



Arab American University

Faculty of Graduate Studies

**Studying the Relationship between Strategic Planning and
Risk Management in Youth Non-Governmental Organizations
(NGOs) - West Bank.**

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**This Thesis Was Submitted in Partial Fulfillment of the
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Youth Non-Governmental Organizations (NGOs) - West Bank.

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Declaration

I declare that the content of this thesis is my own research work, unless otherwise referenced. I certify that this thesis does not contain any material published before by another person or has been submitted elsewhere for any degree or qualification.

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Dedication

I dedicate this humble work in particular to:

Allah: My creator

My teacher Mohammed (Allah bless him)

My parents for their love.

My husband for his love, support and encouragement.

My little Princesses Masa, Misk, and Rya. The gifts of Allah.

My sister who support me and shared my worries

My friend who pray for me.

And finally to my mother in law.

To all who prayed for me. To all whom I loved and knew.

This achievement would not have been possible without them.

Thank you.

Acknowledgment

Thanks to the Almighty God for the gift of life, His direction, and providence which empowered me to undertake this study. I likewise wish to express my sincere thanks to my supervisors, "Prof. Ayman Yousef" and "Dr. Mahmoud Almanassra", for their professional guidance that enabled me to successfully complete the study.

Special thanks to my dear husband, Jaber Hamarsheh, my son and my daughters for their understanding, encouragement and allowing me to spend some time away from them in order to successfully complete my studies. God bless you all.

Abstract

Studying the Relationship between Strategic Planning and Risk Management in Youth Non-Government Organizations (NGOs) – West Bank.

In a context of the turbulent environment, lack of funding, and the political turmoil, PNGOs are faced with a whole array of financial, strategic and operational risks. To understand and face the consequences of these risks on their strategic objectives and their activities, an integrated strategic approach could be advised to be adopted to ensure their objective's achievement.

The study aimed to identify the extent of implementation strategic planning, and risk management in youth NGOs, and the extent of integrating risk management into their strategic plans, from the perspective of these organization's board of directors, general manager, executive manager, senior and junior staff, risk manager, and strategic planner point of view.

The study used a descriptive analytical study approach, and a combination of research approach (qualitative & quantitative) was employed. Six structured interviews were conducted with six general and executive managers of youth NGOs that provide services to youth and target the youth sector partially or completely. The questionnaire was used as a tool for data collection, 174 questionnaires were distributed, 111 were retrieved, and one has been omitted, to have 110 in total to be subjected to the analysis. With 63% response rate.

The findings of this study identified that implementation strategic planning, risk management and the integrating between them are implemented with a high degree in the youth NGOs in the West Bank. The study also indicated that, the Palestinian youth NGOs are aware of the importance of strategic planning regarding the implementation's indicators. And there is an association between having risk management and its implementations indicators. The interviewees assured the same findings.

Moreover, the study highlighted the major common risks that may face the youth NGOs, and specified that the political risk and funding risks are an extreme risk from the youth NGOs perspectives. While corruption and reputational risks have the lowest risk degree.

The study recommended to establish a detailed risk response strategy for each primary risk. Besides that, develop alternative resources of funding, in order to mitigate the impact of the instability of funding, as funding is the major risk PNGOs are faced .In addition to hold training courses concerning the procedures of the risk management in NGOs, because of its importance in developing the capacity of the NGOs in treating and dealing with risks which may face.

Keywords: Strategic Planning, Risk Management, Non-Governmental Organization, youth. Integration.

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List of Abbreviations

| Abbreviations | Means |
|---------------|---|
| NGO | Non-Government Organization |
| PNGO | Palestinian Non-Government Organization |
| SWOT | Strength, Weakness, Opportunities & Threats Comparison Table |
| PESTLE | Political, Economic, Social, Technological, Legal, and Environmental factors. |
| MoI | Ministry of Interior |
| ERM | Enterprise Risk Management |
| UNFPA | United Nations Population Fund. |
| oPt | Occupied Palestinian territories. |
| PA | Palestinian Authority |
| TVET | Technical and Vocational Education and Training |
| | |

List of Appendices

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Chapter One

1. Introduction

1.1 Introduction:

Palestinian Non- governmental organizations (PNGOs) are one of the most important social and economic sectors in Palestine. It is an active partner for government and official institutions in achieving community development in Palestine. These organizations developed by individuals' initiatives, aim to achieve the general goals of serving the whole community. NGOs are civil institutions, non-profit organizations, economically independent, and have public interest. NGOs are generally working on promoting human rights, supporting youth leadership, and entrepreneurship, gender, and decreasing the violence against women and children.

The environment in which organizations operate is dynamic and changeable. The changes include threats and opportunities which, may face the organizations through pursuing their objectives. Therefore, to ensure the progress of the organization and achieving their goals, they must adopt an effective strategic planning approach to overcome these changes. Otherwise, they will disappear.

“Strategic planning is necessary for NGOs. It’s helping them to deal with the changed circumstances; resolve the most important issues, take the advantage of the major opportunities, and minimize challenges”¹ . Strategic planning is important for developing the organization. It helps the organizations to understand their resources, problems, and capacities. And helps also to overcome the risks that may the NGOs face.

There are different types of problems that pose as challenges for NGOs and threat their continuity. If the organization has not the ability to face these challenges, they posed as a risk that can't be ignored, but it can be managed, mitigated, shared, transferred or accepted. So, Risk Management is a process that is needed to plan for the possibility that functions may cause harm to an organization, specifically the risks that associated with

¹ John M Bryson. STRATEGIC PLANNING FOR PUBLIC AND NON-PROFIT ORGANIZATION -A guide to strengthening and sustaining organizational achievement -fifth edition, (New Jersey, John Wiley & Sons Inc,2017),33.

board members, management, volunteers, staff, programs, projects, services, activities, operations, technology, and financial management.

Risk management is used to avoid losses as much as possible, and planning is used to ensure the business continuity in order to address the results of the remaining risks. Risk management and strategic planning are two interrelated processes and cannot be separated. Risk management process provides the inputs for the strategic planning process. And strategic planning helps in decision making regarding the organization's operations including managing the risks.

This study is addressing the extent of the implementation of strategic planning, the extent of applying risk management, to what extent does the Palestinian NGOs integrate risks management into their strategic planning. And highlighting the most common primary risks and challenges that may face PNGOs.

While there are many different sectors of NGOs, and each sector has its needs and its requirements. This study comes to concentrate on the Palestinian youth sector because they considered as the largest segment in the Palestinian society, and they are considered as the main factor for developing the society. Palestinian youth have many needs and requirements that are always changing, and they are suffering from several types of problems and challenges that need planning to overcome them. The methodology of this study could be applied on all other NGOs sectors that they have a strategic plan, to find to what extent these sectors integrate their strategic planning and risk management effectively. While the results of this study could not be generalized to all sectors, due to the differences in their characteristics and services they provided

1.2 General Problem Statement:

Strategic planning is the most essential approach that is suitable for dealing with rapid changes in the operational environment of the Palestinian youth NGOs. It should be integrated with an effective risk management to ensure managing all possible risks that threat the sustainability of the organization. The research problem is about Lacking of integration between the Strategic planning and the risk management plan with the existing of Risks and challenges in Palestinian NGOs operating in the West Bank. This requires evaluating the reality of strategic planning and risk management in youth NGOs in The West Bank; through addressing the importance of having an effective Strategic plan that

includes approaches/procedures to manage possible risks. The problem arises from, the reality of Palestinian youth NGOs, the context within which they operate, their internal weaknesses, and external threats, and their performance in meeting the changing needs of the Palestinian youth.

Lacking of integration between the Strategic planning and the risk management plan problem is regarded as a complex problem that youth NGOs face. The complexity ensues from the combination between pursuing their growth goals and addressing the risks related to these goals and integrating the suggested treatment in their strategic planning, especially in their volatile environment. Palestinian youth NGOs shall adopt a strategic planning approach which will help them to improve their performance despite all the challenges that may face them. Thus, ignoring these challenges will make the situation worse.

The implementation of strategic planning in Palestinian NGOs suffers from many problems such as , strategic planning culture is practiced weakly in the Palestinian NGOs , because senior management doesn't realize the importance of strategic planning, they practice strategic thinking or planning in times of crisis only, they do not work on the prediction of the possible risks before happening, instead of that, they deal with risks by using traditional ways like transferring the impact of the risk to the third party(like insurance) as always.

Palestinian NGOs are isolating the strategic indicators from the risk indicators, which likely cause failure of their strategy. Palestinian NGOs suffers from a lack of integrated and dynamic information system that helps the organization to continue despite the difficulties that may face².

While Strategic planning is important, but at the same time can be formulated as a “complex issue especially for new and small NGOs, Many NGOs do not have a well-drafted strategic plan, and the few NGOs do have the plans in written in a very complex way. These are either too lengthy or too complicated to be implemented which will lead to

²ماهر مكي. ابراهيم عودة. 2014. إعداد خطة إستراتيجية للمنظمات غير الحكومية - جمعية الكرمل للثقافة نموذجاً. دليل ارشادي، غزة: مكتبة العمل الخيري.

not be in use”.³ Palestinian youth NGOs also need to address and manage the risks that often occur and affect their ability to accomplish their mission.

As a conclusion Palestinian NGOs need to develop effective strategic plans that address risks by conducting a risk management plan which must be included within their strategies.

The study focuses on this problem by responding the main research question which is stated as follows:

“What is the extent to which risk management is integrated into strategic planning in Palestinian NGOs? A case study of Palestinian youth NGOs in West Bank.

The following sub-questions are raised to answer the statement of the problems:

1.3 Research Questions:

1. To what extent do the Palestinian youth NGOs implement strategic planning effectively?
2. To what extent do the Palestinian youth NGOs implement the risk management effectively?
3. Do the youth NGOs have clear implemented risk management plan?
4. Is Palestinian youth NGOs management aware of the importance of having strategic plans?
5. Do the Palestinian NGOs strategic plans include the risk management process concerning possible risks?
6. What is the level of implementation of Strategic planning according to organization's age, organization's size, respondent's position, and Region?
7. What is the level of applying risk management process regarding to organization's age, organization's size, respondent's position, and Region?

1.4 Study Objectives:

1. To reveal the availability of strategic planning indicators in Youth NGOs.

³Samina Khushi, 2017. "Strategic Planning for NGOs: A guide to understand the basics of strategic planning." linkedin.com. Feb. 1. Accessed February 1, 2018.
<https://www.linkedin.com/pulse/strategic-planning-ngos-guide-understand-basics-samina-khushi>.

2. To reveal the availability of risk management indicators in Youth NGOs.
3. To show to what extent the youth NGOs integrate risk management into the strategic planning.
4. To highlight some of the major challenges and primary risks, which may face the youth NGOs.
5. To highlight some of the reasons behind the risks.
6. To rank the risks based on impact and likelihood.

1.5 Hypothesis of Study:

- 1- There is NO association between the importance of strategic planning awareness and the mean of the strategic plan implementation indicators
- 2- The youth NGOs did not indeed integrate the risk management plan into their strategic plan.
- 3- The availability of the risk management plan and the implementation of the risk management plan indicators are not associated.
- 4- There is NO significant difference between the levels of implementation of Strategic planning according to organization's age.
- 5- There is NO significant difference between the levels of implementation of Strategic planning concerning the organization's size.
- 6- There is NO significant difference between the levels of implementation of Strategic planning regarding respondent's position.
- 7- There is NO significant difference between the levels of applying risk management process regarding the organization's age.
- 8- There is NO significant difference between the levels of applying risk management process regarding the organization's size.
- 9- There is NO significant difference between the levels of applying risk management process and the respondent's position.
- 10- There is NO significant difference of implementation of Strategic planning according to Region
- 11- There is NO significant difference of applying risk management according to Region
- 12- That there is NO significant difference of integration risk management into strategic plan according to Region

1.6 Importance of Study:

The importance of the study can be summarized as follows:

- 1- It discusses the extent of implementation strategic planning in Palestinian youth NGOs in West Bank.
- 2- It discusses the extent of applying risk management in Palestinian youth NGOs in West Bank.
- 3- It discusses the extent of integrating risk management into strategic plans in Palestinian youth NGOs in West Bank.
- 4- It highlights on the reasons which are behind the most common major risks.
- 5- It highlights on the risks, which are involved in the main challenges.
- 6- It defines the most common challenges that youth NGOs may face.
- 7- It studies the youth sector, as one of the most important sectors which has many changeable needs and challenges, it is under need to the sustainable development.
- 8- The study clarifies if the youth NGOs in West Bank have/haven't the ability to implement their strategic plan.
- 9- It clarifies the extent of youth NGOs management awareness concerning the strategic planning.
- 10- It ranks the most common major risks that may face the youth NGOs and hinder their progress. The study is summarizing the reasons behind success or failure of some youth NGO's strategic plan, considering the management of these NGOs and their experience, and their relation with government and donors.

1.7 Justification of the Study:

1. Lack of studies concerning the risks and challenges facing the Palestinian youth NGOs.
2. Clarifying that strategic planning is not for profit organizations only, on the contrary, it also important for nonprofit organizations.
3. The need to gain knowledge about the risks any organization faces and prevents it from achieving its goals.

4. Risks can be mitigated, avoided, transferred and managed, but not ignored. Due to its potential negative effects.
5. While it's difficult to put specific factors for identifying each risk, but the study is highlighting the most common risks that may youth NGOs face. And try to rank them according to the respondent's answer.

1.8 Content of the Study

The study consists of six chapters as follows:

Chapter One: is the introductory chapter which includes research questions, research objectives, research problem, hypothesizes, importance of the study and the justification.

Chapter Two: introduces the literature review, which is related to strategic planning in NGOs and risk management.

Chapter three: Provides a Palestinian NGOs in addition to data related to youth NGOs

Chapter four: Explains in more detail the research methodology including: study approach, data collecting tools, questionnaire, interviews, and data analysis.

Chapter Five: chapter of Data Analysis and discussion of result.

Chapter Six: Express a Findings, Recommendation, and Future research.

CHAPTER TWO

2. Theoretical Framework and literature Review

2.1 Theoretical Framework

2.1.1 Introduction

Strategy and risk concepts are the cornerstone of decisions within any type of organization. They are linked together in theory as in practice. Many risks are inherent to any strategic option. To this end, PNGO's management and its board of directors should analyze the links between different strategic options and the risks they involve when entering into a strategic planning process.

Strategic planning is process of organizational management that provides a comprehensive picture where are we now, where we are going, what our main objectives, and what are the interventions and actions needed to achieve them. It is a coordinated and systematic way to help determine the organization's direction and guide the organization in achieving its long-term goals. Strategic planning helps make a positive change in the organization and provides solutions to the problems facing and affecting their performance. All resources, staff, time, and financial resources should be included in the best strategic plan.

PNGOs may be exposed to external and internal challenges and issues are related to the implementation of their programs, projects, strategic activities, financial activities, operational activities, compliance initiatives, and reputational concerns that could put the organization at risk. These risks will have a negative impact on their strategic plan and hinder the implementation of their objectives. Because of this, the organization's strategy should include how to manage them effectively.

Otherwise, Risk management is the process by which risks are identified, assessed, and controlled. For most organizations in general, it is an ongoing process. Risk management has to move from a reactive approach to proactive or predictive one. Practice Risk management within the formulation of the strategic plan will help the organization to achieve the best exploitation of its resources positively and to reduce the harmful outcomes for all its beneficiaries.

The strategic plan must be consistent with the organization's vision, mission, and values of the organization, and embed methodological ways of managing any risk that could affect those components. Management should be aware of the importance of integrating risks into the strategic plan, as it leads managers to assess strategic risk from the outset, putting a list of risks when formulating the strategy will help to find measurable and achievable strategic objectives that help managers make sound decisions⁴.

This chapter contains background information, importance, and process of strategic planning. Risk management, types, and processes on these two important topics are numerous previous studies.

2.2 Strategic Planning:

Before you think about strategic planning, two main things need to be considered, the first one is whether you want to plan for profit or nonprofit organization, the second determines the target group, who are your organization's beneficiaries and how you meet their needs, so what is the meaning of planning, strategy, strategic planning.

2.2.1 Definitions

Planning

Planning is an intelligent preparation for any activity to be implemented by the organization's management, it decides in advance what to do and how? Planning needs time, serious effort, and energy; setting objectives and developing appropriate action to achieve them. Successful planning is flexible, updated, monitored, and reviewed always.⁵.

Emily Gantz McKay ⁶ in his guide *Strategic Planning: A Ten-Step Guide - World Bank*. Many points were been mentioned about the importance of having an effective plan for local NGOs, especially in changing and volatile environment that most local NGOs operate with it.

1. Planning helps to make a look to the future in a systematic and organized approach.

⁴ Alexei Sidorenko, 2017. *Four steps to integrate risk management into strategic planning*. June 09. Accessed AUG. 04, 2018. <https://www.continuitycentral.com/index.php/news/erm-news/2060-four-steps-to-integrate-risk-management-into-strategic-planning>.

⁵ BusinessDictionary Planning,n.d. *BusinessDictionary.com*. *WebFinance, Inc.* Accessed JAN. 10, 2019. <http://www.businessdictionary.com/definition/planning.html>.

⁶ Prepared by Emily Gantz McKay. Based on materials originally prepared for use with SHATIL, the technical assistance project of the New Israel Fund. Modified for the National Council of La Raza, and further modified for MOSAICA, July 2001

2. Helping the board of the directors to set goals and policies to guide and manage their organization.
3. Provide the organization with monitoring system to assess the results that must contribute in the progress of the organization.
4. Planning helps NGOs for setting annual programs with clear priorities and organized work plan.
5. Planning helps the organizations to be relevant to the community needs that may change over time.⁷

Strategy

The notion of **strategy** has its origins in the military; a strategy has been connected with how the war is directed. In business, however, a strategy has a different meaning, **strategy** is a path that takes the organization from where it is now to where it wants to be in the future. In addition, the **strategy** is the prioritized methods used to achieve the organization's mission⁸. **The Strategy** concept had been defined also as the direction and scope of the organization over the long term, which helps to enhance the effectiveness of the organization's performance in a changing business environment. Successes and good strategy is the strategy that focuses on the organization's available resources in order to adequately meet the organization's objective.⁹ **Strategy** is a direction the organization will follow and the steps it will take to achieve its goals. It is a result of their choices including how to maximize long-term value by the realization of the fact of where they operate and how they succeed from the executive's manager's point of view¹⁰. **Strategy** is an action that the organization's manager takes to achieve the organization's objectives. **Strategy** also is a general direction for the organization and its components to attain a desired future state. In addition, **strategy** is integrating organizational activities with allocating the resources within the organizational environment to meet the organization's objectives.

⁷ Emily Gantz McKay. 2001. "STRATEGIC PLANNING: A TEN-STEP GUIDE." *worldbank group website*. July. Accessed July 18, 2018.
https://siteresources.worldbank.org/INTAFRREGTOPTEIA/Resources/mosaica_10_steps.pdf.P1

⁸ Rick James, 2012. *How to do Strategic planning-A Guide for Small and Diaspora NGOs*. February .
<https://www.intrac.org/resources/strategic-planning-guide-small-diaspora-ngos/>. P2

⁹ Henry Ochieng, 2016. *Strategic Planning Practices By Non Governmental Organizations (Ngos) Within The Governance Sector In Kenya*. Master Thesis, Nairobi: School Of Business, University Of Nairobi. P4

¹⁰ Paul Flemming, 2014. "A Review Of Strategic Planning Models Developed Over The Past 50 Years, And Their Effectiveness In Public Sector Organizations." *Researchgate.Net*. Virgin Islands: University Of The Virgin Islands. P19

Conducting the Strategy for a non-profit organization is not easy to do, because it is not clear who the stakeholders always the donors, funding recipients, volunteers, customers, all have a certain interest somehow¹¹.

Therefore, the researcher defined the strategy as forward-looking, what the organization wants to be and how. In response to the environment in which an organization operates in over a period to achieve the organization's mission, and goals within its resources.

Strategic Planning

Strategic planning acts as a road map, it consists of many disciplined efforts to shape the organization's necessary decisions, actions, and guides about what organizations doing and why. It needs to look upon the environment in which an organization is operating and helps in identifying and analyzing the important challenges and problems. It also assists leaders of the organizations to decide on many critical issues correctly¹².

Strategic planning is a deliberate, disciplined approach to produce a fundamental decision and actions that shape and guide what an organization is? What does it do? Moreover, why it, does it?¹³ . Strategic planning is an organizational management activity, used to focus resources and energies, to set priorities, strengthen operations, set up agreement around prepared results, adjust the organization's direction in response to a changing environment, and ensure that all stakeholders and the staff are working toward achieving the organization's goals.¹⁴

2.2.2 The Components of a Good Strategic Plan

Good strategic planning should concentrate and address the organization's challenges, focus on the opportunities, help managers to think about the future, give them choices to tackle their problems , improve decision-making, addresses the organization's ability to

¹¹ Stevens Maleka,. 2014. "Strategy Management And Strategic Planning Process." *ResearchGate.net* / P 5-8

¹² Aqdas Ramaisa,, Zirwa Fazeyha, and Ahmad Huzaifa. (2017). Strategic Planning Role in Non Profit Organizations.p167

¹³ Bryson, Strategic Planning For Public And Non-Profit Organization , P14-15

¹⁴ Khushi, Strategic planning for NGOs, P1

respond to its external environment, encourages the staff to think and act in a calculated and planned manner.¹⁵

The components of any effective strategic plan for non-profit organizations should include:

1. Mission statement: it should answer the questions “Why do we exist?”, and “what are we doing at the most basic level?” It should be brief, express the purpose of the organization, and express the reason for its existence.
2. Vision statement: it should answer the question “Where are we going to be in the future?”
3. Values Statement: it should answer the question “What do we believe in?” it is the principles that the organization is believe in.
4. Goals and Objectives: it should answer the question “What do we want to accomplish? “The desired outcomes that the organization wants to reach; they should be measurable. Goals are generally more comprehensive than objectives.
5. Strategies: it should answer the question “How will we actually accomplish our work?” Sets of activities needed to achieve the goals and the objectives.
6. An implementation plan: it should answer the questions “What are our specific priorities?” and “How can we pursue our plan in a logical and feasible fashion?” It is an organizational “user’s guide” to the strategic plan.it clarifies the cost, duration, accountability and a priority order for each strategy.¹⁶

2.2.3 The Objectives of Strategic Planning

Strategic planning aimed to guide the board of directors on priority subjects. It works to focus the organization’s resources on important things. It aimed to provide the right information for the top management for making better decisions. It aimed to analyze the strengths, weaknesses, opportunities, and constraint. Better coordination between the

¹⁵Cothran Henry and Clouser Rodney, 2006, Strategic Planning for Communities, Non-profit Organizations and Public Agencies. EDIS document FE648, Florida: Institute of Food and Agricultural Sciences, University of Florida, Gainesville, FL.P2

¹⁶ Richard A Mittenthal,. 2002. "TCC group." www.tccgrp.com.
http://www.tccgrp.com/pdfs/per_brief_tenkeys.pdf. p5-7

various departmental activities and, finally objective is to work on controlling the administrative and technical processes.¹⁷

2.2.4 The Process of Strategic Planning

The successful planning process should possess the following qualities:

1. The process should be strategic, choosing the best in response to changes in the external environment, and prioritizing these responses.
2. The process should be a systematic and following structured process.
3. The outcome should be a set of priorities implemented in a limited period and the impact of these priorities on the organization's future.
4. The process should be comprehensive with the commitment to the mission and vision of the organization
5. The process should result in a roadmap on how the organization will allocate the resources.¹⁸

According to process of the strategic planning, they should pass into six broad tasks:

1. Get ready, before you begin a strategic planning process, it is important to make sure everyone involved in the process is ready, board, key stakeholders, employees, and a representative sample of the clientele you serve if needed.
2. Review the Organization's Values, Mission, and Vision.
3. Assess the Current Situation, this task is called also environmental scan, through it, SWOT analysis is performed, historical information has been assembled, and stakeholder will be identified.
4. Set goals for the future.
5. Draft, revise, and adopt a plan.
6. Implement the Plan, it is the most difficult step in the strategic planning process, much time and energy are needed, it has done through annual operating plans¹⁹.

¹⁷ ماهر مكي, ابراهيم عودة. 2014. إعداد خطة إستراتيجية للمنظمات غير الحكومية - جمعية الكرمل للثقافة نموذجاً. دليل ارشادي، غزة: مكتبة العمل الخيري.

¹⁸ Michael Ogonji, 2014. *Strategic Planning in Nonprofit Organizations: A Content Analysis of Best Practices*. Master theis of Science in Administration in Nonprofit Management, Washington : Trinity Washington University.P6

¹⁹ Henry and Rodney, Strategic Planning for Communities, Non-profit Organizations and Public Agencies , FL.P3-6

2.2.5 Strategic Planning Stages:

The stages of preparing a strategic plan are divided into three basic stages. Each stage has a series of steps:

First Stage:

A stage answer where are we now?

Include the following:

1. Format the strategic planning team.
2. Stakeholder analysis includes, in particular, the board of directors, the general assembly, executive staff, consultants, donors, public and private institutions whose work relates to the organization.
3. Analyze the reality and the current situation of the organization: the external environment and the internal environment.

Second Stage

A stage answers, where do we want to go?

These steps include:

1. Determine the vision of the organization.
2. Approve of the organization's mission.
3. Determination of the organizational values.
4. Identify strategic issues in the organization.
5. Formulate of the strategic Goals and Objectives.

Third Stage

A stage answers How to get there?

These steps include:

1. Identify the proposed programs and projects. It includes the following activities:
 - a. Proposing programs and projects and identifying their main activities.
 - b. Review and finalize the proposed projects.
2. Develop implementation and follow-up plans. It includes the following activities:
 - a. Prepare of the implementation plan, the monitoring and evaluation plan, the logical framework matrix for the plan's projects, the detailed plan for the first year of age of the strategic plan.
 - b. Budgeting of projects and programs.
 - c. Prepare a draft plan.
 - d. Adopting the plan internally.²⁰

²⁰مركز تطوير المؤسسات الاهلية الفلسطينية. 2015. "دليل التخطيط الاستراتيجي". دليل ارشادي، رام الله.

Binder-Aviles ²¹ advised NGOs' management to "formulate a strategic planning committee of three to five members of the Board of Directors, beside a key staff member to determine the approach, identify key issues and develop a work plan that includes appropriate tasks, responsibilities and timelines"²²

2.2.6 Examples of Strategic Planning Models

Developing a model for any strategic plan depends on the nature of the organization's goals, the culture of the organization, size, and the environment which operate within. This part will highlight different examples of strategic planning models, especially for nonprofit organizations:

The first model is, Basic Strategic Planning:

This model is suitable for the organization that have not previously done much strategic planning, and for smaller organizations. This model could be implemented in the first year to learn how planning is conducted, then you can use updated planning activities and new phases can be added in the coming years.

The basic strategic planning process summarized as:

1. Identifying the mission statement, this statement adjusted somewhat over the years.
2. Selecting the goals needed to accomplish the mission.
3. Selecting the strategies needed to be implemented each goal.
4. Beginning with the action plan needed to implement each strategy – each organization's department should undertake these activities to ensure the implementation of each strategy effectively.
5. Monitoring and updating the plan if it is needed.

The second model: Scenario Planning:

1. Identify the external forces and have the ability to predict any related changes that might affect the organization, such as changes in regulations, and change in demographics.

²¹ Hilary Binder-Aviles is a leading American NGO development expert, Hilary is the lead author of The NGO Handbook, published by the U.S. Department of State's Bureau of International Information Programs.
²² هيلاري بايندر أفيليس. 2012. دليل المنظمات غير الحكومية. دليل ارشادي، وزارة الخارجية الامريكية. مكتب الاعلام الخارجي.

2. Discuss three different future organizational scenarios (including best case, worst case, and reasonable case) for each change in a force; each change will have at least one of these scenarios.
3. Suggesting potential strategies could occur in each scenario to respond to the change.
4. Detect common considerations that need to be addressed to respond to possible external changes.
5. Select the most likely external changes that influence the organization, and select the organization's reasonable strategies to respond to this change.²³

This model is practiced in most NGOs, because it has integrated three scenarios for each activity, and put response strategy for each case. It's an attempt to add risk management in the strategic planning process.

2.2.7 Strategic Planning for NGOs

Recently, non-governmental organizations (NGOs) have recently evolved significantly and witnessed remarkable changes, especially with their growing role in supporting the role of government. The NGO has become an important entity in the lives of individuals and peoples, as non-profit organizations have a public interest aimed to developing and modernizing societies in a changing and turbulent environment. Accordingly, they must plan their future strategies to continue these organizations in fulfilling their mission and achieving their goals.

Therefore, strategic planning is necessary for NGOs. It is a continuous process, keeps on focusing on environmental changes in NGOs, it helps them to formulate strategies according to new situations, to improve their performance, goals, and objectives effectively²⁴. It is an essential tool for developing the organization, it helps the organization to formulate strategies, these strategies should focus on three areas, first, resource allocation, financial stability, time and human, second, the programs and activities it's offered, and finally, on the vision of the organization²⁵. So when establish a strategy vision of the organization is the basic, not the mission²⁶.

²³ Thanos Kriemadis, and Elena Theakou. 2007. "Strategic Planning Models in Public and Non-profit Sport Organization." *Sport Management International Journal*. *SMIJ – VOL. 3, Number 2* 29-35.

²⁴ Ramaisa, Fazeyha, and Huzaifa. Strategic Planning Role in Non Profit Organizations.p166

²⁵ James, How to do Strategic planning .p2-3

²⁶ ABARIS Consulting Inc. 2012. "ABARIS Consulting Inc." www.abarisconsulting.com.
http://www.supportingadvancement.com/more_with_less/planning/abaris_consulting_strategic_plan.pdf.

Formulating and implementing these strategies appropriately will lead to their long-term goals and help to reflect their distinctive characteristics.

2.2.8 Characteristics of Strategic Planning for NGOs

Strategic planning should have the following characteristics.

1. It must have a clear, precise, and specific final objective.
2. Simplicity and clarity should characterized it.
3. The plan's objectives should be realistic and appropriate to the circumstances of the situation that it is addressing.
4. Use realistic data during planning.
5. The plan should specify the role that each department will play in the implementation phase.²⁷

2.2.9 The Importance of Strategic Planning for NGOs

The importance of having an organization's strategic plan summarized in the following points:

1. Strategic planning is needed to maintain the sustainable competitive advantage that keeps the organization ahead of its competitors.
2. Facilitate the collaboration and communication between managers of all-levels and the staff.
3. Strategic planning helps to determine the appropriate strategies to achieve the objectives.
4. Increasing the manager's commitment.
5. The communication between the organization's managers is becoming better and effective.
6. Strategic planning allows the organization to become more proactive than reactive.²⁸

The benefits for strategic planning summarized as follows:

1. It helps to learn more about the organization and the surrounded.
2. Improved understanding of organization's current situation and its potential future.

²⁷ ماهر مكي, ابراهيم عودة, 2014. إعداد خطة إستراتيجية للمنظمات غير الحكومية - جمعية الكرمل للثقافة نموذجاً. دليل ارشادي، غزة: مكتبة العمل الخيري.

²⁸ Maleka, Strategy Management And Strategic Planning Process, P24

3. The Organization will become more effective in communicating its mission, vision, and values to the public and key stakeholders.²⁹

Another advantage of involving NGOs in strategic planning is to promote strategic thinking, strategic action, and strategic learning through strategic conversation among all stakeholders. The second benefit is to develop a coherent basis for decision making about how to handle the challenges faced by non-profit organization, and how to handle the increasingly turbulent environments and changing conditions, several studies indicate that at least half of strategic decisions have failed because of the poor decision-making process. The third benefit is enhancing organizational effectiveness, flexibility, and sustainability. The fourth one is enhancing the effectiveness of societal systems³⁰. Strategic planning contributes indirect benefits for the people involved, such as building social and human capital, strategic planning, improving organizational legitimacy based on creating public value and satisfying all stakeholders³¹.

Strategic planning is approached teaching us how to deal with the future, it help us to:

1. Identify the opportunities to invest, and the threats to avoid them.
2. Analyze the source of power and the weak point of each department.
3. Make the management know itself more, enhance their skills of predicting the future and its potential changes. Moreover, give them a direction to follow.
4. Assists the managers in setting the priorities,
5. Provides a better way to distribute the available resources.
6. Provides better performance evaluation system for the management.
7. Allow all the staff to participate in determining the goals of their strategic plan, which generate a sense of responsibility and belonging, which leads to achieving a kind of job satisfaction.³²
8. Strategic plans directly contribute to organizational performance³³.

²⁹ Henry, Rodney, Strategic Planning for Communities, Non-profit Organizations and Public Agencies,P2

³⁰ Bryson, Strategic Planning For Public And Non-Profit Organization ,P14-15

³¹ John M Bryson, 2010. "The Future of Public and Nonprofit Strategic Planning." *Public Administration Review*. P255

³² ماهر مكي, ابراهيم عودة. 2014. إعداد خطة إستراتيجية للمنظمات غير الحكومية - جمعية الكرم للثقافة نموذجاً. دليل ارشادي، غزة: مكتبة العمل الخيري.

³³ Ongonge Julian,2013, Relationship Between Strategic Planning And Organization's Performance In Non Governmental Organizations (Ngos):A Case Of Actionaid, Kenya. Master Thesis Of Business Administration, Kenya: University Of Nairob.P47

From another side strategic planning process brings an opportunity to:

1. Learn from experience how to effectively implement the strategic plan in parallel with how these strategic plans successfully support risk management.
2. Strategic plan helps us to see the big picture of the future through achieved the day-to-day operations and objectives.
3. Build a good relationship with all stakeholders, and staff expertise. It insured long-term coherence between different projects and between parts of the organization.
4. Prioritize where to use the resources and where to focus our energies on the desired future state³⁴.

Despite all these benefits of strategic planning, most NGOs sector not fully embraced the culture of strategic planning, because planning is expensive, time-consuming, lack of planning capacities for NGOs and lacks of resources³⁵.

2.2.10 Challenges Facing Implementation of Strategic Planning in Non-Governmental Organizations

Strategic planning may be difficult for NGOs, but it is not impossible. Each NGO has its own strategic issues that need to be planned, formulated, developed, and implemented. There are several challenges that negatively affect the NGO's implementation of strategic planning.

The most obvious is changes in the environment in which the plan is to be executed in. In addition, meet all the needs of the community that the NGO serves ³⁶, because NGOs with different services and communities are widespread, they should be aware that it is vital to deliver ambitious strategies to meet these different services in different communities, which really the major challenge they face³⁷.

Increasing demand for services, competition for funding, leadership changes, and the need to evaluate the purposes and objectives of each organization on a regular basis are examples of the sub-challenges that each organization can face ³⁸

³⁴ James , How to do Strategic planning .p1

³⁵ Ogonji, *Strategic Planning in Nonprofit Organizations* ,p2.

³⁶ Mckay, *Strategic Planning: A Ten-Step Guide*.P2

³⁷ Julian, *Relationship Between Strategic Planning And Organization's Performance In Non Governmental Organizations (Ngos)*, P51.

³⁸ Henry and Rodney, *Strategic Planning for Communities, Non-profit Organizations and Public Agencies*, P6

Strategic planning requires a strategic management and leadership that is committed to their organizations, management commitment is the main challenge faced implementation of the strategic plan in NGOs. Management should be able to establish policies to support the implementation of the strategic plan, take the right decisions, allocate a budget, and motivate employees through formulating and implementing the strategic planning process in NGOs³⁹.

Strategic planning should be understood by management, staff and all partners, and should be committed to their organization, as employees ' ability to adapt to new strategies if necessary, Governance, ineffective coordination of implementation, organizational culture, communication between staff and partners, inadequate information for the control system are all considered challenges for NGOs if they are not achieved⁴⁰.

