



Arab American University
Faculty of Graduate Studies

**Strategic Planning and Financial Sustainability in The
Palestinian NGOs: The Enabling Role of Regulatory
Framework**

By

Abed Alghani Hafez Takruri

Supervisor

Dr. Rabeh Morrar

**This thesis was submitted in partial fulfillment of the
requirements for the Master's degree in Strategic
planning and fundraising program**

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Thesis Approval

Strategic Planning and Financial Sustainability in The Palestinian

NGOs: The Enabling Role of Regulatory Framework

By

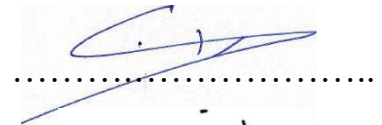
Abed Alghani Hafez Takruri

This thesis was defended successfully on 17/02/2024 and approved by:

Committee members

Signature

1. Dr. Rabeah Morrar: Supervisor



2. Dr. Rani Sahwan: Internal Examiner



3. Dr. Majeed Mansour: External Examiner



Declaration

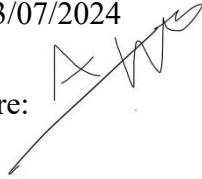
“I (Abed Alghani Takruri) declare that this thesis has been submitted in fulfillment of the graduation requirements for the degree of Master of Postgraduate Studies / Arab American University / Ramallah Branch / Palestine. This thesis does not contain any materials previously submitted, in whole or in part, to obtain any academic degree.” Or another diploma. Expectation Where otherwise indicated, this thesis is the result of my own work.

Student Name: Abed Alghani Hafez Takruri

Student ID: 202113388

Date: 23/07/2024

Signature:

A handwritten signature in black ink, appearing to be 'Abed Alghani Hafez Takruri', written over a horizontal line.

III

Dedication

I will dedicate this thesis to my beloved family, whose unwavering support has been my guiding light throughout this academic journey, also to the resilient people of Palestine, including the martyrs, prisoners, and courageous wounded, and to Deputy Head of Fatah Movement, Mahmoud Al-Aloul, a public figure I regard him as a fatherly mentor for me. His encouragement and wisdom have been instrumental in my pursuit of this master's degree. With heartfelt gratitude.

Acknowledgments

I extend my sincere gratitude to my supervisor, Dr. Rabeh Morrar, whose tireless efforts and invaluable guidance played the pivotal role in assisting me throughout the nights of writing this thesis. Also, to the university, all professor.

Abstract

Through the employment of in-depth quantitative analysis, this thesis investigates the dynamic interplay between strategic planning statements and sustainability practices within the context of Palestinian NGOs, focused on the unique socio-political landscape of Palestine. It explores how strategic planning processes within the NGOs can be optimized to incorporate and advance sustainability objectives, and unveils the challenges and opportunities faced by Palestinian NGOs in integrating sustainability into their strategic frameworks. The findings contribute not only to the theoretical understanding of strategic planning and sustainability but also offer practical recommendations tailored to the specific challenges encountered by NGOs operating in the Palestinian context, by shedding light on the intersection of strategic planning and sustainability in this distinctive setting, the thesis endeavors to empower Palestinian NGOs in their pursuit of long-term effectiveness, resilience, and positive socio-environmental impact.

Key words: mandates and mission, leadership roles, stakeholder identification, collaboration and partnership, regulatory framework, assessment of the environment.

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Chapter One

1.1 Introduction

This thesis explores a crucial intersection within the realm of NGOs functioning in Palestine, where socio-political difficulties often cross with the desire to deliver relevant services in the dynamic setting of Palestinian NGOs, and to offer important insights into maximizing the financial resilience of Palestinian NGOs, so supporting their long-term survival and effectiveness in serving their communities, by looking at the strategic decision-making processes within the distinctive operating landscape.

1.2 Problem Statement

Palestinian NGOs and other civil society organizations have played a major role in the Palestinian national movement over the last three decades (particularly following the Oslo Accord and the establishment of the Palestinian Authority in 1993) (Morrar & Sultan, 2020). The absence of a public sector for a long time after the Israeli occupation of the West Bank and Gaza in 1967 has created heavy economic and social demands on the Palestinian government after the Oslo Accord in terms of providing public services for all citizens and creating real economic development; this situation opened the doors for an extended role for NGOs in civil society to participate in the development process and in building the institutions for the state of Palestine (Analoui & Samour, 2012).

Post Oslo period has experienced a steady growth in the number of NGOs in Palestine to support the government efforts in building the state institutions, which was coincided with the generous international funding for NGOs (Morrar & Sultan, 2020). However, this increased the dependency on donors funding and created a donor-driven financial model for most of the NGOs in Palestine. By 2016, the number NGOs in the Palestinian

territories reached (3600); 2800 of them based in the West Bank and 800 in the Gaza Strip (Ministry of Interior, 2016). According to previous estimates by the Palestinian Economic Policy Research Institute, 65% of these organizations have wage employees with an average of 18 workers for each organization, meaning that these organizations create more than 40 thousand paid job opportunities (Ishtayeh, 2016). Since 2017, the number of Palestinian NGOs and their activities has shrunk, due to several political and economic challenges which constrained the funding sources for many of the NGOs (Morrar and Sultan, 2020). Israel led an organized and severe campaign of incitement against NGOs and the international organizations supporting them through the so-called NGO Monitor, and (UN Watch) through the Israeli Ministry of Strategic Affairs (Zaqout, 2020). In addition, the political instability and economic crises in many countries in the Arab region and the global international conditions such as Covid-19 pandemic have led to the shrinking of international funding for NGOs in Palestine. Today, most of the NGOs in Palestine face the risk of financial unsustainability, which means that this strategic sector faces an existential threat. Thus, many of the NGOs face huge challenges in order to develop new mechanisms in to ensure financial sustainability.

Strategic planning the key to financial sustainability (DFE, 2010). Most organizations agree that planning is an essential process for good governance and management. Be it an NGO, strategic planning is required by all entities towards achieving success, but at the same time can be a complex issue especially for new and small organizations. Looking at the NGO sector globally, one may find that many NGOs do not have well-drafted strategic plans and the few NGOs that have the plans are written in a very complex way (Khushi, 2017). Strategic planning for financial sustainability in NGOs requires that

simultaneous consideration be given to economic performance and developmental goals (Gutterman, 2021).

1.3 Significance of the study

The importance of this research lies in the main role that Palestinian NGOs in all its forms plays in Palestinian society, whereby through this research study and evaluation of sustainability in Palestinian NGOs is the focus of the strategic planning process and some of variables between strategic planning and sustainability. NGOs considered one of the most important bodies in any country, because they contribute to supporting the community development, Palestine has privacy unique due to the exceptional circumstances that Palestinian NGOs have been encountering for many years.

The significance of the study stems from the significance of having strong civil society organizations in light of the necessity for various societal sectors to contribute to the establishment of the Palestinian state and the achievement of political, economic, and social stability. Besides offering its services, this study aims to educate staff members, managers, and governing bodies of civil society organizations on sustainability in order to promote continuity and independence, particularly in the challenging Palestinian context, where this study discusses the elements of strategic planning that Palestinian NGOs can effectively use to adopt sustainability as well as other elements that support sustainability when creating strategic plans for NGOs, such as collaboration, accountability, and transparency, volunteers, and the regulatory framework to address societal challenges.

If the elements of sustainability are met, this will have an impact on the organization's ability to continue its work, achieve long-term success, and be self-sufficient, as well as

reduce the number of NGOs that close their doors. It will also ensure that administrative costs are covered in the future and that activities are prioritized to meet institutional goals even when funding horizons from donors are limited.

Since Palestinian NGOs have the tools to expand opportunities for sustainability and deal with unforeseen risks in order to continue managing their regular operations, this research is the first to link the elements of strategic planning to the variables of the strategic plan in sustainability in Palestine. Planning also assists in moving towards a specific, clear, and guaranteed approach to achieving sustainability, as it is essential to achieving sustainability.

1.4 Research questions

1. To what extent clarifying organizational mandates and mission has positive impact on NGOs sustainability?
2. To what extent leadership roles has positive impact on NGOs sustainability?
3. How the stakeholder identification can improve the NGOs sustainability?
4. To what extent collaboration and partnership in the strategic planning process has positive impact on NGOs sustainability?
5. Does regulatory framework mediate the relationship between strategic planning and sustainability?
6. Does the comprehensive assessment of the environment mediate the relationship between strategic planning and sustainability?

1.5 Research objectives

This study aims to reveal if NGOs in Palestine utilize strategic planning as a key tool to achieve stability, and to what extent the strategic plans enabled them to deal with different challenges and to secure funding sources in the absent or limitation of fund from international and local sources. In addition, it will show what are the elements that NGOs strategic plans should include to highlight different sustainability pillars. This study also aims to:

1. To clarify if organizational mandates and mission has positive impact on NGOs sustainability.
2. Do leadership roles have positive impact on NGOs sustainability?
3. Does stakeholder identification can improve the NGOs sustainability?
4. Does collaboration and partnership in the strategic planning process has positive impact on NGOs sustainability.
5. To show if regulatory framework mediates the relationship between strategic planning and sustainability.
6. To asses if the environment mediates the relationship between strategic planning and sustainability.

1.6 Research hypotheses

1. Organizational mandates and mission have positive impact on NGOs sustainability.
2. Leadership skills has a positive impact on NGOs sustainability.
3. Stakeholder identification can improve the NGOs sustainability.
4. Collaboration and partnership in strategic planning has positive impact on NGOs sustainability.
5. Regulatory framework mediates the relationship between strategic planning and sustainability.
6. Assessment of the environment mediates the relationship between strategic planning and sustainability.

2 Chapter Two: Theoretical Framework

2.1 By synthesizing important theoretical perspective, Aspects of the Strategic Planning

The theoretical framework chapter aims to provide a solid foundation for understanding the many facets of strategic planning, including its role in improving organizational sustainability, navigating uncertain environments, and ultimately assisting Palestinian NGOs with their financial sustainability. The main objective is to make sense of the basic concepts and theories related to strategic planning in the context of non-governmental organizations, the study will examine well-known theories, models, and frameworks for strategic management and evaluate how well they apply to the particular problems that non-governmental organizations face.

2.1.1 Organizational Mandates and Mission

Strategic planning is needed by institutions that are capable of defining objectives, creating a vision, and communicating their message in order to attain the success that they strive for (Hallaq, 2015).

Mandate means what it is required to do (and not do) both legally and informally by outside agencies, articles of incorporation, legislation, regulations, and ordinances are likely to clarify formal requirements, additionally, companies frequently have to adhere to a number of unwritten rules that may be expressed in social conventions or in the expectations of important constituencies like the electorate or lawfully elected representatives (Bryson, 2018).

The Mission clarifies an organization's purpose, or why it should be acting the way it does; vision clarifies what it should look like and have while it carries out its mission. A

variety of advantages result from the organization's mission being understood and agreed upon. The habit of keeping conversation on topics that are actually essential is maybe the biggest advantage. Too frequently, important decision-makers from a public or nonprofit organization never meet to address matters involving different functional areas or, more significantly, the organization as a whole (Bryson, 2018).

The mission statement of your organization explains the actual goals of the organization and serves as justification for its continuous existence. The way your business fulfills its mission is influenced by its organizational principles. All of them together capture who you are, what you stand for, why you're here, what you do, and who gains from it all (*Assessing Mission, Mandates and Values | Literacy Basics*, n.d).

The activities and services your organization is contractually required to provide, together with the legal duties imposed upon it by federal, state, and local laws, rules, and regulations, are all listed in the mandate. Mandates can take many different forms, both expressly and implicitly. Policies, procedures, collaboration agreements, written contracts and business plans, and expectations from the community or group are a few examples (*Assessing Mission, Mandates and Values | Literacy Basics*, n.d).

Organizations that have a clearly defined process for collectively articulating and communicating their organizational mission, mandates, vision, values, and goals are more successful in achieving their goals as an organization (*Mission, Mandates, Vision, Values, Goals*, 2018).

The clarity of an organization's mission and mandate holds paramount importance as reflected in various studies and literature, clearly defined missions serve several crucial purposes, firstly, they align members towards a shared vision, fostering unity, this clarity

minimizes misunderstandings, promoting harmony among staff, partners, and stakeholders by providing a clear sense of direction and purpose.

Furthermore, explicit mandate and purpose statements facilitate the establishment of targeted goals aligned with the overarching mission, this alignment enhances productivity, purposeful work, and aids in decision-making processes, clear mandates simplify choices that align with organizational values and long-term objectives, providing a framework for evaluating decisions.

Additionally, a well-defined mission allows for effective resource allocation, guiding leaders in directing funds, staff, and time towards areas that significantly impact mission accomplishment, stakeholder involvement and effective communication are streamlined through a clearly articulated mandate and mission

Moreover, internal accountability systems within organizations rely on a clearly defined mission and mandate, this ensures that everyone works towards shared goals, holding individuals and groups accountable for their contributions to achieving the mission, in essence, providing organizations with direction, emphasis, and purpose through clear mandates and missions enhances stakeholder engagement, organizational effectiveness, and long-term goal attainment

2.1.2 Environmental Impact Assessment

A significant shift in thinking began to take shape in the 1960s and has accelerated in the last few years, impacting not only planning but also all pertinent societal developments—that is, the incorporation of environmental concerns into every facet of human existence. The understanding that decisions ought to be made with the environment in mind gave rise to environmental planning (Seidler, 2022).

It is essential to evaluate humanitarian efforts' effects on the environment and society in order to ensure that they "do no harm. The Environmental Impact Assessment (EIA) is a long-standing technique that has gained acceptance and recognition from a wide range of international development and humanitarian aid organizations. Although the technique doesn't seem to have been employed much thus far, it might prove to be a structuring tool that aids in better identifying the environmental challenges that humanitarian groups face. Some adjustment may be required as the conventional tool's structure may not always seem appropriate to the specific contexts in which humanitarian groups operate, so as to avoid obstructing the noble objectives (Environmental and Social Impact Assessment Report, 2018).

NGOs must understand that if they actively and visibly participate in EIA and decision making, their capacity will be greatly enhanced, their social position will be positively acknowledged, and the public's perception of NGOs as the forerunners and founders of society will be cemented (Wu et al., 2017).

The success of the NGOs is significantly influenced by the managers' strategic awareness and their comprehension of the three benefits of a formal strategic planning method. By employing a strategic management methodology, NGOs in Palestine are more equipped to adapt to evolving circumstances. Comprehending the environment for the management is equally essential (Analoui, 2010).

The success of non-governmental groups is thought to depend on environmental scanning. It was observed that environmental scanning significantly affected the strategic management process and its effect on performance. According to this method, organizational development, flexibility, and adjustability are crucial components in carrying out a strategy (Analoui, 2010).

The wealth of studies and literature on environmental assessment underscores its pivotal advantages for NGOs, through these evaluations, NGOs gain profound insights into external factors shaping their operations and objectives, analyzing political, social, technological, and economic aspects empowers NGOs to formulate effective strategies and make informed decisions.

Risk management in NGOs is significantly enhanced as environmental assessments identify potential threats and challenges, this proactive approach enables NGOs to foresee issues, implement risk management strategies, and mitigate negative consequences, ensuring the long-term sustainability of their initiatives.

Resource allocation is optimized through environmental assessments, providing NGOs with valuable insights into the accessibility and availability of resources such as funds, volunteers, and infrastructure, armed with this knowledge, NGOs can deploy resources strategically to maximize impact and advance their goals.

Adaptation to change is imperative in a dynamic external environment, NGOs through regular environmental assessments, stay abreast of emerging trends, challenges, and opportunities, this proactive approach enables them to adjust their tactics and efforts, remaining relevant and adaptable in the face of evolving situations.

2.1.3 Leadership Roles

When it comes to planning, there is no replacement for strong leadership. Strategic planning enables leaders to pursue noble goals in manners that advance the common good and create value for the public. At its worst, strategic planning prevents organizations from carrying out their mandates, accomplishing their purposes, and adding value to the public. It also makes it more difficult for leaders to do their duties, effective leadership in

public and nonprofit organizations and communities is a team effort involving many people in many positions at various times; during the course of a cycle of strategy change, the same people will alternate between being leaders and followers (Bryson, 2018).

NGOs' leaders frequently deal with incredibly difficult situations on both an organizational and personal level. Unlike the problems the public or private sectors encounter, these are difficult problems. They are typically isolated individuals. Because there aren't enough skilled leaders and the non-profit industry is expanding generally, there is speculation of a leadership shortage. As a result, it is imperative that the next generation of leaders be developed and that both current and prospective leaders receive the necessary assistance. Therefore, programs created for leaders of non-governmental organizations must integrate best practices and recent experience rather than recycling outdated, traditional methods of leadership development (Apostu, 2013).

Effective leaders of non-governmental organizations are able to strike a compromise between the competing interests of various stakeholders and the organization's core values. Thus, the key goals of leadership development programs should be to assist leaders in keeping their sense of self and values intact while also assisting them in understanding and proactively adapting to the rapidly changing external environment. Acknowledging NGOs' capacity for leadership needs to start immediately. The proverb "trees die from the top" will indeed apply if policies and guidelines supporting this activity are not established (Hailey & James, 2004).

The success of non-governmental organizations depends on their leadership positions. These positions work best when applied across all levels of the organization, shifting the traditional "boss/subordinate" dynamic out of the hierarchy and into a relationship of service. Using one's own power—that is, the power that results from fostering a sense of

community and from developing and respecting others—instead of the power that comes from holding an official position within an organization is known as leading without authority (SMNR, 2015).

When the NGOs becomes in the hands of one person, its performance will weaken, and the result will be a failure to raise funding, and there will be a weakness in communication and coordination between the organization and other relevant institution. (Jayosi, 2017).

Many of the studies and literature about leadership roles at NGOs its confirmed that there are crucial for the effective functioning and success of these organizations that make it, such as, vision and strategy, the vision and strategic direction of a company are established by its leaders. They lay out the long-term plans, aims, and objectives that direct the operations of the company. To fulfill its objective, the NGO must assess the social, environmental, or humanitarian concerns it wants to tackle and create plans for doing so. Also, team management, volunteers, staff members, and other team members are supervised and managed by NGO leaders. They are in charge of locating, educating, and inspiring people who share the organization's values and objectives, giving direction, encouragement, and constructive criticism to the team is essential to effective team management and maintaining the group's cohesiveness and output, additionally, resource mobilization and fundraising make securing financial resources to bolster the endeavors of the organization.

2.1.4 Stakeholder Identification

When it comes to planning, there is no replacement for strong leadership. Strategic planning enables leaders to pursue noble goals in manners that advance the common good and create value for the public. At its worst, strategic planning prevents organizations

from carrying out their mandates, accomplishing their purposes, and adding value to the public. It also makes it more difficult for leaders to do their duties, Effective leadership in public and nonprofit organizations and communities is a team effort involving many people in many positions at various times; during the course of a cycle of strategy change, the same people will alternate between being leaders and followers (Bryson, 2018).

Organizations must have a long-term perspective on the learning and results that are anticipated from the process, as well as a complete understanding of the repercussions of engaging in stakeholder engagement. Stakeholder talks could have a lot of advantages, but it's possible that many of them will be hard to measure in the near future (Burchell & Cook, 2007).

Speaking with non-governmental organizations on stakeholder identification might be beneficial for strategic management. The apparent learning process of the participants indicates that stakeholder meetings can be advantageous for an organizations sustainability (Van Huijstee & Glasbergen, 2008).

Stakeholder involvement and public awareness are both essential elements and successful, to make sure that your service is meeting the needs of the client, it is imperative that stakeholders are involved early in the project. Stakeholders can be included early in a project's implementation with the help of stakeholder analysis. Important stakeholders are carefully questioned about their needs, interests, and viewpoints on the issues your project is attempting to tackle during the stakeholder analysis process (African Development Bank, 2001).

Conventional methods of mapping and involving stakeholders often identify the stakeholders most likely to have an impact on the project's outcome or to have an

influence on its outcome. But depending on how the programs are planned and carried out, this strategy can ignore communities, individuals, organizations, or other groups that are marginalized or underserved. Stakeholders should be identified and included early in the project planning process to successfully influence options and execute changes to meet expectations. It also needs to go on for the duration of the project (Hub, 2019).

People who have a role in the project, or could be affected by the Project, or who are interested in the Project" are referred to as project stakeholders. Primary stakeholders are the first category of project stakeholders, defined as "individuals, groups, or local communities that may be affected by the Project, positively or negatively, and directly or indirectly." They include, among other people, "those who are directly affected, including those who are disadvantaged or vulnerable." Ten more stakeholders are classified as "broader stakeholders who may be able to influence the Project's outcome due to their knowledge of or political influence over the affected communities (NDS, 2022).

The extensive body of studies and literature on stakeholder identification underscores its fundamental importance for NGOs, initial stakeholder identification is a crucial step, allowing NGOs to comprehend and engage with individuals, groups, and organizations with an interest in or influence over their activities. This process enables efficient resource allocation, prioritizing efforts based on a clear understanding of stakeholders' needs, expectations, and concerns.

Better decision-making emerges as a key benefit, as NGOs consider diverse viewpoints, competing interests, and relevant facts when identifying stakeholders, inclusive and informed decisions align with stakeholder expectations, promoting an egalitarian approach.

Stakeholder identification also facilitates enhanced cooperation and partnerships, NGOs can identify potential partners and collaborators, forming strategic alliances that augment their efficacy and capacity, collaborating with stakeholders fosters increased impact, resource exchange, and knowledge sharing.

Greater accountability and transparency result from interactions with stakeholders. Involving them in activities demonstrates a commitment to transparency and inclusivity, strengthening trust and confidence when stakeholders feel acknowledged and their concerns are taken seriously.

Moreover, stakeholder identification ensures relevance and impact, NGOs can tailor programs to meet the unique requirements and problems of communities they serve, fostering significant and lasting effects.

Finally, advocacy and assistance are facilitated by incorporating stakeholders, NGOs gain support and a platform for campaigning on issues, involving stakeholders in activities to increase awareness and support across various socioeconomic groups. This, in turn, can lead to increased public awareness, policy influence, and resource mobilization. Therefore, comprehensive stakeholder identification is imperative for NGOs.

2.1.5 Collaboration and partnership

Collaboration is more than just a new method or approach for handling public issues. It should be obvious that actual collaborative benefit can be obtained and that public value can be created beyond what individual organizations can do acting alone. It is a way to build social capital, sustain a democratic society, and improve the civic culture of a town or region. Be careful to consider collaboration's value in the long run and take into account community building's long-term advantages when doing so (Bryson, 2018, p387).

Nonprofit organizations always strive to improve the effectiveness and sustainability of their services and programs, as well as the effectiveness and accountability of their work. Managers frequently have to use few or diminishing resources to accomplish these goals. As a result, working with other groups as a tactical strategy has grown in popularity (AbouAssi et al., 2016).

Companies and NGOs can work together to develop whole new, creative multi-organizational business models, or they can complement each other's business models by providing the missing elements (Dahan et al., 2010).

In communities all around the world, non-governmental organizations (NGOs) are essential in tackling social, economic, and environmental issues. But establishing and maintaining an NGO is a difficult undertaking. It takes a significant amount of time, energy, and resources. NGOs can increase their influence and decrease their workload by working together with other groups (Desk, 2023).

For non-governmental organizations, collaborating with other groups can facilitate the sharing of resources like personnel, funding, and expertise. Resources could be used more successfully and economically as a result (Desk, 2023).

NGOs can reach a larger audience and exert more impact by collaborating with other organizations. It can tackle difficult problems by pooling their resources and knowledge by cooperating. It can share information by collaborating and forming relationships with other organizations. This could lead to more insightful understanding and inventive solutions. By collaborating and teaming up with other organizations, NGOs can expand their networks and alliances and have a more substantial, long-lasting impact (Desk, 2023).

