

**An-Najah National University**

**Faculty of Graduates Studies**

**A Strategic Framework for Palestinian Charity NGOs;  
Nablus Governorate as a Case Study**

**BY**

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**This Thesis is submitted in Partial Fulfillment of the Requirements for the Degree of Masters of Engineering Management, Faculty of Graduate Studies, at An-Najah National University, Nablus, Palestine.**

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**By**

**Samer Husni Fahmi Masri**

**This Thesis was defended successfully on 29/6/2014 and approved  
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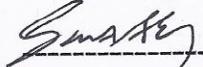
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## **Dedication**

**IN THE NAME OF ALLAH  
THE MOST BENEFICENT, THE MOST MERCIFUL**

Thanks to all those who supported me to achieve my work successfully.

I dedicate this humble work in particular to:

- \* My dear father for his help, support, constant assistance and guidance.
- \* My beloved mother for her prayers and blessing.
- \* My dear wife for her love, encouragement and patience.
- \* My dear kids: Samar, Izz-Aldeen, Abd-Alrahman and Yara for giving me some time and a little extra space to accomplish this work.
- \* Everyone who helped and supported me.

To you all I dedicate my love and gratitude and the outcome of my work.

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- 2) Beita Women Development Society.

- 3) El-Lid Charitable Society.
- 4) Arab Women Union Society.

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أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

## A Strategic Framework for Palestinian Charity NGOs; Nablus Governorate as a Case Study

أقر بأن ما اشتملت عليه هذه الرسالة إنما هو نتاج جهدي الخاص ، باستثناء ما تمت الإشارة إليه  
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### Declaration

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## ABBREVIATIONS

AFD	Agence Française de Développement
AWUS	Arab Women Union Society
BoA	Board of Assembly
BWDS	Beita Women Development Society
EU	European Union
ICNL	International Center for Not-for-Profit Law
LCS	El-Lid Charitable Society
MA'AN	MA'AN Development Center
MoEHE	Ministry of Education and Higher Education
MoH	Ministry of Health
MoI	Ministry of Interior
MoNE	Ministry of National Economy
MoPAD	Ministry of Planning and Administrative Development
MoSA	Ministry of Social Affairs
NDC	NGO Development Center
NGOs	Non-Governmental Organizations
PCBS	Palestinian Central Bureau of Statistics
PLC	Palestinian Legislative Council
PLO	Palestinian Liberation Organization
PMA	Palestinian Monetary Authority
PNA	Palestinian National Authority
UNDP	United Nations Development Programme
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
WBGS	West Bank and Gaza Strip

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**Abstract**

This study has a significant importance since the Palestinian NGOs work in a dynamic environment with high uncertainty to sustain services and continue development. The research aims to deal with the source of dilemma regarding a strategic framework that entails service sustainability of NGOs up to the national Palestinian objectives and real status of development associated with the Palestinian struggle for independence.

Currently there exist a gap between most Palestinian NGOs' programs and Palestinian priorities, needs and ambitions. Furthermore, NGOs are generally acting as a service sub-contractor to the international donors.

To achieve the objectives of this study, the researcher employed the descriptive analytical approach; the study was conducted in Nablus Governorate as a case study, a questionnaire has been designed, conducted, tested and circulated to the targeted audience of NGOs, pinpointing issues of planning, decision-making, and other related aspects.

Interviews were also conducted with selected consultants, PNA officials from Ministry of Social Affairs and Ministry of Interior and NGOs Board of Administration members in addition to observation, workshops, and documentary analysis.

Study sample that responded to the questionnaire formed 40% of active registered NGOs under the authority of Ministry of Social Affairs. Also the

researcher has chosen four samples of strategic plans to be studied and analyzed, in which three strategic plans from three NGOs, differ in their services, potentials, year of foundation and size, in addition to the NDC's strategic framework that aimed to provide a strategic direction to NGOs in addressing the key issues that Palestinians will face in the next five years.

The study results indicate the real need of Palestinian Charitable Societies to a systematical strategic approach to sustain services. There were obviously missing strategic tools, improper employment of factors regarding SWOT analysis and inadequate programs and projects that does not fit within the priority of Palestinians, in addition to the absence of some stakeholders in the planning process such as beneficiaries and related ministries. Donors, on the other hand, forced out their policies and unfortunately, some NGOs become apprehensive about fundraising and instead of building self-defense strategies, they started to build up strategies that affiliate the donors' policies.

The researcher has developed a proposed framework based on the research findings, the proposed framework considered needed elements for a new strategic approach to enhance services sustainability of Charitable NGOs.

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

# **Chapter One**

## **Introduction**

## **Chapter One**

### **Introduction**

#### **1.1 Background**

One of the most important sectors of services in Palestine is the charity one that lies under the Palestinian Non-Governmental Organizations. It is considered as one of the main pillars of development and a significant contributor in supporting the Palestinian people in facing various challenges like: political, social and economical issues (Abudanen, 2007).

Charity services were introduced in Palestine in the 1920s which emerged as a service of Islamic Waqf, helping poor people, establishing mosques and providing support for students to cover their learning expenses (Sabri, 2010). With the occurrence and the emergence of additional crisis due to occupation of the Palestinian land in 1948, Non-Governmental Organizations (NGOs) started to provide new additional services to include humanitarian aids, emergency relief, health care, agricultural aid, financial funding and food aid (Nashasheebi & Hijazi, 2006).

The total number of Palestinian NGOs has increased dramatically. In 1966, there were 77 working NGOs, increased to 210 in the year 1987 and to 480 in 1999 (Nashasheebi & Hijazi, 2006). Today, there are more than 3000\* NGOs in West Bank alone, working in different sectors; only 598 serve in the charity sector and registered in the Ministry of Social Affairs (MoSA). Table (1) shows the distribution of charity NGOs registered in MoSA in the West Bank, and as shown 83 of the 598 NGOs are in Nablus Governorate in which 75% of their issues are cases of the MoSA, estimated NGOs

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\*No available data of exact number of registered NGOs in West Bank due to instable situation of NGOs and differences of data available in Mol and other ministries.

registered by MoSA located in Nablus Governorate are about 14% of the total NGOs in WB.

**Table (1): Distribution of NGOs in West Bank as registered in the Ministry of Social Affairs in 2013**

Governorate	No. of NGOs	Percentage %
Tulkarem	51	8
Qalqilya	35	6
Tubas	12	2
Salfet	18	3
Ramallah	70	12
Nablus	83	14
Jenin	87	15
Bethlehem	88	15
Jerusalem	44	7
Hebron	98	16
Jericho	12	2
<b>Total</b>	<b>598</b>	<b>100%</b>

**Source:**Ministry of Social Affairs, 2013

Some of these NGOs have additional services in addition to charity urgent aids such as health services, education, mother & childhood care and special needs (MoSA, 2013) as shown in Table (2). Each NGO can legally perform one or more services at one time, since the Palestinian NGO's law gives the right to do so. More details of Palestinian NGOs legal framework will be discussed in chapter 4.

**Table (2): Distribution of main services provided by NGOs in Nablus Governorate.**

<b>Sector</b>	<b>No. of NGOs providing service by sector</b>
Mother & childhood care	<b>28</b>
Special Needs & disabled	<b>39</b>
Women affairs	<b>64</b>
Health	<b>7</b>
Education	<b>47</b>
Childhood affairs	<b>27</b>
Urgent Aids	<b>39</b>

*Source:* Ministry of Social Affairs, 2013

*Note:* Some NGOs provide more than one service of the above mentioned sectors and get to be specialized in one as a major service

According to the Palestinian Central Bureau of Statistics (PCBS), social assistance reduced poverty rate by almost 17% in the West Bank and Gaza Strip (WBGS) in 2010. That statistics showed that “Deep poverty rates were reduced from 19.2% before assistance to 14.1% with assistance. (Assistance reduced the deep poverty rate by 26.6 %.)” (PCBS, 2011).

Recently, a conference was held in Ramallah city titled "A Strategic Framework to Strengthen the Palestinian NGO Sector 2013-2017". This conference discussed the updated strategy that was developed by the NGO Development Center (NDC) in 2006. The conference was held on May 21<sup>st</sup>, 2013 and funded by the Agence Française de Développement (AFD) (NDC, 2013).

The aim of this strategic framework was to provide strategic direction to NGOs (within their area of focus) in addressing the key issues that the

Palestinian society will face in the next five years (NDC, 2013). Only 150 NGOs participated in this strategy framework from WBGS. Charity NGOs were represented by The Palestinian General Union for Charitable Societies – West Bank, which forms with other three NGO organizations the umbrella network that participated in the development of the strategic framework (NDC, 2013).

## **1.2 General Problem Statement**

The importance of NGO's services was to enable Palestinian people to overcome their crisis and to assist in building an acceptable economy that can face challenges. These challenges are summarized as follows (Abdelhadi, 2004):

1. Lack of resources, and the reliance of the Palestinian National Authority (PNA) on foreign aid and funds.
2. The weakness of the Palestinian economy, and its dependency on services and labor.
3. The policy of external funding, its political agendas and conditional supports.
4. Missing national strategies of self-dependent.

After the second Intifada, restrictions were made to make more control over outsourcing funds due to what's called "terrorist activities" through charitable NGOs. This action affected badly the size and the quality of activities and harmfully decreased funded projects (World Bank, 2011).

The Ministry of Social Affairs is the main organization through which the PNA delivers social assistance. One of its most important programs in terms of scope and funding is cash assistance programs targeted towards

poor households. In the West Bank, about 40 percent of beneficiaries belong to the top 60 percent of the expenditure distribution (World Bank, 2011).

Foreign Funders have changed their strategies of work in funding Palestinian NGOs and started to setup new priorities, which in fact did not cope with the Palestinian priorities and was so far away from its demands (Hamdan, 2010). Most of the Palestinian NGOs lack managerial experience in general, many do not have strategies to rely on, and they work on the bases of Annual Planning which seems to be, most of the time, dependent on priorities of funders. More than 70% of their projects are emergency projects and existing ongoing ones lack funding for development (Samour, 2010).

Since the Palestinian situation is complicated and does exist in a multi-crisis environment, self-dependence needs strategies, managerial skills and good crisis management.

### **1.3 Research Focus**

After the start of the second Intifada in 2000, Palestinian NGOs had a fundamental strategical change that dealt with new scopes of vision. Palestinian NGOs began to think about moving from providing relief services to developing an independent productive Palestinian society (NDC, 2010).

Some efforts were made by NDC to help these NGOs in finding a non-conditional funding through promoting corporation between the Palestinian private sector and the NGOs. Still, the private sector has its own priorities and the new initiative has a limited success (NDC, 2010).

This study has a significant importance since the Palestinian NGOs work in a dynamic environment with high uncertainty to sustain services and continue development.

The study will focus on major obstacles and challenges that face the continuity of NGO's services, development and even existence. To accomplish this, the study will be based on intensive field work to evaluate, analyze and develop a framework to assist decision making for sustaining services provided by the Palestinian charity NGOs.

Palestinian NGOs in the West Bank are similar in their structures, capabilities and services. In Nablus Governorate, for example, 14% of these NGOs are registered within the authority of MoSA (MoSA, 2013). These NGOs may represent a good sample of similar outcomes.

#### **1.4 Research Objectives**

The main aim of this research is to develop a framework to help such NGOs to operate through a proper mechanism to keep the charitable organizations working properly to achieve their goals without the influence of donors' agendas. The main objectives of the study are:

- To assess the strengths and weaknesses of charity organizations in the West Bank in general.
- To study the challenges, constrains and obstacles that face NGOs of socio-economic services.
- To assess good governance in Palestinian NGOs.
- To assess the impact of organization's structure and decision making mechanism.

- To present comprehensive recommendations and suggestions that might contribute in developing a framework for a strategic plan to sustain services in Palestinian charity NGOs.
- To formulate a strategic framework that may enhance the capability and accessibility to sustain services using available resources in good manner.

## **1.5 Research Questions**

This research attempts to answer the following questions:

1. How can Palestinian NGOs carry out their vision and mission in a complicated environment in terms of politic, economic and funding agendas?
2. What attitudes and trends of strategies are adopted by Palestinian NGOs to sustain services?
3. What model suits the Palestinian NGOs that can endure development status, formulates empowerment stabilization and fulfills fundraising needs, which complies with the priorities of Palestinians?
4. Is there any strategical supporting forces that can be said are missing in the elements of strategical formation by Palestinian NGOs?

## **1.6 Contents of The Thesis**

This thesis consists of 8 chapters all together interlinked to serve the purpose of the research. A brief description of each chapter is as follows:

Chapter One: is the introductory chapter which presents the researcher's overview and the background for the following chapters.

Chapter Two: provides the historical background and literature related to Palestinian NGOs in addition to data related to NGOs in Nablus Governorate.

Chapter Three: explains in more detail the research methodology including study approach, data collecting tools, questionnaire, interviews, data analysis, and difficulties faced the research.

Chapter Four: provides an explanation of the current situation of NGOs in the Palestinian territories regarding their legal framework, networking, strategic planning, and lifecycle model.

Chapter Five: presents the strategic analysis through case studies and SWOT analysis, also provides an explanation to the funding operation models of Palestinian NGOs.

Chapter Six: presents the description of results and provides an analysis of hypothesis testing.

Chapter Seven: introduces the proposed strategic framework that includes strategic objectives, modified combination structure of Palestinian NGOs lifecycle and proposed mature funding operational model.

Chapter Eight: summarizes the main findings and gives the conclusions of the study. It also provides recommendations for the main beneficiaries from the study.

**Chapter Two**  
**Historical background**  
**and**  
**Literature Review**

## **Chapter Two**

### **Historical background and Literature Review**

#### **2.1 Introduction**

Throughout years of struggle for freedom and independence, Palestinian people had practiced different methods of resistance; in some way, they had to organize themselves under various rules and bodies in order to preserve existence of the Palestinian issue (Falicitelli and Montanarini, 1999). Palestinian NGOs, together with other Palestinian bodies, shared the struggle to enhance steadfastness of the Palestinian people through providing accessibility to basic services; Palestinian NGOs is one of the structures of preservation to the Palestinian people that played a major support to its identity.

Palestinian NGOs, in general, are considered as a major pillar in social development in Palestine and had a great impact on social services such as (Grester et al., 2011):

- Education
- Health and special health care
- rehabilitation services for people with special needs
- Agriculture
- Environmental services
- Youth Programs
- Social Welfare

In the case of Palestine, Falicitelli (1999) classified the Palestinian NGOs according to five basic categories (Falicitelli, 1999):

- a. Charitable societies;
- b. Grassroots societies and organizations that try to organize the public, such as the labor unions;
- c. Developmental organizations, such as agricultural or medical committees;
- d. Research centers;
- e. Institutions that defend the rights of specific groups in the society, where good examples of institutions that defend the interests of certain groups are the Union of the Handicapped and Women's' organizations.

Shubair (2003), on the other hand, divided the fields of Palestinian NGOs work into four main groups as follows (Shubair, 2003):

1. Relief and social care organizations: these include organizations providing relief assistance and care services for special needs groups such as the disabled, elderly people and orphans.
2. Developmental organizations: such as health, education, agriculture, environmental, water and training organizations.
3. Innovation, cultural and research organizations: these are organizations that aim to influence the general policies such as human rights, civil culture, women issues, research centers, cultural and arts.

4. Youth clubs and sport clubs: such as registered clubs in the MoI and MoYS. They practice youth, sport, cultural, and social activities.

Palestinian NGOs clearly played a very important role, not only through their activities, but also through their developmental philosophy. Throughout Palestinian NGO's literature, one will see that there was a large debate on whether or not Palestinians were living in a stage of steadfastness. It was the NGOs that introduced the idea of resistance and also their efforts were a part of that resistance. According to their philosophy, since the aim of Israel was to annex the Palestinian territories, build settlements and deport as many Palestinians as possible, then it was incumbent on the NGOs to establish facts on the ground, build the institutional infrastructure, and help people to remain in the country and continue with their lives (Falicitelli, 1999). In the absence of the State, the role of NGOs in WBGS has gained social, economic, and a vital political position (Samour, 2010).

## **2.2 Definition**

Universally, there are many terminologies used to describe NGOs, such as nonprofit voluntary organizations, Not-for-profit, the nonprofit sector, private nonprofit sector, civil society organizations, value-led organization, the third sector, social economy association and charity organization. Table (3) shows different uses of terminologies to describe various kinds of NGOs (Samour, 2010).

In Palestine, the term 'Society' is the legal form definition used to describe the Palestinian NGOs. "Society" is the translation of the Arabic word stated

in article one of the PNA's legal system of 2000 in the WBGS concerning non-profit organizations and local societies which was enacted on 16/01/2000.

**Table (3): Universal Terminologies and Acronyms used to define NGOs**

BINGOs	Bi International NGOs
CBOs	Community-Based Organizations
CB-BGOs	Community-Based NGOs
Dos	Development Organizations
DONGOs	Donor Governmental Organizations
GONGOs	Government NGOs
GROs	Grassroots Organizations
GRSOs	Grassroots Support Organizations
IDCLs	International Development Cooperation Institutions
INGOs	International NGOs
NGDOs	Nongovernmental Development Organizations
NNGOs	Northern NGOs
Pos	People's Organizations
PSCs	Public Service Contractors
QUANGOS	Quasi-NGOs
SCOs	Social Change Organizations
SNGOs	Support NGOs
WCOS	Welfare Church Organizations

Source: Vakil, cited by Samour (2010)

A Society as pointed out by Samour (2010) is: "an incorporeal and independent entity, which is established according to an agreement

between a minimum number of seven members to achieve legal aims, and concerns the public interests, without the intention of profit which may be shared between the members of the Society or for personal interests" (Samour, 2010).

After reviewing the law in Arabic, the researcher has found that this translation to English reflects what was stated in the Palestinian NGOs' law. However, the term NGOs is used more frequently in WBGS.

### **2.3 Historical Background**

According to Shubair (2003) Palestinian NGOs in WBGS started their work early in the 20th century. Their work was associated with resistance against the British mandate and the Zionist project, and they continued to play a vital role under the Jordanian management in West Bank and the Egyptian management in Gaza Strip (1948-1967), and then under Israeli occupation in 1967 which continued until 1994 when the Palestinian National Authority was established (Shubair, 2003). While searching historical data of Palestinian NGOs, the researcher found that Samour (2010) has classified the historical background into six phases; others had a sequential narrative for the historical background. Samour (2010) for instance, mentioned six phases and discarded the Ottomans period, while the Ottomans period was included by Falicitelli (1999) with more detail, so from the researcher's point of view, historical data available regarding Palestinian NGOs can be classified into seven phases as follows:

#### **1. The first phase (Ottomans rule):**

Charity works has been introduced to Palestine since the late period of Ottomans, some NGOs at that period of time took the form of a Family

Foundation, while others were formed for political reasons to fill in the gap of social and economic negligence of the Ottomans. The Palestinians established cultural societies and various clubs to promote public policy issues and to mobilize the masses to achieve their goals. These organizations can be generally described as being traditionally based on religious and family affiliations and were led by prominent personalities (Falicitelli, 1999).