Having an effective strategic leadership that has a visionary strategic plan is important, because innovative leaders have played a role in formulating and implementing the strategies of the organization successfully, which has helped the organization grow in a competitive environment⁴¹. Therefore, top management must have full awareness and knowledge about the importance of strategic planning to improve the organizational performance, they must understand their role in developing the strategic planning process, and the organizational structure that encourages all organizational levels to participate in the strategic planning process⁴².

other challenges that NGOs may face in implementing their strategic plans, such as the political situation, the combination of poor disposition and inconsistent situation, overlapping plans, resource constraints, insufficient funds, poor networking and communication, poor governance, limited capacity, and poor development approach ⁴³ .

The reasons behind hindering the developing and implementing any NGO's strategic plan that related to its management are:

³⁹ Njeri Evelyn, 2016, Challenges Facing Implementation of Strategic Planning In Non-Governmental Organizations. A Case Study of Kenya Red Cross Society, United States International University, Africa.

⁴⁰ Julian, Relationship Between Strategic Planning And Organization's Performance In Non Governmental Organizations (Ngos), P49.

⁴¹ Ramaisa,Fazeyha, and Huzaiifa, Strategic Planning Role in Non Profit Organizations.p168

⁴² Julian, Relationship Between Strategic Planning And Organization's Performance In Non Governmental Organizations (Ngos), P49

⁴³ Henry, Strategic Planning Practices By Non Governmental Organizations ,P44.

1. Management does not follow a defined process to achieve identified strategic planning goal. Consequently, months of efforts are wasted in writing papers that do not have a strategic view.
2. Senior management does not set aside the time to develop the strategic plan.
3. Management did not understand what a strategic plan is actually designed to provide.
4. There is no communication process after developing the plan.
5. In addition, there are no guidelines for implementation at all. It is implemented in pieces at best. At worst, it is unfunded and ignored.⁴⁴

The INTRAC organization⁴⁵ highlights common dilemmas and reasons behind the difficulty of strategic planning for NGOs in the following points, all these dilemmas, consider as a major challenge facing the NGO's management, when they are involved in conducting a strategic plan:

1. The pressures faced by NGOs are constantly increasing to meet the increasing needs.
2. Developing performance and introducing services for any organization is complex process, especially for organizations that simultaneously introduce many services.
3. NGOs need secure funding from outside donors to pay wages, which could be risky if donors decide to fund different things. Wages are not included.
4. The turbulent environment is impossible to do Strategic planning in the perfect way, as strategic planning needs to address the external environment in order to make decisions about the future⁴⁶.

Competition for dwindling resources, continuity requirements and the precondition for funding from major funding organizations and governments, increase the demand for nonprofit services and high expectation from the stakeholders are also types of challenges facing NGOs⁴⁷.

⁴⁴ Maleka, Strategy Management And Strategic Planning Process, P 18

⁴⁵ INTRAC: International NGO Training and Research Centre. Its non-Profit organization that builds the skills and knowledge of civil society to be more effective in addressing poverty and inequality.

⁴⁶ James , How to do Strategic planning.p2

⁴⁷ Ogonji, *Strategic Planning in Nonprofit Organizations* ,p2-6

2.2.11 Strategic Planning for the Palestinian Non-Governmental Organizations (local NGOs)

Implementation of strategic planning in Palestinian local NGOs has the following obstacles: the first is afraid of any kind of change, and planning means change. The second lacks the skills of the manager in strategic planning: the management does not realize the importance of strategic planning. The third is the need to practice the strategic planning process, which is not actually applied. The fourth is the uncertainty of financial conditions or sources of funding. The fifth is blurred responsibilities between the organization's departments. The sixth is that management cares about routine daily problems and neglects of strategic issues related to the organization's long-term development. The seventh is, management practice strategic thinking or planning in times of crises only, and when it ends, the traditional system is reverted. The eighth is the assumption that strategic planning is the responsibility of management and not the responsibility at all levels. The ninth one is to develop new systems that are not appropriate to the organizational culture. The tenth lacks an integrated and dynamic information system. Moreover, there is no encouragement for innovative planning. ⁴⁸ .

Many challenges, dilemmas and constraints facing conducting the strategic planning process, which lead us to search on how we can overcome these challenges. This study highlight the most common risks/challenges, the most common reasons behind these risks, and the most common risks involved in these challenges.

2.2.12 Useful Tools of Strategic Planning for Non-Governmental Organizations:

Many tools used in the process of strategic planning, helps to analyze the environment in which the NGO operates. The most familiar one is:

2.2.12.1 SWOT Analysis

SWOT analysis is one of the effective tools used in the initial stages of gathering and analyzing information, as a previous requirement to formulate the strategic plan⁴⁹. SWOT

⁴⁸ ماهر مكي, ابراهيم عودة, 2014. إعداد خطة إستراتيجية للمنظمات غير الحكومية - جمعية الكرمل للثقافة نموذجاً. دليل ارشادي، غزة: مكتبة العمل الخيري.

⁴⁹ James , How to do Strategic planning.P9

analysis used to determine strengths, weaknesses representing internal environmental analysis, and opportunities and threats represent external environment.

The most important points should be considered by analyzing the external and internal environment in which NGO operates to investigate the analysis of the external environment. The opportunities related to the available resources and funders, by taking into account community trends and forces, economically, politically, socially, demographic changes, the community values , technology, and change in laws that may affect the organization, communications trends, and competitors - especially if there are many NGOs serve for the same target population and seek funds from the same donors- collaborators, and supporters. Consider the impact of all these factors on the organization, and on the beneficiaries, potential and current clients. Appears about the internal component, the need to financial assess organizational performance, and human resources, operating strategies, and results. It is important to be aware of the determinants of success factors that are not always included in strategic planning; attempting to identify the factors that keep the organization going successfully until now. It should then identify all possible issues arising from the environmental scan, and prioritize them in terms of importance, timing, and feasibility. one of the important result that most NGOs have annual work plans according to the funder's requirements, not a complete strategic plan to be implemented⁵⁰.

About the Palestinian issue, the SWOT analysis is applied to set the goals and objectives for the organization. It helps analyze the operations of the organization and establish their goals and objectives. The SWOT analysis is based on different strategic formulation related to the local NGOs sector in Palestine. The external environment has higher emphasis due to the complicated political situation of the Palestinian issue, and the highly external interventions to influence the Palestinian decision regarding the political settlement in the region.⁵¹

The Palestinian NGO conducted SWOT analysis only to satisfy the donor's attraction, and not rely on a scientific approach⁵². If that is right, this means that SWOT analysis doesn't achieve its objectives, so the strategic planner may need to find another analysis tools that give real facts.

⁵⁰ McKay, STRATEGIC PLANNING: A TEN-STEP GUIDE.P4-6

⁵¹ Russo Tony,2018. *Strategic Planning for Nonprofits Vs. Profits*. June 11. Accessed June 11, 2018. <http://smallbusiness.chron.com/strategic-planning-nonprofits-vs-profits-70208.html>.

⁵² Samer Husni Masri,2014. A Strategic Framework forPalestinian CharityNGOs , Nablus Governorate as a Case Study. Master Thesis, Nablus-Palestine: An-Najah National University.P75-78

See SWOT analysis for local NGOs – chapter 3, Section 3.8.

2.2.12.2 **PESTLE Analysis:**

PESTLE is another effective analytical tool used in initial stages of gathering and analyzing information as a macro-environmental analysis tool to identify internal and external factors that influence the organization's success. It focuses on the importance of determining trends and expecting the impact of Political, Economic, Social, Technological, Legal, and Environmental factors. PESTLE is applied to support effective strategic planning, action planning, and decision making⁵³. PESTLE is a complementary tool to SWOT analysis, it is identifying many relevant factors, and then a SWOT classifies them into opportunities or threats. It is used to expand the external analysis by looking at issues details. The more complex your operating environment, the more value PESTLE offer⁵⁴.

How was PESTLE designed for NGOs? PESTLE used by NGOs to identify areas where operations, projects, and funding may be threatened. . PESTLE applied to the NGO sector as follows:

Regarding the Political factor, government stability is the most important factor; it has a significant impact on the continuity of services and programs provided by non-governmental organizations to develop countries. Tax policies also have a positive or negative effect on their continued access to grants, or on new donors.

Moving to the Economic factor, much relevant consideration may affect NGO's services, programs, and Volume of donations. Like living cost, unemployment, inflation, interest rate, higher business costs, and income level.

Social factor, changes in lifestyle, changes in the attitudes towards leisure, entertainment and consumerism, social life, demographics, and educational levels , all are sociocultural factors may affect the environment that the NGOs operate.

The impact of Technological factor on the work of the NGO, discovering new methods that make it easier and faster to reach donors like social media.

⁵³ James , How to do Strategic planning .p9

⁵⁴ Eric Mullerbeck, 2015, SWOT and PESTEL / Tools / UNICEF KE Toolbox. Toolbox, New York: UNICEF.P3

Environmental impact, there are several factors should be considered when reviewing the environmental factor like the laws of environmental protection, waste disposal laws, and energy consumption.

Legal framework can affect the nonprofit organization, the laws of health and safety may require making good changes to safety practices and occupational health.

Analyzing the political, economic, social, technological, environmental and legal factors for non-profit organization will help the organization to discover what kind of challenges, how will meet these challenges in the future.⁵⁵

2.2.12.3 Stakeholders Analysis:

NGO used this tool at the initial stage of gathering and analyzing information. Identifying the stakeholder for an NGO is important for the development of the organization's performance and helps it to carry out its mission successfully. The stakeholder is a person, group, organization or any other one who has an interest, stake, expectation, and need. Five types of stake could be economic, technological, political, social, and managerial.

Stakeholder analysis identifies all groups that have a stake or interest in the organization, and evaluates how these stakeholders influence the organization. These effective tools will be useful when the management decides who should be involved and has feasible intervention in the strategy development process; they are used in the initial stages of gathering and analyzing information⁵⁶.

Stakeholders classified as follows: local NGO, Local Population representative bodies, Charity Commission, Aid Organizations, Local Governments, Political Parties, beneficiaries, funders, or any other stakeholder with an interest in the organization. Major stakeholder analysis steps, such as selecting the issue, identifying the stakeholder and classifying them according to different criteria. Stakeholder description regarding the following characteristics, their position or interest, power, and influence, and the

⁵⁵ 2015. *scribd.com*. sep 05. <https://www.scribd.com/document/278575741/Using-PESTEL-Analysis-in-Strategic-Planning-For-Non-Profits>.

⁵⁶ James , How to do Strategic planning .p9

relationships between power and interest of decision-makers represented by the organization a power / interest matrix⁵⁷.

Therefore, there are four elements guide the stakeholder analysis process in a non-profit organization by, their interests, power, influence, size, and level of the activities.⁵⁸.

2.2.12.4 Portfolio Analysis:

Many NGOs used this tool when prioritizing and deciding on a strategic direction, this tool helps NGOs to classify their programs and projects into four categories:

1. Stars: strong projects or any real-growth activity
2. Question marks: innovative or new project, not proven yet, needs to be monitored closely.
3. Foundation stones: safe and reliable projects provide NGO with financial stability.
4. Dead ducks: projects or activities that provide little or no benefit for the effort required, like the activities that linked strongly with the organization's history.

NGO should think about its future activities and how to develop them, how to balance between these projects, which one is the creative, risky or stable program, how the program move from category to another, whether the project worth the time and effort⁵⁹.

2.2.13 Best Practices of Strategic Planning in NGOs:

Strategic planning may not be the answer to all NGOs problems, but it is a critical issue to address. While each organization is unique and needs different ways to deal with. It provides the basis for actions in the nonprofit organization, ultimately this can affect the performance of these actions and consequently the organization performance of the organization as a whole.

There are core principles of good practice of strategic planning in NGOs:
Good practice of strategic planning is to ensure leadership driving. Get staff ownership. Listen and learn from others who have similar work or similar geographical focus, look at their strategic planning experience widely. Make tough choices. Keep it simple, easy to remember and practical, enough to formulate an operational plan from it. Practice

⁵⁷Rafael Wittek, 2015. "Stakeholder Analysis." In Humanitarian Crises, Intervention and Security: A Framework for Evidence-based Programming, Edition: 1, by Andrej Zwitter, Rafael Wittek, Joost Herman Liesbet Heyse, 149-170. University of Groningen: Routledge.p152

⁵⁸ Maria Inha., 2015. Stakeholder relationships in a non-profit network organization. Master Thesis, Tampere: University of Tampere.

⁵⁹James , How to do Strategic planning .p10

consulting with the board, partners, and staff. Remain the plan relevant through regular review throughout the plan period. Share and publish the plan with all stakeholders, boards, and donors. Take into account the changing of the funding environment⁶⁰.

Strategic planning is distinguished from other planning types by its intense attention to goal, stakeholders, internal and external environment, strategies that can be applied, major issues need solutions, and many others aspects of implementation. Strategic planning should understand as a partial routinized behavior aimed to enhance strategic thinking, acting, and learning. So what can be done to make the most of strategic planning? The answer is there is a real need for better practice meant to help leaders and managers to emphasize strategic thinking, acting, and learning⁶¹.

Lack of an effective strategic planning process in NGOs is the main problem that may they face. Whereas this causes one-tenth of public companies disappear annually. Companies that get the most benefit from strategic planning have four practices in common. The first is to explore strategy at distinct time horizons, it is necessary to think about strategy at three-time, short, medium and long-term horizons, whereas weakness in strategic planning processes increases when the organization tries to address different time horizons through a single, inflexible process. Second, catalyze and reinvent strategic dialog with strategic planning, whereas questioning is an art that leaders and strategists need to learn. The third, Engage the Broad Organization, a group of stakeholders abroad leads to better results. The fourth is, Invest in Execution and Monitoring, having a strategic plan is the half of the challenge, the other half translates the strategy into results that can be even harder⁶².

Best practice for strategic planning for NGOs as a non-profit organization is not the same as profit organization planning; non-profit organizations need to be consistently responsive to their members ' needs. Developing strategic planning for NGOs is a challenge to follow best practices to improve the strategic planning capabilities of an organization. An article entitled ' Best Practices: Is your strategic plan adequate? 'This article is based on the results of empirical research of five strategic planning practice studies conducted by the American Productivity and Quality Center and the Hong Kong Productivity Council. First, any organizational strategy that is determined by three concepts, context that includes the external and internal organization environment. The

⁶⁰ Ibid, p12-p13

⁶¹ John M Bryson, The Future of Public and Nonprofit Strategic Planning ,P257-260

⁶² Nicolas Kachaner, Kermit King, Sam Stewart. 2016. "bcg.com." *Boston Consulting Group website*. April. <https://www.bcg.com/publications/2016/growth-four-best-practices-strategic-planning.aspx> .P6-8

content, the actual components of the strategy, and the effects of decisions derived from using those components after development, these decisions should be specific to each organization's needs. Process deals with how to develop, managed, and deployed the strategy. Decisions within these important concepts will help the organization develop a best practice strategic plan.⁶³

Conducting strategic planning for any organization should include timing not timing, organizations that are considered "best practice" should not rely on the calendar because relying on pre-determined periods as the trigger for developing strategy is misguided

Several reasons behind strategic planning include timing, continuous changes in the expectations and requirements of those you serve, changes in management, organizational competitiveness, regulations, legislation, and technology⁶⁴.

When setting strategic priorities, best practice should consider the following; an organization should be forward-looking. The source of the establishment information for the direction is the organization's vision. Identify issues through gathering information from those in direct with people the organization serves. Scanning the environment is an important process as an input source. Finally, organizations should focus on external performance measures rather than internal measures⁶⁵.

Best practice at the level of the development strategy process should consider the following aspects, the management of the organization should understand the trends, the issues in the external environment, the weak points, the internal capabilities, the values that people need from them. In addition, they should conduct contingency analysis to understand the risk that the organization may face. Another aspect that should be considered through the development of the strategy process is the involvement of staff and key stakeholders in the strategy development process⁶⁶.

Determining best practice in the components of the strategy, the organization should have many components such as vision, mission, and values that staff and stakeholders agree on and understand well, the organization should set measurable and

⁶³ ABARIS Consulting Inc. 2012. "ABARIS Consulting Inc." www.abarisconsulting.com.
http://www.supportingadvancement.com/more_with_less/planning/abaris_consulting_strategic_plan.pdf
 .P 3

⁶⁴ Ibid ,6

⁶⁵ Ibid ,8

⁶⁶ Ibid ,5

time-limited goals, and the strategy should realistically expand resources and capabilities. It should be clear how the strategy is deployed and how progress is measured ⁶⁷.

To achieve the potential of the strategic plan, the senior team must translate it into an execution or operational plan. Six execution drivers help in doing this: **Clarity**, employees must know the strategic priority, goals, and direction clearly. The employees **Commitment** toward the goals. **Translation**, employees need to know what to do to achieve the strategic goals. **Enabling**, Employees must have, tools, resources, and freedom to do their job well with proper structure. **Accountability**, employees, and managers are accountable to their commitment. **Synergy**, Employees must work together to produce results, greater than the sum of their individual contributions⁶⁸.

Thus, when strategic planning is researched as practice, involving all stakeholders in this practice, the result will be a broader concept of strategic planning, closer to how strategic planning is actually and how it works⁶⁹.

As an example about how to develop strategic planning best practice model, which help to make planning affordable and doable to small nonprofit organizations. Best practice model consists of three stages, the pre-planning stage (first stage), plan-to-plan document, if the organization gets this stage right, then the step of implementing the strategic plan will be in effective way. The second stage was the planning process. Moreover, the third stage is to develop a plan for monitoring and evaluation plan to ensure that the plan is adopted. Stage one and three should always be correct all the time. ⁷⁰

2.3 Risk Management for Non-Government Organization (NGO):

Understanding how youth NGOs are implementing their strategic plan requires a deep dive analysis. It observed that as an appendix to the strategic plan. They developed different scenarios for the challenges and obstacles. Therefore, these challenges may affect the interventions and operations of NGOs as a risk; what is a risk concept? What is the risk management, moreover?

⁶⁷ Ibid ,9

⁶⁸ Maleka, Strategy Management And Strategic Planning Process,p22

⁶⁹ John M Bryson,The Future of Public and Nonprofit Strategic Planning P263

⁷⁰ Ogonji,Strategic Planning in Nonprofit Organizations ,P54.

2.3.1 Definitions

Risk: The concept of risk has many logical and conceptual definitions. The risk can be defined as “the uncertainty that surrounds future events and outcomes⁷¹. Also, it can be addressed as “the likelihood and potential impact of encountering a threat.⁷² So the probability of winning or losing something worthy is known as a risk. The risk’s outcome is known but the probability is unknown.

It might be either negative or positive. The Negative is the risk that hinders/prevents/harms the achievement of the strategic objectives, while the positive is the risk that can convert to opportunity and facilitate the achievement of the strategic objectives. It is worth mentioning that there are inseparable risks and opportunities.

Risk management, however, can be defined as a "central part of any organization's strategic management". It is the process by which organizations approach the risks associated with their activities methodically and must be integrated into the organization's cultural context⁷³. HumanitarianOutcomes⁷⁴ defined risk as “A formalized system to predict, weigh and prepare for potential risks to minimize their impact”. A framework for organizational risk management seeks to integrate all major risk areas within a unified platform for conceptual and planning.⁷⁵

For each organization, the risk management framework seeks to integrate all major risks within a unified conceptual and planning platform called "enterprise risk management" or ERM, an approach recently adopted by NGOs.

Enterprise risk management (ERM): it is an essential element of management and accountability in the civil society sector. It is a proactive approach that addresses uncertainties and risks through the identification, exploration, evaluation, and prioritization

⁷¹ Heinz-Peter Berg, 2010. “RISK MANAGEMENT: PROCEDURES, METHODS AND EXPERIENCES. RT&A # 2(17). (Vol.1).” researchgate.net . p79

⁷² HumanitarianOutcomes. 2016. "NGO Risk Management Principles and Promising Practice." humanitarianoutcomes.org.P2

⁷³ Airmic, alarm, and irm. 2010. "A structured approach to Enterprise Risk Management (ERM) and the requirements of ISO 31000." theirm.org. p6.

⁷⁴ Humanitarian outcomes is an independent organization providing research evidence and policy advice to inform better humanitarian action.

⁷⁵ HumanitarianOutcomes. 2016. "NGO Risk Management Principles and Promising Practice." humanitarianoutcomes.org.P2

and monitoring of risks across the organization. It's used to analyze all risks that might prevent an organization from reaching its strategic objectives. ERM approach should be integrated with prioritization and planning mechanisms, ERM helps the organization to achieve their strategic objectives, ensuring its sustainability, where Risk management plays an important role in reducing the sudden risks. Identifying opportunities and sustaining the sustainability of their services by implementing the "worst-case" scenario continuously by setting the entire scenario that may occur. Identifying risks means identifying opportunities due to the lack of monitoring opportunities to achieve the goals of the organization, which is a risk in itself. ERM enhances the ability to identify and address significant risks, but there is no guarantee that this will be done successfully. Implementation the Risk management requires a consistent methodology for their implementation across all the organization.⁷⁶

2.3.2 Principles of Risk Management:

The main principles of risk management of any organization are the following points:

- 1- Risk management should take the highest priority in the organization's management process.
- 2- Risk management should be an integral part of the decision-making process and an organization's routine activities including planning, controlling and reporting, with full collaboration with operating management.
- 3- Risk management should not rely on complex models or metrics that convert risk management from transparent management activity in the black box.
- 4- Risk management is strategy and strategy is risk management, which means that risk management should match with the organization's overall strategy, which implies that risk management should work hard to identify all relevant risks, even the risks that hard to quantify.
- 5- Risk management should be a part of the organization's culture, a culture that addresses risks proactively not reactively.
- 6- Risk management is everyone's responsibility.
- 7- Risk-aware culture requires the free flow of information throughout the organization.

⁷⁶أيمن حسن طوباسي. 2017. إدارة المخاطر في مؤسسات القطاع الثالث. دليل ارشادي, غزة: مكتبة العمل الخيري.

- 8- Risk management deals with uncertainty, the probabilities and potential impact of various risks that may occur should be understood, in order to prepare a preventive or corrective action especially the unknown risks.
- 9- Risk management should work to avoid the downside, but this does not mean that the executives become risk-averse and fear losses more than gains, on the contrary, risk management help identifying also the new opportunities that may come from risks⁷⁷.

2.3.3 The Risk Management Process:

Risk management should be integrated and aligned with all aspects of the organization ; integrated with governance, strategic planning, management, activities, work plans, communication mechanism, policies, procedures, values, and culture. Risk management at the organizational and project level should be practiced. PNGOs need to be familiar with risk management and develop a list of the priority risks that can be faced by the organization through their journey or through each project's life cycle.

Two steps must be followed to identify all the possible risks:

1. Develop a detailed list of all potential risks that may face the organization through conducting a series of workshops with all stakeholders, brainstorming, interviewing, checklists, assumption analysis, SWOT analysis, and questionnaire for general risks.
2. Prioritize the risks according to their high probability and high impact of each risk⁷⁸.

So, how NGO can manage the risks? The following are the risk management process:

- 1- Understand the context: where the organization stands? Moreover, what the organization wants to achieve? At this point, everyone must involve in it, and it

⁷⁷ Ulrich Pidun, Marc Rodt, Alexander Roos, Sebastian Stange, and James Tucker. 2017. "bcg.com." *The Boston Consulting Group*. April. <https://www.bcg.com/en-us/publications/2017/finance-function-excellence-corporate-development-art-risk-management.aspx>.

⁷⁸ Pidun, Rodt, Roos, Stange, Tucker, *The Boston Consulting Group*. P8



⁷⁹ Marijana Trivunovic, Jesper Johnsen, Harald Mathisen. 2011. *Developing an NGO corruption risk management system: Considerations for donors*. Bergen, Norway: U4 Anti-Corruption Resource Centre, Chr. Michelsen Institute (CMI)

The Response strategies for negative risk (threat) is:

1. Transfer risk: transfer the impact and the responsibility of risk to a third party, like insurance or using hedging.
2. Mitigate risk: reduce the probability and/or impact of risk within acceptable limits, by adopting alternative approaches or preventive and detective control measures, to reduce the effects of these risks.
3. Accept risk: prepare contingency plans to deal with risks only when they occur.
4. Avoid risk: remove completely the probability of the risk occurrence, through changing all the strategy.⁸⁰

There are four response strategies to deal with the risks, that potentially have a positive impact and positive risks (opportunities):

1. Exploit: ensure the risk occurrence in order to take advantage of its benefits;
2. Share: transfer; fully or partially; the risk, property to a third party that has greater ability to explore it;
3. Improve/Enhance: increase the likelihood and/or the impact;
4. Accept: accept the risk and take the advantage if it happened.⁸¹

2.3.4 Why Risk Management for NGOs.

The Risk management process is essential for NGOs because of the following points:

1. Priorities: NGOs must identify the negative and positive risks that face throughout the organization, to have fully understood their priorities.
2. Planning: NGOs cannot effectively engage in strategic planning; until they understand the risks they face.
3. Performance: NGOs need to practice effective strategic planning to improve their performance.

⁸⁰ MICHEL CROUHY, DAN GALAI, and ROBERT MARK. 2006. *THE ESSENTIALS OF RISK MANAGEMENT*. New York: McGraw-Hill. P88

⁸¹ PETR ŘEHÁČEK, 2018. "RISK MANAGEMENT STANDARDS FOR P5M." *Journal of Engineering Science and Technology, School of Engineering, Taylor's University* 11-34.

4. Sustainability: NGOs become increasingly aware of the need to provide sustainable service for the future recipients.
5. Insurance Insufficient: Insurance as the third party, they merely transfer the impact of risks to others. Insurance is insufficient, because insurance cannot give any early warning or response to the threats and opportunities.⁸²

2.3.5 Risk Types

Each NGO has its own way to classify and group risk types. These risks were identified as integral to the growth initiative on a non-profit basis. There are different types of risks facing NGOs and hindering the implementation of their programs. Which will lead to the suspension of the activities of the organization. Identifying all the risks is very difficult, as the researcher mentioned earlier, ERM will enhance the possibility of identifying and addressing risks, but there is no guarantee that all possible risks will be identified successfully because there are so-called trigger variables that the good Strategic Plan must incorporate them from the outset, as far as possible. Trigger variables occur when we reach a point of uncertainty or risk those results in a number of outcomes, which is unfavorable to us if it has happened. This uncertainty may lead us to go back to the contingency plan or re-planning again.

The strategic plan of the organization must try to integrate all possible risks. ERM should be embedded in the strategic planning process of the organization, which needs to evaluate the primary risks that the organization faces in order to reach better decisions.

In general, there are five broad and primary risks that considered being broadly consistent with the way many organizations think about risk⁸³

2.3.5.1 Strategic Risks:

Strategic risk is “the risk that the organization hasn’t carefully established viable plans for operations, finance and asset/liability management “⁸⁴. It is a risk that affects the

⁸² Ted Bilich, 2016, “Stan Ford Social Innovation Review.” *ssir.org*. Jul. 13. Accessed 01 10, 2019.
https://ssir.org/articles/entry/a_call_for_nonprofit_risk_management#.

⁸³ Andrew Blackman, 2014. “The Main Types of Business Risk.” 08 DEC. Accessed JAN 10, 2019.
<https://business.tutsplus.com/tutorials/the-main-types-of-business-risk--cms-22693>.

⁸⁴ Ron Matan, and Bridget Hartnett. 2011. “CERTIFIED PUBLIC ACCOUNTANTS AND CONSULTANTS Sobel & Co. .” *sobelcollc.com*. Accessed January 15, 2019.
<https://sobelcollc.com/sites/default/files/Summer%202011%20nfp%20white%20papers.pdf>

development and the implementation of the NGO's strategy. Ineffective strategy, poor strategy, unsuccessful strategy or no strategy at all will carry risks relating to the long-term performance of the organization. Strategic risks are the risks that affect or created by organization's business strategy and strategic objectives, it is critical to the growth and performance of the organization. Dr. Georg Klein ⁸⁵ from Deloitte , defined strategic risk as "everything, every obstacle, every issue that has the potential to materially affect the achievement of our strategic objectives "⁸⁶.

It happens during the strategic planning process when the management does not consider risks, which leads to the wrong strategy or absence of an important strategy for objective success. In order to avoid these risks, the strategy must be managed using strategic risk management, which is a process of identifying, assessing and managing risks. Strategic risk hinders the organization's ability from achieving its strategic objectives, which affect its overall goal⁸⁷. Later on, the study will show that Strategic risk could interconnect with other main risks.

This study will focus on two types of strategic risk like the absence, fail, and lack of strategic planning, and the reasons behind the troubled relationship between PNGOs and the donors.

2.3.5.2 Reputational Risks

The reputation of an organization can be affected by internal or external factors, its staff is one of the internal factors; there is a risk called staffing risk. It happened when employers face a type of employees who are always angry because they haven't found what they're hoping for, they get angry because they're in a tense situation from the pressure of the work while working to get funding and execute the goals of the organization. This situation will put the organization at risk. Which affect the organization's reputation? Especially as reputation is one of the most important things that the NGO attempt to keep it⁸⁸.

⁸⁵ Chief Risk & Internal Control Officer, Corporate Finance and Controlling, Siemens AG (Germany)

⁸⁶ Deloitte. 2013. "Exploring Strategic Risk, 300 executives around the world say their view of strategic risk is changing,." Deloitte Touche Tohmatsu Limited. P4.

⁸⁷ Mark Frigo and Richard Anderson. 2011. "What Is Strategic Risk Management?" *STRATEGIC MANAGEMENT* .p22.

⁸⁸ Matan, and Hartnett, CERTIFIED PUBLIC ACCOUNTANTS AND CONSULTANTS Sobel & Co.

The external factor has two sides of reputational risk, the donor organization's reputation, and the beneficiaries' reputation. PNGOs need to gain the trust and confidence of their donors about the reputation of the organization among the donors, because losing those would make it impossible to obtain the grants. NGOs rely heavily on a positive public perception, so damaging this positive perception could lead beneficiaries to refuse assistance from any organization that has negative behaviors such as corruption, mismanagement, theft, claims of discrimination or normalization with the occupation.⁸⁹ As an example of the reputational risks that comes from action, information or perceptions damaging to the integrity or credibility⁹⁰. Reputational risk among beneficiaries may happen because of lack of quality services cause loss of confidence; these services are not meeting the beneficiary's need, which will affect the organization's reputation negatively. Reputation is considered the highest impact risk area of the strategy, so the reputational risk is a strategic risk.

In this study, the researcher will highlight on corruption risk, the relationship between PNGOs with donors and government as a type of reputational risks that affect the achievement of the NGO's strategic plan. Therefore, the organization must be proactive, ask the stakeholders always and listen to their answers, and try to be in touch with them through open dialogue always.⁹¹

2.3.5.3 Financial Risks

All PNGOs, small or large, seek to assess and manage financial risks they face. Financial risks could threaten the sustainability of NGO's operations and financial security.

Identifying the financial risks depend on the reasons for these risks if it is an internal or external factor. It has occurred because of two reasons:

Firstly, the financial mismanagement in the organization, which causes fiduciary risks (corruption /fraud/theft/bribery).

⁸⁹ Katie Dwyer, 2018. "Risk&Insurance." *riskandinsurance.com*. July 09. <http://riskandinsurance.com/7-critical-risks-facing-nonprofit-organizations/>.

⁹⁰ HumanitarianOutcomes. 2016. "NGO Risk Management Principles and Promising Practice." *humanitarianoutcomes.org*.P2

⁹¹ Matan, and Hartnett,CERTIFIED PUBLIC ACCOUNTANTS AND CONSULTANTS Sobel & Co.

Secondly, Lack of financial resources to support the organization's activity. Funding is the main financial resource for PNGOs, and lack of funds will threat the sustainability of the PNGOs.⁹²

In this study, the researcher focused on funding risk and corruption risk as types of financial risks.

2.3.5.4 Operational Risks:

Operational risks are one of the “major risks that affect an organization’s ability to execute its strategic plan”.⁹³ It is inability to achieve objectives⁹⁴. Operational risk can be summarized as human risk affects the executing the organization’s objectives negatively. It may happen on the project level or program level within the same organization.

Operational risks in NGOs are related to operational activities, one of these risks is organizational mismanagement, poor communication, and networking skills management, inability to attract and retain talent and skilled employees.

In this study, the researcher focuses on risk of mismanagement, risk of corruption, and risk of funding as funding constraints are operational risk.

2.3.5.5 Compliance Risks:

Risks that relate to legal and regulatory compliance⁹⁵, like violation of laws and regulations⁹⁶.

This risk is related to the extent to which the NGO's complies with the laws and regulations in the country in which it operates It happens when the NGOs should not be aware and familiar with the laws that regulate the work of the NGOs, or when the practices of the laws and regulations governing the work of NGOs are violated by the organization. Corruption risk and poor governance are two of the most important risks resulting from a lack of compliance with the laws and regulations, and this study focuses on them.

⁹² HumanitarianOutcomes. 2016. "NGO Risk Management Principles and Promising Practice." *humanitarianoutcomes.org.P2*

⁹³ Deloitte. 2013. "Exploring Strategic Risk ,300 executives around the world say their view of strategic risk is changing,." *Deloitte Touche Tohmatsu Limited.p4*

⁹⁴ HumanitarianOutcomes. 2016. "NGO Risk Management Principles and Promising Practice." *humanitarianoutcomes.org.P2*

⁹⁵ Deloitte. 2013. "Exploring Strategic Risk ,300 executives around the world say their view of strategic risk is changing,." *Deloitte Touche Tohmatsu Limited.p4*

⁹⁶ HumanitarianOutcomes. 2016. "NGO Risk Management Principles and Promising Practice." *humanitarianoutcomes.org.P2*

2.3.5.6 Political Risk:

Because of the Palestinian's critical situation, the issue is rapidly changing. Political risk divided into risk of political instability or changes in the risk of government or legislative bodies. In the Palestinian case, political instability, which is due to the Israeli occupation, the relationship between NGOs and government, and the ongoing political division between Hamas and Fateh, and internal reconciliation is not achieved.

The researcher focuses on the troubled relationship between NGOs and government in this study. In addition, on the Israeli occupation as the main political risk that restricts the movement of the Palestinian people and prevents them from carrying out their daily activities.

2.3.6 The Most Common Challenges that faced Palestinian NGOs:

The researcher intends to clarify the difference between the words challenge and risk before discussing the following challenges. Both terms involve exposure to hazard, but the meanings of each are different. A risk is an exposure to the chance of loss or dangerous chance⁹⁷, while the challenge is “call or summons to engage in any contest, as of skill, strength, etc.”⁹⁸. It is an invitation to prove something, and it used to indicate difficult tasks. Risk usually has a negative experience, while the challenge is a positive experience because it helps the person find his inner power, so we can see that risks and Challenges are very different.

Since there are no constant factors identifying the risks and challenges that, the NGOs may face. Especially that for each organization and each project there are risks and challenges. If the bellow challenges cause a negative impact, they are considered a risk ; therefore, this study highlights the most common challenges under the above main types of risk.

The researcher has selected the following challenges as each has a role to play in hindering the NGO's strategic plan implementation. The following challenges must be put in the top of the organization's priorities, and try to treat them before they happened and affect the organization negatively. As exposure to danger or loose is a risk..

⁹⁷ <https://www.dictionary.com/browse/risk?s=ts>

⁹⁸ <https://www.dictionary.com/browse/challenge>

2.3.6.1 Israeli Occupation Threat:

The main and most important political risk is the Israeli occupation. It is the main restraint source for PNGOs that disrupts their work and hinders their projects. In particular, limited mobility and insecurity are difficult to reach, especially in marginalized and isolated areas. Israeli restrictions on free movement have a negative effect on the ability of youth NGOs to implement their development programs perfectly⁹⁹, especially the PNGOs role that went beyond the provision of relief, moved to provide services and programs that create actual development.

2.3.6.2 Freeze / Lack of Funds

The researcher is addressing the issue of lacking and freezing funding as the most important financial risk that have a high probability to occur, especially that NGOs struggle to gain adequate funding, it is the main preoccupation of most NGOs. Funding is crucial for the sustainability of PNGOs, where lack of funding leads to freeze the organization's activities. While it is difficult for many PNGOs to have sufficient and continuous funding, insufficient funding will result in a lack of projects being implemented. Especially if the NGO was solely dependent on external funding as the main source of income.

