



**The Arab American University
Faculty of Graduate Studies**

**“The Role of Strategic Planning in Sustaining the
Palestinian Non-Governmental Organizations under
Funding Constraints”**

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**This Thesis was submitted in partial fulfillment of the
requirements for Master’s degree in Strategic
Planning and Fundraising**

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Thesis Approval

“The Role of Strategic Planning in Sustaining the Palestinian Non-Governmental under Funding Constraints”

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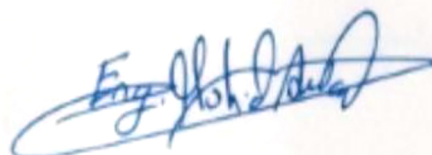


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Declaration

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

All references and verbatim extracts have been quoted, and all sources of information, including graphs and data sets, have been specifically acknowledged.

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Signature:

Acknowledgment

The purpose of the research is to strengthen and enhance the sustainability of Palestinian NGOs in light of utilizing the strategic planning approach and tools. This includes analyzing the current issues of Palestinian NGOs in terms of relying on the donor agenda and financial constraints, as well as identifying the national and international roles of those donors in shaping the national priorities and needs. By analyzing the gaps in long-term planning and the absence of strategic thinking regarding programs' implementation, building the staff capacities, and diversifying the funding channels as internally and externally.

This research will deepen our understanding of the importance of administrative and financial sustainability for Palestinian NGO's by providing a set of technical and strategic recommendations. To improve the quality of NGOs' ongoing work, align needs, and promote the decision-making process' independence.

Now as my thesis has been completed, first, I would like to express my gratitude to Almighty Allah to enabling me to complete this research. I would like to thank everyone who supported the research from the very beginning, and I'd like to use this opportunity to express my gratitude to all of the organizations and individuals that helped make this research a reality. I am also thankful to the people who have made the essential information accessible to me. My appreciation especially goes to my supervisor, **Dr. Majeed Mansour**, and my sincere thanks to my Family, colleagues and friends. (**Ms. Nariman Rajab, Ms. Raghda D'aboub**)

The Role of Strategic Planning in Sustaining the Palestinian Non-Governmental Organizations under Funding Constraints

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Abstract

It is worthy to mention that the research idea came after US president Donald Trump's decision in 2018, to cut the financial support for both the Palestinian Authority and NGOs, since the financial support has been used as a political card to change some official attitudes, based on that a collapse that have occurred among the PNGOS in terms of closing programs and staff downsizing. I came up to tackle the sustainability approach as way out of such threat.

Consequently, the purpose of this thesis is to investigate the mediating role of strategic planning in the impact of conditional funding on achieving sustainability in the Palestinian NGO sector.

The descriptive-analytical approach has been used throughout the structured interviews. The sample consisted of 20 key workers from INGOs, NGOs, and CBOs. (28) questions designed by the scholar in light of previous studies were used to assess the following research questions: _.

- What are the attitudes of the INGOs directors working in the Opt. towards the sustainability of the projects in the present of fundraising obstacles?

- What is donor's role in building the financial and managerial capacity for PNGOs?
- How can Strategic Planning improve the PNGO's financial and administration Sustainability? And which methods can be adopted?

To accomplish the research, I employed a participatory approach and used one main method to complete the research:

- conducting structured interviews with PNGOs key workers

In addition, the research used a number of steps to achieve its overall goal and sub-objectives, including a literature analysis, data collection, and interviews with members from international NGOs, national NGOs, and community-based organizations (CBOs).

This conclusion may be useful in making future funding decisions. Particularly for the development agencies that may have previously relied on grants as their primary financing source, now is the time to change to a strategy that mainly relies on mutual contributions and NGOs' aspirations. The correct financing option can be found by studying the various types of sustainability that are accessible and how they can be used to best fulfill the needs of the NGOs.

At the end, I'd like to use this opportunity to express my gratitude to all of the organizations and individuals that helped make this research a reality. We expect that the information made accessible as a result of it would assist various parties in creating their implementation plans based on reliable data. I also hope that it will encourage lawmakers to better plan the NGO sector's participation in future strategies, interventions, and plans.

List of Abbreviations

AAUP	Arab American University Palestine
CBO	Community Based Organization
DFID	Department for International Development
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
INGO	International Non-Governmental Organization
NGO	Non-Governmental Organization
NGSO	Palestinian non-governmental sector
NNGO	National Non-Governmental Organization
OPT	Occupied Palestinian Territories
PNGO	Palestinian Non-Governmental Organization
SP	Strategic Planning
SWOT	Strengths, Weaknesses, Opportunities and Threats.
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

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Table of Definitions

TERMS	DEFINITION	REFERENCE
Strategic Planning	“It is an integrated organization process carried out by the organizations aims to answer some of the questions that concern the institution in the future and is interested in defining the vision general Goals and objectives of the long-term of the institution and how to reach these goals and achieve it.”	(Leslie, 2014)
NGO (Non-Governmental Organization)	"A non-governmental organization (NGO) is a non-profit organization that operates outside of government." NGOs, sometimes known as civil societies, are non-governmental organizations (NGOs) that are organized on a local, national, and worldwide level to serve a social or political aim such as humanitarian reasons or the environment."	(Jean Folger, 2021)
Sustainability	<p>"In its broadest sense, sustainability refers to something's ability to maintain or "sustain" itself across time."</p> <p>Physical and natural resources, environmental deterioration, and social resources all set limits to sustainability in business and policy. As a result, long-term effects of any policy or corporate practice on people, the economy, and the environment are emphasized in sustainable policies. The concept is typically associated with the belief that unless significant changes are made to the way the world is managed, it would decline irreversibly.</p>	(Daniel Thomas Mollenkamp, 2021)
Conditional Funding	“Conditional funding are financial transfers from one level to another that impose constraints on the recipient organization's use of the transferred funds, either through competitive project awards or more general block grants. The conditions could be either monetary or substantive. In other	(Jeremy L. Hall and Michael W. Hail, 2016)

	<p>words, the grantor utilizes these funds to elicit certain responses from the grantee in order to align the policy objectives of the lower-level organization with those of the higher-level organization. The more strings attached to the grant, the less flexible the program becomes for the beneficiary organization.”</p>	
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CHAPTER ONE:

INTRODUCTION

1.1 Introduction

When it comes to the realities of development in Palestine, it's clear that non-governmental organizations (NGOs) are one of the most essential players in the process. The civil society domain includes NGOs. These are non-governmental organizations (NGOs) that began working in the domains of assistance and resilience prior to the signing of the Oslo Accords with Israel in 1993. It is important to note that Palestinian non-governmental organizations (NGOs) have played a major role in Palestinian socioeconomic development and have achieved a number of notable accomplishments in terms of amplifying civil society's voice by promoting social justice and human rights values. Aside from improving public services like health and education, as a direct result of the security environment in the Palestinian territories, there is a political vacuum and a lack of political stability and economic prosperity.

As a result, the goal of this research is to better understand the scope of NGOs' activities in order to answer the study's main research question: what happens if financial support for Palestinian NGOs is cut off? taking into account the most important aspects that contribute directly or indirectly to the maintenance of such support, such as foreign funding, as well as the consequences that may impact its sustainability, decision independence, and degree of national social volunteerism.

The necessity of investigating the long-term viability of PNGOs stems from the fact that NGOs in the oPt are a diverse and unstructured group of actors responsible for a wide range of activities and expenditures. According to a 2011 assessment published by EU specialists, NGOs are in charge of more than 90% of activities in the occupied Palestinian territories (oPt), PNGOs are also significant

since they work in all development and humanitarian areas and absorb the greatest pool of qualified Palestinian human capital and a wealth of information and knowledge. They've also built strong ties between both the oPt and the rest of world.

Consequently, as part of completing the requirements for the Master's Degree in Strategic Planning and Fundraising at the Arab American University in Palestine, I seek, through the thesis requirements, to understand the correlations between strategic planning and the sustainability of PNGOs, amid the limitations imposed on technical support and funding for the development process in Palestine.

This study had two purposes: (a) to examine the possible implications that undermines NGOs' sustainability in light of the foreign funding, decision independency, and the non-alignment purposes. And (b) to explore the best ways of enhancing the NGOs' sustainability, through promoting the best practices that the Palestinian NGOs have formulate in order to gradual disengagement from the dominance of the external agenda and conditional funding

1.2 Study Background

In his first year as president (2016–2020), Trump worked to gradually cut the financial aid that had been allocated to the Palestinians in the US budget for decades, including stopping funding for the United Nations Relief and Works Agency for Palestinian Refugees (UNRWA) and cutting financial aid allocated to the Palestinian Authority and NGOS. Under a new US law, recipients of foreign aid are more vulnerable to counterterrorism-related lawsuits.

As such, it is important to have a clear and specific definition of NGOs in oPt to lay a strong foundation for the research study. As such, Professor Baker Yassin, a political scientist at Al-Najah University in Nablus, oPt, in his article on "The Chaos of NGOs in Palestine," states that in many cases, civil society organizations and international organizations fall under the category of NGOs, and this is due to the existence of a broad definition of what "NGOs" means. Such similarities between the two categories came about because of their similarity in scope of work, source of funds, and work mentality.

This is coupled directly with the absence of reliable data for the number of (CSOs) and (NGOs) in general. And Yassin points out in his article that there is a lack of valid data "According to recent estimates, that the number of NGOs in the oPt is 3,600, distributed in 2,800 of them are in the West Bank and 800 in the Gaza Strip. And 65% of these organizations have a payroll of an average of 18 workers per organization and these organizations create more than (40,000) job opportunities". In terms of financing, I found that the funding of PNGOs takes place through direct channels with the funding agencies/donors most of the time and outside the framework of the general budget of the Palestinian Authority (PA). However, Yassin believes that NGOs have played an important role in the development process, and there is no doubt that the foreign funding to PNGOs even outside the framework of PA general budget has contributed in bridging a part of the financing gap.

Although there are no accurate data for the volume of foreign funding for PNGOs but Dr. Yassin's article presented some figures that can be relied on determining the size of foreign funding and the development process by NGOs.

Nevertheless, the study demonstrated that PNGOs have received \$800 million during the first nine months of 2015". While according to official government estimates for the year 2015 it was revealed that a cash inflow to the Palestinian territories of more than one billion dollars which is about one-quarter of the PA's annual budget of that year.

Based on the information presented above, which reveals the significant role that NGOs play in Palestinian society, a critical question arises regarding the sustainability of these NGOs in carrying out their work to eradicate poverty and achieve development.

1.3 Problem Statement

The Palestinian economy is heavily reliant on international aid because of political conflict and political agreements, in parallel with the absence of control over its economic resources. This indicates the dire need for more systematic interventions in the Palestinian development process beyond relying on external funding. The fact that existent development programs have different agendas and the uneven distribution of funds by the Palestinian government based on the public national budget is affecting its capacity to develop a holistic approach to local community development.

A unified vision for sustainable development among different actors and sectors remains unavailable, yet it is indispensable. The issue of the reliability of funding sources on external parties was considered as one of the main problems that deepens the dependency factors for the donor's agenda and objectives, which in many cases do not harmonize with the Palestinian society's needs and aspirations.

Moreover, in the current Palestinian context, we can assume that the PNGO's conditional funding constitutes a critical threat that hinders NGO sustainability and growth. As such, PNGOs' sustainability plans have to take into consideration the role of strategic planning in terms of enhancing the PNGOs' sustainability under an organized and controlled funding process, to ensure the effectiveness of strategic planning in responding to the financial weaknesses that undermine performance and growth.

1.4 Research Objectives

The main objective of this Thesis is to identify The Role of Strategic Planning in Sustaining the Palestinian Non-Governmental Organizations under Funding Constraints. This main objective is divided into three sub-objectives as the following:

- Understand the concept of non-governmental organizations and their funding sources
- Identify the sustainability and growth factors of NGOs in Palestine
- Address the results of the role of strategic planning in enhancing the sustainability of NGOs

1.5 Research Questions

The research questions that would be answered in the course of this research work includes three main questions, those questions are related to the NGOs sustainability dimensions and their components.

- What are the attitudes of the INGOs directors working in the Opt. towards the sustainability of the projects in the present of fundraising obstacles?
- What is donor's role in building the financial and managerial capacity for PNGOs?
- How can Strategic Planning improve the PNGO's financial and administration Sustainability? And which methods can be adopted?

1.6 Research Significance

Through this study, we look forward to addressing the implications of the cessation of funding for the active PNGOs in the development sector and the role of strategic planning in minimizing the negative effects of any potential financial risks, through mapping the PNGOs' financial hazards and possible treatments. And we are looking forward to building a prediction model based on regression analysis to forecast the amount of financial sustainability for the PNGOs.

The study will assess the role of strategic planning in keeping the Palestinian NGO afloat in the face of recent funding constraints. Furthermore, the study will address the appropriate interventions of strategic planning on the level of avoiding sustainability risks and highlighting potential opportunities, in accordance with Palestinian national development policies.

Finally, as strategic planning dimensions for the PNGOs sector in Palestine have not been identified yet in term of enhancing the sustainability, this study can be used as a roadmap for the PNGOs to help them in achieving the maximum benefits of the strategic planning.

1.7 Limits of the Research and its determinants

- shortage of time
- Overlap of existing information and ideas on the subject of the study
- Lack of opt context references
- The nature of the topic under study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Summary of the Literature Review

The understanding of the effect of NGO external funding is essential in developing a framework that results in enhancing the NGO sector's sustainability. This literature review provides an understanding of the theoretical framework that explains the strategies and background information regarding NGO funding and the role of strategic planning. The empirical structure includes evidence from literature and studies on the implementation and benefits of strategic planning. There is an in-depth summary of the information at the end of the review that provides a recap of this literature review.

2.2 Theoretical Background and Empirical Studies

Introduction

This chapter is divided into two sections: the first dealing with the theoretical framework, which includes strategic planning (SP) (concept, importance, characteristics, and justifications, dimensions, and obstacles). The competitive advantage (sustainability) (concept, importance, characteristics, and dimensions). In addition to the conditional funding (concept, importance, and dimensions), In the second section, the researcher will deal with previous Palestinian and foreign studies, which dealt with (SP), (Sustainability), and conditional funding.

PART 1: Theoretical Background

Strategic Planning

The Concept of Strategic Planning

The process of selecting a company's long-term goals and then deciding the best technique for accomplishing those goals is known as strategic planning. Strategic planning is the process through which an organization defines its strategy or direction and decides how to use its resources, such as capital and people, to pursue that strategy.

(SP) includes the allocation of resources, priorities, and actions to achieve strategic objectives. (SP) consists of planning processes that are implemented in companies to develop strategies that may contribute to performance (Tapinos, Dyson, & Meadows, 2010). (SP) is a process used to position the organization by setting priorities for its use of resources according to the objectives set, trying to direct and develop them over time (Bryson, 2011).

Ducker & Ducker (2013) define "systematic process" as a systematic process for making more systematic future decisions, organizing attempts to achieve these decisions in a systematic manner, and testing results against expectations through organized reactions. (SP) is a strategy component; it is a proactive approach to coping with the future. Furthermore, (SP) is defined as "the process of establishing and sustaining strategic alignment between an organization's evolving marketing possibilities" (Kotler & Murphy, 2010).

In addition to Bryson's (2014) definition of strategic planning, (SP) is a management tool that is used for one purpose only: to help an organization do a better job by focusing its energy, ensuring that all members of the organization are

working toward the same goals, and assessing and adjusting the organization's direction in response to a changing environment. In a nutshell, strategic planning is a planned effort to make crucial decisions and activities that define and steer what an organization is, does, and why it does, with an eye toward the future. In the 1970s, nonprofit organizations like colleges and charities introduced (SP) into management (Liu & Li, 2016).

According to the aforementioned definitions, (SP) consists of allocating resources, priorities, and activities, prioritizing according to objectives, and measuring performance results against expectations in a regular procedure. Strategic planning is a management tool that aids in aligning the organization's goals as well as reviewing and revising the organization's course in response to changing circumstances.

SP is defined by the researcher as an administrative procedure for developing and maintaining a relationship between the organization's objectives and aspirations and the right rearrangement of operations that will bring future growth and profitability.

The Importance of Strategic Planning to NGOs

A goal is nothing more than a wish without a strategy. It is also true in the domain of non-governmental organizations. Even though a company has a goal and a vision, it may be heading in the wrong direction because these are very broad statements that do not provide a clear direction or "steer" the organization. It requires a lot of churning of ideas and experience sharing among all the key

stakeholders to have a clear and practical plan, which will drive the board to create a strategic plan for the organization.

