on covering gaps of funding through other donors in case of a sudden suspension of funds.

Steps of Financial Management:

Jacobs (N.D.) identified good financial management involves the following four building blocks:

- **Keeping records:** record every transaction that has taken place, keep your basic records in good order and write down the details of each transaction in a cashbook, enabling parties to know the whole story of the transaction from supporting documents, this is a cornerstone for accountability and transparency.
- **Internal control:** finance department is one of the most sensitive departments in the organization, that is a reason to enforce internal controls, such as having a safe for cash with specific access and procedures, authorization threshold for transaction recording, segregation of duties, track budget versus actual and investigate discrepancies, have an audit on a yearly basis, prepare bank reconciliations at month end. Internal control measures are not only applied in finance department but also in procurement and programmes who have different tools that fit their roles and tasks.
- **Budgeting:** key to successful budgeting is accurate forecasting based on previous similar projects actual spending or breaking down activities and translating it into costs in details if it is a new project. If forecasting is not as accurate as possible it will create issues with donors or beneficiaries of a project.
- **Financial reporting**: summary of transactions done in the organization for a specified period of time, it is categorized based on the organization or donors, spending should be compared to budgets to monitor progress and adjust discrepancies before it is too late.

Role of financial management in sustainability:

In my opinion, financial reporting can contribute to providing measures of sustainability by reporting to M&E team how much money is spent on activities to compare to indicators previously set for projects. Strong financial management lead to governance and clean audit reports which are reflections of the reputation for the organization, donors look at financial reports and audits of the organization they want to fund, donors also assign auditors to these organizations after a project closes, if it goes well, the possibility of funding them again is higher. Financial management is a mirror to all departments of the organization reflecting the quality of all activities implemented.

2.1.2.3.3 Human Resource Management

Definition of Human Resource Management: practices and tasks that are intended to support the organization from the time that employees are selected until they leave the organization. Employees are selected to best serve the organizational strategic goals and create a competitive advantage to the organization. This is not as easy as it once was due to the inclusion of numerous economic, environmental, and social variables in the process today. (Safi et al, 2021) based on (Zaatari, 2013).

Importance of Human Resource Management Practices:

Management of human resources is essential for organizations. It contains several goals that have the potential to greatly enhance or damage from the organization. The basic objective of human resource management is to enhance departmental collaboration, hire qualified staff, and boost productivity. It aids in resolving conflicts between teams or individuals, upholds a positive workplace culture, inspires employees, and promotes a good work-life balance. It aids in figuring out how many people and what kind of employees are required to fill various roles within an organization. To guarantee effective performance and growth, it promotes staff training and development, assesses employee performance, and implements corrective measures, ensures that employee compensation is sufficient, and that social security and welfare benefits are provided in accordance with the employee's salary scale. (Stat Analytica, 2022)

Challenges of Human Resources:

Recruitment and retention of competent staff as turnover is high and with short term projects and loss of talent, inadequate Human Resources policies or procedures as some do not have guidelines of HR to support managing staff or it adopts other organization's policies but do not apply it, lack of capacity to manage a diversity of work force to motivate a diverse group of people age or gender or education and experience, also using outdated methods, inadequate HR management skills among supervisors, some NGOs specially small sized ones do not have HR unit or manager so the roles are divided amongst supervisors who lack the skills and experience in HR and need capacity building. Organization program strategies affect staffing, whether it is entering new partnership, restructuring, increasing number staff or the opposite, all of these changes require having an adequate unit for HR, inability to offer and provide competitive

employee incentives and benefits due to restrictions of funding and lack of it, inadequate performance management systems, in some organizations this process does not exist and in others it is poor and insufficient, inadequate career development opportunities, in most organizations there is no certainty of growing a career or having better opportunities specially with short term funds, aligning employees goals and needs with organizational strategic plan and developing management and leader shop succession plans. (Science Publishing Group, 2014)

Steps of Human Resources (Processes)

Management Study Guide (2022) wrote about the following steps in more details:

1- Human Resource Planning:
   A. Recruitment.
   B. Selection.
   C. Hiring.
   D. Training and Development.
   E. Induction, Orientation.
   F. Evaluation.
   G. Promotion and layoff.
2- Employee Remuneration and Benefits Administration.
3- Performance Management.
4- Employee Relations.

2.1.2.3.4 Procurement

Definition of Procurement: buying goods in a pre-planned manner on a large scale by big or small businesses to be exported further or to be used as raw materials. (The Economic Times, 2022)

Resources include tangible items (equipment, materials, consumables, including medications and other supplies), civil works (construction, repairs, rehabilitation, and extension), and services (individual consultants, consulting firms, training, workshops), all of which are acquired from domestic and international markets through an open and competitive process.(World Bank, 2003)

Value for Money is a core procurement principle in all procurements financed by the World Bank. This implies that rather than focusing on the lowest assessed compliant bid, the focus is on bids that provide best quality with lowest cost, and other aspects as necessary. (World Bank, 2020)

Importance of Sustainable Procurement:

reduces risks in an organization's processes, makes it possible to comply with environmental and social legislation, improves brand impression with stakeholders, and keeps costs under control. creates markets for new services, cuts waste, promotes resource efficiency, gives the organization a competitive advantage, makes it easier to access funding, and boosts its value. (Ecovadis, 2020)

Challenges of Procurement:

Managing inflationary times, realigning to new stakeholders needs through agile procurement approaches and appropriate sustainable procurement strategies, saving small suppliers and digitizing procurement, most local NGOs lack resources to get a procurement system which can help decreases effort, time and errors in procurement procedures, but these are usually costly. (Pasa, 2022)

Procurement process steps:

Indeed Editorial Team (2022) explained the following steps in more details:

1- Identify the needs of the organization.
2- Prioritize the organization's needs.
3- Submit a purchase request.
4- Select a supplier using a Request for Quotations.
5- Negotiate the pricing and terms of purchase.
6- Create a purchase requisition and purchase order.
7- Review goods and services.
8- Review and compare the invoice.
9- Payment to supplier, service provider.
10- File and archive documents.

Types of Procurement

There are a few different kinds of procurement that businesses can undertake. These include:

- **Direct Procurement:** Any products and services utilized throughout the project are included in this type of procurement. This covers equipment, raw materials, and other elements.
- **Indirect Procurement:** Goods and services purchased under this type of procurement are used to meet the operational needs of an organization. This may include office equipment and supplies, furnishings, and marketing.
- **Goods Procurement:** Any physical products that organization acquire through the procurement process to serve the needs of the business. This can be direct or indirect, such as raw materials and office supplies, respectively.
- **Services Procurement:** The acquisition of services can be either direct or indirect. Both rely on the services rendered by individuals. Purchasing direct services may refer to personnel who work directly for the organization. On-site security to protect the property is an example of an indirect service. (Young, 2022)

What is Sustainable Procurement?

Sustainable procurement integrates specifications, requirements and criteria that are compatible with the protection of the environment and society as a whole. It covers a wide range of concerns, such as those that go beyond child labor or the use of dangerous chemicals that can harm both people and the environment.

An organization's basic sustainability principles are upheld throughout the lifespan of its goods and services. Policies and strategies for sustainable procurement are generally centered on the need to future-proof themselves around supply shortages, the capacity to handle increasing population demand, constraints brought on by cost, and the potential to cut cost via reductions in energy usage and waste.

Due to the requirement that organizations build strong risk management; sustainable procurement may aid in reputation protection. This makes it possible for organizations to more accurately identify problematic suppliers and deal with supply chain weaknesses that might lead

to scandals and negative publicity. Last but not least, because it pushes businesses to provide more avant-garde, sustainable services, sustainable procurement creates potential for brand differentiation.

2.1.2.3.5 Safeguarding

Definition of Safeguarding: it is the organization's responsibility to ensure that staff and programs honor and protect the rights and dignity of all people—especially children and vulnerable adults—to live free from abuse and- harm. (Catholic Relief Services, 2020)

Importance of safeguarding:

For the **organization**: if there were safeguarding incidents in the organization it would affect its reputation, loss of community, donors and staff trust, loss of funding, suspension of programs and services, could lead to retaliation by community or affected individuals, resources need for operations will be directed towards investigations and managing public relations, liability of potential lawsuits and indemnity.

For the **beneficiaries**: humanitarian aid workers are given an automatic power when they aid vulnerable community members, this unequal power dynamics between the two, leaves a door of opportunity for exploitation, abuse and harassment, this opportunity should be taken away by setting up policies and measures that are applied to protect the communities we serve.

For the **survivor**: abuse and exploitation harm survivors in different dimensions; it has physical, psychological, and social precautions that would take years of therapy to heal trauma as it affects them severely in many aspects of their lives, this is why safeguarding is a responsibility of organizations towards the community. (Catholic Relief Services, 2020)

Challenges of Safeguarding:

Catholic Relief Services (2020) and Williams (2013) mentioned the following challenges to safeguarding:

1. **Policies, systems, procedures** do not prevent safeguarding incidents from happening, but they minimize its risks. What organization could certainly do better is their response mechanisms to alleviate development of events, without policies organizations cannot have appropriate

procedures and systems, policies must be written and shared for accountability, consistency, and response.

2. **Reporting channels:** that are used by the community to report safeguarding incidents could not be suitable for the community, that is why it is better to consult them before systems are set up, it could be through a hotline, whatsapp number, email, organization's website. Reporting channels could not be shared with the community, this does not activate policies and procedures. There should also be reporting channels to employees who are consulted on best reporting channels that suits them and they feel most comfortable sharing, it could be a safeguarding focal point (designated colleague), HR, an email or anonymously through organization's website.

3. **Safe Recruitment**: organizations must include safeguarding commitment phrases in their job vacancy advertisement, ask applicants for a job vacancy if they were a part of any safeguarding incidents in their previous work, ask for reference checks from previous employers before hiring staff, and get a written self-declaration form that indicates they were not involved in safeguarding incidents before, all of these measures must be set up to minimize the risk from hiring someone who has delinquent behaviors and can harm the organization and communities, as these people target organizations who do not have safeguarding measures applied.

4. **Mandatory Orientation** for staff: this is usually disregarded but it is so important for organizations to activate policies as a first step to orient their staff on safeguarding policies, importance, impact and incompliance measurement that will be taken, during the orientation, reporting channels should be shared so staff can report any concerns or incidents they might face or hear about so the management can take appropriate actions to investigate and resolve issues before it develops into a more serious situation, same as staff, beneficiaries, vendors, subrecipients and service providers should be oriented about safeguarding to be able to distinguish acceptable and unacceptable behaviors and how to report.

5. **Investigation procedures**: most NGOs lack having written investigation procedures, knowledge of suitable investigation methods, or when and how to use them, this will lead in a new challenge regarding confidentiality of the case, which might do more harm than good, NGOs need to allocate resources to train designated staff on investigation methods and design a procedures map.

6. **Survivor assistance** and referral mapping: since safeguarding incidents involve a staff member or affiliate of the organization as the perpetrator, it is the organization's responsibility to support

survivors and help them overcome their trauma, if the organization does not have related services it needs to refer them to other organizations who provide needed services.

7. **Affiliates** of the organization which includes sub-recipients, vendors, and service providers: organizations must orient these parties on its safeguarding policies and procedures, include safeguarding terminology in their contracts and corrective actions in case of breaches to hold them responsible.

8. Safeguarding requires **resources** that organizations usually lack:

   A. **Human resources:** permanent focal points, as most organizations work based on available funding for projects, once project ends staff are no longer part of the organization, which means the organization will have to reinvest in someone else

   B. **Financial resources** are needed as well, most NGOs do not ask donors to dedicate resources for safeguarding activities, and this should change, since safeguarding is getting international attention and is becoming a requirement from donors, they will respect NGOs who ask in their proposals for safeguarding resources

   C. **Training** some organizations do not know where to go to get their safeguarding knowledge, there are many international NGOs who are currently providing trainings on this subject such as UNICEF and RSH.

   "RSH has an Online Hub website available in English, Arabic, French and Swahili and is free for anyone working in the aid sector to use. It includes:

   - A resource library with a huge selection of guidance and tools on safeguarding.
   - A free e-learning course with 5 interactive modules aimed at non-safeguarding specialists and available in many languages.
   - A safeguarding consultants directory of quality-assured safeguarding advisors who can support organizations to build capacity in a number of areas.
   - A series of multilingual webinars and podcasts for peer-to-peer learning and sharing of good practice. (Resource & Support Hub, 2022).

Steps to set up safeguarding in your organization:

NSPCC Learning (2019) and (Inside Government Schools, 2020), identified the following steps to set up safeguarding in the organization:

1- Assessing the risks.
2- Identifying leaders and focal points.
3- Getting support from highest level in your organization.
4- Write safeguarding policy, procedures, and code of behavior.
5- Ensure staff training, management, and affiliates.
6- Safe recruitment procedures set up, select the best employees and volunteers that are safe to work with vulnerable people.
7- Keep the organization up to date about latest safeguarding tools and policies.
8- Make sure safeguarding procedures are effective.

Ask staff to only report any concerns, rumors, or incidents they know of regarding safeguarding, keep an "open door" policy to encourage staff to report, prioritize safeguarding incidents as they are sensitive and need to be resolved quickly, respect confidentiality as it is crucial in some cases that are life threating to the survivor, show others that management is taking appropriate reactions to reports, consult reporting channels users on channels they prefer, ensure visibility, post and distribute reporting channels to staff, beneficiaries, on organization's website and on walls, select a female and male safeguarding focal points for the organization that are trusted by colleagues and are not necessarily from higher management. (Redbox, 2021)

Example from Palestine on Safeguarding:

A recent example in Palestine to enhance Protection from Sexual Exploitation, Abuse & Harassment (PSEAH) measures in NGOs, UNICEF is training PSEAH focal points from organizations who would like to join their network, these trainees become certified trainers, who will be responsible to train other focal points as well, UNICEF currently has about 90 partners, they also provide NGOs with a free hotline 121 as a reporting channel for protection incidents through Sawa organization.

Definition of Project Management Strategy: Methods management undertake to unite teams and address unique demanding situations; these strategies help each person understand the needs of the project and the way the manager needs each phase to progress. (Indeed, 2022)

Importance of project management:

It saves money and time, improves internal communications, allows the organization to make data-driven strategic decisions, and allows you to replicate and scale your successes. It also encourages better coordination among teams, stakeholders, and clients, improves risk management, and aids in workflow optimization for streamlined operations and satisfied employees. (Teamwork, 2022)

Challenges of Project Management:

According to Villanowa University (2022) we have the following challenges to project management:

- **Undefined Goals:** To develop and communicate clear goals from the start, the project manager must ask the appropriate questions. The team will be confused and the project in question usually has almost no likelihood of success if senior management cannot support or agree to unclear objectives.
- **Scope Creep:** is when a project manager permits the work's scope to grow beyond its initial goals. Changes to a project may be requested by stakeholders or supervisors, and it takes a strong project manager to assess each request and choose whether or not to adopt it.
- **Inadequate Skills for the Project:** Project management training can assist a project leader in determining the required capabilities of available staff. It might also be useful to suggest training, outsourcing, or recruiting more personnel for a project.
- **Lack of Accountability:** It can help them assess the competencies of available workers and recommend training, outsourcing or hiring extra staff from within the industry.
- **Improper Risk Management:** Learning how to cope with and plan for risk is another critical component of project management training. Because projects seldom go as planned, project managers who are skilled at risk management are in high demand.

- **Ambiguous Contingency Plans:** It's important for project managers to know what direction to take in pre-defined "what-if" scenarios, asking others to identify potential problem areas can lead to a smooth and successful project.

- **Poor Communication:** Team members' communication skills may be improved by project management training, which can lead to serious project management challenges.

- **Impossible Deadlines:** The odds of successfully completing a project under unreasonable deadlines are generally not feasible expectations, it also affects morale and productivity of the team.

- **Resource Deprivation:** helps project managers assign and prioritize resources throughout the duration of a project, training helps project managers define needs and obtain approval upfront.

- **Lack of Stakeholder Engagement:** A skilled project manager asks feedback at every level and participates in open communication to encourage participant participation. An indifferent team member, CEO, or vendor might derail a project.

According to PMBOK there are five basic **phases of project management process**:
- Project Initiation
- Project Planning
- Project Execution
- Project Monitoring and Controlling
- Project Closing

According to [Joubert (2020)](#) "In order to establish the right project management strategy, it's necessary for the project manager to know the body of knowledge of project management, the value of each piece, its intended use, and how to use it," Emerson says. This knowledge includes 10 key areas, including:

- **Scope**: Processes needed to make sure the project plan includes all the work—and just the work needed to finish the project effectively.
- **Time**: Processes required to manage completion of project on a timely basis.
- **Cost**: The measures used to plan, manage, and control expenses to keep the project within its approved budget plan

- **Risk**: Processes for determining, evaluating, planning for, and managing risk in a project.

- **Human Resources**: Processes in human resources help to lead, manage, and organize the project team.

- **Stakeholder Management**: Processes necessary to recognize, evaluate, and successfully manage stakeholders and their expectations for project decisions and implementation.

- **Communications**: Processes required to timely and appropriate sharing of project information.

- **Quality**: Processes and activities that ensure project satisfies needs identified.

- **Procurement**: Processes needed to purchase products and services from vendors or service providers.

- **Integration**: coordinating procedures and actions amongst the nine knowledge areas

Table (2.1.2.3.6): Project Management Process Groups

Project Phases / Knowledge Area	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Integration	Develop Project Charter	Develop Project Management Plan	Direct & Manage Project Work	Monitor & Control Project Work	
Scope		• Plan Scope Management • Collect Requirement & define Scope • Create [1]WBS		• Validate Scope • Control Scope	
Time		• Plan Schedule Management • Define and sequence Activities • Estimate Resources & Duration • Develop Schedule		Control Schedule	
Cost		• Plan Cost Management • Estimate Costs & create budget		Control Costs	
Quality		Plan Quality Management	Perform Quality Assurance	Control Quality	
Human Resources		Plan HR Management	• Acquire Project Team • Develop Project Team • Manage Project Team		
Communication		Plan Communication Management	Manage Communications	Control Communications	
Risk Management		• Plan and identify Risk Management • Plan Qualitative Risk Analysis • Plan Quantitative Risk Analysis • Plan Risk Responses		Control Risks	
Procurement		Plan Procurement Management	Conduct Procurement	Control Procurement	Close Procurement
Stakeholders	Identify Stakeholders	Plan Stakeholders Management	Manage Stakeholders	Manage Stakeholders Engagement	

Source: Prepared by researcher based on Project Management Institute PMBOK (2017)

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[1] WBS: Work Breakdown Structure in some organizations it is called DIP (Detailed Implementation Plan)

There are 13 **types of project management**, each has its own features and characteristics that fits different businesses and organizations, your organization can choose what best fits its programmes and context, these types are; agile, waterfall, scrum, Kanban, lean, six sigma, PMBOK, PRINCE2, eXtreme programming methodology (XP), Critical Path Method (CPM), Integrated Project Management (IPM), PRisM, Critical Chain Project Management (CCPM). (Galiana, 2021) Ultimately, there is no single project management strategy or approach that guarantees to be completely effective for every project managed. Every project will require a distinct approach, and it is the project manager's responsibility to assess the requirements of the project and develop the approach that will best meet them. (Joubert, 2020)

Sustainability in project management

According to Enhancedpm (2019) it is the creation, execution, and administration of project-organized changes to assets, processes, policies, and resources while taking into account the project's six sustainability guiding principles.

6 principles of sustainability in project management states that sustainability is about:

1- Balancing or harmonizing social, environmental, and economic interest.
2- Both short and long-term orientation.
3- Local and global orientation.
4- Consuming income, not capital.
5- Transparency and accountability.
6- Personal values and ethics.

What is attractive to donors about project management strategy?

I believe it means that there is appropriate use of resources, risk management, constant M&E, effective implementation of activities, transparency and accountability, greater impact and sustainability of funds spending on targeted communities, successful achievement of project goals, building capacities of project staff and expertise, communities, improving communication, planning, execution, reporting, quality of work, policies, and procedures.

2.1.2.3.6.1 Monitoring & Evaluation (M&E):

Definition of Monitoring & Evaluation: is an essential part of any development process, it ensures high quality implementation, provides information to management for proper decisions in a timely manner, compares goals to outcomes and impacts. Recently most development agencies are using the term MEAL which refers to Monitoring, Evaluation, Accountability and Learning, during the design of the project when goals are set, indicators are established to measure progress during life of project with continuous monitoring and periodic evaluation, to follow up with activities according to plan and learn about issues and gaps to take corrective actions. (Elahi, 2020)

Monitoring: is the process of tracking progress of project activities, identifying issues and providing management and other stakeholders with information to enable them take well informed decisions and correct the course of project, its tools can be field visits, survey with beneficiaries or other stakeholders.

Evaluation: is the process of assessing the effectiveness, efficiency, relevance, impact and sustainability of activities. It is done periodically according to project plan, or it can be done based on immediate needs during emergencies.

Accountability: holding programme/project, people responsible and accountable for their implantation, actions and policies, which empowers beneficiaries, donors and other stakeholders especially towards vulnerable people. Accountability tools include Feedback and Complaints Response Mechanism FCRM.

Learning: generated from lessons learnt, findings and recommendations which feeds into updating working procedures, project implementation and plans, adding value and improving strategies and adaptive programming.

MEAL: each component feeds into the other, they are interlinked and crosscut to ensure quality standards in all programme phases are met.

Each component of MEAL contributes to **learning**. It is built upon all other components and provides high-level information/knowledge to wider stakeholders regarding overall programme/project improvements, future design, and strategy changes. **Monitoring** provides

data, identifies gaps and suggests actions for course correction. **Evaluation** draws attention to bigger issues, documents lessons learned, and helps to modify programs more broadly while also recommending modifications to strategies as needed. **Accountability** delivers significant elements discovered through appropriate mechanisms and enables future adaptive programming. (Elahi, 2020)

The success of a project depends on tracking indications, learning, and adapting. As soon as implementation begins, organization employees closely monitor indicators and activities to make sure high-quality activities are producing desired results. Soon after, they keep an eye on indicators at the Intermediate Results level to see if the theory of change for the project is supported by data, indicating that it is on pace to meet the associated SOs. (Catholic Relief Services, 2015)

Importance of MEAL:

MEAL enables the organization to track progress of its activities, allows early adjustments on plan and implementation, discovers unplanned effects of programmes, evaluates the impact on the lives of those with whom the organization's serves and allows you to have a big database you can use if you have a formalized monitoring tool to compare data and report easily, provides concrete data on impact of project rather than rely on feelings, using indicators and measures, encourages and celebrates efforts by publicizing accomplishments and aiding in resource mobilization. It also supports organizational learning and information sharing, enforces responsibility and compliance, and offers opportunities for stakeholder input. (Oxfam, 2013) and (International Federation of Red Cross and Red Crescent Societies, 2011)

Challenges of MEAL:

As articulated by Oxfam (2013), the following challenges of MEAL might occur:

Bad Data: Your task in discovering M&E insights involves working with data. Data needs to be carefully maintained over the course of its lifecycle since it is a living thing. Your reasoning will likely be more concise and your data will probably be cleaner the more pre-work you undertake.

Aligning Perspectives: As you craft your M&E strategy, think as a social financier might. Aligning the perspectives of impact and financial management is key to ensuring matched rigour and terminology.

Data Collection: Most essential, make sure the data is consistent. Consistently meeting with your teams to discuss how they are interpreting what they see and how this matches up with how they interpret the indicators is just as critical as creating your KPIs. Create and identify indicators based on what the team already knows to be true in that situation.

Resource Constraints: It takes time and committed individuals to do M&E well. As a program expands, teams and abilities for data collection and verification may also be needed, analyze, and strong leaders to channel insights, understand and articulate the resource needed for your programme.

Statistical Challenges under conditions of uncertainty: not all data can be collected and analyzed using quantitative approach, some information need to be analyzed using qualitative approach, also human minds keep changing constantly that is why there is a high level of uncertainty that could result is false results.
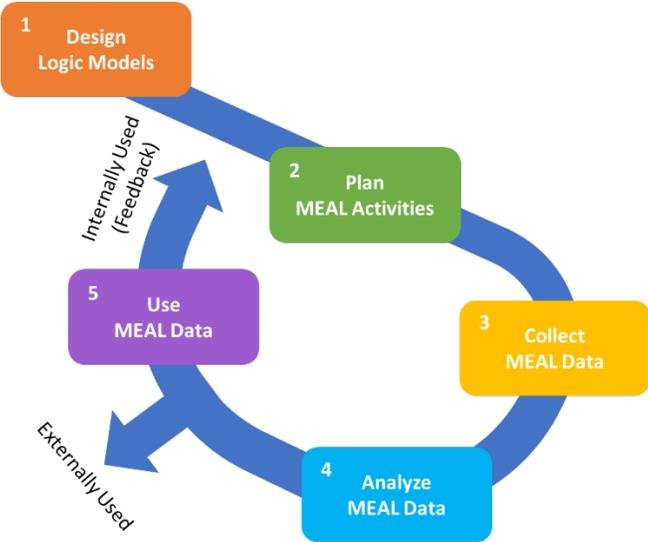
Figure (2.1.2.3.6.1): Five Phases of MEAL Cycle

Source: Prepared by researcher based on Humentum, The humanitarian Leadership Academy and Catholic Relief Services (2019)

Explaining Figure (2.1.2.3.6.1) **Phases of MEAL System:**

Based on the MEAL DPro guide written and produced by [Humentum, The humanitarian Leadership Academy and Catholic Relief Services (2019)](#)

1. **Designing logic models:** Theory of change, outcomes, and a convincing argument that the intended change will occur. These models provide a strong basis for MEAL because they outline the goals of the project, the procedures that will be used to bring about change, and the indicators that will be used to evaluate that progress.

2. **Planning MEAL activities:** more details and comprehensive plans that the previous step. It is vital MEAL activities, budgets and timelines align and integrate with the larger project plan.

3. **Collecting MEAL data:** Once planning is complete, create instruments to be used in gathering high-quality data to measure progress and support prompt decision-making and learning.

4. **Analyze MEAL data:** this is conducted during and after project implementation based on analysis plans.

5. **Using MEAL data:** MEAL data should be used to inform management decisions internally and to inform communications and promote accountability externally.

To give an example from my reading and experience I came across many organizations in Gaza Strip who have their own reporting channels that beneficiaries or other stakeholders can use to complain or inquire about services provided, these channels can be through the organization's website, designated mobile number or hot line, complaint box or email, each one of these methods have pros and cons when it comes to anonymity, easy access, cost effectiveness, fast response, escalation to right people, where the organization need to analyze and decide on the best channels to use, these channels should be decided by beneficiaries themselves and consult them what they prefer to use through field or electronic surveys whichever is accessible, to ensure that they will use it. Each organization should have written procedures on Feedback, Complaints Response Mechanisms (FCRM) from start to finish and clear communication channels, reporting channels should be visible to all and distributed to project beneficiaries which will enhance accountability. Having no reports or complaints does not necessarily mean you are doing a good job; it could mean that your reporting channels are not working.

Role of M&E in Sustainability:

According to USAID (2021), MEAL works on 3 main areas of sustainability:

1- **Knowledge.** To trigger evidence and contribute to knowledge generation, it uses appreciative and participatory approaches in methodology, information gathering, analysis and dissemination of studies under international quality standards.

2- **Capacity development.** To strengthen monitoring and evaluation capacities, it collaborates with donors and implementing partners in the identification of gaps and training, in the design and implementation of monitoring and evaluation workshops, online training and coaching, and in the construction of knowledge exchange spaces for continuous improvement.

3- **Collaboration with local partners.** To ensure that the evidence generated from monitoring and

evaluation is widely accessible and used, it collaborates with local partners in defining learning priorities and managing knowledge, through participatory and innovative tools.