International funding is the main source of funding for the Palestinian NGOs, international funding needs effective planning in the expenditure of funds, which will have a positive impact on social capital.¹⁰⁰

Competition is one of the reasons why there is no fund. Because of this, PNGOs must be able to compete with each other for funding, and they must try to find new sources of funding. It must realize that having an adequate current source of the fund does not mean stop searching for new sources, On the contrary, PNGO should be worrying about uncertainty over future funding. PNGO must work to diversify the funding sources through

⁹⁹ Nance William, Mazen Hashweh, Fa'ida Awashreh, and Sarah Auten. 2010. Assessment of the Youth Sector in the West Bank and Gaza. https://pfesp.ps/uploads/Assessment_of_the_Youth_Sector_in_the_WB_and_Gaza.pdf, Ramallah: USAID.P4

¹⁰⁰ Mohammad Awad, 2013. "International Funding to Palestinian NGOs and Its Impact on Social Capital in the West Bank." The Innovation Journal: The Public Sector Innovation Journal.

working on many income-generating projects that help the PNGOs to generate self-funding.¹⁰¹

PNGOs need to be empowered economically through creating a new income generating projects, and give up the traditional repetitive projects, because there is a gap between NGO's programs and the youth's needs and priorities, and the PNGOs seek funding for continuity only.¹⁰²

Concerning the impact of the lack of youth NGO funding, a Transparency International Anti-Corruption Center publication confirmed that financial instability will limit the youth NGO's ability to engage and maintain qualified youth, or hire new staff to increase the youth unemployment rate ¹⁰³ .

External funding can become a risk when specific policy conditions are attached, which restrict the organization. These restrictions may be a political restriction that some donors do not provide funding except for the NGO, which agrees with donor's political affiliation, or this restriction may arise when donors provide funding for special programs that are not priorities of the organization. Regarding that, PNGOs that provide programs and projects according to their social needs, and refused to change their mandate, policy, and program methodology, will suffer from lack funding, while PNGOs programs designed according to the funding policy to get more funding. Those NGOs will face the same problem in the future, when funding policies change as always¹⁰⁴. So, the inability of the organization to overcome these constraints, that consider as an operational risk.

A field study on international funding for Palestinian civil institutions and its impact on political development in the Gaza Strip, the researcher found that international funding seeks to achieve the political goals of the donor in Palestine. They provide assistance in accordance with their political goals, not the needs of the Palestinians. What makes it worse is that PNGOs do not have a clear national agenda and responded directly to funding priorities, programs and donor policies, which reflected negatively on the reality of

¹⁰¹ CAROL SEKAI TEGURU, 2016. An analysis of the challenges faced by Non-governmental Organizations in the implementation of community development projects in Zvishavane. The case of Adventist Development and Relief Agency (ADRA). Bachelor of Science in Politics and Public Management, Zvishavane: MIDLANDS STATE UNIVERSITY.

¹⁰² Masri, A Strategic Framework for Palestinian Charity NGOs ,P115

¹⁰³ *Transparency International Anticorruption Center*. Publication about Boosting NGO Participatory Capacity in Armenia, Yerevan.2011 : Risks and Opportunities For The NGO Sector In Armenia.P10

¹⁰⁴ Julia Pitner, 2014. "NGOs' Dilemmas." Middle East Research and Information Project .
https://www.merip.org/mer/mer214/ngos-dilemmas#_2.

political development. Finally, international funding does not achieve the priorities of development in Palestine¹⁰⁵.

Another study on assessing the reality of youth institutions in West Bank and the impact of external funding on them, the researcher achieves the same result that external funding does not achieve development at all, but it works to impose solutions that are compatible with donor requirements and restrictions on the institution's performance in general. It also aims to create a generation of young consumers, not producer, that serve the donor's interests that are far away from the reality of youth's needs. Despite these negative impacts, the study assured that the elimination of external funding is almost impossible; Therefore, PNGOs should set priorities that will help them to get up the development process and gradually dispense with the donors and their imposed policies¹⁰⁶.

Another study on the economic and social effects of foreign aid in Palestine provides Palestinians with a high proportion of foreign aid based solely on political interests. As a result, funding may be volatile, emergency, and not sufficient to maintain the long-term value of development, so the PNA can't rely on foreign aid to sustain economic growth. Most of the aid comes mainly for relief purposes, meeting short-term needs and not achieving sustainable development.¹⁰⁷

An important notice for us as Palestinians living in the area of conflicts that experiences a decrease in funds; donors do not want to fund NGOs in these areas, because it will be difficult to complete the projects. This fact will weaken the position of the local NGOs in the development of the society.¹⁰⁸

The familiar sources of grants came from the United Nations, World Bank, United State of America, United Kingdom, other local foundations, individuals, and government grants such as subsidies, government grants, and contracts.¹⁰⁹ Each one has its policy in providing funding; NGOs must adhere to them.

¹⁰⁵ ناهض محمود أبو حماد. 2011. التمويل الدولي للمؤسسات الأهلية الفلسطينية وأثره على التنمية السياسية في قطاع غزة 2000-2010 م (دراسة ميدانية). أطروحة للحصول على درجة الماجستير في العلوم السياسية، غزة: جامعة الأزهر - عمادة الدراسات العليا
¹⁰⁶ سناء يوسف. 2009. دور الشباب الفلسطيني في رسم السياسات داخل المؤسسات الشبابية وأثره على التنمية - متطوعو المؤسسات الشريكة لمركز بيسان للبحوث والإنماء نموذجا (2000-2007). أطروحة لمتطلبات درجة الماجستير في التخطيط والتنمية السياسية، نابلس: جامعة النجاح الوطنية - كلية الدراسات العليا.

¹⁰⁷ Shaker Sarsour, , Reem Naser, And Mohammad Atallah. 2011. The Economic And Social Effects Of Foreign Aid In Palestine. Ramallah: Research And Monetary Policy Department-Palestine Monetary Authority.

¹⁰⁸ Raymund Flandez, 2013. "Fundraisers Find Success With Simple Appeals, Wild Ideas, and Offbeat Campaigns." the chronicle of philanthropy.

¹⁰⁹ IRIN. 2011. Foreign funding critical for NGO survival. London/Kampala: Nottingham University centre for Research in Economic Development and International Trade.

Therefore, what we can do to mitigate this risk, PNGOs should seek alternative funding resources. PNGOs should build up new partnership strategies with other local NGOs, Arab and Islamic donor, the private sector, and advocating parties who are willing to support the Palestinian people without any conditions. PNGOs should focus on qualitative projects rather than quantitative ones, PNGOs should offer services in response to the market needs, not responding to donor priorities¹¹⁰.

Various ways can help to minimize the impact of this challenge by diversifying funding sources, individual donations, new funding methods such as crowd funding, the private sector, and its role in community responsibility, government support for civil society, and the most important is to work to empower organizations economically through income generation projects.

2.3.6.3 Absence /Lack / Failure of Strategic Planning

2.3.6.3.1 Lack / Failure of Strategic Planning:

Lack of a cohesive strategy that serving the changing needs of youth, or failure of the strategy, is one of the main internal strategic risks. Lack/ failure the strategic plans will make youth NGO's unable to continue to implement their projects, and unable to benefit from their programs effectively, and increase their financial dependence on external sources due to their ineffective planning.

The most common pitfalls that organization sometime encounters in general, and cause failure in their strategic plan are:

- 1- Put the plan on the shelf, once it is written to become outdated. It's for (prestige) only,
- 2- Failure to agree on the objectives of the organization,
- 3- Being much optimistic about goals that we want to achieve, which big than our abilities.
- 4- No emergency Plan
- 5- No employee commitment with high skills.
- 6- Failure to integrate the strategic plans with the action plan
- 7- There are no measurable goals.¹¹¹

¹¹⁰ Masri, A Strategic Framework for Palestinian Charity NGOs .P17

¹¹¹ Stacy Resler Tobin, 1995. *The Strategic Planning Process: A Case Study Of Non Profit Organization*. Open Access Master's Theses, University Of Rhode Island.P13

- 8- Most PNGOs do not involve stakeholders and staff in the planning process.¹¹² As involving the organization's staff in the process of strategic planning- is in the code of conduct principles.

For nonprofit organization special reasons behind the failure the planning in addition to the previous reasons:

- 9- lack of clarity of the NGO's objectives from the beginning is one of the reasons that cause strategic planning failure ¹¹³
- 10- In the early stages of the organization when with single-goal oriented, management sees that there is no need for strategic planning.
- 11- Part-time or volunteer staff often performs most job functions. It is therefore difficult for NGOs to plan if the work depends on volunteers and the funding comes from the board.¹¹⁴ Voluntary risk is one of the strategic risks, because volunteers are the lifeblood of the NGOs, and most NGOs rely on them in taking formal responsibilities. Like the board members, and the volunteers that drive fundraising programs, most of them are dependable toward their missions, but this doesn't prevent that some problems may happen and make a risk to the organization, especially if the organization tend to accept any volunteer because there isn't enough staff.¹¹⁵

An operational mistake is a reason behind some of the previous points; all of them cause strategic risk.

2.3.6.3.2 Absence of strategic planning:

Strategic risk does not come from ineffective strategic plan only, but it comes if there is no strategy at all also. Where, another face of strategic risk is the absence of a strategic plan and the culture of strategic planning. The reasons behind this absence are inadequate human and material resources needed for planning, lack of awareness of the importance of strategic planning, lack of commitment to managing their organizations, and when most of the work depends on volunteers who are constantly changing.¹¹⁶ The absence of strategic planning is a major internal risk within the organization itself. These risks will affect the

¹¹² Masri, *A Strategic Framework for Palestinian Charity NGOs*, P115 . and James , *How to do Strategic planning*, p8-12

¹¹³ Teguru., *An Analysis Of The Challenges Faced By Non-Governmental Organizations*. P32

¹¹⁴ Tobin, *The Strategic Planning Process*, P13

¹¹⁵ Matan, and Hartnett, *CERTIFIED PUBLIC ACCOUNTANTS AND CONSULTANTS Sobel & Co* .

¹¹⁶ Evelyn, *Challenges Facing Implementation of Strategic Planning In Non-Governmental Organizations*.

community development and the ability of NGOs in the implementation of their programs. Strategic planning, which is needed to guide the NGO to determine its objectives carefully, helps the organization to identify the resources needed, and find solutions for their problems¹¹⁷.

To avoid this challenge, NGOs management should be aware of the importance of strategic planning as a road map and general framework for their work, they must involve in every step-in formulating and implementation of the strategic plan, and work to allocate adequate resources such as people, skills, facilities, and money to achieve an effective strategic plan.

2.3.6.4 Corruption Risk

One of the main objectives of NGOs is to deliver aid in various sectors; this significant portion of aid funds is a great chance of corruption. . In the absence of internal control, corruption risk is the mismanagement of public funds. Managing the funds requires a comprehensive accountability approach to avoid the possible risks of corruption

Conflicts of interest, lack of accountability, and lack of oversight system are the main reasons that promote corruption. And fraud, theft, and bribery are different faces of corruption.

The 2013 State Audit & Administrative Control Report recommended that the role of the ministries responsible for any sector should not be limited to formal follow-up only, but should be concerned with the follow-up of their NGO's periodic reports and documents, programs and activities and the setting of accountability criteria¹¹⁸.

Managing the risk of corruption needs to strengthen the internal oversight and external monitoring systems of the NGO and the whistle-blowing system for NGOs and donors. These systems analyze the risks and follow the procedures of these systems in dealing with these types of risks.

Corruption risk comes on several forms like:

“Fictitious” NGOs, established solely to generate income for executives or Board members, or seeking or accepting funds from more than one donor for (parts of) the same project, Financial irregularities such as inflated,

¹¹⁷ Teguru, *An analysis of the challenges faced by Non-governmental Organizations*, P33

¹¹⁸ ديوان الرقابة المالية والإدارية. 2013. "التقرير ربع السنوي الثالث - المخالفات الأكثر شيوعاً في المؤسسات الأهلية والمنظمات غير الحكومية" <http://www.saacb.ps/BruRpts/NGOs-Final%20Report.pdf> ، رام الله

duplicate, or fictional invoices for goods and services procured for a project, Kickback arrangements in procurement of goods or services, in hiring of project staff, or in distribution of goods and services; Extortion of bribes or other benefits from beneficiaries in order to include them on goods/services distribution lists , “Ghost” employees, participants or beneficiaries that inflate the costs of project activities¹¹⁹.

The corruption of Palestinian NGOs has negative consequences on society, citizens, and organizational levels by turning funds away from their goals and activities. First, it will destroy the organization in question, weaken the citizen's confidence in the state and its institutions, in general, undermine the legitimacy of civil society, affect the public perception of the values of the organization that seeks to promote them, and discredit the donor agency among NGO grants.

Two mechanisms used to fight corruption because of these effects, mechanisms for prevention and sanctions. It is necessary to analyze and evaluate the past performance of the NGO as an indicator of corruption risks at the level of the NGO itself and at the level of the operating environment. Civil society organizations emphasized organizational management criteria and governance standards for managing NGOs, included internal oversight system, and other management processes.¹²⁰

PNGOs have a code of conduct to govern their work and promote ethical behavior by addressing favoritism, bribery, fraud, and power abuse. Code of conduct obligate PNGO to report corruption and any illegal behavior, and it works to set a standard for transparency and accountability¹²¹ . A field survey of 115 civil society organizations conducted by the civil society index 2016 appointed that 53.9% of the organizations surveyed are committed to applying the Code of Conduct completely, 24.3% partially, 21.7% doesn't apply. The same study also found the prevalence of corruption in civil society and it finds that 28% of Corruptions are very widespread and profound, 49% are widespread, and 24% are not widespread¹²². Therefore, 77% are suffering from corruption risk, although that 78.2% are committed by the code of conduct, these ratios for the same sample, which indicates that there is a defect in their commitment.

¹¹⁹ Trivunovic, Johnsen, Mathisen. Developing an NGO corruption risk management system, P5

¹²⁰ Ibid ,4

¹²¹ Ibid ,20-21

¹²² . مقياس المجتمع المدني الفلسطيني. مجلس تنسيق العمل الاهلي. 2016 <http://index.cso-index.net/wp-content/uploads/2016/08/Second-Draft-Report-25-8-16-1.pdf>.P34

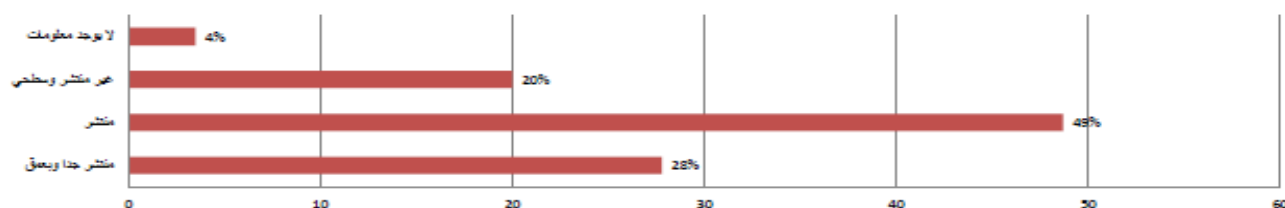


Figure (2.2): The prevalence of corruption

Because of the previous information, the risk of corruption occurred because there is no compliance with the laws and regulations, so it is a risk of compliance. Corruption risk destroys the organizations' reputation, so it could be considered as a reputational risk. In addition, financial corruption is surely a financial risk. Three types of risks apply to it.

2.3.6.5 Relationship between NGOs and Government:

The relationship between the government and PNGO is another shape of the political risk, the troubled relationship between them will affect the NGO's projects and programs.

The NGOs' assumed role is to help the government develop society across different sectors through different ways. Nevertheless, the Transparency International Anti-Corruption Center sees that, with the authoritarian political and economic situation that suppressed NGOs, the oppressive government is considered one of the major challenges that NGOs face in general. He argued that the government does not like who criticize them, or who take their role, who offer good services compared with them, who are strong, popular, active, confident, and the NGOs that work on the anti-corruption areas that may give themselves the right to practice accountability of the government.¹²³

So the hostility of the government will threaten the continuity of the NGO in providing services, there is a distinct phenomenon of civil society spaces being shrunk or closed. (Shrinking Civil Society Space), it happens when governments believe that civil society poses a threat, start using tactics to weaken NGOs, question their legitimacy, and shrink the space they can work in. The government, as an example of these tactics, limits the civil liberty of the NGO, threatens its political rights, imposes restrictions on foreign funding, complicates its registration process, smears campaigns against them, and limits

¹²³ *Transparency International Anticorruption Center*. Publication about Boosting NGO Participatory Capacity in Armenia, Yerevan.2011 : Risks and Opportunities For The NGO Sector In Armenia.P8

freedom of expression. All of these difficulties will affect these organizations' sustainability.

The hostility of the PA towards PNGOs in Palestine stems from their political affiliations and the way NGOs review the performance of the PA. The external stakeholders who have the right to practice accountability on NGOs are PA and the donors, because of that, and from the PNGO's view, the relationship between the PA and PNGOs must range from good to satisfactory, especially if the PA is concerned¹²⁴.

According to the Palestinian civil society index, 60% of the organizations surveyed believe that civil society organizations are allowed to criticize the government, while 26% believe that this is taking place on a large scale, while 10% of the institutions surveyed believe that this is not possible. As to the extent, to which civil society can operate independently of the government, the results were, 21.7% can operate independently with strong manner, 47% in weak and limit manner and 31.3% of them can operate dependently¹²⁵. These indicators show that the relationship between NGOs and government is good in most cases, which is important for the sustainability of service provision from both.

The relationship between PNGOs and the government has been clarified in the previous analytical study on Civil Society in Palestine as, in some cases, the government considers PNGOs as rivals in providing services and implementing projects or partners in providing services and access to external funding. While there are PNGOs operating in nine different areas with 16 Palestinian ministries operating with PNGOs, but the relationship based on personal relationships. Some ministers tend to encourage cooperation, while others tend to control PNGO¹²⁶.

2.3.6.6 Mismanagement the NGO

The organization's managers will not achieve sustainability of development without giving more prominence to strategy. managers should have, clear vision, creativity, decisiveness, the ability for making a right decision, assess the risks and opportunities, establish the priorities, mobilize the internal and external resources, and the ability to improve the relationship with other international and local NGOs, donors, and with the

¹²⁴ Raed Awashreh, 2018. "Palestinian NGOs: External Governance, Stakeholders, And Accountability." *Journal of Governance And Public Policy* 166-210.

¹²⁵ مقياس المجتمع المدني الفلسطيني. مجلس تنسيق العمل الاهلي. 2016 <http://index.cso-index.net/wp-content/uploads/2016/08/Second-Draft-Report-25-8-16-1.pdf>.P34

¹²⁶ Gianfrancesco Costantini,, , Estephan SALAMEH, and Maher ISSA. 2015. *Mapping Study of Civil Society in Palestine*. EU study/Non-UN document, United Nation.P30-31

government. All Management activities should base on the organization's strategic plan. If the manager lacks these management qualities or has not the ability to practice them, this will be called mismanagement or ignorance of management. Therefore, mismanagement is managing something badly or wrongly. Mismanagement has become a matter of concern in the following two ways of management, if they are practicing an authoritarian policy, or leadership with ignorance policy, these two types of management result operational risks leading to failure the implementation of the strategic objectives¹²⁷.

When leaders are irresponsible, irresponsible, unfaithful, and unable to adapt to changing circumstances, the risk of corruption will increase financially and administratively. Effective leaders should always try to explore new ways of mobilizing resources and do not rely solely on traditional ways of operating, especially for obtaining funds, whereas mismanagement of the fund is common in NGOs because their objectives are not clear from the outset¹²⁸.

If the management practice poor communication and networking between all stakeholders, staff, INGOs, government and donors. Moreover, if they are not applying the principle of the participation, this will result in duplication of projects, duplication of efforts, conflicting strategies with another organization that works the same projects and focus on a specific sector, and disrupts the relationship with donors and government.

Thus, the inability to communicate well, establish relationships with donors and government as the main actors may affect the implementation of the goals of the strategic plan of the NGO, and cause what is called strategic risk

Most NGOs suffer from a lack of communication skills with other local NGOs, international non-governmental organizations, and donors. They compete with other local NGOs, rather than working to achieve the public interest. With the International Non-governmental Organizations (INGOs) and donors, poor communication and networking will be other challenges face the management, so it needs to improve the communication skills of the local NGO's leaders. These local NGOs in particular faced a tough challenge to compete with INGOs, which they are funded and supported internationally. In regarding to that, the management should have good communication skills to overcome many

¹²⁷ Evelyn, Challenges Facing Implementation of Strategic Planning In Non-Governmental Organizations.

¹²⁸ TEGURU, *An analysis of the challenges faced by Non-governmental Organizations*.P32

problems that maybe faced and to ensure access to grants¹²⁹. This competition may affect the reputation of the organization; reputational risk could be a result from mismanagement.

The network of PNGOs must develop a reliable database to achieve service sustainability without focusing on competition, as integration and complementary attitude are appropriate for NGOs than any other form of competitiveness¹³⁰.

As the researcher mentioned in chapter two about the challenges that hinder the implementation of strategic planning, management, and its commitment to strategic planning was one of the common challenges that face most of the PNGOs. Management has many responsibilities during formulating the strategy, and one of those responsibilities is involving the staff in preparing the strategic plan. The responsibility of the management is to communicate with all stakeholders, beneficiaries and the organization internally staff to prepare their strategic plan. NGO's leaders must engage all the stakeholders to avoid any unrealistic decisions, NGO's leaders must believe that the staff probably has the best view of what they are working, and they are the best for achieving the organization's interests, finally engagement of the staff will help to implement the new strategies the board has adapted. The essence of effective strategic planning and risk management appears carefully when the board is listening to stakeholders and has a changeable view, change their priorities and even themselves if it is necessary¹³¹.

Briefly, mismanagement occurred when the board and management failed to manage the organization effectively, instead administering and adhering to laws and guidelines incorrectly and wrongly. Mismanagement risk will make the organization vulnerable to the following risks, financial risk, strategic risk, operational risk, reputational risk, and compliance risk when the management ignores the importance of compliance with the laws.

2.3.6.7 Relationship between NGOs and Donors:

The relationship between PNGOs and donors is a relationship in which there are many complications, given that donors are one of the main sources of restriction for PNGOs, some donors treat PNGO directors as "employees to fulfill donor requirements "¹³².

¹²⁹ TEGURU, *An analysis of the challenges faced by Non-governmental Organizations*.P32

¹³⁰ Masri, *A Strategic Framework for Palestinian Charity NGOs* .P115-117

¹³¹ James, *common ground initiative* ,p8-12

¹³² Oliver Walton, 2010. *NGOs in the Palestinian Territories*. Helpdesk Research Report, Governance and Social Development Resource Centre.P6

The priorities of the donor country change and these changes are an external challenge that could adversely affect the implementation of the project by local NGOs. Sometimes local NGOs face terms or conditions from donors about priorities should be considered before applying for the new funds, which they may become outside the traditional scope of the organization, donors become increasingly selective, moreover, the NGO imposing to terminate or abandon its projects¹³³.

These funds undoubtedly contain hidden goals, some of which are economic, social and political goals. As an example about the political bias that most foreign funders practice is , a Palestinian human rights NGO changed its mandate from reporting on Israeli violations of human rights to reporting, almost exclusively on the PNA's violations, since this was the express interest of several major funders. It has received several large grants as a result.¹³⁴

Donor support limitations are revealed when donors have specific interests that are contrary to the interests of the Palestinian NGO, particularly political interests, so conflict of interest is a central dynamic that supports the relationship between NGOs and donors. As a piece of evidence, the fact that most grants come in the form of aid instead of solving the root causes behind the Palestinian hard situation, donors are not providing any real support for the rights of the Palestinian people¹³⁵. While the code of conduct coalition gives NGOs the right to reject the funding with politically conditioned since that will undermine the legitimate struggle for independence according to UN principles.

About the perfect relationship between the local NGOs and donors, donors must work with local NGOs as partners in designing programs that aimed to provide services to the local societies. This cooperative relationship will help them to understand the problems, needs, limitations, and opportunities that local NGO and donor may face. It will enhance the local NGO's confidence in donors, local NGOs will stop thinking that all donors have hidden agendas, and it will support the local NGOs in making operational changes needed to improve their transparency and accountability within their communities¹³⁶. The disrupt relationship between PNGOs and donors will affect the organization's reputation among all donors, so it considers it as reputational risk.

¹³³ TEGURU, *An analysis of the challenges faced by Non-governmental Organizations*, P2

¹³⁴ Pitner, "NGOs' Dilemmas.

¹³⁵ Sari Hanafi and Linda Tabar. (2005). The New Palestinian Globalized Elite. *Journal of Palestine Studies*., P18.

¹³⁶ Pitner, "NGOs' Dilemmas

Some older and better NGOs adjust their agenda to their risk management system and decide that any risk facing them will be addressed internally, such as the risk of foreign funding; Funding will be welcomed if the donor supports their program, otherwise not, and the relationship between them will be affected. In one case, a request from USAID to implement a law rule project in Palestine, they request from the more credible NGOs to be a partner, but most of them refused that because they know that the US government is undermining the rule of the law in Palestine.¹³⁷

The existence of these restrictions, some of which are consistent with, and some differ from, the general principles and values adopted by this organization in its strategic plan. Interest conflict between donors and local NGOs may pose a threat to the organization's values, vision, and goals. The troubled relationship between the donor and the organization is a real risk that may close the organization, as this threatens the achievement of the organization's strategic goals.

2.3.6.8 Poor Governance:

Governance has been defined as how organizations are managed and controlled at the highest level; it refers to the process and systems on which the board of directors operates to guide the management of the organization towards achieving its strategy. Some examples, like giving approving for the strategy that the management proposes, managing the financial risks, directing management for compliance with the new regulations, and building a good reputation for their organization.¹³⁸

Governance related to risk management and compliance as; Governance ensured that organizational activities were carried out to support the overall goal of the organization. While risk management means identifying and addressing any risks or opportunities associated with organizational activities to support the overall goal of the organization, compliance is the way organizational activities must operate in accordance with the laws and regulations of the organization.¹³⁹

With regard to the risk management relationship, the board should determine the organization's so-called risk appetite or the extent to which the organization can accept the risk, the organization's ability to assess the risks associated with the future organization's strategies to be implemented, and allocate the resources necessary to address the risks.

¹³⁷ Ibid

¹³⁸ John Spacey, 2016. "Simplicable ." *simplicable.com*. April 16. Accessed April 26, 2018.
<https://simplicable.com/new/governance>

¹³⁹ Kim Lindros, 2017. "What is GRC and why do you need it ?" *CIO from IDG*
<https://www.cio.com/article/3206607/compliance/what-is-grc-and-why-do-you-need-it.html>.

Poor governance happens when the organizational activities do not support the strategy of the organization because the governing body has not the ability to manage the risks and they are not practicing the compliance with the laws and regulation. Poor governance, risk also comes when it is difficult to achieve good governance with the organization's founders who wished to own their NGOs for their own purposes, and when the NGO mismanages their resources with encouragement from the board

The researcher concludes that poor governance is one of the forms of compliance risk and is responsible for reputational, operational, financial, and strategic risk.

According to the 2016 Palestinian Civil Society Index, transparency, governance, and participation were practiced through the following activities, such as periodic elections, participation in decision-making, openness to society, awareness and education, regular and regular Board and General Assembly meetings, and presentation of financial and administrative reports. The Figure 2.3 shows that simple percentage about each activity that supports the governance inside the organization.¹⁴⁰

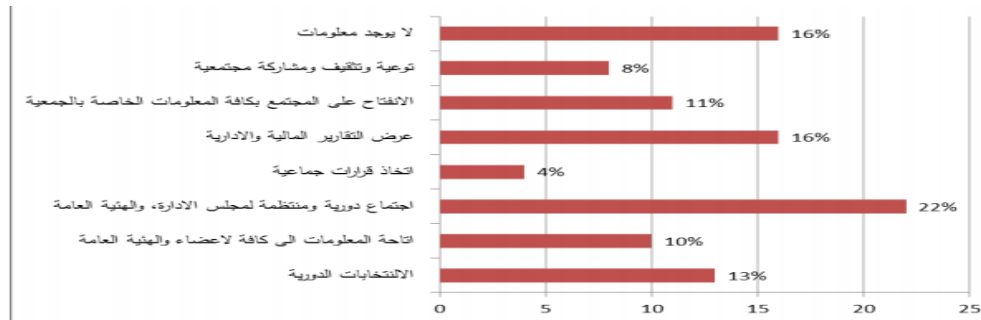


Figure (2.3): How Organization support the governance

2.3.7 Integrating Risk Management into Strategic Planning:

Strategic planning is worthless if the NGO is in crisis, so the NGO that intends to adopt the strategic planning policy must adopt an approach to corporate risk management (ERM) in parallel with formulating its strategic plan, not separate from the planning process. ERM aimed to support the achievement of the strategic objective. It works to identify, analyze, prioritize, and monitor every risk or uncertainties that may occur proactively. ERM will provide the decision makers fully understand the risks that may affect the achievement of objectives. Risk assessment should be carried out at all levels,

¹⁴⁰ <http://index.cso-index.net/wp-content/uploads/2016/08/Second-Draft-Report-25-8-16-1.pdf>. P34

organizational, departmental, individual or specific risks. The output of the process of risk assessment is an input to the decision-making process of the organization, resulting in an effective strategic plan.

Effective strategic planning requires integrating risk management into strategic planning. Risk management is a systematic, comprehensive, continuous, and proactive process. It helps the NGO to make strategic decisions to achieve its overall objective and improving the decision-making process. Integrate risk management into the NGO's strategy needs an ongoing assessment of all the potential risks that may face the NGO in every project, whereas, the risk management plan is a continuous activity that does not end with the preparation of a risk management plan. Risks may arise at any time or during the activities and the projects. So integrated risk management will help not only mitigate the impact of the risks, but also achieving the greatest returns from acceptable risks when happened¹⁴¹.

To ensure the success of this integration, this means management should enhance the overall oversight of the organization's risk management processes, enhance the ability of the risk management process to set strategic goals of the organization, reassess the weakness in the risk management processes, and finally, management should discuss risks through their regular meetings.¹⁴²

So, how do NGOs integrate risk management into their strategy setting?

Risk management and strategy planning interconnect when the board practice what is called risk appetite, they must begin with their strategy and ask themselves, what are the things that may hinder our strategy? And then start to put alternative models and scenario analysis for each risk, looking to these scenarios give them the chance to think about risk and strategy together and the best scenario to integrate them together in the best way¹⁴³

Furthermore, here it is advisable to determine the risk appetite to ensure that those goals are achieved. So the board should realize how much overall risk it is willing to accept? Identifying the Risk appetite is helping to evaluate the situation and answer these types of questions.

Unfortunately, most PNGOs do not have a defined risk appetite, and this will result in accepting any variability and potential losses without some of the risk management in

¹⁴¹ Berg, RISK MANAGEMENT,P81

¹⁴² Peter Chisambara ,2013, Integrating Risk Management and Strategic Planning.

<https://erpminsights.com/integrating-risk-management-into-strategic-planning/>, erpminsights.com. p2

¹⁴³ Deloitte. 2013. "Exploring Strategic Risk ,300 executives around the world say their view of strategic risk is changing,." *Deloitte Touche Tohmatsu Limited*.P2

place? If the right risk management questions are not asked during planning, PNGOs may in fact have a risk profile beyond the risk appetite. One might argue that many PNGOs were closed due to leaders who were surprised by unexpected risk. Finally, risk assessment should be included in planning. The board should therefore analyze the risks and opportunities associated with each objective.

PNGO's management work to:

1. Integrate risk appetite definition into the planning process.
2. Assess the current risk profile and integrate risk assessment as part of the strategic plan.
3. Put three scenarios that may impact their plan (positively or negatively).
4. Determine what should be done to manage those potential scenarios.
5. Identify the main risks and opportunities, and ensure that they are linked to the organization's strategies.¹⁴⁴

The approach of ERM helps the organization as a whole to identify and evaluate how all possible scenarios can affect the achievement of its strategic goals. So why should risk be integrated into strategic planning and embrace ERM?

This integration will enhance the sustainable value of the organization. It will increase the organization's ability to seize risk opportunities. It will increase the project returns. It helps to identify areas where it is also risk-averse. It helps decision-makers to identify and not overlook the threats and business opportunities. It helps managers understand the organization's various value drivers and the risks surrounding these drivers. Finally, this approach will assist in formulating and implementing strategies that can move the organization forward¹⁴⁵.

About the effective strategic planning , one of the ways of having an effective strategic planning is using a risk management matrix tool to implement the strategic planning, this matrix is necessary used to present all the potential risks and challenges and the ways of treating them ¹⁴⁶.

2.3.7.1 Steps to Integrate Risk Management into Strategic Planning:

¹⁴⁴ Vincent Hui,2014. *Opinion The Link Between Strategic Planning and Risk Management*. Scottsdale, 07 March.

¹⁴⁵ Chisambara , Integrating Risk Management and Strategic Planning.p2

¹⁴⁶ Ochieng. *Strategic Planning Practices*.P38

The main steps of integrating risk management into strategic planning follows:

- 1- Disassemble each strategic objective; this step comes to ensuring that any risk manager must understand the business logic behind each strategic objective.
- 2- Identifying all the possible risks associated with this objective.
- 3- Analyze these risks; when analyzing any risk; the risk manager must focus on taking the high level of objectivity and breaking it into manageable components, tactical, operational, targets, and key performance indicators by the human resources or strategy department.
- 4- After the strategic objective has been divided, management puts their assumptions in the strategy document, financial and business plan.
- 5- Risk manager conducts a classic risk assessment to ensure that all-important risks are registered in the management assumptions analysis. This risk analysis should include financial reports, management reports, job reports, and interviews with key persons. Risk manager should be taken into consideration that each assumption is associated with high uncertainty that probably reflected in the financial report.
- 6- Performing risk analysis: use Monte-Carlo simulation or scenario analysis to assess the uncertainty of strategic objectives. The result will be the risk-adjusted probability that can affect the achievement of strategic goals.
- 7- Turning risk analysis into actions:
The results of the risk analysis should be discussed with the management if they decide to be significant, then the management should review the previous assumptions used in the strategy and work on several ways to address the risks using the response strategy mentioned in section 2.3¹⁴⁷.

2.3.7.2 An example of a model of integration risk management into strategic planning:

Strategy formulation is the main part of strategic planning, so choosing an erroneous strategy or overlooking an important one is a big mistake that the organization could fall on. This error is due to the weakness of the ERM framework. Because the ERM output is the decision, makers ' input. So to help them choose a good strategy, it must be robust.

¹⁴⁷ Sidorenko, *Four steps to integrate risk management into strategic planning*, P1

Unfortunately, some of the strategic planning tools do not take risks into consideration, which impedes the achievement of strategic goals. Risk management helps the board increase the likelihood that its plan will achieve its expected results.

As an example of integrating risk management into strategic planning, a new comprehensive model for strategic risk management has been introduced, this model divided into two main steps:

- Step one: prior strategy formulation.(pre-strategy risk):

The risk of pre-strategy is the risk associated with the creation of the business strategy, it is all the risks involved in each strategic objective. After the strategy is ready and the goals are clear, risk management should assess pre-strategy risks, whether negative risks or positive risks. Evaluation of the internal and external environment by conducting SWOT analysis tool or any other tool must be applied at this stage. Threats and opportunities need to be identified and measured. A SWOT analysis may not help to identify all the uncertainties, so it is necessary to use more tools and techniques to assess an organization's risks. Risks should be identified at the organizational, departmental, project or individual level.

The identification of the risk and the analysis of the results will be based on the strategic topics that are categorized according to the business nature that may change from organization to organization.

Then it is necessary to measure the strategic impact of each risk to show which of the identified risks are actually affecting the strategy. It is possible to use the scale of strategic impact, risks with a strategic impact greater than or equal to three must be considered as a significant risk.