## 2. The second phase (from 1917 to 1948):

British Mandate took over Palestine; Falicitelli (1999) described Palestinians reaction as a new era has begun. At this period they managed to establish a mixture of religious, family-related and political organizations to pursue practical and specific projects in the socio-economic field, as well as to express and publicize their political aspirations (Falicitelli, 1999).

Samour (2010), on the other hand, pointed out that Palestinian NGOs, at this period, represented an important component of the Palestinian national movement and played an essential role in resisting the arrival of Jewish immigrants to Palestine, and also represented the appearance of early organized political awareness in resisting the supported organized efforts of Jewish organizations and committees. The civil work was concerned with national issues: independence, Arab unity and refusal of establishing a Jewish state in Palestine.

At this time there was variety in the type of civil work being undertaken. Labor unionism had been established (Arab Labor Union, 1925) in addition

to students unions, women unions, sports clubs, and welfare associations (Samour, 2010).

The 1948 war threw the Palestinian society into organizational confusion, at that period of time NGOs activities were described as being very weak, and the main focus of their services was charity relief (Samour, 2010).

After the 1948 war, Palestinian people were split into four communities: one part remained in what became known as the 48 land, second part in Gaza Strip, third part in West Bank and Jordan, and the largest part was displaced throughout the Diaspora (Samour, 2010).

### 3. The third phase (from 1949 to 1967):

Israeli occupation had a full control over most of Palestine in 1948, the remaining unoccupied territories of Palestine, became under the control of two authorities, Jordanians on West Bank and Egyptians on Gaza Strip.

At this period NGOs had to deal with a new tragedy of the Palestinians as a result of displacement and eviction (Samour, 2010), United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) was established by United Nations General Assembly to carry out direct relief and works programs for Palestine refugees.

As Roy, cited by Samour (2010), stresses that during this period of time the civil work in WBGS had decreased for political and economic reasons, due to the policies of both governments of Jordan and Egypt at that time (Samour, 2010). Further details on these reasons are discussed in Samour's research.

### 4. The fourth phase (1968-1986):

A new chapter in the history of the Palestinian NGO community, as Samour (2010) indicated, began with the Israeli military occupation of the WBGS in 1967. Samour (2010) describes the first decade of occupation "the Palestinians were confronted with three major challenges, which reflected on and shaped their organizations (Samour, 2010):

- a) Occupation's policies and practices which threatened national identity and existence of Palestinians, and a vague future and uncertain;
- b) Absence of a government or political national address to set strategies and lead the local resistance and to maintain and develop link with the Arab World.
- c) Palestinians adopted a strategy of steadfastness (sumud) that guided their lives during the first two decades under occupation. They succeeded in maintaining the status quo, in developing their own HR and in providing services to their society (Samour, 2010).

The 1970s witnessed neither any establishment of new NGOs nor any development of existing ones as professional organizations (Samour, 2010). Welfare societies continued to work as a relief organizations not as development organizations, in spite of the Palestinian community needs in the different development sectors. The occupation was responsible formally in front of the international community about providing essential services. The Palestinian movements and the Palestinian civil society have a strict position from the development issue for the following reasons (Samour, 2010):

- Any development attempt will be understood as normalization with the Zionist adversary. Therefore, Palestinians refused any invitation for development or any change in the Palestinian life.

- Liberation and independence were the major priority for the Palestinian, so no developmental organizations were established at that period. Responsibility of serving the Palestinian community was taken only by some Israeli organizations, Jordanian organizations, United Nations (UN) organizations, American organizations, and European organizations. In this period of time the populist committees were established by the Palestinian political movements to serve the Palestinian community as well as to practice the political action. Therefore agricultural committees, health committees, women committees, syndicates committees, students committees and youth committees were founded. These committees represented a different developmental alternative and tried to meet the Palestinian community needs.

Since 1967, Palestinians had managed to establish hundreds of NGOs to provide a wide range of basic services in health, education, culture, social welfare, agriculture, trade and human rights. These NGOs had survived and even flourished despite the numerous occupation induced adversities and the absence of a home state (Nahla, 2008), and it is important to point out that about 76% most of overall Palestinian NGOs that are active until 2010 in WBGS were established after the Israeli occupation of 1967 (Samour, 2010).

##### 5. The fifth phase (Intifada phase 1987-1993):

With the third decade of Israeli occupation, Palestinians initiated a new chapter of their resistance under the banners of the Intifada. This meant to change the status quo, by ending Israeli occupation and rebuild a new

society on national soil. This period witnessed an increase in research centers and other institutions NGOs to over 2,000 (Samour, 2010).

During the years of the Intifada, the Palestinian NGOs developed new strategies and methods; concrete projects for certain target groups and resistance cells operating underground were added to the common mass campaigns and voluntary community work. They provided all kinds of services, promoted democratic values, and mobilized the masses to foster the Intifada and its goals. The diversity of NGOs and their activities during the Intifada, as well as their ability to maintain and even increase funding - the main source being the Palestinian Liberation Organization (PLO), the Arab states, European and US NGOs and governmental agencies - contributed a great deal to their institutionalization within the society, despite Israeli policies of outlawing and closing down Palestinian NGOs and grassroots committees.

Payes, cited by Samour (2010), pointed out that in the early 1980s more developmental organizations, focusing on agriculture and health had been established with funding from the European and Arab donors, while, the period of first Intifada (1987-1993) witnessed the greatest increase in NGOs number in WBGS. As much as 30% of all active NGOs until 2010 were established during the period of the first Intifada (Samour, 2010).

#### 6. The sixth phase (1994-2000):

With the establishment of the PNA and the line ministries there has been a shift in key responsibilities to the government. However, in spite of a massive investment from the donor community in building new institutional capacities and infrastructure at the central level, continuing

occupation and separation between the WBGS has undermined the long term sustainability of such efforts (UNDP, 2008).

According to Al-Tameemi, cited by Samour (2010), this period of time was characterized by the establishing many new NGOs in areas of PNA. These new NGOs tried to meet the needs of the Palestinian community. They tried to accommodate the new era, to come out from the historical heritage which left plenty of crises such as economic, social and psychological. New NGOs worked in different fields.

The main character of the new era was the tangible increase in the financial resources especially from European Governments and the American Government. More attention was given to the political issues, to creating a real civil society, to forming an enabling environment for practicing democracy and to protect the Palestinian's human rights. Also more consideration was given to the women's rights, and children issues (Samour, 2010)

In 1994, after establishing the PNA, new concept of strategically thinking appeared and was reflected on the behavior of attitude of NGOs. The arrival of different donors funding criteria established a hierarchy and competition between NGOs to access funding (Grester et al., 2011).

#### 7. The seventh phase (2000 to date):

The number of NGOs has been increased clearly (Samour, 2010). These NGOs have attempted to deal with Intifada out put such as the children's issues, social issues and relief issues. More attention has been given to the developmental issues. After the start of the second Intifada in 2000 Palestinian NGOs had performed as a kind of subcontractor role as relief

providers and away from their role as leaders of indigenous Palestinian development (Samour, 2010).

Since the Palestinian Parliamentary election of 25 January 2006 which was won by Hamas Movement, the situation in WBGS became more challenging as a result of international community, especially the American Government and Israeli Government refusing to accept the election results. The conflict between the Hamas Movement and the Fatah Movement made the situation worse; Rafah border was closed most of the time, employees not getting their salaries, and there was lack in goods, medicine, and food (Samour, 2010).

#### **2.4 Nablus Governorate**

Nablus Governorate (see Figure 1) is one of the largest districts in Palestine in terms of number of population and economic and industrial activity (PCBS, 2011). Also Nablus was designated by the PNA as being considered the economic capital of Palestine. It is a central metropolis that provides educational and medical services to all northern West Bank areas. Nablus Governorate is located in the center of the West Bank in the north, 69 kilometers far from Jerusalem. A network of roads links it to other cities and villages like Tulkarem and Qalqilya in the west, Jenin and Nazareth in the north, Jerusalem and Ramallah in the south. The area of Nablus Governorate is 605 square kilometers comprising about 10.7 percent of the total West Bank area. The district accommodates 64 population clusters, including 3 refugee camps (PCBS, 2011).

In mid-2009 the number of population in Nablus Governorate reached 332,389 people. The rate of population witnessed a growth by 34 percent in

2009 compared to 1997. The population distribution in the district indicates a density of population in the city of Nablus reaches up to about 40% of the population and households. And the rest lives in the towns, rural and refugee camps with a population distribution of 55%, 35% and 10% respectively (PCBS, 2011)

#### **2.4.1 Nablus in Crisis**

“Nablus has become the capital of poverty, rather than the capital of industry,” as Acting Mayor Hafez Shaheen says (MA’AN, 2008). Nablus governorate report in 2007, cited by MA’AN Development Center (2008), indicated that losses of Nablus city, estimated by Ministry of National Economy (MoNE), has reached \$1.2 million a day since the start of the Palestinian uprising (Intifada) in 2000 due to several military Israeli invasions (MA’AN, 2008). MA’AN (2008) describes the impact of crisis on Nablus Governorate in six major issues as follows (MA’AN, 2008):

1. Forced internal displacement out of Nablus such as workers who are leaving to find jobs in other towns, particularly Ramallah as jobs are no longer available inside the town.
2. Transfer of major markets and industries outside of Nablus; Companies are either closing their doors or opening branches in Ramallah.
3. High rate of unemployment.
4. Destruction and insecurity caused by Israeli military raids.
5. Regional inaccessibility of basic services due to encircling Israeli checkpoints.
6. Isolation of the city from its hinterlands caused by Israeli settlements and their infrastructure.

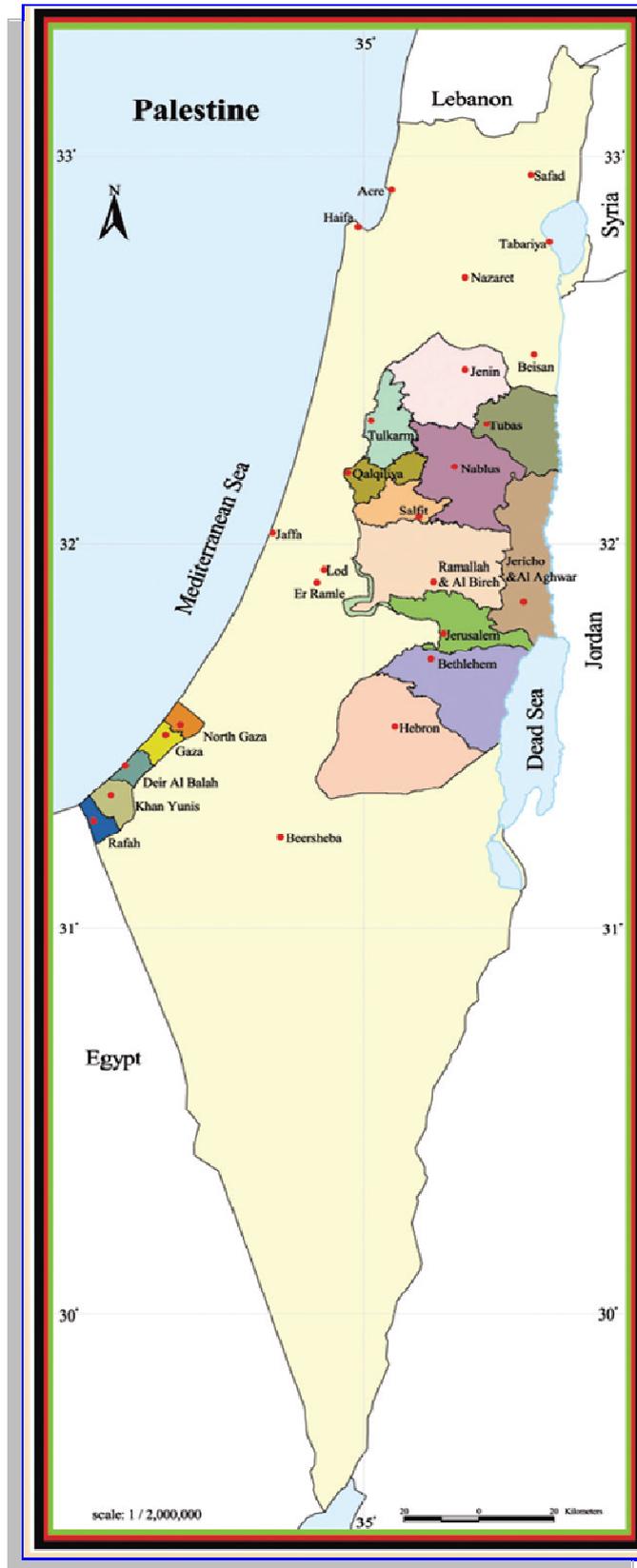
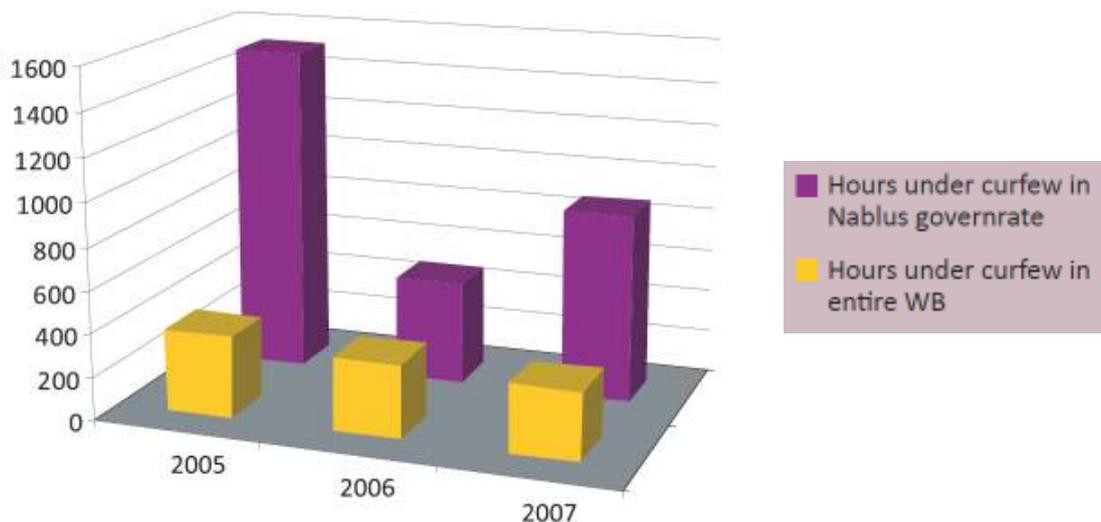


Figure (1): Map of Palestine

Chart (1) shows hour under curfew in Nablus Governorate in reference with other Governorate in West Bank, this chart was taken as example of what Nablus Governorate suffered during the last decade under occupation.

**Chart (1): Hours under curfew in Nablus Governorate and other West Bank Governorates**



*Source: Office for the Coordination of Humanitarian Affairs occupied Palestinian territory (OCHA), cited by MA'AN (2008)*

## 2.5 NGOs in Nablus Governorate

According to Ministry of Interior (MoI) Data concerning NGOs in Nablus Governorate indicates the existence of 283 registered NGOs within the responsibilities of Ministries of the PNA serving in different locations within the Governorate. Locations are divided into three areas; Nablus city, Refugee Camps, Villages and Towns (MoI, 2013). More than 42% of these registered NGOs are within the authority of MoSA with a total of 120 NGOs, and about 23% are within the authority of Ministry of Culture (MoC) which comes in second place with a total of 65 NGOs, followed by 10% of NGOs within the authority of Ministry of Youth & Sports (MoYS)

in third place with large numbers of registered NGOs in Nablus Governorate. The remaining NGOs of about 25% are distributed within the authority of other ministries with a total of 71 NGOs.

**Table 4: Distribution of registered NGOs with related Ministries and location in Nablus Governorate**

<i>Ministry</i>	<i>Location</i>	Nablus City	Villages & Towns	Refugee Camps	Total	Percentages %
<b>Ministry Of Social Affairs</b>		<b>56</b>	<b>52</b>	<b>12</b>	<b>120</b>	<b>42.40</b>
Ministry of Culture		39	17	9	65	22.97
Ministry of Youth & Sports		14	9	4	27	9.54
Ministry of Women Affairs		0	12	3	15	5.30
Ministry of Education & Higher Education		5	2	0	7	2.47
Ministry of Health		12	0	0	12	4.24
Ministry of National Economy		3	0	0	3	1.06
Ministry of Justice		9	1	0	10	3.53
Ministry of Agriculture		3	7	0	10	3.53
Ministry of Waqf & Religious Affairs		2	0	0	2	0.71
Ministry of Information		2	0	0	2	0.71
Ministry of Environmental Affairs		3	2	0	5	1.77
Ministry of Telecommunication		0	2	0	2	0.71
Ministry of Detainees & Ex-Detainees Affairs		2	0	0	2	0.71
Palestinian Monetary Authority		1	0	0	1	0.35
<b>Total Registered NGOs</b>		<b>151</b>	<b>104</b>	<b>28</b>	<b>283</b>	<b>100%</b>

**Source: Ministry of Interior, 2013**

### 2.5.1 Active NGOs

Not all registered NGOs are active and can perform their services to the beneficiaries, out of 283 registered NGOs in Nablus Governorate, only 207 are active (as shown in Table 5). In a legal form, these NGOs are able to perform services within their area of specialization to

beneficiaries; more than 41% of these NGOs are within the responsibility of MoSA (MoI, 2013) with a total of 86 NGOs.

**Table 5: Distribution of Active NGOs with related Ministries and location in Nablus Governorate**

<i>Ministry</i>	<i>Location</i>	Nablus City	Villages & Towns	Refugee Camps	Total	Percentages %
Ministry of Social Affairs		38	39	9	86	41.54
Ministry of Culture		27	12	8	47	22.71
Ministry of Youth & Sports		10	7	3	20	9.66
Ministry of Women Affairs		0	12	3	15	7.25
Ministry of Education & Higher Education		5	0	0	5	2.42
Ministry of Health		8	0	0	8	3.86
Ministry of National Economy		3	0	0	3	1.45
Ministry of Justice		4	1	0	5	2.42
Ministry of Agriculture		3	4	0	7	3.38
Ministry of Waqf & Religious Affairs		2	0	0	2	0.97
Ministry of Information		2	0	0	2	0.97
Ministry of Environmental Affairs		2	2	0	4	1.93
Ministry of Telecommunication		0	1	0	1	0.48
Ministry of Detainees & Ex-Detainees Affairs		1	0	0	1	0.48
Palestinian Monetary Authority		1	0	0	1	0.48
<b>Total Active NGOs</b>		<b>106</b>	<b>78</b>	<b>23</b>	<b>207</b>	<b>100%</b>

Source: Ministry of Interior, 2013

### 2.5.2 Inactive NGOs

Inactive NGOs are those that cannot perform any activity due to several reasons related to funding and lack of managerial experience (MoI, 2013),

in addition to political issues concerning the split between Hamas and Fatah (PCHR, 2013). Table (6) shows the distribution of inactive NGOs with related ministries, where more than 44% of those NGOs are under the responsibility of MoSA.