A strategic plan aids NGOs in gaining a better understanding of their capabilities, issues, and resources. Understanding these areas allows businesses to assess their strengths and capitalize on possibilities. SWOT analysis is a commonly used tool for generating strategy plans (Strengths, Weaknesses, Opportunities, Threats).

As well as Strategic planning is critical to an organization's success because it gives it a sense of direction and establishes measurable objectives. Strategic planning is a technique that may be used to guide day-to-day decisions as well as to evaluate progress and change strategies as you move forward.

It might also be claimed that excellent governance is impossible without a strategic plan. The objective and vision with which the organization was founded must be balanced with present problems and the complicated environment in which the organization operates.

NGO's around the world have experienced drastic changes in their external and internal environments as a result of the terrible changes that have occurred in the world in recent years. These changes have been reflected in declining financial support, rapid technological advances, changing demographics, and old academic programs. As a result, a large number of non-governmental organizations (NGOs) have been involved in (SP) "making strategic modifications beneficial to adapt to a quickly changing environment" (Mckay, 2011). The issues that organizations face today, according to Hassanien (2017), heighten the need for building a new and innovative model for strategic analysis and planning to help them meet these crucial challenges and assure their continued existence.

(SP) is vital for the success of NGOs, according to Fathi & Wilson (2019), because it allows the organization to examine its current condition and forecast the future. In a competitive global environment, NGOs, like other organizations, must employ a comprehensive (SP) framework for growth and prosperity. (SP) is critical for effective resource allocation in any company. Some non-profits demand a strategy plan before receiving financing (Auld, 2010). The strategic plan aids in the development and strengthening of the NGO's competitive position. However, each NGO mission, which is an important part of the strategic plan, has diverse beneficiaries, and it is impossible to reach an agreement since different beneficiaries interpret the organization's mission differently (Montesinos, Carot, Martinez, and others).

Characteristics and Justifications of Strategic Planning

Strategic planning is a continuous and regular process in which individuals make decisions about what they want to happen in the future, how they want to get there, and how success will be assessed and evaluated.

While the term "strategic" comes from the military, in his book "The Practice of Management," published in 1955, Peter Drucker emphasized the importance of strategic decisions. He defined strategic decisions as "all decisions on corporate objectives and strategies to achieve them" at this point.

In general, the (SP) may be attributed to its unique, renewable, and flexible properties, which allow it to respond to environmental changes and data. (Latif, Gohar, Hussain, & Kashif, 2014) demonstrated that the successful (SP) technique

contains a set of features, including a real vision and purpose, as well as a framework for action rather than just physical predictions.

Strategic planning has a successful procedure with full backing from senior management, and the (SP) process involves employee engagement and management. (Ugboro & Obeng, 2016). The SP process separates and clarifies specific duties, as well as establishes and confirms financial benchmarks for results (Montesinos et al., 2008). In addition, the (SP) approach is adaptable and pragmatic, rather than a political negotiation process (Tapinos et al., 2015).

In other words, a successful strategy has four key characteristics: straightforward, consistent, and long-term goals; a thorough awareness of the competitive environment; an objective assessment of resources; and effective implementation.

The Dimensions of Strategic Planning

Researchers explore the SP topic in a variety of ways, and strategic planning can come in a variety of sizes and shapes. (Olsen, 2016). The following components of the SP were developed: The mission statement, which is a thorough expression of the purpose and aspiration, takes into account what the organization wants to achieve and how it wants to achieve it. Every objective must be as "SMART" as possible: Specific, Measurable, Achievable, Realistic, and Time-based. A vision statement is a brief statement of the organization's future. To know what the organization is and how it will be in five years or more, objectives must include long-term goals, and every objective must be as "SMART" as possible: Specific, Measurable, Achievable, Realistic, and Time-based. And there's the SWOT

Analysis, which includes a quick rundown of the company's current situation, including its strengths, weaknesses, and prospects.

The strategic selection option phase of the environmental analysis phase is the reference in the sequential and interrelated process, where strategic alternatives and best identification are presented in accordance with the principles established by the choice process itself, which is based primarily on the environmental analysis outcomes described in the preceding steps (Raji & Nazem, 2012), (Krmasheh, 2010), and monitoring and evaluation: The institution should adopt ways to track the implementation of the organization's strategy and plans on a regular basis, and to make this easier, effective compliance processes tailored to the organization's needs should be implemented.

As a result, the board must collect all the necessary information and identify and clarify differences between planned and actual performance as part of this risk management (Snelling, 2012). The organization should apply appropriate strategies and plans and evaluate them on a regular basis, taking into account the company's objectives, goals, and values (Tracy, 2012). (Olsen, 2016).

Strategic planning includes the following elements, according to Meers & Robertson (2017): formality of (SP), usage of (SP) techniques, and management participation in (SP), employee participation in (SP), and hurdles to (SP) implementation. In contrast, Kraus, Harms, and Schwarz (2006) looked at six aspects of SP (Formality, tools of planning, employee participation, implementation of planning, time horizon and control).

Obstacles to the Implementation of Strategic Planning

(1) Change Issues: In light of future conditions, SP functions more as a limiting factor. In a complex and fast changing environment, the emergence of new problems is frequently increased by consequences, making planning extremely challenging. In long-term planning, the issue of change is more complicated.

Present circumstances tend to weigh heavily in planning, and by overshadowing future needs, errors of judgment might occur. Changes in technology, donor goals and aspirations, business situations, and a variety of other reasons occur frequently and are often unpredictable. In such circumstances, planning efforts completed in one era may not be applicable in another due to the vast differences in conditions between the two periods.

(2) Human Failure: There are a variety of reasons why people fail to plan, both in terms of formulation and implementation. Lack of commitment to planning, failure to develop sound strategies, lack of clear and relevant objectives, tendency to overlook planning premises, failure to see the scope of the plan, failure to see planning as a rational approach, excessive reliance on past experience, failure to use the principles of limiting factors, lack of top management support, lack of delegation of authority, and lack of adequate control techniques.

(3) Lack of Accurate Knowledge: The lack of accurate information and facts about the future is the first fundamental restriction on strategic planning. Planning is concerned with future action, and the quality of that activity will be influenced by the accuracy of future event forecasting. Because no manager can entirely and properly forecast future events, planning may cause operational issues. This issue is exacerbated by a lack of precise premises formulation. Managers are frequently

unaware of the numerous circumstances in which they must formulate their planning efforts.

(4) Inflexibilities: During the strategic planning process, managers must deal with a set of defined variables. These variables could be internal or external to the organization. These frequently provide a lot less leeway when it comes to action planning.

(5) Time and Cost: During the strategic planning process, managers should consider both time and cost considerations. Because planning tools have no precise limit, the various processes of planning can go as far as they can. However, due to time and financial constraints, planning fails.

Every manager in the organization has a time restriction, and if they are drafting extensive reports and instructions beyond a certain level, they are jeopardizing their efficacy. Spending too much time securing information and trying to fit it all into a little amount of time is inefficient in the workplace.

Conditional Funding

The Concept of Conditional Funding

Conditional funding is financial transfers from one level to another that impose constraints on the recipient organization's use of the transferred funds, either through competitive project awards or more general block grants. The conditions could be either monetary or substantive. In other words, the grantor utilizes these funds to elicit certain responses from the grantee in order to align the policy objectives of the lower-level organization with those of the higher-level

organization. The more strings are attached to the grant, the less flexible the program becomes for the beneficiary organization.

Financial matching requirements are usually expressed as a percentage of the grant amount or as a percentage of total project expenses, and they must be met from local income. As a result, organizations may choose to compete for them or not, depending on their local requirements and policy goals.

The Dis- advantage of Conditional Funding

Funding is essential because it allows NGOs to operate and keeps their operations going. In addition to fulfilling organizational goals, building successful relationships, collaborations, and other cooperative arrangements helps NGOs connect with their beneficiaries, their unmet needs, and problems.

The Dimensions of Conditional Funding

- Competitive Grant – On the Basis of Merit.
- Formula Grant – On the Basis of a Predetermined Award...
- Renewal Grants for Continuation...
- Pass-Through Grants — These are grants that are issued by a federal agency.
- Formula (non-competitive) Grant Applications.
- Competitive Grant Applications

Sustainability

The Concept of Sustainability

Because of the ever-changing business environment, predicting the survival of any organization in today's world has become nearly impossible. The majority of organizations would adopt plans to ensure their sustainability, and non-governmental organizations are no exception, as they too aim to survive in the long run.

For today's managers, the largest task is figuring out how to manage with both the changing environment at work and the constraints, challenges, and risks that come with it. At any one time, some NGOs are experiencing severe turbulence, while others appear to be working in relatively steady conditions. Because of environment in which these NGOs work is never static, the rate and ambiguity of change varies greatly from one NGO to the next, industry to industry, and nation to country.

What does it mean to be environmentally friendly? The concept of sustainability lies at the heart of what this concept represents. As a result, sustainability is built on three pillars: the economy, community, and the environment. Profit, people, and organization are the informal names for these things. To handle the specific problems that businesses confront today, organizations must have enough leadership, endowment, global expertise, and change strategies.

PNGOs can become sustainable in a variety of ways, including cutting costs, preventing corruption, implementing a clear strategic plan, conserving professional staff, securing ongoing funding, using sustainable materials, making their projects sustainable, and implementing sustainable income generation mechanisms.

In our situation, a long-term NGO is one that can carry out its objective while also meeting the demands of its main stakeholders, particularly its beneficiaries and supporters. As a result, rather than being an end in itself, sustainability should be viewed as a continuous process.

The Importance of Sustainability in NGOs

The role of an NGO toward sustainability should take into consideration the following areas: enhance institutional capacity to sustain activities among target people over time; maximize effect by providing high-quality services and products; reduce financial vulnerability; and develop a variety of institutional and financial assistance options

In other words, an NGO's ability to create a relevant mission, adopt sound management techniques, and develop multiple sources of income that ensure the continuity of quality activities and services as well as coverage of target people is defined as sustainability.

Based on the findings of this study, it is expected to benefit the organization's stakeholders as well as a variety of other groups in the following ways: First and foremost, the study will allow stakeholders to determine whether their operations can be contained in the long run, as well as how best to carry out their processes in a manner that will ensure the NGOs' long-term sustainability, especially in this dynamic environment. Second, managers will use the study's findings to design effective organizational tactics. The research will also help donors and NGOs have a better understanding of the context in which they are providing funds. Finally,

the government will have access to the data. Finally, the findings will be used by the government to formulate policy in terms of adjusting donor support methods.

Characteristics of Sustainability

Establishing a fully "sustainable" NGO is a multifaceted challenge that includes both internal variables such as organizational capacity building and external factors such as creating a more supportive regulatory environment and securing finances for NGO initiatives. Indeed, Irish and Simon (1999) emphasized that before an NGO can strive to attain financial sustainability, it must first develop organizational and self-governing capabilities, and that a robust legislative framework for the NGO sector is a prerequisite for both. While ensuring organizational sustainability necessitates more than simply ensuring financial sustainability, generating a stable source of funding is one of the most universally recurrent and perplexing challenges for NGO professionals, fund-raisers, and policy analysts in almost every region of the world.

Szentendre (1997), for example, provided strong data on the battle of Central and East European NGOs for long-term funding. According to the information presented, approximately 75% of NGOs questioned rated their financial situation as low, very poor, or unstable. When compared to support from national individual donations, membership dues, governmental grants, and service fees, it also shows that financial support from overseas donors is the main source of NGO funding in that region.

The Limitations of Sustainability

Essentially, a strong strategy for long-term financial sustainability for such an NGO should be founded on the principle of "source diversification" to avoid reliance on a single source of funding, whether international or local. A technical plan for NGO financial sustainability would be to rely on foreign funding for as long as feasible while also putting up maximum effort to build other local and self-financing options to the point where they are fully utilized. NGOs will be able to steadily improve their sustainability while broadening their funding sources by doing so.

PART 2: Empirical Studies

- 1. NGO – Non-Governmental Organization**
- 2. SP - Strategic Planning**
- 3. Sustainability**
- 4. CF - Conditional Funding**

Empirical Studies (1) Non – Governmental Organization
(NGO) Global and Palestinian Studies

#	The Author / Date of publication	Title of Study	Aim of Study	Design of Study	Conclusion	Recommendation
1	Michael Edwards David Hulme /Volume 24, Issue 6, June 1996,	Too close for comfort? the impact of official aid on nongovernmental organizations	The influence of this trend on NGO/GRO programming, performance, legitimacy, and accountability is examined in this article. It finds that most of the justification for stressing the function of NGOs/GROs is based on ideology rather than empirical evidence.	Qualitative	(Michael Edwards David Hulme) doubted the effective of external aid impact on NGOs in his article (Too close for comfort? the impact of official aid on nongovernmental organizations, 1996), as he announced that “there are signs that greater dependence on official funding may compromise NGO/GRO performance in key areas, distort accountability, and weaken legitimacy ¹ .” And the influence of this tendency on NGO/GRO programming, performance, legitimacy, and accountability was examined in this article. Since the bilateral and multilateral donor agencies are eager to fund nongovernmental organizations (NGOs) and grassroots organizations (GROs). On the basis of their economic efficiency and contribution to "good governance"	In light of that, we can claim the negative relationship between the external aid and NGOs performance, regarding the vogue impact, poor legitimacy, and unsustainable programs as direct results of external aid dependency.
2	Deborah Bräutigam / October 20, 1999	Aid Dependence and Governance	The political economy of aid dependency is examined in this paper. Large quantities of	Qualitative & Quantitative	(Deborah Bräutigam) also discuss the NGOs tendency to rely on foreign aid in his article (Aid Dependence and Governance,	Consequently, I agree with Deborahs article findings, since the reliance on external assistance by NGOs contributes to harming the institutional environment of these organizations. And their ability to progress in an

¹ Michael Edwards, David Hulme, Too close for comfort? the impact of official aid on nongovernmental organizations, World Development, Volume 24, Issue 6, 1996, Pages 961-973, ISSN 0305-750X,

			aid supplied over extended periods of time provide governments and donors with incentives that have the potential to hinder good governance and the quality of government agencies.		1999). Deborah examines the political economy of dependency on aid. Large volumes of funding provided over extended periods of time, offered incentives for NGOs and donors that might compromise good governance and the quality of development programs. And he had criticized the negative effects that resulting from the NGOs trend towards external financing by saying "large amounts of aid may reduce local ownership, accountability and democratic decision-making, while fragmenting budgets and lowering tax effort." As such, that's why certain NGOs' governance and sustainable progress may be lacking due to the absence of good institutional environment, in addition to high levels of aid that have a much less certain impact. Since dependence on aid for extended periods of time may make the good governance and improved institutions more expensive to sustain.	independent manner within the framework of a clear and effective influence.
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3	Faisal Z. Ahmed/ 2 Spring 2008	What Do Nongovernmental Organizations Do?	Three causes have been identified in the study as contributing to the increased presence of NGOs in recent decades: a trend toward more outsourcing of government services, new enterprises by would-be non-profit "entrepreneurs," and the professionalization of existing NGOs.	Qualitative & Quantitative	While (Faisal Z. Ahmed) has tackled the NGOs scope of work in his article (What Do Nongovernmental Organizations Do? 2008) by criticizing the NGOs model and he pointed that Nongovernmental organizations are mostly staffed by altruistic individuals and volunteers who serve for ideological rather than financial goals. Furthermore, "NGO model have some weaknesses -- in agenda setting, decision making, and resource allocation." Despite the rising presence of NGOs in recent decades. That may be explained by Faisal based on three factors: a tendency toward more outsourcing of government services, new enterprises by would-be not-for-profit "entrepreneurs," and the professionalization of existing NGOs.	As such, I think that NGOs tendency in opening to the external interventions, will affect its independence either in controlling the financial management or their developmental vision.
4	Sibille Merz/ June 20, 2012	Missionaries of the new era': neoliberalism and NGOs in Palestine	The consequences of the neoliberal development approach on the restructuring of social formations in Palestine ¹ are examined through the external sponsorship and promotion of non-governmental organizations (NGOs) in the West Bank towns of Ramallah and al-Bireh; they are the 'missionaries of the new era.' ² It contends that neoliberal logic hinders the collective national resistance movement by reshaping cultures and subjectivities around the concept	Qualitative	(Sibille Merz) in his article (Missionaries of the new era': neoliberalism and NGOs in Palestine, 2012) pointed that "neoliberal rationality aims at transforming societies and subjectivities around the notion of enterprise and weakens the collective national resistance movement." And he explained that based on the consequences of the neoliberal development approach on the remodeling of social formations in Palestine are investigated	I believe that could explain the role of NGOs in creating political elites that offer loyalty and affiliation to the foreign agenda rather than the national goals.