The best method for monitoring and evaluation is the self-follow-up of the project in order to ensure the success of the project. If the recipient of funding sets their sights on the success of the project and the achievement of specific results, then this is the most important thing to achieve the sustainability of the project. (Abu Al Russ, 2021)

How does having an M&E get you more funding?

Sometimes a donor may ask for a monitoring and evaluation plan since it demonstrates responsibility, professionalism, and accountability. Since you are utilizing someone else's resources, doing your best to document and evaluate how you used them can be beneficial. Funding for your organization may still be easier to obtain even if it is not a necessity. It is far simpler to persuade a donor to support a project if you are able to present facts rather than opinions. By carefully utilizing assessment data, you may enhance future project designs and implementations while also demonstrating to potential donors that you have significant professional experience. For projects and organizations, monitoring and evaluation are crucial instruments. You can enhance your project ideas and implementations in the future and demonstrate to potential donors that you have relevant experience. Monitoring and assessment

are critical tools for all types of projects and organizations. A good strategy demonstrates that your organization is dependable, accountable, and a good partner. (Thapa, 2022)

2.1.2.3.6.2 Reporting:

Definition of Reporting: refers to the duty of the project management team to give the project's funding source official updates on a regular basis. Reporting can be seen as an accountability tool that enables the donor to monitor the project management team's progress in achieving the project's objectives. Donors frequently use report information to communicate with their own donors. (Pacific Islands Development Program, 2020)

The number of projects having someone specifically for report writing or documentation is much lower. That makes it all the more important for all of us in the development field to have some idea, how to present our work in an impressive manner, and how to write good reports. Reports may provide you an opportunity to present and share your work on a wide level apart from just project documents. (Upadhyay, 2022)

Most of the time, donors have specified guidelines and timetables for reporting; some of them ask for reports every three months on a quarterly basis, while others may only ask for reports once or twice a year. You won't have to devise a reporting timetable on your own. Simply adhere to your donor's guidelines and include their reporting needs in your project workplan. (Pacific Islands Development Program, 2022)

According to Law No. 1 of 2000 Concerning Charitable Associations and Civil Society Organizations "The association or organization shall submit, at a date no later than four (4) months from the end of the fiscal year, two reports approved by the General Assembly as follows:

- An administrative report containing a full description of the activities of the association or organization during the elapsed year.
- A financial report signed by a licensed auditor, containing a detailed revenue and expenditure account of the finances of the association or organization." (Palestinian Authority, 2000)

Importance of Reporting:

Enhances compliance, donors have the right to know how their money is spent according to their policies and procedures, provides reliable data for sound decision making, helps eliminate and mitigate fraud, enhances credibility, and build trusting, transparent relationships between donors and funds receiving organizations. Financial reports help track incomes and expenses, they are used as a communication tool with different stakeholders and as an evidence documentation tool, it also helps track deviations in implementation to adjust project course early. Ngure (2022)

Challenges of reporting:

Having clean, accurate, reliable, and consolidated data which need protection and security when sharing reports. Sometimes reports contain information that are useful for some people but not others, that is why we should understand our audience and what they need to know during the design of report. Presenting too much or detailed information might be exhausting for some users like senior management, they do not have the time to read through all the details in the report so keep it simple but comprehensive, if details are needed it can be provided. (Thien, 2020)

Steps to write reports:

According to Business Communication Articles (2022) these are the steps to write reports:

1- Recognizing and defining a problem
2- Identifying the purpose and scope
3- Developing a hypothesis
4- Defining terms clearly
5- Determining the audience
6- Collect data
7- Organizing, analyzing, and interpreting the data
8- Making an outline
9- Writing the final report.

Start early, do not miss deadlines as reporting is an essential part of project cycle, some donors have strict consequences if deadlines of reporting are missed, it also shows irresponsibility, unless for reasons that are out of organization's control and communicated with donor, assign enough and suitable resources to write reports, some reports require specialists like project proposals others require graphs and charts as a summary for management and stakeholders, some

need financial analysis, that is why you need to go to the right person to do the task correctly, report to donor when incidents happen or milestones are achieved, even if it is not requested by them, it shows commitment and transparency which they highly appreciate, read reporting guidelines carefully, understand it and commit to it, you might misinterpret information requested and submit wrong information which reflects a bad image.

Do not overstate success, it is very tempting indeed and you might think it makes your chances of getting additional funds higher but being honest in your reports is the best you can do, as donors always audit and make sure if reports are accurate. (Wieners, 2020)

Types of Reports:

Based on Chrysalis (2020) there are many types of reports, such as:

Monthly Progress Report (MPR)

is a written report of the project that updates the state and progress of the project. It serves as an evaluation tool for ongoing project activities to promote and monitor continuing development and measure project impact.

Quarterly Report (QR)

This quarterly report is made by the organization to the donor agencies in accordance with the agreement, or in other situations, the coordinator makes it by giving the head office a status update report. A project's progress is also evaluated in relation to the plan, and any reasons for plan deviation are recorded.

Half Yearly Report (HYR)

A report that is typically submitted to donor organizations together with a financial statement asking for the following round of funding installments, also known as a bi-annual report. The agreement/contract between the donor agency and the implementing partner states the aim of the half-yearly report, which may change depending on the circumstances.

Annual Report (AR)

An annual report is a summary of the projects and operations of an organization for the previous year. It aids in evaluating the performance of the year and provides an organizational perspective for the upcoming years and its prospects. Every organization submits this report at the end of the fiscal year.

Project Completion Reports (PCRs)

Are consolidated reports that provide an account statement for every phase of a project, including any deviations from the original plan that may have occurred. This needs to be submitted right away following the project's completion term, which is often within two to three months. It is a format for organized and structured reporting that the implementing partner provides to the donor organization.

Project Evaluation Report (PER)

It is a periodic assessment report that shows how a project is progressing. According to the agreement between the donor organization and the implementing partner, the submission period may be at any time. Two levels can be used as the basis of evaluation:

- summative once the project has been completed.
- at the formative and intermediate stage.

Project Monitoring Report (PMR)

Every month, the stakeholders are updated on the project's status through the presentation of this ongoing report.

Program Report (Field Report)

This is a specific report that needs to be written and given to the relevant parties right away following events like meetings, workshops, training sessions, and seminars, among others. These reports ought to be distributed to the participants, supporting organizations, and resource people.

Budget Comparison Report (BCR)

This report compares the budget to the actual financial statement. This gives us a way to locate the ways of detecting and correcting deviations.

Financial Statements are reports: as Ngure (2022) mentioned that there are:

- The income statement, sometimes referred to as the profit and loss account, keeps track of all revenues and outlays throughout a given period, which might be a single month, an entire year, or quarterly.
- The balance sheet, which provides a thorough breakdown of all the organization's capital, liabilities, and assets at a certain period.
- The cash flow statement, which lists the total amount of money received and paid by the organization.

A great example from NGOs of Gaza Strip on reporting is Palestinian Organization for Non-Governmental Organization (PNGO) which includes 511 organizations in NGOs of Gaza Strip, it constantly shares reports from member organizations on its website about Palestinian economy, human rights, political violations, poverty status, agriculture, etc. you can also search for member organization's basic information on their website. The one thing that I encourage organizations to share is their annual report, as INGOs do as a requirement of governance and the right for accessible information. Another impressive example is MA'AN Development Center's website that has a lot of useful information and reports where they have a detailed Strategic Plan published on their website, not just general statements but a plan with goals, steps, indicators, and everything. (PNGO, 2022)

What is attractive to donors about it?

As a conclusion from my readings and experience, governance is a big part of NGOs work, and it is becoming increasingly important every day, part of it requires open access to information, so stakeholders can reach to different reports of the NGO when needed, most donors follow governance and it appears on their websites as they publish their annual report with financial statements, aid reports and strategy reports, amongst these donors are USAID, WFP, UNOCHA, UNRWA. When donors find NGOs they fund following their footsteps it will be an added value showing transparency and accountability.

2.1.3 Communication & Relationship Building:

Initiating new relationships, nurturing existing ones, building an ever-expanding network of committed resource partners, an ongoing activity, and this requires the dedication of board members, staff, volunteers, and exploring shared values and interests, consistent communication, strong connection to your cause and trust building in order to build lasting relationships. (HORIZONT3000, 2021) When we talk about resources as previously mentioned in the resource mobilization part we do not only talk about money or funds, we talk about skills, experiences, connections with community and so much more, that is why in this section, we will not be only focusing on donors but also studying different stakeholders an organization can have a relationship with and the different strategies it can perform to reach them and strengthen its operations and activities implementation to achieve organizational objectives.

In this section, I included Stakeholders Management Strategy, Communication Strategy, Public Relations and Media, Advocacy, Clusters, Partnership Strategy, Networking and Volunteering Strategy.

2.1.3.1 Stakeholders Management Strategy:

Definition of Stakeholders Management Strategy: Stakeholder management is a project management process that consists in managing the expectations and requirements of all the internal and external stakeholders that are involved with a project. (Project Manager, 2022)

Importance of stakeholder management:

- **Provide expertise**: some stakeholders have wealth of knowledge, project managers might not be experts that is why is important to have people providing expert advice.
- **Reduce risks**: the higher is stakeholders' involvement the lower the risks, during discussion about scope some might have concerns of meeting targets or needs, unveiling potential risks and discussing mitigation strategies will increase project success immensely.
- **Increase success probability**: involving stakeholders in project requirements, your organization will have "buy-in" from them, some needs might not be met that is why it is important to talk about conflicting needs and expectations early on which will strengthen the relationships and get us a Win-Win situation.
- **Get project acceptance**: engage and involve stakeholders on a regular basis from the start to ensure smooth process from start till finish. (Danda, 2020)

Challenges of Stakeholders management: by Kastner (2011)

- **Unclear stakeholders:** those who are not open or honest about their interests and expectations.
- **Unidentified stakeholders:** those who are not identified in stakeholders' identification phase which could affect progress once identified.
- **Unreasonable stakeholders:** those who are not thinking with logic or have bias.

Steps of Stakeholders Management:

According to Verzuh (2005) and (Project Manager, 2022) there are these following steps to stakeholders management:

1. **Stakeholder Identification**. Identify key individuals or groups and how they are affected by your projects?
2. **Stakeholder Prioritization:** who has a bigger influence and at which stage of the project?
3. **Stakeholders Mapping:** get to know your stakeholders, their expectations, desired deliverables, possible change requests, if they have any positive or negative feelings about the project.
4. **Stakeholder Response Development**. Determine what these people expect and create a strategy for working with them, through Influence and Interest Stakeholders Matrix presented in figure (2.1.3.1.1).
5. **Stakeholder Engagement**. Execute the plans to engage and involve at the appropriate level with each stakeholder throughout the project utilizing a communication plan.

Types of stakeholders: Based on Project Manager Website (2022) and Accounting Guide Website (2022), there are two types of stakeholders:

Internal/Primary Stakeholders: directly related to the organization and project management, they can be project managers, team members, board of directors.

External/Secondary Stakeholders: are not directly related to the organization but important to it and impacted by the project, they can be vendors, beneficiaries, donors, partners.

Stakeholders Map that helps the organization identify appropriate action towards a stakeholder based on their level of interest and influence, these actions could be one of the following:
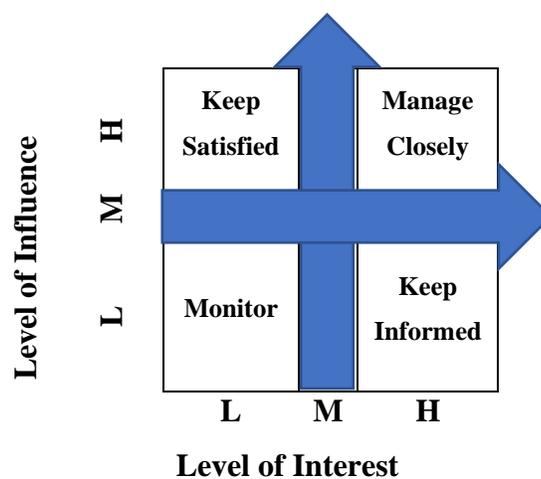
Figure (2.1.3.1.1): Stakeholders Matrix

Source: Prepared by researcher based on (Project Manager, 2022)

- **Manage Closely**: These are the stakeholders who have the highest influence and interest on the project. You want to share a regular status report and ask for feedback from them.
- **Keep Satisfied**: This group is influential but not as interested as other groups. They just need to be updated regularly; you should get feedback from them before making any final decisions.
- **Keep Informed**: These people could be the users of the project and have low influence but are highly interested. They should be updated throughout the project, but not at the same level of frequency as the above groups.
- **Monitor**: There is less interest and influence in this group but keep an eye on them and make sure they are updated on major changes.
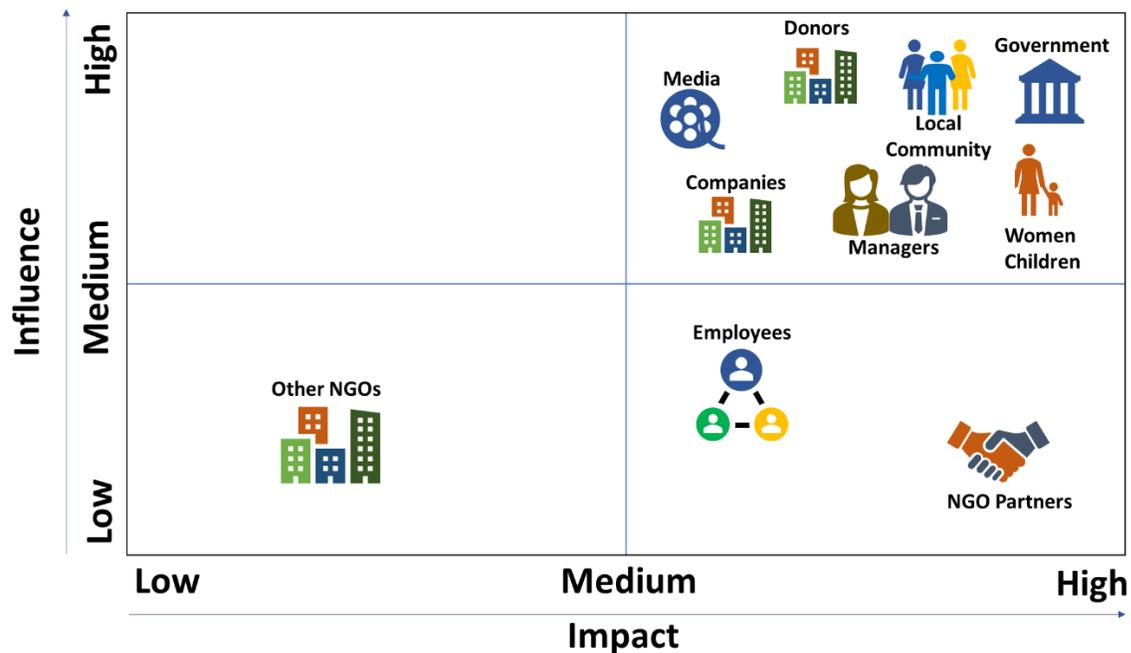
Figure (2.1.3.1.2): Organizational Stakeholders Map

Source: Prepared by researcher based on (UNICEF, 2017)

Figure (2.1.3.1.2) explains where organizations can categorize different stakeholders to decide on appropriate actions towards each, this categorization can change based on organizational categorization, for example if the organization works on emergency response, NGOs partners and vendors/companies will be in the high influence, high impact (Manage Closely) box, Media

might be in low influence, low impact (Monitor) box, other organizations might add in different stakeholders e.g., volunteers, vendors, service providers, consultants, etc.

There is a close matrix to the stakeholders' map which is more detailed and is commonly used called RASCI. (Cuofano, 2022)

RASCI is an acronym, each letter represents as an appropriate communication method, we will now give an example of how to use it in your work:

Responsible: Who are the stakeholders doing the work to complete a task? Responsible stakeholders are the creators of deliverables and have decision-making power.

Accountable: This person oversees the task to ensure it is carried out correctly. They are ultimately accountable for any work performed.

Supportive: Who can support the implementation of a task, service or process?

Consulted: Describing stakeholders who give valuable input while the work is in progress. They are actively engaged in the project.

Informed: Informed stakeholders are those who have no direct involvement in the project but require regular updates.

Table (2.1.3.1): RASCI Matrix

Activity	Programme Team	Project Manager	Office Manager	Finance	Procurement	Donor
Give training sessions to project participants	Responsible	Accountable	Consulted	Supportive	Supportive	Informed

Source: Prepared by researcher

As you can see from Table (2.1.3.1), we have identified who is doing what for an activity, it is advised that each department and project design their own RASCI matrix, by filling in their required tasks and identifying roles as in the table above, it is a part of internal control map and

acts as guidance for the department to enable them complete each activity as agreed without missing any step.

Role of stakeholders management in sustainability:

Viewing stakeholder management through a sustainability lens is essential for businesses to unlock the value provided by developing stakeholder trust. Stakeholder relations also strengthens an organization's ability to anticipate risks and avoid crises. Even in cases where a crisis is unavoidable, having positive stakeholder relations helps the organization bounce back faster, for instance after a downward spiral in financial performance. There are many examples of organizations that implement stakeholder relations strategies and numerous guidelines to assist them in realizing the benefits. (Anderson, 2020)

2.1.3.2 Communication Strategy

Definition of Communication Strategy: is a strategy for reaching out to your intended audience. It covers who you're speaking with, why you're speaking with them, how and when you'll speak with them, what type the content should take in communication, and what platforms you should use to share it. (Tariq, 2021)

Communication strategy must be based on techniques and approaches that will help NGOs access a wide variety of audiences through suitable appeals and communication channels. Transactional link between the source, or the NGOs, and the target audience must be established by describing how communication of NGOs is targeted to different stakeholders. NGOs' communication strategies must accommodate different stakeholders, including donors, beneficiaries, governments, and so forth, to achieve the NGOs' organizational goals. With each target group, NGOs must ensure that messages are delivered in accordance with organizational objectives. (Duong, 2017)

Importance of communication strategy:

Increases focus, motivation, productivity, and attention to detail in leadership, improves employee engagement and ability to achieve tasks correctly, keeps everyone on track, create a flow of information which helps managers effectively manage their teams and provide updates, drives successful change management and digital transformation projects, facilitates knowledge sharing. Aligns team members with strategic goals, gives managers a chance to review

performance goals and address issues regularly, keeps employees engaged and motivated to work as well as enhance their skills to face challenges, it also helps employees understand their roles and responsibilities and helps organization reach targeted audience effectively and deliver needed message. (Mwai & Wendo, 2022) and (Koptelova, 2022)

Challenges of communication:

Local voices are frequently excluded from discussions and decision-making because they do not have the necessary access, money, or knowledge to position themselves effectively. How can local voices be heard when there are so many conflicting interests? (Mwai & Wendo, 2022)

Steps: According to Koptelova (2022), here are some steps to create a communication strategy:

1- Understand your audience, tailor the message you want to deliver accordingly.
2- Make communication relevant to everyone, share information to the right people at the right time with the right message, so audience do not miss out on critical information.
3- Make information easily accessible while avoiding information overload, which makes everyone's job easier and faster unless details are needed and requested for certain reports.
4- Ask for frequent feedback, ask employees to speak up and provide feedback in meetings, surveys to express opinions, concerns and recommendations for improvement, act on feedback to encourage future engagements and trust building.
5- Be data driven, tie organization's communication strategy objectives of employee engagement, experience, productivity improvement and reduction of turnover with Key Performance Indicators you are trying to achieve.

    Challenges can be utilized and turned into innovation and success for example, many NGOs used work from home approach during COVID-19 which enforced them to have a strong online communication systems and procedures, using communication trees, daily check-in meetings between teams and supervisors, shared drive to work collaboratively on files, this protocol and preparation helped organizations to operate during war times.

Types of communication strategies: As Koptelova (2022), described that there are two main types of communication:
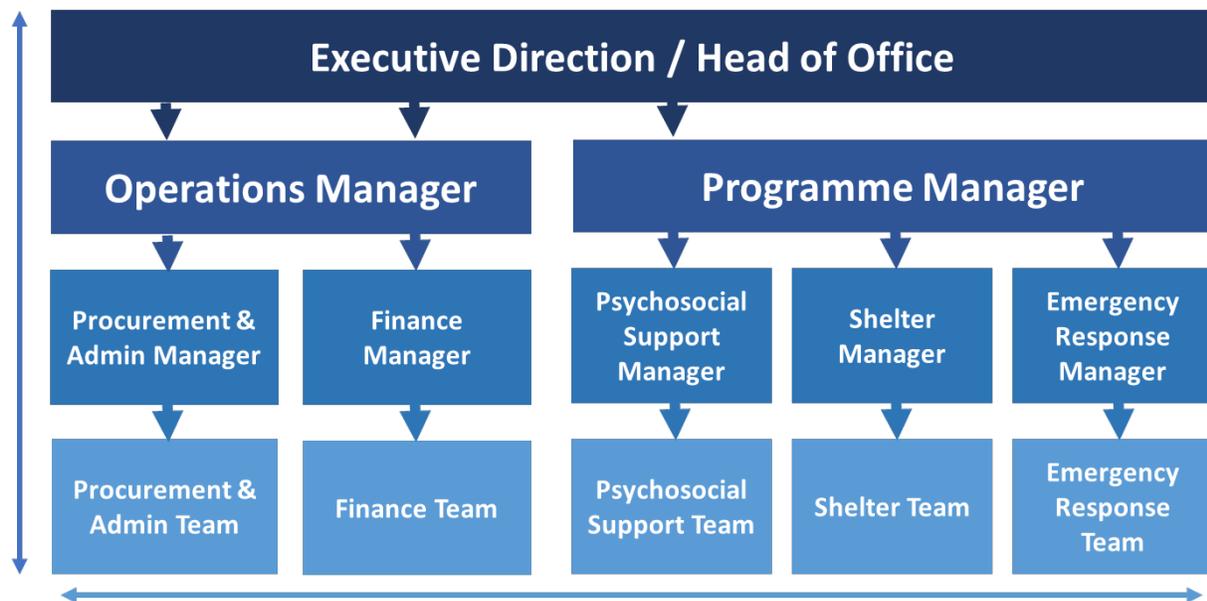
Figure (2.1.3.2): Structure of an organization and communication channels

Source: Prepared by researcher

Figure (2.1.3.2) explains internal communication channels through demonstrating an NGO structure as an example and interactions represented by arrows.

Internal Communication: information and ideas exchanges within the organization itself via personal contact, telephone, email or chat.

- **Vertical Communication:** between employees on different hierarchical positions.
- **Downward Communication:** from managers/leaders to employees.
- **Upward Communication:** from employees to managers/leaders.
- **Horizontal Communication:** between individual across departments on the same hierarchical positions.

External communication: information and ideas exchanges between the organization and outside, to inform audience on an important message about the work and quality of the organization.

Role of communication strategy in sustainability:

In order to establish a shared understanding of societal sustainability ideals and to identify specific objectives that must be met, communication becomes crucial. Any approach aimed at promoting sustainability must prioritize communication. Implementing improvements to make an organization more sustainable would be challenging when there is a lack of internal communication inside the firm. There is a growing tendency toward sustainability on a global scale since sustainability initiatives also require external communication with donors, partners, and the community. The first step in establishing legitimacy for sustainable development is societal discourse. Social communication-related challenges must be overcome because sustainability is a highly complicated problem. High degrees of complexity and uncertainty are frequently present in sustainability-related issues; hence communication is essential for getting information across the agents. (Genç, 2017)

2.1.3.3 Public Relations & Media:

Definition of Public Relations & Media: It is a part of communication strategies which is designed to maintain communication between two ends, the first one is the organization's platform and the second one is the audience. If anyone in the organization needs to send out an important message, they should contact a PR specialist to draft a copy of the message reflecting a positive image, decide on the type of information to be shared with stakeholders, the right time of releasing it, mode of sharing (social media page, press releases, etc.). (Harshalsk, 2010)

To accomplish their objectives, non-governmental groups need strong relationships with the general population. To raise funding, foundations and charities undertake sophisticated PR efforts and engage in standard government lobbying. Due to their capacity to have an impact on social and political outcomes, interest groups may be of political significance. NGOs occasionally attempt to obtain public support. Therefore, PR specialists employ a variety of tactics to fundraise and raise awareness of the goals of the organization. (Harshalsk, 2010)

It is all about reputation of the organization, creating mutual understanding between the organization and its audience, promoting its vision and planning to gain public interest.

Importance of PR & Media:

Maintains better relationship with the community, builds trust and enhances the reputation of the organization, provides newsworthy content of interest to different stakeholders, it also ensures visibility of its projects and services funded by different donors, creates awareness on different issues facing communities and ensures transparency which plays a role in attracting more funding and volunteers. (Khan, 2017)

Challenges of PR & Media:

Providing value and measuring impact, educating the executive team about social media and communication, cutting through the clutter, by making relevant genuine content that audience can relate to, building into a strong image for the organization which helps adding a competitive advantage and balancing priorities among diverse stakeholders. (Strong, 2020)

Steps for successful PR strategy:

According to Clawson, (2019) there are seven steps to create a successful PR strategy for your organization:

1- Make a project timeline.
2- Create goals that align with organizational strategy.
3- Identify target audience.
4- Think about competition.
5- Write key messages.
6- Set and implement tactics.
7- Measure results.

Example on Successful PR & Media Campaign:

Use strategy to drive success, to stay on track with the organization's long term plan, vision, mission and values, identify and train spokesperson, could be a distinctive, outspoken staff member who is great with storytelling and having a capturing presence, or organization can hire influencers, public figures, and celebrities to deliver needed messages to audience, like AboFolah who is one of the biggest Arab gaming content creator with the fastest growing Youtube channel in the world partnered with UNHCR to help refugees during winter, where he

went on a live steam on his channel reaching 1,000,000 USD to provide 5,715 families (more than 17,000 people) with urgent winter aid to secure shelter, water, food and clothing, fuel for heating and medicine as well. (UNHCR, 2016)

Use social media to engage, which has a democratized communication pattern allowing organization to reach wide range of people and allow public and live interaction with the audience, establish and express a clear path for sustainability so that everyone in your organization can speak freely and passionately about what you're doing, be open and honest about your intentions and don't allow PR to conceal your company's goals with half-truths about the public benefit. Surprisingly, vulnerability attracts skeptical citizens and sustainable stakeholders. (Last, 2013)

PR practices have been substantially changed by social media. The rapidness, timeliness, and interaction of social media are huge advantages for the PR industry. Social media usage and participation by PR professionals lets them quickly build ties with the public by keeping up with societal trends. They are competent to participate in the company's decision-making process and to contribute to the improvement of the strategies since they can understand the public. (Cheng, 2019)

Types of PR & Media Strategies:

As Top Agency (2022) mentioned these 7 types of PR strategies:

1- Media Relations, contacting journalists, bloggers, broadcaster and platform to build a strong relationship with stakeholders

2- Community Relations, without having strong relations with the local communities, activities and projects can be affected negatively, community is the end goal of any project, if the organization fails to respond to its needs, it fails as an organization.

3- Crisis Communication, if the organization gets into a risky situation with its reputation for example, PR specialists will find a way to fix the image of the organization.

4- Public Affairs: keeping a healthy relationship between the organization and the government and politicians will make the job much easier, as they are the ones to set up the rules in the country, NGOs exist as a medium to fill in the gap between governments and the public.

5- Social Media Communication: social media is a big part of everyone's life nowadays, if you want to get a message out, social media is the platform to use, and there is a variety of channels to use, linkedIn, Facebook, Twitter, Instagram & TikTok, these can be used to promote organization's reputation which is a base to all fundings.

6- Internal Employee Communications, keeping good internal communications in the organization will affect the image an organization reflects externally.