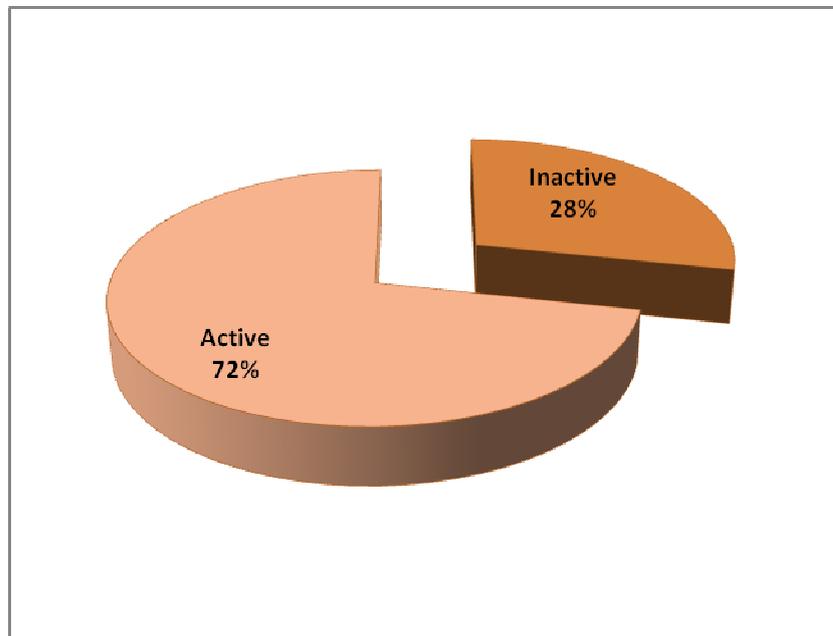
**Table 6: Distribution of Closed and Inactive NGOs with related Ministries and location in Nablus Governorate**

<i>Ministry</i>	<i>Location</i>			Total	Percentages %
	Nablus City	Villages & Towns	Refugee Camps		
Ministry of Social Affairs	18	13	3	34	44.73
Ministry of Culture	12	5	1	18	23.68
Ministry of Youth & Sports	4	2	1	7	9.21
Ministry of Education & Higher Education	0	2	0	2	2.63
Ministry of Health	4	0	0	4	5.26
Ministry of Justice	5	0	0	5	6.58
Ministry of Agriculture	0	3	0	3	3.95
Ministry of Environmental Affairs	1	0	0	1	1.32
Ministry of Telecommunication	0	1	0	1	1.32
Ministry of Detainees & Ex-Detainees Affairs	1	0	0	1	1.32
<b>Total Closed &amp; Inactive NGOs</b>	<b>45</b>	<b>26</b>	<b>5</b>	<b>76</b>	<b>100%</b>

**Source: Ministry of Interior, 2013**

Only 72% of registered NGOs in Nablus Governorate are active as shown in both Tables 5 and 6 (see Chart 2), the other 28% are inactive for the reasons mentioned previously.

**Chart 2: Percentage ratio between Active & Inactive registered NGOs within the authority of MoSA in Nablus Governorate**



Source: Ministry of Interior, 2013

Concerning the legal framework of Palestinian NGOs, as described by the Palestinian Law of Charitable Associations and Community Organizations, Law No. 1, Year 2000, this law gives full authority to Ministry of Interior for the initial registering, in Chapter 4 we will highlight the legal framework of the Palestinian law in order to understand the legal status of Palestinian NGOs.

## **2.6 Previous Studies**

Reviewing the literature concerning strategic management in NGOs was not so easy, few studies were conducted related to this subject, Samour (2010) pointed out that little has been written about strategic management in NGOs compared with what has been written about the strategic management of large companies (corporations) (Samour, 2010). Strategic

Planning is considered as a newly attitude for Palestinian NGOs, some NGOs do not take strategic planning seriously, while others consider it as an extra cost and expensive, what appears from the researcher's point of view is that most NGOs consider strategic Planning as a "Prestige" that increases the opportunity to attract foreign funders.

In this section, researcher has gathered as much information as possible using previous studies, books, scientific journals, theses and researches on Palestinian NGOs concerning their development, Planning and strategic thinking. Subsequently, the researcher utilized these previous studies as a knowledge base for his own research. In order to get to the point, the researcher chose studies that are strictly direct to the basic dilemma concerning funding Palestinian NGOs as well as studies that affect the strategic choice of services sustainability within the priorities of Palestinians.

A research study by Samour (2010) titled **“Strategic Management, The case of NGOs in Palestine”**; the research is an attempt to shed light on top managers’ perception of strategic management processes and its importance in NGOs in Palestine. the study began by addressing the concept of international funding and its characteristics and its problems, and moved to shed light on the concept of civil society and Palestinian NGOs and the stages of formation, and then discussed the concept of political development in the literature and the problematic development in Palestine, and concluded with a field study on workers in international institutions and local civil society groups within the programs of political development.

The research pointed out that more than half of the NGOs surveyed have strategic management systems and managers of the studied NGOs

perceived a strategic management approach as an important factor for improving quality of services, achieving goals and increasing overall organizational performance. As the size of the NGOs increased their use of strategic management approaches such as developing a mission statement and objectives, annual and long term goals and employing formal strategic planning techniques increased.

The researcher had also set some recommendations regarding the enhancement of donations continuity by the international community, the Islamic and the Arab world to support Palestinian NGOs with preserving their right to ask for transparency, accountability and well managed Palestinian NGOs. On the other hand external donors should respect the Palestinian national agendas and priorities and not to use the assistance as a political tool. Regarding the PNA, NGOs should be given the freedom to operate effectively and the relationship between NGOs and PNA should be a cooperative one.

A research study conducted by Abu Baha and Jarar (2011), **The Real Status of External Funding in the Ramallah and Al-Bireh- Based Not – for- Profit Organizations in the West Bank: Motives, Obstacles, Ways of Inducing Donors, and Impact"**, this research paper aimed to recognize the donors' motives behind funding Palestinian NGOs and promoting ways and means of persuasion to attract donors to provide funding. The paper highlighted the obstacles to NGOs' funding. It also aimed to measure the relationship between external funding and NGOs' performances by using a descriptive analytical methodology, Abu Baha and Jarar conducted a questionnaire and chose a pool of 134 NGOs in Ramallah and Albireh Governorate in the West Bank.

The paper came up with a conclusion that the main motive behind NGOs' funding was humanitarian and relief considerations, and there were many obstacles to funding among which was the unconstructive competition for funding among NGOs and their large number in addition to poor performance. The paper also concluded that, unlike the American funding, European and Arab Islamic funding had a positive impact on NGOs performance.

The paper had set some recommendations that were believed to be necessary to reorganize and control NGOs' activities in Palestine, it suggested some ways to convince and attract donors to provide funding. It also recommended that NGOs should establish revenue-generating projects and go in for strategic alliances and mergers in order to decrease their dependence on external financing.

Another study by Nahla (2008) titled "**Role of Palestinian NGOS in Utilizing the International Fund to Promote Entrepreneurs and Create Sustainable Job Opportunities, Case Study: Gaza Strip**", The purpose of this research is to investigate the role that the Palestinian NGOs played in utilizing the international fund in supporting the entrepreneurs and create sustainable jobs. The research has been conducted as a quantitative one based on a survey inquiry, focus groups and interviewing.

The study had set up a number of recommendations regarding Palestinian National Authority (PNA), Palestinian NGOs and donors.

As for the PNA recommendation was to play a mediator role between Palestinian NGOs and donors and also to play a complementary role with the Palestinian NGOs to complete not to compete. On the other hand

Palestinian NGOs should – as Nahla recommended - support and encourage entrepreneurs by concentrating part of their fund towards financing creative ideas, and design projects and programs after preparing target groups' needs assessment, and to study successful experiences from others such as the experience Job Creation Program of the UNRWA. Finally, donors should take a more systematic approach to Palestinian NGOs funding, placing less emphasis on emergency projects financing and more on development programs and finally donors should provide their funds to the Palestinian NGOs according to their needs, not according to donors' policies.

A study by Abu-Hamad (2011) titled: **"International funding for Palestinian civil institutions and its impact on political development in The Gaza Strip 2000-2010 (Field Study)"** This study aimed to identify the role of international funding for Palestinian NGOs, the extent of this role in achieving the political development requirements of the of Palestinians and impact of this funding on the political development.

Abu-Hamad included a set of results that were most important from his point of view, and these results were as follows:

1. International funding does not achieve the priorities of development in Palestine; donors have their own priorities.
2. International funding was in accordance with a development plan that suits the political objectives of donors; funding was not according to the real needs of Palestinian.
3. Palestinian NGOs do not have a clear national agenda and responds directly towards the funding priorities and donor policies, which is reflected negatively on the reality of political development.

Abu-Hamad included a set of important recommendations regarding the policies of international funding in terms of not relying on conditional funding and causation should be present when dealing with European and American donations as their funding is attached to what became known as "Renouncing Terrorism". As for the NGOs, Abu-Hamad believes that NGOs must interact with each other in order to develop a comprehensive national perception through adopting a consistent strategy that complies with the real needs of Palestinians in addition to the need of amending the Palestinian law regarding the financial side of NGOs to be more clear and comprehensive. Abu-Hamad also set other more recommendations regarding the institutional development of NGOs referred in his study.

A study by Shabat and Kafarneh (2010) titled **"Difficulties Palestinian NGO's Facing to Reduce Poverty and Unemployment Ratios at Gaza Strip, Network Managers Prospective"**

The study, which was presented in a conference, entitled "A Developmental Vision Facing the Impact of Siege and War on the Gaza Strip" Held on 23<sup>rd</sup> and 24<sup>th</sup> of May 2010 in Gaza at the Islamic University, aimed to find out the difficulties facing the civil society in reducing the rates of poverty and unemployment in Gaza strip.

A sample of 60 organizations listed at the PNGO network, NGOs in West Bank were excluded due to difficulties of data collection, and the descriptive analytical methodology was used based on a comprehensive survey of managers.

The study pointed out to many findings and recommendations described as being most important, these findings and recommendations are as follows:

Coordination between the civil organizations still weak and need to be empowered and development of mechanisms that help in reducing poverty and unemployment rate at the Gaza strip, also the closure of cross borders entrances has a clear effect in non-fulfillment of marginalized group's needs.

The study recommended the following: distribution of available resources in a transparent and fair manner, coordination between government agencies and NGOs are weak and needs to be developed to support the needs of marginalized groups, and also recommended the government should initiate coordination with NGO to development of target groups and not to stick only on managerial and legal cooperation.

## **2.7 Critique**

Previous studies were highly useful for the researcher, as they enriched his knowledge with regard to participatory planning, and found his own research complementary to the previous studies. However each one of these studies discussed different cases for different locations in Palestine and different situations and issues. These studies helped the researcher to build his research. By reviewing each of the previous case studies, the researcher managed to design the various sections of this study.

Most previous studies agree on the low level of performance of Palestinian NGOs, the unstable relation and weak coordination between PNA and NGOs sector, and most important the political influence of donations and funding transformed to Palestinians through the international community. Nevertheless, most of the previous studies were not concerned with finding an appropriate strategic framework for NGOs as much as to highlight

issues in the context of output related to economic environment, managerial aspects and funding issues, although the researcher may agree on the importance of these studies, there results and recommendations.

Regarding the study of Samour, the researcher has noticed that there were some sort of an exerted effort in a descriptive approach to describe management and strategic planning related to non-governmental organization sector in order to draw a clear picture of Palestinian NGOs, their status, approaches and strategical thinking, but still, even though this study was focusing on practicing management and strategic planning theories. A practical approach of strategical thinking are the most likely needed in the Palestinian situation.

Abu Baha and Jarar, on the other hand, came out with an exceptional study with different outputs regarding the motivation behind the international donations to the Palestinian NGOs which was totally differed from other studies that confirmed the political agenda of donations, even though, it had an interesting out puts related to the unconstructive competition for funding among NGOs and their poor performance, which was acceptable and consistent with other views of other studies.

As for the study conducted by Nahla, the research was basically focusing on a specific issue related to targeted people, in other words beneficiaries. The researcher's case was to deal with the source of dilemma regarding a strategic framework that entails service sustainability of NGOs up to the national Palestinian objectives and real status of development associated with the Palestinian struggle for independence.

The research study conducted by Abu-Hamad was more clear in defining the basic dilemma that NGOs are facing regarding both the International funding, absence of a comprehensive national plan and failure in achieving real economic development in Palestine due to donors' policies. The study was able to put some features of a strategic vision that may contribute to an elaboration of a national trend to Palestinian NGOs, but still, this vision needs general outline guidance within the terms of trends and specialties of NGOs.

As for the study conducted by Shabat and Kafarneh, the research was basically focusing on a specific issue related to poverty and unemployment in a specific geographic area, in this case Gaza Strip, the study was conducted to clarify a certain dilemma among many hardships facing NGOs.

## **Chapter Three**

### **Methodology**

## **Chapter Three**

### **Methodology**

#### **3.1 Study Approach**

This study will rely on the descriptive analytical approach, which serves as the most suitable methodology for this type of research. This approach organizes and summarizes the information that are needed to the research problem. The approach implies collecting data that describe the current practices and analyzes them in relations with other relevant factors.

#### **3.2 Data Collection Tools**

This research had employed a variety of data collection tools in order to fulfill the scientific requirements of this research; the following describes the data collection tools used:

##### **3.2.1 Questionnaire**

A questionnaire has been designed, conducted, tested and circulated to the targeted audience of NGOs, pinpointing issues of planning, decision-making, and other related aspects. The questionnaire is designed in parts as follows:

##### **a. Part One**

This section includes the introduction to the questionnaire and a covering letter that contains the objective of the study and the type of data and information that the researcher proposes to gather. In addition, it requests that respondents cooperate by filling it accordingly. This section also reassures the respondents of the

confidentiality of information, since it will be used for research purposes only.

### **b. Part Two**

General information (key institutional variables): Relevant information were entered as independent variables in the research; these variables are related to both respondents and their correlated NGOs, as for respondents variables are those of profession, gender, age, years of experience and years in the current position, and as for NGOs variables are those of NGO's name, year of establishment, scope of work, available sectors of services, resources of funding, number of employees and volunteers, number of Administrative board and Board of Assembly, yearly budget, and number of implemented projects.

### **c. Part Three**

This part is divided into four groups related to the main activities and tasks undertaken by NGOs in the strategical planning practice, each group contains three categories for answering as follows:

1. How far you think this element is important?
2. To what extent is the application of this element in your association?
3. Is it possible to provide an example related to questions?

The four groups of part three are as follows:

1. Strategic Planning : questions from 1-6

2. Projects selection and funding resources identification: questions from 7-11.
3. Networking and coordination: questions from 12-17.
4. Organizational structure relationship: questions from 18-20.

### **3.2.2 Interviews**

A series of structured meetings and interviews were conducted with decision makers in relevant Palestinian Ministries and NGO's, such as the MoSA, the Ministry of Interior (MoI) and a selected sample of NGOs and consultants.

Interviews were conducted with two Managers working to the Ministry of Social Affairs and Ministry of Interior, four consultants NGOs sector, decision makers in a sample of three selected NGOs, decision makers in one NGOs Network and a Manager from the NGO Developing Center (NDC).

Interviews proved to be useful in clarifying and addressing issues to concern and expressed a very high level of commitment and provided the researcher with ideas and suggestions which contributed strongly to the outcomes of this research.

### **3.2.3 Documentary Analysis**

Through this study, various documents related to strategic planning in NGOs such as data of previous strategies that concerns future planning where reviewed, in addition to relative documentary data of the driving forces that govern the NGO sector and forces of decision making mechanism and funding issues. At this stage the researcher collected all

necessary documentation from various NGOs; three cases of NGOs has been chosen as a case study, the NGOs had been chosen carefully in a scientific manner in order to represent similar NOGs in Nablus Governorate. Documentary data collected from these NGOs has fully pinpointed the issues of planning, decision-making, and other related aspects regarding mechanism of strategic formulation in NGOs. Documentary data related to this study were also collected from two main NGOs networks in addition to the NDC, all various documents were analyzed, compared, and evaluated.

#### **3.2.4 Observations**

The researcher had the opportunity to attend oneconference conducted by NDC in Ramallah which discussed the updated strategy formulated to help NGOs aligning their programs and projects as a way to achieve strategic objectives. The conference was held on May 21<sup>st</sup>, 2013. The researcher had also the opportunity to attend a workshop regarding the formulation and discussions of updated strategies for one of the selected sample of NGOs in Beita town, and the workshop was held on January 18<sup>th</sup>, 2014. Through observation, the researcher had the opportunity to collect some relevant data to enrich the research. This data was used in the research analysis of the selected case studies in Chapter Five.

### **3.3 Population and sample of the Study**

The population of the study covers active NGOs registered within the authority of MoSA in Nablus Governorate. The total population is 86 registered NGOs, where 35 (about 40% of the total population) of them responded in 39 valid questioners for analysis.

### **3.4 Data Analysis**

All collected data and information has been analyzed, compared, evaluated to assess the current situation of NGOs in regards to a situation where these NGOs can work in a stable management environment. This documentary analysis shall include:

- Study and analyze the process of decision making.
- Study and analyze existing strategies on the bases of their impact, implementation and support of sustainability.
- Conduct SWOT analysis of the NGOs' surrounding environment.
- Comparative analysis between NGOs that rely mostly on outsource funding and those of self-funding.
- Data processing and analysis using proper software such as MS-Excel and SPSS.
- Hypothesis testing

### **3.5 Assumptions**

This research was conducted based on the following assumptions:

1. Foreign funding affects the decision-making when developing strategic plans in Palestinian NGOs resulting new trend of services far away from the priorities of the Palestinian people.
2. Palestinian NGOs operate separately with a minimum coordination between each other and with the Ministry of specialization, which is in our case the MoSA.