			of enterprise.		through foreign funding and promotion of non-governmental organizations (NGOs).	
5	Michael Edwards, David Hulme/26 March 2014	Non-Governmental Organizations - Performance and Accountability	This one-of-a-kind study takes a careful look at these difficulties and explains how NGOs can, and must, change the way they assess and account for their results if they are to be completely successful.	Qualitative	<p>(Edwards, David Hulme) attempted to emphasize the performance of NGOs in his book (Non-Governmental Organizations - Performance and Accountability, 2014). "How can, and must, NGOs change the way they measure and account for their performance if they are to be genuinely effective?" the author asks.</p> <p>Despite these hopeful developments, Edwards claims that the full impact of the NGO sector is unclear. The lack of NGO performance evaluation and accountability mechanisms is primarily to blame. He also argued that "NGO performance-assessment and accountability techniques are inadequate," claiming that this is due to their increased involvement in the field of official aid, which forces them to prioritize some forms of evaluation over others.</p>	From my perspective, I believe that such fragmentation demands reconsidering the structure of non-governmental organizations in order to maintain the integrity of their development goals and have a greater long-term effect.
6	Mona Atia & Catherine E. Herrold /2018	Governing through Patronage: The Rise of NGOs and the Fall of Civil Society in Palestine and Morocco	International aid and government funding to NGOs are examined as types of patronage in this article, as well as the impact of such financing on the nature and role of civil society. We suggest that patronage transforms NGOs into governing	Qualitative	As such (Mona Atia & Catherine E. Herrold) states in their article (Governing through Patronage: The Rise of NGOs and the Fall of Civil Society in Palestine and Morocco, 2018) that "patronage transforms NGOs into apparatuses of	The study have reached the following findings, as there are important implications for understanding NGO transformation, patron-grantee relationships, and the restrictions of NGOs as vehicles

			apparatuses, based on qualitative research from Palestine and Morocco. Through the mechanisms of professionalization, bureaucratization, and upward accountability, NGOs become crucial locations for the exercise of productive power. The paper examines how NGOs' transformation depoliticizes their work while diminishing their ability to affect change in civil society. The findings have implications for understanding the transition of NGOs, the connection between patrons and grantees, and, finally, addressing the limitations of NGOs as agents for social change in politically sensitive situations.		governing.” Since the foreign assistance and government financing to NGOs are examined as types of patronage in this article, as well as the influence of such money on the character and role of civil society. Using qualitative data from Palestine and Morocco as a starting point. The article examines how NGOs' transformation depoliticizes their work while undermining their ability to affect change in civil society.	for social change in politically sensitive situations. According to the mechanisms of professionalization, bureaucratization, and upward accountability, NGOs become major spaces for the exercise of productive power.
7	Michael Schulz & Lina Suleiman 28 Oct 2020	Palestinian NGOs' Changed Work Dynamics: Before, During, and Beyond the Oslo Process	The impact of foreign aid and government support to NGOs on the nature and role of civil society is examined in this article. We suggest that patronage transforms NGOs into governing apparatuses based on qualitative research from Palestine and Morocco. Through methods of professionalization, bureaucratization, and upward accountability, NGOs become important places for the exercise of productive power. The paper examines how NGOs' depoliticization undermines their position as change agents in civil society. The findings have consequences for understanding the transition of NGOs,	Qualitative & Quantitative	(Michael Schulz and Lina Suleiman) have pointed to the transformation of the role of NGOs based on the political atmosphere in the Palestinian context in their study (Palestinian NGOs' Changed Work Dynamics: Before, During, and Beyond the Oslo Process-2020) by saying that NGOs have been through the enormous structural changes that came with the Oslo process, and as a result, the PNGO sector's work patterns have been fundamentally changed. Such changes have had negative effects on the development and voluntary role of NGOs as a direct result of "leading to professionalization and donor dependence of	In their study (Palestinian NGOs' Changed Work Dynamics: Before, During, and Beyond the Oslo Process-2020), (Michael Schulz and Lina Suleiman) pointed to the transformation of NGOs' role in the Palestinian context based on the political atmosphere, saying that NGOs have gone through the enormous structural changes that came with the Oslo process, and as a result, the PNGO sector's work patterns have been fundamentally changed. As a direct result of "leading to professionalization and donor dependence of PNGOs," such changes have had a negative impact on the development and voluntary function

			the connection between patrons and grantees, and, finally, the constraints of NGOs as vehicles for social change in politically sensitive situations.		PNGOs.”	of NGOs.
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Empirical Studies (2) Strategic Planning

(SP) Global and Palestinian Studies

#	The Author / Date of publication	Title of Study	Aim of Study	Design of Study	Conclusion	Recommendation
1	Songco, Danilo A Nijem, Kahlil Elfarra, Majed 2006	Proposed Strategy for the Development of the Palestinian NGO sector	This plan is aimed towards a wide spectrum of Palestinian non-governmental groups. The Project Management Office (PMO) of the World Bank's Palestinian NGO (PNGO) Project took the initiative to develop this plan in preparation for PNGO's third phase. The strategy, however, is not intended to be solely a PMO strategy for PNGO III. It is designed to address NGOs' apparent flaws as well as stakeholders' expectations of what role they should play in responding to both immediate and long-term issues. Implementation is planned to be a joint effort among several stakeholders.	Qualitative & Quantitative	(Songco, Danilo A, Nijem, Kahlil, Elfarra, Majed) took the theory of utilizing the strategic planning in NGOs to practicing it through suggesting a strategic plan to enhance the Palestinian NGOs performance, in their study (Proposed Strategy for the Development of the Palestinian NGO sector, 2006). This suggestion came based on the same intellectual starting points, which I'm trying to address in this thesis,	Because the concerns of optimal NGOs performance and suitability are mutual, this thesis attempts to address both dimensions sustainability and efficiency

					<p>since the concerns around the optimal NGOs performance and suitability are mutual. And that what has been expressed in their study by saying "the strategy was crafted to address the alleged weaknesses of NGOs and the expectations of stakeholders of the role that they should play in responding both to current problems as well as long-term concerns"</p>	
2	Farhad Analoui, Akram Samour / 18 May 2012	Strategic management : the case of NGOs in Palestine	<p>The goal of this paper is to see if managers of nongovernmental organizations (NGOs) think about and use strategy in their daily operations, to evaluate the impact of its applications on NGOs' performance, and to test the validity of the "dynamic model of strategic management" that was originally developed for SMEs in the Gaza Strip, Palestine. While most NGOs employed strategic management systems and saw strategic</p>	Qualitative & Quantitative	<p>While regarding the Palestinian context (Farhad Analoui, Akram Samour) tried to highlight the role of Strategic management in sustaining the Palestinian NGOs performance in their study (Strategic management: the case of NGOs in Palestine, 2012). The goal of this study is to see if managers of nongovernmental organizations (NGOs) think about utilizing strategy in their daily tasks, to evaluate the influence of its applications on NGOs' performance,</p>	<p>I recommend in order to improve their performance, productivity, and efficiency in delivering excellent service, NGOs in Palestine and abroad need to be more strategic in their planning and operations.</p>

			management as a significant instrument for improving service quality, fulfilling goals, and improving overall organizational performance, according to the findings. Furthermore, the ideas of the "dynamic model" created for SMEs can be applied to Palestinian NGOs.		and to see if the "dynamic model of strategic management" is accurate. And they claimed that the "most NGOs used strategic management systems and perceived strategic management as an important tool for increasing the quality of service delivery".	
3	Raed Awashra 2013	Strategic Planning in the Occupied Palestinian Territory: A Futile Exercise	The goal of this research is to look into how Palestinian Nongovernmental Organizations (PNGOs) perform strategic planning in the Occupied Palestinian Territory (OPT) in order to answer the question: Do PNGOs act proactively in their strategic planning? The paper analyzes findings based on primary qualitative and quantitative data acquired from the field and presents the findings of 40 PNGOs and four in the OPT. It concludes that strategic thinking that connects the individual and societal demands of the public is almost non-existent among PNGOs. This is due to strategic planning that is largely insensitive to community needs and lacks public and PNGOs governing body input.. Strategic	Qualitative & Quantitative	(Raed Awashra) has highlighted on the role of Strategic Planning in the Palestinian NGOs in his article (NGO Strategic Planning in the Occupied Palestinian Territory: A Futile Exercise-2013) The goal of this article is to look into how Palestinian Nongovernmental Organizations (PNGOs) perform strategic planning in the Occupied Palestinian Territory (OPT) in order to answer the question: Do Palestinian NGOs engage proactively in their strategic planning? The paper analyzes findings based on primary qualitative and quantitative data acquired from the field and presents the findings of 40 PNGOs and four in the OPT. It finds that strategic thinking that integrates the individual and societal	I recommend to utilize strategic planning to meet donor criteria and may serve as tools for institutional growth and/or fundraising

			plans are seldom designed to allow transparency and accountability to local stakeholders but rather used for compliance with donors' requirements and may function as instruments for institutional development and/or fund-raising.		demands of the public is almost non-existent among PNGOs. This is due to strategic planning that is mainly indifferent to community needs and lacks public and PNGOs governing body input. Strategic plans are rarely meant to provide openness and accountability to local stakeholders; instead, they are utilized to meet donor criteria and may serve as tools for institutional growth and/or fundraising	
4	Ongonge, Julian /2013	Relationship between strategic planning and organization's performance in Non Governmental Organizations (NGOs): a case of Actionaid, Kenya	Strategic planning is a significant step in the performance of strategic management and serves as a backbone support to strategic management. According to Wagner (2006), strategic planning is important from four perspectives: environmental scanning, strategy formulation, goal-to-budget alignment, and strategic planning as a process. The study's major goal was to see how strategic planning has helped ActionAid Kenya (AAK) improve the performance of its programs. Strategic planning directly helps to organizational	Qualitative	(Ongonge, Julian) in his study (Relationship between strategic planning and organization's performance in (NGOs): a case of Actionaid, Kenya, 2013), has defined the strategic planning as "a backbone support to strategic management and it is a major process in the conduct of strategic management." The study's major goal was to see how strategic	There is a difference in the results and approaches to measuring strategic planning effectiveness and organizational performance, confirming the case that selecting the right approach to measuring the relationship between strategic planning and organizational performance requires caution.

			success, according to the empirical findings and analyses undertaken by ActionAid Kenya. The study indicates that in order to shape and assure strategy alignment and relevance, ActionAid Kenya draws on country context and global objectives and priorities in its strategy formulation and organization performance.		planning has helped ActionAid Kenya (AAK) enhance the performance of its programs. By describing the significance of strategic planning from four perspectives: environmental scanning, strategy formulation, goal-budget alignment, and strategic planning as a process, as he pointed that strategic planning clearly benefits to organizational success, according to the empirical findings and analyses undertaken by ActionAid Kenya.	
5	Admassu, Tsehay May-2014	Practices and Challenges of Formulating, Implementing and Controlling Strategic Planning in Selected	The strategic plan is one of the management tools that is extensively utilized by many firms to set their future orientation. The purpose of this study is to look into the methods and obstacles of implementing strategic plans in Ethiopian non-	Qualitative	In his paper, (Admassu, Tsehay) attempted to go deeper into the methods of strategic planning at NGOs (Practices and Challenges of	I emphasize that there are a variety of challenges to achieving their strategic plan, including raising finances for their program and integrating stakeholders as real partners in their initiatives. "NGOs these days have a strong knowledge of the benefits

		NGOs	governmental organizations. The research was conducted utilizing information from secondary and primary data sources, which was administered through a Structured interview , an interview, and the researcher's observation. SPSS was used to organize the data, and the results are presented in tables and graphs. The analysis was carried out using the descriptive analysis approach, and it was discovered that NGOs nowadays have a strong knowledge of the benefits of strategic planning, and hence use it as an important instrument that must be used in their work.		Formulating, Implementing and Controlling Strategic Planning in Selected NGOs, 2014). "Strategic planning is one of the management strategies that is extensively employed by different NGOs to establish the future direction of their organizations," according to his description.	of strategic planning, therefore they use it as an important instrument that must be implemented in their organization," says the author.
6	K. Hamdan Muhammad, A. El Talla Suliman, J. Al Shobaki Mazen & Samy S. Abu-Naser 2020	The Reality of Applying Strategic Agility in Palestinian NGOs	The study used an analytical descriptive approach, with the Structured interview as the main tool for collecting data from the Palestinian civil organizations in Gaza Strip. The concept of strategic agility has been expanded to include a number of areas, including (strategic sensitivity, clarity of vision, choice of strategic goals, rapid response, joint responsibility, taking actions, core capabilities),	Qualitative & Quantitative	K. Hamdan Muhammad, A. El Talla Suliman, J. Al Shobaki Mazen, and Samy S. Abu-Naser) aimed to discuss the relationship type between strategic agility. And which is the organization's ability to deal with changes or risks, and the organization's	A set of recommendations might be used: the importance of searching out civil groups. In the Gaza Strip, by obtaining funding from external countries in order to provide associations with self-income to face crises and give them independence in order to preserve them in order to play their role in society, the need to follow up on the strategic plan for NGOs using electronic messages where it paves the way to achieve excellence and creativity in the field of work, the need to hold meetings and workshops with the local community and this helps them to define the priorities, the need to hold meetings and workshops with the local community and this helps them to define

			<p>and the study used an analytical descriptive approach, with the Structured interview as the main tool for collecting data from the Palestinian civil organizations in Gaza Strip. The strategic agility scale's relative weight reached a high point (79.04 percent), and in the aspects of strategic agility (strategic sensitivity, clarity of vision, choosing of strategic goals, rapid response, and taking steps), there were statistically significant differences in the dimensions of the measure attributable to the gender variable, with the differences favoring females. There were no statistically significant changes between the mean dimensions of strategic agility due to the age group variable, the educational qualification variable, or the gender variable in my dimension (shared responsibility, core competences).</p>		<p>performance. In their study (The Reality of Applying Strategic Agility in Palestinian NGOs-2020). The main goal of the study was to determine the reality of strategic agility in Palestinian civil organizations in Gaza. The concept of strategic agility encompassed a number of areas, including strategic sensitivity, clarity of vision, strategic goal selection, rapid response, joint responsibility, action, and core capabilities). The study made a number of suggestions, the most important of which was the need for civic organizations to be found. In the Gaza Strip, "by obtaining funding from external</p>	
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					<p>countries, in order to provide associations with self-income to face crises and give them independence, in order to preserve them in order to play their role in society" the need to follow up on the strategic plan for NGOs using electronic messages, where it paves the way to achieve excellence and creativity in the field of work, the need to hold meetings and workshops with the local community and this helps them to define the priorities, the need to hold meetings and workshops with the local community and this helps them to define the needs of society.</p>	
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**Empirical Studies (3) Sustainability
Global and Palestinian Studies**

#	The Author / Date of publication	Title of Study	Aim of Study	Design of Study	Conclusion	Recommendation
1	Naser Abdelkarim 2002	The Long-Term Financial Sustainability Of the Palestinian NGO Sector	The study's main goal was to analyze the financial viability of Palestinian non-governmental organizations (NGOs), with an emphasis on their funding sources and uses. Other factors like leadership, management, governance, and community participation were included in the analysis, but only to the extent that they were relevant to the NGO's financial viability.	Qualitative & Quantitative	The ability of an NGO to create a broad resource base so that it may continue its institutional structure and provision of benefits for the intended client population when donor financial support ends is referred to as financial sustainability in the study. Financial Management, Resource Mobilization, and Income Generation/Self-Financing are all included in this description.	PNGOs should form a broad and cohesive Coordinating Forum or Council to promote their interests and objectives, including fundraising, with the donor community, the PNA, and the corporate sector.
2	Joseph Devine / November 1, 2003	The Paradox of Sustainability : Reflections on NGOs in Bangladesh	This article, based on research from Bangladesh, challenges the dominance of a narrow perspective of sustainability that is primarily based on financial reasons. The effort for financial sustainability has yielded	Qualitative	(Joseph Devine) sought to explore in his article (The Paradox of Sustainability: Reflections on NGOs in Bangladesh, 2003) the main contradictions that hinder the NGOs in sustaining their work and performance. This	Financial sustainability has achieved mixed outcomes and, more importantly, has injected some ambiguity into NGOs relationships with their members.