7- Strategic Communications PR, this is where different PR processes come together in one place to send coordinated messages on behalf of the organization.

Role of PR & Media in sustainability:

At the World Economic Forum in Davos in 2013, sustainability was a major topic, and discussions centered on how to address problems like food security and global warming, which require convincing groups of people with very different interests to cooperate for the greater good but what role can PR professionals play in bringing about actual action and change rather than being perceived as greenwashers and cover-up artists as sustainability and transparency take up more and more room in the political and business consciousness? Public relations is more than just reputation management or cultivating favor for prior charitable acts. In order to advance sustainability, it is necessary to persuade multinational corporations to alter their methods of production and supply, consumers to choose products that do more good than harm, and policymakers to implement regulations that promote sustainable development. These are difficult tasks, which are made more difficult by the reality that the institutions that can make the most difference in these fields - governments, multinational corporations, and the UN - frequently take their time to take action. (Last, 2013)

What is attractive about PR & Media to donors?

Having a working PR & Media strategy and platform will get your organization known by posting messages and videos of its mission and programmes, it will increase the reach and engagement, which can get your organization more volunteers, it will build up its reputation and it is a living proof to donors on how you interact with communities and how you impact them. (The fundraising Authority, 2022) and (Tabas, 2021)

2.1.3.4 Advocacy

Definition of Advocacy: is the active support of a cause or concept through methods and strategies to influence the decisions and opinions of individuals and organizations. (Buckley, 2018)

Advocacy is the effort to develop or alter laws, rules, allocations of resources, and other decisions that have an impact on people's lives and ensure that such decisions result in implementation. Such advocacy is typically aimed at decision-makers, including public servants, legislators, and other members of the political establishment. Changes in policy are rarely instantaneous and are frequently correlated with broader shifts in the political landscape. Effective advocacy requires both long-term and short-term planning, knowledge of the barriers to success and how to overcome them, preparedness to establish alliances, and flexibility to take advantage of windows of opportunity. (Young & Quinn, 2012)

Role of NGOs in advocacy:

Signing letters and petitions, building international coalitions, informing the public opinion on the problem, convincing famous persons to support activities, preparing and organizing public events and protests, turning goals into actions. (Ashifa, 2020)

Importance of Advocacy Strategies:

Gives voice and strength to the people, protects human rights, influences laws and policies, enables people to better understand each other, promotes problem solving and participation. It also raises awareness and educates communities, fosters respect for a cause and helps NGOs thrive. (higa, 2022)

Challenges of Advocacy:

Advocacy comes with certain risks related to security, reputation, relationships, and expectations. (Care, 2022). Lack of dedicated resources and funding constraints, relationship building takes time to build trust with policy makers and influencers, legitimacy, representativeness, inclusion, and credibility, enhances capacity of those who seek to engage in advocacy to understand its complexity and the process of policy and decision making, self-reflection on issues related to competition for resources, lack of effectiveness, innovations,

creativity, staff turnover and salary inflation, positivity, persistence and monitoring change by setting realistic expectations, working on achieving it, measuring success to motivate working on next steps, collaboration and strategic alliances. (The Advocacy Initiative, 2014)

Examples on Advocacy from Palestine:

An example of advocacy strategies success is when vaccine was denied by Israeli government to be provided to Palestinians, civil society NGOs started an advocacy campaign towards this denial of basic rights and injustice, among those organizations are Al Mezan Center for Human Rights in Gaza and Women's Center for Legal Aid and Counselling in Ramallah, "The UN Committee on the Exercise of the Inalienable Rights of the Palestinian People held a virtual conversation on "**The COVID-19 pandemic under occupation – national resilience and international support**" (UN, 2020)

This was one of the efforts among hundreds of others done by other civil society NGOs communicating with journalists, high profile personnel and decision makers in the world to call off this injustice and the campaign was successful as Gaza Strip received the first batch of vaccine in February 2021 (The NGOs of Gaza Strip Chronicle, 2021)

Another example on advocacy in Palestine, on the morning of 18 August 2022, the Israeli Occupying Forces (IOF), raided 7 well known NGOs working in human rights by a military order that outlawed these organizations and categorized them as terrorists for defending Palestinians human rights, over 200 organizations demanded international community to stand against raids and closure of these organizations and signed a petition against it, in that spirit the international community who testified on the important existence of these organizations stood in solidarity with civil society NGOs in Palestine. (Funders 4 Palestine, 2022)

Steps to build advocacy strategy:

Buckely (2018) recognized the following steps to build advocacy strategy:

1- Preliminary Steps:
   1.1 Identify problems and policy issues.
   1.2 Define advocacy goal.
   1.3 Consult and build relationships.
   1.4 Establish credibility as an advocate.

2- Analyze policy environment:

2.1 Identify relevant policies, laws and regulations.

2.2 Map relations of power and decision making.

2.3 Consider the options for policy change.

3- Develop the strategy:

3.1 Focus on the goal and objectives.

3.2 Identify target audiences.

3.3 Identify allies and opponents.

3.4 Select the advocacy approach.

3.5 Identify key messages.

4- Frame the plan:

4.1 Prepare an action plan.

4.2 Budget and identify resources.

4.3 Risk Assessment.

5- Implementation:

2.1 Get the message across.

2.2 Use the media.

2.3 Build partnerships and coalitions.

2.4 Employ tactics and negotiation.

2.5 Monitor and evaluation.

Types of Advocacy:

In general, advocacy encompasses a range of strategies that may be public or private, collective or individual, cooperative or combative, or a combination of all of these. The strategies and techniques used by advocates are various and include public remarks, media outreach, private meetings, grassroots mobilization, lobbying of policymakers, networking, and coalition-building.

Public statements and published policy documents may be part of public advocacy. Sharing specific information in a private manner with decision-makers and supporting local coalitions are strategies for private lobbying, particularly in situations when risky public activities may be involved. (Care, 2022)

Role of advocacy in sustainability:

Based on my readings I can conclude that advocacy reforms policies, attitudes, builds capacities of the people and provides them with the tools to be strong humans with heard voices, raises awareness on important issues like poverty, climate change, human rights and other environmental, social, political and economic issues, which is the core of sustainability, advocacy uses sustainable tools, like social media, volunteers building a wide base of resources and gathering a variety of audiences from young people who could be future leaders to older people who have higher influence on communities.

What is attractive to donors about advocacy?

Reading about advocacy, donors and NGOs work together in the humanitarian field, they have the same goals towards better humanity and lives, when donors see the great and effective advocacy work your organization is doing, their heads will turn towards you, you can present that through success stories of your work. During advocacy campaigns and the social media coverage for the stories, donors could hear about your work and would be encouraged to fund you, so make sure that you get the right message at the right time through the right channels, they are always watching and looking for the best to work with.

2.1.3.5 Clusters

Definition of Clusters: typically, clusters are described as collections or groups of objects having comparable or dissimilar properties. A cluster is a group or collection of things. (Kirvan, 2022)

Benefits of joining a cluster:

Increasing resource availability, utilizing resources strategically, improving performance, increasing scalability, learning new skills (Arukah Network, 2020), creating new partnerships, increasing transparency and accountability (Humanitarian Response, 2020), enhancing predictability, engagement with national and local authorities, inclusion of affected communities, more effective advocacy, joint strategic and operational planning. (Mircro Strategy, 2021)

Challenges of clusters:

It may be particularly challenging to work with some non-governmental environmental organizations because of their resistance to growth, lack of communication, and unwillingness to engage in dialogue about controversial problems. (Slavova-Georgieva & Bankova, 2017)

Role of clusters in sustainability:

Collaboration between cluster members and positive regional ties promote information access, knowledge sharing, the building of shared infrastructure, the accessibility of resources. The operations of the clusters are significantly influenced by educational institutions, non-governmental organizations, and civil society, all of which may encourage organizational ethical practices. Additionally, clusters offer excellent opportunity for NGOs working to assist sustainable development to become involved. (UNDP et al., 2016). Clusters are formed to encourage collaboration, partnership and joint efforts of different NGOs and stakeholders to implement activities aimed directed by Sustainable Development Goals (SDGs) related to each cluster, for example food cluster aims at SDG2 Zero Hunger. (Food Cluster, 2020) & (Slavova-Georgieva & Bankova, 2017)

Clusters in Gaza Strip:

A crucial component of humanitarian assistance is the use of thematic coordinating groups. They help the Humanitarian Country Team's (HCT) formulation of strategic objectives and other policy recommendations by contributing critical information from needs assessments and monitoring to the HCT analysis. Thematic groups are the forum for coordination of every aspect of response formulation, including assessments, data management, strategic planning, setting technical standards, monitoring, and reporting on the effectiveness of the response, and contingency planning. Thematic groups bring together all stakeholders working within a defined area of expertise, including local authorities, non-governmental organizations, and UN agencies. Additionally, they actively advocate for humanitarian causes. (OCHA, 2022)
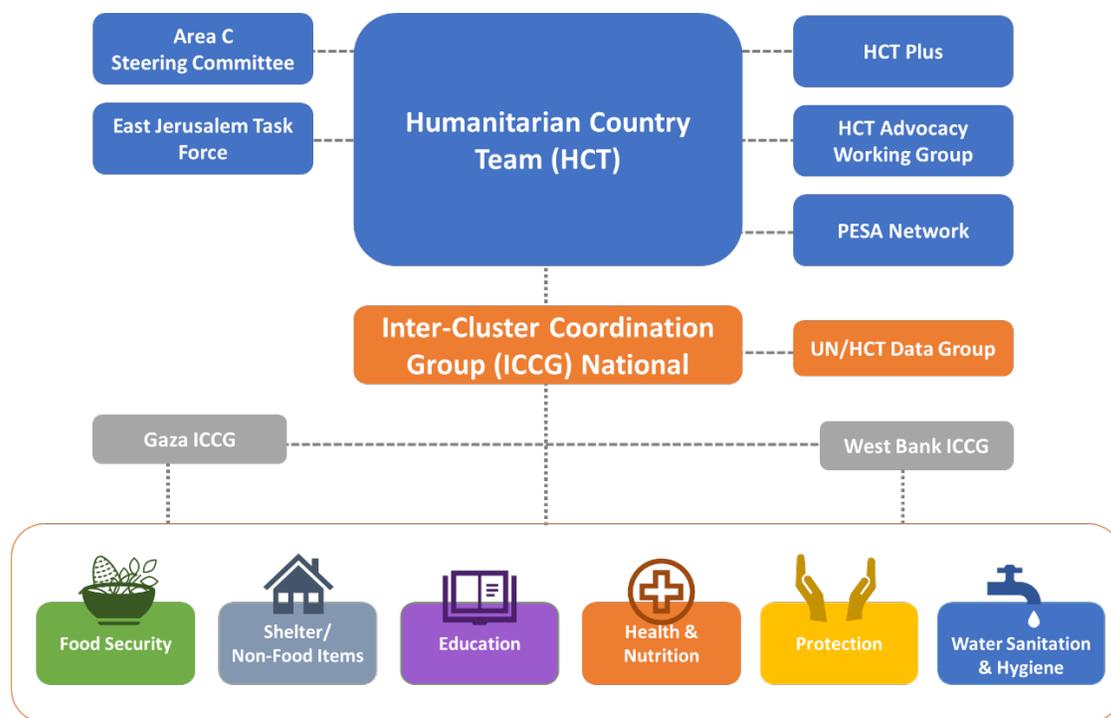
Figure (2.1.3.5): Coordination Structure

Source: Prepared by researcher based on (OCHA, 2018)

What is attractive to donors about clusters?

Organizations must constantly innovate and enhance their operations because of the intense competition in the cluster. Higher production and efficiency result from this, which may raise living standards and lower prices while also reducing negative environmental consequences. (Slavova-Georgieva & Bankova, 2017), communications with clusters result in more value for money which leads to better optimization of resources, building stronger grounds through better coordination and unification of efforts.

2.1.3.6 Partnership Strategy

Definition of Partnership Strategy: is a formal, comprehensive, and systematic reciprocal cooperation to clarify objectives, make decisions, and monitor progress toward objectives; it is a relationship between organizations to achieve shared goals, and it is a process in which all partners are willing to change fundamental practices in order to reduce duplication and waste of resources and facilitate improved performance. (Sarjana & Widokarti, 2020)

Partnership principles:

Studying partnership principles in these organizations; Catholic Relief Services (2016), Global Humanitarian Platform (2008) and Oxfam (2012), we can conclude the following principles:

1. **Share a vision** for addressing both the root causes of injustice and suffering as well as people's urgent needs.
2. **Make decisions** at a level that is as close to the impacted parties as possible.
3. **Strive for mutuality**, mindful of the skills, resources, knowledge, and capacities that each partner brings in a spirit of autonomy.
4. **Foster equitable partnership** by mutually agreed-upon rights and obligations will promote equitable relationships.
5. **Respect differences** and make a commitment to listening to one another out.
6. **Encourage transparency**.
7. **Engage with civil society** to reform unfair systems and structures.
8. Commit to a protracted **organizational development process** at the local level.
9. Identify, understand, and enhance **community capacities**, which are the main source of solutions to local issues.
10. **Promote sustainability** through strengthening partners' ability to recognize their vulnerabilities and build on their strengths.

Figure (2.1.3.6): 10 Partnership Principles

Source: prepared by researcher

Importance of partnership:

Partnership saves the organization costs of administrative matters where costs are split between the two organizations, strengthens program by expanding capacity, enhancing awareness of organization's brand, achieve organizational efficiency and effectiveness, where missions are accomplished quicker and more capable to reach goals successfully, improves services by having access to more resources and tools where services provided by the two organizations can be integrated and more comprehensive. Emphasizes effective leadership skills where Leaders of organizations join forces, gather their capabilities, knowledge and expertise cooperatively and learn from each other. (Nair, 2022)

Challenges of partnership:

Governance contradictions, horizontal accountability between partners, vertical to senior management in each partner and/or external donors, decisions made, and leaderships exercised and shared. Lack of sustainability, once project is over partnerships could be over as well, one of the other challenges is falling back to traditional approaches and lack of creativity and diversity, lack of engagement due to time limitations and poor communication which affects implementation. (Daw, 2021)

Steps for creating partnership:

Brown (2019), mentioned the following steps in her study:

1- Ensure alignment of core values.
2- Emphasize long-term shared purpose.
3- Identify complementary strengths.
4- Establish proactive, intentional communication.
5- Perform scheduled strategic planning.
6- Sign legal documents/agreement.

Examples of Partnership from Palestine:

Partnership are not exclusive relationships between NGOs themselves but can be with governments, NGO and profitable businesses like the partnership between Bank of Palestine, Welfare Association, Beitjala Municipality, ANERA and Mona Bassem Hishmeh Foundation to open a recreational park in Sidr area in the middle of Beitjala city, this was one of the 14 amusement parks established within a project called "Al-Bayyara". (Bank of Palestine, 2017)

Another example in Gaza Strip, there is a cooperation between Bank of Palestine and a number (BoP) of Palestinian NGOs -like A.M. Qattan Foundation and the Cultural German French Center- where BoP sponsored the First Educational Mobile Library Project, the library contained 1500 materials for children, it was launched in the Beach Club of the Gaza Municipality with the presence of BoP and NGOs representatives. Bank of Palestine allocates 5% of its annual profits for donations, sponsorships, and social responsibility. (Bank of Palestine, 2017)

Role of partnership in sustainability:

An economic downturn affects the NGOs financial sources and creates a lot of concern. According to theories on resource dependency and change management, organizations should look at their partnerships and make adjustments to have more control over the resources that support them. For NGOs to remain sustainable and improve the quality of the community's social service activities, strong financial management is a need. According to Arik et al. (2016), NGOs can form alliances and effectively manage financial resources to increase financial sustainability. NGOs leaders strategically utilize partnerships, use fundraising techniques, and make the most of diversification techniques to build a sustainable organization. (Brown, 2019)

2.1.3.7 Networking

Definition of Networking: is to interact with other groups or systems to exchange information, ideas, resources, and opportunities is what networking entails. The practice of enhancing communication between these groups through information centers that makes it easier for people with like interests to meet new people is known as networking facilitation. (The Encyclopedia of World Problems & Human Potential, 2016)

Some organizations hire people specifically for networking purposes to expand and build fruitful connections for their organizations. For non-profits, networking becomes even more important, because of closely linked roles of various stakeholders in the ecosystem, inter-dependence on one another, and dependence on the governments and donors to some extent. (Arora, 2022)

By coming up with ways to share libraries, data banks, electronic equipment, meeting spaces, events, training initiatives, legal analysis and drafting, document creation, and, in some circumstances, specialized human resources as well, NGOs can improve communication. Such collaborative efforts would improve outcomes in addition to lessening the rivalry for funding.

NGOs can be connected by such activities, allowing them the chance to learn about one another's interests, programs, and aims. (The Encyclopedia of World Problems & Human Potential, 2022)

Importance of Networking:

1- Networking offers NGOs a variety of current and important information, better access to various resources, supports NGO's activities by connecting with other sectors such as governmental organizations, helps NGOs with administrative, financial, and legal issues and enables them to create programs and projects that are more effective and creative. (Srinivas, 2021)

It is important in building civil society and places with strong alliances, distinct goals, a common understanding of development, and a crucial role for NGOs, transitioning from a position of service delivery and charity to one that is more effective in the process of social change, coordinating services to avoid duplication, increasing capacity through skills, capacity building and training and sharing information and experiences. (AbdelSamad, 2003)

Challenges of networking:

The weak role of governments not capable of fully assuming their duties to provide citizens with social and public services, which led to an increasing demand from NGOs on social services related to alleviating poverty, unemployment and other needs, NGOs must respond to needs of the public balancing their relationship with the government, local and foreign donors, safeguard their independence and promote cooperation at the same time and they must continuously train and empower staff and volunteers. (AbdelSamad, 2003)

Steps of creating a network:

Arora (2022) mentioned the following steps:

1- Take initiative.
2- Participate in events.
3- Create database of contacts.
4- Exchange information.
5- Show interest and remember the principle of reciprocity.
6- Online and offline networking.

Networks must identify and address the felt needs of members, have a clear understanding of what its mission is, recognizing that this mission may evolve over time to meet the members' needs, understand the principle of reciprocity: give more, get more. Members should participate

in defining the collective identity/action agenda. Effective networks should maximize and encourage the participation of its members and the members' shared learning, must have transparent governance that provides for joint-ownership summary of peer learning event, distributed/rotational leadership. Sustainability goals should be stated from the start. Consideration must be given to monitoring and evaluating the impact of the network (the impact both on members of the network and the community), have an open dialogue regarding the sustainability. (Liebler & Ferri, 2004)

Role of networking in sustainability:

Networking is considered to be an effective tool and coordinating mechanism. It draws attention to the shared characteristic and connection between the member NGOs and their respective missions. In order to improve the state's economic, social, and political performance, which affects their constituents and programs, NGOs network to establish a comprehensive development vision and strengthen their analytical methodologies. The foundation of networking's beliefs and values is the support and growth of NGOs within an environment of diversity, democracy, the rule of law, collaboration, sustainable development, and social justice, as well as the respect for members' privacy. (AbdelSamad, 2003)

Examples of Palestinian networks:
- Wesal-The Culture & Free Thought Association
- Palestinian Non-Governmental Organizations-PNGO
- UNICEF for Child Protection Network
- Women Protection Network
- Al Shabaka-The Palestinian Policy Network
- Palestinian Environmental NGOs Network
- Protection from Sexual Exploitation and Abuse (PSEA) Network

What makes networks attractive to donors?

Networks are perceived by donors as a useful vehicle for achieving greater efficiency and more direct accountability (Beryl Levinger, interview, August 20, 2004), as well as reducing the required bureaucratic correspondence with individual organizations (Elizabeth Burleigh of Pro Redes Salud, interview, July 15, 2004). Donors often benefit from the standardization of

administrative and financial processes as well as from monitoring and evaluation (Elizabeth Burleigh of Pro Redes Salud, interview, July 15, 2004). Networks increase transparency and equity and minimize opportunities for individuals to act in their own self-interest (Emmanuel Bombande of WANEP, interview, August 13, 2004). Networks also provide NGOs with opportunities for donor exposure because they attest to their credibility and potential for future partnership. (Liebler & Ferri, 2004).

2.1.3.8 Volunteering Strategy

Definition of Volunteering Strategy: is an organized volunteer action carried out inside a non-profit organization by persons who, out of altruism and solidarity, intervene in situations of violation, removal, or lack of rights or opportunities for obtaining a better quality of life, greater social cohesiveness, and greater justice through active organized citizenship. (instituto para la calidad de las ong, 2014)

Simply said, volunteer engagement is an organizational strategy that promotes staff and volunteer collaboration to provide meaningful volunteer opportunities that have a beneficial influence on both the organization and the community. In order to provide volunteers with the best volunteering experience possible, a volunteer engagement strategy should aim to match volunteers with opportunities that they are qualified for and interested in. (InitLive, 2020)

Importance of volunteering:

To the volunteer: meet new people, create connections, help support the community, learn new skills and have experience, do good with extra time, lead into a potential job offer. (Edu, 2021)

To the NGO: save costs and resources, have a base of supporters to help spread the word, offer innovative ideas, build stronger more aware civil society, can aid during crisis. (Robinson, 2016) and (Dictus, 2016)

Challenges of volunteering:

Getting people interested in volunteering for you is a challenge, in addition to aligning volunteer skill sets with roles and retaining volunteers once you have them. (Dictus, 2016)

Steps for creating volunteer management strategies:

Sivaraj (2022), suggested the below steps to start the volunteer management strategies:

1. Specify requirements, role, skills, time, what the organization offer and application method.
2. Find new volunteers, using recruitment websites, ads, posters, flyers, emails and social media.
3. Assess and train volunteers, allocate training resources for needs of volunteers based on assessment results.
4. Establish communication Channels, access to provide feedback and communicate with staff members.

Role of volunteering in sustainability:

Volunteers provide working hands and creative minds for less money, which is a challenge for most NGOs due to instability and a lack of funding. Volunteerism is an old yet and new strategy to development that relies on citizen engagement and is applicable to both poor and developed nations alike. A truly transformational agenda could be accomplished by enhancing volunteer engagement for the achievement of sustainable development goals and empowering volunteer groups to mobilize volunteers and provide volunteer opportunities. "At UN Volunteer, we stand ready — as part of the U.N. system and as a volunteer-sending organization ourselves — to work with member states and partners to upscale and integrate volunteering into national implementation strategies for sustainable development goal achievement, and to foster an overall enabling environment for volunteerism as an expression of civic engagement." (Dictus, 2015)

Example of volunteering from an NGO in Gaza Strip:

"The Excellence Center/Engage in NGOs of Gaza Strip founded in June 2011 by dedicated Palestinian community servants, The Center in NGOs of Gaza Strip was established in order to create a bridge between Palestinian students and their peers abroad. The Center has grown to become a pillar of the community, offering educational, cultural, social, and community services to a diverse group of international students, interns, and volunteers, as well as to its Palestinian students in Hebron. " (Engage In NGOs of Gaza Strip, 2022)

Section II: Dependent Variable: Sustainable Foreign Aid

Definition of Sustainability: in the non-profit sector it means having the ability to adequately address the needs of the community in a manner that sufficiently mitigates internal and external challenges. (Wright, 2015)

Although having adequate funds to cover an organization's operations is commonly associated with sustainability, it is truly a broader concept. Sustainability may be divided into three categories: institutional, financial, and programming. Each is critical to an organization's survival. These three areas of sustainability are defined below:

Programmatic sustainability. The organization provides services that meet the demands of its clients while anticipating future areas of need. Its success allows it to expand its stakeholders network.

Institutional sustainability. The organization has a solid, yet adaptable structure, as well as responsible and open governance methods. Its structure and solid governance enable it to adjust to changing objectives among its supporters and new responsibilities toward its clients, all while ensuring a healthy work environment for its employees.

Financial sustainability. The organization obtains funding from a variety of sources, allowing it to maintain existing projects and launch new initiatives. (Ioannou & Serafeim, 2019)

Importance of Sustainability: (Organization & Communities)

Environmental Protection: examining the use of environment resources and its effects, ensuring that negative effects are minimized, and positive behaviors are emphasized.

Social Development: wellbeing of the communities can be achieved by awareness and granting access to basic resources, if health, quality of life, education is provided within a sustainable environment.

Economic Development: is the key to sustainability, social development requires economic resources, to engage individuals, communities, and organizations in the process they need long-term incentives. (Permaculture Research Institute, 2016) and (Dittman, 2019)

Self-Reliance: Motivating and mobilizing people to be self-reliant and to participate in development activities become an important objective of the NGOs. It is the stress on local self-reliance, with the intent that benefits will be sustained by community self-help action beyond the period of NGO assistance (Korten 1990). Therefore, NGOs, through the strategy of self-reliance, can facilitate sustainable development of the community. (Nikkhah, 2010)

Sustainability is important to study you don't have to be in an environmental science major. Business majors must learn sustainability because it helps in providing attractiveness towards your organization and achieving Corporate Social Responsibility. Agriculture, nutrition, and public health students also must focus on sustainability to learn about feeding growing populations with nutritious and quality food. Education majors raise next generations with the knowledge of sustainability to lead change. Every major has a connection to sustainability. (Dittman, 2019)

Challenges of Sustainability: (Organization & Communities)

Organization:

Purchasing environmentally friendly alternatives to use in project implementation costs extra money, another challenges is compliance which should be intertwined in a company's culture, to reinforce its employees to commit and comply with sustainable behaviors and lastly lack of resources might be an obstacle towards sustainability, but installing sustainability in strategies and making changes one step at a time can overcome this issue. (Palombini, 2022)

Communities:

Based on The Scientific World (2019)

1- **Poverty:** poverty rate in NGOs of Gaza Strip in 2021 reached 30% and in Gaza Strip 45% according Al Marsad News Channel, the government is unable to solve this issue because of mostly political constraints of occupation, which increased the load and responsibility on NGOs. (Palestine Today, 2021)

2- **Conflict/War:** the increasingly complicated nature of the Palestinian-Israeli conflict makes the implementation of development projects difficult to achieve. This in turn leads donors to

allocate most of their aid to addressing urgent humanitarian needs and the PA's budget deficit (Shaban, 2022) instead of directing it towards development.

3- **Population Growth:** in Gaza Strip population is 756,100 in 2022, it is often called one of the most densely populated areas on earth. Gaza City itself is likely the 40th most densely populated urban area globally. While it may not be the most densely populated, it has a tiny geographical area of just 17 square miles. This means there are 42,600 people per square mile. (World Population Review, 2022)

4- **Environmental degradation:** Gaza Strip suffers from a set of challenges that prevents Gazans from having a clean environment, we can categorize based on the most pressing issues:

Water Pollution: one of the biggest issues is sewage water discharged into the sea due to political reasons like the Israeli blockade, limited ability to treat sewage water and lack of fuel supply, leaving pollution levels nearly four times higher than the international environmental health standard posing health risks for bathers and consumers of seafood (Waldoks, 2008) and (Oxfam, 2018), it is causing considerable damage to marine life (Zafar,2022), drinkable water is scarce and costly in Gaza Strip (B'Tselem, 2020) it is also polluted because of sewage water seeping into groundwater that is used to pump water into households (Palestinian Water Authority, 2018).

Soil Pollution: Raw and untreated wastewater is also a threat to soils and agricultural areas, and the excessive use of pesticides and chemical fertilizers (Conflict and Environment Observatory, 2020) Solid waste management in Gaza Strip is a matter of grave concern, with population of approximately 1.75 million, the daily solid waste generation across Gaza is more than 1300 tons which is characterized by per capita waste generation of 0.35 to 1.0 kg, scarcity of waste disposal sites coupled with huge increase in waste generation is leading to serious environmental and human health impacts on the population (Zafar,2022), years of bombardments and neglect have created cracks in landfills that leach decomposing plastic toxicants into the groundwater (Berger & Levine, 2019). It is also fair to say that the government should enact laws against those who litter the streets, costing them a lot of money to clean it up and endangering people's safety when it rains because littering prevents water from entering underground streams, leading to floods and damaging cars as well as obstructing people's ability to move.