### 3.6 Theoretical Analysis

The qualitative data was analyzed using the following techniques:

- Logical arbitration, correlations, reason impact analysis, data validation (data collection from many sources using more than one tool), comparisons relevance to the scientific models and theories.
- Means appearing in the study related to categories one and two with 5 and 3 points scale respectively donates the following meanings:

Category One with 5 points scale	
1-1.8	Not Important at all
1.81-2.60	Not Important
2.61-3.4	Normal
3.41-4.2	Important
4.21-5	Very Important

Category Two with 3 points scale	
1-1.66	Never
1.67-2.32	Frequently
2.33-3	Always

### 3.7 Difficulties faced in conducting the Field Work

The researcher was confronted with several obstacles and difficulties in doing the research and conducting the field work. Logically the field work should cover all Nablus Governorate in the West Bank, and as a consequence of the lack of academic awareness, lack of culture, and lack of knowledge about the research importance in general, a lot of respondents

refuse to fill the questionnaire and others filled the questionnaire but refuse to give some information because they believed this information should be a top secret, even though some of the requested information is supposed to be published in the Annual reports of NGOs. Furthermore, some of active NGOs had no database and took them a lot of time to reply on some of the questions, other NGOs had to refer to the Chairman Board of Committee.

Although there exists 86 registered active NGOs indicated in the data collection, it appears that some of these NGOs have no activities and even no offices, the researcher has found no way to reach these NGOs or contact them in any way and respondents from Nablus city and camps were greater than those in towns and villages, also the researcher has found that some of these NGOs were closed and had joint the list of inactive NGOs, contact persons concealed the reason for closure.

**Chapter Four**  
**Funding Environment**  
**and**  
**Legal Framework**

## **Chapter Four**

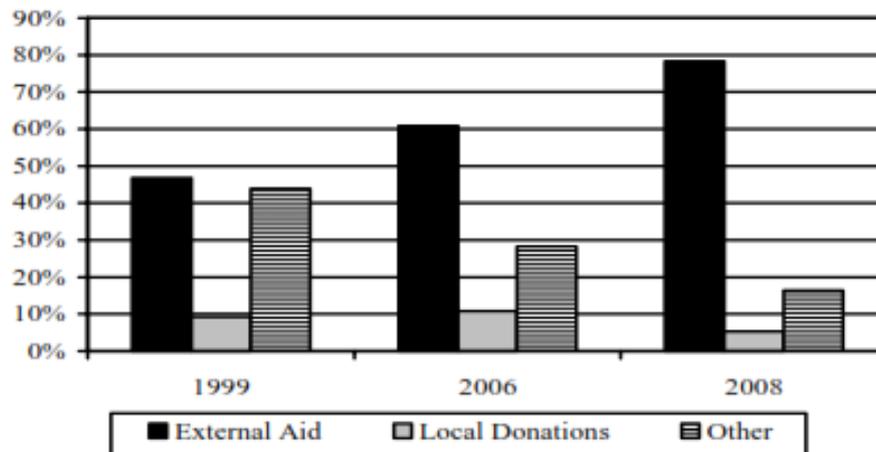
### **Funding Environment and Legal Framework**

#### **4.1 Funding and Donors**

Funding is considered the Achilles heel of NGOs, and the biggest weakness of NGOs is their lack of financial sustainability and dependence on foreign funding (NDC, 2013). Palestinian NGOs suffer a deficit in budgets and fund raising has a double importance for sustainability of Palestinian NGOs, by allowing them to maintain services and provide paid employment (Grester et al., 2013).

After “Oslo Agreement” in 1993, external aid increased and so did number of Palestinian NGOs. At the same time, donors started to change their broad-based solidarity contributions of the past into funds, usually with preconditions regarding their use, and provided support for development. The arrival of different donor funding criteria established a hierarchy and competition between NGOs to access funding (Grester et al., 2013).

Between 1999 and 2008, external aid to the PNA in WBGS increased by over 600% to 3.25 billion US Dollars per year. During the same time period, external aid to Palestinian NGOs increased by over 500% from 48 million US Dollars in 1999 to 257 million in 2008. Throughout this period the level of external aid received by Palestinian NGOs fluctuated, however, it averaged around 10% over the 10 year period (NDC, 2013), Figure (2) illustrates the size of external funding, local donations and other funding resources such as revenues from income-generating projects, in three period of time between 1999 and 2008 in comparison with other sources of funding.



**Figure (2): Percentage of Palestinian NGOs Funding external Donors, Local Donors and others in years 1999, 2006 & 2008**

Source: MAS & PNGO, cited by NDC, 2013

According to a study by Divwer and Tartir (2009), Palestinian NGOs engaged in Rights-based activities received about 30% external aid, followed by Palestinian NGOs engaged in the Social Services sector (26%), Economic Sector (22%), Education (14%) and Charity and Relief (9%) (Divwer et al., 2009). Divwer and Tartir indicated in their study that 80% of Palestinian NGOs' budget is funded by external donors. International donors have provided substantial support to the PNA, totaling some US \$6 billion since 1994. This level assistance reflects the importance that donors attach to a resolution of the Israeli Palestinian conflict. Following the outbreak of the Intifada in 2000, donor assistance rose substantially, with increased emphasis on emergency assistance and humanitarian relief, as opposed to the previous concentration on financing physical and social infrastructure. Donors have provided unprecedented levels of direct budget support, totaling \$US 1.3 billion in the three years to end 2003 (World Bank, 2004).

### 4.1.1 International Donations

It is not practical to differentiate the main aim of assistance to the PNA and the assistance donated to Palestinians through NGOs, priorities of donors cannot be with two faces. It is obvious that donors have their priorities, interests and political goals. There is no doubt that the external aid is as important to Palestinians due to complicated cause of Palestine in terms of political and economical environment. International donations are being seen as part of "Foreign colonization". In general, international aid is donated under many excuses by rich countries such as donation is a mechanism to achieve development and progress in poor countries (Hamdan, 2010).

In the case of Palestine, donors reveal their aim of donations clearly; Hamdan (2010), in her study “**Foreign Aid and the Molding of the Palestinian Space**”, highlighted the main objectives of the international donations and impact on creating a new Palestinian space, in order to develop a new history, new geography and even a new ideology of identity, Hamadan has taken 10 samples representing the top international donors to the Palestinians, several interviews were conducted with foreign agencies and institutions representing EU, USA, United Kingdom, France, Spain and Switzerland.

France agency, française de développement (AFD), is included in Hamdan study as one of the main funders providing support to different sectors in Palestine, although the support participated by the AFD to the NGOs sector is relatively small compared with the support donated to the public sector represented by the PNA, it might be important to highlight the vision of AFD to perceive the political content behind foreign aids. AFD's vision to

the Palestinian state stems from the concept of "available Palestinian State", therefore and from this perspective, AFD focuses its support on the bases of viable state institutions, to ease the burdens of occupation and to solve its security problem with the Palestinians. Hamdan indicated that local community institutions is assumed to be more representative to the real needs of Palestinians as being more closer to the social classes (Hamdan, 2010). It should be mentioned here that the AFD has funded the Strategic Framework conducted by the NDC in 2013, the NDC pointed out that the AFD did not intervene in the process of strategic formulation process. However, the researcher confirms his reservation and will refer to his point of view on that issue in the next chapter when presenting the case studies.

Referring to the priorities and policies of international funding, Nakhleh (2011) gave his remarkable confession through his book "**Globalized Palestine: The National Sell-Out of a Homeland**", Nakhleh summarizes his own experience as being a former official as an engaged participant-observer. Nakhleh criticizes the development process of Palestinians in which he described it as "fragmented, non-cumulative, deceptive, and mythological attempts to "develop" Palestinian society" (Nakhleh, 2011). Nakhleh highlighted, more than others, the fact of international aid, especially the aid advanced from what he called "Western Countries", he even pointed out to the serious impact of this support on Palestinians:

"And such aid shackles, mortgages, and holds hostage the entire current society and future generations in political and economic debt. It is aid that focuses on consumption and mortgaging people. It is aid that is anti-production and anti-liberation" (Nakhleh, 2011).

It is obviously clear that depending on International aids and donations as a strategic option for Palestinian NGOs will bring more impediments to their attitude, trends and orientation a way far from national independency and development.

## **4.2 Legislation and Law**

### **4.2.1 Preamble:**

Ottoman Societies Act was passed in 1907 in order to put constraints on the formation and functioning of political associations or social dimensions of national or religious nature, in addition to its role in serving the interests of the ruling power.

With the beginning of the British Mandate over Palestine, a number of trade unions and feminist organizations that were working to serve the community in general, and serve its members in particular. The imposition of the British mandates through the Emergency Regulations of 1945 has put many restrictions on the work of these social formations.

This situation has changed after 1948; WBGS went under the two different administrations. NGOs in the Gaza Strip were under the Ottoman's Societies Act, with no modifications by the Egyptian administration, while in the West Bank, NGOs went under the Jordanian law.

In 1967 WBGS became under the Israeli occupation, issued a ruling of the Israeli military in the Gaza Strip and northern Sinai, in 1970 Military Order No. 686 amending the Law on Associations Ottoman, thereby putting further restrictions on the procedures relating to the registration of associations. It also allowed the said officer in the inner corner of the

Israeli military administration to impose strict control over the work of the association, prompted some associations to register as partners for commercial non-profit.

In 1994, after forming the PNA, a qualitative shift in the nature of work, programs and objectives of the Palestinian NGO was obvious. According to MASS Institution, numbers recorded of registered NGOs in the West Bank in May 2001 were about 675 NGOs, in which 31.1% were registered after the establishment of the PNA. The percentage of charities is 40.4 % of the total number of NGOs, while NGOs of youth and sports was 30.4%, 10.2% of cultural centers, 4.8% relief societies, 4.9% developmental associations, 3.5 % research associations, 2.8 % training and rehabilitation associations, and 2.6 % civil rights associations.

#### **4.2.2 Legal Framework:**

According to the Palestine's temporary constitution, that was passed by the Palestinian Legislative Council in 1997 and had its final presidential approval in 2002, and was amended twice, in 2003 and in 2005, freedom of association is guaranteed by Article 26(2), which states that all Palestinians have the right, both individually and in groups, "to form and establish unions, associations, societies, clubs and popular institutions in accordance with the law" (ICNL, 2013). It is good to remind here that the word **association** in the Palestinian law also refers to the symptoms NGO. English version of Palestinian NGOs' law translated by ICNL is referred in Appendix II.

### **4.2.3 Registration**

Registration is mandatory for Palestinian NGOs, and the procedure for licensing requires submittal of three copies of the NGO's bylaws along with an application form provided by the MoI, then an approval or a denial is issued by MoI within two months. If no decision is made within that period, the NGO is considered registered by law. NGOs need to get a registration certificate to be allowed to open a bank account in order to receive funds (ICNL, 2013).

### **4.2.4 Operational Activity**

Palestinian law places virtually no limitations on the rights of setting up an NGO. NGOs are free -by law- to engage in public policy debates, raise funds from foreign and domestic sources, merge and dissolve without government interference, also, the law provides the opportunity for NGOs to set up branches within Palestine. Palestinian law gives the NGOs an optional right to affiliate with foreign or domestic organizations without seeking prior permission, but, the ICNL pointed out that MoI has the right to "scrutinize the activities of an NGO to ascertain that its funds have been spent for the purposes for which they were allocated," which, in the ICNL point of view, may allow inappropriate intervention in NGO activities by the government (ICNL, 2013).

### **4.2.5 Organizational Forms**

Although Palestinian law refers to both "charitable organizations" and "community foundations," only the legal form of an "association" is defined. According to Law 1 of 2000, "associations" are any institution with "independent legal personality, established upon an agreement

concluded among no less than seven persons to achieve legitimate objectives of public concern, without aiming at attaining financial profits to be shared among the members or achieving any personal benefits" (ICNL, 2013).

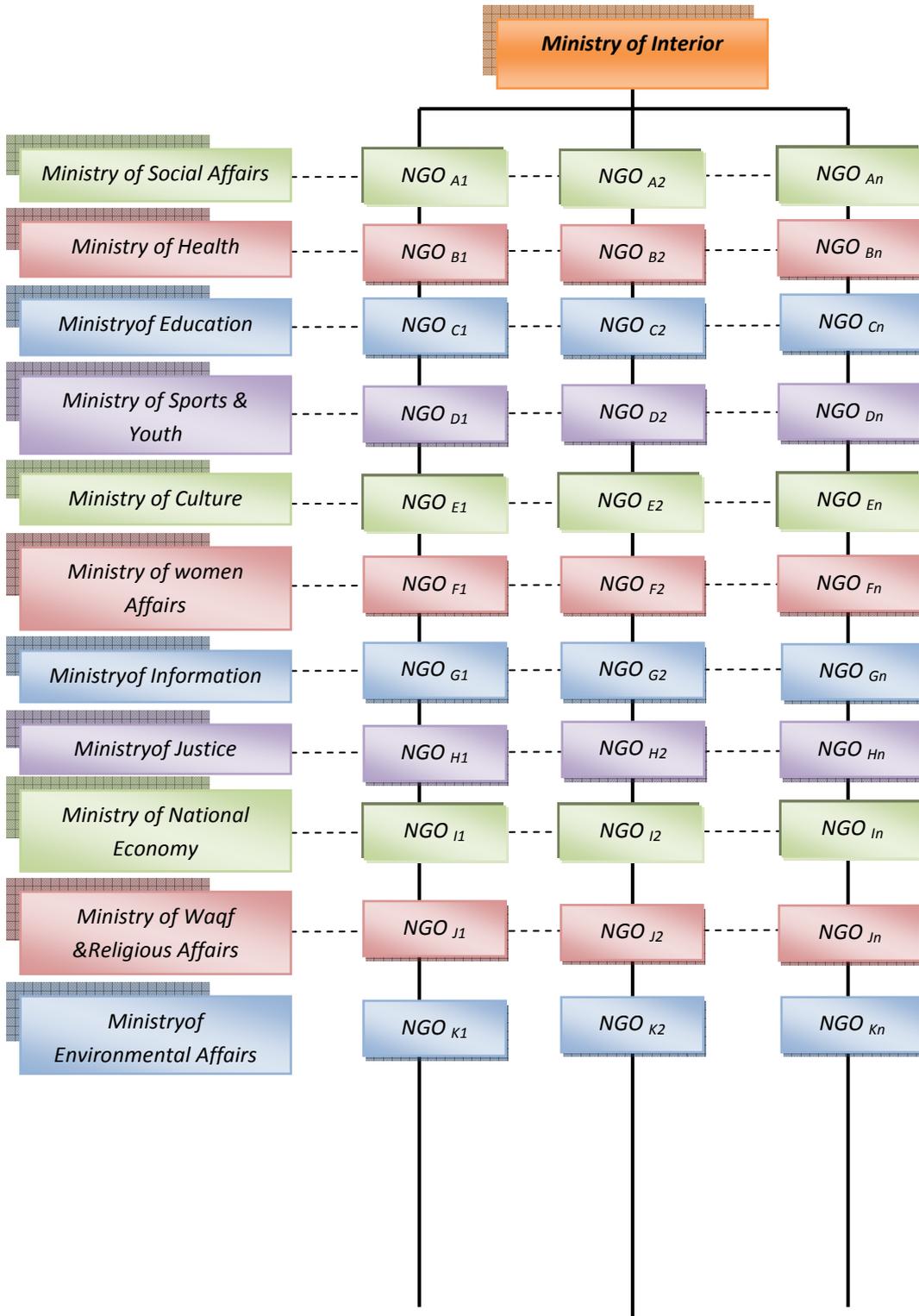
Presidential Decree 16 of 2007 granting the MoI the power to review all licensing certificates, Council of Ministers Resolution 8 of 2007 regarding associations engaged in activities that are against the law, and the MoI Decision 20 of 2007, according to which associations are obliged to refer to security agencies for the completion of registration procedures, may all be considered to contravene the NGO law itself (ICNL, 2013).

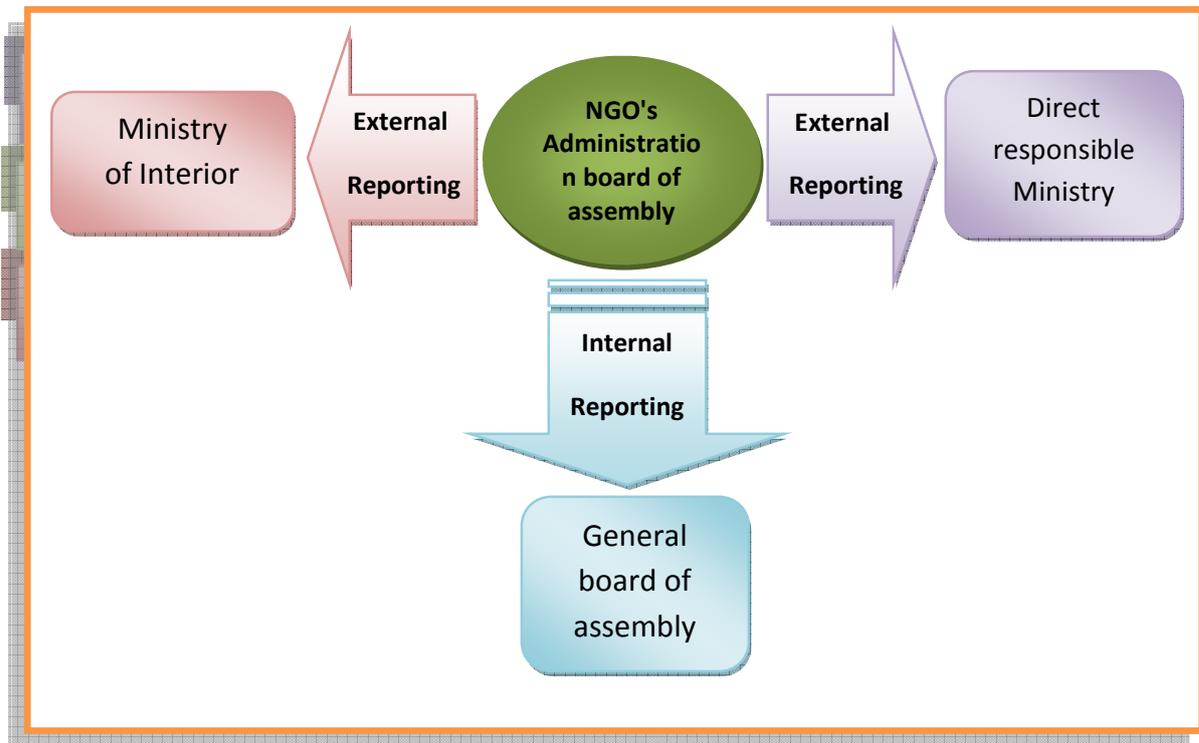
The legal relationship between Palestinian official Authorities and related NGOs is shown in Figure (3). MoI has a full authority on the NGOs regarding the initial registration and licensing, and then each NGO can seek licensing from the direct responsible Ministry of area of specialization. In Figure (3) the researcher represents the relation in sort of a stronger power of MoI over NGOs, this situation has become visibly stronger after the split between Hamas and Fatah in 2007, and this form of structure does not comply with the attitude of NGOs empowerment, and does not facilitate a healthy legal environment for NGOs to fulfill their commitment in providing real socio-economic development change in the Palestinians life.