The collective body of studies and literature underscores the substantial impact partnerships and collaborations have on the efficacy and influence NGOs, in the NGO sector, these collaborations offer several primary benefits and characteristics.

Firstly, collaborations enable NGOs to pool both financial and non-financial resources, expanding their networks, knowledge, infrastructure, and skills. This collective effort allows NGOs to engage in more activities, communicate with a broader audience, and ultimately have a greater impact.

Collaborating with other organizations brings a diverse range of skills, knowledge, and perspectives together, fostering shared knowledge and expertise, leveraging the unique knowledge and experience of partners can lead to innovative techniques and improved programs.

Increased efficiency and effectiveness are tangible outcomes of partnerships and collaborations, by exchanging resources, knowledge, and best practices, NGOs can minimize duplication of effort, optimize resource use, and expedite procedures, ultimately maximizing their influence and producing greater results.

Sustainability is enhanced as partnerships allow NGOs to diversify funding sources, lessening reliance on a single donor or funding stream, beyond financial stability, partnerships present opportunities for cooperative resource mobilization, revenue generation, and fundraising.

Lastly, partnerships contribute to building capacity and fostering a culture of learning for non-governmental organizations, promoting continuous improvement and adaptability.

2.2 Sustainability of the NGOs

The sustainability of a non-profit organization is to continue carrying out its objective, it must be able to sustain itself and to continue serving its mission and vision. Therefore, non-profit sustainability means that the group will be able to maintain its obligations to its customers and the peer group where it operates. (Ceptureanu et al., 2018), also the Financial sustainability, leadership succession planning, adaptation, and strategic planning are all examples of sustainability in the nonprofit sector (Nonprofit Sustainability, 2018).

There are many various variables of nonprofit organization sustainability, including financial viability or long-term economic growth of non-profits emphasizing indicators like liquidity, solvency, or margin, as well as program sustainability, with an emphasis on maintaining the quality of a specific service or program. New methodologies are also being developed to identify and assess those organizational characteristics that are crucial for NPOs sustainability, based on an assessment of core attributes that are successful (Ceptureanu et al., 2018).

In the nonprofit sector, sustainability also includes an organization's ability to adapt, its strategic planning, and the succession planning of its leadership. It is essential to realize that sustainability is a process rather than a "one-time" endeavor, a business does not just "become" profitable and close its doors. On the other hand, sustainability includes all of its elements and operations, and it is imperative that every important decision it makes—from funding to personnel to service delivery—be considered from a sustainable perspective (Rosso, 2017).

In the non-profit industry, one of the main issues is financial sustainability. The fact that international contributions to charitable organizations are being withheld has made this issue even more critical. The nation does not have adequate public funding sources to sustain nonprofit groups. We stress the need for a variety of financial resource structures to preserve the long-term independence, financial stability, and sustainability of non-profit organizations (Gajdova, 2018).

NGOs they were becoming increasingly dependent on contributions rather than creating long-term financial plans or strengthening their own independence through local resources (Adarbeh, 2011).

To become viable, Palestinian NGOs need to act beyond the goals of their donors and become less dependent on the donor-driven paradigm. They need to work together in order to move forward, pooling resources and preventing division. To maintain the functioning of the civil society sector, it must amend pertinent legislation and prohibit NGOs from engaging in market competition with the government and private sector (Morrar and Sultan, 2020).

Because of their efforts to address environmental issues, promote social and economic justice, and accomplish sustainable development goals, NGOs operating need to be financially stable. The cornerstones of social sustainability include human rights, gender equality, social justice, and inclusive growth. They work to strengthen social cohesiveness, provide healthcare and education to underprivileged communities, and grant them greater authority. NGOs encountered a range of opportunities and challenges in their pursuit of sustainability, including resource scarcity, unstable political landscapes, and travel restrictions. They can still maintain their independence while exchanging

information, getting support from other countries, and picking up tips from best practices around the world.

2.3 Aspects of the Strategic Planning and Sustainability of Nonprofit Organizations

The theoretical stances on organizational strategy, financial sustainability, and their interactions will all be covered in this thorough analysis, along with exploring important theories and methods linked to sustainability and strategic planning in the NGO sector, it will also play a conceptual framework. Customized to the particularities of NGOs, the analysis will consider the impact of contextual factors, the NGOs' unique mission-driven nature, and their reliance on a variety of financing sources, the aim is to develop a theoretical framework that elucidates the theoretical underpinnings while capturing the complexities of strategic planning inside NGOs.

2.3.1 Clarifying Organizational Mandates, Mission and Sustainability of the NGOs

Two adaptive strategies include alignment and subcontracting. When NGOs reorganize their programs to suit sponsor preferences, that alignment takes place. This includes the management's decision to align the organizational mission and mandate with the priorities of the donors. Alignment may enable a NGOs to cushion stresses and lower resource stream volatility, but it may also increase resource dependency and, as a result, cause a loss of autonomy. Alignment can also occur through the distribution of market donations budgeted for particular mandates, missions, and sponsors with various sequential and geographical restraints. In this situation, nonprofit executives can successfully secure the

financial viability of their organizations by redesigning their objectives in accordance with the precise quantity of financing that is available (Brown, 2019).

Defining goals and objectives is a tried-and-true, beneficial approach for launching and running a more productive business for public and nonprofit organizations. Clarifying mandates and missions can help managers of public and nonprofit organizations work better, which will help them face today's challenges. They can also help incorporate efficacy, efficiency, and other important concepts into a company's overall objectives and day-to-day operations (Bryson, 2018).

Nonprofit organizations are increasingly adopting this approach of making their mandates and missions clear. The proof that clearly defining mandates and missions "works," and often does so in a very excellent way to sustain the viability of the organization, is the fundamental reason why this technique has become more popular. It is possible that this area will see improvements if the process of setting mandates and missions is recognized and thoroughly examined as a practice, or series of practices (Catapult, 2023).

A constant worry is the ability of nonprofit organizations to maintain their financial stability. Adopting business techniques such as commercial revenue is one widely accepted remedy for risks to nonprofit organizations' capacity to maintain their financial viability. In order to establish a strategic response, nonprofit practitioners may (or may not) perceive a contradiction between their social mission, mandate, and business practices, according to institutional theory and empirical evidence. This model explains why apparent inconsistencies between business operations and the social goal were largely ignored and resulted in passive acquiescence, in the absence of conflict, business practices for nonprofit organization could have unanticipated negative effects like mission and mandate drift (Beaton, 2019).

Non-governmental organizations will be encouraged to align their current purposes and mandates in order to accomplish strategic goals that will ultimately result in the accomplishment of our primary objective, which is to sustain (NDS, 2013).

Earlier research emphasizes the advantages of clearly defining the objectives and responsibilities of NGOs to ensure their survival and provide a focused direction, clearly stated missions and mandates enable NGOs to approach their activities with focus, preventing mission drift and ensuring alignment with their primary goals, this transparency facilitates efficient resource allocation and prioritization of activities.

Furthermore, involvement of stakeholders is streamlined when organizations have well-defined missions and mandates, clear communication of aims and objectives builds confidence and credibility with partners, funders, and the communities served, leading to improved support and cooperation.

Impact assessment becomes simpler for NGOs with clearly defined goals and missions. By setting clear objectives related to sustainability, NGOs can track progress and evaluate program results, this assessment allows organizations to learn from experiences, identify opportunities for growth, and pinpoint strategies for success, overall, the clarity in mission and mandates enhances the efficacy, influence, and long-term sustainability of NGOs.

2.3.2 Leadership Roles and Sustainability of the NGOs

A company's sustainability plan is ineffective without strong leadership supporting its creation and implementation. As well as the significance of selecting the appropriate leadership style as a tactic for enhancing financial sustainability. If pastors and other church leaders apply these tactics to secure financial sustainability in their organizations, it may result in social transformation. Increased awareness of sustainability's many

advantages and its uptake by people, businesses, organizations, governments, and society could have social ramifications (Gleaves, 2017).

Leadership for sustainability requires individuals with exceptional talents. These are the kind of leaders who can understand complexity, think through difficult challenges, involve teams in dynamic organizational transformation, and have the emotional intelligence to deal with their own emotions in a way that is adaptable to addressing complicated problems. A successful execution of this link demands unusual leaders and leadership systems. Leaders and leadership are a crucial translator of how the sustainability of the organization "links" to the larger systems in which the organization sits (Metcalf & Benn, 2012).

Sustainability programs require both the "macro" and "micro" organizational components to be successful. When these elements are combined, management is given a potent plan that enhances employee and organizational sustainability performance by including staff members in sustainability initiatives in a way that is similar to leadership approaches (Galpin & Whittington, 2012).

Sustainability Leadership challenges the conventional wisdom about what constitutes a leader and suggests that anyone who takes on responsibility for understanding and addressing sustainability issues is a "sustainability leader," regardless of formal leadership positions. Sustainability leaders are aware that while change isn't always pleasant, it can also result in novel insights, creative solutions, and breakthroughs in technology that improve the economy, the environment, and society at large (Ferdig, 2007).

To build a complete educational system it must make effective leadership and an instructional design that is appropriate for all governmental and non-governmental organizations (Md-Nawi et al., 2017).

The long-term survival of NGOs depends on their leadership. To accomplish their objectives, forge durable bonds with others, and obtain the funds required for long-term existence, NGOs require good leadership. The following are some crucial facets of leadership that support NGOs' long-term viability, the Vision and Mission that a competent leader gives the group a sense of direction and purpose by thoroughly describing the organization's vision and mission. this ensures sustainability by concentrating members' and stakeholders' efforts around a single objective, also strategic planning to establish long-term goals, establish priorities, and wisely distribute resources, NGOs' leaders need to participate in strategic planning. This entails planning and evaluating the organization's prospects, challenges, weaknesses, and strengths.

2.3.3 Stakeholder identification and Sustainability of the NGOs

A nonprofit organization's financial survival depends on its stakeholders, yet relying too heavily on one stakeholder over another might put that organization's finances at jeopardy. Enhancing nonprofit leader-stakeholder ties, strengthening philanthropic initiatives, and increasing nonprofit leaders' grasp of practical strategies that could encourage stakeholder involvement for enhancing financial sustainability are all examples of good social change (Swanson, 2019).

Driven by sustainability economic in nature socially conscious as a concept of stakeholder identification in sustainability entrepreneurship, ecologically driven sustainability-driven entrepreneurship is issue-based and subject to change over time. Things could be applied

to help with this task in a helpful way. Their opinions of stakeholders serve as a helpful signal for the process of identifying entrepreneurial opportunities more generally and for entrepreneurs who are motivated by sustainability (Schlange, 2006).

Individuals, groups, communities, governments, and others who have an impact on or are impacted by one or more nonprofit organizations or the sector as a whole are referred to as nonprofit stakeholders. Stakeholders of NGOs are impacted by, or have an impact on, the activities carried out in the nonprofit sector, and as a result, stakeholder perspectives reflect a variety of interests. The majority of nonprofit stakeholders are deeply invested in a nonprofit organization's success and its mission (Dicke et al., 2016).

Stakeholder involvement is becoming increasingly apparent as a necessary element of sustainable practices. It is crucial for long-term value propositions and plays a nuanced, reciprocal function in such value propositions (Fobbe & Hilletoft, 2021). Groups of stakeholders within a NGOs can be created based on factors such as their size, level of activity, influence and power, and function within the stakeholder alliance. The network organization imposes the goals of the non-profit network stakeholders on them. Stakeholders in the nonprofit network offer many intangible contributions, chief among them their expertise, relationships, concepts, resources, and unpaid labor. Concerns over the day-to-day functioning of the organization are frequently expressed by stakeholders in a nonprofit network. The degree of variation in stakeholder perspectives can be used to assess the seriousness of a problem (Inha, 2015).

Absolutely, stakeholders indeed play a crucial role in ensuring the survival and success of NGOs, these individuals, groups, or organizations are directly impacted by or have an interest in the nonprofit's operations and outcomes, to thrive, nonprofit organizations must

understand the needs of their stakeholders, garner their support, and establish enduring connections.

Acknowledging and addressing the demands, expectations, and interests of stakeholders is paramount, evaluating these needs fosters a sense of commitment and ownership among stakeholders, promoting sustainability over the long run. Involving stakeholders in the decision-making process not only enhances their engagement but also contributes to building strong, mutually beneficial relationships that are vital for the ongoing success of NGOs.

2.3.4 Collaboration and partnership and the sustainability of the NGOs

It is widely believed that collaboration between the NGOs and corporate sectors creates value for society, businesses, and the NGOs themselves. NGOs can expand the scope of their cross-sector cooperation and so improve their sustainability by deliberately being proactive rather than reactive to what corporations might provide (AL-Tabbaa et al., 2013).

Creating multi-organizational cross-sector social partnerships is a typical approach to tackling complex social and ecological concerns, especially sustainability, that are too large for a single organization to handle (Clarke & Fuller, 2010).

Sustainable development requires the collaboration of governmental, corporate, and the NGOs, to increase the value of their collaborations to society and its partners, NGOs must improve their monitoring and evaluation systems. Sustainability also depends on NPOs' capacity to expand their fruitful collaborations and set up long-term systems to maintain those (Kassem et al., 2021).

In order to maintain services and advance development, NGOs operate in a dynamic and frequently unstable environment. The majority of Palestinian NGOs currently run activities that don't align with the needs, aspirations, or aims of the Palestinian people. In addition, non-governmental organizations typically function as subcontractors for foreign donors, providing services; hence, they must collaborate to ensure each other's long-term existence (Masri, 2014).

Partnerships, collaboration, and strategic planning are crucial to the long-term viability NGOs, to promote NGOs' long-term performance and impact, these elements improve organizational effectiveness, increase their reach, and make better use of the resources at hand, collaboration is the process of working with other communities, stakeholders, or groups to achieve common goals, by cooperating, sharing knowledge, and pooling resources, nonprofit organizations can take on challenging social or environmental concerns, enhancing sustainability can be achieved through collaborating across enterprises to have more access to networks, resources, and expertise. It also helps to avoid waste of resources and effort duplication NGOs and other entities, such as corporations, governments, or educational institutions, have legal or informal agreements, such as partnerships, maybe NGOs can raise more funds.

2.4 Mediator Variable between Strategic Planning and Nonprofit Sustainability

The mediating variable is a critical mediating mechanism via which strategic planning can influence sustainability outcomes, such as organizational culture, resource allocation, or stakeholder involvement, it will be fully explored within the theoretical framework. In order to demonstrate the complex relationships that connect strategic planning choices to the main objective of bolstering and fortifying NGOs, the mediation process will be looked at, finding the mediating variable in this study is crucial since there is a significant

association between strategic planning and the sustainability of NGOs, the research aims to enhance comprehension of the factors that influence strategic relationships and sustainability in the nonprofit sector by methodically identifying these mediating variables.

2.4.1 The Regulatory Framework Mediates the Relationship between Strategic Planning and Sustainability

On both a national and global scale, regulatory frameworks are legal tools. (National laws and regulations, contractual responsibilities) They might be coercive and mandatory or optional (integrity pacts, codes of conduct, arms control agreements). Together, they create the legislative framework that serves as the standard for evaluating anti-corruption actions. Fighting corruption requires the presence of these structures. They must be combined with other building integrity measures and supportive incentives because they are insufficient on their own (Security Sector integrity, 2017).

The regulatory framework continues to be a crucial pillar for advancing sustainability solutions in institutional settings, and it is one of the most essential tools strategic executives can use to steer their companies toward sustainability (Oluoch et al., 2021).

The process for registering varies greatly based on the nation and the type of organization. The act of establishment, the governing statutes, and the registration application are often required to be submitted to the registration authority by NGOs when they request for registration. Naturally, the documentation must include the essential details required by law, such as name, address, objectives, founders, internal governance practices, etc. For at least some organizational forms, additional documentation is necessary in several nations (Honstein, 2019).

The regulatory frameworks differ significantly amongst nations in terms of their clarity and consistency. One-step registration procedures are possible (Kosovo), as are two-step approval processes (Romania), or a maze of conflicting legislation (Serbia). Tax rules may offer NGOs the right exemptions and incentives for donations in some nations, but in others, NGOs are taxed similarly to enterprises. Government funding of NGOs may be somewhat transparent (Hungary) or continue to be a procedure that is entirely hidden (Honstein, 2019).

NGO sector is able to continue serving the public and supporting the achievement of important national objectives and goals, even in the face of changes in the country's political and economic landscape as well as pressure from donors and authorities (Awashreh, 2018).

Certainly, policies and rules are indispensable for promoting sustainability in NGOs, and their benefits are multifaceted, in Palestine, accountability and transparency are crucial aspects, ensuring NGOs are responsible for their actions and conduct their operations with integrity. This builds confidence among funders, recipients, and the public, fostering trust and support.

Social responsibility is another key area where policies and laws play a pivotal role. NGOs, as advocates for social issues and justice, can use policies to uphold fair labor practices, promote diversity and inclusion, and ensure the well-being of beneficiaries and staff.

Long-term planning is facilitated by laws and regulations, serving as incentives for NGOs to implement sustainable strategies, by establishing objectives, collaborating, and

networking in line with laws and policies, NGOs can work collectively to achieve sustainability goals, exchange best practices, and learn from each other's experiences.

Furthermore, NGOs with robust policies and procedures are often preferred by funding organizations, demonstrating commitment to sustainability through these frameworks enhances the likelihood of obtaining funding for projects and operations.

In essence, regulations and rules provide NGOs with a framework for sustainable operations, ensuring that the environment, society, and the communities they serve benefit, by adhering to these guidelines, non-governmental organizations can enhance their long-term viability, effectiveness, and trustworthiness.

2.4.2 The Assessment of Environment Mediates the Relationship between Strategic Planning and Sustainability

Models of the organizational assessment look at organizational performance and change as a way to start asking questions and gathering information for the SWOT analysis. environmental factors are the primary cause of change and external changes frequently affect critical organizational success components like mission and strategy, leadership, and organizational culture, Monthly meetings and chats made up the evaluation process, which gave me access to the information I needed to examine the organization's requirements and problems. The Executive Director's main worries were a lack of funding resources and the inability to hire personnel to assist with program activities and regular nonprofit operations. Infrastructure must receive enough funding to keep any organization working efficiently in order to promote organizational sustainability (Rosso, 2017).

In order to support the assessment of their environmental sustainability, sustainable development requires industry to increase its responsibilities towards the environment on

a local and global scale, provides additional assistance to industrialists and academics who desire to evaluate and enhance the environmental sustainability of an industrial system, discusses their adequacy, identifies crucial future directions, and provides further guidance. Analysis of the life cycle and environmental accounting, systems evaluations in industry, between various methodologies, the evaluation's breadth differs greatly (Angelakoglou & Gaidajis, 2015).

The creation of widely agreed sustainability reference targets is the most important future path to improve the effectiveness of the evaluation, the setting of reference targets will make it possible to quantify the gap between the current situation and performance that is actually environmentally sustainable (Angelakoglou & Gaidajis, 2015).

To become sustainable and take on more local and global environmental responsibilities, an organization needs to require comprehensive assessments of its environmental performance. The most important next step to boost the effectiveness of the evaluation is to develop broadly agreed sustainability reference targets. Setting reference targets will make it possible to measure the gap between the current state of affairs and performance that is truly ecologically sustainable. Assessing the environmental sustainability of non-governmental organizations is a difficult but crucial task (Jones & Mucha, 2013).

To ensure their long-term viability and efficacy in promoting sustainability, nonprofits need to evaluate their environmental circumstances and sustainability. A comparison of nonprofit organizations' operations, practices, and activities with sustainability is required in order to determine the environmental impact of these organizations. Examining their usage of electricity, water, waste management, carbon footprint, and general resource efficiency are all part of this. To reduce their impact on the environment, organizations

might utilize audits, sustainable practices, and key performance indicator (Alnatsheh et al., 2020).

The first stage in conducting an environmental sustainability analysis is identifying opportunities for innovative and sustainable behaviors. A multitude of issues need to be considered when assessing sustainability and the environment, such as resource management, social responsibility, long-term profitability, and environmental impact.

To assess the environmental and sustainability-related activities of NGOs, an assessment of their endeavors to enhance sustainability, mitigate environmental problems, and promote social and economic development is vital.

2.5 Palestinian Civil Society Organizations (CSOs) & NGOs

CSOs are defined as association between independent legal entities established by agreement between a number of not less than seven people to achieve legitimate goals of public interest, without aiming to reap financial profit with the aim of dividing it among members," or to achieve personal benefit, as per Palestinian Council of Ministers Resolution No. (9) Of 2003. The word "association" encompasses civic associations, philanthropic associations, and non-governmental organizations. The "public good" is the term used to describe the association's goal of promoting a particular social or professional division or group (Tanani, 2022). It must encourage the private sector to give more to society by offering a range of government facilities to businesses in the private sector that contribute to society. It should also pledge to waive taxes for civil society projects in compliance with the law (Tanani, 2022).

The Palestinian community's extended history of occupation is unquestionably one of the main causes of this. The lack of central government entities that could offer the general

public essential services was another significant problem. Still, PNGOs carried on until the creation of the Palestinian Authority (PA) and the rise of a new form of central government. In actuality, there were 930 more PNGOs in 2007 than there were in 2000, thanks to an increase in PNGOs between 2000 and 2007 (Voir, 2009).

Not very important in the development of Palestinian society, Palestinian institutions have been essential to the process of national emancipation and growth since the turn of the century. Its establishment has coincided with the evolution of institutions in response to Palestine's shifting political and socioeconomic landscape. The process of creating Palestinian institutions has coincided with this. Concepts of Palestinian civil society were defined by an inventive spirit and the capacity to function in a highly complicated setting (Adarbeh, 2011).

The "mercurial concept" of civil society is a product of its relations with the state. Therefore, the concept needs to be examined within the context of that particular society in order to comprehend how it fits into the political and socioeconomic structure of that society. Because there isn't yet a Palestinian state and the occupied Palestinian territory is still under occupation, the discussion over the role of NGOs in the Palestinian context appears to be at odds with earlier ideas of civil society. Actually, the recognition of the Palestinian Authority as a state serves just one purpose: to legitimize or sustain the occupation. Community groups, particularly in view of the slow-moving peace process, have responsibilities and characteristics not found in other institutions (Awarsheh, 2019).

2.6 Historical Background

The Palestinian political experience indicates that the political and civic domains are intertwined in Palestine's civil society. To oppose the occupation forces, the Palestinian

people united as a single mass movement made up of individuals, political leadership, unions, parties, and organizations. This movement was inclusive of all social strata. Instead of going up against one another, everyone's primary objective is to oppose the occupation. This is where the uniqueness of Palestinian civil society rests, in terms of both nature and purpose. It is not a society that emerged from the confines of an economic or social demand movement, but rather from resistance to Zionism and British colonialism, respectively, instead, staying inside the bounds of a large political movement that upholds freedom, individual autonomy, and the integrity of the national identity. Therefore, the establishment of a national political community (a state and a national authority) is the main demand of the Palestinian civil society organizations, The fact that half of the population has lived outside of Palestine and still does, with strong and complex relationships to the countries in which they currently reside, further complicates the concept of Palestinian society (Wafa, 2022).

Despite the fact that there were numerous Palestinian organizations that are regarded as being a component of civil society, their roles were different from those of organizations in other regions. The lack of a Palestinian state altered the role of Palestinian civil society, which now prioritizes state reestablishment as well as the preservation and advancement of Palestinian national identity. As a group in this instance, political authority and the state were constructed by civil society, not the other way around. The society must be viewed as both political and civil, not merely as a civil one.

However, Palestinian civil society has gone through various phases, as seen by the significant detours the conflict has taken.