Air Pollution: In Gaza, the issue of air pollution is attributed to the density of motor vehicles, estimated at 60,000, including a high number of old vehicles. Also, large quantities of harmful toxic gases produced by Israeli factories, especially from coal-fired power plants located in Ashdod and Ashkelon near the border with Gaza are carried to the Strip by the wind. shortage in electricity supply resulting from Gaza's inability to run its power plant full-time. It is estimated that there are about 100,000 of these generators in use and that they consume about 500,000 liters of fuel per day. (Abuzerr, 2020)

5- **Economic deterioration:** Over the past ten years, civil society organizations in Palestine have taken economic empowerment as a refuge to reduce unemployment and increasing poverty rates. They have launched several entrepreneurship, innovative programs and incubators, all of which aim to transfer marginalized groups from the circle of destitution to the circle of production. However, the impact achieved from these programs on poverty levels Unemployment does not reach the required level, although many of these programs were funded with the support of international institutions that adopt modern development methodologies, comprehensive analysis, and continuous assessments. Latest published statistics from Palestinian Central Bureau of Statistics (2017) indicated that the poverty rate in Palestine, based on monthly consumption patterns reached 29.2%; 13.9% in the West Bank and 53% in the Gaza Strip. This percentage is higher than in 2011 with rate 25.8%. Tomailah (2021) also added quoting Mawqedi (2021) that the issue is economic development projects do not follow up with project participants after assistance ends to support them, the grants are small and most of the money goes to workshops and meetings, or staff of NGOs are not properly equipped to implement the activities and achieve needed results. After reading this essay, I believe we are in a closed circle of which comes first, relief or development assistance; we can't have development aid without first having relief, and continuing with relief programmes has no beneficial long-term benefits on the community. We must break the pattern, activate M&E even after the project is completed to measure longer-term effects of activities, ask project participants what they truly require. Design projects based on their actual requirements; it is better to assist a small number of individuals with more money than a large number of people with less money; projects should be focused on quality rather than quantity. I have noticed a pattern, every time the political situation in Gaza is settled and

assistance money is directed toward development, a new crisis arises where assistance is redirected to relief, and we are back to square one.

6- **Social Situation: Human Development Index (HDI)** is a summary measure of average achievement in key dimensions of human development: a long and healthy life, being knowledgeable and have a decent standard of living. The HDI is the geometric mean of normalized indices for each of the three dimensions. In 2021 Palestine's HDI is 0.715 which is high ranking as 109th over the world. (UNDP, 2021)

In Gaza, the **healthcare** system has been struggling for many years and its capacity to ensure health and well-being of over 2 million Palestinians has been severely weakened. According to UNRWA, years of socioeconomic decline due to the ongoing blockade and conflict have left the health sector across the Gaza Strip lacking adequate infrastructure.

The state of **education** in Palestine is relatively good. The Palestinian population is a well-educated population with a low illiteracy rate and a low primary school dropout rate of 1.1%. Furthermore, 64.2% of the adult population has at least some secondary education. There are currently 3,074 schools in Palestine as compared to 2,856 in 2014. These schools provide for 1,309,165 students with 734,316 in the West Bank and 574,849 in Gaza (PCBS 2021). (Palestine Economic Policy Research Institute-MAS, 2021)

Definition of Foreign Aid: refers to the international movement of money, services, or goods from governments or international institutions for the benefit of the receiving country or its citizens. Foreign aid can be fiscal, military, or humanitarian and is considered one of the significant sources of foreign exchange. (CFI Team, 2022).

The Organization for Economic Cooperation and Development (OECD) defines foreign aid as government aid which is designed to promote the economic development and welfare of developing countries, including financial flows, technical assistance and commodities (OECD, 2017; Radelet, 2006).

Importance of Foreign Aid:

Saves lives, for people affected by crises, disasters, and conflicts around the world, develops countries receiving aid, educates children and builds up youth. it fights climate change, helps in building alliances, tackling global pandemics, lifting people out of poverty and feed the hungry. It strengthens human rights and lends expertise. (Williams, 2022) and (Lemke, 2017)

Challenges of Foreign Aid:

Foreign aid can create dependency as countries that receive large amounts of aid may fail to develop economically and become reliant on external assistance. Millions of dollars a year in aid is lost due to corruption, there is even some evidence that foreign aid increases corruption. It Fails to address underlying causes, addressing short-term problems but failing to make substantial long-term improvements. Lack of localization which is the process of moving the control of aid, directly to countries and communities it is designed to help. (Duncan, 2021)

Types of Foreign Aid: Foreign aid can involve a transfer of financial resources or commodities (e.g., food or military equipment) or technical advice and training. The resources can take the form of grants or concessional credits (e.g., export credits). The most common type of foreign aid is official development assistance (ODA), which is assistance given to promote development and to combat poverty. (Williams, 2022)

Another term that relates to my study is, "**Sustainable Funding**" as AbdelJawwad (2022) used in her study about NGOs as well, quoting International Monetary Fund (2022) who used the term "Sustainable Finance" defining it as follows; "consists in the incorporation of environmental, social, and governance (ESG) principles into business decisions, economic development, and investment strategies. Research has documented how sustainable finance can generate public good externalities (Principles for Responsible Investment 2017; Schoenmaker 2017; United Nations 2016) where actions on an extensive set of issues generate positive impacts on society.

What is meant by Sustainable Foreign Aid?

Foreign assistance in the form of an international transfer of capital from a country or international organization for the benefit of the recipient country or its population, which uses environmental, social, and governance (ESG) principles into business decisions, economic development, and investment strategies.

Sustainable foreign aid can be achieved by ensuring the continuation of receiving aid from donors whether from existing donors by building strong relationships with them or by attracting new ones with the power of fundraising, innovation, and governance. The other side of it is how foreign aid is spent on communities? Does it achieve sustainability to communities, economically, socially and environmentally?

How to achieve sustainability for organization through foreign aid?

In the process of resource mobilization process an important area to focus on that is usually overlooked is donor mapping, get to know your donor, know what to consider, alignment with your organization's priorities with donor priorities, ensures Business Development strategy in line with organization's mission and vision this will allow organization to allocate and maximize resources, that you are not pursuing opportunities that are out of your scope or donors that are not interested in the areas you serve and find donor contacts in your country to have introductory meetings with, when is the right time to approach your donor is to answer, what are donors priorities? What the situation requires? What is your organization going to offer?

After engaging with your donors, to begin with the end in mind, know what information you want your donor to walk away with? You want your organization to be best known in a certain field for example, know your audience, you are not just meeting with the donor, these are people who you should have an idea about the people you meet with, to build relationships, appreciate their time and keep follow up. (Riddle et al, 2022)

We need to know donor journey an NGO goes through, it is not a complicated relationship if the organization knows what to do.

Figure (II.1): Donor Journey

Source: Prepared by researcher based on (Ellis & Awad, UN, 2020)

Figure (II.1) explains the donor journey from start to finish, following is a detailed explanation for each phase:

Cultivation: it works in two ways: you learn about donors and they learn about you for mutual benefit. Find ways to raise awareness of your work, impact ambitions, greet them at events and conferences, discuss priorities, invite ideas. Build a friendly interest rapport, do not ask them for anything at this stage. Build your knowledge of prospect's interests and passions, ask open ended questions and get to know them. Always finish every engagement with a friendly "next step" follow up call or coffee.

Solicitation: timing is important, a relationship should be built over several months and touch points before you ask them anything. An "ask" should be framed as a mutual exploration of opportunities; listen, take feedback and co-create a proposal. There is no such thing as a "Rejection" only delays to allow for more cultivation and exploration.

Acknowledgement: say thank you; donors are prospects for future funding, they should not be ignored and should feel special. If appropriate this can be done publicly or privately, make use of digital for low-cost ways of engaging and boosting your partnership.

Stewardship: benefits planned for donors should be fulfilled promptly and to a high quality. Check-in for feedback, and keep them aware of changes. Each donor should have a personalized engagement plan and diarized regular engagement. If appropriate, involve them in strategy discussions.

How to achieve sustainability for communities through foreign aid? (Programmatic Sustainability)

It can be achieved through involving the community at various stages of the project to give them a sense of ownership, this will also build their skills and knowledge where they can transfer and replicate to others. Focus on community awareness about the power and benefits of advocacy, involving local government and departments ensures improved access which will support sustainability even after project ends. (Funds for NGOs, 2022)

How to achieve institutional and organizational sustainability?

Exploring new opportunities which might change your priorities and be more adaptive to changes, develop new partnerships which will increase stability and advancement towards organizational goals and mission, strengthen existing relations with donors, beneficiaries, and other stakeholders. Having strong communication strategy will help showcase your project results to larger audiences increasing outreach. Volunteer engagement is an important strategy for NGOs to use to sustain projects as they save salaries costs which NGOs need for activities, and they gain experience and knowledge which they can multiply to the organization and the communities they are in as well. (Funds for NGOs, 2022)

How to achieve financial sustainability?

Diversifying donors to get a wider base of funds. (Funds for NGOs, 2022) Be creative with your projects, up to date to add competitive advantage, enhance transparency, good governance which will help build your reputation, in NGOs reputation is everything and it does not come easily, it is built through the years with hard work, planning and with the support of talented and committed employees to implement activities and reflect on it periodically, this will attract donors to fund your organization.

Some NGOs offer small fees for services, for example some might use the talents and knowledge their staff or board of directors have, to charge for trainings to other outside the organization, some charge for educational assistance to students to cover basic needs of utilities and supplies and not to generate profit.

This leads us to the term sustainable communities, according to World Bank (2021), key dimensions of sustainable communities are:

1- Environmentally sustainable in terms of cleanliness and efficiency.
2- Resilient and well prepared to social, economic and natural shocks.
3- Inclusive, including the marginalized and vulnerable into their markets, services and development.
4- Competitive, stay productive and generate jobs for community members.

As for [Institute for Sustainable Communities (2018)](#) it set the following elements:

1- **Leadership, civic engagement, and responsibility**: which is explained by having equal opportunities for all to engage in decisions affecting their lives, having access to public information and benefiting from a viable non-governmental sector, building a diverse culture based on respect, enjoy political stability and while achieving all of that do not compromise the sustainability of others.

2- **Ecological integrity:** means satisfying basic human needs for clean air, water and food, protect and develop local and regional ecosystems and biological diversity, conserve environmental resources that are nonrenewable, utilize prevention strategies and technology to decrease pollution emissions and use renewable resources.

3- **Economy security:** have a diverse financially viable economic base, reinvest resources in local economy, maximize local ownership of businesses, provide employment opportunities for all citizens and job training and education to help workforce adjust to future needs.

4- **Social well-being:** have a reliable food supply which optimizes local production, access to adequate health services, safe housing, high quality education for all, maintain safety from crime and aggression, foster community spirit to reinforce belonging and self-worth, tap into creativity through arts, provide a health work environment and adaptability to changes.

Foreign Aid in Palestine:

Foreign aid to the Palestinians came in all shapes and sizes, and for many different causes. These included lending, technical assistance, financial support, gifts to grassroots organizations, crisis relief, and development projects. Whatever the intentions or forms of assistance provided to Palestinians during the past 20 years, these efforts have had a significant impact on the political, social, and economic climate of the nation. Even if Palestine's socioeconomic situation has significantly improved, more foreign aid is still required to support the development of the institutions required to meet Palestinians' desires for their economy to be on the path to sustainable growth. [(Maran, 2022)](#). [Shaban, (2022)](#) argues in his article "Aid without Development" that since the establishment of the Palestinian Authority (PA), international aid has failed to achieve the Palestinians' aspiration of placing their economy on the path of economic growth. This failure is due to the deadlock in the Palestinian-Israeli peace process and to the recurrence of dramatic political and security developments. It is also caused by Israel's

policies and actions, which include its continued control over large parts of the occupied Palestinian. His concluding message was "In building a base of donors, the focus is less on resource mobilization, more on friend raising. The funds come as a by-product of the relationship, and not so much as an end in itself.". In PNGO's latest study, they recommended that humanitarian aid and relief projects should be linked with deliberate developmental plans to gradually transform from relief to development and improve living conditions. (Besaiso, 2022).
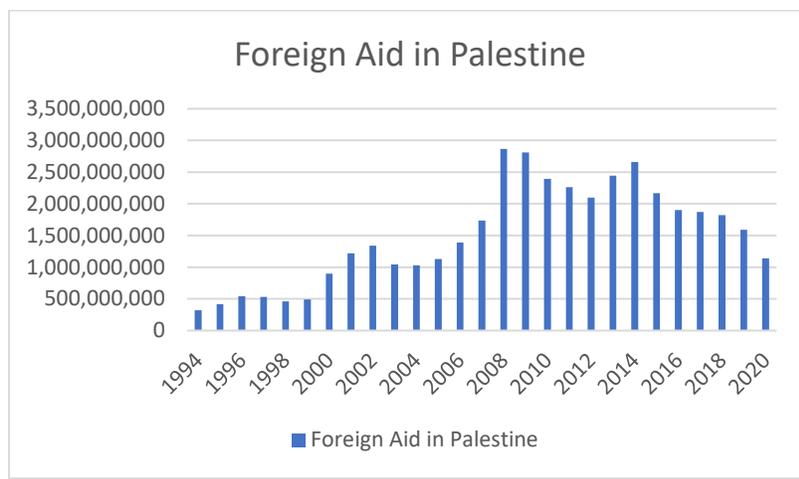
Figure (II.2): Foreign Aid in Palestine from 1994 till 2020

Source:(Palestine Economy Portal, 2022)

As we can see from figure (II.2), Palestine's foreign aid fluctuated from 1994 till 2020, there is stability trend from 1994 till 1999 but in 2000, the year of 2nd Palestinian Intifada we can see that the aid almost doubled, in 2008 and 2009 we have the highest Foreign Aid given to Palestine due to the conflict between IDF and Palestinian militants causing borders to close another reason for this peak is that more NGOs have applied to receive aid compared to previous years (UNOCHA, 2009), cutting of food, medicine, power and aid, it fluctuates to a decrease then jumps up again in 2014 because of the war that killed 2,251 Palestinians (UNOCHA, 2015)

Based on United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)'s Financial Tracking System report (2021), for Occupied Palestinian Territory the biggest five donors contributed over 10 million dollars each in 2021 are Government of United States of America in 1st place with $78,300,000, in 2nd place is the Government of Germany with $70,734,640, in 3rd place is the government of Japan with $37,389,037, 4th place is Occupied

Palestinian Territory Humanitarian Fund managed by OCHA with $23,551,557 and finally in 5th place is the Government of Norway with $11,376,350, according to The Palestinian Ministry of Interior (MoI) (2021) NGOs have spent $628,327,861 on assistance in Gaza Strip in 2021.

Paris Principles and Aid Effectiveness:

On in 2005 held by more than 100 countries and international agencies with specific commitments for donors and partner countries to improve aid effectiveness, stated the following:

1- **Ownership**: developing countries must lead their own development policies and strategies and manage their own development work on the ground. The target set in Paris was that 75% of developing countries would produce their own national development strategies by 2010.
2- **Alignment**: Donors must line up their aid firmly behind the priorities outlined in developing countries' national development strategies.
3- **Harmonization**: Donors must coordinate their development work better amongst themselves to avoid duplication and high transaction costs for poor countries. They agreed on a target of providing a two-thirds of all their aid via so-called "program-based approaches" by 2010.
4- **Managing for results**: All parties in the aid relationship must place more focus on the end result of aid and must develop better tools and systems to measure this impact.
5- **Mutual accountability**: Donor and developing countries must account more transparently to each other for their use of aid funds, and to their citizens and parliaments for the impact of their aid. (KPMG, 2011)

Sustainability Indicators:

These indicators are set by the M&E staff and written in the project proposal, for each output/project objective, there are indicators, used to measure progress and achievement during the project period, through information from the organization itself (Finance Department, Programme Team, Systems Reports, etc.) but other indicators might require collection of data through field visits to beneficiaries asking questions and filling monitoring checklist.

Table (II): Indicators for Project (A) Outcomes (1 & 2)

Number	Indicator	Explanation of indicator	Target at end of the project
1.1.1	% of supported (Target Group) meeting pre-set conditions of sustainability of their operations	**Pre-conditions:** • Business keeps mostly positive cash flow. (Essential) • No debts to repay. (Essential) • Customers are not hard to find. (Essential) • Easy access to materials/inputs. (Essential) • Products/services advertised properly. (Desirable)	150 Businesses meet preconditions out of 200 in the project 75%
1.1.2	% Households (HHs) gained additional, environmentally & economically sustainable sources of income	**Definition:** Income is higher than costs. Income does not deplete environmental resources Income generating activity causes no pollution of environment. Household has additional source of income e.g., crop production.	420 HHs out of 500 project HHs are detected to have gained additional environmentally & economically sustainable sources of income 84%
2.1.1	Number of supported schools meeting locally met minimum education standards (MES)	**MES:** Children's wellbeing & learning. Teacher performance. School engagement. Community engagement. School infrastructure	50 schools in Gaza Strip

Table (II) explains and example of indicators that are set at the start of a project, these indicators were taken from indikit which is a website that provides guidance on SMART (**S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**ime-Bound) indicators for relief and development projects,

divided by sector and you can use the search feature in it to look for needed indicators, it shows available indicators you can use for your project, indicator phrasing, purpose, methods of data collection and analysis, calculation method and other helpful tips.

Other sustainability impacts can be trainees that are kept in the targeted center or facility after project end, who will train others or know how to operate certain medical equipment.

Section III: Population of Study: Non-Governmental Organizations

Definition of NGOs: A non-governmental organization (NGO) is a group that functions independently of any government. It is usually non-profit. NGOs, sometimes called civil society organizations, are established on community, national, and international levels to serve a social or political goal such as a humanitarian cause or the protection of the environment. (Folger, 2022)

According to Palestinian National Authority Law No. 1 of 2000 Concerning Charitable Associations and Civil Society Organizations

Association or Organization is defined as any charitable association or civil society organization with independent juridical personality, established upon the agreement of no fewer than seven (7) persons to achieve legitimate objectives of public concern, without aiming at financial profit-making or other personal benefits for the members.

The reality of NGOs in Gaza Strip:

NGOs should have a complementary role besides the government to satisfy people's basic needs, but the government is unable to do that role because Palestine specifically Gaza Strip suffers from a unique set of complexities, the Israeli occupation, boarders closure and the Palestinian Political Division, this incapability of the government put a bigger load on NGOs with increasing needs of a growing population, it is a challenge.

MoI (2022) stated that there is 798 local NGOs operating in the Gaza strip covering various sectors with nearly half of them working in the field of relief.

Balousha (2013) stated that Amjad Shawa, the director of the Palestinian Non-Governmental Organizations Network (PNGO) in Gaza, said: "With the arrival of the Palestinian Authority (PA), civil action shifted to the defense of human and workers' rights, developing awareness of

women's issues, confronting internal violations, influencing the legislation of laws and promoting democracy through elections. However, with the Hamas takeover in Gaza, action initially focused on relief and mediating between the Gaza and the West Bank governments on issues such as electricity, health and education."

Since Hamas took over, a lot of NGOs' roles have been lost, they are unable to influence legislation of laws and promote democracy because there is no active legislative council or elections, NGOs cannot have the authority to hold the government accountable for its actions, they do so much for the people the government .should be helping as well, yet NGOs are faced with skepticism and accusations of betrayal and corruption, I agree that the government should monitor NGOs activities, and hold it accountable to ensure no fraudulent actions or misuse of funds are taking place, but at the same time NGOs should be able to do the same.

Balousha (2013) stated that the "NGOs operating in Gaza do not work according to one philosophy or common strategy in the distribution of projects and activities. They rely heavily on the availability of funding from international institutions to determine their annual plans." Which leads us to a term called "Localization" which means as the Humanitarian Academy for Development (2020) defined "decentralizing power, money and resources in humanitarian and development aid. It's about local actors influencing action and making decisions throughout – with international actors (including INGOs) stepping in only if and when necessary."

The historical relationship between NGOs and Palestinian Government:

The first Phase: The Palestinian National Authority's creation was followed immediately by the first phase. It was primarily marked by uncertainty regarding NGOs' place in the newly developing political framework and the emergence of new governmental institutions. In this regard, the government had conflicting opinions. On the one hand, it acknowledged the need for the services offered by NGOs to fill the gap that they were unable to cover. NGOs, on the other hand, were seen as competitors to the government's system of service delivery.

The Second Phase: Mutual acceptance characterized the second phase. It marked the start of dialogue between the government and NGOs. The NGOs began developing their own political language on civil society, democracy, and the rule of law as a matter of principle. The NGO movement had a significant shift in funding objectives during this phase from service delivery

to a program approach with a focus on gender, democracy, and human rights. Some of the NGOs' operations and strategy changed as a result.

The Third Phase: The emergence of collaboration between the PLC and the NGO sector in relation to the creation and approval of the Palestinian NGO law was a defining feature of the third phase. There was also professional collaboration between the relevant ministries and the NGOs.

The historical relationship between NGOs with NGOs:

Since the first NGOs in NGOs of Gaza Strip were established, the relationships between them have evolved throughout time. In terms of networking mechanisms, the founding of the Union of Charitable Societies in the West Bank and the Union of Charities in Gaza marked a new milestone. The Palestinian NGO Network (PNGO), which was an attempt to facilitate networking and coordination among member NGOs, was founded by some of the organizations as a result of political maturity, the realization of the sector's interests, and the fact that the NGO movement as a whole was a part of the larger framework of civil society. In the 1990s, three NGO networks in the Gaza Strip and one in the West Bank were each established. Institutions recently created a coalition of NGO organizations in the West Bank, and a position paper defining the anticipated cooperation was signed. The World Bank NGO Trust Fund, where members of several NGO groups have been active participants on the board of governors, permitted the first structured consultative process among NGOs, involving both West Bank and Gaza NGOs. Despite the numerous efforts to begin a process of sectoral cooperation among NGOs, there is obviously more work to be done in the area of cooperation. (Jarrar, 2005)

Importance of NGOs:

Non-Governmental Organizations are crucial for social development of communities, they provide social support that governments are unable or unwilling to provide, in addition to education and awareness to the public about their rights and duties, representing the voices of the poor. NGOs promote human-oriented development strategies, promote good, clean governance, emerged as a major force in driving the growing movement of corporate social responsibility and provide information to the public, provide critical humanitarian relief in war-torn and natural disaster-affected areas. NGOs support active involvement in modifying the

official programs to the community's needs, expressing public opinion, and taking into account the country's unique conditions, assist governments and donors in creating more successful development strategies by strengthening their institutions, raising the professional level of their staff, and training their employees to build strong management skills, rely on volunteers, their services are more affordable and superior, which boosts the productivity and efficiency of socioeconomic activities, aid in the social and political integration of groups and people into society by acting as facilitators of these processes. Non-governmental groups take part in promoting diversity, the reduction of ethnic conflicts, and interethnic communication in countries with high levels of ethnic diversity, support and partner with government programme in activating delivery system implementing rural development programmes. (Target Study, 2022), (Ciucescu, 2009) and (MBA Knowledge Base, 2022)

Challenges NGOs face:

Lack of funds and limited resource mobilization skills to generate sufficient funds for their projects, absence of Strategic Planning that might boost success in their activities and mission, the failure worsens in situations like COVID-19 pandemic, poor Governance and Networking. Limited technical and organizational capacity, development approaches of NGOs are not as flexible, sustainable and relevant to the community as they could be. (Max Impact, 2017) and (Funds for NGOs, 2022)

Types of NGOs:

Based on MBA Knowledge Base (2022) mentioned the following types:

1- Operational NGOs
2- Advocacy NGOs
3- Other Types:
    A- By Orientation:
        1- Charitable Orientation.
        2- Service Orientation.
        3- Participatory Orientation.
        4- Empowering Orientation.

B- By Level of Operation:

    1- Community-based Organization (CBOs).

    2- Citywide Organizations.

    3- National NGOs.

    4- International NGOs.

Role of NGOs in sustainability:

NGOs significantly contributed to the development of their communities, a process to which the authorities paid little attention. Throughout the 20th century, globalization increased the importance of NGOs in almost every country. Few problems could not be resolved within a single nation, therefore the main focus of international agreements and organizations like the World Trade Organization was on the interests of capitalist businesses. NGOs have evolved to highlight social and diplomatic issues, developmental aid, and sustainable growth in an effort to counterbalance the industrial tendency. (Teegen & Doh, 2004)

In the effort to achieve the Sustainable Development Goals (SDGs) 2030, NGOs are crucial. The development agenda and the 17 SDGs are intertwined processes, thus all interested parties must collaborate to target grassroots and ground zero efforts rather than keeping the agenda as a formal exercise on paper. A larger partner network of NGOs, neighborhood grassroots organizations, unincorporated businesses, and corporations is required to translate development resources and construct a sustainable future. When those at the bottom of the pyramid have access to sources of income, tools and institutional support for conducting business, equal education, better working conditions, and green technologies, issues like poverty, hunger, education, and sustainable development can be addressed. (Koshy, 2022)

The Sustainable Development Goals (SDGs) were the outcome of a protracted negotiating process between countries, with unprecedented participation from civil society. International NGOs for collaboration, the environment, and human rights that have a great deal of experience in international negotiations have been significantly involved in this process by putting forward targets and have therefore claimed ownership of the SDGs. This is significantly less the case for national NGOs, who had limited consultation and do not yet use the SDGs to support their initiatives. The transition from an open international negotiation process to a participatory

national implementation is crucial. The SDGs provide NGOs new possibilities to progress their ideas and projects, and NGOs need the SDGs. (Hege, 2017)
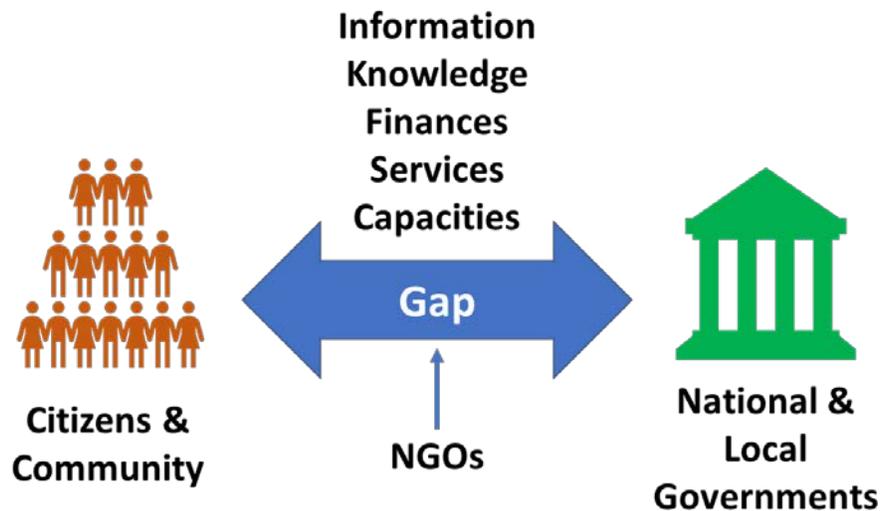
Figure (III): NGOs Bridge Between Community & Government

Source: Prepared by researcher

Figure (III) shows the role of NGOs in bridging the gap between national/local governments and citizens/communities whether it was through facilitating communication and information sharing, satisfying basic needs that governments fail to provide, building capacities to be more independent and improve civic engagement.