Table No. 2.1: Strategic Impact Scale

| Level | Strategic Impact |
|-------|---|
| 1 | Insignificant impact |
| 2 | Risk events impact on the delivery of a product or service in such a way that harms the achievement of process goals. |
| 3 | Risk events impact on the delivery of a product or service in such a way that harms the achievement of strategic objectives. |
| 4 | Risk events impact on the delivery of a product or service in such a way that harms the achievement of the organization's vision. |

| | |
|---|--|
| 5 | Risk events impact on the delivery of a product or service in such a way that harms the achievement of the organization's mission. |
|---|--|

- Step Two: After Strategy Formulation:

Risk owners should decide how to treat and monitor the behavior of these risks through the Key Risk Indicator (KRI) after the initial assessment process.

The board, senior managers, and staff responsible for formulating the strategy should organize meetings based on strategic goals, working on validating and measuring the identified and new risks. It is possible to use scenario analysis to gather new risks.

The impact and probability of each negative and positive strategic risk must be considered during these meetings. Then arranged in consequence / probability metrics according to each strategic goal. The metrics will provide a risk profile for each objective, and produce ratings of consequence and probability for each risk.

Therefore, what we have is a single matrix of two impacts (negative and positive risks) with one probability scale. In this model, it is suggested to use dual risk matrix with suggested distribution of treatment strategies.

| | | | | | | | | | | | |
|-------------|---|-----------------------|--------------------|------------------|-------------------|-----------------|-------------|---|---|--|--|
| Probability | 4 | Mitigate Eliminate | Accept Transfer | Share Improve | Explore Accept | 4 | Probability | | | | |
| | 3 | | | | | 3 | | | | | |
| | 2 | Mitigate Eliminate | Accept Transfer | Share Improve | Explore Accept | 2 | | | | | |
| | 1 | | | | | 1 | | | | | |
| | | 4 | 3 | 2 | 1 | 1 | 2 | 3 | 4 | | |
| | | Negative impact | | | | Positive impact | | | | | |

Figure 2.4. Suggested Treatment Strategies Distribution in the Dual Risk Matrix.

The colored areas of the dual risk matrix indicate suggestions for prioritization of treatment. For each risk, one or more strategies that have a higher probability of effectiveness must be chosen.

It should be noted that treatment strategies are merely suggestions, other treatment options can also be considered, might partially merge two strategies if needed

It's worth to note that each successive treatment strategies bring some uncertainties that need to be reduced, an ongoing action should be practiced always to mitigate the negative effects of these uncertainties.

Success probability comes through considering all the negative and positive risks that influence the progress of the organization, then determine the actions and arrange them in matrices, one matrices for each strategic objective, this matrices called decision matrix , used to assess the risk level for each action , green – high recommendation ; yellow – moderate recommendation; red – low recommendation . Decision matrix will help the decision maker to choose with more objectively the strategic action that helps more to achieve the objectives with higher success probability.

It is important to monitor and review the strategic risks periodically after implementing the actions and achieving the goals, at least one KRI for each strategic risk. The behavior of KRIs must also be addressed by studying trends and triggering alarms.

Reviewing the strategic risk will help the organization to decide to change the treatment strategy or elimination the risk.¹⁴⁸

2.4 Summary

Risk management is one of the strategic aspects of the management of an organization. Risk manager in the culture of the organization could be spreading the risk management system. Risk management works to avoid the risks through its journey that can affect the organization. Risk management should be embedded in the strategic plan of the organization to ensure that the strategic plan is successfully implemented.

Where strategic planning helps to view things from a broad perspective, it assists CEOs in making good decisions, finding solutions and alternatives, raising awareness of the internal and external turbulent environment, improving organizational source allocation, and improving organizational performance. It subsequently enhances the effectiveness of the social system. Strategic planning is a comprehensive approach that should include the risk management process.

¹⁴⁸ Isabela Maia, and George Chaves. 2016. *Integration of Risk Management Into Strategic Planning: A New Comprehensive Approach*. ERM Symposium, Virginia: Society of Actuaries and Casualty Actuarial Society.

Risks may occur at project level or at program level. However, there are major risks that most NGOs may face more than other types of risks, such as funding risks, governance risks, and so on. Risks may occur at project level or at program level. However, there are major risks that most NGOs may face more than other types of risks, such as funding risks, governance risks, and so on.

2.5 Previous Studies

It was not that easy to review the literature on strategic planning and risk management in local NGOs, but there are many studies on strategic planning in NGOs, but few specifically examined the integration of local NGOs ' risk management into their strategic plans. The researcher has gathered information as much as possible from previous studies, books, theses, researches, journals, and websites. The researcher chose recent studies that are near and touch this study in its main two components, strategic planning, and risk management for local NGOs.

1- A research titled **The Impact of Strategic Planning in Crisis Management. An Empirical Study of Public Institutions in the Area of Jerusalem Suburbs.**¹⁴⁹

This research aimed to identify the impact of strategic planning in reducing the crises faced by employees in public institutions, realize the importance of strategic planning and its component, and identify the factors that may help to mitigate the effects of crises and must be considered by the institution's management.

The researcher applied this research on public sector employees in the Jerusalem area suburbs, where the volume of community study consisted of 850 employees.

The Results of the study showed that the strategic planning in public institutions reduces the potential problems. Moreover, the lack of employee involvement in strategic planning is considered an obstacle to solve problems. Besides, strategic planning provides useful information in making decisions and solving problems, and it is increasing the vision of employees in crisis management. Other important results of the study show that, applying strategic planning effectively relying on long experience in the field of strategic planning.

¹⁴⁹ د.يونس ابراهيم جعفر. 2017. "أثر التخطيط الاستراتيجي في إدارة الأزمات- دراسة تطبيقية: المؤسسات العامة في منطقة ضواحي القدس." *مجلة جامعة الأقصى (سلسلة العلوم الإنسانية) المجلد الحادي والعشرون، العدد الأول* 324-293.

The study recommended the following: Employees must be informed and involved in the development of the strategic plan. The public institutions should be assigned their strategic plans to qualified employees or specialists in strategic planning. Developing the crisis management system needs programs and clear policies in strategic planning. Another important recommendation is planning ought to be done in advance and not when the crisis in the organization appear.

2- A research paper by (Analoui and Samour 2012) **Strategic management: the case of NGOs in Palestine.**¹⁵⁰

Another empirical study focusses on strategic management in Palestinian NGOs, addressing the local NGO's managers located in Gaza strip – Palestine. The purpose of this study is to explore whether non-governmental organizations' (NGOs') managers think and use strategy in their daily operations, to assess the impact of it applying on the performance of NGOs.

A survey questionnaire was the main data collection instrument in addition, a combination of qualitative and quantitative approaches.

The research showed that more than half of the selected NGOs had already established a strategic management system in their operations. Therefore, a significant percentage of NGOs viewed strategic management as “important” for their operation, development, quality of services, achieving goals, solving organizational problems and increasing overall organizational performance. Finally, the research paper insured that there is a significant association between the strategic awareness of the managers and strategic planning approach. Moreover, the managers' strategic awareness and their perception of the benefits deriving from a formal strategic planning approach within the NGO has a considerable impact upon the success of the NGO.

The researchers recommended that the donors continue to support the local NGOs and they have the right to ask local NGOs to show transparency, accountability, and to be well managed. Donors should respect the Palestinian priorities, and not use the funding as a pressure tool. The PNA should give the NGOs their freedom to work. Strategic management should be operating managerial culture, not just on paper. Finally, the PNA

¹⁵⁰ Farhad Analoui , and Akram Samour. 2012. “Strategic management: the case of NGOs in Palestine.” *Emerald Insight* 473 - 489.

should formulate a comprehensive strategic plan, and the local NGOs should consider this plan when they are formulating their own plans.

3- Study about the **Role of Planning in the Development Process of the Youths Associations in Palestine. (Case Study for Sharek Youth Forum)**¹⁵¹

This study aimed to assess the situation of the youth associations, analyze the reasons that prevent the youth's associations from taking effective part in development planning. The study also highlighted on the social, economic, and political problems of the Palestinian youth.

The research methodology was youth focus group discussions provides information about the youths and allows the youths to explain their own problems and propose solutions for such problems.

The findings of the study showed that, there is wide negligence of the youths' issues in Palestine. The government official bodies that sponsor youth are still so far in terms of programs, directions, and mechanisms of action unable to provide the services required for youth except within certain limits.

The study mentioned an important point that Some of youth institutions, particularly youth clubs, youth centers, do not have clear vision, mission and goals, and their activities are concentrated in cities only.

The study confirmed that it is necessary to increase the effectiveness of the role of the National Authority in the formulation of policies and strategic plans for the development of the youth sector and support the partnership between the governmental and non-governmental sector.

Many recommendations the researcher mentioned, the most important are: The government bodies concerned with youth development should involve them in formulating

¹⁵¹ خالد أسعد. 2009. *التخطيط لدى المؤسسات الشبابية في فلسطين ودوره في العملية التنموية (حالة دراسية لمنندى شارك الشبابي)*. اطروحة الماجستير في برنامج التخطيط الحضري والإقليمي في جامعة النجاح الوطنية، نابلس: جامعة النجاح الوطنية- كلية الدراسات العليا.

the developmental vision, strategic plan, and its implementation method, preparing a comprehensive national strategic development plan for youth development.

The researcher studied the experience of the Sharek Forum as a case study and discussed the experience of the forum in the strategic planning and the extent of its awareness of the importance of planning and its role in organizing its work. Sharek Forum conducts planning at various levels and prepares several types of plans, and necessary action plans to ensure their proper application.

The Sharek Youth Forum based on, the strategic planning through its long career with the Palestinian youth. The study mentioned many risks that threat the work of the forum, the result of the external environmental analysis resulted several factors appeared affect negatively on the work of the forum like political situation, financial resources, partner institutions, economic situation, globalization, credibility of non- governmental organizations, and competitive institutions that compete the Forum on funding and on target groups.

4- A study of **Strategic Planning Practices in Non-Governmental Organizations in Gaza Strip.**¹⁵²

This study comes to answer the question what is the reality of strategic planning in the local NGOs in the Gaza Strip? This study aimed to identify strategic planning practices in the non-governmental organizations in Gaza strip through exploring the extent to which the directors of those organizations are aware of the scientific concept and the extent to which they practice and apply it. The study also aimed to identify the obstacles that might face strategic planning from the directors' point of view and identify if the impact of some personal and organizational characteristics on the clarity of the concept.

The study used the descriptive analytical, method. A questionnaire was distributed to the managers of (133) organizations. The researcher proved that 66.7% of NGO managers have a clear understanding of the scientific concept of strategic planning. The study found that NGO managers in the Gaza Strip tend to practice strategic planning in their organizations. Directors of non-governmental organizations pointed to the obstacles facing

¹⁵² د. رشدي عبد اللطيف وادي، و أ. إبراهيم يوسف الأشقر. 2009. مجلة الجامعة الإسلامية (سلسلة الدراسات الإنسانية) المجلد السابع عشر، العدد الثاني 677-712.

the strategic planning process, the most important of which are lack of financial resources, lack of adequate support from the Authority and high turnover.

The study recommends that: NGO's managers should work on increasing the interest of training courses in strategic planning, and promote the culture of strategic planning in NGOs. The Authority, through its ministries and organizations, should provide all material, moral and legislative support to these organizations to assist them in implementing their plans.

5- A study by (Al Shobaki, Abu Amuna and Abu Naser 2016) about
**The impact of top management support for strategic planning
 on crisis management: Case study on UNRWA-Gaza strip¹⁵³**

Another study aimed to show the impact of top management for strategic planning on crisis management; they take an UNRWA organization in the Gaza Strip as a case study.

The study used a descriptive analysis, and a survey as a tool for data collection. Community size was (881), and the study sample was stratified random (268).

The study reaches the conclusion that, top management in UNRWA provides needed human resources for strategic planning but with no financial support. Crisis management in UNRWA has the ability to deal with crisis only when it happened. Before and after crisis, there are shortcomings in the way that UNRWA manages crisis. There are some weaknesses in crisis prediction. Researcher attributed this to the lack of strategic planning before and after the crisis, because of sequential crises passed in Palestine.

May strategic planning is not the only solution for the crisis, but it's the most effective and reliable system that suits this kind of huge organizations, the researchers suggest that UNRWA's top management should provide a financial resource, should conduct periodic meetings, and establish a specialized team with full support and all needed sources to support strategic planning.

¹⁵³ Mazen Al Shobaki, Youssef Abu Amuna, and Samy Abu Naser. 2016. "The impact of top management support for strategic planning on crisis management: Case study on UNRWA-Gaza strip." *International Journal of Academic Research and Development* 20-25.

6- A study about the Strategic planning in non-profit organizations (Field study on non-profit organizations in the Lebanese Beqaa governorate) ¹⁵⁴

The study aimed to reveal the availability of strategic planning indicators in nonprofit organizations in the Beqaa / Lebanon governorate, and linking this to some related variables such as job title, years of experience, and scientific qualification. It has tried to know the reality of strategic planning in non-profit organizations in the Beqaa / Lebanon, and determined if its concept is clear to the managers. Moreover, it aimed to analyze the components of the strategic plan for non-profit organizations

The researcher used the descriptive analytical method; research instrument applied was a survey consisting of 4 part, distributed to random samples of (215) from (Director, Head of Department, and Business Supervisor) categories. The results showed that the degree of availability of strategic planning indicators in nonprofit organizations in the Beqaa / Lebanon region from the point of view of their employees is medium, and there were statistically significant differences in the availability of strategic planning indicators in non-profit organizations in the Beqaa / Lebanon governorate, according to the study variables.

After these results, the researcher put a set of recommendations include, non-profit organizations in the Beqaa / Lebanon need to adopt a strategic planning approach as strategic planning is the basis of development for these organizations.

7- The role of strategic planning for human resources in raising the level of empowerment in the non-governmental organizations (NGOs) in the Gaza Strip. ¹⁵⁵

This study tried to identify the role of strategic planning for human resources in raising the level of empowerment in the non-governmental organizations (NGOs)/ Gaza

¹⁵⁴ الدكتور عاطف محمود عوض. 2013. "التخطيط الاستراتيجي في المنظمات غير الربحية (دراسة ميدانية على المنظمات غير الربحية في محافظة البقاع اللبنانية)". مجلة جامعة دمشق للعلوم الاقتصادية والقانونية - المجلد 29 - العدد الاول 145-179.

¹⁵⁵ شيرين زهير البيطار. 2014. دور التخطيط الاستراتيجي للموارد البشرية في رفع مستوى التمكين في المنظمات غير الحكومية في قطاع غزة. رسالة ماجستير في ادارة الاعمال، غزة: الجامعة الاسلامية .

Strip, by clarifying the availability degree of the strategic vision and philosophy of the strategic planning for human resources, and the level of strategic planning practices for human resources. It also aimed to identify the level of job empowerment through its dimensions and elements that includes (delegation of authority, training, development of creative behavior effective communication, the flow of information, and incentive system).

The researcher used descriptive analytical approach, the researcher applied her study of a sample consists of (60) organizations. The researcher used the questionnaire instrument to collect her data, a random stratified sample of 260 employees. The questionnaire was distributed on the study sample and (220) questionnaires were retrieved.

The most important results of this study:

- There is a statistical positive relation between job empowerment and strategic vision, philosophy of human resources, and practices of strategic planning.
- There is weakness in incentives and promotion system in NGOs.
- There is lack of stimulating environment for employees training and development.
- Level of job empowerment got a high degree, and degree of psychological empowerment was higher than administrative empowerment.

The study recommends that:

- The necessity to clarify the scientific concept of strategic planning to the organization human resources
- Create an organizational culture to support the strategic planning of human resources.
- Developing the analytical skills, managerial capabilities, strategic planning skills, and policy making of the strategic planning managers.
- Developing a strategy for the empowering the workers through training programs.
- Work on developing incentives and compensation systems in NGOs.

8- A study by (Masri 2014) about **A Strategic Framework for Palestinian Charity NGOs; Nablus Governorate as a Case Study**¹⁵⁶

¹⁵⁶ Masri, A *Strategic Framework for Palestinian Charity NGOs* .

The study aimed to deal with the source of dilemma relating to the strategic framework that entails service sustainability of NGOs up to the national Palestinian objectives and the real status of development. The study was conducted in Nablus Governorate, as a case study.

The researcher targeted the audience of NGOs. Interviews were also conducted with selected consultants, PNA officials from the Ministry of Social Affairs and Ministry of Interior and NGOs Board of Administration members in addition to observation, workshops, and documentary analysis. Finally, the researcher chose four samples of strategic plans to be studied and analyzed.

The study findings indicated that Palestinian Charitable Societies need a systematical strategic approach to sustain services. There were obviously missing strategic tools. Improper employment of factors regarding the SWOT analysis, inadequate programs, and the projects that do not fit within the priority of Palestinians, absence of some stakeholders in the planning process such as beneficiaries and related ministries. Moreover, donors impose their policies on funding.

The study recommends that NGOs should adapt a new strategically approach to affiliate their national goals by paying more attention to the strategic forces that can be engaged to enhance empowerment and impulse NGOs to be more effective and highly involved in the extent of national decision making.

9- A study by (Awashreh 2018) about the Palestinian NGOs: External Governance, Stakeholders, And Accountability.

This article addressed NGOs accountability, relationship with stakeholders, and what kind of mechanisms - tools or processes have NGOs have used to ensure all types of accountabilities. The results of this study were:

1. Failure of NGOs to meet the most important community needs.
2. The upward-accountability also showed that the inability of NGOs to consolidate its legitimacy, define an agenda or develop internal accountability.
3. Political parties' involvement in the NGOs is a factor that has compounded the sector's lack of public accountability, negative competitiveness.
4. The PA's hostility towards NGOs stems from suspicion of their political affiliation.
5. NGOs critique of PA policies and performance.

6. Finally, the NGOs accountability dilemma is both a cause and a result of low level of public participation in NGOs affairs, due to the public's lack of trust and the general feeling.

This conclusion based on huge investigation, a combination of qualitative and quantitative methodologies, survey, interview, focus groups in the West Bank.

10- Evaluation of the risk management status in the local NGOs in Gaza city.¹⁵⁷

The study aimed to evaluate the status of risk management in the local NGO's in Gaza city, as well as identify nature of risks management system, identify the quality and the nature of the risk they face, furthermore, identify those responsible for risk management in these organizations.

The researchers used an analytical and descriptive approach in this study, where they used the method of questionnaire, where the total study sample reached to 49 NGOs.

The findings of the study were, local NGOs in Gaza city have awareness, and understanding of the nature of risk can face. Not many of local NGOs have a special department for risks management. Director's board and executive manager are most responsible for risk management in local NGOs in Gaza city. Not many of local NGOs having a special perfect model form to manage risks, and some of local NGOs have the ability to cope with risks can face throughout the qualified and sufficient human, but at the same time these NGOs don't have the needed material resources to do so.

The Study recommended, local NGOs in Gaza must have a special risk management department and the chairperson. In addition, it recommended placing a written and clear system to manage risks in the organization. Create a plan for managing and financing risks within the organization strategic plan. Moreover, preparing a special form of risk management appropriated to the NGOs work environment and surrounding circumstances in Gaza city, then generalize this model form on these organizations.

¹⁵⁷داليا أحمد يونس، و ياسمين ياسر الرئيس. 2011. *تقييم وضع إدارة المخاطر في المؤسسات الأهلية المحلية*. مقدم لنيل درجة الدبلوم المهني العالي المتخصص في إدارة منظمات المجتمع المدني، غزة: الجامعة الإسلامية.

2.5.1 Critique:

The previous studies were useful for the researcher, they enriched her knowledge about the strategic planning and risk management subjects.

Two studies ensured that strategic planning process is the only way that can be used to deal with emerging crises. One of the studies found that NGOs need strategic planning to sustain the services. An important study ensured this need and found that NGOs are failing in meeting the changeable needs of the community, so they must adopt strategic planning to overcome these changes. About the accountability in local NGOs, the researcher found local NGOs have not the ability to develop internal accountability. One of the most important result the previous studies reached is that local NGOs in Gaza city have awareness and understanding of the nature of risks can face.

Most of the previous studies touch this study in one or more points, one of them studied the availability of the strategic planning indicators like study # 6. Study # 10 about the ability of the local NGOs to evaluate their risks, and the ability to deal with it. Study# 9 about the governance, the accountability, and the relationship between local NGOs and PA.

Other studies emphasized the importance of having a strategic management system that is aware of the importance of strategic planning. The researcher concludes that more than half of NGOs managers tend to practice strategic planning, and most of them realize the importance of strategic planning in reducing the impact of the crisis. One of them found that there is an inability to predict the crisis, instead of that they deal with it only when happening like the case of UNRWA.

In general, the concept of strategic planning is clear to most of NGO's management, and this result considers promising to develop NGOs by deepening the concept of strategic planning for each employee in the organization.

Very important experience about Shark Forum and its experiment in clarifying the importance of strategic planning and its role in managing the risks they are facing.

2.5.2 What Distinguishes This Study?

Most of the previous studies address strategic planning, and risk management separately, but this study addressed the integration of risk management into strategic planning in Palestinian NGOs, there is no studies touch this subject within the limits of the researcher's knowledge. From the perspective of the organization, the study mentioned the most common major risks that most NGOs may face and their reasons. The study was carried out on the youth sector, which is a significant segment of society.

CHAPTER THREE

3. The Palestinian Non-Governmental Organization Sector

3.1 Introduction:

The community consists of three main sectors, the first is Public sector (government and state institutions), the second is Private sector (business and market) Companies, and other organizations seeking profit, and the third sector is the civil society sector, (non-governmental and non-profit sector). It consists of popular institutions "include a system of voluntary institutions such as labor unions, specialized unions, traditional institutions, religious institutions, non-governmental organization, professional associations, and others.¹⁵⁸

This chapter will address one of the civil society's components, which is the Palestinian non- governmental organizations (NGOs), as they are an integral part of the civil society sector that work as a complementary partner to the work of state institutions, all work to achieve the community development in all walks of life.

NGOs are playing an important role in providing the Palestinian population with social, industrial, agricultural, medical, housing and public services. Where these services in line with the priorities of the Palestinian Development and in harmony with NGO's Strategic Plan and its code of conduct.

¹⁵⁸ 2016. مقياس المجتمع المدني الفلسطيني. مجلس تنسيق العمل الاهلي.

<http://index.cso-index.net/wp-content/uploads/2016/08/Second-Draft-Report-25-8-16-1.pdf>.P34

According to the data of the Palestinian Ministry of Interior, the number of registered NGOs is increasing; whereas, the number at the end of 2015 was 2,793¹⁵⁹, while the registered number rose to 3207 in 11/2018¹⁶⁰. The number of the Palestinian NGOs is increasing rapidly. NGOs introduce their services to women, children, disabilities, farmers, workers, and youth. The study will be a focus on NGOs that work with youth in completely or in part, in one field or in more. Those organizations are working with youth's challenges and needs and contribute in developing youth sector, as Palestinian Youth forms one-third of the Palestinian population according to Palestinian Central Bureau of Statistics¹⁶¹. This large segment needs, empowering economically, socially, culturally and politically, and they are facing many challenges, which need an intervention from governmental and nongovernmental organizations to overcome these challenges. Youth NGOs play an important role in providing youth with several services, programs, and projects, which aims to empower youth economically, socially, culturally, and politically.

The previous studies showed that the programs and activities cared about youth are shortage. Regarding previous studies conducted by MAS, between 2000 and 2007, the Programs that offered youth and athletic activities went down from 30% to 27% between the two surveys. Although empowering youth is one of the main objectives of NGOs, it is noted that the percentage of organizations whose main objective is to empower youth remained 18% of the total active number of local NGOs in the WB and GS.¹⁶² Regarding that, empowering youth become an important necessity through different types of programs and projects.

3.2 Definitions

3.2.1 The concept of Non-Government Organization (NGO)

NGOs are the organizations that include many groups or institutions that are entirely or largely independent of government, with primarily humanitarian or cooperative rather than commercial ones. NGOs include charitable and religious associations that mobilize

¹⁵⁹ Gianfrancesco, Salameh, And Issa, *Mapping Study Of Civil Society In Palestine*, P13

¹⁶⁰ مصدر المعلومة : وزارة الداخلية الاربعاء 2018/12/05 الساعة 11 ظهرا -

¹⁶¹ (PCBS), Palestinian Central Bureau of Statistics. 2018. *International Youth Day*. The situation of the youth in Palestine, Ramallah: Palestinian Central Bureau of Statistics.

http://www.pcbs.gov.ps/portals/_pcbs/PressRelease/Press_En_12-8-2018-youth-en.pdf

¹⁶² Majdi Al-Malki ,Yaser Shalabi ,Hasan Ladadweh. 2007. *Mapping Palestinian Non-Governmental Organizations in the West Bank and the Gaza Strip*. Ramallah: Palestine Economic Policy Research Institute(MAS).

private funds for the development, distribute food and family planning services, and promote community organization. They also include independent cooperatives, community associations, water-user societies, women's groups and pastoral associations, and Citizen Groups that raise awareness and influence policy.¹⁶³

NGO stands for non-governmental organization, it is any organization, usually non-profit, and that operates independently of a government. NGOs can be local, national, or international¹⁶⁴. It is any non-profit, voluntary which is organized on a local, national, or international level, established by people with a common interest, NGOs provide a variety of services and humanitarian functions.¹⁶⁵

The researcher defined the NGOs as an organization that functions independently of government. Non-profit organization, are Cooperative organizations. They organized on community, national and international levels to serve specific social or political purposes. There are several terminologies used to define NGOs, as mentioned table (3.1).

Table No. 3.1: Universal Terminologies and Acronyms used to define NGOs:

| Short Name | Long Name |
|----------------|--|
| BINGOs | Bi International NGOs |
| CBOs | Community-Based Organizations |
| CB-BGOs | Community-Based NGOs |
| Dos | Development Organizations |
| DONGOs | Donor Governmental Organizations |
| GONGOs | Government NGOs |
| GROs | Grassroots Organizations |
| GRSOs | Grassroots Support Organizations |
| IDCLs | International Development Cooperation Institutions |
| INGOs | International NGOs |
| NGDOs | Nongovernmental Development Organizations |
| NNGOs | Northern NGOs |
| Pos | People's Organizations |
| PSCs | Public Service Contractors |

¹⁶³ World Bank. 1990. *GLOBAL DEVELOPMENT RESEARCH CENTER*. <http://www.gdrc.org/ngo/wb-define.html>.

¹⁶⁴ Shelly Grimaldi, 2016. *THE BORGAN PROJECT ORGANIZATION*. Oct. 23. <https://borgenproject.org/ngo/>.

¹⁶⁵ <http://www.ngo.org/ngoinfo/define.html>

| | |
|----------------|------------------------------|
| QUANGOS | Quasi-NGOs |
| SCOs | Social Change Organizations |
| SNGOs | Support NGOs |
| WCOS | Welfare Church Organizations |
| BINGOs | Bi International NGOs |

Source: Vakil (1997), cited by (Samour 2010, 78) ¹⁶⁶

3.2.2 Palestinian NGO (PNGO)

The definition of **Palestinian NGO** as the Code of Conduct Coalition includes is: “an independent body established by seven persons or more, in order to achieve legitimate objectives for the public welfare on a non-profit basis”. It should be characterized by independence, freedom, voluntarism, and the accomplishment of public welfare. It must be legally registered at the Palestinian Ministry of Interior according to the Charitable Societies’ Law carrying No. 1 and issued in the year 2000. The objective is to promote community service on a nonprofit basis. It includes charitable societies, grassroots organizations, sports clubs and the Palestinian networks and unions representing Palestinian”. While the **Umbrella of Palestinian NGOs** are consisting from the Palestinian General Union of Charitable Societies, the Palestinian NGO Network, and the National Institute for NGOs and the Palestinian General Union of NGOs in Gaza. ¹⁶⁷

The Palestinian NGO sector includes cooperative associations, development organizations and some other social interest groups, e.g., unions representing the disabled, women’s organizations, and youth movements. Religious associations and other related bodies registered as NGOs, although they differ from them. ¹⁶⁸

3.2.3 Concept of Youth

¹⁶⁶ Akram Samour, 2010. *Strategic management. The case of NGOs in Palestine*. Phd Thesis, Bradford: Development and Economic Studies -University of Bradford. P78

¹⁶⁷ Code of conduct prepared by: The Code of Conduct Coalition, The Palestinian General Union for Charitable Societies, The Palestinian NGO Network, The National Institute for Palestinian NGOs, The Palestinian General Union for NGOs – Gaza, and The NGO Development Center.

<http://ndc.ps/content/history> and <https://www.al-maqdese.org/files/0000/0000/000000067.pdf>

¹⁶⁸ Allam Jarrar, (2005). The Palestinian NGO Sector: Development Perspectives. The Palestine-Israel Journal, Vol.12 No.1

There is no universally agreed international definition of youth; the researchers differed in identifying the stage of youth and finding an absolute, comprehensive, and agreed meaning of youth, because of the different social, economic and cultural conditions that the societies are living

Youth is a period of transition from the childhood to adulthood (awareness). UNESCO adopts the definition of youth as every person between the ages of 15 and 35 years, because age is the easiest way to define this group particularly. When carrying out its Youth Strategy, UNESCO uses different definitions of youth depending on the context as; Youth is a more flexible category than a fixed age- group.¹⁶⁹

The United Nation defines 'youth' as those persons between the ages of 15 and 24 years, this definition is for statistical consistency¹⁷⁰. Another definition for the youth age as youth is from 18 to 35 years, according to the draft of the Youth Welfare Act drafted by the Ministry of Youth and Sports ¹⁷¹. Moreover youth is a segment that is strong, active and effective in building contemporary society.¹⁷²

3.3 Background of the Palestinian NGOs Sector:

Since the inception of Palestinian NGOs, they have been playing a vital and integral role in the socioeconomic development of Palestinian civil society, moving from providing relief to conducting many programs and projects that aimed to empower the Palestinian youth economically and socially. The development process was associated with the changing in the social, political, and economical environment that face the civil society in Palestine. Although there are different views of NGOs, there is a consensus as to the centrality of its role in the process of development and liberation, and their role in contribution in the formation of the Palestinian society.

The Palestinian NGO sector was a part of the Palestinian national movement for Liberation Palestine, their strategies focused on the resistance of the Israeli occupation,

¹⁶⁹ UNESCO. 2017. [unesco.org. http://www.unesco.org/new/en/social-and-human-sciences/themes/youth/youth-definition/#topPage](http://www.unesco.org/new/en/social-and-human-sciences/themes/youth/youth-definition/#topPage).

¹⁷⁰ UN. 2018. *YOUTH 2030*. UNITED NATIONS YOUTH STRATEGY, United Nation .

¹⁷¹ د. زكي رمزي مرتجى. 2012. "دور منظمات المجتمع المدني الفلسطيني في رعاية الشباب بمحافظة غزة." بحث مقدم الى مؤتمر الشباب والتنمية في فلسطين: مشكلات وحلول . غزة: الجامعة الاسلامية.

¹⁷² سناء يوسف. 2009. دور الشباب الفلسطيني في رسم السياسات داخل المؤسسات الشبابية وأثره على التنمية - متطوعو المؤسسات الشريكة لمركز بيسان للبحوث والإنماء نموذجاً (2007-2000). أطروحة لمتطلبات درجة الماجستير في التخطيط والتنمية السياسية، نابلس: جامعة النجاح الوطنية -كلية الدراسات العليا.ص 25

and they were playing an essential role in relief activities with the changing political events. They introduced a distinctive performance in providing basic services under political complex circumstances. During the First Intifada of 1987, the needs for more services as well as in the overall development process had been steadily growing; the NGOs played their role at that time in providing several types of relief services. After signing of the Oslo Accords and establishment of the Palestinian National Authority (PNA) in 1994, drastic political and social changes in the NGO's operational environment happened. In the wake of these periods, the relationship between the NGOs sector and the government became unstable. The domains of the NGO were resistance and steadfastness, and their main priorities were a sustainable, democratic development in independent Palestinian state. In addition, with the coming of PNA, new political realities were presented that formed as challenges that need to be addressed, which led NGOs to review their strategies and redefine their role. At that time, the main concern was created a legal framework to regulate the relationship between the PNA and the NGOs.

3.4 Legal Framework:

Freedom of association is guaranteed by Article 26(2) of the Palestinian Basic Law (approved by the Palestinian Legislative Council - PLC in 1996, signed by President Yasser Arafat in 2002 and amended by the PLC in 2003), "to form and establish unions, associations, societies, clubs and popular institutions in accordance with the law." The legal framework for civil society organizations in Palestine is Law No. 1 of 2000, called the Law on Charitable Associations and NGOs. The law regulates the establishment and functioning of civil society organizations in the form of "association". The law refers to all types of "associations", "charitable organizations" and "community institutions", networks, bodies, platforms and other types of permanent citizen gatherings. All are similarly defined as "associations". Large organizations and small organizations registered in the same manner and under the same law.¹⁷³ The legal framework is necessary to regulate the relationship between NGOs and PNA. Law #1 of 2000 considered as one of the laws with less restricted. It is an ideal law, with no restrictions on the NGO's rights. NGOs have the

¹⁷³ Institute of Law ,Birzeit University . 2000/2001. "THE PALESTINIAN YEARBOOK OF INTERNATIONAL LAW." In THE PALESTINIAN YEARBOOK OF INTERNATIONAL LAW, 287. Ramallah: Kluwer Law International in Cooperation with Institute of Law ,Birzeit University .

freedom to engage and participate in discuss public policies, access to funding from foreign and local sources, without interference of the government. NGOs can also cooperate and serve as a branch of International NGOs without the Ministry of the Interior's approval.¹⁷⁴

Palestinians are entitled to participate in political life, and to form law-abiding unions, organizations, associations, clubs and popular institutions according to the law. In addition, the Palestinians have the right to practice the social, cultural, vocational, and scientific activity freely. This is the text of the law "The Palestinians have the right to freely engage in the social, cultural, professional and scientific activity, including the right to form and run associations and civil associations in accordance with the provisions of this law."¹⁷⁵

Governments throughout the Arab region have reviewed, modified or rewritten laws governing the establishment, registration, and operation of NGOs. In Palestine, there are continuous attempts from the government to modify this law, like the attempts of the Legislative Council to introduce new amendments for the law No. 1 of 2000. NGOs considered these modifications as infringement on their freedom, because it was a strict law that prevented and prohibited NGOs from participating in any political activity. This adjustment was resisted and strongly denounced by NGOs, the result was the amendment had been suspended¹⁷⁶. There are debates over the drafting of the new law is still in progress and work - including extensive discussions between the Ministry of the Interior and representatives of civil society organizations. There is widespread fear among civil society organizations of the fact that the government seeks to adopt a new law based on Egyptian law, which allows greater control over civil society organizations and their funding mechanisms.¹⁷⁷

One of the examples of the law's amendments that the PNA requested, like the attempts of the State Audit & Administrative Control Bureau, after their report about the most common infractions in NGOs. They recommended that the NGO law # 1 of 2000 needs some modification; including penalties and fines regarding the irregularities, which committed by the administration of some NGOs. Some of them like the publication that

¹⁷⁴ Kareem Al-Bayar, 2008. "ICNL.ORG." *International Centre for Not-for-Profit Law*.

http://www.icnl.org/research/resources/regional/ArabStates_AR.pdf.

¹⁷⁵ مركز تطوير المؤسسات الاهلية الفلسطينية – الدليل الارشادي حول قانون الجمعيات الخيرية والهيئات الاهلية. 2015. صفحہ 13.

<http://www.masader.ps/sites/default/files/NGOs%20Law.pdf>

¹⁷⁶ Al-Bayar, "ICNL.ORG."p1

¹⁷⁷ Gianfrancesco, Salameh, And Issa, Mapping Study Of Civil Society In Palestine.P42

are necessary for the financial and administrative data, budgets and financial reports, the amount of funding and grants provided to them, in addition to item specifying the period of the Board of Directors and their legitimacy, and many other objections.¹⁷⁸

3.5 Relation with the Palestinian Authority:

The relationship between the government and the NGO is control relationship, but NGO can't receive funding, only through the auspices of the ministry of the interior, these complexities will lead to a lack of funding, and NGOs will spend times searching for other funding sources, which is too limited.¹⁷⁹

For Palestinian NGO, the relationship between Palestinian NGO and Palestinian Authority is a relationship that has with its pre and post-Oslo differences and characteristics.