#### **4.2.6 Reporting System**

In general, reporting system for the NGOs is obviously clear as NGOs are asked to report mainly for three bodies as shown in Figure (4). External reporting is usually subject to the two Ministries of registry authorization for monitoring; that is the Ministry of Interior and the Ministry of

responsible specialty, while the internal reporting is usually for the general board of assembly for the purpose of assessing the performance of the administrative board of an NGO.

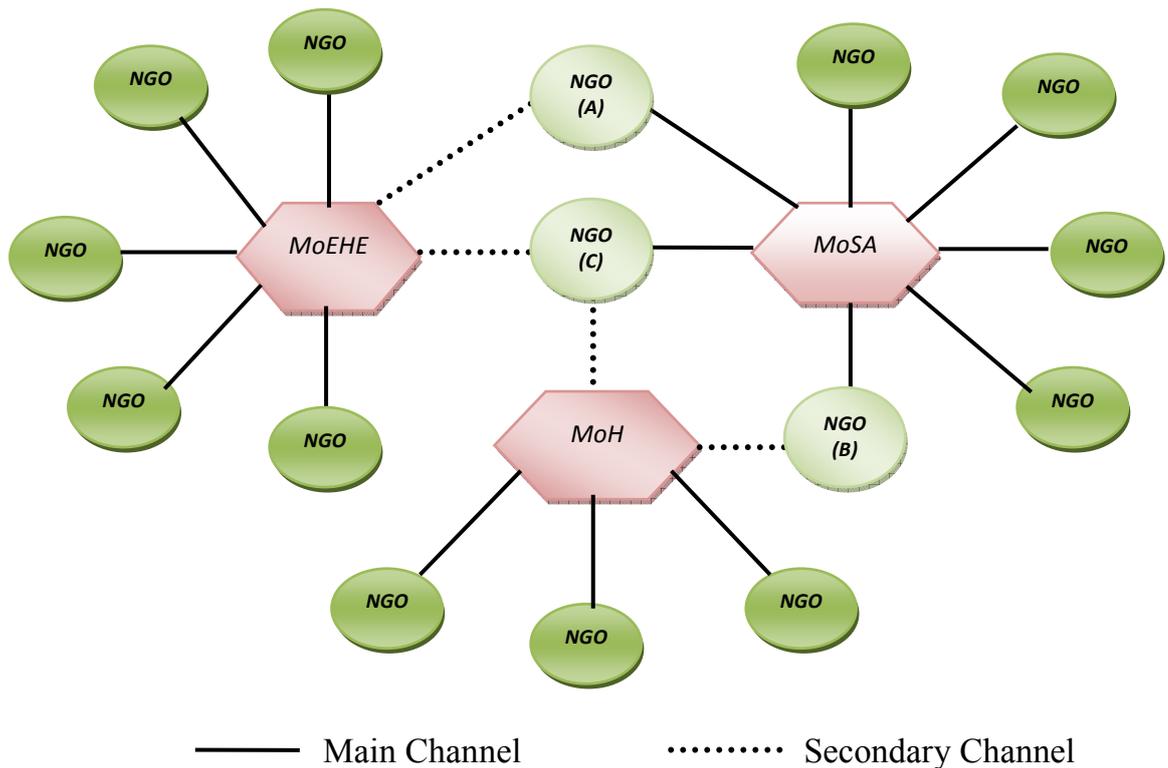




**Figure (3) Legal framework of registered Palestinian NGOs with specialized ministries of authorization**

**Figure (4): Main reporting system in Palestinian NGOs**

In reporting system of NGOs within the responsibility of MoSA, the researcher has found special cases where another secondary channel of reporting exists, some NGOs seek to license a sub-institution that is usually related to a certain service within their scope, this reporting is directed to other related ministries mainly Ministry of Health or Ministry of Education and Higher Education, some times for both regarding licensing and monitoring the related sub-institution such as a kindergarten, a school or a charitable clinic. Figure (5) illustrates the main and secondary reporting channel system excluding the reporting channel with MoI since it is related to legal form issues.



**Figure (5): Reporting channels in Palestinian NGOs with related Ministries excluding MoI.**

To explicit it more, as seen in figure (5), suppose NGO (A) is a registered NGO within the responsibility of MoI decided to implement a project which is a kindergarten, NGO (A) then is supposed to get a license from MoEHE for that purpose, a secondary reporting system will then appear related to the kindergarten project only. The same goes for NGO (B) and (C), while NGO (B) has two secondary reporting for two projects or services that needs permission from direct responsible ministry.

### 4.3 Palestinian NGOs Networks

There are four NGOs networks in Palestine, any registered NGO can join as a member under the umbrella of one or more of these networks, and can benefit its membership.

NGOs networking are classified into two categories; national Networks, where NGOs from WBGS can join and register for a membership, such as the Palestinian NGO Network (PNGO), and the other can be classified as regional networks, where NGOs from the same region can join and register for a membership such as The Palestinian General Union for NGOs in Gaza Strip. These networks are as follows:

1. The Palestinian General Union for NGOs, membership is limited to those NGOs in Gaza Strip.
2. The Palestinian NGO Network (PNGO), this network has two branches in both West Bank and Gaza Strip, and membership is available for all NGOs.
3. The Palestinian General Union for Charitable Societies in West Bank and has 3 branches located in Nablus as representative of the northern Governorate, Jerusalem as a representative of the central Governorate and Hebron represents the southern Governorate.
4. The National Institute for Palestinian NGOs in West Bank with a limited membership to those NGOs located in West Bank.

Palestinian NGOs networking have the same objectives in common and their main objectives are supporting, developing and empowering the NGOs sector in order to achieve qualitative services that are responsive to Palestinians priorities, and to help making a more efficient and capable NGOs in influencing the formulation of national policies, in addition to other objectives that are described in each networks' web sites, booklets and brochures.

Networking is a positive matter to the NGOs through which they can practice an important lobbying pressure as partners in the decision making

process related to major Palestinian issues, and even have a great influence on politicians and economists when developing national plans relating to the future of Palestinian people and their independence.

Networks have successes in many different aspects by providing some technical assistance to NGOs through training programs and building capacity as well as directing NGOs in preparing project proposals and resources of funding. On the other hand, NGOs networks are still somewhere behind the line of being a tool of lobbying pressure, the researcher can strongly claim that NGOs networks failed for 13 years to push towards amending the Palestinian law of NGOs. Networking, though, did not proceed to energize the complementary strategic senses between NGOs in order to strengthen cooperation as an alternative competitiveness prevailing among NGOs.

#### **4.4 Strategic Planning in Palestinian NGOs**

In the Palestinian case, managing NGOs is a big deal due to the complex environment of Palestinian issue. NGOs have started to discover models and tools which would help them to manage and develop themselves in a way that was true to their mission and values (Samour, 2010).

Courtney, cited by Samour (2010), pointed out that real efforts have been presented in some specialist areas such as marketing, finance, and HR or information technology. But there has also been a need to find proper methods to enable NGOs to address some of the most fundamental questions about their purposes - what they are trying to achieve, and how they are going to determine and achieve their missions and goals. These fundamental questions fall clearly into the concept of strategy and strategic management (Samour, 2010).

Profits may most likely not be a primary concern of NGOs, the financial well-being of the organization may still be a serious preoccupation, particularly if the organization has been experiencing fundraising difficulties (Samour, 2010).

Moreover NGOs are sometimes subject to an organizational life-cycle, the life-cycle appears to be led by funding changes or changes in the need for the organizations' primary services, rather than being dependent on changes in technology or products (Samour, 2010).

Throughout the lifecycle, Palestinian NGOs had adapted several strategy approaches to comply with each generation of lifecycle; Abdelhadi (2002) briefly mentioned these strategies as a set of built up strategy options. According to Abdelhadi (2002) these strategies are as follows:

1. Service provision strategy
2. Awareness building strategy
3. Institutional, Organizational and Human Resources Development Strategy
4. Networking, Coordination, Consultation and Cooperation strategy
5. Advocacy Strategy

#### **4.5 Lifecycle of Palestinian NGOs**

Rabiee, during a workshop held in Beita in 2014 to discuss a strategic plan formulation for Beita Women Development Society (BWDS), pointed out the stages of NGOs lifecycle, which the researcher referred here in this section due to its importance. NGOs are classified to generations, each

generation give an indication to the development extent and development level of an NGO, these generations are as follows:

1. Relief and Welfare Generation
2. Service Provision Generation
3. Development Generation Institutional
4. Empowerment Generation
5. Advocacy Generation

Rabiee, in the mentioned workshop, summarized the historical background of NGOs; the researcher rephrased the conclusions of Rabe as follows:

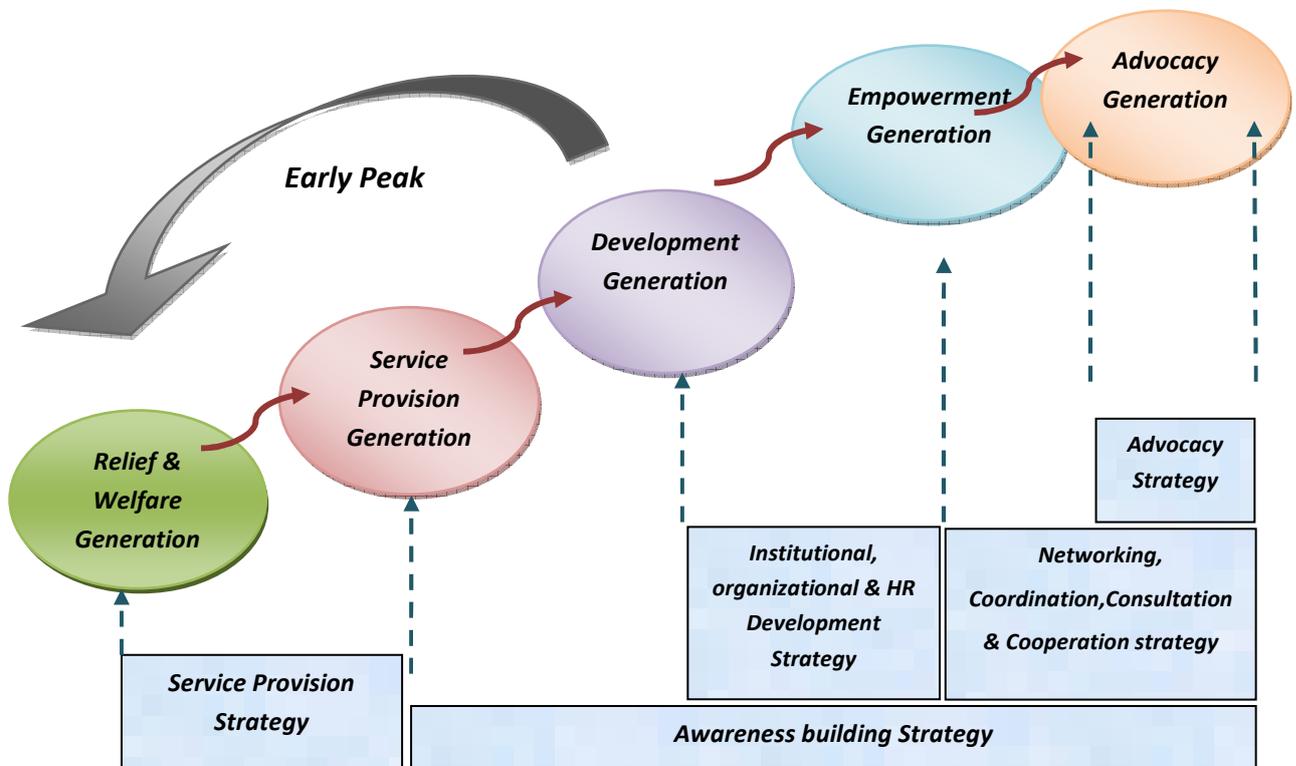
Palestinian NGOs of the first generation (Relief and Welfare) are clearly defined before the Israeli occupation in 1948, then the second generation (Service Provision) started to formulate. After “Oslo Agreement” and the formulation of the PNA, NGOs jumped to the third generation (Development) due to what is supposed to be one of the main duties of the PNA in providing welfare and essential services for its people.

In the second Intifada, NGOs had to switch back to activities and services of the first generation due to the people's necessity to welfare services at that time and after the split between Hamas and Fatah in 2007, most NGOs seeking empowerment and advocacy had been disrupted by both parties of division.

Unfortunately, only NGOs that exercised dependency to the ruling authority either in West Bank or in Gaza Strip had the chance of a free space for their activities, whilemost NGOs were kept away from reaching the degree of participating in the national decision making level or at least

have an influence on decision makers on the national macro level that affects socio-economic environment of Palestinians.

Based on the previous observations, the researcher had combined both lifecycle and strategy approaches to define an overall clear picture of strategical trends, as to clarify the suitable proposed strategic framework for Palestinian NGOs and to adapt it with the research case study. By applying the strategic trends to NGOs' lifecycle one can get a clear illustration of Palestinian NGOs' status, and each individual NGO can define its strategic position as shown in Figure (6). The researcher arranged the strategic approaches according to his understanding throughout the given data as much as possible to represent the existing reality, the figure also shows the early peak that sudden the lifecycle of NGOs due to the influence of external environment by donors, occupation and sometimes – unfortunately-by the PNA policy measurements.



**Figure (6):** Combination structure of existing Palestinian NGO's lifecycles and strategic approaches

# **Chapter Five**

## **Strategic Analysis (Case study)**

## **Chapter Five**

### **Strategic Analysis (Case study)**

#### **5.1 Introduction:**

Nablus Governorate, as a case study can give a good indication to how NGOs in Palestine work, what are their strategic approaches and practices and what are the major challenges they face. Palestinian NGOs in West Bank are similar in their structure, capabilities and services; currently there are 14% of NGOs that are registered within the authority of MoSA in Nablus Governorate (MoSA, 2013), this can represent a good sample of similar outcomes.

In our case study, three NGOs have been selected, in addition to a strategy commissioned by the NDC in Ramallah. The selected case studies were chosen on the following bases:

1. The three NGOs are selected to cover all areas of Nablus Governorate; Nablus city, refugee camps, villages and towns.
2. The three NGOs were selected to represent different eras by choosing different years of establishment; the three were established in 1920's, 1990's and 2007's.
3. The three NGOs vary in size of assets, nature of services, resources and size of man power.
4. The three NGOs claim to perform a strategical plan due to their needs of development and sustainability of services.
5. At least one of the NGOs serves several local communities, villages and towns.
6. At least one of the NGOs has a one or more branches in other governorates in the West Bank.

7. NDC formulated strategy represents an exceptional gathered variety of NGOs with different areas of specializations and different location of Palestine.

## **5.2 Arab Women Union Society (AWUS)**

AWUS was established in 1921 in Nablus city, and formally registered in 1945. It is considered as one of the oldest and largest NGOs in northern West Bank. AWUS has established a number of institutions to help in achieving its goals

1. Orphans House (Girls), founded in 1952
2. An-Noor Center for Blind girls, founded in 1962
3. Arab Union Women's Hospital, founded in 1971
4. Alqarion Tailoring Workshop, founded in 1991 to provide jobs for some women, the workshop is closed temporarily due to difficult economic situation.
5. Union's Modern Kindergarten, founded in 1997
6. Nursing and Midwifery College (Hajah Andaleeb College of Nursing), founded in 2000.

AWUS employs about 161 employees distributed through its institutions as shown in Table (7), and only 15 out of 161 are part time contract employees with a yearly contract, the General assembly is very large in number with 900 members due to the highly competitive environment of the Board of Administrative elections. The surprising issue is that there are no actual volunteers except the Administrative Board. The overall structure of organization of AWUS, as described in AWUS' strategy, is clear, easy to understand, practical and scalable to accommodate future expansion of any

positions or new sections, also structure of AWUS promotes managerial decentralization.

AWUS has released its strategic plan titled: "**The Strategic Plan document of the Arab Women Union Society 2013-2015**", an executive summary of the strategy is referred in Appendix III. This strategy was prepared by National Center for Sustainable Development in 52 pages, and is the second being implemented by AWUS, where the first strategy was formulated for Hajjah Andaleeb College of Nursing for the years 2009-2014.

**Table (7): Employees distribution in the institutions of Arab Women's' Union Society**

<b>Institution</b>	<b>No. of Employees</b>
Orphans House & Society Headquarters	11
Andaleeb Collage of Nursing	24
Arab Union Women's Hospital	118
An-Noor Center for Blind	1
Union's Modern Kindergarten	7
<b>Total Employees</b>	<b>161</b>

**Source: Arab Women Union Society, Annul Report, 2012.**

The strategy is described in 5 chapters; Chapter one introduces the aim of the strategy, defines its objectives and explains the research methodology including data collection and data analysis. Chapter two provides a history background and development stages of AWUS starting from the day of its foundation, also describes the AWUS's future aspiration, and finalize the chapter with three charts related to human resources available in each

institution of the society, fiscal status and most important donors and size of their financial support to the society . Chapter 3 identifies scope of work of each institution of the society, their mission statements, separate SWOT analysis for each and their priorities and needs. Chapter 4 represents the strategic framework that contains vision, mission, strategic objectives, proposed interventions and institutional development. Finally Chapter 5 provides a description of strategic implementation and evaluation and a proposed intervention and their financial needs and monitoring indicators and measurement within three main matrices.

The strategy was formulated by participation; this process was taken by forming a planning team from Board of Administrative (BoA) and consultants, focus groups representing each institution including functional managers and an exceptional case for the Hospital where several workshops have been conducted with the participation of most employees. Although the strategy reflects awareness to the importance of strategic planning and the strategy formulated may have reflected the real needs of AWUS, the researcher has some criticism to this strategy and its formulation process, some examples of criticism but not limited to:

1. Functional managers of the largest institutions of AWUS, the hospital and the collage, were not included in the planning team or at least in the specialized committees. Their participation was limited in the workshops conducted to formulate the strategy, the researcher sees the participation of functional managers is highly important due to the decentralized structure of AWUS.
2. It was obvious that the participation was limited, several stakeholders were absent in formulating this strategy and the question was: Did the General Assembly, beneficiaries or targeted

groups, local organizations, related ministries or any other stakeholders had any contribution in formulating this strategy in some way? Unfortunately, the strategy gives no indication.

3. There exists a previous strategy formulated for Hajjah Andaleeb College of Nursing. The newly formulated strategy did not point out its outputs? What and how was it evaluated and assessed? Where did it end to and how can it be connected to the new strategy?

It is considerable here to mention that the researcher notices that the strategy had mentioned the four strategic forces of Empowerment –lobbying, networking, awareness building and advocacy- the strategy's output was to seek and define a visual approach in order to start designing clear policies toward empowerment.