An example of an NGO in Palestine is Palestinian Non-Governmental Organization (PNGO):

In response to the Oslo Agreements, PNGO was established in September 1993 with the objective of improving coordination, consultation, and cooperation between member organizations working in various developmental fields. Due to the security restrictions imposed by Israel, which separated the West Bank (WB) and the Gaza Strip (GS) into separate territories, PNGO decided to continue its operations through its two major offices in the GS and WB. PNGO currently has 511 members in Palestine working in different sectors. (PNGO, 2022)

PNGO's Strategy published on its website:

Vision:

A leading civil society network that plays primary role in developing a civil society that is independent, free of occupation and sustainable where Palestinians enjoy democracy, tolerance, dignity, social justice, rule of law and respect of human rights

Mission:

PNGO is a coordination framework for the NGO sector in Palestine that has a developmental vision towards; empowering and protecting the autonomy of the CS, consolidating its role in the national struggle and democratization process, based on the principles of democracy, social justice, rule of law and respect for human rights through; lobbying public opinion, mainstreaming of society concerns into public policies, plans and programs, contributing to mobilizing civil society resources and consolidating coordination and networking.

Mission Statement

Empowering and protecting the autonomy of the Palestinian civil society, consolidating its role in the national struggle and democratization process based on the principles of democracy, social justice, rule of law, tolerance, and respect of human rights.

PNGO achieves its strategy through continuous follow up on activities implementation, holding meetings, workshops, trainings, and campaigns with member NGOs, discussing urgent matters of the Palestinian people, it publishes reports, research, studies, stories and achievements on its website, pushes NGOs to be more powerful and independent to be able to give a voice to the voiceless.

NGOs Sectors and Governorates:

Table (III): Local NGOs in Gaza Strip Distributed by Sector & Governorate

Sector	Governorate					Total NGOs	% NGOs
	North	Gaza	Middle	Khanyounis	Rafah		
Social	88	189	46	67	39	429	54%
Health	2	40	3	6	6	57	7%
Women	8	20	9	8	8	53	7%
Cultural	6	29	7	4	4	50	6%
Agricultural	4	11	5	13	5	38	5%
Disabled	5	13	8	2	5	33	4%
Youth & Sports	4	13	3	5	3	28	4%
Eduction	3	16	3	1	3	26	3%
Children	3	6	2	2	6	19	2%
Human Rights	0	10	0	1	2	13	2%
Religious	0	7	0	1	1	9	1%
Environmental	1	2	3	0	1	7	1%
Other	1	31	1	2	1	36	5%
Total NGOs	125	387	90	112	84	798	
% NGOs	16%	48%	11%	14%	11%	100%	

Source: Prepared by researcher based on (MOI, 2022)

As we can see from Table (III) that the social sector constitutes more than half of total local NGOs in Gaza Strip and Gaza Governorate contains the biggest number of NGOs.

Previous relevant local, Arab and foreign studies are listed chronologically from the most recent to the oldest. They address the independent variable (Resource Mobilization Strategy) and dependent variable (Sustainable Foreign Aid). The previous studies are summarized in a way that clarifies a set of basic elements including, but not limited to, the study's objective, the study's period, the methodology used, the study's population and sample, and the most important results raised. Also, this section encompasses the researcher's remarks on previous studies, research gap and present study characteristics in comparison to the previous studies.

Previous Studies:

Local Studies:

1. **(Hamdan, El Talla, Al Shobaki and Abu-Naser, 2020) The Reality of Applying Strategic Agility in Palestinian NGOs**

    The study aimed at knowing the degree of applying strategic agility in NGOs by applying Strategic Agility with its dimensions; Strategic Sensitivity, Clarity of Vision, Intrinsic Capabilities, Taking Measures, Shared Responsibility, Choose Strategic Goals, Responsiveness to maintain its competitive advantage and achieve a rapid response to changes and emergency events. The study followed descriptive analysis method where a questionnaire was distributed to 48 Associations with 3,167 employees, over the 5 governorates of Gaza Strip, using the cluster sample method, 298 employees responded to the questionnaire, results demonstrated a high degree of applying Strategic Sensitivity, Intrinsic Capabilities, Taking Measures, Shared Responsibility, Choose Strategic Goals which means there is a high degree of applying Strategic Agility overall in Palestinian NGOs.

2. **(AlAyoubi, Al Shobaki and Abu-Naser, 2020) Strategic Leadership Practices and their Relationship to Improving the Quality of Educational Service in Palestinian Universities**

    The purpose of the study is to uncover the nature of the relationship between strategic leadership practices and improving the quality of the educational service in Palestinian universities from the viewpoint of workers in supervisory positions, by studying the relationship between strategic leadership practices as an independent variable and Improving

the quality of educational service as a dependent variable, the study followed the descriptive analysis method, using a questionnaire distributed to 354 employees from universities in Gaza strip using the stratified random sample method to get 177 respondents. Results indicated that the study community believe the level of strategic leadership practices in Palestinian universities is high, also the more interest of the Palestinian universities administration in strategic leadership practices, the more likely it is to improve the quality of the educational service.

3. **(Al-Ramlawi, 2018) The Impact of the Activity Based Budget (ABB) Implementation in the Development of Fundraising Strategies at Non-Governmental Organizations in Southern Provinces-NGOs of Gaza Strip**

The study aimed to examine the reality of fundraising in Gaza Strip and recognizing the top limitations of sustainability and developing fundraising strategies, by studying the relationship between the dependent variable "development of Fundraising Strategies" and the independent variable "Activity Based Budget", the study used the descriptive analysis method by distributing a questionnaire to 85 people in 40 health organizations in Gaza, it demonstrated these results; the organizations have strategic plan and they periodically evaluate and adjust their plans in order to achieve their goals, there is a need to concentrate more and improve the incentives and penalties system and finally that there is no simplicity in the fundraising process for the health organizations in Gaza.

4. **(Sobaih, 2017) The impact of grants and foreign aid in financing government expenditures and the deficit in the Palestinian public budget For the period (1996-2015)**

Purpose of this study is to find the role and importance of grants and foreign aid in funding governmental expenditures and deficit in Palestinian Public Budget, discovering new ways to depend on grants and foreign aid under the current economic and political situation. It studied the relationship between the independent variable which is the grants and foreign aid and the dependent variables which is financing government expenditures and the deficit in the Palestinian public budget. The study followed the descriptive analysis method by analyzing financial data of Ministry of Finance published in the Palestinian Monetary

Authority between years 1996 till 2015, it concluded that there is a positive relationship between grants and foreign aid in funding public expenditure and financial deficit of the Palestinian Authority which helped in structural rehabilitation, technical capacity building, supporting production and services sectors but the problem is most of these aid are directed towards relief and not development.

5. **(AboRamadan and Borgonovi, 2016) Strategic Management Practices As A Key Determinant of Superior Non-Governmental Organizations Performance**

The study examined the impact of each of the strategic management practices (environmental scanning, strategy formulation, strategy implementation, and strategy evaluation-monitoring) on financial and non-financial performance of non-governmental organizations (NGOs) by deconstructing the relationship between the dependent variable "NGOs performance" and the independent variable "strategic management". The study followed a quantitative approach by distributing questionnaires to project coordinators, program officers and administration officers of 79 international NGO in NGOs of Gaza Strip using purposive sampling to select targeted respondents, it concluded that strategic management practices have positive impact not only on financial performance but on non-financial performance of these organizations, it also stated the importance of utilization of formal planning implementation and evaluation, financial transparency and efficiency and its impact on NGO performance.

6. **(Jarrar and Abu Baha, 2012) The Real Status of External Funding in the Ramallah and Al-Bireh Based Not – for- Profit Organisations in the West Bank: Motives, Obstacles, Ways of Inducing Donors, and Impact**

The study aimed to recognize the sources and types of funding in Palestinian NGOs in addition to identifying the development of financial resources and how to encourage donors to support them. The study used descriptive analysis method through a survey using random sample of NGO employees. Study results showed that there is a variety of countries offering grants and funding to NGOs where European countries are the biggest donors to Palestinian NGOs and projects dure to their easier conditions than other donors and moral commitment to the Palestinian people aiding peace in the region, results also showed there are many ways

to encourage donors to offer support to NGOs organized according to highest importance; NGOs' commitment to good governance, transparency and commitment to donors' conditions, but the limitations that would stop donors from funding NGOs are; unconstructive competition between NGOs, high demand of funding from many NGOs, poor performance, inability to write professional proposals, inconsistency of policies and goals between NGO and donor.

7. **(Al Ramlawi, 2012) Impact of International Funding Organizations on Building the Financial Management Capacity of NGOs Working in Gaza**

The study measured the impact of the international funding organizations (independent variable) on building financial management capacity (dependent variable) of NGOs working in Gaza using the quantitative, descriptive analysis through a questionnaire distributed to 150 people working in NGOs by a random selection process. The study resulted that the international funding led the increasing rate of financial resources; this happened after enough development of financial management building capacity, also Lack of partnership between international organizations and NGOs Gaza in setting the priorities of the community when drafting a local project where international funding imposes an agenda for NGOs in Gaza to implement projects or/and programs.

Arab Studies:

1. **(Sadq and Jwmaa, 2019) The Role of Empowerment Strategies in Achieving Organizational Effectiveness (An Analytical Study of Managers' Views in a Sample of Private Banks in Erbil/ Iraq)**

This study measured the prospects for successful implementation of the empowerment strategy through available factors such as provision for information, freedom and, to pinpoint the strongest and weakest empowerment strategies element that impacts on the organizational effectiveness, independence, knowledge, formation of teamwork and incentives. The study examine the relationship between dependent variable "Organizational Effectiveness", independent variable "Empowerment Strategies", it followed the quantitative, descriptive analytical method using a questionnaire distributed to 50 managers

of private banks in Erbil/Iraq, results of empowerment strategy showed that their adoption helps to optimize the investment

of available human resources, the success of the empowerment strategy requires not marginalizing the role of any group. This requires the redesign of some jobs to those affected negatively in order to achieve their entry into the empowerment environment.

2. **(Gaber, 2017) What strategies can Egyptian non-governmental organizations apply to ensure financial sustainability?**

The objective of this study is to investigate the effects of current events on the two associations if any, and their strategies to attract funds and to ensure their financial sustainability, this was achieved by examining the relationship between dependent variable "Financial Sustainability" and independent variable "Strategies". The study used a qualitative analysis method through 12 semi-structured interviews with employees from the two associations, results showed that well established associations with no religious and political backgrounds have been able to sustain and survive these difficulties & pressures. The two organizations subject to this study have been among the NGOs that could survive, enabling their beneficiaries to prevail after the period of funding and technical assistance financially. Efficient operations, awardees selections and the diversification of its portfolio of sponsors and volunteers contributed to the sustainability of these organizations.

3. **(Bayoumi, 2017) The Reality of Foreign Aid for Pre-University Education in Egypt.**

The study aimed to unravel the reality of Foreign Aid for Pre-University Education in Egypt, discovering its weaknesses, strengths facing funding of education, the researcher used descriptive method by demonstrating previous studies about foreign aid and related subjects as well as foreign aid data from international donors granted towards education, results of study that spending on education is affected by economic issues such as external debts and the pressure it holds on Egyptian economy and Egypt's public budget, this gave opportunities to foreign organizations to interfere in the country's business which threatens its independence and sovereignty, as of foreign aid's positive effects that it developed education, modern technologies used, strengthening the relationship between donor countries and Egypt

as a receiving country, capacity building in research, benefiting from international experiences and covering the deficit in education budget.

Foreign/International Studies:

1. **(Röckel and Schleicher, 2022) Sustainable Development and Aid Dependency: The influence of steward-ownership**

   The goal of the study is to deepen the understanding of the relations between disaster and conflict and discuss humanitarian governance in high-intensity, low-intensity, and post-conflict scenarios. It views humanitarian governance as the interplay between the government, international and national responders, and the affected communities in responding to disasters. The study analyzes the relationship between dependent variables "Sustainable development and Aid Dependency" and independent variable "Steward-ownership" in Nepal. The study followed the qualitative, explorative method, conducting semi-structured interviews with 9 employees and 1 journalist in an enterprise. Results showed that because of the structures built up during the time of giving aid, long-term effects are seldom achieved as most of the success is based on the operating organization's presence and constant contribution of financial, technological, or human resources, indicated that steward-ownership plays, to some extent, a paramount role in project management. In general, it was found that the approach taken by the examined company was rather collaborative and cooperative, while including local communities and encouraging participation in their projects. Compared to traditional owned companies or NGOs their approach differed in their organizational structure, employing Nepalese as well as Europeans, their way of decision-making processes and a strong focus on inclusion, which created a feeling of equality for the recipient as well as the donor side.

2. **(Telalbasic, Lalaounis and Xihui Liu, 2022) Design Strategies for Resilient Organization.**

   The goal of the study is to support firms to not only react to failures caused by crises but to consider diversifying their current value offering, resources and access to capital, studying the relationship between dependent variable "Resilient Organizations" and independent variable "Strategies Design", following the qualitative analysis on 5 papers; 3 applied case

studies, these included 4 cases of art and culture business, 80 projects of 2 design agencies and another research conducted systematic literature review of 331 articles obtained during C-19 the last one used a thematic literature review to compare models. Results were that organizational change is not only about re-structuring. Its dimension could be extended in two directions, the sphere and process, the sphere of organizational change is extended from structural change to process change, cultural change, and political change. Organizational change is not only a performance with static view, but a dynamic process, for example, eight-stage in three categories. Strategic agility and dynamic stability as the approaches to resilient organizations, while organizational change as the performance of the resilient organization.

3. **(Khan, Ponce, Yu, Golpira and Mathew, 2022) Environmental Technology and Wastewater Treatment: Strategies to Achieve Environmental Sustainability**

The study aimed to evaluate the role that independent variable "Environmental Technology (ET)" has had on dependent variable "Wastewater Treatment (WWT)" in a group of 16 selected developed countries belonging to the Organization of Economic Co-operation and Development (OECD) during the period 2000–2019. The study followed a descriptive econometric methodology where it studied and analyzed sustainable development indicators of these countries. Results found that policies should be implemented so that companies that perform WWT invest heavily in technology to increase the efficiency in the process and generate economies of scale, increasing the amount of WW to be treated. For example, in countries like Mexico or Turkey, ET is low, as is WWT, compared to countries like Japan or South Korea, environmental technologies in developing countries face several problems such as deficient technological infrastructure, lack of expertise in advanced technology, and lack of confidence in new technologies from Industry, accompanied by financial constraints, these efforts lead to a lower level of ET adoption and consequently, less WWT, undermining environmental sustainability.

4. **(Abiodun and Kolade, 2020) Marketing Strategies Impact on Organizational Performance.**

The study aimed to analyze marketing strategy's effect on the organization performance by examining the relationship between the dependent variable "Organizational Performance"

and the independent variable "Marketing Strategies", following the quantitative analytical method the study distributed a questionnaire to 152 staff members of pharmaceutical company organizations in Nigeria and the results were that the influences of advertising strategies affect and shape the life, growth and development of the brand organization business of the customer. Strategic marketing factors make company results more important. Strategic advertising considerations are therefore very essential for business performance to be acceptable and rewarding.

5. **(Anetor, Esho and Verhoef, 2020) The impact of foreign direct investment, foreign aid and trade on poverty reduction: Evidence from Sub-Saharan African countries**

The goal of this study is to analyze the effects of Foreign Direct Investment (FDI), trade, and foreign aid on poverty reduction, by studying the relationship between dependent variable "Poverty Reduction and independent variables "Foreign Direct Investment, Foreign Aid and Trade" for 29 Sub-Saharan Africa (SSA) countries during the period from 1990 till 2017, following the quantitative descriptive analysis method, analyzing sustainable development indicators for these countries, results demonstrated that foreign direct investment inflows in SSA countries have not resulted in poverty reduction. Similarly, foreign aid into SSA has a negative impact on poverty reduction. The effect of trade on poverty reduction was negative in the lower-middle and upper-middle countries of SSA.

6. **(Hristov and Chirico, 2019) The Role of Sustainability Key Performance Indicators (KPIs) in Implementing Sustainable Strategies**

The main goal of this study is to Identify set of KPIs that best represent sustainability dimensions, methods of integrating sustainability dimensions into strategies of companies by studying the relationship between dependent variable "Sustainable Strategies Implementation", independent variable "Sustainability KPIs", following the quantitative descriptive analytical method by using a survey, bibliometric analysis and interviews, respondents of survey were 64 managers from organizations' high levels, 82 papers were analyzed out of 971 studies from 1999 to 2019 and 25 managers were selected for interviews. The studies demonstrated how a sustainable strategy can positively affect company performance, underlining the advantages in terms of positive reputation and savings due to

the efficiency of the resources used, It has been shown that companies can benefit from being willing to pay attention to customers and a better working environment, and reducing risk due to customer loyalty, which is reflected in better financial performance.

7. **(Haseeb, Lis, Haouas and Mihardjo, 2019) The Mediating Role of Business Strategies between Management Control Systems Package and Firms Stability: Evidence from SMEs in Malaysia**

The objective of the study is to explore the influence of MCS package on firm's sustainability and business strategies by analyzing the relationship between dependent variable "Firms Stability", independent variable "Management Control Systems Package" and mediating variable "Business Strategies", following the quantitative analysis by distributing 800 questionnaires to managers of SMEs in Malaysia, results of the study were that top management business strategies play a crucial role in attaining sustained competitive advantage, top management can achieve superior performance by reducing their production cost and get an advantage in terms of product differentiation.

8. **(Danso, Adomako, Amoah, Agyei and Konadu, 2019) Environmental Sustainability Orientation, Competitive Strategy and Financial Performance**

The study aimed to explore the relationship between independent variable "Environmental Sustainability Orientation (ESO)" on dependent variable "Financial Performance" with the mediating variable role of "Competitive Strategies" of firms in Ghana. The study followed a quantitative descriptive methodology where surveys were distributed to 269 respondents of finance managers in different firms, results showed that in spite of firms' limited resources, small firms can embark on environmental sustainability activities to improve their performance.Specifically, it was demonstrated that, when ESO is well developed and deployed, firms pursuing a generic strategy can enhance financial performance irrespective of the type of generic strategy.

9. **(Obadein, 2018) Foreign Aid, Corruption and Socioeconomic Development in Sub-Saharan Africa**

The main objective of this study is to report findings on how forms of foreign aid to African countries increase corruption within the government system and how corruption inhibits the impact of foreign aid on socio-economic development, by studying the relationship between dependent variable "Socioeconomic Development" and independent variables "Foreign Aid" and "Corruption". The study followed the quantitative analysis method through data analysis using secondary development data and fixed-effects panel regression models for 52 countries from the Sub-Saharan Africa region, the study found that infrastructural aid will not lead to increase in corruption in Sub-Saharan African countries with weak governance, aid is associated with increased health spending in the most corrupt countries.

10. **(Cobb Love, 2018) Nonprofit Fundraising Strategies to Provide Quality Sustainable Services.**

The study aimed to understand the fundraising strategies of nonprofit organizations from the Midwestern United States to assist the better delivery of services among all nonprofits, studying the relationship between dependent variable "Quality Sustainable Services" and independent variable "Nonprofit Fundraising Strategies", the study followed the qualitative, descriptive analysis, conducting semi-structured interviews for 19 participants in executive level positions in their organizations in the Mid-West of United States using stratified purposive sampling, results showed that Leaders who possessed transformative attributes, believed in the mission, cultivated donors through continued communications, exercised discipline, and were fiscally conservative maintained sustainable functionality in fundraising and donor cultivation. The majority of the boards have financial reserves to use in challenging financial times.

11. **(Yiew and Lau, 2018) Does foreign aid contribute to or impeded economic growth?**

The study aimed to investigate the role and the impact of foreign aid (ODA) on economic growth (Gross Domestic Product-GDP) using 95 developing countries as the sample, analyzing the relationship between dependent variable "Economic Growth" and independent variable "Foreign Aid". Linear data for GDP was obtained from the World Development

Indicators (WDI) while Foreign Direct Investment (FDI), Official Development Assistance (ODA), and relationship between the ODA and economic growth population (POP), results showed that there is a relationship between foreign aid and economic growth using data for 95 developing countries from the years of 2005 through 2013, positive relationship between the population and foreign direct investment on economic growth but GDP is affected more by FDI & POP means that there is less dependency of foreign aid on economic growth, this does not imply that aid do not help growth but rather statistically, it was not the most important determinant of growth for these panel of countries.

12. **(Hilhorst, Mena, Van Voorst Desportes and Melis, 2019) Disaster Risk Governance and Humanitarian Aid in different Conflict scenarios**

The main goal of this study is to deepen the understanding of the relations between disaster and conflict and discusses humanitarian governance in high-intensity, low-intensity and post-conflict scenarios, it views humanitarian governance as the interplay between the government, international and national responders and the affected communities in responding to disasters. The study analyzes the relation between the dependent variable "Humanitarian Aid" and independent variable "Disaster Risk Governance" in South Sudan, Afghanistan, Ethiopia, Myanmar, Nepal and Sierra Leone, it follows a comparative method by comparing different studies in high-intensity conflict low-intensity conflict and post-conflict settings, where it completed 6 fieldwork studies and 1 international survey, the results demonstrated that one challenge was identified in all three scenarios which was the complexity and multi-layered-ness of disaster governance, the power balance between actors and the room of maneuver that different humanitarian actors had, differed significantly per scenario.

13. **(Stubbs, 2019) Strategies, Practices, and Tensions in Managing Business Model Innovation for Sustainability: The Case of An Australian Bcorp**

He study's main objective was to provide new insights into sustainable innovation by examining a new business model for sustainability, the BCorp model by analyzing the relation ship between dependent variable "Sustainability" and independent variables "Strategies, Practices, and Tensions in Managing Business Model Innovation". The study

applied a qualitative case study and conducted semi-structured interviews with 6 members from Financial Stability Board (FSB)'s senior management team. Results demonstrated that FSB uses a combination of strategies to address these tensions: an integrative strategy to "yield both more impact and profits"; avoidance strategy with respect to performance measurement issues; instrumental strategy in product design; and separation strategy in marketing. The study sheds light on the structures, strategies, and practices that are effective in reconciling economic, environmental, and social imperatives. The FSB case study provides examples of hiring practices (e.g., interview process and position descriptions) and socialization practices (marketing, training and communications, BCorp committee, and pricing committee) that contribute to developing a common organizational identity to alleviate belonging/identity tensions.

14. **(Abeselom, 2018) The Impact of Foreign Aid in Sustainable Development in Africa: A Case Study of Ethiopia**

The study aimed to enlighten the assumptions of the citizens in the Western world that "Foreign Development Aid" is not contributing to "help for self-help" in the Third World Countries for instance in Ethiopia by analyzing the relationship between dependent variable "Sustainable Development" and independent variable "Foreign Aid" in Ethiopia, through conducting two case studies using empirical and observation method; one case study was to test the different hypotheses of poverty, i.e. about the causes of poverty on the ground in the selected location study areas (Ambo District) and the other case studies or observations were conducted in the following some selected areas in western Ethiopia, results demonstrated that "Foreign Development Aid" of the Western world didn't contribute to the solutions of economic, social and ecological problems of the Third World Countries, the aim of the "Foreign Development Aid Policy" of the Western world is not to "help for self-help" in the Third World Countries, Non-Governmental Organizations of the Western world are the beneficiaries of the "Foreign Development Aid Policy" of the Western world in the Third World Countries, there is a conflict of interest.

15. (Ye, 2017) China's Foreign Aid and Economic Growth

The purpose of the study is to understand the true effect of China's foreign aid produces in recipients and overall impact of China's foreign aid on recipients' economic growth, this paper attempts to bridge this gap by focusing on the linkage between China's foreign aid and economic development, this was achieved by studying the relationship between dependent variable "Economic Growth" and independent variable "Foreign Aid" by following the empirical descriptive method, analyzing financial data from 2000 till 2012 of 80 developing countries out of 144 countries from East Asia and Pacific, Europe and Central Asia, Latin America and the Caribbean, Middle East and North Africa, South Asia, Sub-Saharan Africa regions. The study demonstrated that the effect of China's foreign aid on economic growth in developing countries is significantly positive, investment and the initial level of development can also be the cause of economic growth.

16. (Hwi and Abdellah, 2017) The direct Effect of Foreign Aid on Economic Growth for Middle-Income Countries

The study aimed to recognize the impact of economic foreign aid on growth rates in 13 developing middle-income countries including; Turkey, Malaysia, Iran, Mexico, Cameron, China, Iraq, Ghana, Egypt, Indonesia, Philippines, Brazil and India, during the period of 2007 till 2015, by studying the relationship between dependent variable "Economic Growth" and independent variable "Foreign Aid", following the descriptive analysis method, using data analysis of growth rates and foreign aid data of these countries as well as other related actors. The study shows that economic aid has a role on enhancing economic growth through structural support, production, education, health, food programmes, studies proved that the relationship between the two variables will be negative when corruption and lack of transparency are involved which actually works against sustainable development goals, income levels of countries play an important role in aid distribution into different sectors.

17. **(Tornjanski, Marinković and Željka, 2017) Towards Sustainability: Effective Operations Strategies, Quality Management and Operational Excellence in Banking**

The study aimed to deepen the understanding the ways toward economic sustainability through efficient and effective growth operations strategies, by analyzing the relationship between dependent variable "Sustainability" and independent variables "Effective Operations Strategies, Quality Management and Operational Excellence" in Banking in Serbia. The study conducted a case study, in-depth interviews with senior managers in operations area of the bank and results were that, today is continuously evolving business environment demands by operations' management in banking to be agile and lean with the capacities and capabilities to effectively support mass customized product and services in order to meet a variety of stakeholders' expectations, emphasizing the creation of superior value and customers' satisfaction to achieve that we have to develop effective strategies and understand the needs of operations and define new quality management practices.

18. **(Missimer, Robèrt and Broman, 2016) A Strategic Approach to Social Sustainability - Part 1: Exploring the Social System**

The study aimed to establish a systems-based approach to the social system and identify essential aspects of this system from a sustainability point of view as a basis for developing principles for social sustainability, where it studied dependent variable "social sustainability" and independent variable "Strategic Approach". The studied followed the qualitative approach and a design research methodology where extensive literature review was conducted, results showed that such a systems-based and scientific approach to (social) sustainability is important because it helps overcome differences based solely on opinion and sub-optimization in the solution space, which is prevalent in much of the current discussion on social sustainability. Trust, Common Meaning, Diversity, Capacity for Learning and Capacity for Self-organization were identified as essential aspects of the social system.

19. (Aarseth, Ahola, Aaltonen and Okland, 2016) Project Sustainability Strategies: A Systematic Literature Review

The study's aim was to identify whether project organizations or project hosts purposefully utilize distinct sustainability strategies, it used a systematic literature review with an illustrative empirical case focusing on the delivery of an innovative seawater-based heating solution in Norway, 68 articles covering all research published in five leading journals in the fields of project management and sustainable production. Results identified and described eight distinct strategies used by either the project organisation, its host, or both in collaboration to support sustainability goals. The principal goal for the project team was energy efficiency and not sustainability and remained so throughout the project period and it seemed that the sustainability strategies appeared over the course of the project as competence and understanding grew. The sustainability effects of the project received a lot of attention after the project was finalized and the positive attention combined with competence and local enthusiasm between involved parties resulted in sustainable practices and solutions being put into place. The sustainability strategies appeared as self-reinforcing effects.