2.6.1 The First Stage, Before Establishment the Palestinian Authority

By this time, the occupation and the Zionist movement's tactics of labor Judaization, land acquisition and Judaization, and the endeavor to deny Palestine any Arab-Islamic national character posed two dangers to the Palestinian people from the British Mandate and the Zionist movement. That is why every Palestinian organization was harmed by this two-edged sword. They were united by their shared suffering and their conviction that the Zionist movement's plans to annex Palestine and the occupation should be rejected. Consequently, the Palestinians placed independence above the goal of merely expanding their economy or society, Along with a surge in revolutions and uprisings, this time also saw an increase in clubs and associations. The lines separating the political from the civic and social dissolved, however, because the vitality and expansion of this civil society resulted from fending against the invading armies rather than from fighting a national authority, The Zionist movement and the British Mandate were opposed by the political parties, unions, and organizations of that era in an effort to bring about national independence. This does not imply that there is a complete lack of civil society activity; rather, there have occasionally been confrontations in Palestinian society between the governmental establishment and established organizations and movements. However, these disagreements have always been about matters of national security and tactics against shared enemies, never about who gets to keep the spoils of power or who arrives first (Dawawsa,2017).

The Zionist occupation of Palestine in 1948 added to the initial particularity and further compounded the reality of the Palestinian people's condition. The new particularity is the Palestinian society's fracture and dispersion among remote geographic locations. There were Palestinian populations in Arab countries ruled by non-Palestinians in addition to

the remaining Palestinians living under occupation; the largest of these are in the West Bank, Gaza, Syria, Lebanon, and Iraq (https://info.wafa.ps/ar_page.aspx?id=3827).

There is no doubt that Palestinian life under Arab rule is very different from Palestinian life under Zionist control. However, national civic organization has not existed in Palestinian society, either as a result of being imposed by force, as in occupied Palestine, or due to security concerns and national and international slogans and ideologies, as in Syria, Lebanon, Jordan, Egypt, and Iraq. The absence of a fundamental foundation for civil society groups to exist in Palestinian society meant that those that emerged before 1948 had to either halt operations completely or automatically dissolve.

The years 1948–1965 were especially hard for the Palestinian people (14), and there was a period of social and political stalemate in the movement for Palestinian national freedom. There was no indication, from a national perspective, of the existence of an independent civil society or an independent Palestinian national movement, with the exception of a few Arab countries like Syria, Iraq, and Jordan, to which the West Bank was annexed and where Palestinians held citizenship, and where they were allowed to participate in political or trade union organizations. Nevertheless, Palestinians associated with nationalist organizations actively participated in the rise of Palestinian nationalism during the end of the 1950s and the beginning of the 1960s. Nevertheless, the 1950s' end and Palestinian nationalism began to gain traction in the early 1960s as a result of the active participation of Palestinians connected to nationalist organizations (Dawawsa, 2017).

As well as the establishment of "Filastinuna," a journal that "Fatah" published prior to its formal declaration of independence. However, Palestinian political activity was conducted through popular unions and union groupings because the Arab atmosphere did

not yet permit autonomous Palestinian political movement. The General Union was established in 1965, followed by the General Union of Palestine Workers in 1963, the General Union of Palestine Students in 1959, and the General Union of Palestine Workers in 1963. Up until 1964, when the Palestine Liberation Organization was founded, things remained as they were. Then came the Palestinian armed insurrection of 1965 and the events that followed (Wafa, 2022).

In order to fortify the Palestinian national movement's ties to Palestinian society in the diaspora and subordinate it to it. Create and maintain Palestinian civil society organizations in a way that upholds the national identity of the Palestinian people despite efforts to erode and rewrite it. Furthermore, I made an effort to draw in all facets of Palestinian society because the armed revolt, the resurgence of Palestinian nationalism, and the Arab defeat in the 1967 war all aided in the revitalization of Palestinian society.

Thus, the rise of several political parties and groups, together with unions, associations, and clubs, signified this epoch. Nevertheless, facing a Palestinian state or governmental authority was not the reason for the revival of civil society's vigor. Instead, the revolutionary Palestinian Political Authority (PLO) was the one who established it. It was forbidden for the Palestinians to get involved in side battles and lose sight of their shared enemy within the framework of a broad resistance movement to free the country from occupation, which is why laws establishing various kinds of popular unions were established as one of the rules of the Palestinian revolution. (2015) (Costantini.A.A.H, 2011).

The resurgence of the Palestinian civil and political society following 1967, along with its resistance to the Zionist organization, is hardly unexpected and has reinforced. It was because of the respect and admiration it received in the land of exile that the Arab

countries acknowledged the organization in 1974 at the Rabat Summit Conference as the only authorized representative of the Palestinian people, and that same year it was admitted as an observer member of the UN. But the most significant instances of civil society's manifestation were political: The Palestinian Intifada took place from 1987 and 1994. Palestinians across the spectrum mobilized during the Great Intifada to form groups, clubs, and organizations to resist the Zionist occupation, If not for external interventions, which are unnecessary to discuss here, the Palestinian people in the West Bank and Gaza Strip could have organized themselves and carried on with their uprising under the guidance of revolutionary civil society institutions. However, the uprising of Palestinian society both inside and outside of Palestine entered a new maze following the 1993 signing of the Oslo Accords and the so-called peace process (Dawawsa,2017).

Socially, the leadership of civil society organizations shifted from members of families and the feudal and bourgeois parts to members of the small and medium bourgeoisie. Additionally, Palestinian refugees were instrumental in reviving and directing civil society.

2.6.2 The Second Stage: After Establishment the Palestinian Authority

Palestinian society, and civil/political society in particular, saw a drastic transformation with the opening of Palestinian self-rule in parts of the West Bank and Gaza Strip, the signing of the Oslo Accords by the Palestine Liberation Organization, and its entry into the settlement process. The process aimed to transition Palestinian society from a state of revolution and struggle to one of betting on peaceful solutions. This would put an end to the revolution and the state of war with the Zionist entity, change the purpose of the civil and political institutions that emerged during the revolution, and shift the movement's power center from outside Palestine to inside Palestine.

The Palestinian National Authority, which is in charge of the autonomous regions, has evolved into a "political authority" or a state project, with its own calculations, policies, and connections arising from the settlement process. These connections and policies may not align with the views of the Palestinian people as a whole or their civil and political institutions (Wafa, 2022).

Those who follow Palestine's efforts to reconstruct civil society, particularly in the autonomous regions, are well aware of the challenges facing the Palestinian people. The Oslo Accords, which set boundaries that Palestinians are not allowed to cross, or Zionist efforts to suppress Palestinian desires to restore their homeland are the causes of these challenges. The Palestinian Authority has also grown into a political entity with objectives and interests that frequently conflict with those of civil society. Traditional family and tribal ties, however, are once again influencing Palestinian political life in a previously unheard-of fashion.

2.6.3 Sectors-Types

Non-governmental organizations (NGOs) come in a wide variety in Palestine, each with a unique focus and area of specialization. Numerous non-governmental organizations concentrate on various facets of the complex problems that the Palestinian people face. Palestinian NGOs' work is crucial to addressing community needs and promoting regional social and economic development.

2.6.4 The main five Palestinian NGOs

2.6.4.1 Charities¹

The charitable or philanthropic activities carried out by non-governmental organizations are referred to as "NGOs Charity". The majority of these projects involve providing impoverished individuals, families, or communities with cash or in-kind support. NGOs that provide charitable services usually concentrate on meeting pressing social or humanitarian needs, such providing healthcare, disaster relief, or reducing poverty. Reducing pain, offering assistance, and enhancing living circumstances for individuals facing hardships are the primary objectives. This help can come in the form of food assistance, healthcare, education, or other services.

Among the well-known charities in Palestine are the Palestinian Red Crescent Society (PRCS), Palestinian Children's Relief Fund (PCRF), Palestine Cancer Care Association, Al-Amal Association, Palestine Aid Society, etc.

2.6.4.2 Cooperatives²

NGOs strongly emphasize cooperating or working in tandem with other groups, both governmental and non-governmental. Their primary objective is to tackle more complex and extensive issues like environmental preservation, human rights advocacy, sustainable development, or peacebuilding by pooling their resources, expertise, and influence.

In Palestine, there are a lot of cooperative non-governmental organizations (NGOs) that strive to accomplish shared goals and foster community cohesion and solidarity. These

¹ Interview with the key person from the ministry of interior

² Interview with the key person from the ministry of labor

organizations have a wide range of goals and focus areas. In Palestine, a few instances of collaborative NGOs are as follows:

1. Agricultural cooperation societies, which aim to improve farmer circumstances, foster greater farmer collaboration, and raise agricultural output.
2. Consumer cooperative societies, which seek to increase the purchasing power of consumers by offering members affordable, essential goods and services.
3. Women's cooperation societies, which aim to strengthen the position of women in society and provide them with economic and social empowerment.

There are several other programs and organizations that support the advancement of collaboration and the realization of shared objectives across a range of industries, however many of these forms are working in the informal sector.

2.6.4.3 Non-Profit Company³

A non-profit company is an organization that operates in Palestine for purposes other than generating profit for its owners or members. Non-governmental organization is another commonly used term for it (NGO). Non-profit organizations in Palestine work toward a range of objectives, including cultural, educational, environmental, humanitarian, and more. In Palestine, non-profit organizations are subject to specific legal criteria and regulations and must register with the relevant government authorities. These groups are typically established to benefit the community, advance society, and deal with specific environmental or social problems, Funding, grants, and gifts from various sources are often used to support their operations and goals. These organizations may focus on initiatives related to economic growth, human rights, health, education, social services,

³ Interview with the key person from the ministry of economy

or any other area that aligns with their mission. Non-profit enterprises, often known as non-governmental organizations or NGOs, are organizations under law with purposes other than generating profit for their owners or members. They encompass a wide range of businesses and pursuits.

2.6.4.4 Associations and local bodies⁴:

Local non-governmental organizations (NGOs) are generally smaller entities that concentrate on addressing problems and offering services within a particular region (the Palestinian Ministry of Interior).

In Palestine, "local body's organizations" generally refers to institutions created at the local or municipal level to deal with particular problems or offer services in a particular region. These groups are frequently rooted in the community and may concentrate on local development, local government, or meeting particular needs there. Although these groups' exact names and purposes can differ, for examples, Sports clubs, unions, chambers of commerce

2.6.4.5 International ⁵

Numerous international NGOs operate in Palestine, focusing on various sectors such as humanitarian aid, development, and human rights. Some examples include UNRWA, Oxfam, Save the Children, etc. These organizations aim to address the needs of the Palestinian population and contribute to sustainable development in the region (the Palestinian Ministry of Interior).

⁴ Interview with the key person from the ministry of interior

⁵ Interview with the key person from the ministry of interior

2.7 Regulatory Framework for NGOs

The rules and regulations put in place by the many regimes that have ruled Palestine—the Ottoman Empire, the British Mandate, Jordanian administration in the West Bank, Egyptian rule in the Gaza Strip, and the Israeli occupation make up the country's legal system. Civil society, after consulting with all relevant parties and taking into account Palestine's political, economic, and social developments. To achieve national goals, there must be a strong commitment to creating the institutional framework, regularly revising laws pertaining to the public, private, and civil society sectors, communicating with all pertinent parties, and accounting for these developments (Palestinian National Authority, 2009).

The work of non-governmental organizations is based on Article 1 of the Charitable Societies and Civil Society Organizations Law No. (1) of 2000, as this article stipulates that “Palestinians have the right to practice social, cultural, professional, and scientific activity freely, including the right to form and manage associations and civil society organizations in accordance with the provisions of This law,” in addition to Article Four of the same law, which requires these institutions to register with the departments of the Ministry of Interior, as for foreign non-governmental organizations, which the law defines as “any charitable association or foreign non-governmental body whose headquarters or main center of activity is located outside the Palestinian territories or If the majority of its members are foreigners, it has the right to open a branch or branches in the Palestinian territories on the condition that it is registered with the Ministry of the Interior based on what is stated in Article 34 of Chapter Eight of the Charitable Societies and Civil Society Organizations Law, After two decades of the Charitable Societies and Civil Society Organizations Law, the Council of Ministers recently issued Decree Law No. (7) Of 2021

amending Law No. (1) Of 2000 regarding charitable societies and civil society organizations. These amendments came to oblige associations and civil society bodies to submit annual work plans to the relevant ministry. And annual financial reports that include in detail both revenues and expenses, specifying the percentage of employee salaries and operating expenses, which should not exceed 25% of the total annual budget, and collecting donations in accordance with a system issued by the Council of Ministers in which it specifies the terms and conditions of unconditional aid and fundraising, and giving the minister the authority to transfer funds. The dissolved association or body, whether movable or immovable, to entities determined by law. These amendments sparked reactions from many jurists and economists because they restrict the work of civil society organizations and because they transform civil society organizations into employees affiliated with the executive authority who implement its instructions and plans, in addition to undermining their vital role in protecting human rights and achieving societal interests (the Palestinian Ministry of Interior).

Understanding the legal definitions of two terms—NGOs and CSOs—is essential. Benevolent societies and community groups are the two categories of CSOs that the legal system in the oPt for Palestinians distinguishes between, using particular nomenclature. Article 2 of the "Charitable Societies and Community Organizations Law No 1 of 2000" in Palestinian law clearly distinguishes between the two types of CSOs. It defines both as autonomous legal entities established by a minimum of seven individuals, with the purpose of serving the public and achieving legitimate goals without seeking individual or group benefits for its members. The regulation does not clarify or support the implication that "a community organization" must have objectives other than service delivery, which is normally the domain of charitable organizations (Dawassa, 2014).

According to Article 2 of the law, "civic action" also refers to voluntary or elective services or actions that are social, economic, cultural, developmental, and associational in nature and that would enhance the social, health, occupational, physical, spiritual, artistic, athletic, cultural, or educational status of community members. It is evident that the phrase "Moa'assa Ahlyyah" is employed in the law's definition rather than NGOs or CSOs. The term "non-governmental body" refers exclusively to foreign organizations, not CSOs, as stated in the Associations Law, which states: Any foreign charity or non-governmental body that has its head office or centers or activities outside the Palestinian territories, or whose members are predominantly foreigners (Article 2) (Awarshah, 2019).

The Palestinian Authority (PA) applies the same formal norms, such as registration, to all CSOs operating in the oPt; it is unclear why, however, it allocates the same article to both local and international organizations. All foreign non-profit businesses and organizations are officially included in the civil society statistics as a result of their registration with the Ministry of Interior. In addition, it should be mentioned that the word "civil institution," which is used to characterize CSOs generally, lacks clarity, is enigmatic, and is unstable (Abu Zaher, 2008). Moreover, it does not provide much insight into the characteristics of Palestinian NGOs (Muhaneh et al., 2000). Moreover, it appears that Palestinian legislators and the public at large find it difficult to understand "a private, democratic society," despite the fact that developed nations take this notion for granted. (Awarshah, 2019).

Volunteerism and a community-focused approach are the pillars of the NGO identity that lawmakers and non-governmental organizations (NGOs) decide to embrace. Legally speaking, the Associations Law, which controls the usage of the term "NGOs" in this study, defines "Palestinian NGOs" as follows: a) Possess a legal status; that is, they are registered in compliance with Palestinian legal requirements, which include possessing

an address (offices). b) Are optional; participation was initiated on a private initiative and is elective. c) Try to provide voluntary services to the general public without expecting any direct or indirect financial gain. A cursory examination of the Associations Law reveals that the legal personality of non-governmental organizations (NGOs) is overemphasized, which obscures the distinctions between the different kinds and degrees of NGOs (Schulz & Suleiman, 2020).

Volunteerism and a community-focused approach are the cornerstones of the NGO identity that lawmakers and non-governmental organizations (NGOs) decide to embrace. Legally speaking, the Associations Law, which controls the usage of the term "NGOs" in this study, defines "Palestinian NGOs" as follows: a) Possess a legal standing, meaning they are registered in line with Palestine's legal requirements, which include having an office address. b) Have an elective quality; participation was initiated on a private initiative. c) Try to provide voluntary services to the public without expecting any form of payment, either direct or indirect. It is challenging to distinguish between the several types and degrees of non-governmental organizations (NGOs) since the Associations Law overemphasizes the legal personality of NGOs. Despite the fact that the Palestinian Law deals with elections, membership, and the GA's role in dissolution or resource disposal, the majority of Palestinian NGOs only accept founder members and/or board of directors.

The registration procedure is where the law is most evident when officials engage in illegal activity, reject registrations, or cause processing delays. The major accusations leveled against NGOs are that they exploit their membership to further their goals—be they political, financial, or otherwise—and that they fail to uphold the third requirement, which is public orientation. More so than the existence of legal documents, an organization's activities and strategies have a greater impact on its identity and legitimacy.

To comply with Uphoff's tendency to exclude all commercial groups, whether profit or non-profit, from the third sector, the word "collective action" is proposed as a replacement for "third sector" (Uphoff's, 1993, p. 610). The phrase "collective action" expands the idea to encompass membership CSOs and cooperatives that the NGO supports by downplaying the non-profit status and emphasizing membership or community-oriented problems (Schulz & Suleiman, 2020).

Since most NGOs have few members and little contact with ordinary people, they are not considered to be part of the sector of altruistic collective action. Uphoff concludes that there aren't many differences between being a client or beneficiary of a service delivery organization and working for the private sector (Uphoff, 1993). The word "collective action" has limited capacity to address concerns related to the responsibilities, incentives, independence, and performance of civil society, especially non-governmental organizations (NGOs), despite reintroducing cooperatives into the sphere of civil society. It's noteworthy to notice that public and PA support for cooperatives remains higher than for any other group type (Muhammad, 2020).

Hanafi and Tabar (2005) claim that NGOs in Palestine are accused of evolving into new elites that operate under false pretenses, appearing to represent the interests of the people, but whose main objective is the personal wealth of their leaders. 2011 saw (Nakhleh). Furthermore, some NGOs adopt political affiliations and goals, and their leaders temporarily participate in civil society in order to acquire the public backing, contacts, and power required to rise to positions of political authority (Hamammi, 2000). In fact, some even deprive NGOs of their pre-PA status as "national institutions" (Muhsen, 2010), opting instead to refer to them as "Dakakeen," a disparaging term for private companies carrying out the founders' aims (Aweidah, 2010; Challand, 2006). As noted by Rafidi

(2009) and Samara (2001), non-governmental organizations (NGOs) are perceived by Palestinian writers as an invention of the West and a tool of reoccupying and controlling Palestine's economy and culture, along with those of the developing world in general. They view non-governmental organizations (NGOs) as locally and/or globally founded, membership-unrestricted, and dependent on external financing sources, with little connection to the grassroots. Despite the fact that these organizations claim to support development and employ paid labor, they rarely live up to their rhetoric. This suggests that foreign aid has a big influence on how NGOs function and are run (Muhammad, 2020).

The legal frameworks of non-governmental institutions differ from each other in the laws and regulations that they require due to several factors, including their relationship with the Palestinian National Authority, the extent of interconnection with the Palestinian National Authority and opposition to it, and compatibility with its goals, in addition to the large gap that exists between the goals of the different institutions, including unions, associations, federations, religious, educational, and philanthropic organizations.

In this particular context, it is imperative to acknowledge that the significance of this particular civil society is not derived from its institutional and organizational power. Instead, it lies in its capacity to mobilize, having learned throughout the years of occupation how to continue to exist and carry out its duties covertly. Institutions of civil society that operate within the framework of acknowledging the legitimacy of authority include popular unions, associations, and human rights groups; they also include national leaders with influence in the national sphere.

The General Union of Teachers, the General Union of Workers, the General Union of Women, the Palestine Students Union, the Farmers' Union, the Engineers' Union, and

other well-known unions regrettably. Federations and non-governmental organizations having a variety of connections both inside and beyond their organization. These organizations, which number more than 2,000

Throughout the autonomous regions, are mostly volunteer-based, human rights-focused, socially and religiously-oriented, and so on. These associations and federations have a big impact. able to support the Palestinian people's struggle prior to the start of the settlement process by helping other Palestinian organizations and the organization itself accomplish tasks and build relationships with the masses that they were unable to accomplish directly (Wafa, 2022).

The regulation for NGOs also based on the vision and objectives of NGOs institutions when they are established and registrations according on the official Palestinian ministries' regulation, vision, objectives. There are different types of NGOs:

1. Legal NGOs works within the regulations that provide An integrated justice sector that operates with efficiency, integrity and transparency, achieves justice, equality and the rule of law, guarantees rights and freedoms, and in which everyone enjoys the right to litigation and equality before the law and the judiciary, and the right to access justice without discrimination, in accordance with international standards, also support in building a society based on the rules of justice, equality, and the protection of rights and freedoms by strengthening the principle of the rule of law and contributing to the formulation and preparation of legislation that is sensitive to human rights, the separation of powers, the independence of the judiciary, the provision of effective justice and legal services, and the dissemination of legal awareness to achieve complete justice.

2. Health NGOs work within the regulations that provide the deep values, standards, assumptions, and beliefs that underpin performance and practices in the Palestinian health system that reflect the ethical principles or acceptable standards of health care providers, institutions, and the Palestinian health system as a whole to achieve a healthy Palestinian society enjoying comprehensive, high-quality health care.
3. Cultural NGOs work within the regulations that provide Strengthening the values of citizenship, deepening loyalty and belonging to the Palestinian identity, advancing various cultural and artistic fields in a creative and innovative manner, developing talented and creative people, and supporting cultural industries and disseminating them without discrimination in order to achieve cultural justice, in addition to strengthening the position of Palestine's soft power and achieving its leadership on the global cultural map.
4. Educational NGOs work within the regulations that provide ensure safe, comprehensive and equitable enrollment in education at all levels of the system, develop student-centered teaching and learning methods and environment, promote accountability, results-based leadership, governance and management; and serving Palestinian education in general.
5. Charities NGOs work within the regulations that provide Social issues such as addressing poverty, caring for weak and marginalized groups in society, comprehensive development, social security, improving the living conditions of the population, and relief for the afflicted.

Environmental NGOs work within the regulations that provide environmental pollution levels are low and controlled, environmental pollution levels are low and controlled. The

environmental legislative system is updated, effective and integrated, the environmental institutional framework is possible and efficient, and international cooperation is enhanced, Levels of environmental awareness, knowledge and behavior are enhanced and generalized (the Palestinian Ministry of Interior)

2.8 Financial sustainability in the Palestinian NGOs

"Providing them with the necessary funds to achieve the purposes for which they were established or the private money she receives to achieve her goals in the areas of social care and development" is the definition of financing for private institutions. The institution's survival and continued existence depend on the prudent administration of its finances, paying attention to financing is crucial. Financial resources flow into and out of the institution in the form of payments for obligations owing to it; as a result, financial resources are similar to blood in the human body in that they flow both ways. When taken regularly and appropriately, it supports the preservation of the human body's normal functioning. Similar to this, the smooth operation of the institution's finances contributes to its regularity, growth, and continuity (Adarba, 2011).

2.8.1 The History of Funding Palestinian Non-Governmental Organizations Spans Several Decades

An outline of these institutions' financing history is provided below:

1. The first period: Around the time of the British Mandate in Palestine and Jewish immigration to the area, funding for Palestinian non-governmental organizations started in the early 1900s.

2. The Nakba 1948: Following the creation of the State of Israel in 1948 and the Nakba, or large-scale Palestinian exodus, financial initiatives to support and reconstruct the impacted Palestinian communities commenced.
3. Arab cooperation: Arab nations and organizations provided financial support to Palestinian institutions in order to uphold national initiatives and the Palestinian cause.
4. International aid: To carry out development projects and offer humanitarian relief, the Palestinian National Authority and Palestinian institutions have been receiving financial support from states and international organizations since the 1990s.
5. Individual Efforts: Through donations and individual contributions, Palestinians living abroad and within their own country make a substantial financial contribution (Challand, 2009), (*Palestinian NGO Network*, 2023).