### **5.3 Beita Women Development Society (BWDS)**

Beita is located 13 Km south east of Nablus city, it is considered a center of a local area serving 31 local communities, villages and towns. And so is the Beita Women Development Society (BWDS) which was established in 2007. BWDS serves in developing Palestinian women's in social and economic affairs. The society is considered new even though the social activity of founders started in the late 1990's. BWDS now employs 4 official employees, 18 contract project-based employees, and only 20 volunteers, BWDS has 52 General Assembly members. 80% of BWDS budget is from International donations leaving only 20% from internal donations and others.

BWDS has established two service-facilities to maintain services and to be capable to carry out the mission of the society and achieve its goals, the two service-facilities are:

- A kindergarten
- A charitable Kitchen for delivering a ready served food.

Organizational structural of BWDS is very simple and clear, but it does not match with capacity of the society and number of employees. Organizational structure should be reconsidered and re-planned to comply with the nature of the project-based status of the society.

BWDS has developed a strategy; "**Society Strategy for the years 2012 - 2014**" in 4 pages with an introduction page with a brief description of progress achieved in 2011, it also described the process of developing partnership with decision-makers from other societies and local councils in the neighboring villages in order to formulate the 2012 strategy by conducting a workshop in December 2011 with the participation of 30 social activist from 8 rural communities in addition to Beita town, the other pages described the strategic framework witch seems as description of a number of activities for the two coming years. The strategy – if it can be described so – did not address the vision and mission statements nor to the objectives and it seemed more like an annual planning with tasks and activities to be carried on for the coming two years. Executive summary of the strategy is referred in Appendix IV.

An effort to develop a strategic plan by an NGO is considered by itself a good step, but, this step also has to be studied carefully. Strategic planning has its own system and should reflect the real needs and the required

measurements in order to cope with the environmental analysis which seems to be missing in this strategy. The researcher has his own comments on this strategy; one of these comments was pointed out by the researcher during his participation in the workshop conducted in BWDS headquarters in Beita in January 18<sup>th</sup> 2014. The comments are as follows but not limited to:

1. The strategy seemed like an annual planning since the strategy formulation's major structure was missing.
2. Even though, there were a variety of participants representing local councils, some members of general assembly and some active members in local societies, that attended both the strategical formulation sessions and workshops conducted for the purpose of feedback, still the participation was limited and several stakeholders were absence in formulating this strategy.
3. The strategy was focusing on quantitative projects rather than qualitative ones, and the question is: did the strategy considered marketing when dealing with productive employment projects such as handcrafts projects? Unfortunately, no answer was given to this question, neither in the strategy nor in the workshop for these questions.
4. The strategy did not build an approach to deal with any of the four strategic forces of Empowerment

#### **5.4 El-Lid Charitable Society (LCS)**

El-Lid Charitable Society (LCS) was established as a non-profit and non-governmental organization in 1995 to help all marginalized communities pursue a life of dignity. LCS considers itself committed to addressing the

immediate and long-term needs of women, children, youth, persons of disabilities and all marginalized communities in Palestine by providing humanitarian assistance, community development, social services, education and psycho-social support. LCS has two branches in West Bank in addition to its main branch in Askar camp North West Nablus city; the two branches are located in Tulkarem and Qalqilya cities. The branches are to help as project management units in the two specified cities.

LCS now employs 6 official employees, 6 contract project-based employees, the General Assembly of LCS are about 78 members and only 40 volunteers participating in LCS activities throughout the three branches. International donations forms about 60% of LCS annual budget, 30% from private sector and 10% projects revenues mainly from the LCS training center.

LCS organizational structure is systematic and capable of complying with needs, activities and hierarchy of the society.

**"Strategic Plan 2013-2015"** is the strategy that was prepared by LCS by their consultant in April 2013 and funded by Catholic Relief Services (CRS) and USAID and came in 42 pages, an executive summary of the strategy is referred in Appendix V. The strategy is divided into nine chapters containing the following:

Chapter one with a brief executive summary describing the vision, mission and values of the society and clarifying the methodology followed in strategy formulation, Chapter Two summarized strategy objectives and methodology approaches, in Chapter Three a brief description of LCS's history and background, objectives, organizational structure, development

phases and funding status, while Chapter Four was devoted to the strategical analysis that included both the internal and external environmental assessment for all services sectors of LCS, in Chapter Five the strategic formulation is presented including vision, mission, values, targeted locations, beneficiaries and strategic objectives, Chapter Six summarized the executive plan, Chapter Eight included required budget and final chapter (Chapter Nine) was dedicated for the auditing and follow ups.

The strategy's structure was consistent and was able to define needs and requirements of all different services sectors in LCS, although, the researcher has his own critiques on the overall strategic planning of LCS and these critiques are as follows but not limited to:

1. The researcher founded that there exist some conflict in the environmental analysis; this conflict was reflected in different sections of the SWOT analysis regarding some services sectors such as the availability of required volunteers and the absence of an effective system to recruit a permanent volunteers.
2. SWOT analysis was obviously not relay on a scientific approach and was basically built up in a manner to satisfy donors attraction, as the strategy itself describes the conveniently of proposed programs and projects the policies of funders, government and the local society, even though local society was mentioned but the impact of donors is tangible.
3. The environmental analyses neglected the overall mass of LCS and concentrated on functional areas of services sectors.
4. The strategy did not reflect any approaches to deal with any of the four strategic forces of Empowerment, even though networking was described as an internal strength and an external opportunity of LCS.

## **5.5 NGO Development Center (NDC)**

A study Commissioned by the NGO Development Center (NDC) in November 2006 titled "**Proposed Strategy for the Development of the Palestinian NGO Sector**", the study is a proposed strategy to serve a broad range of Palestinian NGOs in the West Bank and Gaza Strip. The strategy was an initiative from the Project Management Office (PMO) of the Palestinian NGO of the World Bank, the goal of this strategy is to enable NGOs to strengthen civil society's role in asserting and advancing national sovereignty, nation-building and sustainable development of Palestine. The study was divided into two parts. Part I gives the background information for the strategy as well as the framework that was used in preparing the study, and part II that contains the proposed strategy for the development of the NGO sector.

The proposed strategy has set five objectives to achieve the main goal, and the objectives are then broken into several components, the strategy also suggested certain of an assistance to demonstrate how the strategic components can be explored with the support of various stakeholders. It also addresses 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.

Another strategy was developed by NDC in 2013 as an updated extension of the 2006 strategy. A conference was held in Ramallah city titled "**A Strategic Framework to Strengthen the Palestinian NGO Sector 2013-2017**". This Strategy was funded by the Agence Française de Développement (AFD). Executive summary of the strategy is referred in Appendix VI.

This strategic framework was formulated under four NGOs umbrella networks who participated in the development of the strategy to provide a strategic direction to NGOs (within their area of focus) in addressing the key issue that Palestinian society will face in the next five years.

The aim of the new strategic framework as described by the NDC is to establish a framework that encourages NGOs to align their programs and projects as a way to achieve strategic objectives in order to lead the achievement of overall objectives in the five coming years (2013-2017).

The overall objectives were described in the updated strategy as follows:

"A more viable and independent NGO sector that is more effectively engaged in advancing steadfastness, liberation, and sustainable economic and social development of Palestine and empowerment of the Palestinian people." (NDC, 2013)

The strategy has set 5 objectives that were identified through the SWOT analysis and was agreed upon that these objectives were a priority and should be addressed by NGOs sectors.

Only 150 NGOs participated in this strategy framework from West Bank and Gaza Strip (WBGS). Charity NGOs were represented by The Palestinian General Union for Charitable Societies – West Bank, which forms with other three NGO organizations the umbrella network that participated in the development of the strategic framework.

Despite of the efforts made by several NGOs to build up their own individual strategies in order to maintain and develop services, still there is deficiency in their approaches. The effort represented by the NDC to

provide a general strategic framework to strengthen the Palestinian NGOs, but still this strategy had many comments and has been criticized. Throughout the conference discussion the following were two main important critics:

- The number of NGOs participated in the strategy framework was obviously low considering the large number of registered NGOs in WBGS.
- The strategy framework has taken all various sectors and different development levels of NGOs and treated them in one basket.

After 2 months of the conference, the researcher was able to interview the director of the Project Division of the Union Charitable Societies in Nablus and the question was about the effectiveness of participation by NGOs in the sub-committees which were sorted by the strategic tasks in order to follow-up the strategic implementation, the answer was: participation in these committees has shrunk, due to expenses and financial implications of participating.

### **5.6 SWOT Analysis**

SWOT analysis is an important tool for strategic analysis; it is applied in strategies to identify goals, objectives and to identify the strengths and weaknesses that represent the internal environment analysis, while identifying the opportunities and threats represents the external environment analysis.

It is obviously clear that external environment has higher emphases than the internal environment due to the complicated political situation of the Palestinian issue, in addition to the highly external interventions to

influence the Palestinian decision regarding the political settlement in the region.

This SWOT analysis is based on several strategic formulations related to Palestinian NGOs sector, previous studies of strategic framework, historical data and relevant information, for Palestinian NGOs sector, in addition to the researcher's base knowledge in Palestinian NGOs during his activities as a volunteer, an employee and an administrative staff member of one of the NGOs. The researcher has summarized what can be relevant to a strategic framework for charitable NGOs registered under the responsibility of MoSA and based on his study cases, interviews, observations and the study survey.

**\* Strengths:**

1. The important role of Palestinian NGOs in ensuring the accessibility of basic services, promoting the national agenda and enhancing steadfastness among Palestinians.
2. Palestinian NGOs are considered as an important mediator in the conversion of external support to provide different kind of services to the Palestinian people away from any Governmental interference.
3. Administrative boards of NGOs have a good experience in civil works; most of them had been engaged in the civil work for several years even though some NGOs are newly founded.

**\* Weaknesses :**

1. Lack of financial sustainability and dependence of foreign funding, pushing the NGOs sector towards donors priorities and policies and making NGOs more project-oriented.
2. Weak presence of stakeholders in the planning process, in addition to missing some tools in strategies formulation.
3. Weak influence on policy and economic development
4. Weak networking cooperation between NGOs mainly in larger NGOs.
5. Weak volunteerism interest and lack of supporters, with unavailable system to recruit new volunteers and supporters.
6. Lack of income generating projects that can help in self-financing and sustain services mainly in medium and smaller NGOs.
7. Weak marketing attitudes and most proposed income projects are with no feasible marketing approachability.

**\* Opportunities:**

1. The presence of advocating parties in the Arab and Islamic world whom are willing to fundraise and support Palestinians with unconditional donations in general.
2. The support of MoSA to NGOs activities as some effort on project cooperation.
3. Existing desire between NGOs for services integration through complementary cooperation.

**\* Threats:**

1. Occupation, the major threat that always interfere and intrudes real development based on liberalization of the Palestinian people.
2. Internal political division between Hamas and Fatah, resulting closure of several NGOs and control over others by forcing an appointed new administrative bodies away from legal proceedings
3. International Funding is tied up with political situation in addition to the terms on funding by donors.
4. Competitive environment among NGOs for fundraising projects from donors.
5. Lack of commitment to the laws and legislation related to NGOs and the constant intervention in NGOs activities by the PNA.

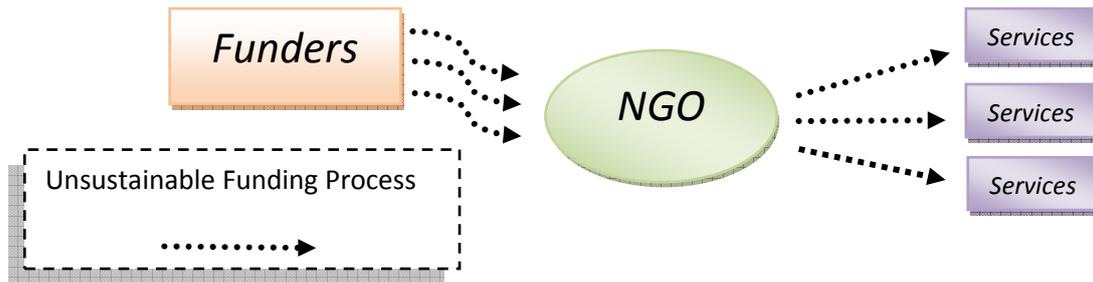
### **5.7 Funding Operation Models**

Since funding is an important feature that determines the trend and attitude of NGOs regarding annual planning and managerial aspects, even more, funding affecting the strategic approach it is more important to understand the functionality relation of funding in the input-output manner, the researcher is trying to define these relations in order to have a scientific approach in defining the strategic framework to be more applicable, credible and realistic.

#### **1. One way Input-Output Funding Model**

This model defines a one way path to fundraising, it clarifies the relation between funding and services as shown in Figure (7), although the researcher did not find this model in any of the case studies, it might be

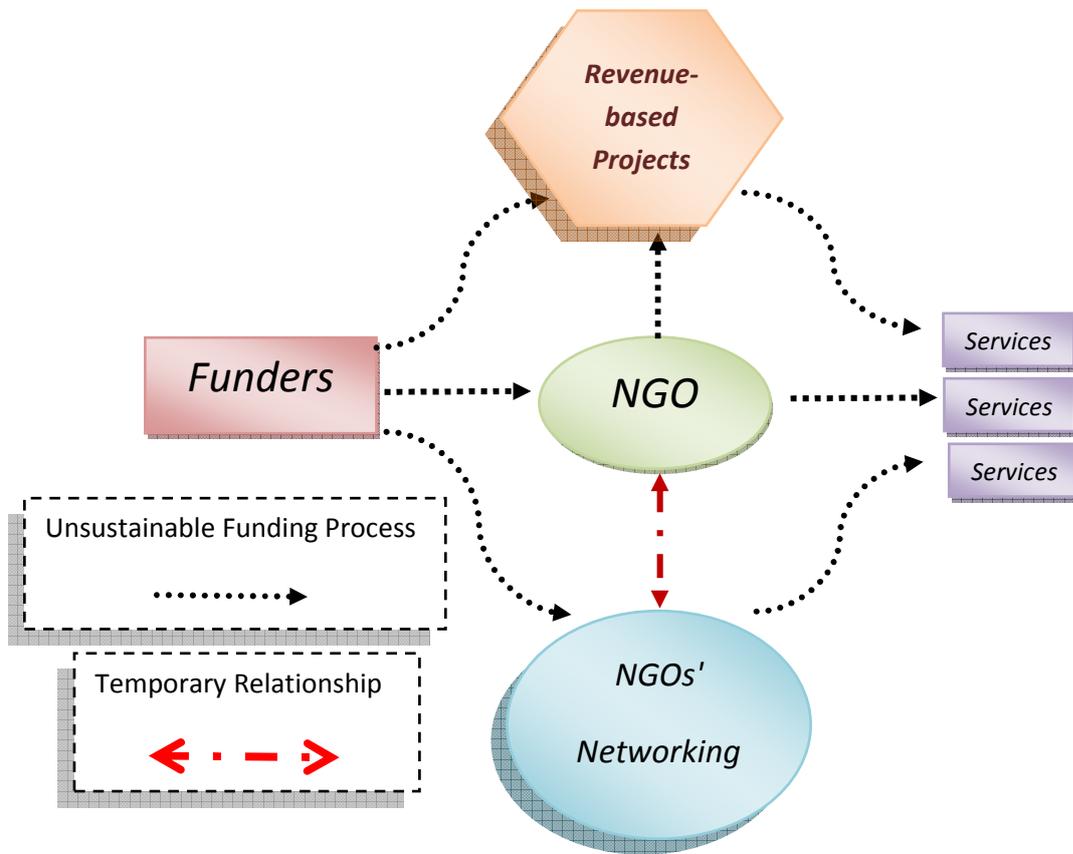
appropriate to describe this model to illustrate the difference with the other cases with a changing the relationship. The one Way Input-Output Model is a weak model, any hinder interfering the funding process, services will definitely stop.



**Figure (7): One Way Input-Output Funding Model – Weak Model**

## 2. Intermittent Funding Model

A tactical operation takes a leading role in the funding process designed systemically in accordance with the priorities of funders and under their terms, this model as shown in Figure (8) greatly reflects the status quo of funding operation and research findings in previous presented case studies. In this model, networking and coordination with other NGOs is a temporary endeavor and can be described as being intermittently as needed where in some cases and due to requirements of attracting funding when it is desirable by donors. NGOs in this model still anxious to persist on fundraising even for their revenue-generating projects, as revenues of these projects are mostly insufficient and suffer a deficit in budgets. Beita Women Development Society, as an example, is one of the NGOs that apply this model.



**Figure (8): Intermittent Funding Model – Tactical Model**

## **Chapter Six**

### **Study Analysis**

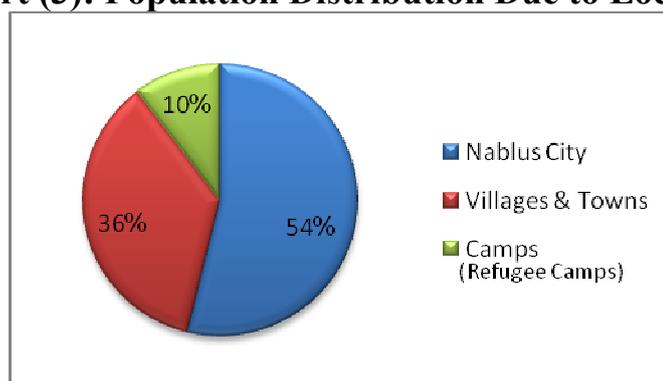
## Chapter Six

### Study Analysis

#### 6.1 Study results

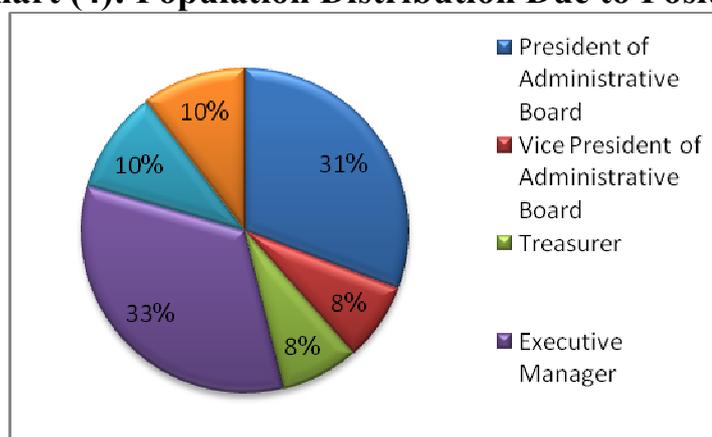
The data collected using the field survey (Arabic version of questionnaire is referred in Appendix I) and the other data collection tools such as the interviews and the observations were used in the analysis and some correlations were also made to answer the study questions and to help in building the proposed model. Chart (3) shows the distribution of responding NGOs in Nablus Governorate due to location.