20. (Kangiri, 2015) Strategies for Financial Sustainability of Civil Society Organizations: Case Study of Nairobi County

The main objective of the study is to investigate strategies to enhance financial sustainability of civil society organizations (CSOs) in Nairobi County, by studying the relationship between dependent variable "Sustainability" and independent variable "Strategies", following quantitative descriptive analysis by analyzing data of 186 civil society organizations received funding from National AIDS Control Council (NACC) between the period 2010 to 2013, results demonstrated Inadequate fundraising skills, weak CSO governance and low profitability of business activities significantly affect sustainability efforts. Innovative fundraising through contributions and donations as well as various forms of business activities are strategies that have enabled CSOs to remain operational with the declining donor funding.

Similarities to previous studies:

Table (IV.1): Similarities to Previous Studies

Field Description	Similarities	Related studies
Independent Variables	Resource Mobilization Strategy	• (Hamdan et al, 2020) Strategic Agility • (Al Ayoubi, 2020) Strategic Leadership • (Al Ramlawi, 2018) Fundraising Strategies • (Aboramadan et al, 2016) Strategic Management • (Sadq et al, 2019) Empowerment Strategies • (Gaber, 2017), (Telalbasic, 2022), (Khan et al, 2022), (Kangiri, 2015) Strategies • (Abiodun et al, 2020) Marketing Strategies • (Danso, 2019) Competitive Strategy • (Cobb Love, 2018) Fundraising Strategies • (Stubbs, 2019) Strategies in Managing Business Model • (Tornjanski et al, 2017) Effective Strategies, Quality Management & Operational Excellence • (Missimer et al, 2016) Strategic Approach • (Aarseth et al, 2016) Project Sustainability Strategies
Dependent Variables	Sustainable Foreign Aid	• (Jarrar et al, 2012) External Funding • (Gaber, 2017) Financial Sustainability • (Röckel et al, 2022) Sustainable Development & Aid Dependency • (Khan et al, 2022) Environmental Sustainability • (Obadein, 2018) Socioeconomic Development • (Cobb Love, 2018) Quality Sustainable Services • (Hilhorst et al, 2019) Humanatarian Aid

Field Description	Similarities	Related studies
		• (Stubbs, 2019) Innovation for Sustainability • (Abeselom, 2018) Sustainable Development • (Tornjanski et al, 2017) Sustainability • (Missimer et al, 2016) Social Sustainability • (Kangiri, 2015) Financial Sustainability of Civil Society Organizations
Study Tool	Questionnaire & Interviews	• **Questionnaire**: (Hamdan et al, 2020), (AlAyoubi et al, 2020), (AlRamlawi, 2018), (Aboramadan et al, 2016), (Jarrar et al, 2012), (AlRamlawi, 2012), (Sadq et al, 2019), (Abiodun et al, 2020), (Haseeb et al, 2019), (Danso et al, 2019). • **Interviews**: (Gaber, 2017) • **Interviews & Questionnaire**: (Hristov et al, 2019), (Cobb Love, 2018)
Methodology	Descriptive Analytical Method & Qualitative Method	• **Descriptive Analytical:** (Hamdan et al, 2020), (AlAyoubi et al, 2020), (AlRamlawi, 2018), (Sobaih, 2017), (Aboramadan et al, 2016), (Jarrar et al, 2012), (AlRamlawi, 2012), (Sadq et al, 2019), (Al Sayed Bayoumi, 2017), (Khan et al, 2022), (Abiodun et al, 2020), (Anetor et al, 2020), (Haseeb et al, 2019), (Danso et al, 2019), (Obadein, 2018), (Hwi et al, 2017), (Kangiri, 2015). • **Qualitative Method:** (Gaber, 2017), (Telabasic et al, 2022), (Stubbs, 2019), (Tornjanski, 2017), (Missimer et al, 2016) • **Descriptive Analytical Approach & Qualitative Method:** (Cobb Love, 2018), (Hristov et al, 2019)

Field Description	Similarities	Related studies
Geographic Limit	Southern Governorates in Palestine	(AlRamlawi, 2018), (AlRamlawi, 2012)

Difference with previous studies:

Table (IV.2): Difference with previous studies

Field Description	This Study	Other Studies
Independent Variables	Resource Mobilization Strategy	(Jarrar et al, 2012) Motives of donors (Sobaih, 2017) Grants & Foreign Aid -it is an independent variable (Al Ramlawi, 2012) International Funding (Al Sayed Bayoumi, 2017) Foreign Aid (Röckel et al, 2022) Steward-ownership (Anetor et al, 2020) Foreign Direct Investment, Foreign Aid & Trade (Hristov et al, 2019) Sustainability KPIs (Haseeb et al, 2019) "Management Control System Package" as independent, "Business Strategies" as medium (Danso, 2019) Environmental Sustainability Orientation (Obadein, 2018) Foreign Aid and Corruption (Yiew et al, 2018) Foreign Aid (Hilhorst et al, 2019) Disaster Risk Governance (Abeselom, 2018), (Ye, 2017), (Hwi et al, 2017) Foreign Aid

Field Description	This Study	Other Studies
Dependent Variables	Sustainable Foreign Aid	• (Hamdan et al, 2020) Performance of NGOs • (Al Ayoubi, 2020) Improving the quality of Educational Services • (Al Ramlawi, 2018) Activity Based Budget • (Sobaih, 2017) financing government expenditures and the deficit in the Palestinian public budget • (Aboramadan et al, 2016) NGOs Performance • (Al Ramlawi, 2012) Building the Financial Management Capacity of NGOs • (Sadq et al, 2019) Organizational Effectiveness • (Al Sayed Bayoumi, 2017) Pre-University Education • (Telalbasic, 2022) Resilient Organization • (Abiodun et al, 2020) Organizational Performance • (Anetor et al, 2020) Poverty Reduction • (Hristov et al, 2019) Sustainable Strategies • (Haseeb et al, 2019) Firms Stability • (Danso, 2019) Financial Performance • (Yiew et al, 2018), (Ye,2017), (Hwi et al, 2017) Economic Growth • (Aarseth et al, 2016) No dependent variable identified it was a systematic literature review of the independent variable
Study Tool	Questionnaire & Interviews	• (Sobaih, 2017) **Financial Reports Analysis** • (Al Sayed Bayoumi, 2017), (Missimer et al, 2016), • (Aarseth et al, 2016) **Extensive Literature Review or Previous Studies Analysis** • (Telabasic, 2022), (Hilhorst et al, 2019), (Stubbs, 2019),

Field Description	This Study	Other Studies
		• (Abeselom, 2018), (Tornjanski et al, 2017) and (Kangiri, 2015) **Case Studies** • (Khan et al, 2022), (Anetor et al, 2020), (Obadein , 2018), • (Yiew, 2018), (Ye, 2017), (Hwi et al, 2017) **Indicators Analysis**
Methodology	Descriptive Analytical Method	• (Röckel et al, 2022) **qualitative, explorative** • (Yiew et al, 2018) **Indicators analysis** • (Hilhorst et al, 2019) **comparative** • (Abeselom, 2018) & (Ye, 2017) **Empirical Descriptive** • (Aaeseth, 2016) **Systematic**
Geographic Limit	Southern Governorates in Palestine	• (Hamdan et al, 2020), (AlAyoubi et al, 2020), (Sobaih, 2017), (Aboramadan et al, 2016), (Jarrar et al, 2012) studied **Palestine** • (Sadq et al, 2019) **Iraq** • (Gaber, 2017), (Al Sayed Bayoumi, 2017) **Egypt** • (Röckel et al, 2022) **Nepal** • (Abidoun et al, 2020) **Nigeria** • (Haseeb et al, 2019) **Malasysia** • (Cobb Love, 2018) **United States** • (Abeselom, 2018) **Ethiopia** • (Ye, 2017) **Rotterdam** • (Tornjanski et al, 2017) **Serbia** • (Aarseth, 2016) **Norway** • (Kangiri, 2015) **Nairobi**

Field Description	This Study	Other Studies
		• (Khan et al, 2022), (Anetor et al, 2020), (Hristov et al, 2019), Obadein, 2018), (Yiew et al, 2018), (Hilhorst, 2019), (Hwi et al, 2017) studied **more than 1 county** • (Telabasic et al, 2022), (Stubbs, 2019), (Missimer et al, 2016) **No Country Identified**

Research Gap:

Table (IV.3): Research Gap

No.	Gap Category	Current Study	Previous Studies
1	Spatial Gap	This study targeted Southern Governorates in Palestine.	Only 2 studies worked in the same area, but they studied different variables.
2	Theoretical Gap	This study undertook the independent variable "resource mobilization strategy" with its 3 dimensions that are also unique in this study, (Fundraising Strategy, Organizational Management & Development, Communication & Relationship Building) and its impact on the dependent variable "Sustainable Foreign Aid" which is a complex term that measures Sustainability and Foreign Aid to give use another set of dimensions.	There are 7 studies that have similar but not exact variables that the ones I studied, they only undertook part of the variables in this study, and they were not conducted in the same geographic area.

No.	Gap Category	Current Study	Previous Studies
3	Methodology Gap	This study combines between quantitative and qualitative data, it followed the descriptive analytical approach by using tools of interviews and questionnaires.	Previous studies were either quantitative or qualitative methods, questionnaires or interviews, no study combined the two except for 2 studies who are not conducted in the same geographic area.
4	Knowledge Gap	This study discusses a specific goal of identifying the Identifying the relationship and impact of NGOs resource mobilization strategy on sustainable foreign aid in southern governorates in Palestine.	Previous studies did not have the same goal as they measured different variables or similar variables but not what is specifically being studied.
5	Practical Gap	This study applied to local NGOs in Southern Governorates in Palestine, asking 3 employees (Senior Management, Operations Manager, Programme Manager) from each organization in our sample to fill in the questionnaire, for organizations who have 30 employees and more.	Previous studies did not test same sample.

Chapter 3: Research Methodology

3.1 Introduction

This chapter describes the methodology of the research adopted to acc.omplish the objectives of the research. The term methodology is used to establish a systematic procedure for reaching the intended research results.

The purpose of any research is to search for answers to questions through the application of scientific procedures. The main purpose of this research is to study **"The Impact of Resource Mobilization Strategy on Sustainable Foreign Aid in Northern Governorate of Palestine"**. This chapter divided into the following sections: Research methodology, research population and sample, response rate, instrument and measurement scales, questionnaire reliability using Split half and Cronbach Alpha, questionnaire validity using content validity and internal consistency, data coding and editing, and statistical techniques used in the study, semi-structured interviews questions and answers.

3.2 Research methodology

When collecting and analyzing data, quantitative research deals with numbers and statistics, while qualitative research deals with words and meanings. Both are important for gaining different kinds of knowledge. (Streefkerk, 2019)

Quantitative research is expressed in numbers and graphs. It is used to test or confirm theories and assumptions. This type of research can be used to establish generalizable facts about a topic. Common quantitative methods include experiments, observations recorded as numbers, and surveys with closed-ended questions. (Streefkerk, 2019)

This research used quantitative research method, and used a descriptive analytical method, which studies the phenomenon as it is, describe it accurately and clarifying its characteristics through collecting, analyzing and explaining data. The research also used qualitative method provided by semi-structured interviews from various parties to identify the status of foreign aid and strategies that are used by NGOs as this is a unique topic for the population in this research.

3.3 Data sources

The researcher used two types of data sources. The first type secondary sources which are the previous studies and books that are related to the research subjects. The second type is the primary sources which are the data that the researcher collected through the questionnaire that analyzed by using SPSS, and semi-structured interviews with two local NGOs executive directors and another one with an international NGO.

3.4 Research population & Sample

Questionnaires Population: The research population consists of local Non-Governmental Organizations which has 30 employee and more. According to Ministry of Interior-MoI (2022) there are (798) NGOs. The researcher set a criterion to include only local NGOs and exclude organizations who have less than 30 employees, the population was after filtering (56) organizations.

The researcher will take (3) employees from each organization who are head of each of these departments; Senior Management, Operations department, and Programs/Projects department. The population size is (168) employees. To complete the process of the research, the researcher made a census for the (168) questionnaires.

Interviews Population & Sample: as this was planned to be the first research tools to include Palestine not just Gaza Strip, the researcher used Palestinian Non-Governmental Organizations Network (PNGO) website to identify NGOs under study, there are 511 organizations as members of PNGO, after excluding organizations started before the year 2000 and analyzing the number of NGOs in different governorates, I decided to target 18 organizations working in diverse sectors and governorates of Palestine, the sample was proportional according to number of NGOs in each governorate, I contacted 18 randomly selected NGOs, some accepted to be interviewed then apologized when they read the questions I sent via email, others did not answer.

NGOs who apologized said that they were small Community Based Organizations (CBOs) and do not have sufficient systems, departments, or strategies, so they don't have the capability to answers the 30 interview questions, only one organization agreed to cooperate. After that I decided to expand my sample and interview organizations that started before the year 2000, I

also got approval from another NGO, that makes the total number of interviews with local NGOs (2) who decided to cooperate with me and appreciated the importance of the research.

3.5 Research Tools

In line with the objectives of the study, and its questions, a study model was prepared that contains resource mobilization strategy as an independent variable and sustainable foreign aid as a dependent variable. The study is measured through interviews with local NGOs' executive directors and an international NGO, and a questionnaire has been designed and distributed to 168 humanitarian workers in local NGOs in Gaza Strip, filled questionnaires are received from 143 respondents.

3.5.1 Questionnaire

The researcher used the questionnaire tool to investigate the variables from the viewpoints of local NGOs. The questionnaire was built based on the literature review, previous studies and results of semi-structured interviews, using a simple and clear language. Also, the Questionnaire was reviewed and validated by seven arbitrators mentioned in the appendixes.

3.5.2 Semi-Structured Interviews

The interviews were conducted with executive managers of two local NGOs. This tool was used to gather more detailed information about the status of sustainable foreign aid in the organization and the level of different strategies design and implementation, through asking 30 questions categorized by departments in the organization. Another interview was conducted an international NGO, where I asked 6 questions to identify the relationship between donors, local NGOs and the community. The interviews were conducted before distributing the questionnaires, and the results of the interviews were a supportive tool in questionnaire preparation and results interpretation.

Semi-Structured Interview and questionnaire questions were based on previous studies and research from the following: (World Bank, 2003), (Kot, 2015), (Aithal, 2015), (Vahdati et al, 2018), (Brzustewicz et al, 2022), (Horton et al, 2009), (Thomas, 2017), (Hudson, 2002), (Liu et al, 2021), (Chan, 2021), (El Baradei, 2014), (Viter, 2019), (Cobb Love, 2018), (USAID, 2015).

3.6 Response rate

After finishing data collection and receiving the distributed questionnaires, (143) questionnaires were recovered from (168) distributed questionnaires, then the response rate is (85%).

3.7 Instrument and Measurement

The research questionnaire consists of two sections as follows:

Section (1): Consists of the organizational data (**Organization name, Sector, Governorate, Total Spending in dollars for Fiscal Year 2021**).

Section (2): Consists of two main dimensions, the first one (**Resource Mobilization Strategy**) which is the independent variable in the study, and it consists of (27) item distributed into three sub-dimensions. The second one (**Sustainable Foreign Aid**) which is the dependent variable, and it consists of (14) items. Table (3.7.1) illustrates that:

Table (3.7.1): Items distribution on the dimensions

	Dimensions	No. of items
1	**Fundraising strategy**	**9**
2	**Organizational management & development**	**10**
3	**Communication and relationship building**	**8**
	Resource mobilization Strategy	**27**
4	**Sustainable foreign aid (Dependent variable)**	**14**
	Total	**41**

Likert scale has been used to measure the response to the questionnaire classes as follows: Strongly Agree (5) degrees, agree (4) degrees, Neutral (3) degrees, disagree (2) degrees, and Strongly Disagree (1) degree. All the items will be treated according to this criterion whatever the answers were.

The level of agreement will determine each item according to five levels based on Likert scale, the following table shows that:

Table (3.7.2): Level of agreement about items according to mean value

Level of Agreement	V. Low	Low	Medium	High	V. High
Mean	1 - 1.80	1.81 – 2.60	2.61 – 3.40	/3.41 – 4.20	4.21 – 5.0
RII	20% - 36%	36% - 52%	52% - 68%	68% - 84%	84% - 100%

*RII: Relative Important Index

3.8 Validity and Reliability

Reliability and validity are concepts used to evaluate the quality of research. They indicate how well a method, technique or test measures something. Reliability is about the consistency of a measure, and validity is about the accuracy of a measure. (Middleton, 2019)

Validity refers to how accurately a method measures what it is intended to measure. If research has high validity, that means it produces results that correspond to real properties, characteristics, and variations in the physical or social world. (Middleton, 2019)

Reliability concerns the extent to which a measurement of a phenomenon provides stable and consistent result. Reliability is also concerned with repeatability. For example, a scale or test is said to be reliable if repeat measurement made by it under constant conditions will give the same result. (Taherdoost, 2016)

There are many methods for measuring validity; the researcher used Content validity and Internal consistency.

3.8.1 Content Validity

The questionnaire examined by seven arbitrators – Appendix (3)- who have wide experience in the field of the research. The researcher has modified, deleted, and added the necessary parts to the questionnaires in response of the arbitrators' suggestions.

3.8.2 Internal consistency

The internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. Internal validity measured through the correlation coefficients between each item in the construct and its total.

3.8.2.1 Internal consistency for "Resource mobilization Strategy" dimensions

Table (3.8.2.1) shows that all the correlation coefficients for all the items of "**Resource mobilization Strategy**" constructs are significant at 0.05 level. Which indicates a very high level of internal consistency in the items of the constructs of "**Resource mobilization Strategy**".

Table (3.8.2.1): Correlation coefficient for first dimension items "RM Strategy"

Items	R	P-value	Items	R	P-value	Items	R	P-value
Fundraising strategy			**Organizational management**			**Communication**		
Item (1)	0.683*	0.000	Item (1)	0.783*	0.000	Item (1)	0.709*	0.000
Item (2)	0.714*	0.000	Item (2)	0.689*	0.000	Item (2)	0.706*	0.000
Item (3)	0.702*	0.000	Item (3)	0.765*	0.000	Item (3)	0.753*	0.000
Item (4)	0.642*	0.000	Item (4)	0.699*	0.000	Item (4)	0.706*	0.000
Item (5)	0.735*	0.000	Item (5)	0.708*	0.000	Item (5)	0.668*	0.000
Item (6)	0.441*	0.000	Item (6)	0.790*	0.000	Item (6)	0.733*	0.000
Item (7)	0.710*	0.000	Item (7)	0.787*	0.000	Item (7)	0.749*	0.000
Item (8)	0.713*	0.000	Item (8)	0.728*	0.000	Item (8)	0.634*	0.000
Item (9)	0.701*	0.000	Item (9)	0.641*	0.000			
			Item (10)	0.751*	0.000			

*Sig at 0.05 level   *R: Correlation Coefficient

3.8.2.2 Internal consistency for "Sustainable foreign aid"

Table (3.8.2.2) shows that all the correlation coefficients for all the items of "**Sustainable foreign aid**" are significant at 0.05 level. Which indicates a very high level of internal consistency in the items of "**Sustainable foreign aid**".

Table (3.8.2.2): Correlation coefficient for "Sustainable foreign aid"

Items	Correlation coefficient	P-value	Items	Correlation coefficient	P-value
Sustainable Foreign Aid					
Item (1)	0.575*	0.000	Item (8)	0.673*	0.000
Item (2)	0.605*	0.000	Item (9)	0.669*	0.000
Item (3)	0.588*	0.000	Item (10)	0.623*	0.000
Item (4)	0.780*	0.000	Item (11)	0.707*	0.000
Item (5)	0.719*	0.000	Item (12)	0.730*	0.000
Item (6)	0.667*	0.000	Item (13)	0.678*	0.000
Item (7)	0.787*	0.000	Item (14)	0.639*	0.000

*Sig at 0.05 level

3.9 Reliability

3.9.1 Split half

A statistical method called split-half reliability is used to assess how consistently a test or a measure is. It is a type of internal consistency reliability and was widely employed long before the advent of the 2 Cronbach's Alpha coefficient. Given that it only takes one test administration, split-half reliability is a practical substitute for other types of reliability, such as test-retest reliability and parallel form's reliability. Split half method involves splitting a test into halves and correlating their scores on the two halves of the test. The resulting correlation is then adjusted for test length using the Spearman-Brown formula (Fery, 2018). The adjusted correlation coefficient using Spearman-Brown equation for independent variable dimensions ranged between (**0.823**) for **"Fundraising strategy"** and (**0.942**) for **"Organizational management & development".**

For "**Resource mobilization Strategy**" Spearman-Brown coefficient is (0.949), and (0.920) for "**Sustainable Foreign Aid**". In addition, for the entire questionnaire, adjusted correlation coefficient using Spearman-Brown equation equals (**0.965**), which shows that the questionnaire is reliable and can be used for the purpose of this research. Table (3.9.1) illustrate the results of the test.

Table (3.9.1): Split half method for reliability

Dimension	No. of items	Correlation coefficient	Spearman Brown coefficient
Fundraising strategy	9	0.697	0.823
Organizational management & development	10	0.890	0.942
Communication and relationship building	8	0.782	0.878
Resource mobilization Strategy	27	0.903	0.949
Sustainable foreign aid (Dependent variable)	14	0.852	0.920
All dimensions	**41**	**0.932**	**0.965**

3.9.2 Cronbach Alpha

The most commonly used internal consistency measure is the Cronbach Alpha coefficient. It is viewed as the most appropriate measure of reliability when making use of Likert scales. (Taherdoost, 2016)

The normal range of Cronbach's Alpha value is between (0-1). The closer the Alpha is to one, the greater the internal consistency of items in the instrument being assumed.

Cronbach's Alpha value for independent variable dimensions ranged between (**0.822**) for **"Fundraising strategy"** and (**0.904**) for **"Organizational management & development"**.

For "**Resource Mobilization Strategy**" Cronbach's Alpha value is (0.937), and (0.906) for "**Sustainable Foreign Aid**". In addition, for the entire questionnaire, the Cronbach's Alpha equals (**0.958**). The questionnaire is considered reliable.

Table (3.9.2) Cronbach's Alpha coefficient for reliability

Dimension	No. of items	Cronbach Alpha coefficient
Fundraising strategy	9	0.822
Organizational management & development	10	0.904
Communication and relationship building	8	0.849
Resource mobilization Strategy	27	0.937
Sustainable foreign aid (Dependent variable)	14	0.906
All dimensions	41	0.958

3.10 Data Coding and Editing

Once the quantitative data were obtained, the data were checked for missing values, inconsistencies and any other response errors. A coding was constructed which contained general instructions on how each variable was coded. For quantitative analysis, the Statistical Package for Social Science (SPSS) was used. The coded data were rechecked visually for the detection of any possible data entry errors. Descriptive statistics were computed for all the variables for accuracy of inputs as follows: the range of each variable was checked for out-of-range values; frequency counts were performed; the distribution of each variable was analyzed to detect irregular answers and cases with extreme values; and the means and standard deviations were computed.

3.11 Statistical Methods

Describe personal information for the respondents: **Frequencies and Percentages.** Estimate the reliability of the questionnaire: **Cronbach Alpha and Split half.** Estimate the validity of the questionnaire: **Pearson Correlation Coefficient.** Identify to what extent the responses for items and the main constructs of the study: **Mean**. Show how much variation or dispersion exists from the mean: **Standard Deviation**. Test the differences between the mean value and the value (3): **One Sample t test**. Test the impact of resource mobilization strategy on sustainable foreign aid: **Regression analysis.** The purpose of multiple regression analysis is to estimate the effect of the

independent variables on the dependent variable (**Sustainable Foreign Aid**). How well the estimated model fits the data is indicated by the coefficient of determination (i.e. R-square, R2), which is actually the square of the Pearson correlation coefficient between the predicted and obtained dependent variable. R2 is takes values between 0 and 1, where 0 means the independent variables explain nothing from the dependent variables' variation, and 1 means they explain 100% of the variation **Multiple regression analysis.**

4.1 Introduction

This chapter includes the presentation and analysis of the most important statistical results that describe the characteristics of the research respondents and those have been reached about the problem of the study, which aims to measure and determine "**The Impact of Resource Mobilization Strategy on Sustainable Foreign Aid in Northern Governorate of Palestine**". In addition, this chapter features the results of the research questions and testing hypotheses. It also includes discussing and commenting on each question in light of the study problem.

4.2 Organizational Characteristics

4.2.1 Name of The Organization

The Culture & Free Thought Association, Gaza Community Mental Health Programme, Save Youth Future Society, Ajyal Association for Creativity and Development, Ertqaa Association, MAAN Development Center, Life and Hope Association, Palestinian Organization for Development, Our Home Association for Development, more NGOs filled the questionnaire but this field was optional so some NGOs did not fill in their Organization's names.

4.2.2 Organization Work Sector

The table below shows the distribution of the respondents according to the organization work sector, I noticed that (68.5%) of the organizations work in the social sector, (49.7%) of them work in the relief sector, (18.2%) work in the economic sector, and (13.3%) of the organizations work in the environmental sector.

Table (4.2.2) Distribution of respondents according to organization sector

Sector	Frequency	Percent
Economic	26	18.2%
Environmental	19	13.3%
Social	98	68.5%
Relief	71	49.7%

This field was a multiple choice, based on MoI (2022) results social sector constitutes more than half of other organizations, the least results were for economic and environmental matching MoI report, the difference between MoI results and this questionnaire is that I gave an option to NGOs to select more than one sector, as we have organizations working in both relief and social, or social, economic and more, etc. contrary to MoI who classifies organizations based on one sector.

4.2.3 Organization's governorate

The table below shows the distribution of the respondents according to the governorate the organization operates in, I noticed that (56.6%) of the organizations operate in Gaza, (39.9%) of them operate in North, (27.3%) operate in Middle, (21.7%) of them operate in Khanyounis and (15.4%) of the organizations operate in Rafah.

Table (4.2.3): Distribution of respondents to organization's operation governorate

Governorate	Frequency	Percent
North	57	39.9%
Gaza	81	56.6%
Middle	39	27.3%
Khanyounis	31	21.7%
Rafah	22	15.4%

This field was also a multiple-choice question, Gaza had the highest percentage because 48% of local NGOs are based in Gaza (MoI, 2022) compare %s MoI and above while 16% in the North, 14% in Khanyounis and 11% in both Middle and Rafah Governorates, the results slightly vary between MoI and questionnaire in ranking but it is a logical difference as participants were able to select more than one governorates, since some NGOs serve or have branches in more than one governorate.

4.2.4 Total spending amount for fiscal year 2021 for organization in dollars

The table below shows the distribution of the respondents according to total spending amount for organization, I noticed that (57.3%) of the organizations spent less than one million dollars in 2021, (25.9%) of them spent from one million to less than three million dollars in 2021, and (16.8%) of the organizations spent three million dollars and more in 2021.

Table (4.2.4) Distribution of respondents according to total spending amount in fiscal year 2021 in dollars

Spending amount	Frequency	Percent
Less than 1 million dollars	82	57.3%
1 million to less than 3 million dollars	37	25.9%
3 million dollars and more	24	16.8%
Total	**143**	**100.0%**

As we can see that the highest percentage is for NGOs who have less than a million dollar total spending amount in fiscal year 2021, this is logical since 71% of NGOs in Gaza Strip started after the year 2000 (MoI, 2022) and most of them are small Community Based Organization (CBOs), based on feedback I got from interviewees who apologized for not answering interview questions, they said that they are small CBOs, this means that they do not have departments, strategies or sufficient operational procedures to enable them from obtaining funding for more than one million dollars.

4.3 Resource Mobilization Strategy Analysis

4.3.1 Fundraising strategy

I noticed that the level of agreement on "**Fundraising strategy**" is high, where the means of the items ranged between 3.10 for "**The organization has adequate core fund to ensure sustainability and independency**" with a relative important index of 62%, and 4.40 for "**The organization works on providing sufficient resources for fundraising**" with a relative important index of 88%.