For success Palestinian NGOs fundraising it must be a good techniques and approaches such as getting donations, both private and corporate donations are a major source of funding for NGOs. They might create online giving portals, collaborate with fundraising networks, and approach possible donors directly, getting grants, to assist humanitarian, development, and social causes, international organizations, governmental bodies, and foundations are among the many sources of funding that Palestinian NGOs often approach, to get funds, they need to draft thorough grant bids, corporate partnerships, through corporate social responsibility (CSR) partnerships, NGOs and businesses can work together, companies can assist NGO efforts with cash contributions, in-kind gifts, or other resources, international aid, to address particular needs, particularly in areas devastated by violence, NGOs may obtain financial aid from international donor nations and organizations, online crowdfunding, nonprofits can use crowdfunding websites to

reach a worldwide audience and raise money, online campaigns can be centered around particular initiatives or emergency relief activities, membership and subscriptions: a few NGOs provide membership or subscription models through which people can make regular contributions in return for exclusive access to resources or advantages, endowments and foundations: In order to further their objectives, NGOs may create endowments or foundations that produce recurring income from investments, social media and Online campaigns, it's becoming more and more typical to use social media and digital marketing to reach a larger audience and promote online donations. Collaborations with other NGOs (Coordination Council for Palestinian NGOs, 2016).

Due to their near complete reliance on outside funding to support their initiatives, Palestinian NGOs face a difficult situation. Several funders have even resorted to imposing political conditions in an attempt to push their own agendas and goals ahead of the national agendas of Palestinian NGOs, which serve the needs of Palestinian society and its development priorities. Thus, financing Despite being seen as the primary operator of the institution, the external entity is a weak spot in their operation, By linking the NGOs to Palestinian organizations and accusing them of funding and engaging in "terrorist" activities, Israel is attempting to undermine the work of Palestinian NGOs and tarnish their reputation in the eyes of donors, particularly the European Union. The Israeli Ministry of Defense declared six Palestinian institutions to be "terrorists" before closing many other Palestinian institutions in Jerusalem. Israel not only incited Palestinian institutions, especially those that rejected conditional funding, but it also took direct action against the institutions, storming and closing the Health Work Committees Foundation and issuing a military order to close it for a period of six months (Tanani,2020).

By providing Palestinian NGOs with more internal funding, they can become less dependent on outside funding overall and have more flexibility when it comes to meeting external funding requirements. This directly increases the likelihood of both breaking political conditions and improving institutional performance. The private and civil society sectors, as well as official and informal organizations, must collaborate on this. In order to boost the private sector's contribution to society, government policies that decrease the amount of external finance must be worked on. One such policy is to stimulate the private sector by offering a package of government facilities to businesses in the private sector, Along with the policies of the civil sector, like reintroducing the values of volunteerism and the institutions' taking on a number of volunteers, which lowers the operational budget, lowers expenses, and introduces administrative improvements to the conditions of the institutions, there is also the government's commitment to tax exemption for civil society projects in compliance with the law (Article 14 of the Foundations Law). The principles of equality, openness, and work justice in terms of pay and job security are realized through eligibility (Abuiyada. Abdulkarim, 2016).

The most important reasons for the financial crisis facing a large part of NGOs in Palestine is the legal framework of the NGOs, as the legal form of the civil society institutions does not allow for projects and profits to be made directly to the institution, in addition to the lack of laws governing the structure of NGOs, so that there is no salaries scale, which makes there very high salaries that lead to a financial crisis, also dispensing with the idea of volunteering, in addition to the most important reason which is conditional funding.

2.9 Strategic Planning in Palestine

2.9.1 Strategic Planning at the government level⁶

Strategic planning in Palestine means focusing on economic growth, promoting social stability, and addressing difficult geopolitical concerns. It usually entails balancing efforts to advance healthcare, education, and infrastructure with the political realities of the region. The goal is to give the Palestinian people a strong and sustainable future in the face of ongoing violence and instability. Strategic planning in Palestine often includes setting long-term goals and objectives to address various socio-economic, political, and security issues. This process comprises assessing the current state of affairs, identifying opportunities, and formulating plans to promote sustainable growth, modernize infrastructure, and elevate the general level of living for Palestinians. Because of the complex geopolitical environment, social, political, and economic factors are often incorporated into strategy planning in Palestine in order to effectively navigate the unique challenges that exist there.

The Palestinian government employs strategic planning, which includes goal-setting, prioritizing, and implementing policies, to satisfy the diverse needs of the people. This entails considering public services, infrastructure, economic growth, and diplomatic ties. Because of the geopolitical context, the administration usually focuses on programs aimed at state-building, institution-building, and fostering international connections. Strategic planning is to create a strong and stable governance structure while addressing the political and socioeconomic challenges the region faces.

⁶ Interview with the key person from General Secretariat of the Palestinian Council of Ministers

It is possible that the exact mission and vision of the Palestinian government will shift in response to changing circumstances, policies, and leadership. That being said, generally:

Mission: The Palestinian government's priority often revolves around ensuring the welfare of its citizens, building a sovereign and sustainable state, and addressing challenges posed by the political and social milieu.

Vision: goals for long-term peace, economic expansion, and social stability are typically included in the vision. Among the goals could be achieving self-determination, defending human rights, and advancing a democratic form of governance.

It's important to keep in mind that the specific objective and vision may change as a result of political considerations and ongoing efforts to resolve the Israeli-Palestinian conflict, specific speeches and official records

2.9.2 Environmental assessment in Palestine

Assessing the environment in Palestine involves considering various factors, the geopolitical environment that ongoing Israeli-Palestinian conflict has a significant impact on the political climate, affecting security, diplomacy, and governance, also Economic Landscape, Issues with Palestine's economy include high unemployment rates and a dependency on foreign aid. Initiatives for economic progress are often hampered by political instability (Awashra, 2013).

Social dynamics one of the issues that make at Palestine when assessing the environment, meaning that social components include healthcare, education, social services, and demographics, finding a balance between modernism and heritage is one thing to consider, infrastructural framework to evaluate of the infrastructure's current state,

encompassing utilities, transportation, and technology, is necessary to comprehend the development context as whole (Daoud, 2009).

To make good Assessing the Environment at Palestine country it must study the Safety issues that Everyday life and institutional operations are impacted by both internal and external factors, which in turn impacts the state of security, one of the important things at assessing the Environment at Palestine country it International Relations: Palestine benefits from diplomatic relations with other nations and its participation in international organizations, Background in History and Culture to truly appreciate the rich tradition and identity of the Palestinian people, it is imperative to understand the historical and cultural context (Bdair, 2011).

2.9.3 Leadership Roles at Palestinian government ⁷

Key leadership roles within the Palestinian government include:

1. **President of the State of Palestine:** The head of state, in charge of directing the overall course of the government and representing Palestine abroad.
2. **Prime Minister:** The head of state, in charge of appointing ministers, carrying out directives, and overseeing daily operations.
3. **Ministers of Cabinet:** Ministers oversee particular government departments, including those dealing with finance, foreign policy, education, health, and other fields. They are nominated by the prime minister.
4. **Members of the Legislative Council:** Elected officials in charge of drafting legislation, supervising government operations, and advocating on behalf of the Palestinian people.

⁷ Interview with the key person from General Secretariat of the Palestinian Council of Ministers

5. **Governors:** Designed to oversee Palestine's several governorates, with an emphasis on local government and cooperation with central authorities.
6. **Leaders in Security and Defense:** A range of positions in the security and defense domain, such as the Chief of General Intelligence,
7. **Diplomats:** People who advocate for Palestine and represent the country in diplomatic missions overseas.

Each of these positions plays a vital role in the representation, growth, and governance of the Palestinian people. Together, these functions make up the framework of the Palestinian government. The dynamics of leadership can shift in response to local and political circumstances.

2.9.4 Stakeholder identification at Palestinian government

Identifying stakeholders for the Palestinian government involves recognizing individuals, groups, or entities that have an interest in or are affected by government decisions and activities. key stakeholders for the Palestinian government may include, People As the primary actors in this circumstance, the administration strives to provide for the needs, welfare, and services of the Palestinian people, also government officials, employees of various government ministries and agencies are partners in implementing policies and programs (Salameh et al., 2017).

Local authorities' stakeholder for Palestinian government as participants in broader government initiatives, municipalities and local governments have an effect on local governance and development, and the political parties, various political parties and their leaders are considered stakeholders, as they have an influence on the political landscape and the direction of policy. International community, affected parties that exchange

diplomatic ties and extend aid include foreign nations, diplomatic missions, and international organizations, also security forces, it is imperative that the entities tasked with maintaining national security (*The Palestinian Strategic Report 2014-2015*, 2016).

NGOs and Civil Society at Palestine one of the important stakeholders, these organizations engage in service delivery, advocacy, and upholding the legitimacy of the government. Another stakeholder community of business, companies that conduct business in Palestine are interested parties with a vested interest in economic laws, regulations, and overall stability, also sources of media, the narrative around government efforts and public opinion are significantly shaped by journalists and news organizations. (Salameh et al., 2017).

Spiritual guides one of the stakeholders at Palestinian government, because religion and culture are so important in Palestine, religious organizations and leaders have a big influence on social mores and values. Too educational institutions, colleges and universities take part in the development of human capital and the creation of educational policies. International Donors also meaning companies that provide funding and support for development are involved parties that have an impact on the government's capacity to carry out policies and initiatives ((*The Palestinian Strategic Report 2014-2015*, 2016).

Comprehending and handling connections with these interested parties is essential to efficient governance, the execution of policies, and the general welfare of the Palestinian people. It guarantees that the government's actions conform to the varied requirements and anticipations of the many groups concerned.

2.9.5 Collaboration and partnership at Palestinian government

Collaboration and partnerships are crucial for the Palestinian government to address challenges, promote development, and foster international relations. Key aspects of collaboration and partnership at the Palestinian government level include International Relations, To promote its political rights and enlist support for its programs, the government works diplomatically with other nations, regional organizations, and international agencies, additionally to aid and donor organizations, for w together with foreign aid organizations and donors is crucial to obtaining funding and carrying out development initiatives that meet urgent socioeconomic requirements, also NGOs, and civil society, the government can work with grassroots organizations to solve social concerns, broaden its sphere of influence, and improve service delivery through partnerships with NGOs and civil society groups (Daoud,2009).

United nations agencies, Security cooperation, Inter-governmental cooperation, peace-building Initiatives these is its very important to Palestinian government when make collaborative and partnership, that meaning working with UN organizations like UNRWA makes it easier to provide support for Palestinian refugees in sectors including healthcare, education, and humanitarian aid, also stability is maintained by collaboration on security issues with foreign partners, and good governance, the execution of policies, and the provision of services depend on coordination and collaboration between the many government ministries and divisions, too cooperating with international peace-building organizations, diplomatic initiatives, and talks are all part of joint efforts to advance peace and stability in the area (Salameh et al., 2017).

Trade and Economic Partnerships for Palestinian government it's important to working together with other nations and businesses expands trade prospects, draws capital, and

fosters economic growth, also partnerships for education and research to working with foreign educational institutions promotes research, academic exchange, and technological and educational improvements, Palestinian government must make health partnerships to make cooperation in the field of health entails collaborating with global health organizations, exchanging expertise, and tackling healthcare issues, such as pandemic response, additionally to environmental collaborations to establishing alliances to tackle environmental concerns entails cooperating with international organizations on sustainability initiatives (Bdair, 2011).

2.9.6 Strategic Planning at the Palestinian Companies

At Palestinian businesses, strategic planning entails setting specific goals, analyzing the state of the market, and developing winning plans for long-term expansion. During this process, performance metrics are created, activities are matched with long-term objectives, and strengths, weaknesses, opportunities, and threats are identified (SWOT analysis). In order to successfully manage the particular obstacles of the region and promote corporate success, companies operating in Palestine may take into account variables such as regional dynamics, political and economic stability, and international relationships while developing their strategic plans (Mudalal, 2021).

The commercial operations and industry emphasis of Palestinian enterprises usually form the core of their organizational mandates depending on the type of business, mandates may deal with technology, trade, services, or manufacturing. These mandates frequently include requirements for adhering to local laws and fostering economic development. Palestinian companies' mission depending on their industry and financial objectives, Palestinian businesses have different missions, it frequently entails offering top-notch goods and services, fostering economic growth, and generating job possibilities.

Businesses may also focus on their social responsibility with the goal of improving the communities in which they operate (Mudalal, 2021).

2.9.6.1 Environmental Assessment at the Private Sector Level

Economic landscape to understanding the economic conditions in Palestine, including factors like market stability, regulatory environment, and access to resources, helps evaluate the business environment. Also, industry-specific challenges to examining challenges specific to the industry in which companies operate provides insights into sector-specific risks and opportunities. Too political and geopolitical context, considering the impact of the ongoing Israeli-Palestinian conflict and regional geopolitics on business operations helps companies navigate potential uncertainties. Infrastructure and technology it's important to Assessing the state of infrastructure, technological advancements, and digital readiness in the region contributes to understanding the capabilities and limitations for companies (Turshan, 2019).

Evaluating the labor market, including skills availability and workforce dynamics, helps companies address human resource needs and talent management, and access to finance, Examining the availability of financial resources, banking infrastructure, and investment climate assists companies in planning for growth and sustainability. Social and cultural Factors make Understanding societal values and cultural nuances is essential for companies to tailor products, services, and marketing strategies to local preferences. Assessing how companies integrate environmental sustainability practices into their operations aligns with global trends and societal expectations. Important examining the legal and regulatory framework, including compliance requirements, helps companies ensure adherence to established norms. (Turshan, 2019)

By considering these factors, companies operating in Palestine can develop strategies that align with the local context, capitalize on opportunities, and mitigate risks associated with the unique economic and political environment in the region.

2.9.6.2 Leadership Roles at the Private Sector Level

Leadership roles at Palestinian companies encompass various positions responsible for guiding the organization's operations, strategy, and overall success. Key roles include, chief executive officer (CEO) The top executive responsible for the overall leadership and strategic direction of the company. Chief financial officer (CFO), Oversees financial matters, including budgeting, financial planning, and ensuring compliance with regulations. Chief operations officer (COO), Manages day-to-day operations, ensuring efficiency and effectiveness in the company's core processes. Chief marketing officer (CMO), Leads marketing efforts, including branding, advertising, and market research to promote the company's products or services. Chief technology officer (CTO), Responsible for technology strategy and innovation, ensuring that the company stays technologically competitive. Human resources director, manages staffing, employee relations, training, and development to foster a positive work environment. Sales director, leads the sales team, developing strategies to achieve revenue targets and maintain customer relationships. Supply chain manager, manages the logistics and supply chain processes to ensure efficient production and distribution of goods or services. Chief information officer (CIO), Oversees information technology systems and strategies to support the company's business objectives. Legal and compliance officer, ensures the company operates within legal and regulatory frameworks, managing legal risks and compliance issues. Quality assurance manager, ensures products or services meet quality standards and customer expectations (As-Sadeq & Khoury, 2006).

These leadership roles collectively contribute to the success and sustainability of Palestinian companies, addressing challenges and opportunities within the regional and global business environment. The effectiveness of leadership is critical for navigating complexities and driving the company's growth.

2.9.6.3 Stakeholder Identification at the Private Sector Level

Identifying stakeholders for Palestinian companies is a strategic process integral to their success, sustainability, and ethical operation. These stakeholders encompass a diverse range of individuals, groups, and entities, each playing a unique role in shaping and being shaped by the company's operations and decisions. At the forefront are the customers, individuals or organizations purchasing the Palestinian company's products or services. Their preferences, satisfaction, and feedback directly influence the company's success, making them pivotal stakeholders in the business landscape (Zaid et al., 2019).

The employees form another critical stakeholder group. Their well-being, satisfaction, and engagement significantly contribute to overall Palestinian company's performance. Recognizing and addressing their needs is not just a matter of corporate responsibility but a strategic imperative for sustained success. Investors and shareholders, individuals or entities with financial stakes in the Palestinian companies, hold a direct interest in its profitability and long-term success. Managing relationships with these stakeholders involves transparent communication and strategic alignment to ensure mutual benefit. Also, Suppliers, providing goods or services to the company, are essential stakeholders impacting the supply chain and operational efficiency. Maintaining strong and reliable partnerships with suppliers is crucial for the seamless functioning of the Palestinian business (Isaac & Dodeen, 2023)

Local communities are impacted by the operations of the company, and their support is vital for sustainable Palestinian business practices. Engaging with and contributing positively to the communities in which companies operate fosters a symbiotic relationship, aligning business goals with societal well-being. Palestinian Government authorities represent a key stakeholder group, and compliance with regulations and active engagement with government agencies are essential for legal and operational reasons. Adhering to regulatory frameworks ensures ethical business practices and long-term viability (Zaid et al., 2019)

Competitors within the industry or market are stakeholders whose dynamics influence the Palestinian companies' strategy. Understanding industry trends and responding strategically to competitive forces are crucial elements of effective stakeholder management. Industry associations, representing the collective interests of businesses in a specific sector, are stakeholders influencing policies and practices that affect the Palestinian companies. Active involvement in industry associations allows companies to contribute to shaping industry standards. NGOs and activists may become important stakeholders for Palestinian companies, particularly concerning corporate social responsibility. Depending on the nature of the business, engagement with these groups ensures alignment with social and environmental values (Isaac & Dodeen, 2023)

Media outlets, shaping public perception through coverage, are stakeholders whose influence on a Palestinian company's reputation and success cannot be understated. Effective communication with the media is essential for maintaining a positive public image. For Palestinian companies with environmental impact, engagement with environmental groups becomes crucial for sustainable practices. Recognizing the concerns and expectations of these stakeholders is integral to responsible corporate

behavior (*The Impact of Business Ethics on Value Orientation and Value Creation: The Case of Palestine*, 2011)

In conclusion, the identification and effective management of relationships with these diverse stakeholders are essential for Palestinian companies. It ensures alignment with community needs, compliance with regulations, and positive contributions to societal well-being, fostering a holistic approach to business success.

2.9.6.4 Collaboration and Partnership at the Private Sector Level

In Palestine, collaboration and partnerships stand as crucial elements for the growth, innovation, and sustainability of companies. At the heart of this collaborative landscape are business-to-business collaborations. Companies join forces to share resources, expertise, and technology, creating a supportive business environment that enhances overall competitiveness. Supply chain partnerships are equally vital, ensuring smooth operations and timely delivery of goods. Collaborating with suppliers and distributors establishes a reliable supply chain, a cornerstone for sustained Palestinian business success (Saadeh et al., 2019).

To drive innovation, Palestinian companies engage in research and development collaborations. These partnerships with research institutions or other businesses enable the creation of new products and technologies, keeping Palestinian companies technologically competitive in their respective industries. Technology partnerships play a transformative role. Collaborating with technology Palestinian companies or startups empowers Palestinian companies to adopt cutting-edge technologies, improving operational efficiency and staying at the forefront of industry trends. International trade partnerships open avenues for Palestinian companies to access global markets.

Collaborating with international companies and entering trade agreements expands export opportunities, contributing to the economic growth of these businesses (Khatib et al., 2012)

Corporate social responsibility (CSR) partnerships represent a commitment to social causes. Engaging with NGOs or community organizations allows Palestinian companies to address community needs, aligning business practices with a broader societal impact. Financial partnerships are instrumental for growth. Working with financial institutions and investors provides Palestinian companies with access to capital, supporting expansion, investment in infrastructure, and other growth initiatives. Market entry partnerships are strategic for expansion. Collaborating with local or international partners facilitates market entry strategies, helping Palestinian companies navigate regulatory frameworks and cultural nuances in unfamiliar markets (Khatib et al., 2012)

Training and skill development partnerships are crucial for building a skilled workforce. Collaboration with educational institutions or training organizations addresses specific skill gaps, ensuring Palestinian companies have a proficient and adaptable workforce. Government collaborations are multifaceted, encompassing initiatives related to economic development, regulatory compliance, and policy advocacy. Aligning with governmental entities strengthens the Palestinian business environment and supports the achievement of shared objectives. Sustainability partnerships reflect a commitment to environmental initiatives. Engaging in collaborations focused on sustainable practices allows Palestinian companies to address environmental concerns and meet evolving sustainability standards (Saadeh et al., 2019)

In summary, effective collaboration and partnerships at the company level contribute significantly to the growth and resilience of Palestinian businesses. By fostering

economic development and creating a positive impact within the local and global business landscape, these collaborations play a vital role in shaping the future success of companies in Palestine.

2.9.6.5 Strategic Planning and NGOs in Palestine

Strategic planning at the Palestinian NGOs typically involves defining their mission, outlining objectives, and formulating effective strategies to address social, humanitarian, or environmental issues. This process includes stakeholder engagement, resource allocation, and impact assessment. Palestinian NGOs often consider the unique challenges in the region, such as political instability and humanitarian concerns, in their planning to ensure they can effectively contribute to the well-being of the communities they serve. Additionally, they may collaborate with local and international partners to maximize their impact and resources. (Abuiyada & Eteiwi, 2016).

NGOs in Palestine typically have mandates that focus on specific sectors or issues, such as human rights, healthcare, education, or economic development. These mandates are shaped by the organization's mission and the pressing needs of the communities they serve. For example, an NGO might have a mandate to provide humanitarian aid, promote social justice, or support youth empowerment. The mission of NGOs in Palestine is often aligned with addressing critical social, economic, or environmental challenges. This can involve advocating for human rights, providing relief in conflict zones, or working towards sustainable development. The mission reflects the NGO's core values, goals, and the positive impact it aims to achieve within the Palestinian context (Strategic Management Practices as A Key Determinant of Superior Non-Governmental Organizations Performance, 2016).

It's important to note that the specific mandates and missions can vary widely among NGOs in Palestine, depending on their focus areas and the needs they aim to address within their communities. Checking each NGO's official documents or statements is the best way to understand its unique mandates and mission.

2.9.6.6 Assessing the Environment at the NGOs Level

Assessing the environment of Palestinian NGOs requires a nuanced examination of various interconnected aspects that collectively shape their operational landscape like Understanding the mission and focus areas of these NGOs is fundamental. It provides valuable insights into the specific societal, humanitarian, or environmental issues they strive to address within the unique context of Palestine. This clarity sets the stage for a targeted evaluation of their contributions to positive change. Also, Operational challenges form another crucial facet of this assessment. Delving into issues such as funding constraints, political complexities, and security concerns enables a comprehensive understanding of the hurdles these organizations navigate. This examination not only highlights their resilience but also sheds light on their adaptability in the face of multifaceted challenges (Dabbeek, 2010).

Community engagement emerges as a pivotal factor in evaluating Palestinian NGOs effectiveness. The level of involvement with local populations and the tangible impact of their initiatives offers a measure of their relevance. This assessment goes beyond the quantitative and delves into the qualitative aspects of the relationship between NGOs and the communities they serve. Advocacy and awareness initiatives represent a proactive commitment to societal change. Examining the nature and effectiveness of these efforts unveils the NGOs' dedication to influencing public opinion and addressing broader

societal challenges (Assessment of the Palestinian NGOs Efficiency and Decision-Making Aspects - Ramallah Area, 2014).

Evaluating the transparency of Palestinian NGO operations, especially in financial matters and reporting mechanisms, establishes a basis for credibility. It reinforces the notion that these organizations operate with openness and integrity. Assessing the response to humanitarian needs, particularly in conflict-affected areas, provides a critical lens on the Palestinian NGOs' immediate impact. It offers insights into their capacity to address urgent challenges and contribute to the welfare of communities facing adversity. Adaptability to changing circumstances is a hallmark of strategic resilience. Considering how Palestinian NGOs navigate evolving political, social, and economic landscapes provides an understanding of their flexibility. This adaptability is key to ensuring continued effectiveness in dynamic environments (Sullivan & Passia, 2001)

In conclusion, a comprehensive assessment that intertwines these factors offers a holistic understanding of the environment in which Palestinian NGOs operate. It illuminates not only the challenges they face but also the significant impact they can have on the communities they serve. This evaluative approach contributes to ongoing efforts to enhance the effectiveness and relevance of these organizations in addressing the unique needs of the Palestinian context.