**Chart (3): Population Distribution Due to Location**

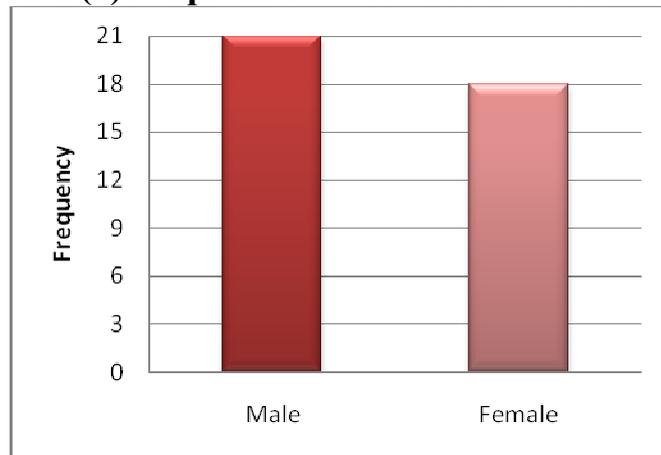


The following Charts (4-7) represent the sample due to its independent variables of respondents.

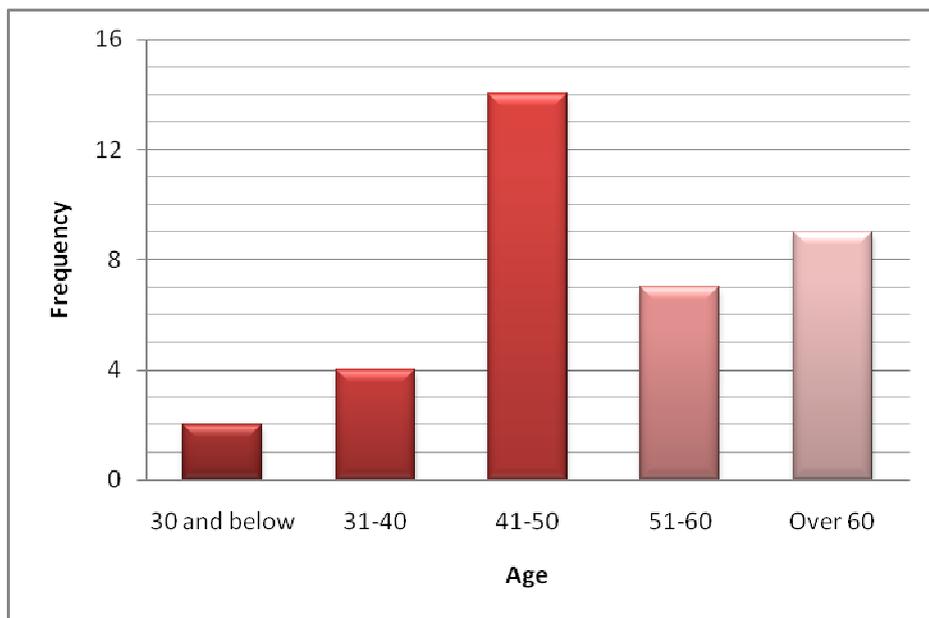
**Chart (4): Population Distribution Due to Position**

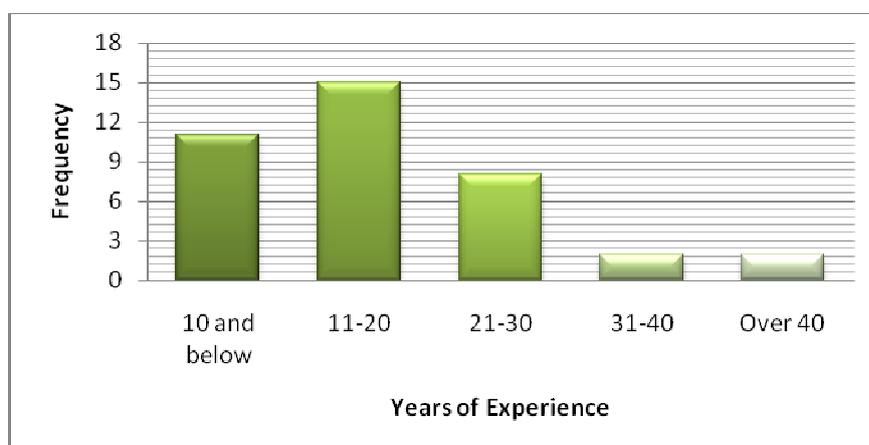


**Chart (5): Population Distribution Due to Sex**



**Chart (6): Population Distribution Due to Age**



**Chart (7): Population Distribution Due to Years of Experience**

The following Tables (8-12) represent the sample due to its independent variables of NGOs.

**Table (8): Population Distribution Due to Year of Foundation**

Year of Foundation	frequency	Percentage
1918-1948	2	5.1
1949-1967	6	15.4
1968-1986	3	7.7
1987-1993	9	23.1
1994-2000	9	23.1
2000-up to date	10	25.6
Total	39	100%

**Table (9): Population Distribution Due to Number of Employees**

No. of Employees	frequency	Percentage
0	3	7.9
1-5	21	55.3
6-10	4	10.5
11-20	4	10.5
21-50	2	5.3
51-100	1	2.6
101-300	2	5.3
Over 300	1	2.6
Total	38*	100%

\*Invalid one Respond to this Question

**Table (10): Population Distribution Due to Number of Volunteers**

No. of Volunteers	frequency	Percentage
0	6	15.8
1-5	5	13.2
6-10	8	21.1
11-20	7	18.4
21-50	10	26.3
51-100	1	2.6
Over 100	1	2.6
Total	38*	100%

\*Invalid one Respond to this Question

**Table (11): Population Distribution Due to Field of Services**

Field of Services	Response	frequency	Percentage
Charitable Relief	Yes	24	61.5
	No	15	38.5
Social	Yes	36	92.3
	No	3	7.7
Health	Yes	16	41
	No	23	59
Educational	Yes	29	74.4
	No	10	25.6
Cultural	Yes	23	59
	No	16	41
Others	Yes	7	17.9
	No	32	82.1

**Table (12): Population Distribution Due to Available Units and departments**

Field of Services	Response	frequency	Percentage
Accounting	Yes	28	71.8
	No	11	28.2
HR and Volunteers	Yes	12	30.8
	No	27	69.2
Projects	Yes	23	59
	No	16	41
Charitable Kitchen	Yes	11	28.2
	No	28	71.8
Educational Unit	Yes	20	51.3
	No	19	48.7
Training Unit / Computer Lab	Yes	12	30.8
	No	27	69.2
Health Unit	Yes	7	17.9
	No	32	82.1
Others	Yes	3	7.7
	No	36	92.3

The following are the study results analyzed in accordance to the area discussed in the questionnaire:

**\* Funding Ratios According to Resources**

The following Tables (13-16) shows the distribution of funding ratios of NGOs related to their resources. The researcher has divided frequencies into categories in order to understand the distribution of these percentages and to be more classified in the analytical approach.

**Table (13): Population Distribution Due to Self-Funding**

Funding Resources	Response	frequency	Percentage	Mean
Self-Funding	0%	2	5.15	24.1
	1%-20%	22	56.4	
	21%-40%	9	23	
	41%-60%	2	5.15	
	61%-80%	2	5.15	
	81%-99%	2	5.15	
	100%	0	0	
<b>Total</b>		<b>39</b>	<b>100%</b>	

**Table (14): Population Distribution Due to External Arab & Islamic Funding**

Funding Resources	Response	frequency	Percentage	Mean
External Arab & Islamic Funding	0%	14	35.89	15.77
	1%-20%	17	43.58	
	21%-40%	3	7.69	
	41%-60%	2	5.15	
	61%-80%	3	7.69	
	81%-99%	0	0	
	100%	0	0	
<b>Total</b>		<b>39</b>	<b>100%</b>	

**Table (15): Population Distribution Due to External Foreign Funding**

Funding Resources	Response	frequency	Percentage	Mean
External Foreign Funding	0%	7	17.95	42.95
	1%-20%	5	12.82	
	21%-40%	5	12.82	
	41%-60%	13	33.33	
	61%-80%	6	15.38	
	81%-99%	2	5.15	
	100%	1	2.55	
<b>Total</b>		<b>39</b>	<b>100%</b>	

**Table (16): Population Distribution Due to Internal Palestinian Funding**

Funding Resources	Response	frequency	Percentage	Mean
Internal Palestinian Funding (Private Sector, Institutions, Individuals... etc.)	0%	6	15.38	16.67
	1%-20%	25	64.1	
	21%-40%	4	10.25	
	41%-60%	3	7.67	
	61%-80%	0	0	
	81%-99%	0	0	
	100%	1	2.6	
<b>Total</b>		<b>39</b>	<b>100%</b>	

Tables (17-19) indicate frequencies and percentages of NGOs that received and those whom did not receive funding from external and internal funding. Self-funding was excluded from these tables since the researcher believes that all NGOs must have a proportion of self-funding that exceed zero due to the contributions related to annual subscriptions fees of the Board of General Assembly of an NGO, regardless of existing two frequencies of 5.1% of the samples showed that they had zero self-funding contrary to the reality of NGOs annual reports that refers to this contribution in their budgets. This contribution is considered as a must, and usually it is the minimum income self-funding of an NGO, the researcher through his observation found that this contribution does not exceed 5% of NGO's budgets in its best cases. Table (13) showed that about 57% of NGOs got from 1-20% of their budgets as contribution from self-funding.

**Table (17): Distribution of NGOs that Receive and those whom do not Receive External Funding from Arab and Islamic World**

External Arab & Islamic Funding	frequency	Percentage
Received	25	64
Did not Receive	14	36
<b>Total</b>	<b>39</b>	<b>100%</b>

**Table (18): Distribution of NGOs that Receive and those whom do not Receive External Funding from Foreign Countries**

External Foreign Funding	frequency	Percentage
Received	32	82
Did not Receive	7	18
<b>Total</b>	<b>39</b>	<b>100%</b>

**Table (19): Distribution of NGOs that Receive and those whom did not Receive Internal Palestinian Funding.**

Internal Palestinian Funding	frequency	Percentage
Received	33	85
Did not Receive	6	15
<b>Total</b>	<b>39</b>	<b>100%</b>

Tables showed that 59% of NGOs received External Arab and Islamic fund with a mean of 15.77% of the total funding resources received by the NGOs. On the other hand, foreign fund exceeded these ratios were 82% of NGOs showed that they have received foreign funding with a mean of about 43% of total funding resources. While funding from Internal Palestinian resources showed that about 85% of NGOs received internal support, in which about 64% of NGOs had from 1-20% of their budget from internal Palestinian funding.

- \* How far Strategic approaches of formulation, funding and participations are important and to what extent are these elements applied in Charitable NGOs**

The following Tables (20-21) are related to strategic approaches regarding formulation, funding and participation.

**Table (20): Degree of Importance related to Strategical Approaches concerning formulation, funding and participation in Charitable NGOs.**

No.	How Far is this Element Important	Percentage	Mean	Description*
1	Preparing a comprehensive strategic plan, defining vision, mission and strategic objectives	94	4.72	VI
2	Evaluate external and internal environment to determine the expected effects of funding and services sustainability	90	4.51	VI
3	Projects, activities and services are planned for the coming years on the basis of donors data base	75	3.77	I
4	Projects, activities and services are planned for the coming years on the basis of Palestinians priorities.	89	4.44	VI
5	Prepare strategic plans that include reducing dependency on foreign fund and seek for different funding resources.	89	4.44	VI
6	Participation of employees, volunteers and members of the General Assembly in strategic planning and decision-making process	91	4.54	VI

\*VU=Very Unimportant, U=Unimportant, N=Normal, I=Important, VI = Very Important

The analysis indicates the importance of preparing comprehensive strategic plans with defined visions, missions and strategic objectives more than other items related to particular elements in strategical formulation. Preparing strategic plans is becoming one major task of NGOs and their Board of Administrative as a fundamental requirement for fundraising.

**Table (21): Degree of applying related Strategic Approaches concerning formulation, funding and participation in Charitable NGOs.**

No.	To What extent is this element applied in your NGO	Percentage	Mean	Description*
1	Preparing a comprehensive strategic plan, defining vision, mission and strategic objectives	79	2.38	A
2	Evaluate external and internal environment to determine the expected effects of funding and services sustainability	54	1.61	N
3	Projects, activities and services are planned for the coming years on the basis of donors datum	72	2.15	F
4	Projects, activities and services are planned for the coming years on the basis of Palestinians priorities.	60	1.79	F
5	Prepare strategic plans that include reducing dependency on foreign fund and seek for different funding resources.	54	1.61	N
6	Participation of employees, volunteers and members of the General Assembly in strategic planning and decision-making process	75	2.25	F

\*N=Never, F=Frequently, A=Always

The analysis shows that 79% of the studied NGOs prepare comprehensive strategic plans; this result was close to the 72% of the studied NGOs who said yes and claimed to have a strategic plan recently, while 63% of the studied NGOs claimed that they have implemented a strategic plan. Regarding the environmental analysis of funding impact on services sustainability, analysis showed that 54% of respondents never applied this kind of environmental analysis while 72% of NGOs setup their plans of projects and activities on the bases of donors' datum and this indicates the

assumptions of the study, this result was more than what analysis showed for planning projects and activities according to Palestinians priority where 60% of NGOs apply this element, and also the result showed that 54% of NGOs never prepared strategic plans that include reducing dependency on foreign aid. As for participation the analysis showed that 75% of NGOs frequently formulate their strategies with participations of their employees, volunteers and General Assembly.

Furthermore, the researcher had made further analysis on foreign funding and linked it directly to NGOs' field of services. The researcher found out that 75% of NGOs that had 80% and over of their budgets funded by foreign donors had pointed out to a new trend of services, as NGOs indicated in the questionnaire when answering field of services, item 8 "*other services*". These services, as described by NGOs, were related to Women Issues, Democracy, Civil Rights, and Cultural Architecture Heritage. This clarifies the impact of foreign funding on type of NGOs services and type of projects delivered to the Palestinians.

**\* Projects selections and funding resources identification:  
Mechanism, Assessment, Evaluation and to what extent are these  
elements applied in Charitable NGOs**

The following Tables (22-23) are related to projects selections and funding resources identification concerning mechanism, assessment and evaluation.

**Table (22): Degree of importance of projects selections and funding resources identification concerning mechanism, assessment and evaluation**

No.	How Far is this Element Important	Percentage	Mean	Description*
7	Availability of financial resources in identifying selected projects.	92	4.61	VI
8	Funding resources affect the type, nature and priorities of projects.	91	4.53	VI
9	Available evaluating system in prioritizing the selecting of projects on a scientific and professional bases with marking evaluation index	87	4.36	VI
10	Planning for income-generating projects with self-funding process to assure its sustainability	93	4.66	VI
11	Planning for income-generating projects with self-funding process to assure funding other projects and sustain services in NGO	92	4.59	VI

\*VU=Very Unimportant, U=Unimportant, N=Normal, I=Important, VI = Very Important

The analysis indicated a very important degree for all related elements of project selection and their funding resources. Furthermore, the analysis showed more importance of planning for income-generating projects that can preserve self-funding with about 93% of the sample, which reflects the real need of NGOs to obtain fundraising from stable resources. As for availability of evaluating system, 87% of NGOs considered it as very important with least degree of other elements.

**Table (23): Degree of applying projects selections and funding resources identification concerning mechanism, assessment and evaluation**

No.	To What extent is this element applied in your NGO	Percentage	Mean	Description*
7	Availability of financial resources in identifying selected projects.	92	2.79	A
8	Funding resources affect the type, nature and priorities of projects.	90	2.69	A
9	Available evaluating system in prioritizing the selecting of projects on a scientific and professional bases with marking evaluation index	67	2	F
10	Planning for income-generating projects with self-funding process to assure its sustainability	69	2.07	F
11	Planning for income-generating projects with self-funding process to assure funding other projects and sustain services in NGO	65	1.94	F

\*N=Never, F=Frequently, A=Always

As for applying project selection and funding resources results, the analysis showed that 92% of NGOs consider the availability of financial resources has always an impact in identifying selected projects, and 90% of sample believed that funding resources affect the type, nature and priorities of projects. On the other hand 67% of NGOs frequently apply the evaluating system in prioritizing projects, 69% of NGOs frequently plan for income-generating projects with self-funding process to assure its sustainability, while 65% of NGOs plan for income-generating projects with self-funding process to assure funding other projects with the least degree of all elements. The researcher believes that planning for income-generating projects creates insomnia for NGOs, due to their uncomfortable experiences

to some extent with these kinds of projects. In some circumstances, failure was the dominant feature caused by inability to generate self-funding income, the researcher believes that this is because of poor planning, inadequate budgeting and unfeasible study approaches for such projects. Therefore, NGOs exhibit procedures towards traditional project that barely covers their own expenses such as kindergartens, charitable kitchens and other similar projects.

**\* Networking and coordination between NGOs, NGOs networking and specialized ministries and to what extent are these elements applied in Charitable NGOs**

The following Tables (24-25) are related to networking and coordination between NGOs, NGOs networking and specialized ministries

**Table (24): Degree of importance of networking and coordination between NGOs, NGOs networking and specialized ministry.**

No.	How Far is this Element Important	Percentage	Mean	Description*
12	Joining an NGO network strengthen capacity, develops capabilities and enable NGOs to sustain services	84	4.18	I
13	Availability of coordination and networking among NGOs to provide services through temporary and permanently projects	83	4.15	I
14	Availability of coordination among NGOs to integrate services provided to beneficiaries	86	4.23	VI
15	Available cooperative database NGOs and NGOs networks	84	4.20	I
16	Available cooperative database among NGOs	79	3.94	I
17	Available cooperative database between NGOs and relevant Palestinian ministries concerning humanitarian aid and charitable priorities	85	4.25	VI

\*VU=Very Unimportant, U=Unimportant, N=Normal, I=Important, VI = Very Important

The analysis indicated a very important degree for availability of coordination among NGOs to integrate services provided to beneficiaries higher than other elements related in this part with 86% degree, followed by 85% of NGOs that believed of the importance of availability of cooperative database between NGOs and relevant Palestinian ministries concerning humanitarian aid and charitable priorities, on the other hand, the least degree was given to the availability of cooperative database among NGOs, in which the researcher believes that integration between NGOs gives a comfortable feeling to NGOs more than allowable database between NGOs that might be used for competition among NGOs.