			<p>mixed results and, more importantly, has injected some ambiguity into voluntary organizations' relationships with their constituents. This article will argue that an accurate definition of sustainability in Bangladesh is based on social and political concerns rather than economic ones. Fundamental contradictions exist between social/political and economic concerns, and the continuous pursuit of one may, ironically, impede efforts to build the other. As a result, the purpose of this essay is to examine the logic and validity of initiatives to promote sustainability among Bangladeshi nonprofit organizations from a theoretical and empirical standpoint.</p>		<p>article raises concerns about the dominance of a restricted definition of sustainability based mostly on financial reasons. And the purpose of this article was to examine the logic and validity of strategies to encourage sustainability among Bangladeshi nonprofit organizations and NGOs from a theoretical and empirical approach.</p> <p>Josephs claimed that "an accurate notion of sustainability rests more on social and political considerations than on economic ones." But on other hand, such dependency could lead to paradox among those factors, since Fundamental contradictions exist between social/political and economic factors, and the continuous pursuit of one may, ironically, impede attempts to build the other.</p>	
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3	David Lewis 2003	NGOs, Organizational Culture, and Institutional Sustainability	<p>This paper uses ongoing qualitative research on a sericulture project in Bangladesh to look at how the concept of organizational culture, which is rarely considered in development interference analysis, can support reveal the multiple causes of sustainability problems in multi-agency initiatives. The method emphasizes both local organizational realities and power dynamics in the relationships that connect project actors and processes to larger systems and institutions. Despite the previous coherence exhibited through the formal project culture conveyed through documents and other artifacts, it was noticed that many of the early project meanings have gradually disintegrated over time.</p>	Qualitative	<p>(David Lewis) attempts in his article (NGOs, Organizational Culture, and Institutional Sustainability, 2003) to integrate institutional sustainability with the organizational culture by assuming positive relationship between the both dimensions, and he claimed “organizational culture is rarely considered within the analysis of development interventions”, so that could undermine achieving the NGOs institutional sustainability.</p>	<p>I recommended to promote the coherence between the institutional sustainability and organizational culture, by taking them into consideration at all planning and analyzing levels, to ensure valid sustainability alongside verified NGOs culture.</p>
4	Rabeh Morrar & Suhail Sultan August 2020	The donor-driven model and financial sustainability : A case	<p>In order to tackle societal difficulties, this study examines characteristics that</p>		<p>(Rabeh Morrar & Suhail Sultan) have discussed the financial sustainability</p>	<p>Palestinian non-governmental organizations (NGOs) must work together to consolidate their</p>

		<p>study from Palestinian non-government organizations</p>	<p>encourage Palestinian NGOs to embrace financial sustainability by utilizing modern ideals such as community engagement, voluntarism, teamwork, and business-like methods. The study investigates Palestinian NGOs' reliance on external funds (donor-driven finances) as well as the environmental impact of their efforts to achieve financial sustainability. In 2019, data was collected through semi-structured interviews with 22 NGOs in the West Bank and Gaza. The data were examined using the MAXQDA computer software for theme analysis. The study found that Palestinian NGOs must work together to reduce their reliance on a donor-driven model by operating independently of donors' agendas. Palestinian NGOs must also engage with one another to consolidate their efforts</p>		<p>model in term of Palestinian NGOS in their article (The donor-driven model and financial sustainability: A case study from Palestinian non-government organizations, 2020), as a need to explore new sustainability resources in light of conditional Financing and unstable economic and political atmosphere. Based on that (Morrar & Sultan) study examines characteristics that help Palestinian NGOs to embrace financial sustainability by utilizing modern ideals such as community participation, voluntarism, partnership, and business-like methods. In order to tackle social difficulties, by examining Palestinian NGOs' reliance on external funding (donor-driven funds) and the environmental effect of their efforts to maintain financial</p>	<p>operations and minimize fragmentation. Furthermore, the Palestinian government must examine important legislation in order to manage the civil society sector and minimize competition between NGOs and the private sector on one side, and NGOs and government institutions on the other.</p>
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			and avoid fragmentation.		sustainability. Following that key findings were that "Palestinian NGOs need to alleviate the dependency on a donor-driven model by functioning independently from donors' agendas".	
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Empirical Studies (4) Conditional Funding

Global and Palestinian Studies

#	The Author / Date of publication	Title of Study	Aim of Study	Design of Study	Conclusion	Recommendation
1	Mohammad In'airat 2012	Foreign Aid Effectiveness on the Palestinian Economy- A Qualitative Case Study	This research empirically investigates a number of perceived circumstances that may affect the effectiveness of foreign aid in the Palestinian economy. The study raises two major points: the importance of "bureaucracy" and the role of culture. A culture of corruption was discovered to	Qualitative	(Mohammad In'airat) has empirically investigated a variety of perceived circumstances that may affect the sustainability of foreign aid in the Palestinian economy. In his paper, which is titled "Foreign Aid Effectiveness on the Palestinian Economy-A Qualitative Case Study-2012," the researcher highlighted two central issues	***

			<p>have contributed to a lack of good governance. Furthermore, there appears to be no distinction between a politician and a bureaucracy in Palestine. Politicians control the bureaucracy and have shaped it to serve their own purposes. The article concludes that foreign aid alone can never build or break an economy; it is the people involved, primarily donors and receivers, who can make a difference when they work together.</p>		<p>that affect the Palestinian economy as a result of foreign aid. He explained that the tendency to rely on external aid could enhance the culture of corruption among the economy's sector players, in line with the lack of clear monitoring and evaluation systems, and give more importance to delivering certain outputs based on the donors' agenda instead of meeting the community's aspirations. While the second issue is that relying on external aid and donors' agendas could spread the bureaucracy style, especially among the officials and decision makers, the researcher finds that foreign aid alone can never build or destroy an economy; it is the people</p>	
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					involved, primarily donors and beneficiaries, who can make a difference when they work together.	
2	Nassar Ibrahim & Pierre Beaudet 2012	Effective aid in the Occupied Palestinian Territories?	For many years, the Palestinian Territories of the West Bank and Gaza Strip, also known as the Occupied Palestinian Territories (OPT), have served as a test case for international aid laws and procedures, particularly since the Oslo Accords in 1993 between the Palestinian Liberation Organization (PLO) and the Israeli government. In many ways, however, the OPT is unique in that it is not a state, even if it is a weak one, making the application of the principles articulated in the Paris Declaration hard. Despite significant aid flows in recent years, the lack of statehood remains a major roadblock to growth. Furthermore, several aid programs have been used, at least in part, to stabilize the occupation.	Qualitative & Quantitative	(Nassar Ibrahim & Pierre Beaudet, 2012) in their article (Effective aid in the Occupied Palestinian Territories?) have questioned the external aid effectiveness in light of occupation constrains in OPT, (Nassar & Pierre) have pointed to absence of the real state is the a real source of the de-development situation “Despite substantial aid flows over the last years, the problem of the absence of statehood is a fundamental block to development.” And that took place mainly after signing Oslo agreement. As such, for	Meanwhile, the social and economic situation has deteriorated. Although there are several factors contributing to the deterioration, we believe that the continuation of the Israeli occupation is the most crucial one since it perpetuates the OPT's social, political, and economic disruption. The continued occupation of the OPT, as well as the resulting external control over land, security, borders, and a slew of other key aspects of governance and sovereignty, explains why so many tries to make aid more 'effective,' in the spirit of the OECD's aid effectiveness principles, have failed.

					<p>many years, the Palestinian Liberation Organization (PLO) and the Israeli government have used the Occupied Palestinian Territories (OPT) as a test case for international aid policies and practices, particularly after the Oslo Accord in 1993. In many respects, however, the OPT is unusual in that it is not a state, even if it is a weak one, making the application of the principles articulated in the Paris Declaration challenging. Many humanitarian programs have been used to help stabilize the occupation, at least in part. Meanwhile, the social and economic situation has deteriorated. Despite the fact that there are several causes for this</p>	
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					degradation, for that (Nassar & Pierre) have argued in the article the perpetuation of the Israeli occupation as a fundamental element in reproducing the economic, political, and social dislocation in OPT, “we argue that the perpetuation of the Israeli occupation is the most important factor since it reproduces the social, political and economic dislocation of the OPT.”	
3	Emad Z. Al-Masri 2013	Factors Affecting the Effectiveness of Conditionally Foreign Funded Projects in Palestinian National Authority Territories Case Study: The Local NGOs in the Gaza Strip	The purpose of this research is to investigate to what extent the internal and external factors affect the effectiveness of foreign funded projects for the local NGOs under conditionality. The researcher followed the qualitative-quantitative methodology where he targeted some	Qualitative & Quantitative	(Emad Z. Al-Masri) has investigated in (Factors Affecting the Effectiveness of Conditionally Foreign Funded Projects in the Palestinian National Authority Territories Case Study: The Local NGOs in the Gaza Strip-2013), The goal of this study is to see how internal and external factors	For foreign money under conditionality, I recommend conducting additional investigations and going deep into all areas. Accepting conditional funding clearly constitutes a violation of Palestinian law.

			<p>of the local Palestinian NGOs with Structured interview in addition to deep literature review of</p>		<p>influence the performance of foreign-funded initiatives for local NGOs that are subject to conditionality. Based on this investigation, the researcher indicates that the financing strategy of donors has a greater than 57% influence on the effectiveness of foreign-funded projects under conditionality, compared to just approximately 13% for the internal management structure. And donors generally finance organizations that share their vision and objectives but have little interest in achieving meaningful progress. Accepting such money forces you to accept the conditions that work to change the culture of the local NGO. For international support under conditionality, the researcher</p>	
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					advises conducting more studies and diving deep into all areas. Since accepting conditional funding clearly constitutes a violation of Palestinian law.	
4	Knudsen, Are John; Tartir, Alaa 2017	Country Evaluation Brief: Palestine	The Occupied Palestinian Territories is one of the most aid-reliant countries in the planet. Despite a drop in overall aid since 2009, the Territories remain one of the world's largest recipients of foreign aid per capita. The goal of this Country Evaluation Brief is to provide current information on donor development activities in Palestine. The brief contains key findings from previous evaluations of development initiatives in the country. Despite some minor successes, several constraints made it impossible to achieve the declared goals of international aid to the occupied Palestinian Territories (lasting peace,	Qualitative	(Knudsen, Are John; Tartir, Alaa) have provided an evaluation brief about donor development activities in Palestine in their report (Country Evaluation Brief: Palestine-2017). The goal of this country's evaluation brief was to provide current information on donor development activities in Palestine. The brief contains key results from previous reviews of development initiatives in the country. And despite some minor accomplishments, several restrictions made	As roughly a third of the aid went to the security sector, the development process became extremely securitized. Donors are not consistent with the principles of assistance effectiveness and the Do No Harm principles since there are no effective accountability mechanisms in the international aid framework for Palestine. Consequently I recommend to re-asses the principle and hold those donors to account and principles commitment

			competent and responsible Palestinian institutions, and long-term socioeconomic growth) (oPT)		<p>it impossible to achieve the declared goals of foreign aid to the occupied Palestinian Territories. Such as lasting peace, active and capable Palestinian institutions, and long-term socioeconomic growth (oPT). Furthermore, in the absence of a parallel constructive political path that confronts the main restrictions of Israeli occupation, settlement policy, and the political separation of the West Bank and Gaza Strip, the existing cooperation and foreign assistance paradigm has reached its limits. The inability of foreign aid to promote peace, human development, and economic success is mostly due to the continuation of the Israeli military occupation in the West Bank and Gaza Strip. "Due to the absence of</p>	
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					effective accountability mechanisms in the international aid framework for Palestine”	
5	Jeremy Wildeman 2018	EU Development aid in the occupied Palestinian territory, between aid effectiveness and World Bank guidance	<p>The European Union (EU) and its member states fund a large portion of aid to the Palestinian Authority (PA) and Palestinians in the Occupied Palestinian Territory (OPT) (OPT). They do so in accordance with a development aid model developed by the World Bank and overseen by the US government. The limitations of the World Bank-led approach to European aid are examined in this essay. It begins with an outline of how economic development came to be defined in the Oslo Peace</p>	Qualitative	<p>From his side, Jeremy Wildeman investigated the effectiveness of EU development aid in the Palestinian territories in his study (EU Development Aid in the Occupied Palestinian Territory, between aid effectiveness and World Bank guidance-2018), in light of the development patterns that the donors lead, especially the World Bank and the US administration. As such, the researcher criticized the failure of the external aid model based on increasing the number of settlements and occupation expansion in line with</p>	<p>It’s important to start thinking by Europeans how may adopt it as an alternate method.</p>

			<p>Process using this approach. When it comes to analyzing the occupation and settlements, it reveals its inherent ambiguities. The attention then shifts to the topic of settlement construction and de-development in the Occupied Palestinian Territory (OPT), which highlights the aid model's failure.</p>		<p>declining Palestinian growth indicators. And he summarized by stating that the external aid style should be evaluated and how it could be adopted as an alternative approach by the Europeans.</p>	
6	<p>Bayan Tall, Sandra Matarnah, Ghaleb Sweis, Rateb Sweis & Wassim Albalkhi 2021</p>	<p>Factors affecting the success of development projects of the non-governmental organizations (NGOs) in Jordan 2021</p>	<p>Non-governmental organizations (NGOs) encounter a variety of problems, which varies depending on the nations in which they operate. Many of these groups' endeavors are doomed from the start. The impact of four elements (organizational structure, organizational culture, funding, and community participation) on the success of development initiatives carried out by NGOs in Jordan is investigated in this study. A Structured</p>	<p>Qualitative & Quantitative</p>	<p>(Bayan Tall, Sandra Matarnah, Ghaleb Sweis, Rateb Sweis, and Wassim Albalkhi), have explained the factors affecting the success of development projects of non-governmental organizations (NGOs) in Jordan (2021) that could improve the sustainability of NGO projects by focusing on a set of organizational recommendation</p>	<p>Several recommendations were made to local governments, NGOs, and donors, including securing consistent and trustworthy funding and including the community in decision-making. Considering advice will improve the efficiency, effectiveness, and success of NGOs, as well as their prospects of being active and fully operational.</p>

			<p>interview was used to collect data from a sample of 181 employees from Jordan's 45 active NGOs.</p> <p>According to the findings, three of the four elements are substantial and have an impact on the project's success.</p> <p>Community participation, on the other hand, has been dismissed as inconsequential.</p>		<p>s and practices that will improve the efficiency, effectiveness, and success of NGOs, as well as their prospects of being active and fully operational.</p> <p>Since the researcher pointed out, many NGO development projects fail at the early stage due to poor organizational structure, closed organizational culture, unstable funding, and lack of community participation.</p> <p>The study makes various recommendations to local governments, NGOs, and donors, including securing consistent and predictable financing and incorporating the community into decision-making.</p>	
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PART 3: Knowledge Gap

The PNGO sector is still heavily reliant on foreign finance. However, donor support has been steadily declining, and this trend is projected to continue in the coming years. Previously, the PNGOs received about 75% of the funding. Its funds come from outside sources. Domestic financial sources have not yet matured enough to compensate for the decline in international donor support. The national government (PNA) does not support the sector financially. Due to the constrained Palestinian economy and a lack of requisite generosity, contributions from private individuals and corporations remain low. Local sources occasionally provide some in-kind assistance, but it is rarely material. Although some NGOs are striving to identify ways to produce income, earned income does not make up a major portion of PNGO funding. The PNGO legislation permits economic operations and increases the likelihood of long-term viability. PNGOs have, for the most part, used proper and fundamental accounting practices, hired independent auditors, and produced yearly reports. Most people, on the other hand, are unable to engage in real financial planning and management.

In conclusion, while only a small number of PNGOs have been able to preserve "donor-driven sustainability," the PNGO sector's long-term financial sustainability remains a major concern.

Consequently, and through mapping the PNGOs' financial hazards and possible solutions, we hope to address the consequences of the withdrawal of funding for active PNGOs in the development sector as well as the role of strategic planning in minimizing the negative effects of any prospective financial risks. And we hope to develop a prediction model based on regression analysis to estimate the amount of financial sustainability for PNGOs as a result of this research.