2.9.6.7 Leadership Roles at the NGOs Level ⁸

Leadership roles at Palestinian NGOs encompass a variety of positions aimed at guiding the organization's mission and operations. Key roles include executive director, board of directors, program managers, finance manager, communications and outreach

⁸ Interview with Chairman of the Board of Directors of the Seed Foundation for Development and Culture, MR Raed debi

coordinator. These roles collectively contribute to the success of Palestinian NGOs, addressing various social, humanitarian, and environmental challenges in the region. The effectiveness of leadership is crucial for the NGOs to make a positive impact on the communities they serve.

2.9.6.8 Stakeholder identification at the NGOs Level

In the dynamic landscape of Palestinian NGOs, identifying stakeholders is a multifaceted process crucial for their success and sustainability. Primary among these stakeholders are the beneficiaries and local communities directly impacted by the NGO's programs. Recognizing their needs becomes a cornerstone, ensuring that initiatives are not only relevant but also responsive to the authentic challenges faced by the community. So when making Collaboration with government agencies stands out as another pivotal aspect. Engaging with and receiving support from relevant government departments and ministries is integral to effective Palestinian NGOs operations. This partnership not only facilitates program implementation but also fosters a synergy between public and non-governmental efforts, amplifying the overall impact (Dana, 2015).

Financial sustenance is often a lifeline for Palestinian NGOs, and donors and funding organizations play a central role in this regard. Entities providing financial support or grants become critical stakeholders, influencing the organization's capacity to execute projects and fulfill its mission. Building strong, transparent relationships with these stakeholders is paramount for long-term viability. Expanding the circle of stakeholders to international organizations adds a broader dimension. Collaborating with international bodies and humanitarian agencies not only aligns with the global development agenda but also enhances the Palestinian NGO's ability to achieve broader goals. This

interconnectedness underscores the importance of a global perspective in achieving meaningful outcomes (Abdalmajid et al., 2023).

Equally significant are partnerships with other NGOs working in similar or complementary areas. These partner for Palestinian NGOs become a network of stakeholders with shared objectives, fostering collaborative efforts. This interconnected network strengthens the collective impact, demonstrating the power of unity in addressing complex challenges. Palestinian Local businesses contribute to the stakeholder ecosystem by fostering economic development and supporting community initiatives. Their engagement goes beyond financial contributions, creating a symbiotic relationship that enhances the overall well-being of the community. Partnerships with academic and research institutions represent another layer of stakeholders. These collaborations enrich the Palestinian NGO's research capabilities and contribute to knowledge-sharing. This engagement underscores the importance of an evidence-based approach, enhancing the effectiveness and impact of the Palestinian NGO's programs (Talla, 2023).

Media outlets play a pivotal role in shaping public perception and awareness. Engaging with the media becomes crucial for disseminating information about the Palestinian NGO's mission and activities, creating a bridge between the organization and the wider community. Building relationships with local community leaders forms a grassroots connection. Their insights and influence can facilitate effective communication, ensuring that the Palestinian NGO's work aligns with the specific needs and aspirations of the community. Volunteers and activists, dedicating their time and efforts to the Palestinian NGO's cause, are essential stakeholders in program implementation. Their commitment not only contributes to the success of individual initiatives but also signifies a broader community-driven approach (Dana, 2015).

Finally, collaboration with advocacy groups focused on policy influence becomes a strategic move. This collaboration amplifies the impact of the NGO's initiatives, contributing to broader societal change and influencing policies in line with the organization's mission. In essence, effective engagement with this diverse array of stakeholders becomes the cornerstone for Palestinian NGOs. It ensures that programs are not only responsive to community needs but also align with broader development goals and garner the necessary support for successful implementation. This interconnected web of stakeholders forms the foundation for impactful and sustainable NGO operations in Palestine

2.9.6.9 Collaboration and partnership at NGOs Level

Collaboration and partnerships stand as essential pillars for Palestinian NGOs, serving as a linchpin to amplify their impact, confront intricate challenges, and steer towards sustainable development. In navigating these cooperative endeavors, several key dimensions come into play, such as Government Collaboration, NGOs engage in partnerships with government agencies, not merely as a supplement to public services, but as a means to exchange expertise and actively contribute to policy development. This collaboration spans critical sectors like healthcare, education, and social welfare, fostering a synergy between public and non-governmental efforts (NGO Monitor, 2023).

The global stage becomes accessible through collaborations with international NGOs, providing Palestinian organizations with avenues to tap into global networks. Beyond this, such partnerships facilitate the exchange of best practices and open doors to additional resources crucial for humanitarian and developmental initiatives. Financial sustenance for Palestinian projects and programs is secured through collaborations with donors and funding organizations. This collaboration ensures the seamless execution of

initiatives aligned with the core mission of the organization, underscoring the importance of financial support in achieving tangible results (Analoui, 2010).

The bedrock of NGOs in Palestine work lies in close collaboration with local communities. Through building partnerships that nurture trust, understanding, and empowerment, NGOs ensure that their initiatives are rooted in addressing the actual needs of the people, thus enhancing the impact and relevance of their work. Partnering with academic institutions and research organizations elevates the effectiveness of NGO programs. By tapping into research insights, educational resources, and expert knowledge, organizations can refine and tailor their initiatives for optimal outcomes. Collaborations with businesses, whether local or international, offer NGOs access to valuable resources, funding, and expertise. Beyond mere financial support, such partnerships contribute to fostering corporate social responsibility initiatives that directly address community needs. (NGO Monitor, 2023)

In the realm of healthcare, Palestinian NGOs collaborate extensively with healthcare providers, medical professionals, and other health organizations. This collaborative effort aims to improve access to healthcare services and collectively address the myriad challenges within the health sector. Collaborating with schools, universities, and educational institutions is instrumental in enhancing the impact of Palestinian NGOs in the education sector. This collaboration extends beyond providing resources to include offering scholarships and implementing training programs, thereby contributing to the overall educational landscape. Palestinian NGOs recognize the significance of collaboration with organizations specifically focused on women's and youth issues. Through these partnerships, organizations collectively address specific challenges and

actively promote empowerment within these demographic segments (K. H. Muhammad, 2020).

Palestinian Collaboration with human rights organizations serves to fortify advocacy efforts. This ensures that NGOs can effectively address issues related to human rights violations and social justice, aligning their endeavors with broader movements for societal betterment. Media and Communication Collaborations for Palestinian NGOs recognize the power of collaboration with media outlets and communication experts. This collaboration serves as a conduit to raise awareness, disseminate information about their initiatives, and mobilize public support, thus amplifying the reach and impact of their work (Analoui & Samour, 2012).

In summation, the success of Palestinian NGOs hinges on their adeptness in building and maintaining effective collaborations. Through the pooling of resources, sharing of expertise, and collective efforts, these organizations navigate a complex landscape to contribute meaningfully to positive social, humanitarian, and environmental outcomes.

3 Chapter Three

3.1 Introduction

Through this chapter, the researcher sheds light on the method of study and the research procedures that were used, by presenting the research methodology and its quantitative and qualitative methods, reviewing the tools used in collecting data from the study sample, and ensuring their validity and stability, with a focus on the dependent and independent study variables, and the statistical treatments that were used in the applied side of the study.

3.2 Methodology

For the purposes of this study, the qualitative quantitative research method will be adopted, which assumes the existence of objective facts about the study problem, by relying on the descriptive analytical approach, which is based on the study of the phenomenon, and its accurate description, relying on collecting data and information about the problem, classifying and organizing this information and data for the purpose of understanding the reality of the phenomenon as it is and then coming up with conclusions and generalizations about the phenomenon. (Darwish, 2018).

The quantitative approach consists of:

1. Descriptive data for the study variables will be extracted through descriptive statistics using the SPSS program
2. Discriminant validity and convergent validity will be examined and the suitability of the study tool will be ensured.

3. Structural equation modeling (SEM) will be used to evaluate causal relationships between the dependent variable, independent variables, and mediators. SEM is also similar to path analysis in that it provides parameter estimates for the direct and indirect links between observed variables. The structural model will be analyzed using Smart-PLS V.3.

3.2.1 Variables:

- Dependent variable: Financial sustainability
- Independent variables: Clarity of mandates and mission, leadership roles, collaboration and partnership, stakeholder identification
- Mediators: the regulatory framework, environment assessment

3.2.2 Research Tools

3.2.2.1 Study area

To study the impact of strategic planning on sustainability, we will focus on NGOs in the West Bank. NGOs are not distributed equally in West Bank, Ramallah and Nablus include the largest number of NGOs in Palestine (around 50% including the largest and most well-known in different disciplines). So, the study will be limited on the NGOs in these two cities. Gaza will not be included due to the complexity of collecting data due to the political situation.

3.2.2.2 Sample size

The population consists of around 973 NGOs where a stratified representative sample of 208 NGOs will be selected with 6% margin of error (level of significance).

The data will be collected using an electronic questionnaire that will be sent by email to the board of directors or managers in the different NGOs.

3.3 Data collection

The data sources in this study were identified through two main sources: (Al-Najjar, Al-Zoubi, & Al-Najjar, 2018):

1. **Primary Data Sources:** These data constitute specific information collected regarding the study problem from both the community and the sample, utilizing the study tool—namely, the questionnaire employed in this study
2. **Secondary Data Sources:** They are the secondary sources from which evidence has been extracted about the phenomenon, which are data collected from other researchers through books and literature related to the subject of the study, refereed scientific journals, documents, previous studies and the information network, and in this study many of these sources were relied upon such as previous studies, refereed journals, books and other sources.

Returning to the primary source of data, the study questionnaire was designed through a set of questions and inquiries related to each other to achieve the objectives of the study.

The questionnaire was chosen as the main tool for collecting data in the study as it encourages frank and free answers from the respondents, in addition to that, through the similarity and standardization of the questions, it leads to the speed of data collection for the study (Obaid, 2021).

In Appendix No. (1) In this study, we put the study questionnaire in its final form, which was divided into several sections, namely:

- Section I: General data of the study sample, including the type of work of the institution, the year of establishment and the staff of the institution.
- Section II: It consists of several axes are the axes of the study as follows:
 - Strategic planning: which consists of several dimensions: clarifying organizational mandates and mission, assessment of the Environment, leadership roles, stakeholder identification, cooperation and partnerships.
 - Financial sustainability: It consists of several paragraphs to measure sustainability in these institutions.
 - Regulatory framework: It consists of indicators that measure Regulatory framework in these institutions.

A number of paragraphs have been drafted that measure these axes, and the following table (3.1) shows the distribution of these paragraphs among the sections and axes of the questionnaire:

Table 3.1: Distributing the questionnaire items into the axes and fields of study

<i>Statement</i>	<i>No. Item</i>
general data	3
Clarifying organizational mandates and mission	7
Assessment of the Environment	9
Leadership roles	8
Stakeholder identification	6
Collaboration and partnerships	9
Financial sustainability	11
Regulatory framework	9
Total	62

After collecting data from the study sample, the statistical package of the social sciences SPSS V27 was relied upon, through which the researchers performed the Kolmogorov-

Smirnov (K-S) test to determine whether the data of the study sample collected followed the normal distribution or not.

In tests to detect the normal distribution of data, statistical hypotheses are examined and validated:

1. **Hypothesis H₀**: Sample data towards study variables follow normal distribution.
2. **Hypothesis H₁**: Sample data towards study variables do not follow the normal distribution.

The results were as follows:

Table 3.2: Distributing the questionnaire items into the axes and fields of study

<i>Item</i>	<i>K-S Value</i>	<i>P. Value</i>	<i>Result</i>
Strategic Planning	.103	.001	Not a normal distribution
Sustainability	.100	.001	Not a normal distribution
Regulatory framework	.116	.001	Not a normal distribution

From the results in the previous table (3.2), it is clear that the respondents' answers to all the paragraphs that measure the axes of the study were not following the normal distribution, as the significance value for all these axes was less than the acceptable significance level (0.05) and therefore this means the alternative hypothesis H₁, which means that the data are not distributed normally, as the general rule in the case of examining the data distribution normally, that if the value of the error probability P is less than (0.05), we reject the zero hypothesis H₀ We accept the alternative hypothesis H₁, which means that the data does not follow the normal distribution.

From the previous results, and because there is a mediation variable in this study, this will be a justification for us to use the method of modeling structural equations based on the advanced statistical analysis program Smart PLS, which does not require following the

normal distribution of data in testing the research model and testing the hypotheses of the study.

SPSS V27 will also be used to apply descriptive methods such as frequencies, mean and standard deviations to describe the respondents' opinions on the paragraphs and themes of the study, in order to reach answers to the study questions.

3.4 Draw a study model

Through the use of Modeling Equation Structural, and based on the advanced statistical analysis program Smart PLS, Structural equation modeling (SEM) is a methodology for representing, estimating, and testing a network of relationships between variables (measured variables and latent constructs). SEM is a multivariate technique incorporating observed (measured) and unobserved variables (latent constructs) while traditional techniques analyze only measured variables. Multiple, related equations are solved simultaneously to determine parameter estimates with SEM methodology.

The study model was built that shows the dependent and independent variables and the modified variable on the relationship between them, which is as shown in the following figure (1):

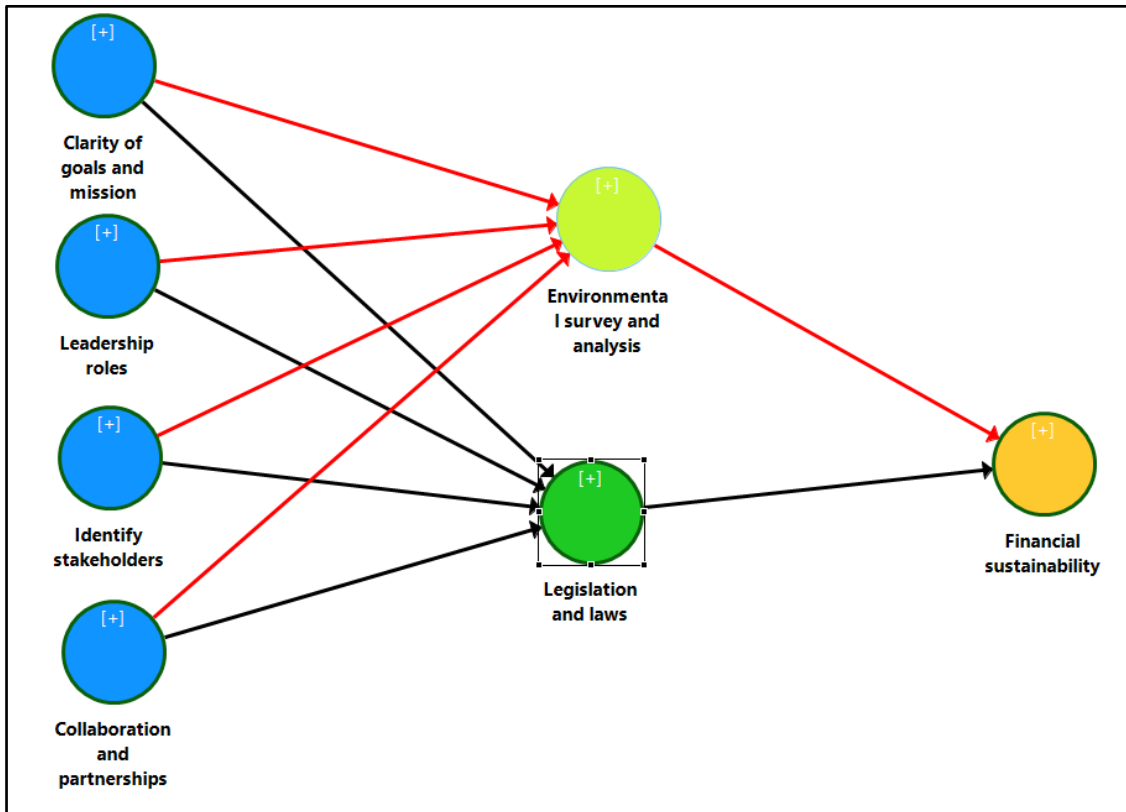


Figure 1: The main model of the study (prepared by the researcher based on SMART-PLS)

3.5 Study Model Analysis

The researcher conducted the analysis of the study model through two stages, the first stage in which the standard model was evaluated and analyzed, where estimates are examined that enable the evaluation of Reliability and Validity, and the second stage, in which the structural model is evaluated, which means evaluating the quality of the model and its conformity with the sample data and testing the relationships between the variables within the model, and it came as follows:

3.5.1 Measurement Model Assessment

The acceptance of the standard model was estimated by measuring both Convergent Validity and Discriminant Validity of the study instrument:

Convergent Validity is defined as the extent to which variable constructs converge in order to explain the variance of its indicators, and is used to evaluate the value of convergence

The average variance extracted AVE for all indicators, and the extracted mean variance is the average value of the squared loads of the indicators associated with the variable (Hair Jr., et al., 2021, p. 72).

By measuring the convergent validity of the study instrument, the Factor Loading, the Composite Reliability coefficient, and the average variance extracted as shown in Table (3.3) were relied upon as follows:

Table 3.3: Convergent Validity test results for the study tool

<i>Construct</i>	<i>Items</i>	<i>Factor Loading</i>	<i>Composite Reliability</i>	<i>AVE</i>
Clarifying organizational mandates and mission	A1	0.729	0.929	0.723
	A2	0.697		
	A3	0.729		
	A4	0.749		
	A5	0.900		
	A6	-0.224		
	A7	0.096		
Assessment of the Environment	B1	0.411	.922	.698
	B2	.0362		
	B3	0.895		
	B4	0.749		
	B5	0.701		
	B6	0.696		
	B7	0.828		
	B8	0.847		
	B9	0.767		
Leadership roles	C1	0.849	0.925	0.609
	C2	0.606		
	C3	0.782		
	C4	0.739		
	C5	0.802		
	C6	0.845		

<i>Construct</i>	<i>Items</i>	<i>Factor Loading</i>	<i>Composite Reliability</i>	<i>AVE</i>
Stakeholder identification	C7	0.817	0.909	0.670
	C8	0.775		
	D1	0.596		
	D2	0.824		
	D3	0.85		
	D4	0.898		
	D5	0.829		
	D6	0.452		
Collaboration and partnerships	E1	0.855	0.940	0.760
	E2	0.908		
	E3	0.921		
	E4	0.819		
	E5	0.284		
	E6	0.805		
	E7	0.247		
	E8	0.318		
	E9	0.201		
Financial sustainability	X1	0.321	0.954	0.698
	X2	0.112		
	X3	0.870		
	X4	0.886		
	X5	0.861		
	X6	0.701		
	X7	0.887		
	X8	0.837		
	X9	0.834		
	X10	0.805		
	X11	0.813		
Regulatory framework	Y1	0.862	0.934	0.616
	Y2	0.839		
	Y3	0.783		
	Y4	0.772		
	Y5	0.875		
	Y6	0.883		
	Y7	0.856		
	Y8	0.536		
	Y9	0.568		

The validity of the model was evaluated by measuring Factor Loading, Composite Reliability and AVE, and the results in Table (3.3) indicate that Factor Loading for all paragraphs of the study model was higher than (0.5), which is the acceptable level (Hair, Black, & Babin, *Multivariate Data Analysis: A Global Perspective*, 2010), except for several paragraphs that were excluded from the model because they did not reach the required standard.

From the previous table, it is noted that the paragraphs that have been deleted and that did not meet the conditions for acceptance in the model, especially in Factor Loading, are paragraphs A6, A7 of the Clarifying organizational mandates and mission axis, as well as paragraph B1, B2 of the Assessment of the Environment axis, as well as paragraph D6 of the Identify stakeholder's axis, and paragraphs E5, E7, E8, E9 from the Collaboration and Partnerships axis and also paragraphs X1, X2 from the Financial sustainability axis, and except for these mentioned paragraphs, we find that all paragraphs had high rates of saturation, and the paragraphs that were deleted do not exceed the level allowed to be deleted procedurally, which was set at (20%) (Baglou, Ghoddousi, & Saeedi, 2017).

From the above, the study model has achieved convergent validity criteria according to the standard values, and the values of the average variance extracted AVE for all factors of the study model are greater than (0.5), which is the acceptable standard ratio (Hair, Hult, Tomas, & Ringle, 2013).

The Composite Reliability values also exceeded all factors (0.7); thus, the study model can be said to have achieved the convergent honesty criteria (Hair Jr., et al., 2021).

3.5.2 Discriminant Validity:

Discriminant Validity is defined as the extent to which a factor is different from other factors according to empirical criteria, which means that the factor is unique and captures phenomena that are not represented by other factors in the model,

The Fornell-Larcker Criterion and Cross Loadings are among the most reliable criteria for Discriminant Validity, and the Fornell-Larcker standard is based on the idea that the factor shares more variation with the associated indicators than any other variable (Hair, Jr., M. Hult, Ringle, & Sarstedt, 2017).

The Cross Loading test was performed and the results were as shown by the Cross Loading matrix in Table (3.4) below:

Table 3.4: Cross Loading test results for the study model

	Clarifying organizational mandates and	Assessment of the Environment	Leadership roles	Stakeholder identification	Collaboration and partnerships	Financial sustainability	Regulatory framework
A1	0.862						
A2	0.805						
A3	0.851						
A4	0.872						
A5	0.860						
B3	0.064	0.887					
B4	0.315	0.753					
B5	0.057	0.696					
B6	-0.086	0.71					
B7	-0.127	0.822					
B8	0.167	0.87					
B9	0.119	0.79					
C1	0.274	0.809	0.849				
C2	0.262	0.578	0.606				
C3	-0.117	0.674	0.782				
C4	-0.055	0.655	0.739				
C5	0.198	0.666	0.802				
C6	0.155	0.722	0.845				
C7	0.101	0.756	0.817				
C8	0.277	0.679	0.775				
D1	-0.322	0.403	0.434	0.606			
D2	0.044	0.726	0.675	0.844			
D3	0.111	0.692	0.645	0.884			
D4	0.18	0.74	0.708	0.893			
D5	0.097	0.787	0.756	0.832			
E1	0.003	0.742	0.749	0.667	0.865		
E2	0.134	0.796	0.798	0.72	0.918		
E3	0.1	0.772	0.758	0.708	0.92		

	Clarifying organizational mandates and	Assessment of the Environment	Leadership roles	Stakeholder identification	Collaboration and partnerships	Financial sustainability	Regulatory framework
E4	0.167	0.692	0.727	0.698	0.839		
E6	0.198	0.718	0.69	0.779	0.811		
X3	-0.023	-0.376	-0.306	-0.346	-0.31	0.872	
X4	-0.115	-0.368	-0.275	-0.373	-0.274	0.887	
X5	-0.17	-0.43	-0.403	-0.413	-0.356	0.864	
X6	-0.337	-0.326	-0.253	-0.258	-0.223	0.701	
X7	0.011	-0.334	-0.233	-0.354	-0.26	0.884	
X8	0.031	-0.395	-0.344	-0.374	-0.306	0.836	
X9	-0.053	-0.426	-0.328	-0.354	-0.329	0.837	
X10	0.131	-0.434	-0.361	-0.411	-0.35	0.808	
X11	0.068	-0.378	-0.302	-0.312	-0.328	0.813	
Y1	-0.248	-0.495	-0.415	-0.333	-0.353	0.776	0.862
Y2	-0.122	-0.398	-0.397	-0.38	-0.337	0.698	0.839
Y3	0.005	-0.281	-0.265	-0.262	-0.241	0.695	0.783
Y4	-0.198	-0.284	-0.33	-0.28	-0.27	0.610	0.772
Y5	-0.193	-0.372	-0.314	-0.265	-0.243	0.727	0.875
Y6	-0.073	-0.505	-0.432	-0.418	-0.362	0.826	0.883
Y7	-0.13	-0.279	-0.205	-0.229	-0.186	0.692	0.856
Y8	0.13	-0.178	-0.108	-0.199	-0.116	0.477	0.536
Y9	-0.258	-0.245	-0.181	-0.241	-0.192	0.477	0.570

The idea of Cross-Loading is that the paragraph should be at its highest link with the dimension or axis to which it belongs, and that it should not have a higher correlation with other dimensions and axes in the model, and looking at the links in the previous table (3.4), we find that all indicators and paragraphs belonged to their axes and dimensions, and each paragraph was linked to its axis to a higher degree than with other axes, and therefore the Discriminant Validity of the model was achieved based on the Cross-Loading criterion.