Before the establishment of the Palestinian National Authority, NGOs had a long history of community services and providing many necessary services without any type of restrictions.

By 1994, with the advent of the Palestinian National Authority, they tried to impose their control on NGOs, when they introduced a new NGO law, which based on Egyptian law at the time. It was a highly restricted law, what push NGOs conduct many successful campaigns locally and internationally to cancel that law, they have used their strong international relations with donor countries and international bodies that also fund the Palestinian National Authority at that time, to suspend this law, and they won¹⁸⁰.

The Palestinian legislative council (PLC) adopted a new Palestinian NGO law - the Law of Charitable Associations and Community Organizations-. The President endorsed that law and translated it into rules and regulations. The NGOs began to draft and redraft their internal system and reviewing administrative and financial systems by the NGO law by 2000.

¹⁷⁸ ديوان الرقابة المالية والإدارية. 2013. "التقرير ربع السنوي الثالث - المخالفات الأكثر شيوعاً في المؤسسات الأهلية والمنظمات غير الحكومية." <http://www.saach.ps/BruRpts/NGOs-Final%20Report.pdf>، رام الله

¹⁷⁹ Pitner, "NGOs' Dilemmas.p1

¹⁸⁰ Al-Bayar, "ICNL.ORG."p1

The relationship between NGOs and government were divided into three phases up to 2005:

The first phase: the stage after the establishment of the PNA, the relation was unstable because the NGOs were interfering in the political context; they replace the role of the government. The government was forced to recognize the essence of the services, which NGOs are provided, and NGOs were considered as competitors in the service delivery system of the government. NGOs were filling the gap that the government was unable to do.

The second phase was about mutual acceptance from both, simple initiation of the dialogue was conducted; NGOs practiced their role in the political context about democracy and the rule of the law. This phase NGOs witnessed many important changes and new strategies were adopted like changing programs from service delivery to focus on specific gender programs, human rights, and democracy.

The third phase about collaboration between PLC and NGO, and professional collaboration between NGOs and relevant ministers working according to the NGO law.¹⁸¹

By 2016, as the NCB Coordination Council clarified the relationship between government and NGOs in two different periods, before Oslo, due to the absence of the Palestinian state, civil society institutions replaced the role of the governmental organizations, these organizations provided health, educational, cultural, social and other services, so the relationship was cooperation and support relationship.

After Oslo and the establishment of the Palestinian Authority, the areas of work of civil society organizations declined, and the relationship between the Palestinian Authority and civil society organizations was characterized by tension because of competition for credibility, legitimacy, and resources. Moving to the political split stage, PNA attempts to dominate the authority of civil society institutions and try to weaken and marginalize, which caused closing some of them according to their political affiliation.¹⁸²

In 2012, President Mahmoud Abbas issued a presidential decree about establishing Civil Society Organizations Commission, as a public institution with an independent legal

¹⁸¹ Jarrar, *The Palestinian NGO Sector*.p2

¹⁸² مقياس المجتمع المدني الفلسطيني. مجلس تنسيق العمل الاهلي. 2016 <http://index.cso-index.net/wp-content/uploads/2016/08/Second-Draft-Report-25-8-16-1.pdf>.P34

personality and following the Head of State, it is established to coordinate and organize the work between the public and civil society sectors.

3.6 Sources of Funding:

An old previous study from MAS in 2006 showed that Palestinian NGOs divided the sources of funding as follows: external sources, self-funding activities, local society (institutions and individuals), as showed in figure (3.1), Sources inside the “Green Line”, and governmental sources. The study showed that the external source of funding occupied the high percentage, which indicates that the capacity of these organizations is weak. Therefore, if the foreign source cuts off the funding, these organizations will fall into financial crises undermining their sustainability. The study showed that West Bank received 56.1% of foreign funding; Ramallah & Al-Bireh receives the greatest percentage 36.4% of them¹⁸³.

According to Palestinian civil society index¹⁸⁴, the diversity of financing sources of the civil society organizations; came as follows: 77% of the surveyed institutions confirmed that they rely on self-financing without specifying the degree of dependence, 53% depend in one way or another on Palestinian funding, while 18% indicated that they rely on regional funding, and more than half (54%) that it depends on external funding.

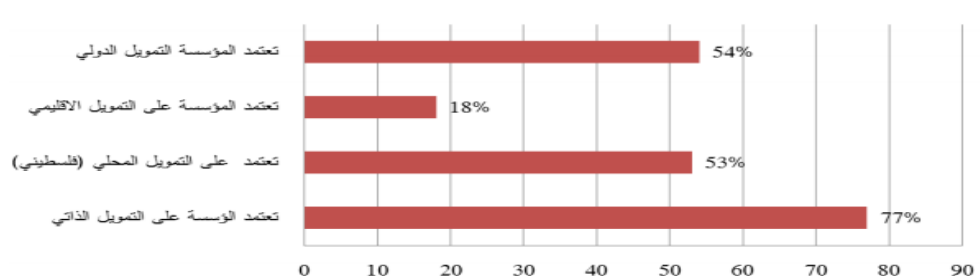


Figure (3.1): Source of Funds

The study also found, as mention in figure (3.2), that 25% of the institutions considered the funding available to them to be irregular, 47% of institutions considered the funding was insufficient and faced financial problems, while 17% of institutions felt that

¹⁸³ Al-Malki , Shalabi , Ladadweh, *Mapping Palestinian Non-Governmental Organizations*.p36

¹⁸⁴ The surveyed organization is 115 civil society organizations were selected randomly. The form was filled with 26 institutions from the Gaza Strip and 89 from the West Bank:

funding was difficult to obtain, only 8% considered the funding was sufficient and only one institution said that the funding was sufficient and that a surplus existed.¹⁸⁵

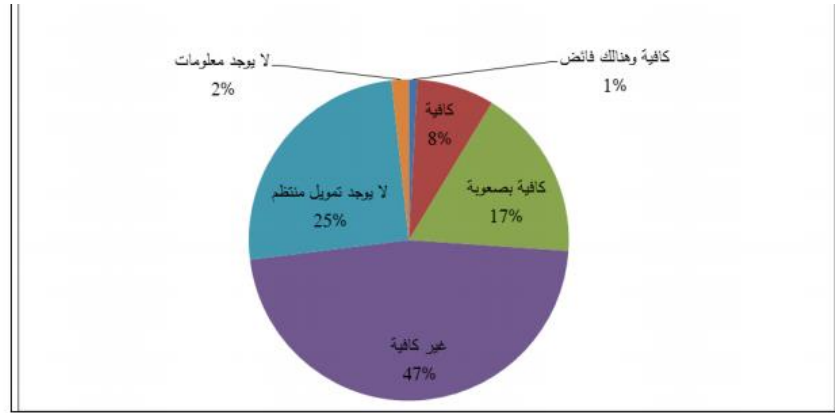


Figure (3.2): The adequacy of funding for organization.

3.7 Palestinian Youth Sector:

Youth are a large, important, and a distinct social segment of the Palestinian society. In addition, they are the strength, vitality, continuous source of interest and energy that cannot be ignored. Youth are also the foundation of the future and the nation's wealth that surpasses all other resources. Therefore, they must plan to meet their changing needs by providing programs, projects, and activities to meet these needs. Youth's vital role in the development of society was formally recognized by the United Nations in General Assembly Resolution 2037, which stated that youth play an important role "in every field of human development, as youth is a power of change, and empowering is the first step for developing the society."¹⁸⁶ Youth constitutes one- third of the Palestinian society. Based on the Palestinian central of bureau of statistics, which was conducted in 2017, the percentage of youth (15-29) years in Palestine was 30% of the total population, distributed by 36% in the age group (15-19) years and 64% in the age group (20-29) year.¹⁸⁷

Palestinian youth suffer in most aspects of their life, they suffer from being marginalized (half of them are girls) in Palestine, some ratios about the adolescent girls represent approximately 23% of the total population. Refugee youth: 40% of refugees are

¹⁸⁵ <http://index.cso-index.net/wp-content/uploads/2016/08/Second-Draft-Report-25-8-16-1.pdf.P34>. مجلس تنسيق العمل الاهلي. 2016. مقياس المجتمع المدني الفلسطيني.

¹⁸⁶ UN. 2018. *YOUTH 2030*. UNITED NATIONS YOUTH STRATEGY, United Nation

¹⁸⁷ Palestinian central of bureau of statistics. (2017)

under the age of 15 years. Poor youth: approximately 25.8% of Palestinians youth live in poverty. Ex-detainees, Young Palestinians can be vulnerable to Israeli arrest operations, there are 340 Palestinian children out of a total 7000 Palestinian prisoners in Israeli prisons, many without trial or conviction, and Bedouin youth: approximately 40,000 Bedouins in the oPt . While this list is not exhaustive, many factors changed always in any analysis about youth in Palestine.¹⁸⁸

3.7.1 Challenges Faced Youth in Palestine

Youth sector in the Arab region in general, and in Palestine in particular, is an issue that needs a lot of studies and researches, as youth have the ability to think, change, and innovate. As youth is half of the present and all of the future. Therefore, all types of support should be provided to empower them at all levels.

Youth have physical and mental characteristics, which make them the first engine of social change. Youth is the most important human resource in a society that lacks natural resources like Palestinian society, Palestine characterized by a ‘youth bulge, With the high fertility rate in both West Bank and Gaza, Palestinian youth are therefore a wealth to be preserved and empowered.

The empowerment of Palestinian needs many and many plans and support, especially that, the rapidly increasing in youth population can cause extreme stress on our underdeveloped infrastructure, and a missed opportunity from non-exploiting them. According to the recent study conducted by UNFPA’s consultant, youth population will be more than double by 2050, and increase by a million by 2030, which may constitute a demographic threat or a great opportunity for the future if it's managed efficiently.¹⁸⁹

This segment requires a great effort from decision-makers and policy-makers, to involve youth in the process of change, and development. In Palestine, the data of 2017 showed that less than 1% of youth work in decision –making positions, and the high rate of

¹⁸⁸ Nanki Chawla, 2017 *YOUTH IN PALESTINE*. United Nations Fund for Population Activities(UNFPA) publication., Beit Hanina: UNFPA Palestine.

¹⁸⁹ Chawla, *YOUTH IN PALESTINE*, UNFPA Palestine.

unemployment showed that Palestinian youth do not have the opportunity to develop their society.¹⁹⁰

In general, youth in Palestine suffer from problems that prevent them from achieving their aspirations. These problems may be internal and external challenges in the political, social, and economic aspects. The youth sector in Palestine suffers from a wide range of problems and challenges like:

1. The political instability comes from the Israeli occupation, the imposition of a security siege and closures.
2. The economic instability is almost completely because of the occupation and its impact on the social and economic conditions of Palestinian youth.
3. The weakness of the Palestinian economy, lack of resources, lack of employment opportunities, chronic unemployment resulting from poor planning, unequal distribution of wealth, unequal opportunities, lack of social justice, and the proliferation of consumer culture.
4. The educational system does not meet the needs of Palestinian youth.
5. The lack of clarity of youth's political options and political participation absence.
6. Lack of legislation, which ensures the youth role in society.
7. Lack of youth dialogue and marginalization.
8. Fanaticism, extremism, and problems of identity and belonging.
9. Unemployment and poverty in Palestine.¹⁹¹ Unemployment as main problem that Palestinian youth suffers from it.

According to the 2017 Population, Housing and Establishments Census data. The youth unemployment rate increased in 2017 among individuals (15-29 years), as it reached 41.0% (33.7% among males and 66.7% among females), and unemployment of youth graduates exceeded 55 %. While, the percentage of households headed by youth (15-29 years) in Palestine was 14.9%, which indicates an increase in the social and economic challenges that face the youth, which make them thinking about immigration, where the

¹⁹⁰ (PCBS), Palestinian Central Bureau of Statistics. 2018. *International Youth Day*. The situation of the youth in Palestine, Ramallah: Palestinian Central Bureau of Statistics.

http://www.pcbs.gov.ps/portals/_pcbs/PressRelease/Press_En_12-8-2018-youth-en.pdf

¹⁹¹ صلاح عبد العاطي. 2005. "الحوار المتمدن". July 19 .m.ahewar.org ".
r=0&

results of the Palestinian Youth Survey 2015 showed that about 24% of the individuals (15-29 years) in Palestine has a desire to emigrate¹⁹².

A Previous Study of the role of planning in the development process of Palestinian youth institutions, emphasized that youth face that challenges, and it address them in more details and examples as,

Economic problems Such as the deterioration of the economic situation generally. The low salaries of newly employed staff, the low wages of workers within the Palestinian territories, Inability to pay university fees, the denial of youth participation in activities and programs aimed at young people because of the high costs of these activities, and the lack of employment opportunities for graduates. Which led to increasing the unemployment rate among youth.

Educational problems like, schools' Problems, overcrowding, lack of scientific laboratories, computer labs, and libraries. Moreover, the higher university costs of university, lack of vocational training centers, the centers available in the Palestinian territories are limited mostly to traditional specialties that do not meet the needs of the Palestinian labor market.

Health problems include psychological diseases. the difficulty of the security conditions that create a bad psychological situation lead youth to isolation, nervousness, and the decline in all aspects of self-development. In addition, the negative effects of early marriage on health.

Social problems: customs and traditions that affect the parents' acceptance of their son's participation in some activities; especially if it has mixed, lack of awareness among parents about the importance of the programs and services provided through by youth centers, and weaknesses of the awareness programs about the phenomenon of early marriage and its risks.

Cultural aspect: absence of entertainment in rural communities and small towns, as public parks and libraries, lack of youth and women's centers in the West Bank, especially that

¹⁹² (PCBS), Palestinian Central Bureau of Statistics. 2018. *International Youth Day*. The situation of the youth in Palestine, Ramallah: Palestinian Central Bureau of Statistics.
http://www.pcbs.gov.ps/portals/_pcbs/PressRelease/Press_En_12-8-2018-youth-en.pdf

the majority of them is in the center, and the lack of sports centers for girls.

Problems involving youth political participation, including, the law prohibits all young people from being eligible to vote for the Palestinian National Authority and the Legislative Council. The participation of young people in the executive authority is limited; an absence from any leadership position, and lack of direct legislation that addresses and regulates the role of youth in society.¹⁹³

3.7.2 Needs of Palestinian Youth

Arab and international studies targeting the youth whose needs are growing. The society should expose them and met, according to the study of the needs of Palestinian youth in Palestinian universities in the northern governorates, which is conducted by Abdullah Dawood Youth Foundation, (Wa'ed), they divided the youth's needs into six fields and suggest solutions to overcome that challenge, as follows:

1. Youth's needs in the academic, education and training fields like: reducing tuition fees, open vocational training centers, providing science laboratories, computer labs, libraries, support and encourage charities that deals with youths' affairs, construction of public libraries in most localities, work on developing the spirit of creativity and scientific research, and providing entertainment.
2. Youth needs in the cultural and sports fields: Create sports facilities for girls and involve them in the sports movement, Support, and rehabilitation of sports and cultural clubs, Conduct research and studies related to youth, and providing with a research center that interested in youth and their problems.
3. Youth's needs in the area of political and social participation, like: creating a representation of youth in the Legislative Council, and enable young people to communicate with decision- makers in an organized and effective manner.
4. Youth's needs in the field of work and empowerment, like, developing the youth's capacities, cooperation and networking among local youth institutions, give them the opportunity to propose a change in their area, establish a youth network to link between different youth institutions. Activate the student role councils in universities. Encourage language of dialogue and freedom of opinion and

¹⁹³ خالد اسعد. 2009، التخطيط لدى المؤسسات الشبابية في فلسطين ودوره في العملية التنموية (حالة دراسية لمنتدى شارك الشبابي). اطروحة الماجستير في برنامج التخطيط الحضري والإقليمي في جامعة النجاح الوطنية، نابلس: جامعة النجاح الوطنية -كلية الدراسات العليا

expression. Build informative programs and activities. Implement programs and activities that adopt artistic, musical, and cultural youth creations. Attend to youth legal programs that provide youth with their rights and duties in society. Reduce unemployment by providing local employment opportunities through TVET training that provides better opportunities for employment in short time, solve the problem of low salaries, especially for junior employees, and new graduates by applying the minimum wage. Supporting individual and collective youth's projects that work to raise the social and economic youth capacities, and provide the necessary support and guidance in agriculture for rural people.

5. Youth's needs in the field of disability, like: changing the society's perception of disability and changing the disabled's view of itself through various media and awareness programs, implementation of the law about employing disabled persons in institutions. Use technology in training and rehabilitation programs for the disabled. Support the disabled's family physically and morally. And developing the worker's skills in the fields of educational, social, psychological, medical and vocational rehabilitation for the disabled persons.
6. Youth's health and environmental needs, like: attention to mental health, and activation of the Department of Health, Education, and raising awareness of environmental cleanliness.¹⁹⁴

The first needs resulting from the challenges that face Palestinian youth are economic empowerment (including education), due to the high unemployment rate and poor quality of education. Second, civic engagement because of poor youth representation, increasing radicalization, limited decision-making power, and disenfranchisement. Third and fourth, youth need protecting their health and gender, these challenges will be faced through policy and advocacy, knowledge management, capacity development, and service delivery.

To empower youth, there are much services to be done like, work on rehabilitating youth ex-detainees and reintegrate them into society, Focus on vulnerable youth. The annual assessment of the youth's needs and priorities, develop socio-cultural initiatives. Exploit any new technology to communicate between youths, especially the remote areas. Provide small grants to help youths to execute their own projects and generate

واعد. 2017. دراسة إحتياجات الشباب الفلسطيني في الجامعات الفلسطينية في المحافظات الشمالية . رام الله: مؤسسة عبد الله داود للشباب.

employment. The investment training in the productive sectors, encourage youths to enter the growth sectors. Establish vocational training centers, especially for women, conducting training courses for students during their education. Engage youth in the planning, to ensure that the plan will respond to their needs, and engage youth in the volunteerism¹⁹⁵. Most of Youth NGOs consider empowerment types as main strategic goals in their strategic plan, and they tried to execute several types of programs and projects to achieve these goals. Therefore, developing youth NGOs is necessary to support Palestinian youth, which will surely contribute to overcome and mitigate their needs. Youth NGOs must play their role in development, and the first step to do that is empowering young people.

3.8 Youth NGOs Sector:

According to the Ministry of Interior (MoI), the Data concerning NGOs indicates the existence of registered 162 -youth center and sports club- within the authority of the Ministry of Youth & Sports (MoYS)¹⁹⁶.

While the data from the Higher Council for Youth & Sport – Palestine indicates that, the distribution of the active youth centers (excluding clubs) and distributed by region and governorate as:

Table No. 3.2: Number of Active Youth Centers (Active youth NGOs).

| Region | Number |
|------------------------------|--------|
| Ramallah and al-Bireh | 53 |
| Jenin | 12 |
| Tulkarem | 5 |
| Nablus | 19 |
| Qalqeelia | 6 |
| Salfit | 7 |
| Jericho | 4 |
| Beitlahm | 16 |
| Hebron | 11 |
| Total | 133 |

Source: Higher Council for Youth & Sport 2018.¹⁹⁷

¹⁹⁵ Chawla, *YOUTH IN PALESTINE*, UNFPA Palestine.p1

¹⁹⁶ <http://www.moi.pna.ps/NGOs/List> 27/12/18

¹⁹⁷ Higher Council for Youth & Sport – Palestine ,16/12/18, at 12pm.

3.8.1 The Services that NGOs Provided To Youth:

The complex and changeable environment in Palestine is a big challenge for any type of planning, including strategic planning. Through the lifecycle of Palestinian NGOs, they pass the following generations, they begin with relief and welfare generation, move to service provision generation, jump to development generation institutional, then empowered generation, and the final generation is advocacy generation . Local NGOs had practiced several strategy approaches like advocacy strategy, service provider strategy, networking, coordination, consultation and cooperation strategy, institutional, organizational and human resources, development strategy, and awareness building strategy¹⁹⁸.

NGO's programs classified as follow in table (3.3):

Table No. 3.3: NGO's Classified Programs

| # | Program |
|-----|---------------------------------|
| 1. | Child care activity |
| 2. | Charitable aid |
| 3. | Elderly care |
| 4. | Family planning |
| 5. | Cultural, Science |
| 6. | Art |
| 7. | Country development. |
| 8. | Relief |
| 9. | Water Environment |
| 10. | Health services |
| 11. | Research activities |
| 12. | Care of disabled |
| 13. | Job training |
| 14. | Rehabilitation ¹⁹⁹ . |

Source: (Samour 2010, 186)

¹⁹⁸ Masri, *Strategic Framework for Palestinian Charity NGOs*, P60

¹⁹⁹ Samour, *Strategic management*, p75

Moreover, many other like: youth empowerment, gender, women, vocational training, civic engagement, economic empowerment, capacity building and education. Some of the local NGO's previous programs are aimed youth. Youth NGOs classified as institutions that specialized and focus mainly on youth's issues, and the other is for serving youth subtly. Youth NGOs and their attempts to participate in social and economic life summarized as community development, the development is the main goal of the civil society organizations.

Youth NGOs differ in their, size, staff, and capacities in accessing donors and generating funds for their projects and programs.as well as differences in the services that they provided. Youth NGOs provide these main services, Rehabilitation services, Training and capacity building courses, Community Development, Researches and Studies, Culture and Arts, Agriculture, Democratic Governance, Human Rights, Relief, and Strengthening the Spirit of National Belonging.

PNGOs offered several types of programs and services as follows:

Sponsoring entrepreneurs and adopting entrepreneurial ideas, some of Youth NGOs provided technical, theoretical, practical training and follow up with entrepreneurs. About education, youth NGOs contributed significantly to conducting research, advancing new educational tools and approaches for teachers and students, regarding the employment youth. The NGOs executed some initiatives that aimed to offer employment opportunities for youth, as training in handicraft projects, vocational training, communication skills, strategic planning, leadership skills, and trainings in voluntary work as one the most important work that NGOs do, especially with the youth's community, the reality of voluntary work as the study reported is a possible alternative for employment. Youth joins in voluntary work to gain experience and improve their relationships with employers to get jobs,” According to the main finding of Palestinian Youth Survey, 2015 by PCBS, The Percentage of youth (15-29) Years that affiliated with NGOs is 3%, 4.4% from the Gaza Strip, and 2.1% in West Bank²⁰⁰ “. About the civic engagement, some NGOs provide

الجهاز المركزي للإحصاء الفلسطيني، 2015. مسح الشباب الفلسطيني 2016، النتائج الرئيسية. رام الله – فلسطين. ص 133²⁰⁰

activities and training about enhancing the spirit of democracy and raising the awareness about some civic issues, including, elections, decision-making, and leadership²⁰¹.

3.8.2 The role of the local NGO in youth sector development

Youth in the Palestinian society represents a large sector and the most important category in the society that needs care and attention from various official and non-official institutions. They are constituted a high percentage of Palestinian society. This sector is suffering from social, economic and cultural problems. These problems reflect the scarcity of activities provided by the institutions of the society. Providing solutions for these problems is responsible for all institutions in the society, included non- governmental organization; as an effective partner in the development. The NGOs is not only an alternative to the state in providing services, but they must be involved in the formulation of care policies for these services, they must play their role in youth development, youth development is one of the most important development in society, as youth is the main source of societal power.

According to the study about the role of Palestinian civil society, organizations in the youth care; socially, politically, economically and culturally in Gaza governorate . It addressed this subject in different scopes, in the social field, Palestinian civil society seeks to increase community awareness about the role of youth in the society and their needs. In the political field, it works to strengthen the National affiliation for Palestinian youth and awareness about their political rights. In the economic field, it works to provide job opportunities through developing financial and managerial skills for youth. Moreover, and in the cultural field, they work to develop the skills and abilities of youth and their knowledge in various sciences and knowledge to support the cultural identity of Palestine.

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In previous studies about the Youth, their institutions, their frameworks, their projects, and their youth clubs emphasized that role, through clarifying the objectives of youth institutions:

²⁰¹ William, Hashweh, Awashreh, and Auten, *Assessment of the Youth Sector*.P46

²⁰² د. زكي رمزي مرتجى. 2012. "دور منظمات المجتمع المدني الفلسطيني في رعاية الشباب بمحافظة غزة." بحث مقدم الى مؤتمر الشباب والتنمية في فلسطين: مشكلات وحلول . غزة: الجامعة الاسلامية

There are various non-government youth organizations including clubs, frameworks, projects, and youth institutions. Most of them agreed on their objectives in serving youth at:

1. The national level, Youth NGOs are conducting projects to support the national rights of the Palestinian people by establishing independent Palestinian states, enhance the national youth affiliation, and resisting normalization with "Israel".
2. At the educational level, meet the needs of different schools, reduce university fees, modernize universities, and build institutes and vocational centers. Holding training courses in technical and vocational aspects.
3. At the social level, youth NGOs aimed to increase the community awareness to protect Palestinian youth from social problems and disease.
4. At the cultural level: Youth institutions work to raise the intellectual and cultural levels of youth, to revive and preserve the Palestinian folklore.
5. Community and volunteer work ,Youth institutions promote youth initiatives that contribute to the public interest.
6. At the economic level: Youth institutions aim to provide economic assistance to families affected by Israeli policies, solve the problem of unemployment, work to absorb graduates, in addition to providing scholarships and treatment.²⁰³
7. At sports, health and entertainment level, Youth NGOs works to construct playground areas, forming sports teams, organizing sports. Recreational, scientific, artistic, social, and cultural programs such as summer camps, holding training courses for youth in some professions such as carpentry, knitting, a session for physical and psychological health, and so on.

PNGOs need to be supported by socially, politically, economically and culturally caring for youth, establishing an electronic social communication website among Palestinian youth, and introducing entertainment activities and programs, the necessity to involve the young people in political life, show youth problems in the media, working to provide scholarships for postgraduate studies, improving the youth's technological skills and increase their awareness about the environmental problems.²⁰⁴

²⁰³د. عمر رحال. 2006. الشباب والمؤسسات والأطر والمشاريع والنوادي الشبابية. بحث مقدم إلى منتدى شارك الشبابي، رام الله: مركز إعلام حقوق الإنسان والديمقراطية شمس. ص 43-ص 44.
 عن الأحمد، صالح، "أهمية العمل التطوعي"، مجلة الواحة، العدد 9، أيلول 2000
²⁰⁴د. زكي رمزي مرتجى. 2012. "دور منظمات المجتمع المدني الفلسطيني في رعاية الشباب بمحافظة غزة". بحث مقدم إلى مؤتمر الشباب والتنمية في فلسطين: مشكلات وحلول. غزة: الجامعة الإسلامية.

Effective planning and attempting to improve their quality for good programs and services will have a positive impact on the trust between NGO and youth. The Programs that do not support youth and do not support their actual growing needs will result in a loss of trust between youth and their NGOs. The NGOs seem to gain youth's trust based on what they actually offer youth. In other hand, many programs and initiatives attempt to offer good projects, but this strategy may fail because of the modified funding condition, or the size of services provided are not enough the growing youth's number. Sometimes they offer programs that are far away from the youth's needs which resulting that, the majority of youth do not trust them, as they are incapable of meeting their needs.²⁰⁵

3.8.3 Challenges Confronting Youth NGOs in Palestine:

Several problems and dilemmas hinder youth NGOs from achieving their objectives. A previous study about the role of the planning in developing the youth institutions mentioned some of these challenges:

- 1- Financial problems since most of the youth activities require high budgets to be implemented, and the majority of programs implemented through local NGOs that rely on external funding, which weakness the sustainability of these programs.
- 2- The absence of the Palestinian development vision since most programs and activities are suffering from a shortage of character development.
- 3- Most youth programs are programs directed towards youth, not emanating from them. They are not depending on youth's participation in the identification of their needs, planning, and implementation.
- 4- Political party control over youth clubs.
- 5- Lack of caring with disabilities youth.
- 6- Poor coordination and networking between NGOs that operating in the youth sector, which leads to duplication of programs and services.
- 7- The siege and closure imposed on the Palestinian territories by occupation have hindered the implementation of programs and access to rural communities.
- 8- The concentration youth NGOs in the city more than in the countryside.

²⁰⁵ William, Hashweh, Awashreh, and Auten, *Assessment of the Youth Sector*, P43

9- Lack of specialized trainers for youth²⁰⁶**3.9 SWOT analysis for Palestinian youth NGOs:**

Through the interviews, observations, previous studies, like (Masri 2014) and (NGO Development Center (NDC) 2014) the researcher conducts a SWOT analysis (see section 2.2.12.1) for the Palestinian youth NGOs. SWOT analysis is depending on many strategic formulations related to Palestinian NGOs sector

| | | |
|---|--|--|
| <p style="text-align: center;">Internal Origin Attributes of the organization</p> | <p>Strength: The internal strength points summarized as most of local NGOs have:</p> <ol style="list-style-type: none"> 1. Qualified and committed staff. 2. Administrative boards with good experience in civil work. 3. Good reputation for local NGOs. 4. Ability to manage funds effectively. 5. Systems and guides are updated always. 6. Variety, quality, and creative programs and services. 7. Good relationship with donors, stakeholders, and government. 8. A committed leadership with a clear vision. 9. Important role of NGOs. 10. Competency and independence of NGOs. | <p>Weakness:</p> <ol style="list-style-type: none"> 1. Limited and non-diversifying financial resources. 2. The programs provided do not meet the large requirements. 3. Dependence on foreign funding, whereas local funding is limited. 4. Most of NGO's stakeholders / staff don't participate in the planning process and strategies formulation. 5. Poor governance especially in recruitment of the funds. 6. Insufficient opportunities for joint action, communication, and interaction between different departments / programs. 7. An impression of a conflict of interest. 8. Having a weak influence on economic development. 9. Weak cooperation, especially between larger NGOs. 10. The absence of supporter and volunteers. 11. The absence of projects that generate income and help in self-financing. 12. Unsustainable services mainly in small and medium NGOs. 13. Mismanagement in some of local NGOs. 14. Lack of clarity of the NGO's objectives from the beginning. |
|---|--|--|

²⁰⁶ خالد اسعد. 2009. التخطيط لدى المؤسسات الشبابية في فلسطين ودوره في العملية التنموية (حالة دراسية لمنندى شارك الشبابي). اطروحة الماجستير في برنامج التخطيط الحضري والإقليمي في جامعة النجاح الوطنية، نابلس: جامعة النجاح الوطنية -كلية الدراسات العليا .

| | | |
|--|---|---|
| <p style="text-align: center;">External Origin Attributes of the organization</p> | <p>Opportunities:</p> <ol style="list-style-type: none"> 1. The advocating parties in Islamic and Arab world, who are supporting Palestinians and offer donations without conditions in general. 2. The support from government ministries especially the ministry of social affairs in most projects. 3. Complementary cooperation between NGOs in providing services. 4. Demographic improvement and changes. 5. The role of local universities in providing new programs in the fundraising for NGOs sector, through providing them with qualified students that they have the ability to create a change. | <p>Threats:</p> <ol style="list-style-type: none"> 1. Occupation, increase pressures on NGOs caused the suffocating siege and limited the ability to execute NGO's projects. 2. Internal political division between Hamas and Fatah, which leads to close several NGOs. 3. International funding is tied up with political situation. 4. Limited and declining funding sources. 5. The global economic situation, and the situation in the Arab World. 6. Competition for fundraising projects among NGOs. 7. Constant intervention by PNA in NGOs activities. 8. High probability of exposure to funding pressures associated with the political situation. 9. Increase poverty and unemployment rates. 10. Population growth increases the pressures to provide basic services. 11. Constant change in donor's priorities. 12. Corruption threat. 13. Non-compliance to laws and regulations. |
|--|---|---|

3.10 Summary:

Palestinian NGOs moved from relief to the provision of services, and this was a good step in their history. They became a complementary partner for state institutions in development.

The NGO provided their service to the different sectors, one of them is the youth sector, they rely on that, youth is the future of Palestine, and they have inherent powers that enable to make the change, Palestinian youth NGOs believe that youth have a role in the development and they have to do it.

In spite Palestinian youth NGOs faced several types of challenges that prevent them from providing sustainable services, but they try to do that through their relying on the strategic planning as a comprehensive approach, it represents a road map to direct them where they must go, and it represents also general framework containing their priorities.

Therefore, the youth NGOs practice strategic planning and embed their plan most of the risks that prevent them from achieving their programs.

However, to what extent they implement their strategic plan in an effective way, and to what extent they manage their risks and threats, this what will be discovered in the following chapter.

CHAPTER 4

4. RESEARCH METHODOLOGY

5.1 Introduction

This chapter will present and identify the research methodology and related section outlining the research questions, research strategy, research method, research approach, data collection methods, sample selection, research process, type of data analysis, ethical considerations, and research limitations.

5.2 Research Questions

The research focused on finding the responses for the following questions:

Main Question:

What is the extent of integrating risk management into the strategic plan for Palestinian youth NGOs?

Sub Questions:

1. To what extent do the Palestinian youth NGOs implement strategic planning effectively?
2. To what extent do the Palestinian youth NGOs implement the risk management effectively?
3. Do the youth NGOs have clear implemented risk management plan?
4. Is Palestinian youth NGOs management aware of the importance of having strategic plans?
5. Do the Palestinian NGOs strategic plans include the risk management process concerning possible risks?
6. What is the level of implementation of Strategic planning according to organization's age, organization's size, respondent's position, and Region?
7. What is the level of applying risk management process regarding to organization's age, organization's size, respondent's position, and Region?

5.3 Research Method:

In this study, descriptive analytical study was used to answer the research questions and collect data to analyze them; a mixed research approach (qualitative & quantitative) was used.

5.4 Research Strategy:

The research strategy was adopted as a cross sectional research based on a case study of the Palestinian youth NGOs, to fulfill study objectives. Questionnaire (Appendix No 4) was distributed on the target group “youth NGOs” to study their context regarding their Risk Management Plan, Strategic Plan, and common risks and challenges which face the Youth organization in Palestine.

Besides the case study, numerous pieces of previous academic research exist regarding the risk management and the strategic planning approaches in promoting and managing challenges, risks and determining of some reasons behind each challenge/risk.

The research model contains moderate variables: the organization’s size, organization’s age, respondent’s position, and the region.

Strategic planning implementation: dependent variable.

Risk management: independent variable

5.5 Source of Data & Data Collection Method:

First, secondary data

The researcher began collecting data on the same topic and websites from books, research, articles, theses, publications, journals, reports, and past research. Furthermore, reading some of the old and new strategic plans of some local NGOs to ensure that they incorporate risk into their strategic plan.

Second, primary data

Structured interviews have been used for the purposes of this study in depth. The objective is to identify the background of the participant with regard to risk management,

the integration of risk management into the strategic plan, opinions on the implementation of the strategic plan and the common major risks that the organization may face during the implementation of the projects.

In addition, the second data collection tool developed for the study purpose? The questionnaire has been distributed to youth NGOs from Palestine. This questionnaire was addressed to general managers /executive managers, heads of department, staff, strategic planners and risk managers in youth NGOs.

5.6 Population of the Study:

The target population for this research consists of all CEOs, general managers, executive managers, strategic planners, risk managers, and any employee involved in strategic planning and risk management processes in youth NGOs providing partial or specialized services to youth in West Bank.

Palestinian Youth NGOs that are surveyed consist of:

First, youth NGOs that are specialized for youth only, “registered in the ministry of interior (MoI) and belong to Higher Council for Youth & Sport 2018 as their ministry of specialization. The total number of Youth centers is 133 NGO distributed as the table below:

Table No. 4.1: Number of youth NGOs.

| Region | Number |
|-----------------------|------------|
| Ramallah and al-Bireh | 53 |
| Jenin | 12 |
| Tulkarem | 5 |
| Nablus | 19 |
| Qalqeelia | 6 |
| Salfit | 7 |
| Jericho | 4 |
| Beitlahm | 16 |
| Hebron | 11 |
| Total | 133 |

Source: Higher Council for Youth & Sport 2018.²⁰⁷

²⁰⁷ Higher Council for Youth & Sport – Palestine ,16/12/18, at 12pm.