The study will assess the impact of strategic planning in keeping the Palestinian NGO afloat in the face of recent funding constraints. In addition, study will address effective strategic planning interventions at the level of minimizing sustainability risks and highlighting potential opportunities.

CHAPTER THREE

METHODOLOGY

3.1 Methodology

This chapter presents the procedures and the methodology that used to conduct this research. It also explains research design, population size and sample, validity and reliability, data collection procedures, and the statistical analysis.

3.2 Research Design

This study examines the mediating role of strategic planning in achieving sustainability for Palestinian NGOs. To collect information from key employees of Palestine NGOs in the West Bank, a structured Structured interview was used as a data collection tool. Published and unpublished articles were used as secondary data sources.

3.3 Data Collection Tool

A structured interview was conducted to the key employees in the Palestinian NGOs in the West Bank. Since the participants were Palestinians, the structured interview was translated and audited to ensure conceptual correspondence.

Our interview questions include the personal information and the axes of study variables including (SP) dimensions (Strategic Plan adaptation, Periodic evaluation, evaluation tools, risk analysis, conflict of interest). Sustainability dimensions (Sustainability types, Sustainability practices, Sustainability obstacles, Sustainability requirements, and Sustainability legal frame) and (Conditional Funding) dimensions (Implications, capacity building, organization independence, External Aid conditions, and External Aid agreements)

Table (1.1): Thesis variables and its related indicators

Study variables Variables	Type	Related indicators
	Independent	Strategic Plan adaptation
		Periodic evaluation
		Evaluation tools
		Risk analysis
		Strategic option
		Conflict of interest
Sustainability	Dependent	Sustainability types
		Sustainability practices
		Sustainability obstacles
		Sustainability requirements
		Sustainability legal frame
External Aid	Mediator	Implications
		Capacity building
		Organization independence
		External Aid conditions
		External Aid agreements

The variables are tested by using the descriptive analytical approach by asking structured questions. The Structured interview was distributed to the Palestinian NGO's key employees in the West Bank. It was made to achieve the study objectives, answer the study questions.

The Structured interview used by the scholar to collect data requires the following methods to be performed: Structured interview design, the validity of the Structured interview, and the reliability of the Structured interview, as discussed in this section:

3.4 Structured Interview Design

The Structured interview was used to gather data in this study after it was modified by editing or removing some points to meet the research objectives. It was divided into four sections: organizational data, strategic planning, sustainability, and conditional funding.

First section: the organizational data about the respondents consisted of eight variables, including: names of respondents, position, contact details, name of organization, SOW, legal registration, number of employees, kind, and source of financing.

The second part covered the research's three main variables, each of which had subparts: Second, strategic planning was divided into six dimensions (SP Adaptation, SP Tools, SP Evaluation, SP Risk Mitigation, SP Conflict Resolution, and SP Sustainability). Third section: Sustainability was divided into six dimensions (forms of sustainability, practical experiences, and barriers to sustainability; capacity building for sustainability; required legal form; and recommendations). Conditional funding consisted of five dimensions (decision making, empowerment, effectiveness, efficiency, and conditional funding agreements).

3.5 Conceptual Model

The overall objective of this thesis is to find out the role of strategic planning in sustaining the NGO sector in Palestine. SP is defined as "systematic process" as a systematic process for making more systematic future decisions, organizing attempts to achieve these decisions in a systematic manner, and testing results against expectations through organized reactions. -- (Ducker and Ducker, 2013)

Therefore, the researcher set the conceptual framework to guide his study as shown in Figure 1 below.

3.6 Conceptual Model

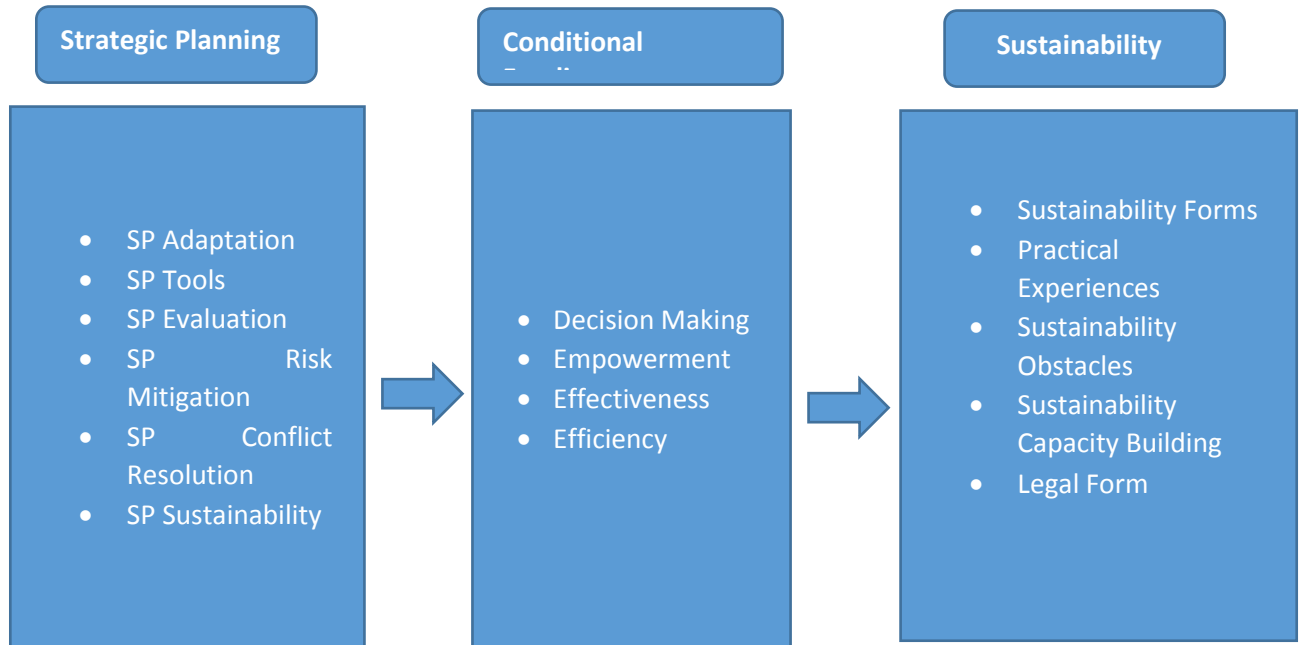


Figure (1): Conceptual Model

3.7 Population and Sample

The research population consisted of key workers in the Palestinian NGOs in the West Bank, which are (20) NGOs key worker from different positions and different scop of works, and the number of Non-Governmental Organizations is 4616 according to the statistics. The numbers are shown in details in the following table:

West Bank	Gaza Strip	Outside Palestine	Jerusalem	Occupied Territories	TOTAL
42%	31%	14%	11%	2%	4616

Table (1): NGOs statistics

3.8 Sample of study

The sample is the part of society that is chosen according to scientific rules and methods so that the society is properly represented. The researcher selected a non-Probability sample of the original study population according to the SOW distribution of the NGOs. The sample stakeholders were interviewed virtually and individually.

3.9 NGOs in opt

Over the last 30 years, literatures on NGOs has met with a growing interest in civil society. However, a clear definition of NGOs, like that of civil society, is difficult to come by.

To minimize this ambiguity, our research will emphasize essential properties that distinguish NGOs from other types of civil society players (whether progressive, traditional, or religious). Consequently, labor unions, grassroots groups, social movements, community-based organizations, charity societies, and cooperatives are not identical with the word NGO. In this section, I explore the following fundamental elements of NGOs' unique nature and structure:

- NGOs are highly professional organizations that hire specialist employees with experience in the field and strong management abilities neither grassroots, membership-based, or volunteer-based except for professional volunteers and interns who may be paid
- NGOs have a bureaucratized hierarchical structure that includes a board of trustees, directors, secretaries, offices, and sub-offices, all of which have sophisticated administrative and financial procedures.

- International organizations, international financial institutions, governmental agencies, development agencies, multilateral and bilateral contributors, and regional organizations contribute the majority of the budget.
- NGOs work on a local, national, or international level, and are heavily involved in a complex web of networks and connections throughout the world.
- Local non-governmental organizations (NGOs) are typically founded independently on national territory, but they are supported by an international umbrella organization that provides operational, structural, and strategic guidance.
- In terms of functional characteristics and areas of interest, NGOs are diverse. For that NGOs may work in areas such as development, humanitarian aid, human rights, environmental challenges, advocacy, democracy promotion, research, and data gathering. Furthermore, a single NGO may simultaneously work on two or more programs in various fields and sectors.

According to Palestine, and since the signing of the Oslo I Accord in 1993, aid agencies have spent more than \$40 billion on Palestinians living in the occupied West Bank, East Jerusalem, and the Gaza Strip.

In 2006, major Western assistance donors stopped aid to the occupied West Bank and Gaza Strip in protest of Hamas' victory in fair and democratic Palestinian legislative elections. Many international donors informed Palestinian non-governmental organizations (NGOs) that development projects had been canceled, partnerships had ended, and funding had been cut at that period.

“Palestinians have been forced to choose between development and charity. While a large quantity of donor money has entered the economy of the occupied territories,

Palestinian economic and sustainability indicators have been decreasing. As a result, the Palestinian economy has been de-developed and hollowed down.”

As a result of this evolution, Palestinians have continuously been among the world's biggest per capita receivers of non-military aid. Both peace and development are still elusive, as this aid has failed to accomplish progress on three primary goals: a permanent peace between Palestinians and Israelis, functional, responsible, and democratic Palestinian organizations, and long-term social and economic growth.

Consequently, that shows clearly the failure of the western donor-driven development approach, as well as the dormant Oslo "peace process" it is supposed to sustain large quantities of assistance and money that eventually end up in Israel's economy as direct result to transforming the Palestinian community to consumption-based community.

CHAPTER FOUR:

ANALYSIS OF DATA

Participant profile

Research Questions/Findings

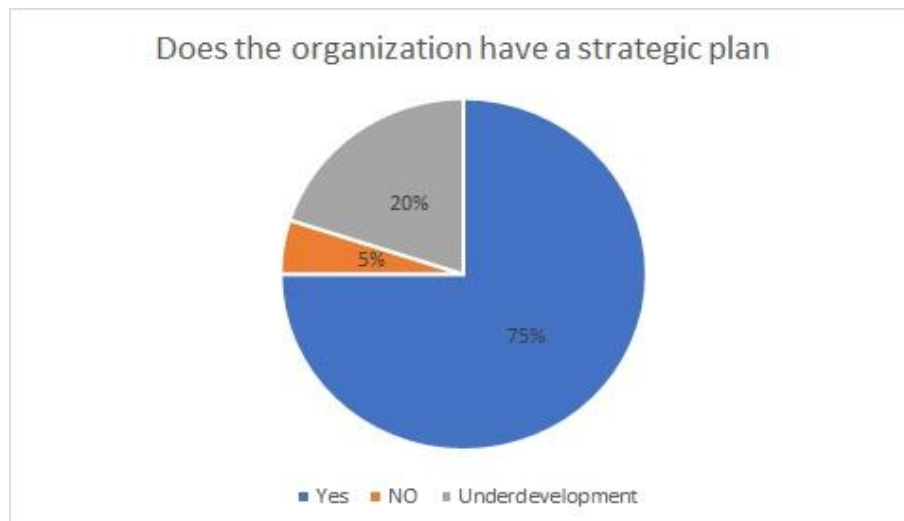
4.1 Participants profile

#	Organization Name	Job title	# Of Response	Legal Registration	of Employees#	Type of financing	Field of work
1	OXFAM GB	Country Director	1	INGO	50 and more	Governments and International	Humanitarian and Infrastructure
2	RTI International	Economic Development Area Manager	1	INGO	1-30	Governmental	Education
3	GIZ	Monitoring & Evaluation Manager	1	INGO	50 and more	Governments and International	Civic Engagement
4	AMIDEAST	Procurement and Grants Officer	1	INGO	50 and more	Governmental	Education
5	ActionAid	Communication Officer	1	INGO	50 and more	Individuals	Youth Empowerment
6	مؤسسة جهود للتنمية الريفية	Program officer	1	NGO	1-30	International Institutions	Community Engagement
7	مؤسسة صابرين	Program Coordinator	1	NGO	1-30	International Institutions	Education
8	مركز الفجر للتنمية الريفية	مؤسس وعضو مجلس إدارة	1	CBO	1-30	International Institutions	Community Engagement
9	World Vision	Community and Engagement and Social Change Coordinator	1	INGO	50 and more	Individuals	Child Well Being
10	IYF International Youth Foundation	Financial Manager	1	INGO	30-50	Governments and International	Youth Empowerment
11	Mercy Corps	Operational Manager	1	INGO	50 and more	Governments and International	Youth Empowerment
12	مركز رواد التنمية	عضو مجلس إدارة	1	CBO	1-30	Individuals	Child Well Being
13	Partner for Sustainable Development- PSD	Program Manager	1	NGO	1-30	International Institutions	Youth Empowerment
14	The Palestinian Center for Youth Economic Empowerment – CYEE	Admin and Operations Officer	1	NGO	30-50	International Institutions	Youth Empowerment
15	Catholic Relief Services – CRS	MEAL Coordinator	1	INGO	30-50	Governments and International	Humanitarian
16	UNDP	Chief of Party	1	INGO	50 and more	Governments and International	Humanitarian
17	جمعية القمر الخير	مدير البرامج	1	CBO	1-30	International Institutions	Community Engagement
18	National Democratic Institute - NDI	Program Manager	1	INGO	30-50	Governments and International	Civic Engagement
19	مركز عبد القادر أبو نبعة الثقافي	عضو مجلس إدارة	1	CBO	1-30	International Institutions	Cultural
20	UNDP	MEAL Manager	1	INGO	50 and more	Governments and International	Humanitarian

Research Questions

- **To answer the study question: How can Strategic Planning improve the PNGO's financial and administration Sustainability? And which methods can be adopted?**

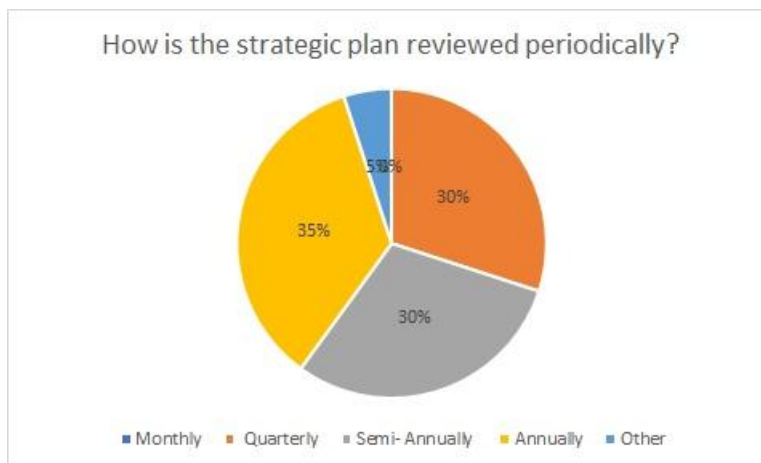
1. Does the organization have a strategic plan?



- 75% of respondents have pointed out that their organizations have developed and adopted a strategic plan for different time frames and different scopes. On one hand, some CBOs have claimed that the adoption of a strategic plan is their donor's requirement to facilitate funding, since a strategic plan determines the roles and responsibilities in addition to mapping the opportunities. On the other hand, some NGOs implemented such an adoption due to the necessity of expansion and using the resources in an effective manner.

- 20% of respondents have pointed out that their organizations are still working to have a strategic plan since it gives them the opportunity to increase the work level in terms of quality, productivity, staff performance, and secure funding. As such, some CBOs explain such a tendency to be more attractive to international donors by building market reputation and development portfolios that gain them access to more programs instead of merely seasonal activities.
- 5% of respondents have pointed out that their organizations do not have a strategic plan, since some of them think that strategic planning needs a high level of commitment and ongoing financial resources, while their organizations' reality is the opposite, as the majority of those respondents are working based on volunteerism and most of their expenses are covered by community contributions. While they have agreed upon the importance of having a clear strategic plan that can help them hunt the financial and technical opportunities.
- For small Palestinian CBOs numerous barriers prevent Palestinian non-governmental organizations (CBOs) from expanding and developing. These organizations frequently lack the means to create operational strategies and have trouble securing international investment. This may result in a lack of accountability and transparency, which can therefore cast doubt on the legitimacy of these groups. Additionally, CBOs frequently face a difficult political environment in Palestine, and the government has been known to impose restrictions on their operations.