To ensure Discriminant Validity as well, the Fornell-Larcker criterion was relied upon for the purpose of ensuring that the factors in the model are more different from the associated indicators, and the following table (3.5) shows the results:

Table 3.5: Fornell-Larcker criterion test results for the study model

	<i>Clarifying organizational mandates and mission</i>	<i>Collaboration and partnerships</i>	<i>Assessment of the Environment</i>	<i>Financial sustainability</i>	<i>Stakeholder identification</i>	<i>Leadership roles</i>	<i>Regulatory framework</i>
Clarifying organizational mandates and mission	0.850						
Collaboration and partnerships	0.130	0.872					
Assessment of the Environment	0.115	0.793	0.858				
Financial sustainability	-0.06	-0.365	-0.462	0.835			
Stakeholder identification	0.073	0.819	0.819	-0.427	0.834		
Leadership roles	0.184	0.854	0.78	-0.374	0.796	0.887	
Regulatory framework	-0.162	-0.337	-0.448	0.785	-0.377	-0.392	0.861

Through the previous results, each variable (factor) of the variables had a correlation value with itself that is higher compared to other variables, which means that the indicators belong to their variables and do not overlap with other variables, and therefore the model achieved Discriminant Validity based on the Fornell-larcker criterion as well.

From the above, the estimation of the standard model based on the evaluation of convergent and Discriminant Validity was made, and all the results indicated that the model accepted the study and analysis, and thus relied on its outputs of the results.

3.5.3 Distribution of the study sample:

Through the use of the statistical package for social sciences SPSS, the metadata of the study sample was extracted in terms of the distribution of the sample according to personal and functional data and the results were as follows:

Table 3.6: Distribution of the study sample according to the nature of the institution's work

<i>The nature of the institution's work</i>	<i>Frequency</i>	<i>Percent</i>
Environmental development	11	5.2%
Social development	67	31.8%
Heritage and cultural development and well-being	22	10.4%
Education and capacity building	42	19.9%
Health development and psychological support	12	5.7%
Sports development	14	6.6%
Political and legal development	13	6.2%
Other than that,	30	14.2%
Total	211	100.0%

Through the results in the previous table, we find that the highest percentage of the study sample was for those working in civil society institutions working in the field of social development, where their percentage of the study sample was (31.8%), while the lowest percentage was for those working in environmental development and constituted their percentage of the study population (5.2%).

Table 3.7: Distribution of the study sample according to the nature of the work staff

<i>Nature of the staff</i>	<i>Frequency</i>	<i>Percent</i>
The staff consists of paid employees only	56	26.5%
The majority of the staff consists of paid employees and a small percentage of volunteers	45	21.3%
The majority of the staff is made up of volunteers with a small number of paid staff.	70	33.2%
The staff consists entirely of volunteers (unpaid workers).	40	19.0%
Total	211	100.0%

From the previous table, we find that the highest percentage of the study sample according to the nature of the employees in the institution, we find that the highest percentage was for those who work in institutions consisting of the largest percentage of staff of volunteers in addition to a small number of employees who receive their salaries, and their percentage of the study sample (33.2%), while the lowest percentage of those who work in institutions where the staff consists entirely of volunteers (unpaid workers) and amounted to (19.0%).

Table 3.8: Distribution of the study sample according to the year of establishment of the institution

<i>Year Founded</i>	<i>Frequency</i>	<i>Percent</i>
1917-1950	2	.9%
1951-2000	92	43.6%
2001-2022	117	55.5%
Total	211	100.0%

According to the year of the establishment of the institution, the highest percentage was for employees in institutions established since 2001, amounting to (55.5%) of the study

sample, while the lowest percentage was for employees in institutions established before 1950, at (0.9%).

3.6 The key to interpreting the results

In order to interpret the results of the data analysis, the researcher relied on the relative rating model, by interpreting the respondents' answers based on the means of their choices related to the five-point Likert scale. These means are presented in Table (3.9) as follows (Pimentel, 2010):

Table 3.9: Weighted Mean

Likert Scale	strongly disagree	disagree	sometimes	agree	strongly agree
	1	2	3	4	5
Range Value	1.00- 1.80	1.81-2.60	2.61-3.40	3.41-4.20	4.21-5.00
Verbal Interpretation	Very low (V.L)	Low (L)	Moderate (M)	High (H)	Very high (V.H)

4 Chapter Four: Discussing questions and hypotheses

4.1 Analysis of the indicators of the study:

After reviewing the distribution of the study sample, the researcher extracted the metadata of the paragraphs that measure the variables according to the views of the study sample and the results were as follows:

1. Level of clarifying organizational mandates and mission:

To find out the level of clarity of the message and objectives according to the opinions of the study sample, the SPSS Package was used to extract the mean, standard deviations and relative weight of the paragraphs that measure the field of clarifying organizational mandates and mission and the results were as follows:

Table 4.1: The total degree and mean for the level of clarifying organizational mandates and mission

<i>No.</i>	<i>Item</i>	<i>Mean</i>	<i>STD</i>	<i>Relative weight</i>	<i>Interpretation of weight</i>
1.	The organization possesses clear and specific goals that align with its vision and directions	3.76	0.889	75.2%	H
2.	The organization integrates its goals and mission into a comprehensive strategic vision	3.9	0.867	78.0%	H
3.	The mission of the organization can be translated into actionable strategic goals	3.79	0.707	75.8%	H
4.	Employees can effectively engage with the organization's goals and mission, transforming them into clear action plans	3.87	0.695	77.4%	H
5.	The organization's goals allow for identifying alternatives and other options that contribute to financial stability	3.48	0.679	69.6%	H

<i>No.</i>	<i>Item</i>	<i>Mean</i>	<i>STD</i>	<i>Relative weight</i>	<i>Interpretation of weight</i>
7.	The organization's goals demonstrate sufficient flexibility, diversification enabling of its activities	3.66	0.831	73.2%	H
9.	The goals and strategies of the organization are linked to a clear financial plan	3.52	0.987	70.4%	H
Total Degree of clarifying organizational mandates and mission		3.71	0.466	74.2%	H

Through the results in the previous table (4.1), we find that the total score that measures the views of the study sample towards the total degree of clarifying organizational mandates and mission in NGO's organizations was high, and the mean measuring this degree was (3.71) and a standard deviation of (0.466), while the relative weight of this degree was (74.2%), which is a high percentage, reflecting a great interest in these institutions in the clarity of their goals and mission.

In view of the paragraphs that measure the clarity of objectives and mission, the highest response among the study sample was paragraph No. (2), which came with a mean of (3.90) and a standard deviation of (0.867) and the relative weight of this paragraph was (78.0%), which reflects the interest of these institutions in setting their goals and mission within an integrated strategic vision, followed by paragraph no. (4), which came with an mean of (3.87) and a relative weight of (77.4%), which showed high approval among the study sample towards the ability of workers to deal With the objectives and mission of the institution and converting it into clear action plans, paragraph (3) also came with a high degree of response with an mean of (3.79) and the relative weight of the response of the study sample was (75.8%), which showed high approval towards the possibility of reflecting the institution's mission in the form of applicable strategic goals.

The least responsive of these paragraphs was paragraph (5), which came with a response score at the lowest levels of the high degree, with an mean of (3.48) and a relative weight of (69.6%), which showed approval at the lowest levels of the high degree to provide the objectives of the institution to identify alternatives and other options that work on financial stability, followed by paragraph (7), which came with a high degree of approval from the study sample with a relative weight of (3.52) and a relative weight of (70.4%), which showed the approval of the sample towards the correlation of the objectives and strategy of the institution. With clear funding plans.

2. Level of Assessment of the Environment:

To find out the level of Assessment of the Environment according to the opinions of the study sample, the SPSS Package was used to extract the mean, standard deviations and relative weight of the paragraphs that measure the field of Assessment of the Environment and the results were as follows:

Table 4.2: The total degree and mean for the level of Assessment of the Environment

<i>No.</i>	<i>Item</i>	<i>Mean</i>	<i>STD</i>	<i>Relative weight</i>	<i>Interpretation of weight</i>
10.	The political reality is considered a weakness in the environmental system surrounding the institution's work	3.57	0.856	71.4%	H
11.	The economic situation is deemed a weakness in the environmental system surrounding the institution	3.46	0.829	69.2%	H
12.	The social context is considered a weakness in the environmental system surrounding the institution	3.36	0.997	67.2%	M
13.	The legal environment in Palestine is regarded as a weakness in the environmental system surrounding the institution	3.54	0.992	70.8%	H
14.	The ongoing governmental financial crisis is considered a weakness in the	3.59	0.944	71.8%	H

<i>No.</i>	<i>Item</i>	<i>Mean</i>	<i>STD</i>	<i>Relative weight</i>	<i>Interpretation of weight</i>
	environmental system surrounding the institution				
15.	Fluctuations in international support are identified as a weakness in the environmental system surrounding the institution	3.74	0.931	74.8%	H
16.	Fragmentation and the absence of collaborative action are considered weaknesses in the environmental system surrounding the institution	3.55	0.852	71.0%	H
17.	The lack of a representative organizational body for NGOs is considered a weakness in the environmental system surrounding the institution	3.63	0.959	72.6%	H
18.	The increasing number of actors in the institution's field of work is considered a weakness in the environmental system surrounding the institution	3.22	0.953	64.4%	M
The Total degree of Assessment of the Environment		3.52	0.466	70.4%	H

From the previous results in table (4.2), we find that the overall score of the environmental assessment level of the NGO's organizations was high, as the mean of the items measuring this degree was (3.52) with a standard deviation of (0.446), while the relative weight of this degree was (70.4%), which means that the level of environmental assessment practiced by these institutions was high.

Looking at the paragraphs that measure the level of environmental assessment in NGO's institutions, we find that the highest response and approval among the study sample was paragraph No. (13), which came with an mean of (3.74) and a relative weight of (74.8%), which is a high percentage that reflected a large degree of approval among the study sample towards considering the fluctuation of international support as one of the weaknesses in the ecosystem surrounding the institution and its work, and paragraph No.

(15) came with a high degree that reflected the high state of considering the absence of an organizational body and a representative of the work of organizations. Non-governmental is one of the weaknesses in the ecosystem surrounding the work of the institution, and the mean of this paragraph was (3.63) with a high relative weight of (72.6%), as well as paragraph No. (12) came with a high degree with an mean of (3.59) and a relative weight of (71.8%), which showed a high degree of approval of the study sample towards considering the ongoing government financial crisis as one of the weaknesses in the ecosystem surrounding the work of the institution, as well as paragraph (8), which came with a relative weight of (71.4%), which reflected high approval The study sample towards considering the political reality as one of the weaknesses in the ecosystem surrounding the work of the institution.

The least responsive paragraphs of the study sample, which measure the assessment of the environment, was paragraph No. (16), which came at an moderate level, the mean of this paragraph was (3.22) and an moderate relative weight of (64.4%), which showed an moderate degree of approval that the high number of players in the field of work of the institution is one of the weaknesses in the ecosystem surrounding the work of the institution, followed by paragraph No. (10), which came with an moderate response rate of (67.2%) and an mean of (3.36), which showed approval Medium among the study sample towards considering the social reality as one of the weaknesses in the ecosystem surrounding the work of the institution.

3. Level of Leadership Roles:

To find out the level of assessment of the Environment according to the opinions of the study sample, the SPSS Package was used to extract the mean, standard deviations and

relative weight of the paragraphs that measure the field of assessment of the Environment and the results were as follows:

Table 4.3: The total degree and mean for the level of Leadership Roles

<i>No.</i>	<i>Item</i>	<i>Mean</i>	<i>STD</i>	<i>Relative weight</i>	<i>Interpretation of weight</i>
19.	The senior management in the institution recognizes the importance of building a strong team to achieve goals	3.73	0.855	74.6%	H
20.	Senior management actively participates in the process of developing and formulating action plans and strategic objectives	3.66	0.797	73.2%	H
21.	The institution's senior management adopts a transparent approach in guiding work within a defined plan	3.51	0.88	70.2%	H
22.	Senior management encourages working within clear and written plans and objectives	3.62	0.877	72.4%	H
23.	Regularly, senior management monitors the implementation of plans and strategic objectives and works on adjusting the course	3.49	0.907	69.8%	H
24.	The institution has open communication channels between the president and subordinates that serve goals and action plans	3.7	0.812	74.0%	H
25.	Senior management in the institution adopts and strives to achieve strategic plans and objectives	3.62	0.73	72.4%	H
26.	Senior management provides the necessary financial and technical resources to achieve strategic plans and objectives	3.57	0.827	71.4%	H
Total Degree of Leadership Roles		3.61	0.526	72.2%	H

Through the previous results in table (4.3), leadership roles came with a high score, with a mean measuring this score (3.61) with a standard deviation of (0.526), and the relative weight of this degree (71.4%), which is a high percentage that reflects the interest of NGO's organizations in leadership roles.

In view of the paragraphs that measure this area, the highest response paragraphs among the study sample were paragraph No. (17), which came with a high degree of relative weight (74.6%), which confirmed the approval of the study sample towards the belief of senior management in the institution in the importance of building a strong team to achieve the goals, as well as paragraph No. (22), which came with a high degree of response with a relative weight of (74.0%), which showed the approval of the high study sample. The institution enjoys open channels of communication between the president and subordinates to serve the goals and plans. Paragraph No. (18), which came with a high response rate of (73.2%), which showed the approval of the sample. The participation of senior management in the process of developing and formulating action plans and strategic objectives.

Although all paragraphs came with a high degree of response, the least responsive was paragraph No. (21), which came with a high response rate of (68.8%), which showed high approval towards the follow-up of senior management periodically the level of implementation of strategic plans and objectives and work to modify the course.

4. Level of Stakeholder identification:

To find out the level of Stakeholder identification according to the opinions of the study sample, the SPSS Package was used to extract the mean, standard deviations and relative weight of the paragraphs that measure the field of Stakeholder identification and the results were as follows:

Table 4.4: The total degree and mean for the level of Stakeholder identification

<i>No.</i>	<i>Item</i>	<i>Mean</i>	<i>STD</i>	<i>Relative weight</i>	<i>Interpretation of weight</i>
27.	Stakeholders are involved in the development of plans and strategic objectives	3.51	0.699	70.2%	H
28.	The institution considers clients and service beneficiaries as essential stakeholders	3.72	0.88	74.4%	H
29.	The institution assesses the impact of its plans and objectives on the local community	3.45	0.834	69.0%	H
30.	The institution believes that partnerships with other organizations enhance the effectiveness of its plans and objectives	3.56	0.743	71.2%	H
31.	The institution regularly informs stakeholders about the progress in achieving action plans and strategic objectives	3.73	0.796	74.6%	H
32.	The institution considers diversity in involving beneficiaries in action plans and strategic objectives	3.5	0.679	70.0%	H
Total Degree of Level of Stakeholder identification		3.58	0.452	71.6%	H

According to the previous table, the overall Stakeholder identification score was high, with a mean of (3.58) and a standard deviation of (0.452) and a high relative weight of (71.6%).

The highest response paragraphs among the study sample, which measures the definition of stakeholders, were paragraph No. (29), which came with a high relative weight of (74.6%), which showed the approval of the study sample towards the institution informing stakeholders of the progress of work to achieve action plans and achieve strategic objectives periodically, followed by paragraph No. (26), which came with a high response rate of (74.4%), which showed the approval of the study sample towards considering the institution as an essential part of the stakeholders.

Although all the paragraphs were highly responsive, the least was paragraph No. (27), which came at the lowest levels of the high score, where the mean that measures it was (3.45) and a response rate of (69.0%), which showed the approval of the sample that the institution is conducting an evaluation to measure the impact of its plan and objectives on the local community, as well as paragraph No. (30), which came with a high response rate of (3.50) and a relative weight of (70.0%), which came to reflect the approval of the study sample towards taking into account the institution's involvement Beneficiaries in action plans and strategic objectives in diversity.

5. Level of Collaboration and partnership:

To find out the level of Collaboration and partnership according to the opinions of the study sample, the SPSS Package was used to extract the mean, standard deviations and relative weight of the paragraphs that measure the field of Collaboration and partnership and the results were as follows:

Table 4.5: The total degree and mean for the level of Collaboration and partnership

<i>No.</i>	<i>Item</i>	<i>Mean</i>	<i>STD</i>	<i>Relative weight</i>	<i>Interpretation of weight</i>
33.	The institution prioritizes partnership and collaboration	3.63	0.803	72.6%	H
34.	Partnership and collaboration are considered key pillars in the institution's strategic plans	3.36	0.718	67.2%	M
35.	The institution views partnership and collaboration as integral to achieving sustainability	3.69	0.615	73.8%	H
36.	The institution adopts specific strategies to enhance partnership and collaboration with other sectors	3.74	0.726	74.8%	H
37.	The institution embraces partnerships and collaboration with the private sector to promote project and activity sustainability	3.56	0.856	71.2%	H

<i>No.</i>	<i>Item</i>	<i>Mean</i>	<i>STD</i>	<i>Relative weight</i>	<i>Interpretation of weight</i>
38.	The institution engages in partnerships and collaboration with the government sector to enhance project and activity sustainability	3.47	0.88	69.4%	H
39.	The institution forms partnerships and collaboration with other NGOs to promote project and activity sustainability	3.72	0.707	74.4%	H
40.	The institution collaborates with unions to enhance the sustainability of projects and activities	3.66	0.903	73.2%	H
41.	The institution partners with academic institutions to promote the sustainability of projects and activities	3.73	0.908	74.6%	H
The Total Degree of Level of Collaboration and partnership		3.62	0.491	72.4%	H

The results in the previous table show that the overall score for the level of collaboration and partnership was high, as the mean measuring this degree was (3.62) with a standard deviation of (0.491), while the relative weight was (72.4%), which came in a high percentage.

Through the results of the responses of the study sample on the paragraphs that measure the level of cooperation and partnerships, we find that the highest of these paragraphs in response was paragraph No. (34), which came with a relative weight of (74.8%), which showed high approval among the study sample towards the institution's adoption of specific strategies to enhance partnership and cooperation with other sectors, as well as paragraph No. (39), which showed high approval with a relative weight of (74.6%) towards the institution's adoption of partnership and cooperation with academic institutions in enhancing the sustainability of projects and activities, in addition to the degree of High approval with a relative weight of (74.4%) towards the Foundation's adoption of partnership and cooperation with other non-governmental institutions in

enhancing the sustainability of projects and activities, which is indicated in paragraph (37).

The least responsive of these paragraphs was paragraph No. (32), which came with a moderate response rate of (67.2%), which showed the approval of the moderate study sample considering the institution partnership and cooperation one of the main axes in its strategic plan, as well as paragraph No. (36), which came at the lowest levels of the high degree, which showed the approval of the study sample towards the institution's adoption of partnership and cooperation with the government sector in enhancing the sustainability of projects and activities, where the relative weight of the moderate answers of the study sample about that (69.4%).

Level of strategic planning:

To find out the level of strategic planning according to the opinions of the study sample, the SPSS Package was used to extract the mean, standard deviations and relative weight of the paragraphs that measure the field of strategic planning and the results were as follows:

Table 4.6: The total degree and mean for the level of strategic planning

<i>No.</i>	<i>Item</i>	<i>Mean</i>	<i>STD</i>	<i>Relative weight</i>	<i>Interpretation of weight</i>
1	Total Degree of clarifying organizational mandates and mission	3.71	0.466	74.2%	H
5	The Total degree of assessment of the Environment	3.52	0.466	70.4%	H
3	Total Degree of Leadership Roles	3.61	0.526	72.2%	H
4	Total Degree of Level of Stakeholder identification	3.58	0.452	71.6%	H
2	The Total Degree of Level of Collaboration and partnership	3.62	0.491	72.4%	H

<i>No.</i>	<i>Item</i>	<i>Mean</i>	<i>STD</i>	<i>Relative weight</i>	<i>Interpretation of weight</i>
	Total Degree of Strategic Planning in NGOs	3.91	0.425	78.2%	H

From the previous results, the total score of strategic planning in all its dimensions that were used in this study was high, which is shown by the results of the previous table (4.6), where the mean of this degree was (3.91) and a standard deviation of (0.425), while the relative weight of this total score was (78.2%), which is a high score.

The results also showed that the ranking of these dimensions from the most responsive and important to the least was the level of clarity of goals and mission, which came in first place with a response score of (74.2%), followed by the level of cooperation and relations, which came with a response score of (72.4%), while the least responsive of these dimensions was after the environmental assessment with a high response score of (70.4%).

6. Level of NGOs sustainability:

To find out the level of NGOs sustainability according to the opinions of the study sample, the SPSS Package was used to extract the mean, standard deviations and relative weight of the paragraphs that measure the field of NGOs sustainability and the results were as follows:

Table 4.7: The total degree and mean for the level of NGOs sustainability

<i>No.</i>	<i>Item</i>	<i>Mean</i>	<i>STD</i>	<i>Relative weight</i>	<i>Interpretation of weight</i>
42.	The institution has diverse funding sources	3.19	0.998	63.8%	M

<i>No.</i>	<i>Item</i>	<i>Mean</i>	<i>STD</i>	<i>Relative weight</i>	<i>Interpretation of weight</i>
43.	The institution heavily relies on self-funded sources	3.08	0.96	61.6%	M
44.	The institution significantly depends on international grants and aid	3.25	0.949	65.0%	M
45.	The institution diversifies revenue sources	3.35	0.965	67.0%	M
46.	The institution diversifies its activities to enhance revenue	3.62	0.816	72.4%	H
47.	The institution works towards reducing the payroll percentage from total expenditures	3.46	0.996	69.2%	H
48.	The institution heavily depends on community partnerships to implement its activities	3.32	0.995	66.4%	M
49.	The institution collaborates with partner organizations to reduce expenses	3.73	0.85	74.6%	H
50.	The institution engages in fee-based activities or services to boost revenues	3.56	0.775	71.2%	H
51.	The institution engages in fee-based activities or services to boost revenues	3.22	0.937	64.4%	M
52.	The institution adopts certain business models to enhance revenues	3.2	0.985	64.0%	M
Total Degree of NGOs sustainability		3.36	0.472	67.2%	M

The results in the previous table (4.7) show that the overall degree of sustainability in NGO's organizations Moderate, where the mean measuring this degree was (3.36) with a standard deviation of (0.472), while the relative weight was (67.2%), which is a Moderate percentage that reflects the level of sustainability that is available in these institutions.

Looking at the paragraphs that measure the sustainability of these institutions, we find that the highest response of these paragraphs among the study sample was paragraph No. (47), which came with a high response rate, as the mean of this paragraph was (3.73) and a relative weight of (74.6%), which showed the approval of the high study sample towards the institution's dependence heavily on community partnership to implement its activities,

as well as paragraph No. (44), which came with a high degree of response, with an mean of (3.62) and a relative weight of (72.4%), which showed High approval among the study sample towards diversifying the institution's activities in order to enhance its revenues.

As for the least responsive paragraphs among the study sample in this field, it was paragraph (41), which came with an Moderate mean of (3.08) and a relative weight of (61.6%), which reflected an moderate approval towards the institution's dependence largely on self-financing sources, and also paragraph (40), which came with an moderate relative weight of (63.8%), which showed an moderate degree of approval for the institution to own different sources of funding, and paragraph (50), which came with an moderate relative weight of (64.0%), which reflected the approval of The moderate study sample towards the institution's adoption of some commercial models in order to enhance its revenues, and also paragraph No. (49) came with a moderate approval degree of (64.4%), which showed the moderate approval of the sample towards the institution's undertaking of paid activities or services in order to enhance revenues, as well as paragraph No. (42) came with an moderate response degree of relative weight (65.0%), which showed an moderate approval among the study sample towards the institution's heavy dependence on grants and international aid, as well as paragraph (46) It came with an moderate degree of weight (66.4%), which supported the approval of the moderate sample towards the institution's work to reduce the salary and wages bill of its total expenses, and in the end paragraph No. (43) came with a moderate response score of (67.0), which showed the approval of the moderate sample towards the institution diversifying its sources of revenue.