Second, Palestinian Youth NGOs that are providing services to youth partially as the civil society index is 77.

The target population specifications are as follows:-

- a) Provide one service or more for youth, have programs special for youth in any field.
- b) Youth NGOs that their registration ID is a development organization, carried the development specification in implementation of economic, social and cultural development programs
- c) Registered in MoI.

The number of these youth organization according to ‘The Civil Society Index 2016 “, distributed as the table below:

Table No 4.2. :Number of youth NGOs.

| Region | Number |
|-----------------------|-----------|
| Ramallah and al-Bireh | 30 |
| Jenin | 8 |
| Tulkarem | 1 |
| Nablus | 5 |
| Qalqeelia | 7 |
| Salfit | 6 |
| Jericho | 1 |
| Beitlahm | 13 |
| Hebron | 6 |
| Total | 77 |

Source: The Civil Society Index, 2016²⁰⁸

The total number of youth NGOs are $133+77= 210$. The study population size is the staff of 210 youth NGOs in West Bank.

The study surveyed the staff of 55 youth NGOs in West Bank. The percentage of the sample size is 26% of the population size.

The study excluded charitable societies, unions, and sports clubs: The study aimed to focus on the organizations with special characteristics, like the development organization and the organizations that are registered only in the MoI, and these characteristics are not achieved in the clubs, unions, or charitable societies.

²⁰⁸ http://index.cso-index.net/?page_id=4422

The reasons behind not reaching the target number were:

1. The limit number of the active NGOs is unobvious because the collecting data was conducted on December, while not all of the youth NGOs introduced their annual reports. Although they are still registered which makes a problem when calculating the population size.
2. Many youth organizations registered under other Ministries.
3. The total number of youth NGO's staff including the sport club's employees and the private sectors.
4. Many organizations depend on volunteers, part-time trainers or employees.
5. Lacking of the instructions provided to the organizations which govern who supposed to take part in strategic planning.
6. Employing external consultants to develop their strategic plan.

5.7 Sample Selection:

The study selects the stratified random sample in two stages. The first stage is the analysis of the size of the population, and the study of all its characteristics. Which is the Palestinian youth NGOs.

The second stage is the random selection of the sample according to the characteristics of the study population. The purposeful sampling method was used to develop a sample of the research that belongs to the category of youth service delivery. The size of the sample was 110 respondents, 39 were filed electronically, and 71 were filed manually from 55 youth NGOs.

In addition, the sample respondents who have been selected have a good background about their organizations and the common risks / challenges they face, as well as proven strategic planning process engagement.

5.8 Study Tool

5.8.1 The questionnaire:

5.8.1.1 Method correction:

Some of the result was produced by Likert scale method and the following distribution was used in the correction of questionnaire's paragraphs.

Table No. 4.3: Likert scale

| Always | Frequently | Sometimes | Scarcely | Very rarely |
|--------|------------|-----------|----------|-------------|
| 5 | 4 | 3 | 2 | 1 |

Table No 4.4: Correction Key

| Mean | Degree |
|----------|----------|
| More 3.5 | High |
| 2.5-3.5 | Moderate |
| Less 2.5 | Low |

5.8.1.2 Description of questionnaire:

The questionnaire contains 6 sections with 76 statements toward answer a research questions, and these parts are:

- 1- **Section one:** Contains six statements relating to general personal information about the person responsible for completing the questionnaire (age, position, academic qualification, gender, and year of experience and the role of the respondent in strategic planning or risk management or both).
- 2- **Section two:** Contains 7 statements relating to general information about the organization being surveyed (organization age, number of full-time employees (organization size), strategic planning or not (organization not having a strategic plan was excluded), the provision of services to youth only or to many sectors including youth, type of projects, source of funding and region.

3- **Section three:** Consists of 11 separate indicator perspectives showing the degree / level of implementation of strategic planning in youth NGOs. And these statements are linked to the numbers of the hypothesis (1, 4, 5, 6, 10)

4- **Section four :** consist of two parts

a- Part 1 consists of eight separate indicator perspectives showing the degree / level of the risk management process being applied in youth NGOs. These statements related to testing the number of the hypothesis (3,7,8,9,11)

b- Part number two: consists of four statement linked to one statement (MR6) within the same group, to prove that youth NGOs integrate their risks management procedures into their strategic plan. The hypothesis number (2 ,12)

5- Risk management ranking: consists of 10 common primary risks that may face youth NGOs, and their likelihood and impact for each one.

The researcher uses the following standard scale to measure the impact of these risks:

Table No 4.5. The scale to measure the impact of the risks:

| Insignificant | Minor | Moderate | Significant | Major |
|----------------------|--------------|-----------------|--------------------|--------------|
| 1 | 2 | 3 | 4 | 5 |

The researcher uses the following standard scale to measure the likelihood of the risks:

Table No 4.6: The scale to measure the likelihood of the risks:

| Rare | Unlikely | Possible | Likely | Certain |
|-------------|-----------------|-----------------|---------------|----------------|
| 1 | 2 | 3 | 4 | 5 |

This part help the researcher to rank these major risks according to their score.

Risk score = impact * probability

Section six: consist of nine major risks and challenges.

A- Lack of Funding: consist of 2 statements, each of which is considered a risk involves a lack of funding challenge.

- B- Operational risk: consist of 3 statements, each taking into account the operational risk as a risk.
- C- Mismanagement: consist of 3 statements, each of which is considered a risk involves the mismanagement of the organization.
- D- Failure of strategic planning : consist of 5 statements , each of which considers strategic planning as a reason for failure
- E- Corruption risk: consisting of 3 statements, each considered a risk involving corruption.
- F- Poor governance: consist of 3 statements, each of which is considered a risk involving poor governance.
- G- Reputational risk: consist of 4 statements, each one considers as a reason for reputational risk.
- H- The Troubled Relationship Between Donors and NGOs: consisting of 3 statements, each considered as a reason to disrupt the relationship between donors and NGOs
- I- The troubled relationship between NGOs and government: consist of 3 statements, each considered a reason to disrupt the relationship between government and NGOs.

5.8.1.3 Pilot Study:

The questionnaire of the study was manipulated after a **pilot study** which was made to measure the simplicity of filling the questionnaire and the required time to fill it, also to measure the validity and reliability of questionnaire's paragraphs. After that some questions were deleted.

5.8.1.4 Questionnaire validity:

Validity is the ability of an instrument to measure what is intended to measure.

The validity of the questionnaire was checked by two methods:

5.8.1.5 First: Context Validity:

The validity of the questionnaire was checked by submitting the questionnaire to the supervisors of the researcher and four academic specialists in the field of study, and they reported some modification until the questionnaire reached its final copy and became valid and appropriate for the purpose of the study.

5.8.1.6 Second: Structural Validity:

The structural validity was checked by measuring the Pearson correlation between indicators for each section in the questionnaire .if the indicators are correlated that are accepted as valid.

The results showed that all correlations are statistically significant with P-values less than $\alpha=.05$. This indicates that there is a high internal consistency between paragraphs in the questionnaire, and the instrument to measure what is intended to measure.

5.8.1.7 Questionnaire reliability:

The reliability of the questionnaire was checked by the test of internal consistency and calculate the extraction reliability coefficient (Cronbach's alpha) for each section, and for whole questionnaire is (.901), which is very good reliability coefficient for researches. it is clear in below table that the reliability coefficient of all sections are acceptable and meet the objectives of the study.

Table No 4.7: Reliability coefficients of questionnaire's sections

| Section's Number | Section's Tittle | Reliability coefficient |
|------------------|---|-------------------------|
| 1 | The level of Implementation the Strategic Planning For Youth NGOs | .913 |
| 2 | The Level of applying Risk Management In Youth NGOs | .946 |
| 3 | Risk Management Ranking(Level of Impact) | .879 |
| 4 | Risk Management Ranking (Likelihood of risk occurring). | .826 |
| 5 | Lacking of Funding | .649 |
| 6 | Operational risks. | .602 |
| 7 | Mismanagement risk. | .676 |
| 8 | Lack/ failure/ absence of strategic planning. | .788 |
| 9 | Poor governance. | .60 |
| 10 | Corruption | .640 |
| 11 | Reputational risk. | .723 |
| 12 | The troubled relationship between NGOs and donors. | .755 |
| 13 | The troubled relationship between NGOs and the government | .722 |
| | Total | .901 |

5.8.1.8 Test of Normality:

H0: Sample data are not significantly different from a normal population (data is normal).

H1: The sample data are significantly different than the normal population (data isn't normal).

Kolmogorov-Smirnov test was used to test normality. The mean of each section of Likert scale questions was used to apply the test of normality for data. The results showed that data of The Level of applying Risk Management in Youth NGOs and Risk Management Ranking (Likelihood of risk occurring) sections is normally distributed with P-value .200 and .057 respectively.

Which are more than .05 so we can't reject H0.

However, the other sections in the questionnaire are not normally distributed with P-values less than .05, so we reject the H0. This is clear in below table.

Table No.4.8: Test of Normality

| No. | Section Title | Tests of Normality | | |
|-----|---|---------------------------------|-----|-------|
| | | Kolmogorov-Smirnov ^a | | |
| | | Statistic | df | Sig. |
| 1 | The level of Implementation the Strategic Planning For Youth NGOs | .161 | 103 | .000 |
| 2 | The Level of applying Risk Management In Youth NGOs | .072 | 103 | .200* |
| 3 | Risk Management Ranking(Level of Impact) | .189 | 103 | .000 |
| 4 | Risk Management Ranking (Likelihood of risk occurring). | .086 | 103 | .057 |
| 5 | Lack of Funding | .135 | 103 | .000 |
| 6 | Operational risks. | .131 | 103 | .000 |
| 7 | Mismanagement risk. | .177 | 103 | .000 |
| 8 | Lack/ failure/ absence of strategic planning. | .153 | 103 | .000 |
| 9 | Poor governance. | .166 | 103 | .000 |
| 10 | Corruption/ theft. | .105 | 103 | .007 |
| 11 | Reputational risk. | .197 | 103 | .000 |
| 12 | The troubled relationship between NGOs and donors. | .154 | 103 | .000 |
| 13 | The troubled relationship between NGOs and the government | .190 | 103 | .000 |

5.8.1.9 Survey Responses:

The researcher distributed 174 questionnaires divided by google form as 76, and their Facebook page (electronically), and (98) by hand, 111 questionnaire have been returned from the respondents, one is unusable because they don't answer all questions, and doesn't give useful information.

So the total number of 110 questionnaires from all.

4.9.1 Interviews:

The qualitative approach using by a researcher to gain more knowledge about the integration of risk management into strategic planning in youth NGOs. The researcher conducts the interviews to achieve the qualitative objectives, as the thesis is based on the mixed research approach (Quantitative and Qualitative approach). To achieve the research goals, the researcher chooses structured interview

4.9.1.1 Structured interviews:

The important thing about Structured Interview is to maximize the time of the interview and minimize the bias. Through the structured interview, the researcher will have the exact roadmap to reach the research goals, because the researcher depends on standardized interview questions consisting of specific questions as well as behavioral interview questions and situational interview questions. Some of the interviewees give examples about specific situations happened with their organization .They assured that every project has its risks and challenges, with the existence of the major common risks that most NGOs faced through their daily activities. As shown in Appendix No 3.

The researcher conducted 6 interviews to have answered the research objectives from different perspectives. Three General Managers, two Executive Managers, and one Programs Manager were interviewed. See appendix No.2.

The researcher asked before taking the appointments about the background and the experience and the role of the interviewee in strategic planning and risk management in their organization.

As we mentioned, there are additional questions were made encountered during the interviews. A sample of these questions:

- a) When did you start with strategic planning?
- b) What interventions the organization does to ensure their strategic plan's objectives achievement?
- c) To what extent did you find that strategic planning improves the performance of the organization?

- d) To what extent did you find that strategic planning mitigates the impact of the risks that may face?
- e) What are the challenges facing your organization and hinder the implementation of their strategic plan?
- f) Is the organization responding to these risks?

See appendix no.3

4.10 The limitation and Obstacles:

There are some obstacles that affect the distribution of the questionnaires and collecting data procedure, which surely affects the research itself. Obstacles and problems can be summarized as below:

1-The data collection time was incorrect. The questionnaire was distributed in December 2018, at the end of the year, CEOs and the general managers were busy preparing the plan for the next year, and it was difficult to meet one of the board members. Another reason is the closure of the main roads related to political events that took place in dec.2018, which hindered the researcher from connecting with youth organizations outside Ramallah and al Bireh cities. Since the research conducted a comprehensive survey of all organization that works with youth, either directly or indirectly. This has prevented the questionnaire from being filled out from youth NGOs outside Ramallah and Al Bireh. However, nearly half of the respondents surveyed the number of the organization from Ramallah, but the organizations in the Ramallah and Al-Bireh region are a reflection of the country's youth. Organizations as a representative sample because Ramallah and Al-Bireh are the center of gravity of these organizations. Although in the south and north there are some youth organizations that were contacted by telephone to fill out the questionnaire electronically.

2-Some youth NGOs refused to respond to the researcher and to fill out the questionnaire that was sent to them more than once attached to a letter explaining the research objectives. But no response.

3-Postponing the questionnaire: In many cases, due to lack of time or absence of the responsible employee, the organizations postponed completion of the questionnaire.

4- Another important obstacle is the difficulty in identifying the numbers of each organization's board of directors, general managers, strategic planners, risk managers, or employees involved in the planning process.

4.11 Data Analysis:

The data obtained were analyzed for quantitative data using SPSS (Statistical Package for Social Sciences), the results were presented in detail using tables and charts in chapter five.

4.12 Statistical Analysis:

The data analysis was carried out using version 20 of the Statistical Package for Social Science (SPSS). For all categorical variables, frequencies and percentages were calculated; Median and Mean were used as central trend measurements for Likert-scale variables.

Kolmogorov-Smirnov test was conducted to test the normality distribution of the data.

For normally distributed data **One Way ANOVA Test** was conducted to check the differences of the level of the risk management between groups of: organization's age, organization's size, respondent's position, and region.

For not normally distributed data **Kruskal-Wallis** test was conducted to check the differences of the level of the Strategic planning between groups of: organization's age, organization's size and the respondent's position.

One sample T test was used to check the orientation youth NGOs in the process of implementation strategic planning, level of applying risk management, integration risk management into strategic planning and the challenges and risks that may face.

Correlation: used to test the association between two independent variables.

4.13 Ethical Considerations:

The current study has been subject to certain ethical issues. As mentioned earlier, some participants reported their acceptance of their participation in the study. Some of the Sample respondents refused to meet the researcher due to special reasons their rejection

was fully understood and respected. The aim of asking the participants and taking their permission was to reassure participants that their participation in the study is voluntary and that they were free to withdraw from it at any point and for any reason.

Next, participants were fully informed regarding the objectives of the study, while they were reassured that their answers were treated as confidential and used solely for scientific research.

5. CHAPTER FIVE

5. Findings:

5.1 Introduction:

This chapter displays a description of the population of the study, also addresses the description of the tool of the study and the procedures followed in the implementation, in addition to the statistical treatments used in the analysis of the results..

5.2 Characteristics of the Sample:

The main characteristics of general managers of organizations, heads of department, strategic planners and risk managers in Youth NGOs in the sample, in the West Bank are shown in the below tables and figures.

5.2.1 Gender:

With regard to gender, the results showed that the percentage of women working in NGOs as general managers, department heads, strategic planners and risk managers in Non-Governmental Organizations is 47.7% while the percentage of males is 52.3%.The ages of the most of them is less than 40 years, where 36.4% of them less than 30 years and 36.7% of them is between 30 and less than 40 years, where 10% of the manager is 50 years and above. This is shown in the table 5.1.

5.2.2 Academic Qualifications:

Concerning the academic qualifications 64.5% of the managers have Bachelor degree, 21.8% of them have Master degree and 3.6% of them hold the Ph.D. degree.

5.2.3 Years of Experience:

With regards to the years of experience the analysis showed that 33.6% of managers have experience of 5 to less than 10 years, 21.5% of them have 1 to less than 5 years of experience and 19.1% of them have more that 15years of experience as indicated in 5.1.

5.2.4 Position:

Concerning the position, it is obvious that 32.7% of the respondents is general/executive managers and 22.7% is project coordinators where 3.6% of them is head of department.

5.2.5 The Participation:

According to participation 50% of the respondents are strategic planning participants, and 22.7% of them are risk management participants only, while the percentage about who participated in both is 27.3%, this shown in table 5.1.

Table No.5.1: Characteristics of the Respondents.

| Variable | Classifications | Frequency (%) N=110 | Missing data (%) |
|------------------------|------------------------------------|------------------------|------------------|
| Gender | Female | 47.7% | 1 |
| | Male | 52.3% | |
| Total | | 100% | |
| Age | less than 30 | 36.4% | - |
| | 30-less than 40 | 36.4% | |
| | 40-less than 50 | 17.3% | |
| | 50 years and above | 10.0% | |
| Total | | 100% | |
| Academic Qualification | Tawjihi | 1.8% | - |
| | Diploma | 8.2% | |
| | Bachelor | 64.5% | |
| | Master | 21.8% | |
| | Ph.D | 3.6% | |
| Total | | 100% | |
| Position | General Manager /Executive Manager | 32.7% | - |
| | Deputy Director | 3.6% | |
| | Director of Department | 14.5% | |
| | Head of Department | 3.6% | |
| | Employee | 22.7% | |
| | Project Coordinator | 22.7% | |
| Total | | 100% | |
| Participation | Strategic planning only. | 50% | - |
| | risk management only | 22.7% | |
| | Both | 27.3% | |
| Total | | 100% | |
| Years of experience | 1 to ≤ 5 | 24.5% | |
| | 5 to ≤ 10 | 33.6% | |
| | 10 to ≤ 15 | 22.7% | |
| | 15 years and more | 19.1% | |
| Total | | 100% | |

5.3 General Information regarding the Organization:

The general information about 110 of Youth NGOs in West Bank are shown in table 5.2 and figure 5.1.

5.3.1 The Age of the Organization:

The analysis showed that 61.8% of youth non-governmental organization in the West Bank is aged 15 years and older, while 19.1% of them is aged between (5- 10) years and 10% of them is less than 5 years.

5.3.2 Organization's Size:

The analysis showed that 56.4% have less than 10 full time employees, 21.8% have 10-20 full time employees, where 10% of them have more than 30 full time employees as shown in table 5.2

5.3.3 Organization's Service Sector:

The analysis indicated that 24.8% of the sample organizations only provide services to the youth sector, only while 75.2% supplied many sectors including Youth with different types of services.

The study excluded each organization that doesn't have strategic plan.

All organizations in the sample which was selected have **a strategic plan.**

5.3.4 The Region:

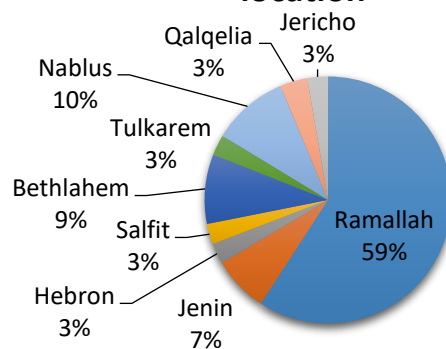
The analysis showed that 59.1% of the youth NGOs is allocated in Ramallah, 9.1% in Bethlehem, 10% in Nabulus and 2.7% of them in Jericho, as shown in table 5.2.

Table No.5.2: General characteristics of the organizations

| Variable | Classifications | Frequency (%) N=110 | Missing data (%) |
|-------------------------------|-------------------|------------------------|---------------------|
| Organization's age (years) | Less than 5 | 10.0% | - |
| | 5-less than 10 | 19.1% | |
| | 10-less than 15 | 9.1% | |
| | 15 years and more | 61.8% | |

| | | | |
|--------------------------------------|------------------------------|--------|---|
| Total | | 100% | |
| Organization's size (# of employees) | less than 10 | 56.4% | - |
| | 10 to 20 | 21.8% | |
| | 21 to 30 | 11.8% | |
| | 30 and more | 10.0% | |
| Total | | 100% | |
| Organization services sector | Youth sector only | 24.8% | 1 |
| | many sectors including Youth | 75.2% | |
| Total | | 100.0% | |
| Having strategic plan ^a | Yes | 100% | |
| | No | 0 | |
| Total | | 100% | |
| Region | Ramallah | 59.1% | - |
| | Jenin | 7.3% | |
| | Hebron | 2.7% | |
| | Salfit | 2.7% | |
| | Bethlehem | 9.1% | |
| | Tulkarem | 2.7% | |
| | Nablus | 10.0% | |
| | Qalqeelia | 3.6% | |
| | Jericho | 2.7% | |
| Total | | 100% | |

Figure No.5.1: Sample distribution based on location

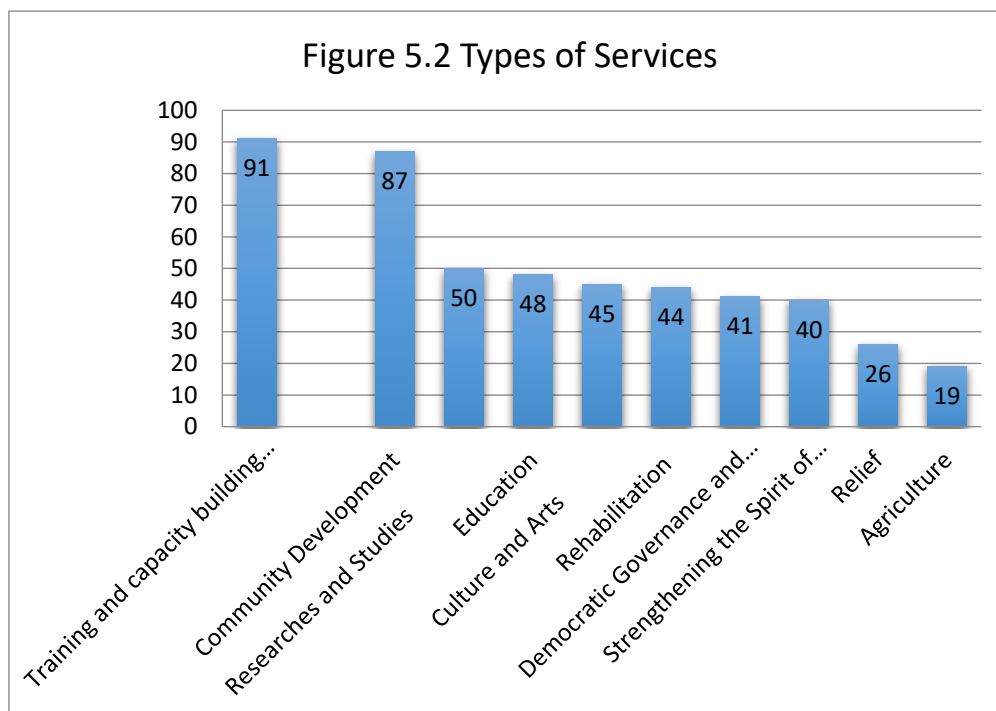


Results showed that 82.7% of youth non-governmental organization provide training and capacity building courses, 79.1% of them provide community development services, 23.6% of them provides relief services and 17.3% of them provides agriculture services, as it is shown in table 5.3.

Table No.5.3: Type of projects provided by the organization for Youth

| No. | Type of project | Frequency (%) N=110 |
|-----------|--|------------------------|
| 1 | Training and capacity building courses | 82.7% |
| 2 | Community Development | 79.1% |
| 3 | Researches and Studies | 45.5% |
| 4 | Education | 43.6% |
| 5 | Culture and Arts | 40.9% |
| 6 | Rehabilitation | 40.0% |
| 7 | Democratic Governance and Human Rights | 37.3% |
| 8 | Strengthening the Spirit of National Belonging | 36.4% |
| 9 | Relief | 23.6% |
| 10 | Agriculture | 17.3% |

The result showed that, most programs, which are provided to the youth organization are training and capacity building courses, and community development projects, this can be led to the following conclusion as: “there is no real, sustainable and authentic development in education or agriculture”.

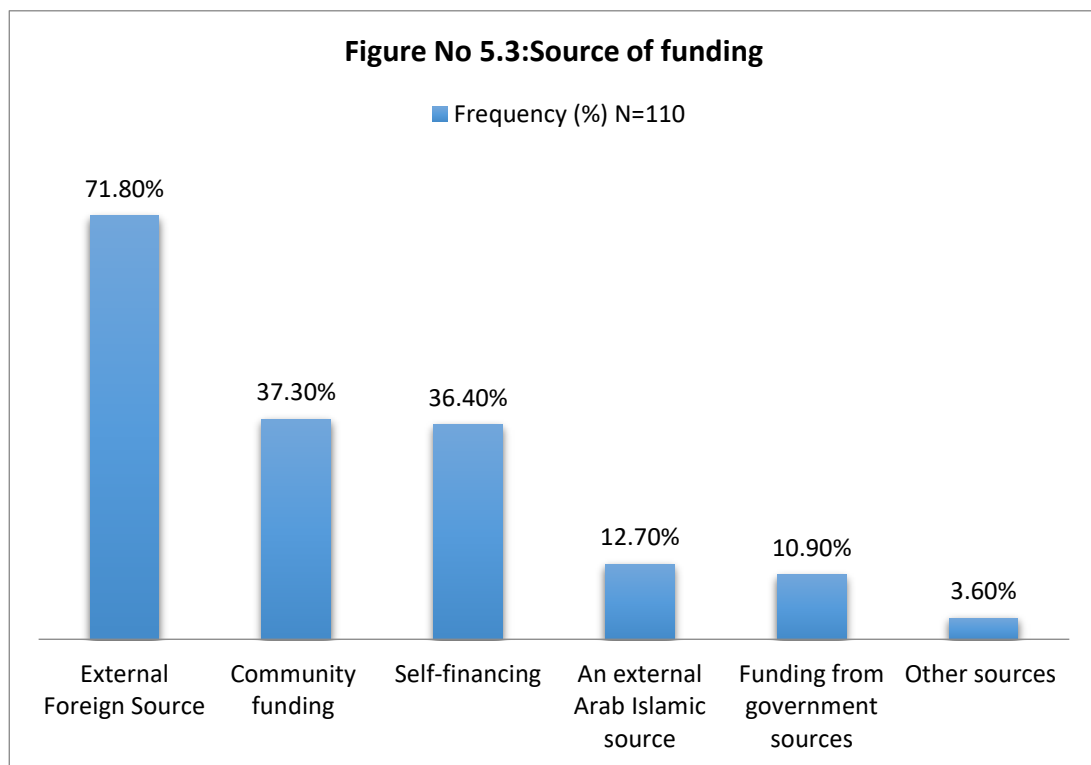


5.3.6 Source of Funding:

The results showed that 71.8% of funding depends on external foreign sources, 37.3% is from the community funding, 10.9% relies on governmental sources and 3.6% relates to other sources, as shown in table 5.4.

Table No.5.4: the Sources of funding

| No. | Source of funding | Frequency (%) N=110 |
|------------|---------------------------------|--------------------------------|
| 1 | External Foreign Source | 71.8% |
| 2 | Community funding | 37.3% |
| 3 | Self-financing | 36.4% |
| 4 | An external Arab Islamic source | 12.7% |
| 5 | Funding from government sources | 10.9% |
| 6 | Other sources | 3.6% |



This can lead to the following conclusion that: “Youth NGOs rely on external funding which can be considered as a real risk with high percentage if the funding case has been suspended, frozen, cut off. Etc.

5.4 The Results of the Study:

5.4.1 Section Three: The level of Implementation the Strategic Planning in Youth NGOs.:

The results showed that the overall level of Youth NGO Strategic Planning Implementation is high with a mean of 4.18. The indicators include the levels of strategic plan with clear and understandable mission, vision, and values. Moreover, having a clear

strategic objective agreed on by all stakeholders, with means 4.7, 4.58, respectively. In addition, the level of financial resources available to implement their strategic plan is high at average 3.61, as indicated in table 5.5. This result aligns with the structured interviews that were conducted in this regard. Section 5.7 discusses this issue in more detail.

Table No.5.5: The level of Implementation the Strategic Planning in Youth NGO.

| No. | Paragraph | Median | Mean | Level | Standard deviation |
|-----|--|-------------|------------|-------|--------------------|
| 1 | The organization has a clear, understandable and written mission, vision and values. | 5 | 4.70 | High | .711 |
| 2 | The organization has clear strategic objectives that all stakeholders agreed upon them. | 5 | 4.58 | High | .759 |
| 7 | Management is aware about the importance of strategic planning | 5 | 4.53 | High | .832 |
| 5 | The staff is involved in the preparation of the strategic plan. | 4 | 4.25 | High | .851 |
| 8 | The organization chooses the appropriate strategy to achieve its objectives in proportion with the continuous increase in service demand | 4 | 4.24 | High | .860 |
| 3 | The organization has qualified and trained cadres that are needed to develop and implement the strategic plan. | 4 | 4.14 | High | .818 |
| 9 | The organization assesses the internal and current status of the organization in terms of identifying its strengths and weaknesses points. | 4 | 4.13 | High | .930 |
| 6 | The organization adheres to the time horizon specified for each goal | 4 | 4.05 | High | .861 |
| 11 | The organization relies on continuous monitoring and evaluation process of their strategic performance | 4 | 3.94 | High | .931 |
| 10 | The organization conducts a comprehensive environmental survey before preparation of the plan, to assess the opportunities and threats that might face it. | 4 | 3.82 | High | .988 |
| 4 | The organization has available financial resources to implement their strategic plan. | 4 | 3.61 | High | .920 |
| | Total degree | 4.27 | 4.2 | High | .63044 |

- **One sample T Test** was carried out here to show “if the youth NGOs are well oriented towards the implementation of strategic planning”. The comparison will be held based on 3.5 value, which is considered as a high level as the correction key identified above, see Table 4.4: Correction Key-chapter 4.

The result of one sample T test regarding the implementation of risk management is significant with $p < 0.05$, which means that, “There is a significant difference between sample and value 3.5, so youth NGOs have a positive orientation toward the implementation of strategic planning”.

Table No 5.6: One Sample T Test for the Implementation of the Strategic Planning level.

| One-Sample Test | | | | | | |
|-----------------------|------------------|-----|-----------------|-----------------|---|-------|
| | Test Value = 3.5 | | | | | |
| | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| Strategic Plan | 11.291 | 108 | .000 | .68182 | .5621 | .8015 |

5.4.2.1 Section Four- part 1- Level of applying Risk Management in Youth NGOs.:

The analysis showed that the level of applying Risk Management in Youth NGOs is **high** with a mean of 3.67. The indicators include: organization taking preventive measures to prevent the occurrence or recurrence of risk. And the organization uses measures to control the impact and the probability of the risk is high with means 3.95, and 3.86 respectively .where the level of implementation a risk management policy after the risk occurs is moderate with mean 3.45, this can be concluded as: “the youth NGOs applying risk management effectively as the result emphasized on this”, table 5.7 summarizes that.

Table No.5.7: Level of Applying Risk Management in Youth NGOs

| No. | Paragraph | Median | Mean | Level | Std. deviation |
|------------|--|--------|------|---------|----------------|
| RM1 | There is a risk management plan that includes risk identifying, analyzing, mitigation and response for the possible risks. | 4 | 3.94 | High | .911 |
| RM2 | The organization uses measures to control the impact and the probability of the risk. | 4 | 3.86 | High | .883 |
| RM3 | The management of the organization adopt preventive measures to prevent the occurrence or recurrence of risk. | 4 | 3.95 | High | .932 |
| RM4 | There is a coordination between the management and the risk officer, to ensure the implementation of decisions and non-conflict of procedures. | 4 | 3.84 | High | .982 |
| RM5 | The Risk Manager will always review and monitor the risk profile. | 4 | 3.53 | High | .955 |
| RM7 | The organization implements risk | 4 | 3.45 | Moderat | 1.098 |

| | | | | | |
|-------------|--|---------------|-------------|-------------|---------------|
| | management policy after the risk occurs. | | | e | |
| RM11 | The risk management officer analyzes the risk to determine the extent of the impact and the probability of each risk | 4 | 3.78 | High | .97097 |
| RM12 | The risk officer assesses and arranges the risks to determine the score of them. | 4 | 3.76 | High | .95713 |
| | Total degree | 3.8571 | 3.80 | High | .80680 |

- **One sample T Test** was conducted to show if “the Youth NGOs have good orientation toward applying the risk management plan” the result will be compared with the mean and the value of 3.5. More than 3.5 value is high level as the correction key identified **table 4.4: Correction Key- chapter 4 explained that in details.**

The result of one sample T- test concerning the application of the risk management plan is significant with $p < 0.05$, which means that “there is a significant difference between sample mean and the value of 3.5, so youth NGOs have a positive orientation towards the application of the risk management plan”

Table No 5.8: One Sample T Test Result

| One-Sample Test | | | | | | |
|------------------------|-------------------------|-----------|-----------------------|------------------------|--|--------------|
| | Test Value = 3.5 | | | | | |
| | T | Df | Sig.(2-tailed) | Mean Difference | 95% Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| Risk management | 3.587 | 109 | .001 | .26932 | .1205 | .4181 |

5.4.2.2 Section Four part 2 - Integration of Risk Management into Strategic Planning:

The results indicated that, “The strategic plan of the organization includes a plan to manage the potential risks facing organizations with a high mean of 3.57, where the organization practices a risk management approach as a proactive, not moderately reactive approach with a mean of 3.34”. This result aligns with the participants responses to the interviews questions. Section 5.7 highlighted some of the participants responses, see table 5.9 for more clarifications.

Table No.5.9: The Integration of Risk management into strategic Planning

| No. | Paragraph | Median | Mean | Level | Std. deviation |
|-------------|---|---------------|-------------|--------------|-----------------------|
| RM6 | The organization's strategic plan includes the plan to manage the possible risks before they occur. | 4 | 3.58 | High | 1.026 |
| RM9 | The risk management officer analyzes each strategic objective to reach the risk that may affect the achievement of this objective. | 4 | 3.60 | High | 1.110 |
| RM10 | The organization uses strategic analysis tools such as the SWOT model to predict the threats and opportunities that the organization may face and affect its strategic objectives | 4 | 3.75 | High | 1.129 |
| RM13 | The organization practices a risk management approach as a proactive, not reactive approach. | 4 | 3.34 | Moderate | .99942 |
| RM14 | The risk officer analyzes the risks by putting all scenarios and assumptions that may occur and how response these scenarios | 4 | 3.609 | High | 1.00545 |
| | Total degree | 3.6667 | 3.57 | HIGH | .80262 |

- Again, **one sample T Test** was conducted to show “if the Youth NGOs have good orientation towards integrating the risk management plan into their strategic plan”. The results were compared with 3.5 value, as more than the 3.5 value is high as identified by the **correction key identified, table 4.4: Correction Key** explained that in-depth.

The result of one sample t test showed that, “there is no significant difference between sample mean and the 3.5 value of the integration risk management plan in their strategic plan” which means that, “youth NGOs haven’t a positive orientation towards the integration risk management plan process in their strategic plan”.

Table No 5.10: One Sample T Test

| One-Sample Test | | | | | | |
|-----------------------------|------------------|-----|-----------------|-----------------|---|-------|
| | Test Value = 3.5 | | | | | |
| | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| Risk management Integration | .938 | 109 | .350 | .07636 | -.0849- | .2377 |

5.4.3 Section Five

5.4.3.1 Risk Management Ranking (Level of Impact):

The analysis; according to the level of impact of risk management ranking; showed that, “lack of funding is the highest risk for organizations with mean 4.29, also the level of reputational and political risk is high with means 4.07 and 4.01 respectively. Where the level of operational risk with mean 3.15 is moderate, as summarized in table 5.11.