The results of T-test for checking if the means are greater than (3) degrees are all significant at level 0.05, where the minimum mean for the answers is 3.10, which indicates that the mean of the answers on each item increases when the statistical significance level 0.05 over the value (3).

In addition, the total degree of the dimension was **4.11** with a relative important index of **82.2%.**

Table (4.3.1): Analysis of results for "Fundraising strategy"

No.	Item	M	SD	RII	t-value	Sig.	Rank
1	The organization works on providing sufficient resources for fundraising	4.40	0.67	88.0%	24.86*	0.000	1
2	The organization works continuously to overcome challenges it faces in fundraising	4.34	0.65	86.8%	24.59*	0.000	2
3	The organization qualifies employees to write project proposals and reports to donors	3.97	0.97	79.4%	11.93*	0.000	7
4	The organization can persuade donors to serve the actual needs of the community through proposals	4.33	0.66	86.6%	24.13*	0.000	3
5	The organization prepares an estimated budget for the project based on previous experience with implemented projects	4.31	0.67	86.2%	23.21*	0.000	4
6	The organization has adequate core fund to ensure sustainability and independency	3.10	1.13	62.0%	1.03	0.304	8
7	The organization benefits from lessons learned when a donor refuses project proposal and works to overcome it later	4.17	0.68	83.4%	20.51*	0.000	6
8	The organization keeps up with latest implemented projects of peer organizations and works on enhancement of these projects	4.20	0.63	84.0%	22.68*	0.000	5

No.	Item	M	SD	RII	t-value	Sig.	Rank
9	The organization innovates various fundraising methods	4.17	0.74	83.4%	18.85*	0.000	6
Total degree		**4.11**	**0.50**	**82.2%**	**26.64***	**0.000**	

Hint: M: Mean, SD: Standard Deviation, RII: Relative Important Index

The highest score was for "**The organization works on providing sufficient resources for fundraising**" which is contradicts with my readings as a researcher as local NGOs lack fundraising specialists, this is also proven by the results of the question related to total amount of spending in fiscal year 2021 in dollars where 57.3% answered that they spent less than a million, if that is the case this proves that they are not doing enough regarding fundraising this is mainly because most NGOs do not have a separate fundraising unit because it is costly to set up, making fundraising more challenging which aligns with (AlRamlawi, 2018) based on (Abu Omar, 2017) another question we can link this with is "**The organization qualifies employees to write project proposals and reports to donors**" which got a ranking as (7th) if the organization is indeed providing sufficient resources for fundraising but not qualifying employees to write proposals then, organizations could be using consultants (outsourcing) to perform fundraising roles.

The lowest score was for "**The organization has adequate core fund to ensure sustainability and independency**" which is logical because most funding granted to local NGOs is restricted as stated by Abu Hassanain (2022) during our interview, (AbuNahla, 2008) and (Karlstedt et al, 2015)

Alloush (2021) in her article "Overcoming the Hurdles: The Struggle of Palestinian Humanitarian NGOs" published in The Tahrir Institute for Middle East Policy stated that "Given donor sensitivities and counter-terror restrictions, Palestinian NGOs are funded based on projects … these Palestinian organizations, though, receive very little core funding that can be used for non-project related costs"

There are two questions that had the same result "**The organization benefits from lessons learned when a donor refuses project proposal and works to overcome it later**" and "**The organization innovates various fundraising methods**" with a ranking of (6), to justify the first question's result, organizations might not ask donors for feedback when the refuse a project proposal as advised by <u>Alonzi (2020)</u>. Another justification for both questions' results, NGOs know the reasons of rejection but do not have the capacity to adjust it or innovate various fundraising methods corresponding to the result of the 3rd question which got a lower ranking (7th) "**The organization qualifies employees to write project proposals and reports to donors**".

The organization might not be updated on latest projects like in question "**The organization keeps up with latest implemented projects of peer organizations and works on enhancement of these projects**" which got the (5th) ranking, this could be a reason for rejection of proposals and inability to innovate fundraising methods.

4.3.2 Organizational management & development

I noticed that the level of agreement on "**Organizational management & development**" is high, where the means of the items ranged between 3.97 for "**The organization established strategies to deal with increasing workload and limited resources**" with a relative important index of 79.4%, and 4.30 for "**The organization operates based on procedures and requirements of donors and local law**" with a relative important index of 86%.

The results of T-test for checking if the means are greater than (3) degrees are all significant at level 0.05, where the minimum mean for the answers is 3.97, which indicates that the mean of the answers on each item increases when the statistical significance level 0.05 over the value (3).

In addition, the total degree of the dimension was **4.17** with a relative important index of **83.4%.**

Table (4.3.2): Analysis of results for "Organizational management & development"

No.	Item	M	SD	RII	t-value	Sig.	Rank
1	The organization has effective and capable leadership with expertise in building the organization and staff to reach its objectives	4.19	0.77	83.8%	18.49*	0.000	4
2	The organization operates based on procedures and requirements of donors and local law	4.30	0.66	86.0%	23.53*	0.000	1
3	The organization develops tools and plans to manage risks and update them periodically to help in decision making	4.06	0.79	81.2%	16.11*	0.000	8
4	The organization applies written and shared policies and procedures of operations (finance, procurement, human resources), protection and safeguarding	4.29	0.71	85.8%	21.72*	0.000	2
5	Each department has competent staff of experts who can develop and build the organization and produce high-quality outcomes.	4.25	0.70	85.0%	21.48*	0.000	3
6	The organization sets participatory strategies, and implementation plans for the organization and its projects that are updated and followed up with regularly.	4.17	0.70	83.4%	20.21*	0.000	5
7	The organization applies monitoring and evaluation system that offers timely qualitative and quantitative	4.16	0.67	83.2%	20.79*	0.000	6

No.	Item	M	SD	RII	t-value	Sig.	Rank
	data to improve project implementation						
8	The organization follows up with feedback provided by targeted communities, investigate and solve it on a timely basis	4.16	0.62	83.2%	22.24*	0.000	6
9	The organization shares timely reports with different stakeholders.	4.14	0.71	82.8%	19.25*	0.000	7
10	The organization established strategies to deal with increasing workload and limited resources.	3.97	0.77	79.4%	14.93*	0.000	9
Total degree		**4.17**	**0.52**	**83.4%**	**26.82***	**0.000**	

Hint: M: Mean, SD: Standard Deviation, RII: Relative Important Index

The highest scored result was for this question "**The organization operates based on procedures and requirements of donors and local law**" which is logical as local NGOs get audited by donors after project ends and the Ministry of Interior on annual basis, and if there are significant incompliances there will be precautions, both donors and MoI affect the existence of the organization, incompliance with donor regulations can suspend funding (USAID, 2022), if organizations lose funding opportunities this might lead to suspension of its operations, MoI has the authority to dissolve the organization as stated in article 37, Law No. 1 of 2000 Concerning Charitable Associations and Civil Society Organizations (Palestinian National Authority, 2022) in case of incompliance

This question's result was the lowest "**The organization established strategies to deal with increasing workload and limited resources**" this is directly linked to resource mobilization, if the organization does not have the ability to mobilize its resources to adjust with increasing workload and limited resources, then they need to know more about resource mobilization which manifests the importance of this research, the reason for this is that "NGOs are forced to chase

money through whatever calls for proposals are posted, rather than engage in the serious consensus building and strategic thinking required to develop indigenous civil society agendas" (AbuNahla, 2008) unfortunately the situation has not changed a lot since then.

I got two questions with same (6th) ranking "**The organization applies monitoring and evaluation system that offers timely qualitative and quantitative data to improve project implementation**" and "**The organization follows up with feedback provided by targeted communities, investigate and solve it on a timely basis**", it is logical to have these two questions with similar scoring because they are interlinked, both of these statements are related to MEAL roles, first the organization need to have feedback from communities then they can analyze the feedback and turn it into qualitative and quantitative data, this shows that NGOs need to invest more in its MEAL unit, systems and tools.

4.3.3 Communication and Relationship Building

I noticed that the level of agreement on "**Communication and Relationship Building**" is high, where the means of the items ranged between 3.97 for "**The organization utilizes specified tools and templates for stakeholders' management based on governance**" with a relative important index of 79.3%, and 4.29 for "**The organization works continuously to build respectful relationships based on participatory decision making and transparency**" with a relative important index of 85.8%.

The results of T-test for checking if the means are greater than (3) degrees are all significant at level 0.05, where the minimum mean for the answers is 3.97, which indicates that the mean of the answers on each item increases when the statistical significance level 0.05 over the value (3).

In addition, the total degree of the dimension was **4.15** with a relative important index of **83%.**

Table (4.3.3): Analysis of results for "Communication and Relationship Building"

No.	Item	M	SD	RII	t-value	Sig.	Rank
1	The organization utilizes specified tools and templates for stakeholders' management based on governance.	3.97	0.76	79.4%	15.31*	0.000	7
2	The organization shares timely, high-quality reports with different donors.	4.25	0.71	85.0%	21.18*	0.000	2
3	The organization owns systems and protocols and utilize effective communication channels.	4.20	0.65	84.0%	21.90*	0.000	4
4	The organization designates sufficient resources to use for public relations and media.	4.01	0.78	80.2%	15.58*	0.000	6
5	The organization cross-checks beneficiaries with clusters to avoid assistance duplication.	4.02	0.96	80.4%	12.71*	0.000	5
6	The organization works continuously to build respectful relationships based on participatory decision making and transparency.	4.29	0.58	85.8%	26.68*	0.000	1
7	The organization uses networks to communicate, learn and share with other organizations.	4.24	0.66	84.8%	22.42*	0.000	3
8	The organization encourages volunteer engagement to strengthen the community and include it in the development process.	4.24	0.68	84.8%	21.72*	0.000	3
	Total degree	**4.15**	**0.51**	**83.0%**	**27.09***	**0.000**	

Hint: M: Mean, SD: Standard Deviation, RII: Relative Important Index

The highest score for this dimension was for this question's result "**The organization works continuously to build respectful relationships based on participatory decision making and transparency**" as this is directly linked to partnership principles, most donors are called "partners" as implied by AbuNahla (2008) "The donors' bias in selecting their partners from PNGOs". In a lot of projects International NGOs cannot implement the activities of the project specially if it is related to social activities as the community need someone local to trust and listen to, and as we saw that more than half of NGOs in Gaza Strip work in the social sector therefore it is logical for partners to participate in decision making. Transparency is related to audit and compliance as we explained in the previous dimension, NGOs must be transparent about their operations to sustain relationships. In addition to that INGOs adopt partnership principles in their work with partners as stated in the literature review (USAID, 2005), (UNOCHA, 2008), (Oxfam ,2012), (Catholic Relief Services, 2018).

The lowest score was for this question's result ranked last (7th) "**The organization utilizes specified tools and templates for stakeholders' management based on governance**" I believe looking at the results of questions in this dimension "Communication and Relationship Building" NGOs are doing great, regarding dealing with stakeholders individually, without having structured plans that include all NGOs' stakeholders, but it is important for NGOs to organize their efforts in one place as stakeholders management system, as presented in literature review. Sushanti and Santoso (2020) stated in their study that Stakeholders Management Strategy can enhance performance of project and organization leading to sustainable benefits.

I have two questions' results with same ranking (3rd) "**The organization uses networks to communicate, learn and share with other organizations**" and "**The organization encourages volunteer engagement to strengthen the community and include it in the development process**" both got a high rank and both are related to stakeholders management, which means that NGOs are doing great in strengthening their relationships with surrounding community whether it was with peer organizations or volunteer engagement, therefore NGOs are using available external resources to support their operations and programs.

4.4 Sustainable Foreign Aid Analysis

I noticed that the level of agreement on "**Sustainable Foreign Aid**" is high, where the means of the items ranged between 3.86 for "**The organization has sufficient funding to its meet current needs and the community it serves**" with a relative important index of 77.2%, and 4.48 for "**The organization serves the most vulnerable people based on the sector it works in, to satisfy their actual needs**" with a relative important index of 89.6%.

The results of T-test for checking if the means are greater than (3) degrees are all significant at level 0.05, where the minimum mean for the answers is 3.86, which indicates that the mean of the answers on each item increases when the statistical significance level 0.05 over the value (3).

In addition, the total degree of the dimension was **4.20** with a relative important index of **84%.**

Table (4.4): Analysis of results for "Sustainable Foreign Aid"

No.	Item	M	SD	RII	t-value	Sig.	Rank
1	The organization serves the most vulnerable people based on the sector it works in, to satisfy their actual needs.	4.48	0.71	89.6%	24.84*	0.000	1
2	The organization owns tools that enable it to collect and analyze data related to community needs.	4.16	0.74	83.2%	18.81*	0.000	9
3	The organization sets indicators in its projects to measure the impact of different sustainability types on the community.	4.14	0.75	82.8%	18.25*	0.000	11
4	The organization works on creating an environment that encourages learning and capacity building.	4.20	0.72	84.0%	19.74*	0.000	7

No.	Item	M	SD	RII	t-value	Sig.	Rank
5	The organization provides sufficient levels of transparency and accountability	4.24	0.67	84.8%	22.06*	0.000	4
6	The organization provides flexibility, adaptive methods, and ability to respond to surrounding changes.	4.23	0.64	84.6%	23.15*	0.000	5
7	The organization develops strong and long-lasting relationships with some donors	4.36	0.69	87.2%	23.65*	0.000	2
8	The organization maintains a diverse set of donors to help in achieving financial sustainability	4.22	0.72	84.4%	20.12*	0.000	6
9	The organization has sufficient funding to its meet current needs and the community it serves.	3.86	0.79	77.2%	12.98*	0.000	13
10	The organization receives foreign funding to implement its projects and cover direct and indirect costs	4.12	0.81	82.4%	16.53*	0.000	12
11	The organization invests in staff and community environmental awareness during activities implementation	4.17	0.72	83.4%	19.35*	0.000	8
12	The organization fulfills social needs of the community that enables them to have access to healthcare and education.	4.15	0.78	83.06%	17.67*	0.000	10
13	The organization considers gender equality during beneficiaries' selection	4.33	0.70	86.6%	22.70*	0.000	3

No.	Item	M	SD	RII	t-value	Sig.	Rank
14	The organization implements employment and training projects for community members to help them become self-reliant and engage in the labor market	4.12	0.79	82.4%	16.90*	0.000	12
	Total degree	**4.20**	**0.49**	**84.0%**	**29.10***	**0.000**	

Hint: M: Mean, SD: Standard Deviation, RII: Relative Important Index

The highest score was for this question's result "**The organization serves the most vulnerable people based on the sector it works in, to satisfy their actual needs**", this is great to see and it seems that the scenario changed than it was years ago, where NGOs were not involved as much in decision making, as the international NGO I interviewed mentioned that it is taking the actual community's needs into consideration, local NGOs have more input, efforts are more organized and coordinated with clusters and networks, this is also supported by the 4th question's result in the first dimension "Fundraising" which got (3rd) ranking "**The organization can persuade donors to serve the actual needs of the community through proposals**" but it needs to do better as this question's result got (10th) ranking "**The organization fulfills social needs of the community that enables them to have access to healthcare and education**" this is justified as funds are not enough to satisfy all needs or we need to focus more on healthcare and education services.

The lowest question's result was for this "**The organization has sufficient funding to its meet current needs and the community it serves**" this is because vulnerable communities are increasing due to continuous attacks on Gaza Strip, the deteriorating economy, social and environmental situation as presented in literature review, this is met with reduction of funds since 2017 till today as presented in figure (II.2) in literature review (Palestine Economy Portal, 2022) I have two questions' results with same ranking (12th) "**The organization receives foreign funding to implement its projects and cover direct and indirect costs**" and "**The organization implements employment and training projects for community members to help them become self-reliant and engage in the labor market**", both of these questions relate

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directly to donors' agenda, as funding in Gaza Strip is directed towards relief mostly <u>(Shaban, 2022)</u> due to the needs of people and other reasons stated in literature review, some donors only fund projects' activities as stated previously and do not cover indirect costs.

4.5 Hypotheses testing

4.5.1 Simple linear regression

5. Research question stated, **"What is the impact of resource mobilization strategy on sustainable foreign aid of NGOs in Southern Governorates of Palestine?".** Therefore, this question divided into three sub-questions, **Q1.1:** To what extent does fundraising strategy impact sustainable foreign aid of NGOs in Southern Governorates of Palestine? **Q1.2:** To what extent does organizational management and development impact sustainable foreign aid of NGOs in Southern Governorates of Palestine? **Q1.3:** To what extent does communication and relationship building impact sustainable foreign aid of NGOs in Southern Governorates of Palestine? **Q1.4**: Are there any statistically significant differences in the respondents' opinions regarding resource mobilization strategy impact on sustainable foreign aid of NGOs in Southern Governorates of Palestine due to organizational characteristics?

<u>Sub- Question 1</u>

Stated that: To what extent does fundraising strategy impact sustainable foreign aid of NGOs in Southern Governorates of Palestine?

Table (4.5.1.1) shows the result of the first sub question, which indicates that (i) The correlation coefficient was 0.706 which indicates that there is a positive significant relationship between fundraising strategy and sustainable foreign aid. (ii) The Regression coefficient of independent variable "**Fundraising strategy**" was 0.698 and the significance level was 0.000 and it's lower than 0.05, then we can say that there is a significant impact at the 0.05 level of "**Fundraising strategy**" on sustainable foreign aid of NGOs in Gaza Strip. (iii) The R square value 49.8%, means that (49.8%) of the changes in **sustainable foreign aid** is caused by **Fundraising strategy.** Therefore, **Q1.1** was accepted and answered.

Table (4.5.1.1): Impact of fundraising strategy on sustainable foreign aid

Independent Variable	Regression Coefficients			Correlation Coefficient	Determination Coefficient	F	Sig
	B	T	Sig.	R	R-square		
(Constant)	1.330*	5.45*	0.000	0.706*	49.8%	140.04*	0.000
fundraising strategy	0.698*	11.83*	0.000				

*Significant at the 0.05 level

This is a logical result as many studies mentioned the importance of fundraising on organizational sustainability (Magezi, 2015) or fundraising strategies role in providing sustainable services to the community (Cobb Love, 2018), this is also proven by international donor organizations who designed templates to work on fundraising in order to provide sustainability (USAID, 2005) and (World Bank, 2007)

Sub- Question 2

Stated that: To what extent does organizational management and development impact sustainable foreign aid of NGOs in Southern Governorates of Palestine?

.Table (4.5.1.2) shows the result of the second sub question, which indicates that (i) The correlation coefficient was 0.796 which indicates that there is a positive significant relationship between Organizational Management & Development and sustainable foreign aid. (ii) The Regression coefficient of independent variable "**Organizational Management & Development**" was 0.751 and the significance level was 0.000 and it's lower than 0.05, then we can say that there is a significant impact at the 0.05 level of "**Organizational Management & Development**" on sustainable foreign aid of NGOs in Gaza Strip. (iii) The R square value 63.3%, means that (63.3%) of the changes in **sustainable foreign aid** is caused by **Organizational Management & Development.** Therefore, **Q1.2** was accepted and answered.

Table (4.5.1.2): Impact of organizational management & development on sustainable foreign aid

Independent Variable	Regression Coefficients			Correlation Coefficient	Determination Coefficient	F	Sig
	B	T	Sig.	R	R-square		
(Constant)	1.066*	5.27*	0.000	0.796*	63.3%	243.67*	0.000
Organizational Management	0.751*	15.61*	0.000				

*Significant at the 0.05 level

This result also correlates with the results of these studies (University of Lucknow, 2020), (HORIZONT3000, 2021) and (Venture for Fundraising, 2010) which were the studies that identified the dimension.

Sub- Question 3

Stated that: To what extent does communication and relationship building impact sustainable foreign aid of NGOs in Southern Governorates of Palestine?

Table (4.5.1.3) shows the result of the third sub question, which indicates that (i) The correlation coefficient was 0.743 which indicates that there is a positive significant relationship between Communication and Relationship Building and sustainable foreign aid. (ii) The Regression coefficient of independent variable "**Communication and Relationship Building**" was 0.719 and the significance level was 0.000 and it's lower than 0.05, then we can say that there is a significant impact at the 0.05 level of "**Communication and Relationship Building**" on sustainable foreign aid of NGOs in Gaza Strip. (iii) The R square value 55.2%, means that (55.2%) of the changes in **sustainable foreign aid** is caused by **Communication and Relationship Building.** Therefore, **Q1.3** was accepted and answered.

Table (4.5.1.3): Impact of communication and relationship building on sustainable foreign aid

Independent Variable	Regression Coefficients			Correlation Coefficient	Determination Coefficient	F	Sig
	B	t	Sig.	R	R-square		
(Constant)	1.212*	5.32*	0.000	0.743*	55.2%	174.05*	0.000
Communication &Relationship	0.719*	13.19*	0.000				

*Significant at the 0.05 level

This result also correlates with the results of these studies (University of Lucknow, 2020), (HORIZONT3000, 2021) and (Venture for Fundraising, 2010) which were the studies that identified the dimension.

In general, table (4.5.1.4) shows that (i) The correlation coefficient was 0.841 which indicates that there is a positive significant relationship between resource mobilization strategy and sustainable foreign aid. (ii) The Regression coefficient of "**Resource Mobilization Strategy**" was 0.909 and the significance level was 0.000 and it's lower than 0.05, then we can say that there is a significant impact at the 0.05 level of "**Resource Mobilization Strategy**" on sustainable foreign aid. (iii) The R square value 70.7%, means that (70.7%) of the changes in **Sustainable foreign aid** is caused by **Resource Mobilization Strategy.** Therefore, **Main Question** was accepted and answered.

Table (4.5.1.4): Impact of Resource Mobilization Strategy on sustainable foreign aid

Independent Variable	Regression Coefficients			Correlation Coefficient	Determination Coefficient	F	Sig
	B	T	Sig.	R	R-square		
(Constant)	0.432*	2.10*	0.037	0.841*	70.7%	340.16*	0.000
Resource Mobilization	0.909*	18.44*	0.000				

*Significant at the 0.05 level

This result also correlates with the results of these studies (University of Lucknow, 2020), (HORIZONT3000, 2021) and (Venture for Fundraising, 2010) which were the studies that identified the dimension.

4.5.2 Multiple regression

Q1.4: Are there any statistically significant differences in the respondents' opinions regarding resource mobilization strategy impact on sustainable foreign aid of NGOs in Southern Governorates of Palestine due to organizational characteristics?

To test this question the researcher used the multiple regression analysis to estimate the effect of each construct of the Resource Mobilization Strategy on sustainable foreign aid.

Table (4.5.2)) shows the results of the multiple regression analysis by entering all resource mobilization strategy constructs. From the table it can be noticed that the model is highly significant at 0.00 level where (F-stat = 113.86, Sig = 0.000), in addition to the high R-square= 0.711, which means that the variables in the model (Resource Mobilization Strategy constructs) explain 71.1% of the variance in sustainable foreign aid. However, by noticing the significance level of each variable it can be concluded that all the variables are significant and have an impact on sustainable foreign aid. Therefore, **(Q1.4)** was accepted and answered.

Table (4.5.2): Multiple regression analysis results of Resource Mobilization Strategy on sustainable foreign aid variables

	B	t	Sig.	VIF	F-stat (Sig)	R-square
(Constant)	0.542*	2.18*	0.031			
Fundraising strategy	0.216*	3.24*	0.001	2.190		
Organizational management & development	0.386*	5.20*	0.000	2.975	113.86* (0.000)	0.711
Communication and relationship building	0.301*	4.58*	0.000	2.214		

The highest dimension in its impact on sustainable foreign aid is "organizational management & development", comes in second is "communication and relationship building" and lastly "fundraising strategy".

4.5.3 ONE WAY ANOVA & LSD Testing Differences Question

"Are there any statistically significant differences in the respondents' opinions regarding resource mobilization strategy of NGOs in Southern Governorates of Palestine due to total spending amount of FY2021 in dollars?".

To test this question the researcher used one way ANOVA to test if there is any significant difference in the perception to resource mobilization strategy according to total spending amount of 2021 for organization in dollars.

Table (4.5.3.1) shows that there are significant differences at a significant level α=<0.05 in the perception to resource mobilization strategy according to total spending amount of 2021 for organization in dollars since the sig. level is lower than 0.05 (0.038).

Table (4.5.3.1): Test significant differences in the perception to resource mobilization strategy according to total spending amount of FY2021 for organization in dollars

Total spending amount	Mean	SD	RII	F	Sig.
Less than 1 million dollars	4.07	0.47	81.4%		
1 million to less than 3 million dollars	4.18	0.45	83.6%	3.336*	0.038
3 million dollars and more	4.33	0.38	86.6%		

SD: Standard Deviation, RII: Relative Important Index.
* Significant at 0.05 level.

Table (4.5.3.2): LSD results to test significant differences due to total spending amount

Total spending amount	Total spending amount	Mean difference	Sig.
3 million dollars and more	Less than 1 million dollars	0.262*	0.013

* Significant at 0.05 level.

Respondents selecting "**3 million dollars and more**" have higher mean (4.33) than respondents selecting "**Less than 1 million dollars**" (4.07).

This indicates that the more effective the strategies considered by an organization, the more total funds they receive, and so total spending is higher.

"Are there any statistically significant differences in the respondents' opinions regarding Sustainable Foreign Aid of NGOs in Southern Governorates of Palestine due to total spending amount of FY2021 in dollars?".

To test this question the researcher used one way ANOVA to test if there is any significant difference in the perception to Sustainable Foreign Aid according to total spending amount of FY2021 for organization in dollars.

Table (4.5.3.3) shows that there are no significant differences at a significant level $\alpha = <0.05$ in the perception to Sustainable Foreign Aid according to total spending amount of 2021 for organization in dollars, since the sig. level is greater than 0.05 (0.121).

Table (4.5.3.3): Test significant differences in the perception to Sustainable Foreign Aid according to total spending amount of FY2021 for organization in dollars

Total spending amount	Mean	SD	RII	F	Sig.
Less than 1 million dollars	4.12	0.47	82.4%		
1 million to less than 3 million dollars	4.29	0.45	85.8%	2.146	0.121
3 million dollars and more	4.31	0.38	86.2%		

SD: Standard Deviation, RII: Relative Important Index.

There are no significant differences between respondents' answers on sustainable foreign aid questions because each organization spends its funds according to plan utilizing available resources and capacities achieving sustainability on a relative scale. Organizations who spent less than 1 million dollars achieve sustainability on a lower scale than organizations spending 3 million dollars and more. However, there is a slight difference in mean between first category "**Less than 1 million dollars**" (4.12) and last category "**3 million dollars and more**" (4.31).

Conclusions:

- The research reveals the significance of resource mobilization strategy in having sustainable foreign aid, and that crucial role of resource mobilization strategy in achieving organizational resources optimum use to fulfill its strategic objectives.

- The strongest impact of resource mobilization strategy dimensions was for organizational management, followed by communication and relationship and lastly fundraising strategy.

- Organizations do their best in providing resources for fundraising, but they still need to do more investing in fundraising specialists that could open the door for more funding opportunities.

- Most organizations lack core funding opportunities from donors, most funding is directed towards direct project expenses that do not provide as much sustainability as core funding does to the organization which affects its independency.

- There is high compliance to policies and procedures of their organization, donors and local law, they are aware of requirements and work on achieving it, as incompliance could threaten their existence.

- Organizations do not have appropriate strategies to deal with increasing workload and limited resources which is what resource mobilization is all about, giving this research a greater value.

- Organizations invest in partnerships guided by partnership principles of mutual respect, transparency, and they participate in decision making process.

- Organizations need to utilize tools and templates for stakeholders' management based on governance to have a clear direction and better management towards its different stakeholders, their influence, interests, and impact, organizations are managing stakeholders without a unified system, and they are doing well.