7. Level of Regulatory framework:

To find out the level of NGOs sustainability according to the opinions of the study sample, the SPSS Package was used to extract the mean, standard deviations and relative weight of the paragraphs that measure the field of NGOs sustainability and the results were as follows:

Table 4.8: The total degree and mean for the level of Regulatory framework

<i>No.</i>	<i>Item</i>	<i>Mean</i>	<i>STD</i>	<i>Relative weight</i>	<i>Interpretation of weight</i>
53.	There is a lack of clear systems and standards in the law restricting non-governmental organizations in terms of salaries, incentives, and operational expenses	3.34	0.702	66.8%	M
54.	Legislations and laws are considered flexible to adapt to changes and shifts in the environment	3.38	0.816	67.6%	M
55.	There is a lack of transparency in the public sector's dealings with civil society organizations	3.43	0.883	68.6%	H
56.	There is a weakness in the senior management's familiarity with general laws and legislations related to the work of civil society organizations	3.27	0.993	65.4%	M
57.	The institution considers regulatory laws in shaping its policies and internal work systems	3.61	0.751	72.2%	H
58.	Public monetary policies do not facilitate civil society organizations in obtaining necessary funding	3.55	0.9	71.0%	H
59.	Laws and regulations allow the institution to engage in revenue-generating activities	3.32	0.945	66.4%	M
60.	The government's financial policies serve as a supportive factor for the institution's operation and continuity	3.27	0.756	65.4%	M
61.	There is a governmental reference (supervisory authority) regulating the work of civil society organizations	3.5	0.813	70.0%	H
Total Degree of Level of Regulatory framework		3.41	0.394	68.2%	H

From the previous results in Table (4.8), the overall score of the regulatory framework level in NGO's organizations was high, with the mean measuring this score (3.41), a standard deviation of (0.394) and a relative weight of (68.2%), which is the lowest level of the high score.

According to the paragraphs that measure this dimension, the highest response of these paragraphs was paragraph No. (55), which came with a relative weight of (72.2%), which is a high percentage that reflected a high approval of the study sample towards the institution's observance of the laws governing its policies and work regulations, as well as paragraph No. (56), which came with a high response rate of (71.0%), which showed that public monetary policies do not allow civil society institutions to obtain the necessary financing, which he sees as a high percentage from the study sample, paragraph No. (59) came with a high response rate of (70.0%), which showed approval among the study sample to a high degree towards the existence of a supervisory government reference regulating the work of civil society institutions.

The least responsive paragraphs were paragraph No. (58), which came with an mean of (3.27) and a relative weight of (65.4%), which reflected an moderate approval of the sample towards considering government financial policies as a catalyst for the work and continuity of institutions, as well as paragraph No. (54), which came with an mean of (3.27) also and a similar relative weight, which showed that there is an moderate agreement among the study sample towards agreeing that there is a weakness in the knowledge of senior management of laws and general legislation related to the work of civil society institutions. Also, paragraph No. (57), which came with a relative weight of (66.4%), which showed medium approval towards allowing laws and regulations to allow the institution to carry out activities that generate revenues and profits, and also paragraph

No. (51) came with an moderate degree of relative weight (66.8%), which showed moderate approval among the study sample towards the existence of clear regulations and standards in the law that restrict non-governmental institutions in the systems of salaries, bonuses and operating expenses, and finally paragraph No. (52) came among the least responsive paragraphs, as the relative weight of this paragraph (67.6%) which is medium, showing the approval of the moderate study sample towards the flexibility of legislation and laws to adapt to transfers and environmental changes.

4.2 Testing the main hypotheses of the study

In order to test the hypotheses of the study, the researcher conducted an estimate of the study model, and the following is a review of the procedures for testing these hypotheses:

4.2.1 Estimation of the structural model:

The structural model was estimated through assumptions and the indication of the effect between the variables, in order to reach answers to the study, and the hypotheses suggest the following:

1. H₁: Organizational Mandates and Mission has positive impact on NGOs sustainability
2. H₁: Leadership skills has a positive impact on NGOs sustainability
3. H₁: Stakeholder identification can improve the NGOs sustainability
4. H₁: Collaboration and partnership in strategic planning has positive impact on NGOs sustainability
5. H₁: Regulatory framework mediates the relationship between strategic planning and sustainability

6. H₁: H₁: Assessment of the environment mediates the relationship between strategic planning and NGO sustainability.

In addition to implicit hypotheses, a positive impact relationship is assumed between each dimension of strategic planning and the Regulatory framework, which will take a sub-hypothesis number for each main hypothesis.

According to the study model, the main hypotheses of the study were tested, and the results were as shown in Table (4.9):

Table 4.9: Results of testing the main hypotheses of the study according to the structural model estimation

<i>H no.</i>	<i>Relationship</i>	<i>Original Sample (O)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
H₁₁	Clarifying organizational mandates -> Financial sustainability	-0.082	1.212	0.226
H₁₁₋₁	Clarifying organizational mandates -> Environmental survey and analysis	-0.031	0.958	0.338
H₁₁₋₂	Clarifying organizational mandates -> Regulatory framework	-0.104	1.259	0.208
H₁₂	Collaboration and partnerships -> Financial sustainability	0.088	0.692	0.490
H₁₂₋₁	Collaboration and partnerships -> Regulatory framework	0.133	0.86	0.390
H₁₂₋₂	Collaboration and partnerships -> Assessment of the Environment	0.212	3.392	0.001
H₁₃	Assessment of the Environment -> Financial sustainability	-0.101	2.99	0.003
H₁₄	Stakeholder identification -> Financial sustainability	-0.22	1.95	0.052
H₁₄₋₁	Stakeholder identification -> Regulatory framework	-0.237	1.737	0.083
H₁₄₋₂	Stakeholder identification -> Assessment of the Environment	0.264	4.684	0.000
H₁₅	Leadership roles -> Financial sustainability	-0.272	2.219	0.027
H₁₅₋₁	Leadership roles -> Regulatory framework	-0.271	1.882	0.060

<i>H no.</i>	<i>Relationship</i>	<i>Original Sample (O)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
H₁₅₋₂	Leadership roles -> Assessment of the Environment	0.507	8.096	0.000
H₁₆	Regulatory framework -> Financial sustainability	0.817	29.697	0.000

By testing the relationships in the structural model of the study shown in the table above, we can arrive at the results of testing the implicit hypotheses that answer the study questions as follows:

H₁₁: Organizational Mandates and Mission has positive impact on NGOs sustainability.

It is the implicit hypothesis that answers the first question of the study, which states:

1. To what extent clarifying organizational mandates and mission has positive impact on NGOs sustainability?

It is noted that the first hypothesis of the study was wrong, the results indicate that there is no positive effect or positive relationship between the clarifying organizational mandates and mission and sustainability, and the value of the correlation between the two variables shows a weak value, where the value was (0.067), as well as the calculated t-value (1.389), which is a value less than the tabular value (1.96) at the level of significance (0.05), as well as the value of statistical significance for this relationship, which was (0.166), which is a value higher than the accepted standard significance, which negates the existence of a positive effect For clarifying organizational mandates and mission on sustainability in NGO's companies, which means rejecting the first main hypothesis and accepting its null hypothesis.

Similarly, the first implicit hypothesis, which assumes a positive relationship between the clarifying organizational mandates and mission and the legal framework of NGO's organizations, where the results also showed the absence of this relationship, which is shown by the correlation value between the two variables (-0.131), as well as the calculated t-value, which was less than the standard value (1.96), which amounted to (1.381), and its significance, which exceeded the significance of (0.05) to reach (0.168).

The same is true for the second implicit hypothesis of the first hypothesis, which assumes a positive relationship between the clarity of the objectives and the message, and the legal framework, which was denied, as the value of the correlation between the two variables was a non-significant value of (0.104) and the calculated t-value was also less than the tabular value (1.96) where it reached (1.259) and its significance was less than the accepted standard significance which amounted to (0.208).

According to these results, the answer to the first question of the study has become clear, as it was found that there is no impact of clarifying organizational mandates and mission on the financial sustainability of NGOs, and it can be said that the clarifying organizational mandates and mission of these companies does not have a direct impact on their financial sustainability, but there are other variables responsible for this.

H₁₂: Collaboration and partnerships can improve the NGOs sustainability.

It is a hypothesis that was developed to answer the second study question, which states:

2. How the Collaboration and partnerships can improve the NGOs sustainability?

It turns out that this hypothesis was wrong, as the results of the model showed that Collaboration and partnerships are not associated with a positive relationship with sustainability for NGO's organizations, which was shown by the correlation value that

was not statistically significant between the two variables, which amounted to (0.088), as well as the calculated t-value, which amounted to (0.692), which is a value significantly lower than the tabular value (1.96) at the level of significance (0.05), as well as the significance of the relationship, which was not significant, as it reached (0.490).

It is also found that the first implicit hypothesis of the second hypothesis, H_{12-1} , was also wrong, as the results did not show a statistically significant positive relationship between Collaboration and partnerships and the regulatory framework of NGO's organizations, as the correlation between these two variables was (0.133), which is a weak non-significant, as well as the value of t The calculated value is lower than the tabular value of (0.86) and the statistical significance of this relationship was (0.390), which is higher than the acceptable standard value (0.05), which negates the validity of the implicit hypothesis H_{12-1} .

From the results, we find that the second implicit hypothesis H_{12-2} was correct, and the results of its test were statistically significant, as the value of the correlation between Collaboration and partnerships and Assessment of the Environment was (0.212), which is statistically significant correlation of (0.001), which is lower than the acceptable significance (0.05), and the calculated t-value for this relationship was (3.392), which is higher than the tabular value (1.96), which means the validity of the second implicit hypothesis H_{12-2} .

From the above results, the answer to the second question of the study becomes clear: there is no effect of the Collaboration and Partnerships variable on NBs, but there is a clear positive relationship between Collaboration and Partnerships and the regulatory framework of NGO's.

H13: Assessment of the Environment mediates the relationship between strategic planning and Ngo's sustainability.

It is the hypothesis that was developed to answer the third study question, which states:

3. Does Assessment of the Environment mediate the relationship between strategic planning and Ngo's sustainability?

Through the results in the previous table (4.9), there is a positive relationship showing the existence of the mediating role of the Assessment of the Environment variable in the relationship between strategic planning and the sustainability of NGO's organizations, where the results showed that the calculated t-value of this relationship (2.990), which is higher than the standard value (1.96) at the level of significance (0.05), as well as the statistical significance of this relationship, which amounted to (0.003), which answers the third question of the study with the existence of the mediation relationship between Assessment of the Environment and the sustainability of NGO's organizations.

H14: Stakeholder identification can improve the NGOs sustainability.

It is the hypothesis that was developed to answer the fourth study question, which states:

4. How the Stakeholder identification can improve the NGOs sustainability?

Through the results in the previous table (4.9), it is clear that there is no positive impact of the definition of stakeholders on the sustainability of NGO's organizations, which is shown by the results of the correlation between the two variables, and the value of the correlation coefficient R between the two variables was (0.22) with a negative value, which means that there is no correlation between the two variables, as well as the t-value calculated for this relationship was less than the standard value (1.96), as it reached (1.95), with a weak significance of (0.052), which is higher than the standard significance (0.05),

and thus The fourth main hypothesis of the study was rejected, verified, and the null hypothesis accepted.

The results also show that there is no relationship of influence between the definition of stakeholders and the legal framework of these institutions, and the value of the correlation coefficient between them was (-0.237) and the calculated t-value was lower than the standard value, reaching (1.737), while the statistical significance was very weak with a value of (0.083), which is higher than the standard value (0.05).

However, the results show a positive relationship between Stakeholder identification and the Assessment of the Environment, where the correlation value R between the two variables was (0.264) and the calculated t-value of this relationship was (4.684), which is higher than the tabular value (1.96), and the significance of this relationship was (0.000), which is a strong and significant significance, and therefore the implicit hypothesis H₁₄₋₂ is correct.

H₁₅: Leadership roles in strategic planning has positive impact on NGOs sustainability.

It is the hypothesis that was developed to answer the fourth study question, which states:

5. To what extent Leadership roles in strategic planning has positive impact on NGOs sustainability?

Through the results in the previous table, it is clear that the hypothesis is correct and there is a relationship between the level of cooperation, partnerships and sustainability in non-governmental organizations according to the study model and the sample answers, where the value of the correlation coefficient between the two variables was (-0.272), which is a negative value, and the value of t calculated for this relationship was higher than the tabular value (1.96) at the level of significance (0.05) and this value reached (2.219) and

with a statistical significance of (0.027), which indicates the existence of this relationship, which confirms the validity of the main hypothesis Fifth to study.

As for the first implicit hypothesis H₁₅₋₁, the results showed the error of this hypothesis, as the results did not show a relationship between Leadership roles and the regulatory framework in NGO's organizations, where the correlation value for this relationship was (0.271) and the calculated t-value was (1.882) and statistically significant (0.060), which is lower than the accepted significance (0.05), and therefore the implicit hypothesis is wrong.

As for the second implicit hypothesis H₁₅₋₂, the results showed the validity of this hypothesis, where it was found that there is a relationship between Leadership roles and Assessment of the Environment, and the correlation value between the two variables was (0.507) and the calculated t-value for this relationship was (8.096), which is higher than the tabular value (1.96), and the statistical significance of this relationship was (0.000), which is significant and less than the standard value (0.05).

H₁₆: Regulatory framework mediates the relationship between strategic planning and sustainability.

It is the main hypothesis of the study that answers the main question and the problem of the study as well:

6. Does Regulatory framework mediate the relationship between strategic planning and sustainability?

To reach this hypothesis, the independent variables of the strategic planning variable were collected, and the model was redrawn based on these variables, namely strategic planning as an independent variable, sustainability as a dependent variable, and the organizational

framework as an intermediate variable in the relationship between strategic planning and sustainability, according to the following figure (2):

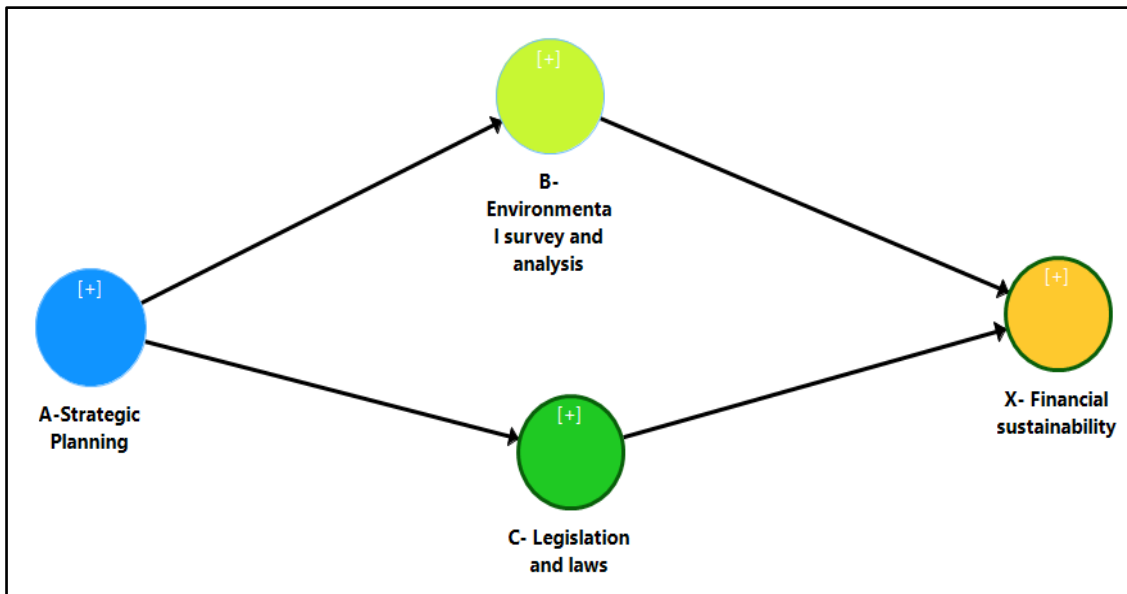


Figure 2: Explaining the relationship between the study variables with the representation of the mediating variable (source: Smart-PIs)

4.2.2 Testing the mediating role of the regulatory framework:

By relying on the Bootstrapping method to analyze the mediating role of the variable, which requires the availability of two basic conditions for conducting this analysis, the first is the test of the significance of the total and direct impact, and the second is confidence intervals for Bootstrap Percentile – Interval, and these two conditions have been verified as follows:

Check the first condition:

In order to achieve the first condition, there must be an implicit relationship between strategic planning in its combined dimensions and sustainability, with the presence of the intermediate variable, and the following table (4.10) shows the results of the Bootstrap method, which shows the results of the path of this relationship through the Indirect Effect:

Table 4.10: Results of the Bootstrap method that show the results of the path of this relationship through the Indirect Effect

<i>HYP.</i>	<i>Relationship</i>	<i>Original Sample (O)</i>	<i>(STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
H₁₆	A-Strategic Planning -> X- Financial sustainability	0.406	0.058	7.052	0.000

As shown in the results of the previous table (4.10), the relationship between strategic planning and sustainability in the presence of the regulatory framework and the Assessment of the Environment was statistically significant, as the correlation value for this relationship was (0.406), while the calculated t-value was (7.052), which is higher than its tabular value at the significance level (0.05), and the significance of this relationship was (0.000), which is lower than the accepted standard significance (0.05), thus fulfilling the first condition of the mediation relationship.

Check the second condition:

To verify the second condition for the existence of the median relationship of the regulatory framework, the results of the Total Effect of the model were reviewed and the results were as in the following table:

Table 4.11: Results of the Bootstrap method that show the results of the path of this relationship through the Total Effect

<i>#</i>	<i>Relationship</i>	<i>Original Sample (O)</i>	<i>(STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
1.	A-Strategic Planning -> B- Environmental survey and analysis	0.917	0.012	78.58	0.000
2.	A-Strategic Planning -> C- Legislation and laws	0.384	0.064	6.013	0.000
3.	A-Strategic Planning -> X- Financial sustainability	0.406	0.058	7.052	0.000
4.	B-Environmental survey and analysis -> X- Financial sustainability	0.101	0.034	2.973	0.003

#	<i>Relationship</i>	<i>Original Sample (O)</i>	<i>(STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
5.	C- Legislation and laws -> X- Financial sustainability	0.817	0.03	27.42	0.000

From the results of the significance of Total Effect, it is clear that there is a statistically significant relationship between strategic planning and the regulatory framework, and the value of the correlation of this relationship was (0.384), and the calculated t-value was (6.013), which is higher than the tabular value (1.96) at the level of significance (0.05), and this significance was strong and amounted to (0.000), and we also note a strong relationship between the regulatory framework and sustainability, which was shown by the correlation value of (0.817) and its significance, which was (0.000). In addition, the calculated t-value for this relationship was (27.40), which is higher than the tabular value (1.96) at the significance level (0.05).

The results also show a relationship between strategic planning and sustainability with the existence of the regulatory framework and environmental assessment as intermediate variables, where the value of the correlation of this relationship was (0.406) and the significance of this relationship was (0.000), which is lower than the acceptable moral significance (0.05), while the calculated t-value was (7.052), which is higher than the tabular value (1.96) at the significance level (0.05).

After confirming the significance of the relationships in the study model, it is necessary to evaluate the confidence intervals, if zero intersects between the value of the highest level and the lowest level, this means that there is no effect of the intermediate variable, and if the zero is outside the range of the two levels, there is a mediation effect of the variable, and the following are the results of the confidence assessment:

Table 4.12: Results of checking confidence intervals for the main path

Path Direction	Path A	Path B	Indirect Effect	SE	t-value	Bootstrapped Confidence Interval		Decision
						95%LL	95% UL	
A-Strategic Planning -> B-Environmental survey and analysis -> X- Financial sustainability	0.917	-0.101	-0.093	0.0120	-7.718	-0.116	-0.069	Mediation
A-Strategic Planning -> C- Legislation and laws -> X- Financial sustainability	-0.38	0.82	-0.314	0.0640	-4.902	-0.439	-0.188	Mediation

From the results shown in the previous table (4.12), we find that the value of Lower Level (0.116-) and the value of Upper Level (0.069-) and zero does not intersect between the two values and therefore the median role of the regulatory framework variable in the relationship between strategic planning and sustainability has been achieved, and therefore the main hypothesis of the study is correct and accepted.

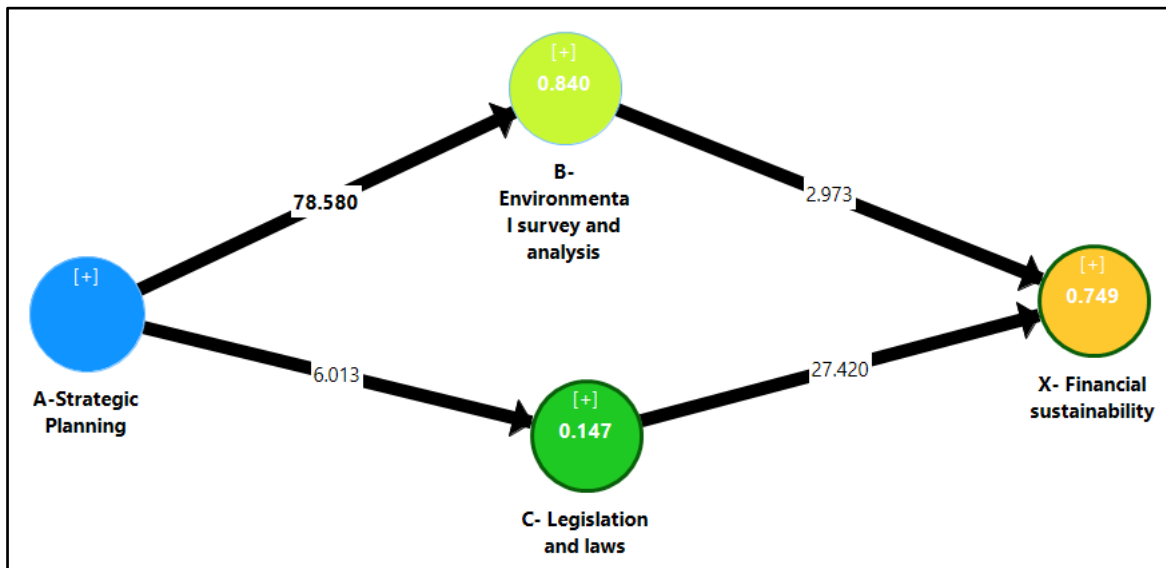


Figure 3: The study model that shows the mediating variable with the R-Square values (Smart-pls)

From the results shown in the previous table (4.12), we find that the value of Lower Level (0.439-) and the value of Upper Level (0.188-) and zero does not intersect between the two values, and therefore the mediating role of the regulatory framework variable in the relationship between strategic planning and sustainability has been achieved, as well as the mediating role of the environmental assessment variable in the relationship between strategic planning and sustainability has also been achieved, and therefore the main hypothesis of the study is correct and accepted.

From the previous figure (3), and through the values of R-Square shown in it, it can be said that strategic planning explains the reasons for the variation in sustainability by approximately (74.9%), which is the value of R-Square in the presence of the regulatory framework and environmental assessment as intermediate variables in the relationship, which can be explained in that the existence of the regulatory framework and environmental assessment as intermediate variables between strategic planning and sustainability, makes strategic planning responsible for at least (74.9%) of the variation in sustainability.