Table No.5.11: Risk Management Ranking (Level of Impact)

| No. | Paragraph | Median | Mean | Level | Standard deviation |
|-----|---|--------|------|----------|--------------------|
| 1 | Lack of Funding | 5 | 4.29 | High | .965 |
| 8 | Reputational risk. | 4 | 4.07 | High | 1.123 |
| 5 | Political risks. | 4 | 4.01 | High | .914 |
| 7 | Corruption/ Theft. | 4 | 3.95 | High | 1.248 |
| 4 | Lack/ failure/ absence of strategic planning. | 4 | 3.90 | High | 1.075 |
| 9 | The troubled relationship between NGOs and donors. | 4 | 3.87 | High | 1.126 |
| 3 | Mismanagement risk. | 4 | 3.85 | High | 1.094 |
| 6 | Poor governance. | 4 | 3.79 | High | .899 |
| 10 | The troubled relationship between NGOs and the government | 4 | 3.63 | High | 1.132 |
| 2 | Operational risks. | 3 | 3.15 | Moderate | .988 |

5.4.3.2 Risk Management Ranking (Level of likelihood):

Results related to the level of likelihood of risk management ranking, showed that “the levels of political risk and funding risk are high with means 3.81 and 3.64 respectively, while the levels of reputational risk and corruption risk are low with means 2.07 and 2.1 respectively”, as shown in table 5.12.

Table No.5.12: Risk Management Ranking (Level of likelihood)

| No. | Paragraph | Median | Mean | Level | Standard deviation |
|-----|---|--------|------|----------|--------------------|
| 5 | Political risks. | 4 | 3.81 | High | .963 |
| 1 | Lack of Funding | 4 | 3.64 | High | .965 |
| 2 | Operational risks. | 3 | 2.94 | Moderate | .970 |
| 6 | Poor governance. | 3 | 2.67 | Moderate | .959 |
| 9 | The troubled relationship between NGOs and donors. | 3 | 2.56 | Moderate | .972 |
| 3 | Mismanagement risk. | 2.5 | 2.51 | Moderate | 1.020 |
| 4 | Lack/ failure/ absence of strategic planning. | 2 | 2.51 | Moderate | 1.064 |
| 10 | The troubled relationship between NGOs and the government | 2 | 2.44 | Low | 1.088 |
| 7 | Corruption/ theft. | 2 | 2.10 | Low | 1.022 |
| 8 | Reputational risk. | 2 | 2.07 | Low | 1.064 |

5.4.3.3 Risk Score:

The risk score was calculated by multiplying the level of impact and the level of likelihood for each type of risks, then taking the mean of each score to represent the data.

$$\text{Mean} = \sum \text{Risk scores for each respondent} / N$$

The results showed that “Funding and political risks have high scores with means 15.96 and 15.65 respectively, where the reputational and corruption risks have lower scores with means 8.6 and 8.28 respectively”, as it is indicated in table 5.13.

Table No.5.13: Risk Scores:

| # | Risk Type | N | Mean |
|----|---|-----|---------|
| 1 | Lack of Funding. | 109 | 15.9633 |
| 2 | Political risks. | 110 | 15.6545 |
| 3 | Poor governance. | 110 | 10.1727 |
| 4 | The troubled relationship between NGOs and donors. | 110 | 10.1091 |
| 5 | Lack/ failure/ absence of strategic planning. | 110 | 9.8364 |
| 6 | Mismanagement risk. | 110 | 9.7455 |
| 7 | Operational risks. | 110 | 9.6000 |
| 8 | The troubled relationship between NGOs and the government | 110 | 8.7273 |
| 9 | Reputational risk. | 110 | 8.6091 |
| 10 | Corruption/ Theft. | 110 | 8.2818 |

Risk score helps the organization to rank the risks facing their projects, implementation activities and interventions, besides this ranking helps the organization to take suitable response strategy according to the result of each score. Risk rankings therefore combine impact ratings and likelihood ratings to help the organization identify which risks pose the greatest overall threats (and therefore are the top priority to address).

The level for each risk is classified as follows and placed in risk management matrix and response strategy plan according to its level, each level has a specific color, and specific response ²⁰⁹. Table 5.14 clarifies that.

Table No.5.14: The level of the risks and their response strategy

| Risk score value | Level of the risk | Risk matrix colors | Response strategy |
|------------------|-------------------|--------------------|---|
| 1-3 | Low Risk | Green | Risks are generally ignored |
| 4-6 | Moderate Risk | Yellow | Try to prevent the risk from occurring, but they are not high-priority and should not significantly affect organization or project success. |
| 8-12 | High Risk | Orange | Prioritize and respond to these risks in the near term |
| 12 -25 | Extreme Risk | Red | The highest priority. Respond to them should be immediately, as they can threaten the success of the organization or project. |

| | Likelihood | | | | |
|----------------|------------|----------|----------|--------|----------------|
| Consequence | 1 | 2 | 3 | 4 | 5 |
| | Rare | Unlikely | Possible | Likely | Almost certain |
| 5 Catastrophic | 5 | 10 | 15 | 20 | 25 |
| 4 Major | 4 | 8 | 12 | 16 | 20 |
| 3 Moderate | 3 | 6 | 9 | 12 | 15 |
| 2 Minor | 2 | 4 | 6 | 8 | 10 |
| 1 Negligible | 1 | 2 | 3 | 4 | 5 |

Figure NO 5.4: Example of the Risk Score Matrix

²⁰⁹Needs, Ian . 2013. "Building an Effective Project Risk Management Scoring Matrix." *business2community.com*. 7 June. Accessed 01 15, 2019.
<https://www.business2community.com/strategy/building-an-effective-project-risk-management-scoring-matrix-0516195>.

Table no 5.15: The results of the main risks that were highlighted in this study:

| Risk Type | N | Mean | Level |
|--|----------|-------------|--------------|
| Lack of Funding | 109 | 15.9633 | extreme risk |
| Political risks | 110 | 15.6545 | extreme risk |
| Poor governance | 110 | 10.1727 | High risk |
| The troubled relationship between NGOs and donors. | 110 | 10.1091 | High risk |
| Lack/ failure/poor/ absence of strategic planning. | 110 | 9.8364 | High risk |
| Mismanagement risk. | 110 | 9.7455 | High risk |
| Operational risks. | 110 | 9.6000 | High risk |
| The troubled relationship between NGOs and the government. | 110 | 8.7273 | High risk |
| Reputational risk. | 110 | 8.6091 | High risk |
| Corruption/ theft. | 110 | 8.2818 | High risk |

5.4.4 Section six - The reasons behind the following Types of risks/ Challenges that the youth NGOs suffers

In this part of analysis, respondents' perspectives regarding the influence of strategic planning on different types of risks are described as follows:

B- Lack of Funding:

The respondents noted that, "in addition to the correlation between funding and the donor's political agendas and conditions, the competition for funding within youth organizations is considered as risks involved in the lack of high-level funding challenge", as indicated in table 5.16.

Table No.5.16: Risk involves in lacking of funding challenge.

| No. | Paragraph | Median | Mean | Level | Standard deviation |
|----------|--|----------|-------------|-------|--------------------|
| 4 | The correlation of funding with political agendas and conditions increases the likelihood of lacking the funding | 4 | 4.17 | High | 1.074 |
| 2 | The organization competes with other youth organizations for funding. | 4 | 3.98 | High | .977 |
| | Total degree | 5 | 3.98 | High | .69595 |

- **One sample T-Test** was conducted to show whether “the following risks associated with the lack of funding challenge will be sustained in the future”. The study compares the means of risk associated with the lack of funding challenge with value 3.5, as more than 3.5 value is considered as a high level as the correction key identified in **chapter 4, table 4.4, the correction key**.

The result of the one sample t test with respect to the application of the risk management plan, is significant with $p < 0.05$. Which means that "there is a significant difference between the sample mean and the 3.5 value", this leads to the conclusion "the following risks will continue with high impact if the challenge of lack of funding is met.

A study of (Abu Hammed 2011) ensured that international funding seeks to achieve the donor's political aims, which ensures that the donors have a political agenda, which is considered a risk that will lead to lack of funding, besides that (TEGURU 2016), (Ogonji 2014) studies stated that competition is one of the reasons that caused a lack of funds.

Table No 5.17: One Sample T Test Result

| One-Sample Test | | | | | | |
|-----------------|------------------|-----|-----------------|-----------------|---|-------|
| | Test Value = 3.5 | | | | | |
| | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| Lack of funding | 11.326 | 109 | .000 | .71364 | .5888 | .8385 |

C- Operational Risk:

The results showed that, the organization suffers from the existence of unclear training plans for employees and volunteers, in addition to the unqualified staff may considered moderately as risks involved under the operational risk, as shown in table 5.18.

Table No. 5.18: each statement considers as a reason for the operational risk, and they are risks.

| No. | Paragraph | Median | Mean | Level | Standard deviation |
|-----|--|-------------|-------------|-----------------|--------------------|
| 3 | The organization is suffering from Poor performance of volunteers for tasks and exceeding their specific powers that affects the activities of the organization. | 3 | 3.09 | Moderate | 1.275 |
| 1 | The organization suffers from unqualified human resources in terms of training and experience | 3 | 2.98 | Moderate | 1.211 |
| 2 | The organization is suffering from have not clear training plan towards employees and volunteers | 3 | 2.89 | Moderate | 1.168 |
| | Total degree | 3.25 | 2.99 | Moderate | .78163 |

- **One sample T-Test** was conducted to show that “the reasons given in table 5.18 will continue and cause an operational risk”, the result showed that, “there is a significant difference between the sample mean and the 3.5 value, which means that the following reasons will caused the operational risks”:

Table No 5.19: One Sample T Test Result

| One-Sample Test | | | | | | |
|-------------------------|------------------|-----|-----------------|-----------------|---|---------|
| | Test Value = 3.5 | | | | | |
| | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| Operational Risk | -5.470- | 109 | .000 | -.51212- | -.6977- | -.3266- |

D- Mismanagement Risk:

The results showed that, “Youth NGOs suffer from disability to discover new approaches in allocating of the necessary resources moderately with mean 2.84”, also “it suffers from disability to formulate achievable goals moderately with mean 2.5”. The moderate level emphasizes that “the management of youth NGOs is moderately causing risks to their organization” as it is shown in table 5.20.

TableNo.5.20: Risk involves in mismanagement.

| No. | Paragraph | Median | Mean | Level | Standard deviation |
|-----|---|-------------|---------------|-----------------|--------------------|
| 3 | The organization is suffering from inability to discover new ways to allocate the necessary resources. | 3 | 2.84 | Moderate | 1.154 |
| 2 | The organization is suffering from duplication of projects and duplication of efforts due to poor communication skills external the organization. | 2 | 2.54 | Moderate | 1.163 |
| 1 | The organization is suffering from inability to formulate achievable goals. | 2 | 2.50 | Moderate | 1.229 |
| | Total degree | 2.75 | 3.0344 | Moderate | .80109 |

- **One sample T-Test** was conducted to show “if the risks mentioned in table 5.20 continue under the corruption challenge” The result showed that, “there is a significant difference between the sample mean and 3.5 value, which means that, the following risk will continue if the corruption occurs”.

(Marijana Trivunovic, Jesper Johnsen, Harald Mathisen 2011) ensured that managing corruption risks needs a robust internal oversight system and external monitoring,

Table No 5.21: One Sample T Test Result

| One-Sample Test | | | | | | |
|--------------------|------------------|-----|-----------------|-----------------|---|--------|
| | Test Value = 3.5 | | | | | |
| | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| Mismanagement Risk | -8.885 | 108 | .000 | -.87615 | -1.0716 | -.6807 |

E- Absence/failure of Strategic Planning:

The respondents indicated that, “youth N GOs suffer moderately from the reasons given in table 5.22. These reasons were summarized based on the responses of the participants and from their perspectives.

Table No.5.22: Absence/failure /poor of Strategic planning reasons

| No. | Paragraph | Median | Mean | Level | Standard deviation |
|-----|--|------------|-------------|-----------------|--------------------|
| 6 | The organization sets goals that exceed their capabilities, financially and administratively. | 2 | 2.86 | Moderate | 1.200 |
| 2 | The organization suffers from Inability to prepare and formulate their strategic plan. | 3 | 2.81 | Moderate | 1.161 |
| 3 | The organization suffers from Inability to meet the growing needs of youth. | 2 | 2.81 | Moderate | 1.150 |
| 5 | The organization suffers from the lack of commitment of volunteers and highly skilled employees. | 2 | 2.69 | Moderate | 1.215 |
| 4 | The organization suffers from Blurred responsibilities within its departments. | 2 | 2.66 | Moderate | 1.145 |
| | Total degree | 2.7 | 2.76 | Moderate | .72818 |

The studies of (Masri 2014), (James 2012), and (TEGURU 2016) emphasized that the reasons which are mentioned in table 5.22 are behind the failure of strategic planning in NGOs.

F- Corruption Risk:

Based on respondents' perspective, The absence of an internal accountability system will expose the organization to high-risk corruption with mean 4.53 , and the absence of an external accountability system will expose the organization to corruption with mean 4.33 which considered as a high , as summarized in table 5.23

Table No.5.23: Risks involved in the corruption.

| No. | Paragraph | Median | Mean | Level | Standard deviation |
|-----|--|-------------|-------------|-------------|--------------------|
| 3 | The absence of an internal accountability system will expose the organization to corruption | 5 | 4.53 | High | .700 |
| 2 | The absence of an external accountability system will expose the organization to corruption. | 5 | 4.33 | High | .949 |
| 1 | Non-compliance with laws and regulations will cause financial losses for the organization. | 4 | 4.00 | High | 1.141 |
| | Total degree | 4.25 | 4.21 | High | .62516 |

- **One sample T-Test** was conducted to show “the relationship between these risks and the probability of corruption”. The result showed that, “there is a significant difference between sample mean and value 3.5”.

Table No 5.24: One Sample T Test Result

| One-Sample Test | | | | | | |
|------------------------|-------------------------|-----------|------------------------|------------------------|--|--------------|
| | Test Value = 3.5 | | | | | |
| | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| Corruption Risk | 11.723 | 109 | .000 | .78485 | .6522 | .9175 |

G- Poor Governance:

The results showed that, “the organization suffers from the lack of knowledge about the functions and the role of the board which causes the risk of poor governance risk in a moderate way with mean 3.26”. in addition , “it suffers from the desire of the Board of Directors to own the organizations for their own purpose, which can cause a moderate-level risk of poor governance with mean 3.08”, as shown in table 5.25.

Table No. 5.25: Risk involves in poor governance.

| No. | Paragraph | Median | Mean | Level | Standard deviation |
|------------|---|---------------|-------------|-----------------|---------------------------|
| 3 | The organization is suffering from lacking of knowledge about the functions and the role of the board. | 3 | 3.26 | Moderate | 1.066 |
| 4 | The organization is suffering from, The desire of the Board of Directors to own their organizations for their own purposes. | 3 | 3.08 | Moderate | 1.156 |
| 1 | The organization is suffering from Weak its systems and processes on which the Board of Directors operate base on them. | 2 | 2.81 | Moderate | 1.251 |
| | Total degree | 3.25 | 3.05 | Moderate | .70909 |

- **One sample T-Test** was conducted to check that “the relationship between risks and the poor governance has been achieved moderately”, the result

showed that, “there is a significant difference between the sample mean and value 3.5”.

The studies of (OCHIENG 2016) and (Masri 2014) mentioned that, NGOs suffer from confusion and lack of clarity of responsibilities and goals from the beginning, which will cause poor governance.

Table No 5.26: One Sample T Test Result

| One-Sample Test | | | | | | |
|------------------------|-------------------------|-----------|------------------------|------------------------|--|---------|
| | Test Value = 3.5 | | | | | |
| | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| Poor Governance | -5.154- | 108 | .000 | -.45107- | -.6246- | -.2776- |

H- Reputational Risk:

The analysis showed that, restricting the work of the organization in a limited area causes reputational risk moderately, where the political bias causes the reputation risk in high level with mean 3.89, as shown in table 5.27.

Table No. 5.27: Reputational Risk from the youth NGO’s perspective

| No. | Paragraph | Median | Mean | Level | Standard deviation |
|------------|--|---------------|--------------|--------------|---------------------------|
| 3 | Failure to abide by laws and corruption. | 4 | 4.26 | High | .874 |
| 2 | Poor youth services that do not reflect their needs. | 4 | 4.21 | High | .783 |
| 5 | Political bias will affect the reputation negatively. | 4 | 3.89 | High | 1.044 |
| 4 | Restricting the work of the organization in a limited area | 3 | 3.42 | Moderate | 1.176 |
| | Total degree | 4 | 3.945 | High | .64415 |

- **One sample T-Test** was conducted to investigate “whether the reasons given in table 5.27 will continue and cause the reputational risk”. The result showed that, “There is a significant difference between the sample mean and value 3.5, which means that the aforementioned reasons will last and considered as high -degree types of operational risks”.

Table No 5.28: One Sample T Test Result

| One-Sample Test | | | | | | |
|-------------------|------------------|-----|-----------------|-----------------|---|-------|
| | Test Value = 3.5 | | | | | |
| | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| Reputational Risk | 9.057 | 108 | .000 | .54037 | .4221 | .6586 |

I- The Troubled Relationship between Donors and NGOs:

The results showed that, “the organization is not aware of the constraints, policies and conditions of donors, which greatly disturbed the relationship between donors and NGOs with mean 4.24, besides that, there is a political bias in donor’ relationships that causes this risk to be high with mean of 4.17, table 5.29 summarized that.

Table No. 5.29: Troubled Relationship between Donors and NGOs Risk

| No. | Paragraph | Median | Mean | Level | Standard deviation |
|-----|---|--------|------|-------|--------------------|
| 3 | The changing donor’s dictates and priorities | 4 | 4.29 | High | .794 |
| 4 | The political bias of some donors | 4 | 4.17 | High | .907 |
| 5 | The organization does not know the conditions and the policies of the donor | 4 | 4.24 | High | .845 |
| | Total degree | 4.4 | 4.23 | High | .56711 |

- One sample T-Test was conducted to see “if the reasons given in table 5.29 continue and hinder the relationship between the NGOs and donors”. The results showed that, “there is a significant difference between the sample mean and value 3.5”, which means that the above reasons will greatly hinder the relationship between NGOs and donors .

As (Hanafi and Tabar 2005) and (Pitner 2014) showed that, the conflict of interest and the political bias will hinder the relationship with donors.

Table No 5.30: One Sample T Test Result

| One-Sample Test | | | | | | |
|--|------------------|-----|-----------------|-----------------|---|-------|
| | Test Value = 3.5 | | | | | |
| | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| The Troubled Relation between the NGO and Donors | 14.786 | 108 | .000 | .83486 | .7229 | .9468 |

J- The Troubled relationship between NGOs and Government:

The analysis showed that, “Competition for funding and implementation of projects affects the relationship between NGOs and government with mean 3.75 that was considered high”, as well as also the Government's non-compliance with NGO laws and attempts to amend or change them affect the relationship between NGOs and government with mean 4.14, as it is shown in table 5.31.

Table No. 5.31: Troubled Relationship between Government and NGOs Risk

| Paragraph No. | Paragraph | Median | Mean | Level | Standard deviation |
|---------------|---|----------|-------------|-------------|--------------------|
| 3 | Non-compliance by the government with NGO laws and attempts to amend or change them. | 4 | 4.14 | High | .829 |
| 2 | Non-governmental organizations that work in the area of anti-corruption give themselves the right to criticize and accountable the government | 4 | 3.78 | High | 1.026 |
| 1 | Competition for funding and project implementation | 4 | 3.75 | High | 1.042 |
| | Total degree | 4 | 3.89 | High | .70830 |

- One sample T-Test was conducted to show “if the reasons mentioned in table 5.31 will continue and disrupt the relationship between the NGOs and Government”, the result showed that, “there is a significant difference between the sample mean and value 3.5, which means that the mentioned

reasons will disrupt the relationship between NGOs and government in high degree”.

(Awashreh 2018) study can support this result, which indicated that NGOs criticize the Government’s performance will disrupt the relation with government.

Table No 5.32: One Sample T Test Result

| One-Sample Test | | | | | | |
|--|-------------------------|-----------|------------------------|------------------------|--|--------------|
| | Test Value = 3.5 | | | | | |
| | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| The troubled relation between the NGO and the Government. | 5.259 | 109 | .000 | .39091 | .2436 | .5382 |

5.5 Statistical Tests:

5.5.1 Strategic Planning:

A- Implementation of Strategic Plan:

The correlation test was conducted to check the correlation between the awareness of the importance of strategic planning and the mean of the indicators for strategic plan implementation. The results showed that "there is a significant association between the awareness of the importance of strategic planning and the mean of indicators for implementing strategic plan with P-value < .000, which is less than the meaning level ($\alpha=.05$).

Therefore, the NULL hypothesis "H 0: There is NO association between the importance of strategic planning awareness and the mean of the indicators for implementing the strategic plan" will be rejected.

This result is different from the findings of (Maki and Oudeh 2014) that showed, management does not realize the importance of strategic planning, so there is some progress in the strategic planning implementation procedures in PNGOs.

Table NO 5.33: Correlation between the awareness of the strategic planning importance and the mean of the indicators regarding implementing strategic plan

| Correlations | | | | |
|--|----------------|-------------------------|--------|----------------|
| | | | SP7 | Implementation |
| Spearman's rho | SP7 | Correlation Coefficient | 1.000 | .555** |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 110 | 109 |
| | Implementation | Correlation Coefficient | .555** | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 109 | 109 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | |

| Correlations | | | | | | | | | | | | | |
|--|-------------|-------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------|----------|
| | | | SP 7 | SP 1 | SP 2 | SP 3 | SP 4 | SP 5 | SP 6 | SP 8 | SP 9 | SP 10 | SP 11 |
| Spearman's rho | S P 7 | Correlation Coefficient | 1.000 | .410** | .253** | .451** | .400** | .363** | .377** | .520** | .471** | .424** | .447** |
| | | Sig. (2-tailed) | .000 | .008 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| | | N | 110 | 110 | 110 | 110 | 110 | 110 | 110 | 109 | 110 | 110 | 110 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | | | | | | | | | |

B - Kruskal – Wallis Test for Differences of the level of Strategic planning between groups according to:

Age, size, and respondent's position of the organization.

- The results showed that “There is a significance differences regarding the level of Strategic planning between groups according to **Organization's age** with P-value .005 which is less the significance level ($\alpha=.05$). This will be led to reject the NULL hypothesis number 4 “There is NO significant difference between the levels of implementation of Strategic planning according to organization's age”. The researcher attributes this to the surveyed sample, taking into consideration that most of selected youth NGOs established long time age (15 years and more) with 62 %.

- The analysis also showed that there is no significant difference of the level of Strategic planning according to **the organization's size** with P-values .096 which are more than the significance level. And this lead to accept the null hypothesis number 5. The researcher interprets this to the surveyed/ selected sample, which considered most of them as a small organization, 78 % have less than 20 full time employees.
- The analysis showed that there is no significant difference of the level of Strategic planning according to **the respondent's position** with P-values 0.058, which is more than the significance level. This lead to accept the null hypothesis number 6.

Table 5.34 summarizes the results indicated in the upper session

Table No.5.34: Results of Kruskal – Wallis Test of the level of Strategic Planning among groups.

| Variable | Kruskal – Wallis | Df | Asymp. Sig. |
|--------------------|------------------|----|-------------|
| Organization's age | 13.011 | 3 | .005 |
| Organization size | 6.347 | 3 | .096 |
| Position | 10.683 | 5 | .058 |

5.5.2 Risk Management:

A. One Way ANOVA (One Way Analysis Of Variance) Test of Differences of the level of Risk Management between groups according to:

With respect to the “age, size, and Respondents position of the organization”.

The analysis showed that there is no significant difference between the level of risk management depending on the age of the organization, the size of the organization and the position of the respondent with P-values .384, .79, .310, which are higher than the significance level, as it is indicated in table 5.35, so the NULL hypothesis number 7, 8, 9 will be accepted.

Table No.5.35: Results of ANOVA (One Way Analysis Of Variance) of the level of Risk Management among groups.

| Variable | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------------------|----------------|----------------|------------|-------------|-------|------|
| Organization age | Between Groups | 1.835 | 3 | .612 | 1.026 | .384 |
| | Within Groups | 63.186 | 106 | .596 | | |
| | Total | 65.021 | 109 | | | |
| Organization size | Between Groups | .637 | 3 | .212 | .350 | .790 |
| | Within Groups | 64.384 | 106 | .607 | | |
| | Total | 65.021 | 109 | | | |
| Position | Between Groups | 3.570 | 5 | .714 | 1.209 | .310 |
| | Within Groups | 61.451 | 104 | .591 | | |
| | Total | 65.021 | 109 | | | |

B. Implementing risk management:

The correlation between risk management plan availability and risk management implementation indicators.

Checking the association between risk management plan availability that includes risk identification, analysis, mitigation and response to potential risks and risk management implementation indicators. The results showed that "in their work, the organizations implement risk management with P-value.000." Which is less than the significance level ($\alpha=.05$). This will indicated as a rejection of the NULL hypothesis number 3.

Table No 5.36: Correlation between Risk Management Plan Availability and the indicators of Implementation it.

| Correlations | | | | |
|----------------|-----------------|-------------------------|--------|--------------------------------|
| | | | RM1 | Risk management implementation |
| Spearman's rho | RM1 | Correlation Coefficient | 1.000 | .731** |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 110 | 110 |
| | Risk management | Correlation Coefficient | .731** | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 110 | 110 |

Correlations

The analysis showed that "there is a significant association between the risk management plan in the strategic plan and the indicators of implementation of the risk management integration process with P-value.000". Which is less than the significance level ($\alpha=.05$), as shows in table 5.37. This result indicates that, "the youth NGOs are integrated risk management plan into their strategic plan actually. So NULL hypothesis number 2 is rejected

strategic plan.

Correlations

Correlations

** . Correlation is significant at the 0.01 level (2-tailed).

5.5.4 Comparisons according to region:

One-way ANOVA was conducted to check the differences of applying risk management and integration of risk management into strategic planning according to **Region** (North-middle-south of West Bank).

Region was divided as:

- South: Hebron and Bethlehem
- Middle: Ramallah and Jericho
- North: Nablus, Jenin, Qalqeelia, Salfit, Tulkarem.

The results showed that, “there is no significant difference between applying the risk management and integrating the risk management into Region-based strategic plan with P-values .241, .533 respectively, which is larger than the significance level $\alpha=.05$. Null Hypothesizes # 11 + 12 are accepted

Table NO 5.38: The Results of the Comparisons According To Region

| ANOVA | | | | | | |
|---|----------------|----------------|-----|-------------|-------|------|
| | | Sum of Squares | Df | Mean Square | F | Sig. |
| Implementation of Risk management | Between Groups | 1.772 | 2 | .886 | 1.441 | .241 |
| | Within Groups | 65.827 | 107 | .615 | | |
| | Total | 67.600 | 109 | | | |
| Integration strategic planning into strategic planning | Between Groups | .928 | 2 | .464 | .633 | .533 |
| | Within Groups | 78.490 | 107 | .734 | | |
| | Total | 79.419 | 109 | | | |

| Multiple Comparisons | | | | | | | |
|----------------------|------------|------------|-----------------------|------------|------|-------------------------|-------------|
| Tukey HSD | | | | | | | |
| Dependent Variable | (I) region | (J) region | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
| | | | | | | Lower Bound | Upper Bound |
| Risk management | South | 2.00 | .34460 | .23743 | .319 | -.2197- | .9089 |
| | | 3.00 | .13992 | .26180 | .855 | -.4823- | .7622 |
| | Middle | 1.00 | -.34460- | .23743 | .319 | -.9089- | .2197 |

| | | | | | | | |
|-------------|--------|------|----------|--------|------|---------|-------|
| Integration | North | 3.00 | -.20468- | .17396 | .470 | -.6181- | .2088 |
| | | 1.00 | -.13992- | .26180 | .855 | -.7622- | .4823 |
| | | 2.00 | .20468 | .17396 | .470 | -.2088- | .6181 |
| | South | 2.00 | .23258 | .25926 | .643 | -.3836- | .8488 |
| | | 3.00 | .06950 | .28587 | .968 | -.6100- | .7489 |
| | Middle | 1.00 | -.23258- | .25926 | .643 | -.8488- | .3836 |
| | | 3.00 | -.16308- | .18995 | .668 | -.6146- | .2884 |
| | North | 1.00 | -.06950- | .28587 | .968 | -.7489- | .6100 |
| | | 2.00 | .16308 | .18995 | .668 | -.2884- | .6146 |

Kruskal – Wallis was conducted to check the differences of applying the Strategic planning according to **Region** (North-middle-south of West Bank) .The results showed that “there is no significant difference between the implementation of Strategic planning according to **Region** with P-value .802, which is greater than the significance level $\alpha=.05$. Null Hypothesis # 10 is accepted.

Table NO: 5.39 The Results of The Comparisons according to Region

| Test Statistics ^{a,b} | |
|--------------------------------|--------|
| | Spmean |
| Chi-Square | .441 |
| Df | 2 |
| Asymp. Sig. | .802 |
| a. Kruskal Wallis Test | |
| b. Grouping Variable: region | |

| Multiple Comparisons | | | | | | |
|----------------------------|------------|-----------------------|------------|------|-------------------------|-------------|
| Dependent Variable: spmean | | | | | | |
| Tukey HSD | | | | | | |
| (I) region | (J) region | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
| | | | | | Lower Bound | Upper Bound |
| South | Middle | .06386 | .19188 | .941 | -.3922- | .5200 |
| | North | .17158 | .21274 | .700 | -.3341- | .6773 |
| Middle | South | -.06386- | .19188 | .941 | -.5200- | .3922 |
| | North | .10772 | .14233 | .730 | -.2306- | .4461 |
| North | South | -.17158- | .21274 | .700 | -.6773- | .3341 |
| | Middle | -.10772- | .14233 | .730 | -.4461- | .2306 |

5.6 Over View of Hypothesis:

Table No 5.40: The Results of the Study's Hypotheses

| Null hypothesis | Accepted | Rejected |
|---|-----------------|-----------------|
| 1- There is NO association between the importance of strategic planning awareness and the mean of the indicators for implementation the strategic plan. | | Rejected |
| 2- The youth NGOs have not integrated risk management plan into their strategic plan actually. | | Rejected |
| 3- There is NO association between the availability of risk management plan and the implementation risk management plan indicators. | | Rejected |
| 4- There is NO significant difference between the levels of implementation of Strategic planning according to organization's age | | Rejected |
| 5- There is NO significant e difference between the levels of implementation of Strategic planning concerning the organization's size | Accepted | |
| 6- There is NO significant difference between the levels of implementation of Strategic planning regarding respondent's position. | Accepted | |
| 7- There is NO significant difference between the levels of applying risk management regarding the organization's age. | Accepted | |
| 8- There is NO significant difference between the levels of applying risk management regarding the organization's size. | Accepted | |
| 9- There is NO significant difference between the levels of applying risk management and the respondent's position. | Accepted | |
| 10- There is NO significant difference of implementation of Strategic planning according to Region | Accepted | |
| 11- There is NO significant difference of applying risk management according to Region | Accepted | |
| 12- There is NO significant difference of integration risk management into strategic plan according to Region | Accepted | |

5.7 Analysis of Interviews:

The pooling answers can be summarized as follows, according to the six interviews that were conducted and after analyzing these interviews:

- I. Two out of six that “there is no strategic planning culture in Palestinian NGOs, and most of them developed a strategic plan for donor requirement only”, Most NGOs are working to satisfy the donors, even though they are against their policy, besides that some plans do not reflect the real needs of the youth , which makes the situation worse.
- II. Four out of six mentioned, “Their organizations have strategic plans, and they are committed to their broad strategic objectives”. Whereas between, 50 to 70 percent of the objectives of their plan are achieved. Especially the program- level objectives they attributed to the reality of funding in Palestine.
- III. The interviewee emphasized, "They have, and do not exceed, an actual strategic plan consisting of the basic broad strategic axes, even if the donor requests that". They consider their strategic plan as a road map that guides them to implement their activities. They also have an annual action plan for each project.
- IV. Regarding the risk management, most of them reported that “they put the worst scenario for the major and the expected risk, however, new risks are being discovered according to the nature of the projects, and those risks are being treated when they occurred”. They try to predict all risks facing the implementation of their project and put on the spot a proposed solution for them.
- V. One-Third integrates the risk management part into their strategic planning.
- VI. Regarding the risks and challenges they may face, most of them agreed “The most important challenges with high probability and high impact are the lack of funds and the occupation." These results are the same as the statistical results of the quantitative method.
- VII. Mitigation of funding risk by following the right procedures to mitigate the impact of funds lacking, such as diversifying sources of funding and working on income-generating projects.
- VIII. They also proposed allocating part of government support by allocating a special general budget items to support NGOs. Adopt new funding methods such as

crowdfunding, individual donation, ration program expenses, and impose fees on beneficiaries.

- IX. Most of them agreed that, "Recently, most NGOs do not suffer from poor governance or corruption due to internal and external accountability."
- X. The relationship with the Palestinian Authority PA is a complementary social relationship and funding competition relationship.
- XI. The age and size of the organization has a positive impact on the risk management plan.

From the interview analysis, the researcher finds consistency between qualitative and quantitative analysis results.

5.8 Comments on the results:

Many researchers stressed that strategic planning in NGOs is poor and weak, and that the strategic plans of NGOs are just like "Prestige". In addition, as indicated in Chapter Two, there are many challenges facing the implementation of strategic planning in the Palestinian NGOs.

However, the results of the data analysis are promising. From the researcher's point of view, the high mean of strategic planning and implementation of risk management are results from the survey sample targeted at youth organizations with development characteristics that will not achieve development without planning. In addition, from the target (youth) sector, this segment requires that they are pleased with everything in the right way and nothing.

Besides that, the highest number of the sample size of the survey comes from the middle regions (Ramallah and al Bireh, Jericho) with 62 percent, especially Ramallah and Al-Bireh that are the most developed cities, so the result is logically accepted.

CHAPTER SIX:

6. Conclusion and Recommendation

6.1 Study Result:

Here are the results of the study, as they generated from the statistical analysis and the interpretation of the qualitative results and the quantitative results:

1. The Youth NGOs selected sample has a strategic plan and they implement it in a good approach.
2. The results showed that the Youth NGOs selected sample owns a risk management, and they can implement it with a high degree.
3. The results showed that the risk management plan was integrated into the West Bank youth NGOs ' strategic plans.
4. Based on the results and the data analysis, it can be said that within the youth NGOs there is an association between having a risk management plan and the indicators of its implementation.
5. The results interpretation indicated that, there is an association between the importance of strategic planning awareness and the mean of the indicators for implementing the strategic plan within the West Bank selected sample.
6. Youth NGOs follow the integration of risk management into high-level strategic planning.
7. The level of implementation of the strategic plan of the youth NGO depends on the age factor. The study attributes this to the sample surveyed, taking into account that with 62 percent, most selected youth NGOs established long-term age (15 years and older).
8. The level of implementation of the strategic plan of the youth NGO does not depend on the size factor of the NGO. The researcher interprets this to the surveyed / selected sample, which considered most of them to be a small organization, 78 percent had less than 20 full-time employees.
9. The results also showed that:

- a. There is NO significant difference between the implementation of the level of strategic planning regarding the position of the respondent "and the size of the organization.
 - b. There is a significant difference between the levels of strategic planning implementation depending on the age of the organization.
 - c. There is NO significant difference between the levels of applying risk management and the respondent position, organization's size ,and organization's age
 - d. There is NO significant difference in implementing of Strategic planning concerning the Region (Geographical factor/ the location).
 - e. There is NO significant difference in applying of risk management according to the Region (Geographical factor/ the location).
 - f. There is NO significant difference in the integration of risk management into the region's strategic plan (geographic factor / location).
10. The study results can be also concluded as,
- a) 71.8% of the youth NGOs are dependent on external foreign sources for funding.
 - b) 82.7% of youth NGOs are provide training and capacity- building programs.
 - c) 79.1% of them provide the community with development services.
11. The results also showed that, lacking of funds and funding resources, in addition to the political risks have the high-risk degree according to their impact and probability, which have been classified as extreme risk.
12. The study results stated that competition concerning funding among the youth NGOs, and funding with political biases causes lack of funding in high degree.
13. The study reached that:
- a) Low volunteers performance
 - b) The unqualified staff.
 - c) The absence of clear training plan

Are identified as examples of reasons behind the operational risk and can cause it in moderate degree within the youth NGOs in the West Bank.