- Organizations are doing better than ever in reflecting actual needs of communities they serve in projects and succeed in convincing donors on the importance of satisfying those needs, but still, they do not have sufficient funding to meet growing needs of the community, however donors are directing aid towards short-term projects and relief programmes affecting sustainability of the organizations and communities negatively.

Recommendations:

- Donors should focus more on capacity building for organizations and give organizations core funding or unrestricted funds to be able to spend it on institutional building instead of focusing on projects implementation.

- Donors should invest more in localization as we have reached a point that organizations are capable of identifying and meeting some of vulnerable communities needs and they aspire to do more, they should be given more independence from enforcing donors agenda, they can provide required resources, capacities if given the chance to be responsible for funds on their own.

- Donors should invest in development funds that can help achieve sustainability to communities and not cut relief funds all together but rather design cross-cutting joint projects that fund both at the same time.

- Organizations should focus more on fundraising strategy and developing M&E systems and tools to be able to attract more funding, measuring progress and success of projects.

- Organizations should also invest in risk management to better equip them in facing future challenges specially in the risky context of Gaza Strip.

- There should be more NGOs working to fulfill the economic needs of the community, as better economy is the key to better social and environmental sustainability.

Recommended Future Research Titles:

- The Impact of Income-Generating Activities for Non-Governmental Organizations on Institutional Sustainability.

- The Reality of Non-Governmental Organization Management and Development Curriculum Designed for Bachelor's Degree Programs.

- The Role of Non-Governmental Organizations Partnerships with Private Business in Sustainable Funds.

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Appendix (1): Resource Mobilization Guidance to NGOs

No.	Resource Mobilization Strategy	X
1	Identify Needs	
2	Map Funding	
3	Develop RM Strategy	
4	Evaluate	

No.	Fundraising Strategy	X
1	Prepare Budget and Determine Goal	
2	Evaluate Past Fundraising Efforts	
3	Determine Roles in plan	
4	List Potential Donors	
5	Create Timeline	

No.	Leadership	X
1	Correlate Actions and Discipline	
2	Clarify, Decide, Assign	
3	Build Capacities	
4	Coach	
5	Support	

No.	Governance	X
1	Get The Right People	
2	Define Board's Role	
3	Employ & Support Chief Executive	
4	Effective Board Meetings	
5	Clarify Accountability	
6	Develop Work Plan	
7	Review Performance	
8	Provide Induction	

No.	Compliance	X
1	Define Goals	
2	Identify Regulations to Apply	
3	Draft/Update Policies	
4	Train Staff	
5	Plan Internal & External Audits	
6	Organize Internal Data	

No.	General Management	X
1	Plan & Decide Course of Action	
2	Organize & Allocate Activities/Resources	
3	Direct People to Goals	
4	Monitor Activities	

No.	Risk Management	X
1	Identify Red Flags/Potential Risks	
2	Assess Likelihood and Severity Level	
3	Respond to Risks	
4	Monitor Risks	

No.	Financial Management	X
1	Keep Records	
2	Establish Internal Controls	
3	Create Budgets	
4	Issue Financial Reports	

No.	Project Management	X
1	Initiate	
2	Plan	
3	Execute	
4	Monitor & Control	
5	Close	

No.	M&E	X
1	Design Logic Models	
2	Plan Activities	
3	Collect Data	
4	Analyze Data	
5	Use Data in Decision Making	

No.	Reporting	X
1	Identify Problem, Purpose & Scope	
2	Develop Hypothesis	
3	Define Terms	
4	Determine Audience	
5	Collect Data	
6	Organize, Analyze & Interpret	
7	Outline	
8	Write Final Report	

No.	HR Management	X
1	Plan	
2	Assign Remuneration & Benefits	
3	Manage Performance	
4	Strengthen Relations	

No.	Procurement	X
1	Identify Needs	
2	Prioritize Needs	
3	Submit Purchase Request	
4	Select Suppliers	
5	Negotiate Pricing	
6	Create Requisition and Purchase Order	
7	Check Goods & Services	
8	Compare to Invoice	
9	Pay Supplier/Service Provider	
10	File Documents	

No.	Safeguarding	X
1	Assess Risks	
2	Identify Focal Points	
3	Get Support of Highest Level	
4	Write Policies, Procedures & CoC	
5	Train Staff	
6	Safe Recruitment Procedures	
7	Update Safeguarding Tools & Policies	
8	Test Safeguarding Procedures	

No.	Stakeholders Management	X
1	Identify	
2	Prioritize	
3	Map	
4	Develop Response	
5	Engage	

No.	Communication Strategy	X
1	Understand Audience, Tailor Message	
2	Share Relevant Information	
3	Provide Access to Information	
4	Ask for Feedback & Updated	

No.	PR & Media	X
1	Create Timeline	
2	Create Goals	
3	Identify Audience	
4	Analyze Competition	
5	Write Key Messages	
6	Establish & Implement Tactics	
7	Measure Results	

No.	Advocacy	X
1	Start	
1.1	Identify Problems	
1.2	Define Goals	
1.3	Consult and Build Relations	
1.4	Establish Credibility	
2	Analyze Policy Environment	
2.1	Identify Relevant Policies	
2.2	Map Relations of Power	
2.3	Consider Options for Policy Change	
3	Develop Strategy	
3.1	Focus on Goal & Objective	
3.2	Identify Target Audience	
3.3	Identify Allies & Opponents	
3.4	Select Approach	
3.5	Identify Key Messages	
4	Frame Plan	
4.1	Prepare Action Plan	
4.2	Budget & Identify Resources	
4.3	Assess Risks	
5	Implement	
5.1	Spread the Message	
5.2	Use Media	
5.3	Build Partnerships	
5.4	Employ Tactics	
5.5	M&E	

No.	Partnership	X
1	Ensure Alignment of Values	
2	Emphasize Purpose	
3	Identify Strengths	
4	Establish Communication	
5	Schedule Strategic Planning	
6	Sign Documents/Agreement	

No.	Networking	X
1	Take Initiative	
2	Participate in Events	
3	Create Database of Contacts	
4	Exchange Information	
5	Show Interest	
6	Network On/Offline	

No.	Volunteer Engagement	X
1	Specify Requirements	
2	Find Volunteers	
3	Assess & Train	
4	Establish Channels & FCRM	

No.	Donor Journey	X
1	Cultivation	
2	Solicitation	
3	Acknowledgement	
4	Stewardship	

Source: Prepared by researcher

Appendix (2): Attributors Names

No.	Name	Title
1	Dr. Bader Hamdan	University Lecturer
2	Dr. Salwa Thabet	University Lecturer
3	Dr. Sabri Mushtaha	University Lecturer
4	Dr. Ali Shaheen	University Lecturer
5	Dr. Mohammed Abu Yousef	University Lecturer
6	Dr. Ibrahim Abu Rahma	University Lecturer
7	Dr. Feras Shehada	University Lecturer

Appendix (3): Semi-Structured Interviews

Interview with Local NGOs' Executive Directors:

Questions & Answers:

As previously mentioned, I have designed 30 interview questions and interviewed two local NGOs' executive directors: for confidentiality reasons I named them: Organization A and Organization B.

(1) Does your organization have a strategic plan? How is progress measured?
Organization A: Yes, there is a 3-year strategic plan.
We use indicators to track and measure objectives achievement within the strategic plan through the M&E program following up periodically the relationship between implemented projects with our strategic objectives.
Organization B: yes, progress is hard to measure in human rights sector but there are established indicators that measure progress based on department and specialization which are reflected in the final analysis.

(2) Who participates in creating a strategic plan?
Organization A: Representatives of the General Assembly, Board of Directors, Head of Departments based on organizational system and nature of work with local community served by our organization. Strategies are set after a chain of meetings to identify community needs.
Organization B: all departments and head of departments and employees participate in creating the strategic plan.

(3) What does resource mobilization strategy mean to your organization?
Organization A:
For Human Resources: mobilization is done based on need, specialization, expertise required to attract and engaged volunteers.
For Financial Resources and Fundraising: our main tools are new partnerships and existing projects development.
Organization B: all our resources are directed towards Palestinian victims.

(4) How does your organization manage its internal resources when there is an increasing workload but limited resources?

Organization A: Through activating volunteering program, adding tasks to some employees, getting support from other projects staff, assigning, and redistributing employees between projects based on time available specially tasks related to calling beneficiaries and field visits.

Organization B: We have wonderful strategic partners, advanced systems that allow us to hire the best and use relationships and resources to serve our targeted community, and anyone who sees our work believes we have twice as many employees as we do because we have the best qualified and skilled people in our organization.

(5) Does your organization have stakeholders' management strategy? Who does it include? How is it planned and executed?

Organization A: There is no implemented strategy but there is a written unapplied policy.

Organization B: our main stakeholders are victims of occupation and authorities who benefit from our services.

(6) Does your organization have effective leadership and governance? How does it achieve its organizational objectives?

Organization A: In the simple concept of governance, the organization commits legally to disclose its financial statements to government authorities and donor/international partners. Regarding employees' selection and hiring or contracted procurement for products and services, processes are done through advertisements following transparent procedures.

Organizational goals are achieved according to its capacity within the limitations of its work following its manuals, public regulations and policies and experience of the organization in certain activities.

Organization B: Yes, we have supportive, understanding, and effective leadership; we are accountable for what we do; and we have the independence and courage to hold each other accountable and prevent repeating mistakes while also supporting one another.

(7) What are the most used communication and relationship building strategies in your organization? What are its benefits?

Organization A: We ask for data to ensure no duplication of assistance or service happens by using Shelter Cluster, WASH Cluster, Education Cluster, PSEA Network and PNGO, we use each based-on speciality, and we enhance our partnerships and are updated on the latest policies and procedures of implemented activities.

Organization B: we have partnerships with a number of human rights organizations and with the International Criminal Court, we work in advocacy and accountability, we give feedback to clusters and our partners, we unite our work to give stronger results. We also transfer cases for abused women to the government where they offer them sheltering services in "Bait Al Aman"

(8) Does your organization comply with its own policies and procedures in addition donors and governments? How do you ensure compliance?

Organization A: Yes, we strongly comply to all policies and regulations as it is monitored through periodic meetings for the Board of Directors and M&E unit of our organization and donors' as well, in addition to follow up from government authorities on projects and financial/administrative documents.

Organization B: Yes, we have internal and external compliance and transparency, our Board of Directors are professionals, our internal systems have been built over 30 years of expertise, and we have benefited from our experience working in international NGOs and poured it into our organization.

(9) Does your organization manage risks? What tools does it use to manage risks?

Organization A: Local community, and surrounding environment are risky and yes, we include risk management in our policies and project proposals since the beginning, additional we find substitutes to risky tasks while still achieving goals.

We use risk matrix where we can expect most risks and allocate response mechanisms whether to share, delegate transfer activity or stop the project.

Organization B: our work is surrounded by risks on a daily basis, we also work during crossfire, go to peoples' houses and document what happened, nothing can stop us from doing our work.

(10) Mention some risks your organization might face and what are your plan to mitigate these risks?

Organization A:

Risks:

- Suspension of funds due to economic and political restrictions on organizations.
- Public policies that forbid organizations operations through government.

Mitigation Measures:

- Laying off some employees without affecting activities implementation.
- Rely on income-generating projects to provide stability and they are managed based on organization's mandate to guarantee sustainability.
- Early coordination to obtain all government's licenses and certifications to guarantee smooth operations.
- Create a stakeholder and advocates network for social causes in order to influence decision-makers.

Organization B: We have three levels of discussions: one is a daily work conversation with three persons consulting two delegates, one reports directly to the Board of Directors, and the third is a meeting to address major and serious risks.

(11)   Does your organization have an applied protection/safeguarding policy? Does your organization have protection/safeguarding focal points and do they contribute to development and training other staff members on it?

Organization A: Yes, the organization has an applied policy and new employee are trained on it, they are also requested to sign it to be archived with their contracts.

Annual meetings and periodic updates are done on policies and materials, we also compare to latest policies and updates, there is a designated focal point for every policy e.g., Human Resources, protection, etc.

Organization B: Yes, it is the responsibility of Human Resources department coordinating with the manager.

(12) **Mention different policies and procedures that are applied in your organization, are they updated and shared with employees?**

<u>Organization A:</u> Yes, we have Human Resources Policy, Financial Management Policy, Protection Policy, Gender Policy, Complaints Policy, Organization's Policy, Governance and Institutional Development Policy, Emergency Plan Manual, Safety, Security and Evacuation Procedures, Monitoring Manual.

<u>Organization B:</u> we have mandates and policies for each department Finance, MEAL, HR, Fundraising, etc. These policies are shared with employees along with monthly and annual reports.

(13) **How does your organization achieve sustainability with its relations with donors?**

<u>Organization A:</u> Continuous learning and policy application, monitoring and evaluation, building our reputation and being positive role models to sustain donors and expand our targeted community, update organizational policies, and ensure transparency of data and application of governance standards.

<u>Organization B:</u> based on mutual respect, pride and credibility that takes a lot of efforts and is built through many years, like "digging through a solid rock" to build a reputation.

(14) **What are the most important strategies in your organization that contribute to sustainable foreign aid?**

<u>Organization A:</u> Policy application, implementation of projects based on proposals and agreements, respect diversity and protection policy, application of disclosure and transparency.

<u>Organization B:</u> we don't work based on the desires of donors, we work based on actual community needs (Children, women, human rights, etc.) we have project management systems, leadership and governance that direct us towards our goals, we also have fundraising strategies to meet the needs of our community.

(15) **How does your organization achieve sustainability in its projects and activities? With examples.**

<u>Organization A:</u> Learn financial and administrative management and policies, network with donor organizations and joining clusters, publish organization's activities periodically to attract crowd funding, develop income-generating projects supporting entrepreneurship.

<u>Organization B:</u> by awareness for Palestinian people on their human rights, fight for them in International Criminal Court, advocating for their causes, getting them the freedom, they

deserve. As I said during crossfire we go to the field to document damages, in one of the wars we had on Gaza Strip, Al Daya family lost 22 family members while sitting in their house, within minutes our team was on site documenting and gathering evidence to build a legal file, we reached to the media and stood in the face of occupation professionally to state the true story of what has happened, we addressed the Israeli Prosecutor and got the approval of the family to transfer the case to International Criminal Court.

(16) How many volunteers are in your organization? How do they contribute to achieving organizational goals?

Organization A: We have 14 volunteers in addition to others used during emergencies and seasonal activities.

They contribute directly to organizational goals through activity implementation without having any additional financial obligations that are out of our annual budget, they gain experience that qualifies them to join labor market and support the organization in attracting the best to ensure human resources development.

Organization B: we do not have volunteers only interns and employees.

(17) Does your organization have project management procedures that are clearly followed? What leads projects in your organization to succeed or fail?

Organization A: We have clear procedures reflected on organizational and project structure, but procedures are not detailed enough to distribute tasks and delegate.

Management and leadership are the key to success as they can accurately foresee what is the best for projects and the importance of it which is helpful in identifying problems and identifying stakeholders and risk management.

Organization B: Yes, clear procedures, we do not tolerate failure since we are aware of our duties before we begin, but sometimes there are situations out of our control "force majeure" such as war and suspension of activities.

We also have a diverse set of units, we have training unit, field unit, socioeconomic unit, legal unit, lifesaving unit that is specialized in cases that need urgent medical support, all of these units enable us from delivering diverse services to our community.

(18) How much is your organization's annual budget for fiscal year 2022?

Organization A: More than 3 million dollars.

Organization B: 2 million dollars.

(19) How many donors are currently funding your organization? How many years is your longest relationship with a donor? Who is/are that donor/s?

Organization A: we have 6 donors (ANERA, ACTED, Islamic Relief, United Hands Foundation for Human Development, Helping Hand for Relief and Development, Baitulmaal Inc.) currently funding our organization. The longest relationship is 6 years with United Hands for Relief and Helping Hands for Relief and Development.

Organization B: we have 25 donors, our longest relationship is 25 years with Christian Aid, Swiss Agency for Development and Cooperation (SDC) and Irish Aid.

(20) What reports does finance department issues? Are they being issued on time and with required quality?

Organization A: Final Annual Audited Financial Report, Spending Reports for projects, Financial Statements and they are all finalized on time with required quality.

Organization B: Yes, they are, and these reports are Budget Comparison Reports every month, Narrative Reports every 6 months, Annual Financial Report every year and audit by one of the bug five auditing companies.

(21) Does your organization use an accounting system to record transactions and issue reports? Is it being maintained and licensed periodically?

Organization A: Yes, Al Aseal Accounting system and it is maintained and licensed periodically.

Organization B: Yes.

(22) Does your organization have a core fund?

Organization A: No, we only have restricted project funds.

Organization B: Yes, we have.

(23) How many procurement employees does your organization have? How does your organization ensure value for money in procurement procedures?

Organization A: we have 3 employees in the procurement department, procurement manager, logistics officer, warehouse officer and they are supported by admin assistant and accountant when needed, we follow our procurement policy.

Organization B: we have 5 admin assistants, and we ensure value for money by following procurement manual.

(24) How many employees does your organization have?

Organization A: We have 51 employees.

Organization B: we have 55 employees.

(25) Does your organization have a Human Resources Department? What are the main roles of the department?

Organization A: Yes, we have an HR department who is responsible to attract talent, hire, write contracts, monitor capacity building and assessments of employees, identifying salary scale and level of effort.

Organization B: Yes, we have, and they are following up with everything related to employees from hiring to leaves, travels, etc.

(26) What are the main challenges your organization faces to secure funding?

Organization A: Global changes in money transfer to Gaza Strip, competition between organizations and corruption in local and international NGOs, not having an adequate fundraising team to attract funding, increasing needs due to wars and harsh climate conditions.

Organization B: politicization, lobbying and campaigns against our work.

(27) How many employees participate in fundraising? Do you have fundraising qualified specialists?

Organization A: We have 5 employees who partially participate and have limited qualifications and experience.

Organization B: we have one employee, but everyone participates in gathering information and developing proposals.

(28) What are applied internal control tools and systems in your organization? Is it being reviewed and updated periodically?

Organization A: Attendance Records, Monitoring Templates, Progress Reports, M&E, they are periodically updated and reviewed.

Organization B: M&E, meetings with managers on a weekly basis for briefing, general meeting with all employees periodically.

(29) What are your organizations activities regarding communication, advocacy strategies? Mention achievements?

Organization A: Partnerships with related networks, relationships with local committees, commitment to laws and policies.

Organization B: we have many achievements in this regards, one of our biggest achievements that we finally succeeded in opening an investigation file for Palestine in the International Criminal Court (ICC) after years of hard work and wide spread campaigns and meetings with ICC.

Another achievement that I am proud of is our organization was able to help a divorced woman where her husband treated her badly, we offered her our services and she was able to get full custody of her children and travel to get her Mathematics PHD in Spain, a dream that her husband banned her from pursuing, she called us 2 months ago thanking us for our support and she told us without our support, none of this would be possible. We are proud of all our achievements, no story is too small, every cause matters.

(30) Does your organization have Monitoring and Evaluation M&E employees? What tools do they use to ensure accountability and support monitoring, evaluation and learning?

Organization A: Yes, there is a newly hired officer who is currently establishing a MEAL system.

Organization B: Yes, we have M&E employees and system, indicators are set from the start and followed up on, documented in our reports and published on our website for interested stakeholders.

Interview with an International NGO:

<u>Questions and Answers:</u>

(1) What are donors' requirements to fund NGOs?

Each donor has its own policies and political dimensions, some countries do not provide funding due to political reasons, some donors are selective, funding often is denied or decreased because of the governing body of Gaza Strip.

As an international NGO, we are guided by humanitarian principles: humanity, impartiality, independence, and neutrality. We try to do no harm, localize assistance, not discriminate, this is what guides our operations. NGOs' ability to commit to those humanitarian principles is the main requirement to grant funding. There are other administrative requirements where an organization must have a registration certificate and a Board of Directors, implementation capacity, good reputation in the community and uses participatory approach.

(2) What causes donors to continue funding an organization?

Getting funded is a lot of effort, previously NGOs efforts were scattered without a clear direction or coordination, but today they have a framework and M&E systems, a lot of donor requirements are being included in proposals and plans so there is more assurance and trust from donors towards NGOs.

We continuously promote our response plan by inviting donors to go on field visits and see the impact for themselves, prepare reports with the support of our partners through coordinated efforts, we challenge the international community's policies, show them the impact of cutting or reducing funds (cost of inaction) towards vulnerable communities, children, women, elderly, and civilians, this pushes donors to grant more funding. Organizations should focus on their M&E systems, transparency, accountability towards the community, do no harm in offering services and follow donors' criteria and requirements.

(3) What are the most common challenges faced by donor organizations in their work with local NGOs?

Flexibility is provided selectively due to political reasons.

(4) How are donor organizations benefiting or building the capacity of local organizations?

Our local NGOs are very strong, because they have built their capacities through implementation of projects that are complex sometimes, which built more trust with donors. Donors should work on building capacities of local NGOs as they have the ability and skills to work professionally, Palestinians can work independently, they have the ability to manage themselves due to high levels of education in comparison to other countries. In some cases, International NGOs were unable to implement certain activities comparing to local NGOs for example during war, International NGOs have restricted movement protocols unlike local NGOs.

Our organization is very involved with local NGOs specially through PNGO, we have scheduled trainings throughout the year, although we are conscious that this is not enough, we need to do more capacity building as funding is temporary but building capacities is sustainable.

(5) How does donor funded projects impact sustainability of communities served?

We currently do not have the space or mandate to achieve sustainability because our projects are directed towards saving lives that are short-term even though we try to achieve long-term solutions, although we try to promote causes related to development and its impact on humanitarian situation, but we do not always succeed in doing so.

Appendix (4): Questionnaire

Dear Respondent:

As part of my Master Research Thesis at Al Quds University Abu Dis, I am conducting a questionnaire that investigates **"The Impact of Resource Mobilization Strategy on Sustainable Foreign Aid in Northern Governorate of Palestine".**

As you are experts and specialists in this field, I highly appreciate the importance of your input for the success of this study, and I kindly ask you to pay attention and answer with transparency and focus to achieve the most accurate results, by checking (√) the appropriate answer.

The researcher confirms that the information she will obtain will be kept strictly confidential and will be used for the purposes of scientific research.

Researcher

Saja Hassan Saed Al Ghoussain

First Section: Organizational Variables

Organizational Characteristics:	
1. **Name of organization** *(Optional)*	_____
2. **Sector your organization works with:**	
☐ Economic	☐ Environmental
☐ Social *(health, education, Human rights)*	☐ Relief
3. **Governorate your organization operates in:**	
☐ North Governorate	☐ Middle Governorate
☐ Gaza Governorate	☐ Khanyounis Governorate
☐ Rafah Governorate	
4. **Total Spending Amount of 2021 for your organization in dollars**	
☐ Less than 1 million	☐ 1 million to less than 3 million
☐ 3 milion and more	

Second Section: Resource Mobilization Strategy

First: Fundraising Strategy:

is a plan set by the organization to raise funds from donors using different strategies of diversification its donor base, reaching donors through different platforms and methods, filling gaps in funding plans for the organization to meet the needs of both the organization and the community it serves, achieving strategic objectives.

No.	Question	1 Strongly Agree	2 Agree	3 Neutral	4 Disagree	5 Strongly Disagree
1	The organization works on providing sufficient resources for fundraising					
2	The organization works continuously to overcome challenges it faces in fundraising					
3	The organization qualifies employees to write project proposals and reports to donors					
4	The organization can persuade donors to serve the actual needs of the community through proposals					

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No.	Question	1 Strongly Agree	2 Agree	3 Neutral	4 Disagree	5 Strongly Disagree
5	The organization prepares an estimated budget for the project based on previous experience with implemented projects					
6	The organization has adequate core fund to ensure sustainability and independency					
7	The organization benefits from lessons learned when a donor refuses project proposal and works to overcome it later					
8	The organization keeps up with latest implemented projects of peer organizations and works on enhancement of these projects					
9	The organization innovates various fundraising methods					

Second: Organizational Management & Development:

Focusing organizations' efforts on leading the organization towards its goals by establishing and utilizing different resources, internal control systems, policies, procedures and structure, along with clarifying roles and responsibilities for each member in the organization, applying governance, and being compliant to authoritative parties, constantly building capacities and using innovative solutions.

No.	Question	1 Strongly Agree	2 Agree	3 Neutral	4 Disagree	5 Strongly Disagree
1	The organization has effective and capable leadership with expertise in building the organization and staff to reach its objectives					
2	The organization operates based on procedures and requirements of donors and local law					
3	The organization develops tools and plans to manage risks and update them periodically to help in decision making					
4	The organization applies written and shared policies and procedures of operations (finance, procurement, human resources), protection and safeguarding.					

No.	Question	1 Strongly Agree	2 Agree	3 Neutral	4 Disagree	5 Strongly Disagree
5	Each department has competent staff of experts who can develop and build the organization and produce high-quality outcomes.					
6	The organization sets participatory strategies, and implementation plans for the organization and its projects that are updated and followed up with regularly.					
7	The organization applies monitoring and evaluation system that offers timely qualitative and quantitative data to improve project implementation					
8	The organization follows up with feedback provided by targeted communities, investigate and solve it on a timely basis					
9	The organization shares timely reports with different stakeholders.					
10	The organization established strategies to deal with increasing workload and limited resources.					

Third: Communication and Relationship Building:

Establishing new relationships and maintaining existing ones with different internal and external stakeholders of the organization through utilizing skills, sharing values, interests, and resources staying connected to its mission, vision and value.

No.	Question	1 Strongly Agree	2 Agree	3 Neutral	4 Disagree	5 Strongly Disagree
1	The organization utilizes specified tools and templates for stakeholders' management based on governance.					
2	The organization shares timely, high-quality reports with different donors.					
3	The organization owns systems and protocols and utilize effective communication channels.					

No.	Question	1 Strongly Agree	2 Agree	3 Neutral	4 Disagree	5 Strongly Disagree
4	The organization designates sufficient resources to use for public relations and media.					
5	The organization cross-checks beneficiaries with clusters to avoid assistance duplication.					
6	The organization works continuously to build respectful relationships based on participatory decision making and transparency.					
7	The organization uses networks to communicate, learn and share with other organizations.					
8	The organization encourages volunteer engagement to strengthen the community and include it in the development process.					

Third Section: Sustainable Foreign Aid:

Are funds received from external donors that are directed towards aid and assistance for vulnerable communities, ensuring it is financial, institutional and programmatic sustainability, impacting both the organization and the community it serves, economically, socially and environmentally.

No.	Question	1 Strongly Agree	2 Agree	3 Neutral	4 Disagree	5 Strongly Disagree
1	The organization serves the most vulnerable people based on the sector it works in, to satisfy their actual needs.					
2	The organization owns tools that enable it to collect and analyze data related to community needs.					
3	The organization sets indicators in its projects to measure the impact of different sustainability types on the community.					
4	The organization works on creating an environment that encourages learning and capacity building.					
5	The organization provides sufficient levels of transparency and accountability					

No.	Question	1 Strongly Agree	2 Agree	3 Neutral	4 Disagree	5 Strongly Disagree
6	The organization provides flexibility, adaptive methods, and ability to respond to surrounding changes.					
7	The organization develops strong and long-lasting relationships with some donors					
8	The organization maintains a diverse set of donors to help in achieving financial sustainability					
9	The organization has sufficient funding to its meet current needs and the community it serves.					
10	The organization receives foreign funding to implement its projects and cover direct and indirect costs					
11	The organization invests in staff and community environmental awareness during activities implementation					
12	The organization fulfills social needs of the community that enables them to have access to healthcare and education.					
13	The organization considers gender equality during beneficiaries' selection					
14	The organization implements employment and training projects for community members to help them become self-reliant and engage in the labor market					