2. How is the strategic plan reviewed periodically?



- 95% of respondents have pointed out that their organizations are working to conduct several evaluation meetings for their strategic plans, based on different time frames as follows (monthly, quarterly, semi-annually, and annually). While such meetings go to different types of evaluation tools, since some of them seek to assess the performance indicators by using various monitoring and evaluation tools such as pre and post surveys, baseline and endline surveys, etc., For other CBOs, reflection sessions could be implemented in order to revise the strategic goals in order to communicate the impact. Palestinian CBOs often review their strategic plans, and this is usually

considered as a measure to assess the efficiency and performance of their organizations once a year. The strategic planning procedure gives information on the current condition and performance of a CBO, as well as its goals and objectives. The strategic plan also takes into account stakeholder analysis, internal and external environmental scanning, and organizational appraisal of strengths and weaknesses.

3. What are the strategic planning tools used in the organization's reality analysis process?

- The tools used in the strategic planning process varied with the diversity of the stages and objectives of the institution, as some indicated the use of reality analysis tools as an essential part of sustainable change, such as the SWOT tool, which seeks to monitor the internal strengths and weaknesses of the institution, such as monitoring the quality of systems and internal practices at the level of working departments, such as HR, M&E, Finance, etc. In addition to monitoring the opportunities and challenges provided by the external environment of the institution, such as the surrounding community, the legal framework, the political and economic situation, the availability of funding opportunities, regulations and laws, etc.,
- Some of them referred to the involvement of community activists or stakeholders in planning and building a strategic plan with the aim of achieving community participation and distributing roles among all parties. By using different type of assessment such as focus group discussion, and hold interviews with key- representatives, problem tree, and political economy

analysis, since such tools helps NGOs in distribution of the accompanying obligations and requirements to achieve the desired goals: like funding contributions, technical support, or community acceptance.

- Other organizations are going deeper to understand their reality by relating their local reality with the national strategies by monitoring the plans of ministries and developmental clusters, and they justify such practice to keep their organizations updated with development agenda and policies that are determined by public and donor agenda as well.
- While according to small Palestinian CBOs they employ event analysis as a strategic planning technique to examine the reality of CBO sustainability. A problem or issue can be studied methodically using event analysis by examining the various events that make up the problem or issue. Understanding how and why things happen as well as seeing patterns and trends are all accomplished through event analysis. Any form of problem or issue can be studied using event analysis, but complicated problems or issues benefit most from utilizing it.

4. How does the strategic plan contribute to identifying financing risks and opportunities?

- The majority of respondents believe that strategic planning includes important axes, such as the risk management plan, which is a mechanism for monitoring expected and unexpected risks in conjunction with the size of the expected impact of both. Through this tool, it is possible to think strategically about the types of intervention for all risks according to the

expectation and impact, where an intervention can be therapeutic or preventive, and to access such matrix, it is used to study the social context of the institution and to identify the surrounding environment. The other axe is fundraising management, which will be available as part of the strategic plan. Furthermore, because such a plan is available, it could provide a map for potential donors who are interested in funding a set of programs and ideas. Furthermore, strategic planning enables the NGOs to diversify the funding sources based on the level of operations that goes directly with the strategic vision.

- The other part of the respondents pointed out that strategic planning contributes effectively to shaping the right objectives to achieve the planned vision based on real and accurate reality analysis. In addition to the periodic evaluation tools that enhance the NGO's ability to understand the external environment, such as the government's aspirations, community needs and donors' upcoming agendas, so such evaluation helps NGOs to be up to date for any opportunities.
- The other part of the respondents pointed out that strategic planning contributes to finding a set of alternatives based on different scenarios, which come with different costs, approaches, and definitely impacts, while such diversification gains NGOs the ability to make decisions based on the available resources and current capabilities.

5. In your opinion, how does strategic planning contribute to ensuring cash and technical flow for your organization?

- Preparing a clear and determined strategic plan will attract the donors to fund the NGOs' programs and projects. Since having strategic planning and strategic thinking will assure achieving the goals that intersect with donors' interests in an effective way, through continuous tracking and monitoring of ongoing funds, as well as identification of opportunities such as sustainable partnership agreements, MOUs, etc.
- While having real strategic plan as document and practice means the NGOs readiness to execute high quality of programs and projects in partnership with esteems partners and that with will be as value added to the NGOs CV.
- Strategic planning offers several financial techniques to ensure liquidity, expenses, and returns, among other things. As such Strategic financial management not only aids in the establishment of firm goals, but also provides a framework for developing and implementing plans to address issues that arise along the road. It also entails drawing forth a plan to help the company achieve its goals.

6. Is strategic planning and monitoring of opportunities based on sustainable goals or the availability of funding?

- Many of NGOs are connected to its physical location and equipment. They may not always be able to take risks and develop their activities at the same rate as their needs increase. As a result, many non-profits build strategic plans

to shield their purpose and operations against future financing and opportunity concerns. Strategic planning involves identifying an opportunity and setting a goal based on the organization's needs and desired impact.

- As a result, it is critical to regularly assess the organization's aims and objectives against the realities of the situation when conducting strategic planning. Regarding to that, sustainability is defined as the ability to continue a particular way of life or doing things indefinitely or for as long as resources are available. It can also refer to remaining within a system's boundaries or carrying capacity. The number of natural resources consumed, the amount of waste created, and the amount of time needed in order to keep the resources inside the system intact are all factors that go into determining sustainability. Making the most efficient use of limited resources is fundamental to sustainability.

7. How does strategic planning create opportunities and suggestions for sustainability and continuity?

- Strategic planning, according to the respondents, aids in identifying prospects for sustainability and continuity in development activity. This is accomplished by identifying essential aims and objectives that the company achieves via its activities. This should be based on an accurate and realistic assessment of the situation on the ground in order to choose the best course of action. This will also help the organization achieve its vision and mission goals.
- Strategic planning, according to some of the responders, aids in the creation of a roadmap that directs the journey toward the vision. It also allows the business

to discover areas for long-term sustainability and continuity. Strategic planning aids in the development of a framework that specifies the mission, key performance indicators, and other metrics used to make choices. It also makes recommendations for the organization's long-term viability and continuation.

- Strategic planning contributes to the sustainability and continuation of NGOs in a variety of ways, according to the respondents. Strategic planning, for example, allows NGOs to collaborate with other organizations to achieve common goals such as sustainability and continuity. It also makes recommendations for how to attain those objectives, such as through collaboration with other organizations. Strategic planning's major purpose is to guarantee that the appropriate resources are allocated to the appropriate programs and projects, and that the organization continues to progress in the proper direction.
- While for others the ability to plan strategically is critical for CBOs in the development sector to ensure long-term sustainability and continuity. Setting clear, attainable goals and monitoring progress toward them are both possible with strategic planning. It also gives you the chance to brainstorm new project, market, or partnership ideas that will help you realize your organization's goal and vision. Finally, strategic planning provides a venue for debating opportunities and difficulties that occur as the organization's work progresses.

8. How is it dealt with if there is a conflict between the desired strategic goals and an opportunity to finance a project that does not serve these goals?

- Many non-profit organizations have a long-term strategic plan that outlines their mission and objectives for the future. A solid strategic plan is based on a thorough and accurate reality analysis, so the NGO/CBO knows where it stands and what it needs to do to reach its objectives. The plan resolves tensions between desired strategic goals and the need to fund projects that help achieve those goals. A huge grant opportunity, for example, that forces the NGO to grow into a new site at the expense of long-term goals such as hiring extra personnel to extend the programs offered, is an example of this.

- Respondents were asked to consider how they handle conflicts between an NGO's stated strategic goals and the possibility to fund a project that does not serve these aims. The following are some of the conflicts that were discussed and how they were resolved: The project was canceled The project was rescheduled, the project was re-focused, the project was re-structured, the project was resourced differently, the project was transferred to another organization, the project's complexity was increased, the project was brought in-house, the project was outsourced to a different organization, the project was scaled down, and the project was changed to achieve the desired goals.

- **To answer the study question: What are the attitudes of the INGOs directors working in the Opt. towards the sustainability of the projects in the present of fundraising obstacles?**

9. Does your strategic plan have a plan or a vision for sustainable development and what is its form?

- The necessity of strategic planning in defining the correct objectives to attain the intended vision based on genuine and accurate reality analysis was emphasized by the respondents. The strategic planning strategy includes periodic evaluation techniques that help the NGO better understand the scope of its influence and the resources needed to meet its objectives. The strategic planning technique also examines the organization's long-term viability. It's crucial to remember that strategic planning isn't something you do once and then forget about.
- The other half of the respondents said that NGOs' strategic planning helps them shape the correct goals to realize the vision they have in mind, based on actual and accurate reality analysis. Strategic planning typically entails the development of a plan or a series of plans, each of which focuses on a different aspect of the organization's mission and goals, in addition to periodic evaluation tools that improve the NGO's ability to understand the extent to which the vision is being realized. A vision for the future, which is a broad, high-level description of the kind of organization the NGO wants to become or do, as well as the primary ways in which it expects to achieve its vision, may also be included in the plans.

10. From your point of view, what is the practical definition of sustainability?

- Sustainability is a topic that has recently gotten a lot of attention. It is frequently used to characterize an organization's or a product's ability to function in the future. NGOs, on the other hand, employ a far broader definition of sustainability. It entails examining a variety of aspects in order to assure the organization's long-term financial and operational viability.
- The ability to maintain or improve the availability of a resource through time is often defined as sustainability. It is a long-term process of preserving or increasing one's ability to meet needs and desires by making optimal use of natural and cultural resources. Social entrepreneurship, or the activity of creating and sustaining legally recognized nonprofit organizations for the purpose of achieving social good, includes sustainability as a crucial component. Social entrepreneurs are dedicated to bringing long-term social change to marginalized communities through creating products, services, and organizations.
- Ensure that the appropriate amount of funding is allocated to the appropriate programs, that the appropriate number of people are assigned to the appropriate programs, and that the appropriate amount of money is raised from the appropriate sources are just a few of the measures that can be taken to ensure sustainability.

11. In your opinion, what are the needs that must be met in the internal or external environment to ensure sustainability?

- Some of the respondents stated that NGOs must have a strong internal and external environment to achieve long-term sustainability. The external environment refers to the social, political, and economic structures of the community in which the organization operates, whereas the internal environment relates to the company's management and governance systems. For NGOs to be sustainable, these two settings must operate together to suit the organization's needs. This frequently means that an organization's management must be aware of the political and social surroundings in which it operates in order to ensure that the organization's needs are addressed.
- NGOs must address the needs of their internal and/or external environments before initiating a project or guaranteeing business continuity. They must think about the requirements of the people they want to serve as well as the needs of the environment. This necessitates the ability to adapt and change, which is critical for life in a world that is constantly changing. It also necessitates a long-term perspective, which is frequently lacking in NGOs focused on rapid results.
- Meeting the demands of the external and internal surroundings is critical to the viability of many NGOs. Some of these requirements are financial, such as the ability to operate without government assistance, while others are non-financial, such as having qualified employees. NGOs must guarantee that they

are serving the demands of both the internal and external surroundings in order to be sustainable. This can be accomplished in a variety of ways, including having a clear purpose that reflects the organization's current and future needs, defining clear goals, and preparing appropriately.

- Strategic planning, according to the other half of the respondents, helps to shape the correct objectives to attain the intended vision based on genuine and accurate reality analysis. In addition to periodic evaluation methods that help the NGO understand the breadth and accuracy of its programs, the capacity to identify and address the requirements of the internal and external environment is critical to guaranteeing sustainability. This could involve securing a particular level of financing to maintain program integrity, formulating a succession plan for key positions and duties, and enlisting the community's and public's support on a regular basis.

12. In your opinion, what are the obstacles to achieving sustainability?

- Many non-governmental organizations (NGOs) begin with lofty aims of assisting others, but are quickly overtaken by day-to-day operations. Many NGOs are, in fact, operating at a level of sustainability that exceeds their initial financing capacity. The ability to recognize and respond to environmental changes is crucial to long-term sustainability. A combination of operational and strategic planning can be used to accomplish this.
- One of the most significant barriers to attaining sustainability in NGOs, according to the respondents, is a lack of financial resources. The lack of

appropriate finance, in particular, is a fundamental difficulty that NGOs face. To overcome this stumbling block, NGOs must devise novel revenue-generating strategies. They can accomplish it by enlisting the help of sponsors or by utilizing existing resources.

- For NGOs sustainability is a long-term aim that required consistent work throughout time in order to meet the requirements of future generations without diminishing current resources. NGOs can accomplish sustainability in a variety of ways, including improving their financial health through the adoption of sustainable funding sources, lowering their environmental effect, and increasing their social impact. The challenges that NGOs have when attempting to attain sustainability are frequently due to their limited financial and operational resources. NGOs must design a plan that tackles their current issues and lays out a clear route to reaching their sustainability goals in order to achieve sustainability.
- Some (CBOs) strive for sustainability by implementing programs or initiatives that have long-term positive effects on the community or environment in which they operate. Short-term programs and projects, on the other hand, cannot sustain an organization if they are not in line with its long-term aims and objectives. Unfortunately, many CBOs lack a long-term vision, making it difficult to determine which programs and projects are required to keep the organization afloat. This is especially true for newly formed or tiny non-governmental organizations (CBOs) that lack the resources to do comprehensive strategic planning.

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13. What forms of sustainability do you take into consideration when starting a project or to ensure business continuity?

- Strategic planning is a valuable instrument that aids in the development of appropriate objectives for achieving the desired vision, which is based on actual and accurate reality analysis. A form of strategic planning is the use of periodic evaluation methods to help the NGO better grasp the scope and depth of its impact on the community. Strategic planning also refers to the process of assessing past accomplishments and failures, as well as internal and external elements, in order to have a better knowledge of the situation and select the best course of action for the future. Using the past to inform the future is another term for this.
- An NGO should evaluate the forms of sustainability it adopts to ensure its long-term success while initiating a project or assuring business continuity. An NGO, in particular, should think about how it can effectively achieve its objective while being environmentally and socially responsible. This could involve being aware of the resources required to carry out its objective, such as monetary contributions or supplies. It could also include paying attention to the resources required to carry out its objective in a socially and environmentally responsible manner, such as the correct kind of personnel and volunteers.
- Other respondents stated that they begin by evaluating the organization's existing state and the environment in which it functions. They also assess the available resources and potential external assistance that can be used to attain the desired results. This aids the organization in determining the most suitable types of sustainability required to realize the vision. The organization's mission and objectives are then defined through a strategic planning process that is based on

actual and accurate reality analysis.

- Other respondents mentioned that when initiating a project or guaranteeing business continuity, sustainability is a crucial element to consider. Sustainability is described as the ability to meet operational needs while also providing long-term societal benefits. Economic, social, environmental, and other aspects of sustainability are all possible. Some of these types of sustainability are determined by the type of organization, while others are determined by the organization's mission.
- When initiating a project or ensuring business continuity, many aspects of sustainability are examined, according to the respondents. Planning, financial, human, technological, and environmental sustainability are all factors to consider when initiating a project or ensuring business continuity. The plan or strategy should be founded on a thorough examination of the environment's facts as well as the demands of the beneficiaries. It is also necessary to consider the financial plan or strategy.

14. Are there any practical experiences that have been applied in the context of sustainability in your organization? What are they?

- The responders emphasized the need of considering the project's long-term sustainability or, in the case of an NGO, the organization's commercial continuity. Some of the practical experiences that have been utilized in the area of sustainability in their NGO include the following:
 - Strategic planning (ensuring that the correct objectives are chosen and that the vision is developed based on accurate and real-world analysis)

- Periodic evaluation (enhancing the ability to understand the extents to which the vision has been achieved)
 - Metrics are a set of numbers that describe how something works (in terms of both process and outcome)
 - Communication both internally and outside (in terms of both process and content)
 - Observations (in terms of both process and content)
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- Many of the respondents said they regard the practical experiences they've had in their NGO's sustainability efforts. Some respondents, for example, stated that they guarantee that their employees are familiar with the notion of sustainable development, which is critical to realizing the need for change and advancement in their firms. This can be accomplished by having employees take sustainability-related online courses or attend sustainability-related training sessions. Another option is for their employees to participate in sustainability-related workshops or debates led by outside specialists.
 - When it comes to launching a new project, the respondents listed strategic planning, evaluating the results, recording decisions and activities, and operationalizing decisions as practical experiences that have been implemented in the context of sustainability in their NGO. All of this aids the NGO in staying on track and achieving its goals. They also assist the organization in efficiently responding to changes and being relevant in an ever-changing environment. The necessity for ongoing review is a vital success aspect that all respondents agree on.