5 Chapter five: Discussing the results and recommendations

5.1 Results of the Study

With regard to testing hypotheses and answering the study questions, the study concluded several results, namely:

The results of the study showed that there is a mediating role for the regulatory framework in the relationship between strategic planning in its combined dimensions and sustainability, which was shown by the results of the sixth hypothesis of the study, which answers the main question of the study, and according to the results, the correlation coefficient of this role amounted to (38%), and the coefficient of determination of the dependent variable in this relationship, which is sustainability, which is (0.147) indicates that the structural model explains (14.7%) of the sustainability variation, and these results converge with what came out of the study Gajdova, (2018), which confirmed that with the regulatory framework, non-profit organizations can better formulate their financial strategies, diversify and stabilize their financial sources and transform this strategy into a long-term strategic plan to maintain and develop their entrepreneurial tasks, and also agreed with the study of Oluoch et al., (2021), which showed a positive and statistically significant relationship. Between strategic leadership and financial sustainability, however, the regulatory framework does not have a significant mediating role in this relationship.

The results also show the existence of a mediating role for environmental assessment between strategic planning and the sustainability of NGO's organizations, and according to the results, the correlation coefficient of this role reached (91.7%), and the coefficient of determination of the dependent variable in this relationship, which is sustainability,

which is (0.840) indicates that the structural model explains (84.0%) of sustainability variation.

With regard to the first hypothesis of the study, which also answers the first question of the study, the results showed the hypothesis wrong, as there are no results showing a statistically significant positive effect built to clarify the clarity of goals and mission and sustainability, where the correlation coefficient reached a non-significant value of (0.082), where the significance reached (0.226), which is higher than the acceptable value, which means that clarifying the objectives and mission as one of the dimensions of strategic planning individually in isolation from the rest of the other dimensions does not have a direct impact on sustainability, It was also found that the regulatory framework plays the role of mediator in the relationship between clarifying regulatory mandates and sustainability, as the structural model correlation for this reached (0.817), which is a statistically significant value.

With regard to the second hypothesis of the study, which answers the second question of the study, the results show that this hypothesis was wrong, as there is no positive impact of cooperation and partnership individually on sustainability, and the correlation value of (0.088) showed that there is no significance for this relationship, but the existence of environmental assessment creates this relationship, which is what the results showed for the implicit hypothesis, as the correlation with the existence of environmental assessment (0.212), which is an association that reflects an impact on the existence of environmental assessment, mediates the relationship between sustainability and cooperation and partnership individually, which is consistent with the results of the study of Wu et al., (2017).

Considering the results of the third hypothesis test, which is an answer to the third question, the results showed an impact of environmental assessment on sustainability in NGO's organizations, where the correlation value between the two variables was (0.101), and a statistically significant correlation (0.003), which means the validity of the third hypothesis.

The results of the third hypothesis converged with the study of Gleaves and Orsborne (2017), which emphasized the importance of choosing the right leadership style as a strategy in improving fiscal sustainability, as well as the results of the study of Analoui, & Samour (2012), which emphasized the importance of leadership as a critical factor for success in all organizations in general and in NGOs in particular.

As for the fourth hypothesis of the study, which tested the fourth question, the results indicated that there was no positive impact of stakeholder definition on the sustainability of NGOs, which is shown by the results of the correlation between the two variables, and the value of the impact. The correlation coefficient was R between the two variables (0.22) with a negative value, which means that there is no correlation between the two variables, and thus the fourth main hypothesis of the study was rejected and verified, and the null hypothesis was accepted, in addition to that the results showed that there is no impact relationship to define individual stakeholders in the presence of environmental assessment as an intermediate variable, and the study of Van Huijstee & Glasbergen, (2008) showed that stakeholder identification has a significant role in strategic management, but it is not a necessary tool with regard to sustainability, while the study considered Sawnsen (2019) argues that stakeholder engagement may facilitate improved financial sustainability and stability.

As for the fifth hypothesis of the study, which answers the fifth question, the results showed that there is a relationship between leadership and sustainability roles in non-governmental organizations, where the value of the correlation coefficient between the two variables was (0.272), which is a statistically significant negative value, and a statistical significance of (0.027), which is lower than the accepted standard value, which indicates the existence of this relationship and confirms the validity of The fifth main hypothesis of the study, the results also showed that there is no effect of leadership roles individually with sustainability in the presence of the regulatory framework as a variable mediating this relationship, while the results showed the existence of this role in the presence of environmental assessment as an average of the relationship, where the value of the correlation in this case was (0.507) and in significance amounted to (0.000).

5.2 The Results of Study Indicators:

1. The results showed that the level of clarifying organizational mandates and mission in NGO's organizations was high, reaching a relative weight of (74.2%), with reference to the degree of great importance for these organizations to set goals and mission within an integrated strategic vision, and this result is similar to what was concluded by the study of Khushi (2021),_which confirmed that clarifying organizational mandates and mission leads to better results, as agreed with the study of Analoui & Samour (2012).
2. The results showed that the level of environmental assessment was high with a relative weight of (70.4%), and the results showed that fluctuation in international support is one of the weaknesses in the ecosystem of these institutions with an approval rate of (74.8%).

3. The results also showed that the absence of the organizational body representing the work of organizations is also one of the weaknesses in the ecosystem surrounding the work of institutions with a degree of approval of (72.6%) and the results showed a high degree of (71.8%) towards considering the ongoing government financial crisis as a weakness facing the ecosystem of NGO's institutions.
4. The results also showed that the political reality is one of the weaknesses facing the ecosystem surrounding the work of the NGO's institutions with an approval rate of (71.4%).
5. The results also showed that leadership roles came at a high level of relative weight (72.2%) in NGO's organizations, which reflects the interest of these institutions in leadership roles, in addition to a great belief in the relative weight (74.6%) among senior management in these institutions in the importance of building a strong team capable of achieving goals.
6. The results showed high approval with a relative weight of (68.8%) towards the follow-up of senior management to the level of implementation of strategic plans and objectives periodically and work to modify the path, which is a percentage at the lowest levels of the high grade.
7. The results also showed that the level of stakeholder identification came in with a high relative weight (71.6%).
8. The organization considers the customers benefiting from its services as an essential part of its stakeholders, which came with a high response score of (74.4%).
9. The results showed that the level of cooperation and partnership in NGO's institutions was high with a relative weight (72.4%), and the level of adoption of specific

strategies by institutions to enhance partnership and cooperation with other sectors reached a high degree (74.8%).

10. Despite this high level, the results showed that NGO's organizations consider partnerships and cooperation one of the main axes in their strategic plan with a moderate weight of (67.2%), and the results showed that the institution's adoption of partnerships and cooperation with the government sector in enhancing the sustainability of projects and activities came with a relative weight of (69.4%).
11. By measuring the previous indicators, the results showed that the level of strategic planning among NGO's institutions came with a high degree of relative weight (78.2%), and the results also showed that the highest dimensions applied and important to these institutions is the clarity of goals and mission, which comes in first place, while the last of which is the environmental assessment dimension, which came with a score of (70.4%).
12. Through the results, the level of sustainability of NGO's institutions came with a moderate degree, reaching a relative level of this degree (67.2%), and the results showed that these organizations rely to a large extent on community partnership to carry out their activities, which came with an approval score of (74.6%).
13. The results also showed that NGO's organizations rely on a moderate degree (61.6%) on self-financing sources to finance their projects and ensure their sustainability.
14. The results also showed that these organizations have different funding streams with a moderate score of (63.8%), in addition to adopting some business models to enhance their revenues, which came by (64.0%).
15. The results also showed that NGO's organizations' dependence on international grants and aid was medium (65.0%).

16. From the results, the level of regulatory framework of NGO's organizations was high relative weight (68.2%).
17. The results also showed that considering government financial policies as a catalyst for the work and continuity of institutions comes with a moderate degree of relative weight (65.4%), and that the knowledge of senior management with general laws and regulations related to the work of these institutions came with a moderate degree of weight (66.4%).

5.3 Conclusions

Through the results of testing the hypotheses of the study, answering its questions and measuring indicators, the researcher came up with several conclusions, the most important of which are:

1. Environmental assessment plays an intermediary role in the relationship between strategic planning in its dimensions (clarification of organizational mandates and mission, leadership roles, definition of stakeholders, collaboration and partnerships), and sustainability, which is an influential relationship where environmental assessment significantly affects the improvement of strategic planning for sustainability in NGO's organizations.
2. The regulatory framework plays an intermediary role in the relationship between strategic planning in its combined dimensions (clarification of regulatory mandates and mission, leadership roles, environmental assessment, stakeholder definition, collaboration and partnerships), and sustainability, which is an influential relationship where the legal framework significantly influences the improvement of strategic planning for sustainability in NGO's organizations.
3. Individually, all dimensions of strategic planning do not directly affect sustainability except for the leadership role, which reflects the importance of leadership in the sustainability of NGO's organizations.
4. The regulatory framework does not affect the relationship between the dimensions of strategic planning and sustainability if these dimensions come alone, and to achieve sustainability and benefit from the legal framework to enhance strategic planning, it is necessary to improve the levels of strategic planning dimensions combined.

5. NGO's organizations have a great interest in strategic planning in their work, perhaps the most important of which is the clarification of mandates and mission, while the environmental assessment dimension of these institutions needs to be strengthened.
6. NGO's organizations in Palestine have many weaknesses, the most important of which is the absence of an organizational body that represents these institutions and their work.
7. Another weakness facing the work of NGO's institutions is the fluctuating international support for these institutions in addition to the ongoing government financial crisis that the Palestinian government is experiencing.
8. The Palestinian and regional political reality poses a challenge to the work of NGO's institutions in Palestine, a major challenge that must be developed alternatives to address.
9. NGO's organizations evaluate the implementation of their strategic plans and the extent to which they achieve the objectives and work to adjust the course to an almost moderate degree.
10. NGO's organizations do not consider partnerships and cooperation to be one of the main axes of their strategic plan to a large degree, and the level of adoption of partnerships and cooperation with the government sector to enhance the sustainability of projects and activities is almost average.
11. NGO's organizations in Palestine have a moderate level of sustainability, and many of these organizations have a high reliance on community partnerships in the implementation of their activities and programs.

12. There is a need for these organizations to seek self-financing sources to ensure the sustainability of their projects and programs, and their possession of multiple sources of funding is not at the level that guarantees their sustainability.
13. The level of the regulatory framework of NGO's organizations in Palestine is high, but more efforts are needed to strengthen its position in these organizations.
14. Government financial policies do little to ensure the success and continuity of the work of NGO's organizations in Palestine, and the senior management of these organizations is not very familiar with the general regulations, laws and regulations related to their work.

5.4 Recommendations

Based on the above, several recommendations can be proposed, the most important of which are:

- Develop the vision and clear mission of NGO's within the framework of an integrated strategy based on reliable and accessible funding alternatives, taking into account the sustainability of these funding sources.
- Work to raise the levels of governance in all processes, functions and procedures of NGO's as this plays a role in promoting the optimal use of resources and achieving financial sustainability in its work and activities.
- Building the foundations of cooperation and partnership with the Palestinian private sector in the implementation and financing of many projects that serve all parties, which can lead to the development of local development.
- Start thinking about establishing a strong organizational body that represents NGO's organizations in the Palestinian area, and takes into account the organization of the overall work of these organizations, and represents them at the local and international levels, in a way that contributes to facilitating and organizing international funding for their projects and works aimed at achieving development.
- Finding alternatives to international sources of funding by partnering with countries that believe in the Palestinian right and are fair and balanced, while trying to disengage from funding from countries that support the Israeli narrative.
- Exploiting the bad political reality facing the ecosystem of these organizations to find creative ideas based on innovation to develop projects and programs that

support the Palestinian society away from the negative effects of the political situation in which the Palestinian society lives.

- Work on setting standards and regulations for periodic evaluation of the activities and programs carried out by institutions to ensure that they proceed in accordance with strategic plans and objectives.
- Focusing more on the implementation of vital projects that give financial income that contributes to the self-financing of these organizations, through a thorough study and accurate economic feasibility.
- Holding workshops and seminars to introduce Palestinian laws and legislations and try to benefit from these laws and legislations in supporting the regulatory framework of NGO's organizations.

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Appendix 1: Study Tools

في ظل التحديات المتزايدة التي يواجهها العالم اليوم في مجال الأعمال والاقتصاد، أصبح من الضروري بمكان للمؤسسات والشركات أن تنظر بعناية فائقة إلى مستقبلها بتبني استراتيجيات تتيح لها التحسين المستدام والاستمرارية المالية. يأتي التخطيط الاستراتيجي كأحد أدوات القيادة الأساسية في تحقيق هذا الهدف، حيث يمثل الركيزة الأساسية التي تستند إليها القرارات والتحركات المستقبلية للمنظمات.

تسعى هذه الدراسة إلى استكشاف وتحليل عمق مفهوم التخطيط الاستراتيجي، مع التركيز بشكل خاص على كيفية تحقيق استدامة مالية قوية. سيتم تقديم نقاط البحث المحورية لاستكشاف التفاعلات المعقدة بين الاستراتيجيات التشغيلية والتكتيكية والهدف من الاستدامة المالية. من خلال تحليل متعمق للأدبيات المرجعية ودراسة الحالات، سنلقي الضوء على أهمية تضافر الجهود بين الجوانب الاستراتيجية والمالية لتحقيق استدامة مالية طويلة الأمد.

سيساهم هذا البحث في إثراء فهمنا للعلاقة المتبادلة بين التخطيط الاستراتيجي والاستدامة المالية، وسيكون له أهمية كبيرة في توجيه انتباه القادة وأصحاب القرار نحو ضرورة تبني استراتيجيات تأمل في المستقبل بشكل استباقي وتضمن استدامة الأعمال في ظل المتغيرات الاقتصادية والسوقية المتقلبة.

ارجو من حضرتكم التكرم بالإجابة على هذه الاستبانة، لما له من نفع كبير على تعزيز دور مؤسسات المجتمع المدني واثراء المكتبة البحثية بمزيد من الدراسات في هذا المجال. علما اننا نؤكد على سرية البيانات، حيث ان نتائج هذه الاستبانة ستخدم فقط اهداف هذه الرسالة ولن يتم تبادلها مع أي جهة أخرى.

لمزيد من المعلومات والاستفسارات، ارجو التواصل مع الباحث عبد الغني التكروري

طالب ماجستير في برنامج التخطيط الاستراتيجي وتجنيد الأموال في الجامعة العربية
الامريكية

جوال 0598023743

بريد الكتروني: a.takruri@outlook.com

معلومات عامة عن المؤسسة

يهدف هذا الجزء إلى جمع معلومات عامة عن المؤسسة الموجبة للاستبيانات

نوع عمل المؤسسة:

التنمية البيئية

التنمية الاجتماعية

التنمية التراثية والثقافية والرفاه

التعليم وبناء القدرات

التنمية الصحية والدعم النفسي

التنمية الرياضية

التنمية السياسية والقانونية

اخرى

سنة التأسيس

طاقم عمل المؤسسة:

1. يتكون طاقم العمل من موظفين مدفوعي الاجر فقط

2. تتكون النسبة الأكبر من طاقم العمل من الموظفين الذين يتقاضون رواتبهم ونسبة

قليلة من المتطوعين

3. تتكون النسبة الأكبر من طاقم العمل من المتطوعين بالإضافة إلى عدد قليل من

الموظفين الذين يتقاضون رواتبهم.

4. يتكون طاقم العمل بشكل كامل من المتطوعين (العاملين بغير اجر)

وضوح الاهداف والرسالة

تمتلك المؤسسة اهداف واضحة ومحددة تنسجم مع رؤيتها وتوجهاته

تضع المؤسسة اهدافها ورسالتها ضمن رؤيا استراتيجية متكاملة
 يمكن عكس رسالة المؤسسة على شكل اهداف استراتيجية قابلة للتطبيق
 يمكن للعاملين التعامل مع اهداف ورسالة المؤسسة وتحويلها لخطط عمل واضحة
 تتيح اهداف المؤسسة تحديد البدائل والخيارات الاخرى التي تعمل على الاستقرار
 المالي
 تتسم اهداف المؤسسة بالمرونة الكافية التي تتيح للمؤسسة تنوع انشطتها
 ترتبط اهداف واستراتيجية المؤسسة بخطة تمويل واضحة

المسح والتحليل البيئي

يعتبر الواقع السياسي احد نقاط الضعف في النظام البيئي المحيط بعمل المؤسسة
 يعتبر الواقع الاقتصادي احد نقاط الضعف في النظام البيئي المحيط بعمل المؤسسة
 يعتبر الواقع الاجتماعي احد نقاط الضعف في النظام البيئي المحيط بعمل المؤسسة
 تعتبر البيئة القانونية في فلسطين احد نقاط الضعف في النظام البيئي المحيط بعمل
 المؤسسة
 تعتبر الازمة المالية الحكومية المستمرة احد نقاط الضعف في النظام البيئي المحيط
 بعمل المؤسسة
 يعد تدذب الدعم الدولي احد نقاط الضعف في النظام البيئي المحيط بعمل المؤسسة
 يعتبر التشرذم وغياب العمل التشاركي احد نقاط الضعف في النظام البيئي المحيط بعمل
 المؤسسة
 يعتبر غياب جسم تنظيمي وممثل لعمل المنظمات غير الحكومية احد نقاط الضعف في
 النظام البيئي المحيط بعمل المؤسسة
 ان ارتفاع عدد اللاعبين في مجال عمل المؤسسة يعتبر من احد نقاط الضعف في
 النظام البيئي المحيط بعمل المؤسسة

الادوار القيادية

تؤمن الادارة العليا في المؤسسة بأهمية بناء فريق عمل قوي لتحقيق الأهداف
تشارك الادارة العليا في عملية وضع وصياغة خطط العمل والاهداف الاستراتيجية
تتبنى الادارة العليا في المؤسسة نهجا شفافا في توجيه العمل ضمن خطة محددة
تشجع الادارة العليا على العمل ضمن خطط واهداف واضحة ومكتوبة
تتابع الادارة العليا بشكل دوري مدى تنفيذ الخطط والاهداف الاستراتيجية وتعمل على
تعديل المسار
تتمتع المؤسسة بقنوات اتصال مفتوحة بين الرئيس والمرؤوس بما يخدم الاهداف
وخطط العمل
تتبنى الادارة العليا في المؤسسة الخطط والاهداف الاستراتيجية وتسعى الى تحقيقها
توفر الادارة العليا الامكانيات المادية والفنية لتحقيق الخطط والاهداف الاستراتيجية

تحديد اصحاب المصلحة

يتم اشراك ذوي العلاقة في وضع الخطط والاهداف الاستراتيجية
تعتبر المؤسسة العملاء والمستفيدين من الخدمات جزءاً أساسياً من أصحاب المصلحة
تعمل المؤسسة على تقييم تأثير خطتها واهدافها على المجتمع المحلي
تؤمن المؤسسة بأن الشراكات مع المؤسسات الأخرى تعزز من فعالية خططها
وأهدافها
تقوم المؤسسة باطلاع ذوي العلاقة على سير العمل لتحقيق خطط العمل والاهداف
الاستراتيجية بشكل دوري

تراعي المؤسسة اشراك المستفيدين في خطط العمل والاهداف الاستراتيجية في التنوع

التعاون والشراكات

تضع المؤسسة الشراكة والتعاون على سلم اولويتها
تعتبر المؤسسة الشراكة والتعاون احد المحاور الرئيسية في خططها الاستراتيجية

تعتبر المؤسسة الشراكة والتعاون جزء محوري في تحقيق الاستدامة
تتبنى المؤسسة استراتيجيات محددة لتعزيز الشراكة والتعاون مع القطاعات الأخرى
تتبنى المؤسسة على الشراكة والتعاون مع القطاع الخاص في تعزيز استدامة
المشروعات والأنشطة
تتبنى المؤسسة الشراكة والتعاون مع القطاع الحكومي في تعزيز استدامة المشروعات
والأنشطة
تبنى المؤسسة الشراكة والتعاون مع المؤسسات الغير حكومية الأخرى في تعزيز
استدامة المشروعات والأنشطة
تبنى المؤسسة الشراكة والتعاون مع النقابات في تعزيز استدامة المشروعات
والأنشطة
تبنى المؤسسة الشراكة والتعاون مع المؤسسات الأكاديمية في تعزيز استدامة
المشروعات والأنشطة

الاستدامة المالية

تمتلك المؤسسة مصادر تمويل مختلفة
تتعتمد المؤسسة بشكل كبير على مصادر تمويل ذاتية
تتعتمد المؤسسة بشكل كبير على المنح والمساعدات الدولية
تقوم المؤسسة بتنويع مصادر الإيرادات
تنوع المؤسسة من أنشطتها في سبيل تعزيز إيراداتها
تنوع المؤسسة من أنشطتها في سبيل تعزيز إيراداتها
تعمل المؤسسة على تقليل نسبة فاتورة الرواتب والأجور من إجمالي النفقات
تتعتمد المؤسسة بشكل كبير على الشراكة المجتمعية لتنفيذ أنشطتها

تتعاون المؤسسة مع المؤسسات الشريكة في تنفيذ أنشطتها من اجل تقليل النفقات

تقدم المؤسسة على أنشطة او خدمات مدفوعة (رسوم) من اجل تعزيز الإيرادات

تتبنى المؤسسة في بعض النماذج التجارية من اجل تعزيز الإيرادات

التشريعات والقوانين

عدم وجود أنظمة ومعايير واضحة في القانون تقيد المؤسسة الغير حكومية في نظام الرواتب والمكافآت والمصاريف التشغيلية

التشريعات والقوانين تعتبر مرنة للتكيف مع التحولات والتغيرات في البيئة

هناك غياب للشفافية في تعامل الجهات العامة مع مؤسسات المجتمع المدني

هناك ضعف في إمام الادارة العليا بالقوانين والتشريعات العامة المتعلقة بعمل مؤسسات المجتمع المدني

تراعي المؤسسة القوانين الناظمة في رسمها للسياسات وانظمة العمل الخاصة بها

السياسات النقدية العامة لا تتيح لمؤسسات المجتمع المدني الحصول على التمويل اللازم

تتيح القوانين والأنظمة قيام المؤسسة بأنشطة مولدة للإيرادات والارباح

تعتبر السياسات المالية للحكومة عامل مساعد لعمل المؤسسة واستمراريتها

هناك مرجعية حكومية (جهة اشرافية) ناظمة لعمل مؤسسات المجتمع المدني

الملخص

تبحث أطروحة الماجستير هذه في التفاعل الديناميكي بين بيانات التخطيط الاستراتيجي وممارسات الاستدامة في سياق المنظمات غير الحكومية الفلسطينية ، ويركز البحث على المشهد الاجتماعي والسياسي الفريد لفلسطين ، ويستكشف كيف يمكن تحسين عمليات التخطيط الاستراتيجي داخل هذه المنظمات غير الحكومية لدمج أهداف الاستدامة وتعزيزها ، من خلال فحص متعمق لدراسات الحالة والمقابلات والأدبيات ذات الصلة ، تهدف الدراسة إلى الكشف عن التحديات والفرص التي تواجهها المنظمات غير الحكومية الفلسطينية في دمج الاستدامة في أطرها الاستراتيجية، حيث تساهم النتائج ليس فقط في الفهم النظري للتخطيط الاستراتيجي والاستدامة، بل تقدم أيضا توصيات عملية مصممة خصيصا للتحديات المحددة التي تواجهها المنظمات غير الحكومية العاملة في السياق الفلسطيني، من خلال تسليط الضوء على تقاطع التخطيط الاستراتيجي والاستدامة في هذا الإطار المميز. تسعى الأطروحة إلى تمكين المنظمات غير الحكومية الفلسطينية في سعيها لتحقيق الفعالية والقدرة على الصمود والتأثير الاجتماعي والبيئي الإيجابي على المدى الطويل.

الكلمات المفتاحية: الولايات والرسالة، الأدوار القيادية، تحديد أصحاب المصلحة، التعاون والشراكة، الإطار التنظيمي، تقييم البيئة.