14. It is worth mentioning that:
- a) Palestinian youth NGOs are suffering moderately from mismanagement.
 - b) Palestinian youth NGOs are suffering moderately from poor governance.

15. In addition: non-compliance with laws, bylaws, and regulations will expose the organization to corruption in a high degree, in addition to the absence of the internal and external accountability system.
16. Youth NGOs see that:
- a) Non-compliance with laws and bylaws
 - b) Poor provided services.
 - c) working within a limited area

Will cause a high degree of reputational risk.

17. Youth NGOs indicated that:
- a) Changing of the donor's dictates and priorities
 - b) The political bias of some donors,
 - c) The ignorance of the management

Will disrupt the relation between Donors and NGOs with a high degree

18. Youth NGOs also stated that:
- a) Competition for funding.
 - b) Criticizing the government

Will interrupt the NGOs-government relationship.

6.2 Recommendation:

The study recommendation can be formulated as shown below:

- 1- Develop a detailed risk response strategy for each primary risk.
- 2- Develop alternative resources of funding, in order to mitigate the unsteadiness' impact of funding.
- 3- Conducting training courses on risk management procedures in NGOs.

6.3 Future studies:

- 1. Youth NGOs have sought to manage various types of risks; there is relatively little analytical research in this regard. There is still a need to set up a framework to manage the different causes and potential consequences of each primary risk.

2. When the risk management plan is embedded in the organization's plan, it makes it more flexible, with robust structure and approaches to face the uncertainties. The researcher found that this integration's field of development of best practices is a promising research area.
3. The aforementioned challenges should be addressed separately and their impact on achieving the strategic plan goals.
4. Study the phenomenon of shrinking civil society space and its impact on the sustainability of civil society organization work in Palestine.

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APPENDICES:**Appendix No. 1 / List of Arbitrators:**

| Arbitrators | University |
|---------------------------------|--------------------------|
| Dr. Hisham Jabr | Arab American University |
| Dr. Mohammad Abu Sharbeh | Arab American University |
| Dr. Islam Abdel Jawwad | Al Najah University |
| Dr. Saleh Afaneh | Arab American University |

Appendix No. 2 / The Interviewee List:

| Interviewee | POSITION | DATE OF INTERVIEW | NGO'S NAME |
|----------------------------------|--------------------|--------------------------|--|
| Dr. Abdulrahman al Tamimi | General Manager | July 11,2018 At 11 AM | Palestinian Hydrology Group |
| Dr. Omar al Rahall | General Manager | Feb 6, 2018. At 12 pm | Human Rights and Democracy Media Center "SHAMS |
| Mr. Oday abukarsh | General Manager | Dec 16 ,2018 At 11 AM | The Palestinian Association For Empowerment And Local Development (REFORM) |
| Mr. Motasem Zayed | Executive Director | Dec 11, 2018 at 1 pm | Palestinian Consultative Staff For Developing NGOs |
| Mrs. Sahar Othman | Executive Director | Jan 03 ,2019 at 12 pm | The Palestinian Centre for Youth Economic Empowerment (CYEE) |
| Mrs. Hala Qubbaj | Program Manager | Dec 11, 2018 at 9:30am | Teacher Creativity Center |

Appendix No. 3 / The Interview Questions:

The interviews were divided into two stages:

Stage # 1: At the beginning of the study, the questions were:

- 1.1.What is your opinion about the practice of strategic planning in local NGOs?
- 1.2.Do the management commit to strategic planning?
- 1.3.What are the risks that may face the organization? What are the reasons for stumbling NGOs in Palestine?

Stage # 2: At the end of the study, the questions were:

- 2.1 Can you give us a background about your organization?
- 2.2 When did you start with strategic planning?
- 2.3 What interventions do the organization will do to achieve their strategic plan's objectives?
- 2.4 Do the management realize the important of strategic planning?
- 2.5 To what extent did you find that strategic plan improves the performance of the organization?
- 2.6 What are the reasons for the failure of strategic planning?
- 2.7 Do the organization review and evaluate its strategic objectives?
- 2.8 What are the challenges facing your organization and hinder the implementation of their strategic plan?
- 2.9 Do the organization integrate how to manage these possible risks into their strategic plan?
- 2.10 Do the organization put scenarios or assumptions about the risks that may face?
- 2.11 Do the organization present responses to manage these risks?
- 2.12 What are the reasons behind the lacking of funding /mismanagement/poor governance/ operational risk /reputational risk /mismanagement risk/corruption risk/the troubled relationship with the government and the donors?

Appendix No. 4 / The Questionnaire [in English]:

Arab American University

Faculty of graduate studies

Strategic planning and fundraising programs

Questionnaire

The researcher is conducting a study titled “Studying the relationship between strategic planning and risk management.

“Case study of the youth non-governmental organization in west bank.”

To complete the requirement of obtaining master’s degree in strategic planning and fundraising program from the faculty of graduate studies of the Arab American University

The researcher hope to find cooperation in answer the questions of the questionnaire. The data will be treated with confidently and statistical programs also, will only be used for scientific research purposes only.

Thank you for your cooperation.

Nisreen Nazzal

Supervisors: prof. Ayman Yousef and Dr. Mahmoud Manasrah.

This questionnaire is addressed to general managers of organizations, heads of department, strategic planners and risk managers in non-governmental organizations.

PERSONAL INFORMATION ABOUT PERSON: SECTION ONE:

| SYMPOLE | QUESTION |
|----------------|--|
| Per1 | AGE (years): <input type="checkbox"/> less than 30 <input type="checkbox"/> 30-less than 40 <input type="checkbox"/> 40-less than 50 <input type="checkbox"/> 50 years and above |
| Per2 | Position : <input type="checkbox"/> General Manager /Executive Manager <input type="checkbox"/> Deputy Director <input type="checkbox"/> Director of Department <input type="checkbox"/> Head of Department <input type="checkbox"/> Employee <input type="checkbox"/> Project Coordinator |
| Per3 | Academic Qualification : <input type="checkbox"/> Tawjihi <input type="checkbox"/> Diploma <input type="checkbox"/> Bachelor <input type="checkbox"/> Master <input type="checkbox"/> PHD |

| | |
|-------------|--|
| Per4 | Sex : <input type="checkbox"/> Female <input type="checkbox"/> Male |
| Per5 | Experience Years : <input type="checkbox"/> 1- less than 5 <input type="checkbox"/> 5- less than 10 <input type="checkbox"/> 10- less than 15 <input type="checkbox"/> 15 years and more |
| Per6 | I am a participant : <input type="checkbox"/> strategic planning only <input type="checkbox"/> risk management only <input type="checkbox"/> In Both |

GENERAL INFORMATION ABOUT THE ORANIZATION. SECTION TWO:

| SYMPOL | QUESTION |
|-------------|--|
| GIO1 | YEARS : <input type="checkbox"/> Less than 5 <input type="checkbox"/> 5-less than 10 <input type="checkbox"/> 10-less than 15 <input type="checkbox"/> 15 years and more |
| GIO2 | Number of employees (full time): <input type="checkbox"/> less than 10 <input type="checkbox"/> 10 to 20 <input type="checkbox"/> 21 to 30 <input type="checkbox"/> 30 and more |
| GIO3 | Does the organization have a strategic plan? : <input type="checkbox"/> YES <input type="checkbox"/> NO |
| GIO4 | The Organization provides its services to: <input type="checkbox"/> Youth sector only <input type="checkbox"/> many sectors including Youth |
| GIO5 | Type of projects provided by the organization for Youth: <input type="checkbox"/> Rehabilitation services <input type="checkbox"/> Training and capacity building courses <input type="checkbox"/> Community Development <input type="checkbox"/> Researches and Studies <input type="checkbox"/> Education <input type="checkbox"/> Culture and Arts <input type="checkbox"/> Agriculture <input type="checkbox"/> Democratic Governance and Human Rights <input type="checkbox"/> Strengthening the Spirit of National Belonging <input type="checkbox"/> Relief <input type="checkbox"/> another fields |
| GIO6 | Source of funding : <input type="checkbox"/> An external Arab Islamic source <input type="checkbox"/> Externa Foreign Source <input type="checkbox"/> Self-financing <input type="checkbox"/> Funding from government sources <input type="checkbox"/> Community funding <input type="checkbox"/> Other sources |
| GIO7 | Region : <input type="checkbox"/> Ramallah <input type="checkbox"/> Jenin <input type="checkbox"/> Hebron <input type="checkbox"/> Salfit <input type="checkbox"/> Betlahm <input type="checkbox"/> Tulkarem <input type="checkbox"/> Nablus <input type="checkbox"/> Qalqelia <input type="checkbox"/> Jericho |

Section Number Three: The Implementation of Strategic Planning In Youth NGOs

| SYMPOL E | QUESTIONS | To what extent has this element been applied to your organization? | | | | |
|-------------|--|--|----------|---------------|------------|--------|
| | | Very Rarely | Scarcely | Sometim es | Frequently | Always |
| SP1 | The organization has a clear, understandable and written mission, vision and values. | | | | | |
| SP2 | The organization has clear strategic objectives that all stakeholders agreed upon them. | | | | | |
| SP3 | The organization has qualified and trained cadres that are needed to develop and implement the strategic plan. | | | | | |
| SP4 | The organization has available financial resources to implement their strategic plan. | | | | | |
| SP5 | The staff is involved in the preparation of the strategic plan. | | | | | |
| SP6 | The organization adheres to the time horizon specified for each goal | | | | | |
| SP7 | Management is aware about the importance of strategic planning | | | | | |
| SP8 | The organization chooses the appropriate strategy to achieve its objectives in proportion with the continuous increase in service demand | | | | | |
| SP9 | The organization assesses the internal and current status of the organization in terms of identifying its strengths and weaknesses points. | | | | | |
| SP10 | The organization conducts a comprehensive environmental survey | | | | | |

| | | | | | | |
|-------------|---|--|--|--|--|--|
| | before preparation of the plan, to assess the opportunities and threats that might face it.. | | | | | |
| SP11 | The organization relies on continuous monitoring and evaluation process of their strategic performance. | | | | | |

Section Four: Implementation of Risk Management In Youth NGOs

| SYMPOLE | QUESTIONS | To what extent has this element been applied to your organization? | | | | |
|----------------|--|--|----------|-----------|------------|--------|
| | | Very Rarely | Scarcely | Sometimes | Frequently | Always |
| RM1 | There is a risk management plan that includes risk identifying, analyzing, mitigation and response for the possible risks. | | | | | |
| RM2 | The organization uses measures to control the impact and the probability of the risk | | | | | |
| RM3 | The management of the organization adopt preventive measures to prevent the occurrence or recurrence of risk. | | | | | |
| RM4 | There is a coordination between the management and the risk officer, to ensure the implementation of decisions and non-conflict of procedures. | | | | | |
| RM5 | The Risk Manager will always review and monitor the risk profile. | | | | | |
| RM6 | The organization's strategic plan includes the plan to manage the possible risks before they occur. | | | | | |
| RM7 | The organization implements risk management policy after the risk occurs. | | | | | |
| RM9 | The risk management officer analyzes each strategic objective to reach the risk that may affect the achievement of this objective. | | | | | |
| RM10 | The organization uses strategic analysis tools such as the | | | | | |

SECTION SIX: The reasons / risks behind the following types of risks/ challenges:

A- Risk Involves In Lacking Of Funding Challenge.

| SYMPO L | QUESTION | Strong ly Disagr ee | Disagr ee | Natura l | Agree | Strong ly Agree |
|----------------|--|------------------------------|--------------|-------------|-------|-----------------------|
| FR2 | The organization competes with other youth institutions for funding. | | | | | |
| FR4 | The correlation of funding with political agendas and conditions increases the likelihood of lacking the funding | | | | | |

B- The Reasons Of The Operational Risk

| SYMPO LE | QUESTION | Strong ly Disagr ee | Disagr ee | Natura l | Agree | Strong ly Agree |
|-----------------|---|------------------------------|--------------|-------------|-------|-----------------------|
| OR1 | The organization suffers from unqualified human resources in terms of training and experience | | | | | |
| OR2 | The organization suffers from no clear training plan towards employees and volunteers | | | | | |
| OR3 | The organization suffers Poor performance of volunteers for tasks and exceeding their specific powers affects the activities of the organization. | | | | | |

C- Risks Involves In The Mismanagement Of The Organization

| SYMPO LE | QUESTION | Strong ly Disagr ee | Disagr ee | Natura l | Agree | Strong ly Agree |
|-----------------|---|------------------------------|--------------|-------------|-------|-----------------------|
| MR1 | The organization is suffering from inability to formulate achievable goals. | | | | | |
| MR2 | The organization is suffering from duplication of projects and duplication of efforts due to poor communication skills external the organization. | | | | | |
| MR3 | The organization is suffering from inability to discover new ways to allocate the necessary resources. | | | | | |

D- :The Reasons Of Absence/Failure Of Strategic Planning

| SYMPOL | QUESTION | Strongl y Disagre e | Disagre e | Natural | Agree | Strongl y Agree |
|---------------|---|--|----------------------|----------------|--------------|----------------------------|
| SR2 | The organization is suffering from Inability to prepare and formulate their strategic plan.. | | | | | |
| SR3 | Inability to meet the growing needs of youth.. | | | | | |
| SR4 | The organization suffers from Blurred responsibilities within its departments.. | | | | | |
| SR5 | The organization suffers from the lack of commitment of volunteers and highly skilled employees.. | | | | | |
| SR6 | The organization sets goals that exceed their capabilities, financially and administratively. | | | | | |

E- Each Reason Considers As A Risk Involves In The Corruption.

| SYMPOL | QUESTION | Strongl y Disagre e | Disagre e | Natural | Agree | Strongl y Agree |
|---------------|---|--|----------------------|----------------|--------------|----------------------------|
| CCR1 | Non-compliance with laws and regulations will cause financial losses for the organization. | | | | | |
| CCR2 | The absence of an external accountability system will exposes the organization to corruption. | | | | | |
| CCR3 | The absence of an internal accountability system will exposes the organization to corruption | | | | | |

F- Each Statement Considers As A Risk Involves In Poor Governance.

| SYMPOL | QUESTION | Strongl y Disagre e | Disagre e | Natural | Agree | Strongl y Agree |
|---------------|--|------------------------------|--------------|---------|-------|--------------------|
| PG1 | The organization is suffering from Weak its systems and processes on which the Board of Directors operate base on them. | | | | | |
| PG3 | There is a lack of knowledge about the functions and the role of the board | | | | | |
| PG4 | The organization is suffering from the desire of the Board of Directors to own their organizations for their own purposes. | | | | | |

G- The reasons behind the Reputational Risk from the youth NGO's perspective

| SYMPOL | QUESTION | Strongl y Disagre e | Disagre e | Natural | Agree | Strongl y Agree |
|---------------|---|------------------------------|--------------|---------|-------|--------------------|
| RER2 | Poor services for youth that do not reflect their needs. | | | | | |
| RER3 | Failure to comply with laws and the corruption. | | | | | |
| RER4 | Restricting the work of the organization in a limited area. | | | | | |
| RER6 | Political bias will affects the reputation negatively. | | | | | |

H- The reasons behind the Troubled Relationship between Donors and NGOs Risk from the youth NGO's perspective

| SYMPO L | QUESTION | Strongl y Disagre e | Disagre e | Natural | Agree | Strongl y Agree |
|--------------------|--|------------------------------|--------------|---------|-------|--------------------|
| DN3 | The changing donor's dictates and priorities | | | | | |
| DN4 | The political bias of some donors | | | | | |
| DN5 | The organization does not know the conditions and the policies of the donor. | | | | | |

I- The troubled relationship between NGOs and Government

| SYMPO L | QUESTION | Strongl y Disagre e | Disagre e | Natural | Agree | Strongl y Agree |
|--------------------|---|------------------------------|--------------|---------|-------|--------------------|
| GN2 | Competition for funding and project implementation | | | | | |
| GN3 | Non-governmental organizations that work in the area of anti-corruption give themselves the right to criticize and accountable the government | | | | | |
| GN4 | The Government's non-compliance with laws relating to NGOs and attempts to amend them or change them. | | | | | |
| GN5 | Strategic planning helps in decisions-making and problem solving,. | | | | | |

--- THE END ---

Appendix No. 5 / The Questionnaire [in Arabic]:

كلية الدراسات العليا

برنامج التخطيط الاستراتيجي وتجديد الأموال

استبانة لأغراض البحث العلمي

تقوم الباحثة نسرین نزال من كلية الدراسات العليا في الجامعة العربية الامريكية بدراسة حول " العلاقة بين ادارة المخاطر و التخطيط الاستراتيجي داخل المؤسسات غير الحكوميه الشبابية في مناطق الضفة الغربية ", وذلك استكمالا لمتطلبات الحصول على درجة الماجستير. نرجو منكم التعاون للأجابة على الاسئلة الواردة في الاستبانة، علماً بأن البيانات التي سيتم جمعها سوف يتم التعامل معها بسرية تامة ولن تستخدم إلا لأغراض البحث العلمي.

شاكرين لكم حسن تعاونكم

هذه الاستبانة موجهة الى السادة رؤساء الهيئات الادارية , المدراء العاميين للمؤسسات , مدراء الدوائر , رؤساء الاقسام , المخططين الاستراتيجيين ومديري المخاطر في المؤسسات غير الحكومية التي تعنى بالشباب واحتياجاتهم .

القسم الاول : معلومات عامه عن الشخص الذي قام بتعبئة الاستبانة

| الرمز | السؤال |
|-------|--|
| Per1 | العمر بالسنوات : <input type="checkbox"/> اقل من 30 سنة <input type="checkbox"/> من 30 الى اقل من 40 سنة <input type="checkbox"/> من 40 الى اقل من 50 سنة <input type="checkbox"/> 50 فما فوق |
| Per2 | المسمى الوظيفي : <input type="checkbox"/> مدير عام /مدير تنفيذي <input type="checkbox"/> نائب مدير <input type="checkbox"/> مدير دائرة <input type="checkbox"/> رئيس قسم <input type="checkbox"/> موظف <input type="checkbox"/> منسق مشروع |
| Per3 | المستوى العلمي : <input type="checkbox"/> توجيهي <input type="checkbox"/> دبلوم <input type="checkbox"/> بكالوريوس <input type="checkbox"/> ماجستير <input type="checkbox"/> دكتوراه |
| Per4 | الجنس : <input type="checkbox"/> انثى <input type="checkbox"/> ذكر |
| Per5 | سنوات الخبرة : <input type="checkbox"/> من 1 الى اقل من 5 <input type="checkbox"/> من 5 الى اقل من 10 <input type="checkbox"/> من 10 الى اقل من 15 <input type="checkbox"/> من 15 فأكثر. |
| Per6 | انا مشارك في : <input type="checkbox"/> التخطيط الاستراتيجي فقط <input type="checkbox"/> ادارة المخاطر فقط <input type="checkbox"/> الاثنين معا |

القسم الثاني : معلومات عامه عن المؤسسة:

| الرمز | السؤال : |
|-------|---|
| GIO1 | عمر المؤسسة : <input type="checkbox"/> اقل من 5 سنوات <input type="checkbox"/> من 5 الى اقل من 10 سنوات <input type="checkbox"/> من 10 الى اقل من 15 سنة <input type="checkbox"/> 15 فما فوق |
| GIO2 | عدد الموظفين الدائمين (دوام كامل): <input type="checkbox"/> اقل من 10 <input type="checkbox"/> من 10 الى 20 <input type="checkbox"/> من 21 الى 30 <input type="checkbox"/> اكثر 30 |
| GIO3 | <input type="checkbox"/> نعم <input type="checkbox"/> لا |
| GIO4 | تقدم المؤسسة خدماتها الى : <input type="checkbox"/> قطاع الشباب فقط <input type="checkbox"/> تخدم المؤسسة قطاعات اخرى بما فيها قطاع الشباب |
| GIO5 | نوع المشاريع التي تقدمها المؤسسة للشباب : <input type="checkbox"/> تأهيل <input type="checkbox"/> تدريب <input type="checkbox"/> تنميه مجتمعيه <input type="checkbox"/> ابحاث ودراسات <input type="checkbox"/> تربية وتعليم <input type="checkbox"/> ثقافة وفنون <input type="checkbox"/> زراعة <input type="checkbox"/> الحوكمة الديمقراطية وحقوق الانسان <input type="checkbox"/> تعزيز روح الانتماء الوطني <input type="checkbox"/> اغاثة <input type="checkbox"/> مجالات اخرى . |

| | |
|------|---|
| GIO6 | <p>مصدر تمويل المؤسسة :</p> <p><input type="checkbox"/> مصدر خارجي عربي اسلامي <input type="checkbox"/> مصدر خارجي اجنبي <input type="checkbox"/> تمويل ذاتي <input type="checkbox"/> تمويل من</p> <p>مصادر حكومية</p> <p><input type="checkbox"/> تمويل من المجتمع المحلي <input type="checkbox"/> مصادر اخرى</p> |
| GIO7 | <p>العنوان : <input type="checkbox"/> رام الله <input type="checkbox"/> جنين <input type="checkbox"/> الخليل <input type="checkbox"/> سلفيت <input type="checkbox"/> بيت لحم <input type="checkbox"/> طولكرم <input type="checkbox"/> نابلس <input type="checkbox"/> قلقيلية <input type="checkbox"/> اريحا</p> |

القسم الثالث :مدى تطبيق التخطيط الاستراتيجي في المؤسسات غير الحكومية الشبابية

| الرمز | السؤال: | الى أي مدى تم تطبيق هذا العنصر في مؤسستكم ؟ | | | | |
|-------|---|---|--------|---------|--------|-------------|
| | | دائماً | غالباً | أحياناً | نادراً | نادراً جداً |
| SP1 | لدى المؤسسة رسالة وقيم ورؤية واضحة , مفهومة ومكتوبة. | | | | | |
| SP2 | لدى المؤسسة اهداف استراتيجية واضحة متفق عليها من جميع اصحاب المصلحه. | | | | | |
| SP3 | تتوفر الكوادر البشريه المؤهله والمدربة لوضع الخطة الاستراتيجية وتنفيذها . | | | | | |
| SP4 | تتوفر الموارد المالية لتنفيذ الخطة الاستراتيجية. | | | | | |
| SP5 | يشارك الموظفين بالمؤسسة في عملية اعداد الخطة الاستراتيجية . | | | | | |
| SP6 | تلتزم المؤسسة بالآفاق الزمني المحدد لكل هدف . | | | | | |
| SP7 | تدرك الادارة اهمية التخطيط الاستراتيجي. | | | | | |
| SP8 | تختار المؤسسة الاستراتيجية المناسبة لتحقيق اهدافها بما يتناسب والزيادة المستمرة في احتياجات الشباب. | | | | | |
| SP9 | تقوم المؤسسة بعمل تقييم للوضع الحالي للمؤسسة من حيث تحديد نقاط قوتها و نقاط ضعفها . | | | | | |
| SP10 | تقوم المؤسسة بعمل مسح بيئي شامل قبل اعداد الخطة لتقييم الفرص والتهديدات التي تواجه المؤسسة. | | | | | |
| SP11 | تعتمد المؤسسة عملية تقييم ورقابة مستمرة للأداء الاستراتيجي. | | | | | |

القسم الرابع : مدى تطبيق ادارة المخاطر في المؤسسات غير الحكومية الشبائية

-1

| الرمز | السؤال | الى أي مدى تم تطبيق هذا العنصر في مؤسستكم ؟ | | | | |
|-------|--|---|--------|---------|--------|-------------|
| | | دائماً | غالباً | أحياناً | نادراً | نادراً جداً |
| RM1 | توجد خطة منفصلة لإدارة المخاطر تشمل تحديد المخاطر واجراءات تخفيفها والحلول الممكنة. | | | | | |
| RM2 | تستخدم المؤسسة تدابير للتحكم في تأثير المخاطر واحتمالية حدوثها وعلاجه بالطريقة المناسبة. | | | | | |
| RM3 | تعتمد إدارة المؤسسة إجراءات وقائية لمنع حدوث أو تكرار الخطر. | | | | | |
| RM4 | يتم التنسيق بين فريق إدارة المخاطر والإدارة لضمان تنفيذ القرارات وعدم تعارض الإجراءات . | | | | | |
| RM5 | يقوم مسؤول إدارة المخاطر بمراجعة ومراقبة سجل المخاطر دائماً . | | | | | |
| RM6 | تشمل الخطة الاستراتيجية للمؤسسة على برامج وسياسات لإدارة المخاطر قبل حدوثها. | | | | | |
| RM7 | تقوم المؤسسة بتطبيق سياسة إدارة المخاطر بعد حدوث الخطر . | | | | | |
| RM9 | يحل محل مسؤول إدارة المخاطر كل هدف استراتيجي للوصول الى الخطر الذي قد يؤثر على تحقيق هذا الهدف. | | | | | |
| RM10 | تستخدم المؤسسة ادوات التحليل الاستراتيجي مثل نموذج (SWOT) للتنبؤ بالتهديدات والفرص التي قد تواجهها المؤسسة وتؤثر على تحقيق اهدافها الاستراتيجية. | | | | | |
| RM11 | يقوم مسؤول إدارة المخاطر بتحليل الخطر لمعرفة مقدار التأثير واحتمالية كل خطر. | | | | | |
| RM12 | يقوم مسؤول المخاطر بتقييم الخطر وترتيبها حسب الخطر الذي يكون احتمال حدوثه وتأثيره اعلى من غيره . | | | | | |
| RM13 | تمارس المؤسسة نهج إدارة المخاطر باعتباره نهج استباقي يدعم المؤسسة في تحقيقها لاهدافها الاستراتيجية. | | | | | |
| RM14 | يقوم مسؤول المخاطر بتحليل المخاطر عن طريق وضع كل السيناريوهات والافتراضات التي قد تحدث. | | | | | |

القسم الخامس : قسم ترتيب المخاطر حسب تأثيرها وحدثها

[illegible]

القسم السادس : قسم التحديات الشائعة والمخاطر التي تنطوي تحتها , لدى المؤسسات غير الحكومية الشبابية

A- المخاطر التي تنطوي تحت تحدي نقص التمويل

| الرمز | السؤال : | أوافق بشده | أوافق | محايد | لا أوافق | لا أوافق على الإطلاق |
|-------|---|------------|-------|-------|----------|----------------------|
| FR2 | تتنافس المؤسسة مع المؤسسات الشبابية الاخرى على التمويل. | | | | | |
| FR4 | ارتباط التمويل باجندات و شروط سياسية يزيد من احتمالية نقص التمويل . | | | | | |

B- اسباب المخاطر التشغيلية

| الرمز | السؤال : | أوافق بشده | أوافق | محايد | لا أوافق | لا أوافق بشده |
|-------|--|------------|-------|-------|----------|---------------|
| OR1 | - تعاني المؤسسة من ضعف في الموارد البشرية من حيث التدريب والخبرة | | | | | |
| OR2 | تعاني المؤسسة لايوجد خطة تدريب واضحة للمؤسسة إتجاه العاملين والمتطوعين | | | | | |
| OR3 | تعاني المؤسسة سوء أداء المتطوعين للمهام وتجاوزهم للصلاحيات المحددة لهم يربك نشاط المؤسسة | | | | | |

J- المخاطر التي تنطوي تحت تحدي سوء الادارة

| الرمز | السؤال : | أوافق بشده | أوافق | محايد | لا أوافق | لا أوافق بشده |
|-------|--|------------|-------|-------|----------|---------------|
| MR 1 | تعاني المؤسسة من عدم القدرة على صياغة اهداف واضحة قابله للتحقيق . | | | | | |
| MR 2 | تعاني المؤسسة من ازدواجية المشاريع وتكرار للجهود بسبب ضعف مهارات التواصل خارج المؤسسة | | | | | |
| MR 3 | تعاني المؤسسة من عدم القدرة على استكشاف طرق جديدة لتعبئة الموارد اللازمة لادارة المؤسسة. | | | | | |

K- اسباب فشل التخطيط الاستراتيجي في المؤسسات غير الحكومية الشبابية .

| الرمز | السؤال : | أوافق بشده | أوافق | محايد | لا أوافق | لا أوافق بشده |
|-------|---|------------|-------|-------|----------|---------------|
| SR2 | تعاني المؤسسة من ضعف المهارات اللازمة للتخطيط الاستراتيجي . | | | | | |
| SR3 | يعتبر تلبية احتياجات الشباب المتزايدة والمختلفة احد اهم اسباب فشل التخطيط الاستراتيجي. | | | | | |
| SR4 | تعاني المؤسسة من عدم وضوح المسؤوليات في مختلف وحداتها. | | | | | |
| SR5 | تعاني المؤسسة من عدم التزام المتطوعين والموظفين ذوي المهارات العالية تجاه عملهم بالمؤسسة. | | | | | |
| SR6 | تقوم المؤسسة بوضع اهداف مبالغ فيها تفوق قدرات وامكانيات المؤسسة . | | | | | |

L- المخاطر التي تندرج تحت تحدي وجود الفساد

| الرمز | السؤال: | أوافق بشده | أوافق | محايد | لا أوافق | لا أوافق بشده |
|-------|--|------------|-------|-------|----------|---------------|
| CCR1 | عدم الامتثال للقوانين والتشريعات يلحق المؤسسة بخسائر مالية . | | | | | |
| CCR2 | القادة غير الخاضعين للمساءلة والرقابة ولا ينفذون القانون بسبب غياب الرقابة والمحاسبه من خارج المؤسسة يزيد من احتماليه حدوث فساد بالمؤسسة | | | | | |
| CCR3 | عدم وجود نظام رقابة داخلي فعال يخفف من احتمالية حدوث فساد بالمؤسسة . | | | | | |

M- المخاطر التي تتطوي تحت تحدي ضعف الحوكمه

| الرمز | السؤال: | أوافق بشده | أوافق | محايد | لا أوافق | لا أوافق بشده |
|-------|--|------------|-------|-------|----------|---------------|
| PG1 | تعاني المؤسسة من ضعف الانظمة والعمليات التي تعمل على اساسها مجلس الادارة. | | | | | |
| PG3 | نقص في فهم سبب مطالبة المؤسسات بإنشاء المجالس أو ما يجب أن تكون عليه أدوارها ووظائفها. | | | | | |
| PG4 | تعاني المؤسسات غير الحكومية المحليه من رغبة مجلس ادارتها في امتلاك مؤسساتهم لاغراضهم الخاصه. | | | | | |

G- اسباب خطر السمعه

| الرمز | السؤال: | أوافق بشده | أوافق | محايد | لا أوافق | لا أوافق بشده |
|-------|---|------------|-------|-------|----------|---------------|
| RER2 | سوء الخدمات المقدمة للشباب والتي لا تعكس احتياجات الشباب | | | | | |
| RER3 | عدم الامتثال للقوانين يؤدي الى تدمير سمعة المؤسسة. | | | | | |
| RER4 | اقتصار دائرة عمل المؤسسة في منطقة محدوده يؤثر على سمعة المؤسسة. | | | | | |
| RER6 | انحياز المؤسسة السياسي يؤثر على سمعتها سلبا. | | | | | |

H- اسباب اضطراب العلاقة بين المانح والمؤسسة الشبابية

| الرمز | السؤال: | أوافق بشده | أوافق | محايد | لا أوافق | لا أوافق بشده |
|-------|---|------------|-------|-------|----------|---------------|
| DN3 | الاملاءات والاولويات المتغيرة من الجهات المانحه تزيد من اضطراب العلاقة بين المؤسسة والمانحين. | | | | | |
| DN4 | الانحياز السياسي لدى بعض الممولين سبب من اسباب انهاء العلاقة بين المانح والمؤسسة | | | | | |
| DN5 | قلة معرفة المؤسسة بشروط وسياسات المانحين تؤثر سلبا على علاقاتها معهم. | | | | | |

I- اسباب اضطراب العلاقة بين المانح والمؤسسة الشبابية

| الرمز | السؤال : اسباب اضطراب العلاقة بين الحكومة والمؤسسة الشبابية | أوافق بشده | أوافق | محايد | لا أوافق بشده |
|-------|--|------------|-------|-------|---------------|
| GN2 | تعتبر الحكومة منافساً قوياً على التمويل و على تنفيذ المشاريع. | | | | |
| GN3 | المؤسسات غير الحكومية التي تعمل في مجال مكافحة الفساد تعطي لنفسها الحق في ممارسة مساءلة الحكومة, مما قد يعرضها للخطر ,ويزيد من اضطراب العلاقة بينهم. | | | | |
| GN4 | عدم التزام الحكومة بالقوانين المتعلقة بالمؤسسات غير الحكومية ومحاولة تعديلها او تغييرها يزيد الاضطراب بالعلاقة بينهم. | | | | |

_____النهـايه_____

Appendix No. 6/ Abstract [in Arabic]:

ملخص باللغة العربية:

هدفت الدراسة إلى تحديد مدى تطبيق التخطيط الاستراتيجي بالمؤسسات غير الحكومية ومدى تطبيق سياسة ادارة المخاطر , والية دمج إدارة المخاطر في الخطط الإستراتيجية للمؤسسات غير الحكومية الفلسطينية الشبابية، من وجهة نظر مجلس إدارة المؤسسة ، والمدير العام ، والمديرين التنفيذيين ، والموظفين ، والمخططين الاستراتيجيين ومديري المخاطر.

اعتمدت الدراسة على المنهج الوصفي التحليلي , بالإضافة الى استخدام البحث المختلط (النوعي والكمي), حيث أجريت ست مقابلات منظمة مع ستة مدراء عامين ومديرين تنفيذيين للمؤسسات غير حكومية التي تستهدف قطاع الشباب سواء تستهدفه الشباب فقط او الشباب مع قطاعات اخرى

تم استخدام الاستبيان كأداة لجمع البيانات ، وتم توزيع 174 استبانة ، وتم استرجاع 111 استبيانات ، وتم حذف واحد منها بسبب عدم الاجابة عن جميع الاسئلة بحيث يكون إجمالي الاستبيانات التي خضعت للتحليل هو 110 استبياناً. نسبة الاستجابة كانت 63%

توصلت الدراسة الى العديد من النتائج منها:

تقوم المؤسسات غير الحكومية الشبابية بممارسة التخطيط الاستراتيجي وإدارة المخاطر بدرجة عالية، وتقوم بدمج ادارة المخاطر في الخطه الاستراتيجيه لهذه المؤسسات. .

كما أشارت الدراسة ايضا إلى أن المؤسسات غير الحكومية الشبابية تدرك أهمية التخطيط الاستراتيجي فيما يتعلق بمؤشرات تنفيذه، وان هناك علاقة بين وجود خطة لإدارة المخاطر داخل المؤسسة ومؤشرات التنفيذ الخاصة بها..

علاوة على ذلك ، أبرزت الدراسة المخاطر الرئيسية الشائعة والتي قد تواجه المؤسسات غير الحكومية الشبابية، ووصلت الى نتيجة ان المخاطر السياسية ومخاطر نقص التمويل هي الاعلى من حيث احتمالية حدوثها وتأثيرها، في حين أن الفساد ومخاطر السمعة لديها أدنى درجة من المخاطر من وجهة نظر المؤسسات غير الحكومية الشبابية.

أوصت الدراسة بوضع استراتيجية مفصلة لمواجهة المخاطر الرئيسية كل خطر على حده . بالإضافة إلى تطوير خطط للاستثمار ومحاولة تنويع مصادر التمويل والبحث عن موارد بديلة. كما اوصت الرسالة بعقد دورات تدريبية في ادارة المخاطر نظراً لأهميتها في تطوير قدرة المؤسسات غير الحكومية لمعالجة المخاطر التي قد تواجهها والتخفيف من اثرها.

الكلمات المفتاحية: التخطيط الاستراتيجي ، إدارة المخاطر ، المؤسسات غير الحكومية ، الشباب. دمج