- One of the most popular methods for achieving sustainability is to plan ahead of time. The extent to which this is achievable will be determined by the organization's resources as well as the political and economic environment in which it operates. Nonetheless, crucial areas where a little planning can go a long way can be identified. For example, if an organization needs to cut back or suspend activities for a period of time, it makes sense to ensure that it has a solid strategy in place for funding, staffing, and operations.

15. In your opinion, what are the suggestions or recommendations that should be taken to reach sustainability?

- The respondents were also asked to express their opinions on what needed to be done to ensure the long-term viability of non-governmental organizations. The majority of respondents agreed that the ability to interact and communicate meaningfully with various stakeholders is the most important feature of NGO sustainability. They also stressed the value of transparency and collaboration in allowing other stakeholders to participate in the planning process. When developing aims and strategies, the majority of respondents believed that it is critical for NGOs to be able to rely on indigenous knowledge systems.
- The majority of respondents believed that transparency and collaboration are essential for long-term success. Furthermore, the majority of respondents felt that a holistic approach is necessary for long-term sustainability. Community buy-in, sustainability education, and the need to develop political and economic context are among the survey's other main suggestions.

- Other respondents offered a variety of suggestions for achieving long-term sustainability. Building on and strengthening core capacities, not just of the leadership, but also of the staff and volunteers, was one of them. This necessitates a holistic strategy in which the employees and volunteers' capability is enhanced so that they can contribute to the organization's vision. This also necessitates a holistic strategy, in which the leadership's capacity is enhanced so that they can contribute to the organization's vision.

Is there a legal framework that must be taken into account to ensure the continuity and sustainability of the work?

Respondents were also asked to offer their thoughts on what legal framework should be considered when preparing for the long-term viability of Palestinian non-governmental organizations (NGOs). The majority of respondents believed that the legal framework should be primarily concerned with ensuring the organization's work's continuation and viability. They also agreed that the legal framework should be adaptable to the organization's specific needs, and that it should be reviewed and updated on a regular basis to reflect changing circumstances on the ground. The Palestinian Basic Law, the Palestinian National Charter, and international human rights law are all legal frameworks that should be addressed while planning for the long-term viability of Palestinian NGOS.

Other respondents stated the following legal framework must be considered in order to assure the continuity and sustainability of Palestinian NGOS' work:

Legislation - The Palestinian Authority passes legislation that applies to NGOs in

general and Palestinian NGOs in particular. The Law of Associations and the Law of Charitable Work are two examples of this law. Furthermore, the Ministry of Social Affairs and the Ministry of Interior Affairs are the ministries in charge of overseeing and monitoring Palestinian non-governmental organizations and their activities.

➤ **To answer the study question: What is donor's role in building the financial and managerial capacity for PNGOs?**

What are the positive and negative repercussions of external funding on the professional path of the institution?

When it comes to funding, the various kinds of sustainability have varying effects on the professional paths of Palestinian non-governmental organizations. Some are favorable, such as external funding that can be utilized to expand the organization, while others are harmful, such as the seizure of lands and other resources that were previously provided to non-governmental organizations. The effects of various forms of sustainability vary each company, depending on the vision and objectives specified, as well as how the business is managed. In order to adjust to the flow of reality, this requires regular examination.

Palestinian non-governmental organizations (NGOs) rely mainly on outside financing to carry out their missions. This sponsorship has both beneficial and negative consequences for Palestinian NGOs' professional development. External funding has a number of good effects, including possibilities for training, capacity

building, and leveraging resources to reach more people. External funding has negative consequences, such as a loss of agency and influence, as well as a dilution of the organization's original objective and vision.

External funding, according to some of the respondents, is a two-edged sword, as it may both enrich and threaten the professional path of Palestinian NGOs. It can, for instance, spark new project and program ideas, but it can also lead to a lack of accountability.

In today's world of aggressive international competition, the capacity to plan strategically is becoming increasingly crucial for any organization's survival. However, the same can be said about groups that receive external support on a far bigger scale. Because of the nature of this assistance, it's often difficult to figure out exactly what conditions are being imposed in exchange for payment. This has the potential to have a significant impact on the professional development of Palestinian non-governmental organizations.

In your opinion, how does external funding affect the independence of decision-making, and are there ways to harmonize the agenda?

External funding is frequently related with an NGO's decision-making process' independence as a source of foreign funding. Lack of external funding, on the other hand, can hinder an NGO's capacity to carry out its goal. Each case is different, and it's vital that financial decisions are made based on correct assessments. An assessment of previous financing sources and what form(s) of sustainability are now utilized is a good place to start.

International donors are one of the key sources of external funding for Palestinian NGOs (PA). International donors are well-known for using financing as a political instrument, which has had a considerable impact on Palestinian NGOs' ability to operate independently of the PA. As a result, many Palestinian non-governmental organizations (NGOs) have devised complex funding mechanisms to ensure their independence from the PA's political whims. Many Palestinian NGOs, for example, have established joint funding mechanisms with other organizations to ensure their independence from the PA's political whims.

It is critical to understand the consequences of external funding on an NGO's decision-making process when evaluating external funding. First and foremost, the organization's mission and goals must be clearly defined. This will serve as a starting point for determining which operations should be funded and which should be redirected. The next step is to figure out how much of an organization's money comes from outside sources.

[Are the funding institutions working to empower your organization in the context of sustainability? and how?](#)

The responses to the first question in this section revealed that while launching a project or ensuring NGOs continuity, the majority of respondents evaluate the project's sustainability. International funders are attempting to strengthen the organization in order to ensure its long-term viability. The respondents stated that they seek funding from groups that try to improve societal well-being while reducing social and environmental impact. The respondents also want financing

organizations that try to promote sustainability to help them.

International donors and organizations frequently work in opposite directions to ensure the continuity of NGOS' activities. The funding donors may be interested in the project's outputs, while the organizations are interested in the NGO's potential influence on the community and the environment. The sustainability goals specified while starting a new project or strengthening the business continuity of an existing one, as a result, necessitate a great deal of communication and collaboration between financial sources and organizations. This is critical since it not only ensures an organization's financial viability, but also allows it to effectively carry out its objective.

What form of conditional funding did you face?

NGOs working in Palestine suffer a number of difficulties. Obtaining financing to implement the project; obtaining funding quickly enough to implement the project within set deadlines; and securing funding when political or security risks exist are among them. All of these issues are connected with financing politics and the necessity for Palestinian civil society organizations to prove their worth to donors. For Palestinian NGOs, conditional funding, in which the donor retains the power to withdraw funds, is a particularly onerous type of dependency.

Grants, which are typically difficult to get, and contributions, which are often one-time and difficult to estimate for, are the most common sources of conditional funding that Palestinian NGOs confront. Other types of conditional funding include loans, which can be difficult to obtain, and the capacity to obtain credit lines, which can also be difficult to obtain. All of this adds to the expensive cost of launching a

new project or maintaining business continuity. Even when these types of conditional funds are available, obtaining them might be difficult.

What are the agreements that you were required to sign to ensure the continuity of funding?

Funding agreements are a critical component of NGOs' long-term viability in Palestine. The most popular agreements are those that offer continuous money for the organization's continuing operations. Grants from foreign organizations such as the United Nations Development Program (UNDP), USAID, KFW, GIZ, DFID, and others are an example of this.

- Funding agreements are an important part of any NGO's long-term strategy. They lay forth the terms and conditions for how the funds are spent, as well as ensuring that the organization has the resources it requires to fulfill its objective. Funding agreements are an important aspect of a long-term organization because they allow an NGO to keep its pledges even when it faces financial difficulties. They also act as a protection against gift mismanagement, as they place the burden of proof on the organization to demonstrate that the funds were spent properly.
- Since it considers as agreements between the NGO and the donor that spell out the project's goals, financial requirements, and roles and duties for both parties. since the finance agreements are an important aspect. They make certain that the project is carried out in accordance with the original objectives and that the necessary funds is available to meet the needs.
- While small CBOs The agreements that had to sign to guarantee financial

continuity stipulate that they must provide an annual report on their operations to the relevant government ministries and other organizations. Furthermore, CBOs must work with donor coordination and oversight systems and make it possible for donors to see how their money is being used. In order to ensure that public funds are used for the benefit of the Palestinian people, the agreements also call for CBOs to work with the Monetary Authority of Palestine, the financial inspector of the Palestinian Authority.

In the event of cut - funding, what is the policy of termination of employment followed and how does it affect employees, beneficiaries, partners?

The respondents believe that in the event of a budget reduction, the first policy should be to terminate employment, followed by an open and objective process of selection, realignment, and mutual learning. Staff, stakeholders, and partners are able to take ownership of their work, allowing the company to move forward. This also guarantees that the organization is not reliant on a small number of important personnel, but rather on a varied group of people with a variety of talents, experiences, and ideas who work together to achieve the organization's objective. This not only allows the organization to continue working, but also to reach new heights.

While other respondents are trying to reallocate funds and make efficient use of flexible money to deliver project objectives to the extent possible until an exit strategy is implemented, it starts with communities, which is through an assessment of available assets and resources, assessing capacities among partners to continue

work and other program aspects. As for staff, it is through termination of contracts if the work is no longer implemented and there aren't other sources of funding to cover the gap.

In light of small CBOS their strategy is to first reevaluate its budget and locate alternative, complementary sources of income in the event of a decline or cut in funding before ending any of its programs or activities and before laying off any personnel. However, if the financial gap is significant and the organization is unable to secure additional money to make up for or supplement the lost funds, it can be obliged to halt some programs or activities and fire some staff members. It is company policy to provide employees with as much notice as possible before terminating their job, as well as severance money and other benefits.

In your opinion, what are the most important alternatives that NGOs can adopt to reduce dependency on external funding and achieve sustainability?

Corporate social responsibility funds.

Market donations of capital in the community.

For institutions to establish income-generating projects that use their profits to implement development projects.

- Legalization and redistribution of the government budget in an efficient and fair manner for the Palestinian development sectors according to priority and need.
- Create cooperatives.
- Investing in, directing and motivating Palestinian minds

What are the three most important negative effects of stopping foreign funding and support for NGOs/CBOS?

Regarding the negative effects of stopping foreign funding, the sample members indicated the following:

- Weak access to basic services in Area C, East Jerusalem, and humanitarian aid in Gaza, in addition to bridging development gaps in marginalized areas that the Palestinian government can access.
- The decline in economic growth rates achieved by external financing despite the absence of real development features.
- The danger of threatening sensitive development sectors that depend on external financing, such as education, health and agriculture.
- Increasing unemployment, poverty and societal conflict.
- Work with the target groups stumbled as a result of the lack of material capabilities to implement field activities.
- The Foundation loses the trust and support of local partners, as the local community does not believe in activities and projects without tangible financial support provided to them.
- The institution is unable to pay the salaries and entitlements of its employees, thus losing a qualified and active cadre and having to rebuild a new cadre and work team in the event of the return of funding (instability of human resources).
- The suspension of funding for development projects in the communities threatened with displacement. The inability of the Palestinian Authority to

fulfill its role in providing services due to its total dependence on external funding.

- The lack of capital that contributes to the development of the infrastructure of streets and roads, which depends critically on financing.
- The organization is confined within its local framework.
- Poor knowledge of other cultures.

What are the three most important positive effects of stopping foreign funding and support for NGOs / CBOs in Palestine?

- Adopting long-term financial aid as an encouraging factor for economic growth within the framework of the Palestinian general budget.
- Ending financial dependency and moving towards building an independent national economy.
- He drew the attention of the Palestinian parties to the fact that the presence of external funding does not contribute to removing Palestine from the cycle of poverty or to strengthening the principles of governance, transparency and accountability, and this is a matter that must be discussed internally.
- Shifting from relief to investment towards a real and effective development process.
- Getting out of the political bondage of the external financing card and the gradual disengagement towards emancipation from the goals of the funders.

- Citizens tend to open their own projects and work in private sector institutions.
- Strengthen the influence of organizations locally and prove themselves in their community based on their own achievements.
- Forcing the occupation government to assume its financial responsibilities towards the Palestinians.

CHAPTER FIVE:

CONCLUSIONS & RECOMMENDATIONS

Discussion about each research question

Conclusion

Limitations

Recommendations and future studies

This chapter will summarize the findings of this research. We will discuss the research results and match them with other similar research findings in order to enhance and support the understanding of the variables that have been used in this study related to the Palestinian NGO sector. Furthermore, the researcher will add his recommendations where other scholars can investigate the neglected areas in their studies and help in narrowing their studies.

5.1 Discussion about Each Research Question

In this section, the researcher will discuss the thesis variables in comparison to the previous studies mentioned in the literature review

- **What are the attitudes of the INGOs directors working in the Opt. towards the sustainability of the projects in the present of fundraising obstacles?**

Non-governmental organizations (NGOs) in opt have become increasingly focused on sustainability as a means of building resilience and protecting business continuity in recent years. Regardless of the current political situation, many organizations operating in the OPT are now focusing on sustainability to ensure their long-term viability. As a result, a slew of new resilience initiatives and programs have emerged in the sector. This has the potential to bring much-needed change to a community that is frequently short on sustainability.

PNGOs have recently begun to take sustainability more seriously. Many have established programs to help them lessen their reliance on external funding, and some have even gone so far as to create their own revenue streams. In Palestine, where NGO issues are frequently overlooked, NGOs have a unique potential to make a significant effect. Some organizations have even resorted to allocating

financial resources in order to prevent funding cuts or increase their independence, while others are attempting to protect their current financial resources.

In the wake of persistent funding difficulties, Palestinian NGOs have begun to address the issue of sustainability. Since the need for effective and efficient administration has never been stronger than now, as international donors restrict aid and the economy remains poor. Many people believe that the first step is to acknowledge that there is an issue, and the second is to figure out how to solve it. As a result, non-governmental organizations in Palestine are experimenting with a variety of sustainable approaches.

International restrictions and Israel's continuing occupation have impacted negatively on the Palestinian economy. However, a new generation of non-governmental organizations (NGOs) is dedicated to assisting the Palestinian economy in thriving in a long-term manner. This has opened up new career and opportunity prospects, but it has also created challenging considerations regarding how to combine the needs of the community with the organization's aspirations.

- **What is donor's role in building the financial and managerial capacity for PNGOs?**

Donor countries and other foreign players can help Palestinian non-governmental organizations improve their financial and managerial capacities, allowing them to work more effectively on the ground and deliver better services to their clients. This will serve to enhance the situations of those who really need it Palestinian territories' most distant places. Supporting PNGOs in identifying and prioritizing the most pressing needs of their community, like employment, education, and healthcare, will be one aspect of this. This will ensure that the most disadvantaged people are not left behind, and that they are better positioned to take the opportunities that are developing in the Palestinian territories.

Donor organizations are frequently the major funders of non-governmental organizations (NGOs) working in Palestinian areas. Considering their importance, they play a minor part in the development of the organizations they support. This is due to the fact that, on the whole, donor organizations lack the knowledge needed to establish the financial and managerial competence needed to maintain a nonprofit organization over time. Rather, they prefer to concentrate on the short-term objectives of their grantmaking, such as purchase of products and services, budgeting, and staff management.

Donors' role especially in funding is critical to the success of NGOs in Palestine, it is only one of several factors to consider when evaluating their effectiveness. The most important aspect of donor involvement is ensuring that their gifts are fully utilized. This could be accomplished by improving strategies and providing equipment, allocating platforms and tools, and training and capacity-building for

staff. Donors should also work with non-governmental organizations (NGOs) to develop collaborative programs and initiatives that will have the desired impact.

- **How can Strategic Planning improve the PNGO's financial and administration Sustainability? And which methods can be adopted?**

Any strategic plan for the Palestinian non-governmental sector (NGSO) is a road map that explains the organization's strategy for the future, and it is used to determine the organization's aims and objectives, as well as to map out a plan to achieve these goals. And organization's ability to plan ahead and discover important opportunities and clear goals for its operations, as well as cost-effective strategies to achieve those goals, is required in order to be sustainable. This is why many communicators, strategists, and planners rely on the planning process to assist NGOs to understand what they should be doing and why in order to maximize the effectiveness of their communications and strategies.

Planning, management, and leadership are all important aspects of a company's long-term viability. As a result, PNGOs' leaders will be better able to direct their organizations toward greater sustainability. since it offers a realistic framework for designing a sustainable strategy, which includes determining what needs to be sustained, creating a pathway for organizational sustainability, and tracking progress. Since the benefit of financial sustainability for non-profits isn't just measured in dollars and cents. It also involves an NGO's ability to effectively respond to operational issues while continuing to accomplish its operational objectives. In the context of an NGO, ensuring that one's financial status is well-managed is an important aspect of long-term strategic planning.

Recommendations

NGOs

- Encourage activities aimed at developing support resources that are not sensitive to external conditions that contradict with the Palestinian community's local agenda, such as the creation of profitable projects or the search for unrestricted or indirect sources.
- Agreeing on NGOs work priorities based on pressing needs, and allocating roles in a way that avoids conflict or duplication in service delivery or geographic reach.
- Coming up with a national initiative to get rid of foreign funding and gradual disengagement from the grip of financiers and foreign aid.
- The government adopts a comprehensive development plan based on investment in resources and human mind.
- Creating an umbrella that brings together the private and governmental sector and non-governmental organizations under one roof for the integration of development plans and concerted efforts.
- Encouraging organizations to start creating self-financing opportunities such as projects and networking with local institutions.
- Non-governmental organizations (NGOs) should play a role in establishing the concept of individual choice and their agendas should be driven by local objectives rather than funder priorities.
- Activate follow-up and control procedures for NGOs and urge NGOs to adopt special financial sustainability plans.

- The need to follow up on projects that are not in line with the national development agenda.
- That the funding be through the general budget of the government and that the government play the role of mediator between the financier and the implementer, and limit the indirect channels.
- Emphasis on the principles of governance, accountability, transparency and curbing corruption in the corridors of all parties to the development process.
- Encouraging the private sector by supporting NGOs and activating social responsibility funds.

CBOs

- CBOs should have a thorough awareness of the Palestinian context and priorities in order to support NGOs' viability in Palestine. Consider the political and social environment in which NGOs operate as an illustration.
- CBOs should establish and implement a sustainability program that includes risk assessment, management, and communication in order to support the resilience of NGOs in Palestine.
- CBOs must be able to develop their own resources if they want to maintain the resilience of Palestinian NGOs in times of conflict and instability. This covers the capacity to recognize and evaluate opportunities, gather resources, and manage itself.
- CBOs is advised that financing for projects be switched to money for programs to improve CBO sustainability. Another suggestion for CBOs looking to get funding is to diversify their donor base. Governmental and non-governmental

organizations shouldn't be a CBO's only sources of funding; it should also come from the private sector and other charity foundations.

- Donor organization funding is irregular and frequently determined by the political atmosphere of a country. CBOs should improve their efficiency as much as feasible in order to increase the likelihood that financing will continue. They should also think about how to foster greater openness and trust among their contributors and the communities they serve.

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Appendices

Appendix (1): The Evaluators

Name	Academic Rank	Specialization	Affiliation

Appendix (2): Structured interview



“The Role of Strategic Planning in Sustaining the Palestinian Non-Governmental under Funding Constraints”

Within the framework of the requirements of the strategic planning program for graduate students at the Arab American University, we seek through this study to know the implications of the role of strategic planning in the sustainability of NGOs under conditional funding, taking into account the cessation of support (financial and technical) for NGOs In Palestine and the extent to which this is reflected on the sustainability of the work of these institutions, as we seek, through the set of questions below, to understand the reality of our Palestinian institutions in light of the prevailing development situation and their work within the framework of conditional funding and dependence on donor funding, with our full awareness of the role and importance of non-governmental organizations and their inputs in the development process And the extent of homogeneity of its interventions with the general developmental context, as the study assumes the existence of positive and inverse relationships between the set of dependent and independent variables.

Thank you for your kind cooperation.

Unstructured Interview Questions

1. Employee Name?
2. Job title?
3. Company name?
4. Enterprise registration type?
5. Number of Employees?
6. Type of financing?
7. Financing agency?
8. The field of work of the institution?
9. Year Founded?
10. Does the organization have a strategic plan?
11. How is the strategic plan reviewed periodically?
12. What are the strategic planning tools used in the organization's reality analysis process?
13. How does the strategic plan contribute to identifying financing risks and opportunities?
14. In your opinion, how does strategic planning contribute to ensuring cash and technical flow for your organization?
15. Is strategic planning and monitoring of opportunities based on sustainable goals or the availability of funding?
16. How does strategic planning create opportunities and suggestions for sustainability and continuity?
17. How is it dealt with if there is a conflict between the desired strategic goals and an opportunity to finance a project that does not serve these goals?
18. Does your strategic plan have a plan or a vision for sustainable development and what is its form?
19. From your point of view, what is the practical definition of sustainability?
20. In your opinion, what are the needs that must be met in the internal or external environment to ensure sustainability?
21. In your opinion, what are the obstacles to achieving sustainability?
22. What forms of sustainability do you take into consideration when starting a project or to ensure business continuity?
23. Are there any practical experiences that have been applied in the context of sustainability in your organization? What are they?
24. In your opinion, what are the suggestions or recommendations that should be taken to reach sustainability?
25. Is there a legal framework that must be taken into account to ensure the continuity and sustainability of the work?
26. What are the positive and negative repercussions of external funding on the professional path of the institution?
27. In your opinion, how does external funding affect the independence of decision-making, and are there ways to harmonize the agenda?
28. Are the funding institutions working to empower your organization in the context of sustainability? and how?

دور التخطيط الاستراتيجي في استدامة المنظمات غير الحكومية في ظل التمويل المشروط

في إطار متطلبات برنامج التخطيط الاستراتيجي لطلبة الدراسات العليا في الجامعة العربية الامريكية، نسعى من خلال هذه الدراسة لمعرفة الاثار المترتبة على دور التخطيط الاستراتيجي في استدامة المنظمات الغير حكومية في ظل التمويل المشروط، اخذين بعين الاعتبار توقف الدعم (المالي و الفني) عن المنظمات الغير حكومية في فلسطين ومدى انعكاس ذلك على استدامة عمل هذه المؤسسات، حيث نسعى من خلال مجموعة الاسئلة ادناه الى فهم واقع مؤسساتنا الفلسطينية في ظل الحالة التنموية السائدة وعملها في إطار التمويل المشروط والاعتمادية على تمويل المانحين، مع ادراكنا الكامل لدور واهمية المنظمات غير الحكومية ومداخلتها في العملية التنموية ومدى تجانس تدخلاتها مع السياق التنموي العام، حيث نفترض الدراسة بوجود علاقات إيجابية وعكسية بين مجموعة المتغيرات التابعة والمستقلة، وعلى هذا الأساس نسعى نحو قياس مدى صحة الفرضيات الآتية :-

1. افتراض وجود علاقة إيجابية بين التخطيط الاستراتيجي واستدامة المنظمات غير الحكومية في فلسطين
2. افتراض وجود علاقة عكسية بين التمويل الخارجي والتنمية في فلسطين

عبر اجراء مقابلات مع ممثلي وعاملي هذه المنظمات والخروج بنوصيات قد تساهم بتعزيز استدامة هذه المنظمات في ظل اجنده الممول والتمويل المشروط

<p>★</p>	<p>اسم الموظف ؟</p> <p>نص الإجابة القصير</p>
	<p>المسمى الوظيفي ؟ *</p> <p>نص الإجابة القصير</p>
	<p>عنوان للاتصال / ايميل - هاتف</p> <p>نص الإجابة القصير</p>
	<p>اسم المؤسسة ؟ *</p> <p>نص الإجابة القصير</p>
<p>INGO</p> <p>NGO</p>	<p>نوع التسجيل المؤسسة ؟ *</p> <p>جمعية خيرية <input type="radio"/></p> <p>مؤسسة أهلية <input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p>

عدد الموظفين ؟ *

1-30

☐

30-50

☐

50 - فأكثر ☐

نوع التمويل ؟ *

افراد ☐

حكومات ☐

مؤسسات دولية ☐

غير ذلك... ☐

جهة التمويل ؟ *

محلي ☐

دولي ☐

مشترك ☐

غير ذلك... ☐

مجال عمل المؤسسة؟ *

نص الإجابة القصير

سنة التأسيس؟ *

نص الإجابة القصير



التخطيط الاستراتيجي

تطلع في هذا القسم الى فهم مدى فاعلية التخطيط الاستراتيجي في ادارة عمل المؤسسة ومعرفة دور التخطيط الاستراتيجي في استدامة عمل المؤسسة في ظل شروط التمويل.

هل تمتلك المؤسسة خطة استراتيجية؟ *

نعم ☐

لا ☐

في مرحلة التحضير ☐

غير ذلك... ☐

كيف يتم مراجعة الخطة الاستراتيجية بشكل دوري ؟ *

نص الإجابة الطويلة

ما هي أدوات التخطيط الاستراتيجي المستخدمة في عملية تحليل الواقع الخاص بالمؤسسة؟ *

نص الإجابة الطويلة

كيف تساهم الخطة الاستراتيجية في تحديد مخاطر و فرص التمويل؟ *

نص الإجابة الطويلة

برأيك كيف يساهم التخطيط الاستراتيجي في ضمان التدفق النقدي والفني لمؤسستك؟ *

نص الإجابة الطويلة

هل يتم التخطيط الاستراتيجي ورصد الفرص بناء على الأهداف المستدامة ام توفر التمويل؟ *

نص الإجابة الطويلة

كيف يخلق التخطيط الاستراتيجي فرصاً ومقترحات للاستدامة والاستمرارية؟ *

نص الإجابة الطويلة

كيف يتم التعامل اذا حدث تعارض ما بين الأهداف الاستراتيجية المنشودة ووجود فرصة لتمويل مشروع لا يخدم هذه الأهداف؟ *

نص الإجابة الطويلة

هل تمتلك خططك الاستراتيجية خطة او تصور للتنمية المستدامة وما هو شكلها؟ *

نص الإجابة الطويلة



الاستدامة

نتطلع في هذا القسم الى فهم مساعي الاستدامة لمؤسستكم واستمرارية عملها في ظل شح التمويل.

من وجهة نظرك ، ما هو التعريف العملي للاستدامة ؟ *

نص الإجابة القصير

برأيك ما هي الاحتياجات الواجب توافرها في البيئة الداخلية او الخارجية لضمان الاستدامة ؟ *

نص الإجابة الطويلة

برأيك ما هي معوقات الوصول الى الاستدامة ؟ *

نص الإجابة الطويلة

ما هي أشكال الاستدامة التي تأخذونها بعين الاعتبار عند البدء بمشروع او لضمان الاستمرارية في العمل ؟ *

نص الإجابة الطويلة

هل هنالك أي تجارب عملية تم تطبيقها في إطار الاستدامة في مؤسستكم ؟ وما هي ؟ *

نص الإجابة الطويلة

برأيك ما هي الاقتراحات أو التوصيات الواجب اتخاذها للوصول الى الاستدامة ؟ *

نص الإجابة الطويلة

هل هنالك إطار قانوني يجب اخذه بعين الاعتبار لضمان استمرارية واستدامة العمل ؟ *

نص الإجابة الطويلة



التمويل الخارجي

نتطلع في هذا القسم الى معرفة اثر التمويل الخارجي على اهداف المؤسسات ومساعي الاستدامة

ما هي انعكاسات الإيجابية و السلبية للتمويل الخارجي على المسار المهني للمؤسسة ؟ *

نص الإجابة الطويلة

برأيك، كيف يؤثر التمويل الخارجي على استقلالية القرار وهل هناك طرق لمواثمة الاجندة؟ *

نص الإجابة الطويلة

هل تعمل المؤسسات الممولة على تمكين مؤسساتكم في اطار الاستدامة؟ وكيف ؟ *

نص الإجابة الطويلة

ما شكل التمويل المشروط الذي واجهتموه ؟ *

نص الإجابة الطويلة

ما هي الاتفاقيات التي فرض عليكم توقيعها لضمان استمرارية التمويل ؟ *

نص الإجابة الطويلة

في حال انقطاع التمويل ما هي سباسة انهاء العمل المثبتة وكيف تؤثر على الموظفين، المستفيدين، الشركاء ؟ *

نص الإجابة الطويلة

دور التخطيط الاستراتيجي في استدامة المنظمات غير الحكومية الفلسطينية في ظل قيود

التمويل

بواسطة حسن عبد غروف

مشرف د / مجيد منصور

الملخص

من جدير بالذكر أن فكرة البحث جاءت بعد قرار الرئيس الأمريكي دونالد ترامب في عام 2018 بقطع الدعم المالي عن كل من السلطة الفلسطينية والمنظمات غير الحكومية، حيث تم استخدام الدعم المالي كورقة سياسية لتغيير بعض المواقف الرسمية لكلاهما، وعلى اثر هذا القرار حدث انهيار بين المنظمات غير الحكومية في فلسطين، من حيث إغلاق البرامج وتقليص عدد الموظفين، وبناء عليه جاءت فكرة البحث لمخاطبة واقع وفاق الاستدامة لدى المنظمات غير الحكومية في فلسطين كنهج للخروج من هكذا تهديد.

وبالتالي، فإن الغرض من هذه الأطروحة هو البحث في الدور الوسيط للتخطيط الاستراتيجي في التأثير على تداعيات التمويل المشروط واثره على تحقيق الاستدامة في قطاع المنظمات غير الحكومية الفلسطينية.

تم استخدام النهج الوصفي التحليلي في جميع المقابلات شبه المنظمة، اذ تكونت العينة من 20 محوراً رئيسياً من المنظمات الدولية غير الحكومية والمنظمات غير الحكومية ومنظمات المجتمع المحلي. تم استخدام (28) سؤالاً صممها الباحث في ضوء دراسات سابقة لتقييم اسئلة البحث التالية.

• ما هي مواقف مسؤولي المنظمات غير الحكومية الدولية العاملين في مناطق السلطة

الفلسطينية. نحو استدامة المشاريع في ظل معوقات التمويل ؟

- ما هو دور الجهة المانحة في بناء القدرات المالية والإدارية للمنظمات غير الحكومية؟
- كيف يمكن للتخطيط الاستراتيجي تحسين الاستدامة المالية والإدارية للمنظمات غير الحكومية في فلسطين؟ وما الأساليب التي يمكن اعتمادها؟
- لإنجاز البحث ، استخدمت نهجًا تشاركيًا واستخدمت طريقة رئيسية واحدة لإكمال البحث:
- إجراء مقابلات منظمة مع العاملين الرئيسيين في المنظمات غير الحكومية
- بالإضافة إلى ذلك ، استخدم البحث عددًا من الخطوات لتحقيق هدفه العام وأهدافه الفرعية ، بما في ذلك تحليل الأدبيات ، وجمع البيانات ، والمقابلات مع أعضاء من المنظمات غير الحكومية الدولية ، والمنظمات غير الحكومية الوطنية ، والمنظمات المجتمعية.
- قد يكون هذا الاستنتاج مفيدًا في اتخاذ قرارات التمويل المستقبلية. خاصة بالنسبة لوكالات التنمية التي ربما اعتمدت في السابق على المنح كمصدر تمويل رئيسي لها ، حان الوقت الآن للتغيير إلى استراتيجية تعتمد بشكل أساسي على المساهمات المتبادلة وتطلعات المنظمات غير الحكومية، بحيث يمكن العثور على خيار التمويل الصحيح من خلال دراسة الأنواع المختلفة للاستدامة التي يمكن الوصول إليها وكيف يمكن استخدامها لتلبية احتياجات المنظمات غير الحكومية على أفضل وجه.
- في النهاية ، أود أن أعتزم هذه الفرصة للتعبير عن امتناني لجميع المنظمات والأفراد الذين ساعدوا في جعل هذا البحث حقيقة. نتوقع أن المعلومات التي تم الوصول إليها ستساعد الأطراف المختلفة في إنشاء خطط التنفيذ الخاصة بهم بناءً على بيانات موثوقة. آمل أيضًا أن يشجع ذلك المشرعين على التخطيط بشكل أفضل لمشاركة قطاع المنظمات غير الحكومية في الاستراتيجيات والتدخلات والخطط المستقبلية.