**Table (25): Degree of applying networking and coordination between NGOs, NGOs networking and specialized ministry.**

No.	To What extent is this element applied in your NGO	Percentage	Mean	Description*
12	Joining an NGO network strengthen capacity , develops capabilities and enable NGOs to sustain services	61	1.82	F
13	Availability of coordination and networking among NGOs to provide services through temporary and permanently projects	63	1.89	F
14	Availability of coordination among NGOs to integrate services provided to beneficiaries	61	1.82	F
15	Available cooperative database NGOs and NGOs networks	55	1.64	N
16	Available cooperative database among NGOs	53	1.59	N
17	Available cooperative database between NGOs and relevant Palestinian ministries concerning humanitarian aid and charitable priorities	58	1.74	F

\*N=Never, F=Frequently, A=Always

As for applying networking and coordination, the study analysis showed a frequent application of coordination and networking among NGOs to provide services through temporary and permanently projects with 63% of NGOs higher than other elements, the astonishing result was related to cooperation between NGOs and relevant Palestinian ministries concerning humanitarian aid and charitable priorities as 58% of NGOs claimed to have frequent available cooperation. The researcher believes that this result reflects the real tragedy of the relationship that binds the Palestinian ministries with NGOs; this relation emphasizes the prevailing competitive attitude.

**\* Organizational structures of NGOs: Effective hierarchies, clarified responsibilities, effective volunteering system and to what extent are these elements applied in Charitable NGOs**

The following Tables (26-28) are related to importance of hierarchies' effectiveness, clarified responsibilities and effective volunteering system in Palestinian NGOs.

**Table (26): Degree of importance of effective hierarchies, clarified responsibilities and effective volunteering system.**

No.	How Far is this Element Important	Percentage	Mean	Description*
18	Available proactive administrative hierarchy providing effective top-bottom communication and vice versa	95	4.72	VI
19	Available clear organizational structure of authorities and responsibilities in NGOs	96	4.82	I
20	Available effective mechanisms to mobilize volunteers in serving NGOs objectives	89	4.43	VI

\*VU=Very Unimportant, U=Unimportant, N=Normal, I=Important, VI = Very Important

Regarding the degree of importance of effective hierarchies, clarified responsibilities and effective volunteering system, the analysis indicated a very important degree of the availability of clear organizational structure of authorities and responsibilities in NGOs with 96%, higher than the availability of proactive administrative hierarchy providing effective top-bottom communication and vice versa with 96%, followed by 89% regarding the Available effective mechanisms to mobilize volunteers in serving NGOs objectives.

**Table (27): Degree of applying effective hierarchies, clarified responsibilities, effective volunteering system.**

No.	To What extent is this element applied in your NGO	Percentage	Mean	Description*
18	Available proactive administrative hierarchy providing effective top-bottom communication and vice versa	67	2.00	F
19	Available clear organizational structure of authorities and responsibilities in NGOs	64	1.92	F
20	Available effective mechanisms to mobilize volunteers in serving NGOs objectives	54	1.61	N

\*N=Never, F=Frequently, A=Always

Applying these elements showed a different attitude in the analysis, as 67% of respondents claimed that proactive administrative hierarchy providing effective top-bottom communication and vice versa is frequently available, followed by 64% that claimed that clear organizational structure is frequently available in NGOs, and as for effective mechanisms to mobilize volunteers in serving NGOs objectives, 54% claimed that this element is never available in NGOs. The researcher made an advance analysis to

compare number of volunteers with number of general assembly board for NGOs; this comparison is shown in Table (28).

**Table (28): Descriptive comparison between number of volunteers and number of General Assembly Board in Charitable NGOs sample.**

Item	N	Minimum	Maximum	Mean	SD
Volunteers	38	0	140	18	24.68
General Assembly	38	21	312	99	78.15

The analysis showed an astonishing result as a great gap was present in the means of both elements. The researcher believes that NGOs are suffering from a great inability to motivate voluntary work among supporters as it is very known that the General Assembly Board is to be considered as the voluntary face of an NGO. The presence of this gap pinpoints the problem of how effective is the NGOs' hierarchies and structures can be? The researcher sees this as a great issue coincided with the problem of fundraising since voluntary works relieves the financial burden of NGOs.

## **6.2 Data Analysis and Hypothesis Testing**

The following table summarizes the chi-square test for the four groups of elements related to this study. Each group is tested as a one unit due to position of respondents in their NGOs. The researcher believes that respondents' positions may affect the result of the analysis to some extent of some elements.

**Table (29): Chi-square test of respondent's position relation to application of elements of four groups in NGOs.**

Application	Value	df*	Asymp. Sig.** (2-sided)
<b>Strategical Approaches: Formulation, Funding &amp; Participation</b>	58.475	55	0.349
<b>Project Selection &amp; Funding resources identification</b>	52.228	35	0.031
<b>Networking and coordination</b>	62.329	55	0.232
<b>Effective hierarchies &amp; effective volunteering system</b>	59.952	30	0.001

\*df: Degree of Freedom

\*\*Asymp. Sig: Assumption Significant

### 6.2.1 Testing Hypothesis 1

There is no significance importance at  $\alpha= 0.05$  differences between applying strategical approaches in NGOs concerning formulation, funding and participation referred to position of respondents.

This hypothesis was tested through questions from 1 to 6 of the second category related to application of the questionnaire. As shown in Table (29) the analysis shows that there are no significant differences at ( $\alpha= 0.05$ ) in the Strategic Planning related to formulation, funding and participation, as perceived by chi-square test, due to Position. Hence the statement "There is no signified importance at a point of 0.05 differences in applying strategical approaches in NGOs concerning formulation, funding and participation" is accepted.

### 6.2.2 Testing Hypothesis 2

There is no significance importance at ( $\alpha= 0.05$ ) in applying project selection and funding resources identification in NGOs, due to position of respondents.

This hypothesis was tested through questions from 7 to 11 of the second category related to application of the questionnaire. The analysis shows that there are significant differences at ( $\alpha= 0.05$ ) in the project selection and funding resources identification, as perceived by chi-square test, due to Position. Hence the statement "There is no signified importance at a point of 0.05 difference in applying project selection and funding resources identification in NGOs" is rejected.

The researcher made further analysis and found out that the significant difference was related to Planning for income-generating projects with self-funding process to assure funding other projects and sustain services in NGO. The researcher believes that this difference appeared due to stemming presence of sub-projects arise within a main income-generating one, causing interference in the concepts understanding of reality of these projects, the researcher had checked for more clarifying this issue through some interviews conducted with heads of administrative bodies and executive managers, for example, an NGO with a kindergarten might generate a temporary sub-project related to a certain activity for kids funded by a certain donor, and in which the NGO must participate in some funding percentage, confusion here may arise. Anyway the researcher through his observation believes that no NGO had yet generated such projects that can fulfill its own expenses and generate further funding for other projects.

### **6.2.3 Testing Hypothesis 3**

There is no significance importance at  $\alpha= 0.05$  differences between applying Networking and coordination between NGOs, NGOs Networks and related ministries referred to position of respondents.

This hypothesis was tested through questions from 12 to 17 of the second category related to application of the questionnaire. The analysis shows that there are no significant differences at ( $\alpha= 0.05$ ) in the Strategic Planning related to formulation, funding and participation, as perceived by chi-square test, due to Position. Hence the statement "There is no signified importance at a point of 0.05 difference in applying networking and coordination between NGOs, NGOs networks and related ministries referred to position" is accepted.

### **6.2.4 Testing Hypothesis 4**

There is no significance importance at  $\alpha= 0.05$  differences between applying strategical approaches in NGOs concerning formulation, funding and participation referred to position of respondents.

This hypothesis was tested through questions from 18 to 20 of the second category related to application of the questionnaire. The analysis shows that there are significant differences at ( $\alpha= 0.05$ ) in the Strategic Planning related to formulation, funding and participation, as perceived by chi-square test, due to Position. Hence the statement "There is no signified importance at a point of 0.05 difference between applying strategical approaches in NGOs concerning formulation, funding and participation referred to position" is rejected.

The researcher made further analysis and founded out that the significant difference was related to these elements, the researcher believes that these differences appeared due to some conviction of top management that their structures are perfect and that they may present a best case in the administrative attitude, while, on the other hand, these structures are seen by whom follows in lower administrative levels as an existing and untreated abuses that affects communication and decision making in NGOs. The researcher, through his observation and his case studies, believes that NGOs lack efficiency in their hierarchy and structures. This case was obviously seen through the three cases of this study. This issue can be a major obstacle confronting a good formulated strategy.

# **Chapter Seven**

## **Strategic Framework**

## **Chapter Seven**

### **Strategic Framework**

#### **7.1 Introduction**

Any proposed strategic framework for an NGO must comply with the mission of that NGO and serve its interests and goals and thus the interest of targeted people and beneficiaries.

In general, all mission statements of Palestinian NGOs have a lot in common as they all serve the interest of Palestinian people. The proposed strategic framework is to deal with the source of dilemma regarding service sustainability of NGOs in order to achieve the national Palestinian objectives and real status of development associated with the Palestinian struggle for independence.

Therefore, the researcher's developed strategic framework is consistent with different mission statements of NGOs despite any differences in their wording from one NGO to another.

The proposed strategic framework is to be set with an overall goal that can be defined by the strategic objectives. The overall goal set by NDC in their strategic framework is considered reliable and can be adapted as an overall goal for the proposed framework in this research; the overall goal is as follows:

"A more viable and independent NGO sector that is more effectively engaged in advancing steadfastness, liberation, and sustainable economic

and social development of Palestine and the empowerment of the Palestinian people" (NDC, 2013).

This goal complies with mission statements of Palestinian NGOs, as this goal has been agreed by those NGOs which participated in the NDC strategic framework and can also fit with proposed strategic framework of this research.

Through this Chapter, the researcher has arranged what he found to be good for identifying a strategic framework in reference to the overall goal, SWOT analysis and study findings and results.

## **7.2 Strategic Objectives**

The researcher identified 3 major issues through the SWOT analysis, the researcher believes that these issues are a priority and should be addressed by Charitable Palestinian NGOs in any developed strategy. Based on these issues 3 objectives were developed that shall address the core needs and can through it preserve and assure a systematic strategic approach by building a self-defense strategy that comply with Palestinian national goals. The following are the three strategic objectives:

- 1. Strategic Objective No. 1:** Sustainable Funding process that can preserve services delivery by NGOs.

This strategic objective shall address the fear of NGOs funding and fundraising operational perception by devoting more effort to

achieve an unconditional funding through partnership with other NGOs and feasible revenue-based projects.

- 2. Strategic Objective No. 2:** More effective networking practices by complementary cooperative mechanism and data sharing with related parties.

This strategic objective shall address anxiety of competitive environment between NGOs, and shall widen up a cooperative exchange of data feedback with all related parties including direct responsible ministry to ensure more and to increase engagement effectiveness.

- 3. Strategic Objective No. 3:** Improved Streamlined and efficient organizational structure that supports decision making processes and considers voluntary active mechanism.

This strategic objective aims to institute quality standards in NGOs' administrative behavior regarding organizational structures, promote a more effective hierarchies, and to clarified responsibilities and attain an effective volunteering system.

All three strategic objectives are very important to achieve and very helpful to manage significant supporting strategic powers in order to reach the real status of empowerment, thus, sustainable services in uncertain and complicated environment of Palestine.

### 7.3 Modified Combination Structure of Palestinian NGOs Lifecycle

The researcher in this section rearranged the combination of lifecycle and strategy approaches that were discussed in Chapter 4 in order to suit the complicated Palestinian case and help in preventing the early peak to take advantage of the strategic trends to enable NGOs to achieve empowerment. Figure (9) illustrates a proposed orientation of the modified combination trend to overcome what might cause the early peak, this combination takes an early advantage of a mixed strategies. The researcher believes that awareness building and advocacy strategies are to be combined in one strategy and should be always present in any strategical thinking and planning. For example, all three cases in this study did not have any kind of plans for using or improving the use of human resources and employ these resources in voluntary and advocacy approaches that are needed to reach empowerment.

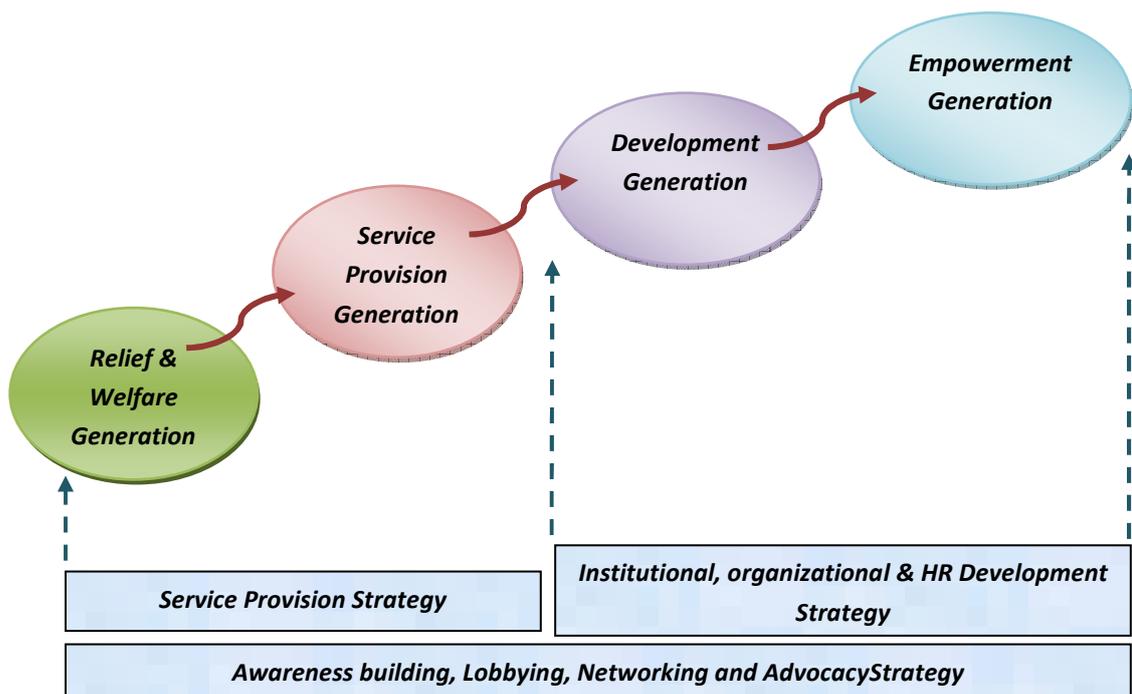
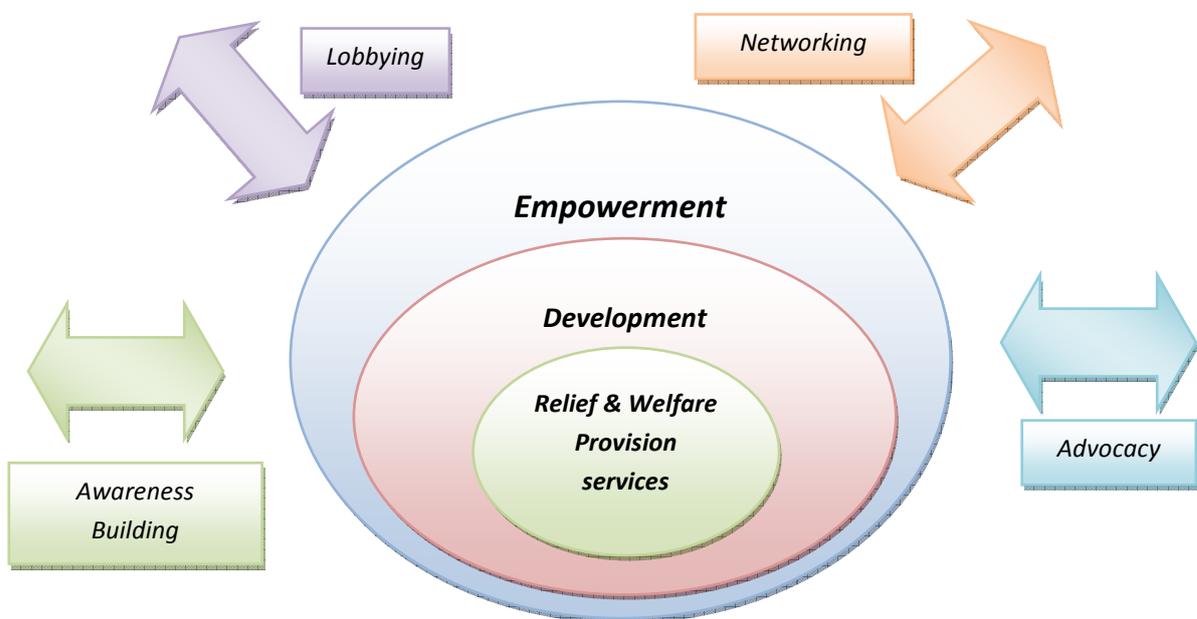


Figure (9): Proposed combination structure of Palestinian NGO's lifecycles and strategic approaches as a modified orientation to a new strategic trend

Each and every individual NGO must reach the level of containment of their life cycles in order to maintain a stable position and preserve their achievements in the face of any expected changes in external environment that might accelerate the early peak. External and internal forces such as lobbying, networking, awareness building and advocacy are to be present in the strategical thinking as priority to maintain and preserve logical expected development in NGOs' lifecycle with all its phases and levels, this status is a conditional to integrated correlation with other parties related or interested in social services. The researcher believes that these supporting powers are to be present to achieve real status of empowerment. The researcher had built a proposed a model to clarify the relation output of these supporting tools to preserve a stabilized status of NGOs empowerment as shown in Figure (10).



**Figure (10): Proposed Access enhancement to empowerment status of Palestinian NGOs and relationship with the strategic supporting forces**

#### **7.4 Proposed Strategic Model**

Based on the all collected data, analysis and referring to funding operation models discussed in the previous chapter and since funding is considered as an important feature in determining any strategic approach in most of Palestinian NGOs, the researcher believes that a general proposed strategic direction should take funding as a major issue in strategic formulation in order to make the proposed framework more applicable, credible and realistic.

In this section, the researcher has tried to outfit a model that can be optimized to a general strategic framework that can serve efficiently and effectively up to the maximum limits the sustainability approaches in NGOs' services. This model is persistence to an overall new direction of strategic thinking approach that can be modified and developed upon nature of an individual or a set of networking NGOs, and may overtake the dilemmas regarding funding and fundraising.

As shown in Figure (11), the researcher has redefined the funding operation of NGOs in a manner that can allow for maintain services and initiating a more sustainability-oriented approach up to preserve national goals.

In this Model, which can be called as "**Mature Funding Model**", unsustainable funding is taken into consideration since this the case of fundraising in mostly all Palestinian NGOs, and is not expected to change in the foreseeable future.

Regarding networking between NGOs and NGOs' networks; the proposed framework has substituted the current networking condition with integrative cooperation which was more favorable to NGOs than any other

cooperative forms and should be a strategical attitude rather than tactical one. Complementary networking can provide continuous service production as a correlation process between parties involved.

Proposed model gave more attention to information exchange through data feedback process with expected related parties and ministries. In this process, there is a greater possibility in saving time, effort and energy in delivering services to beneficiaries in more effective manner. This process was actually missing in the ongoing plans of NGOs.

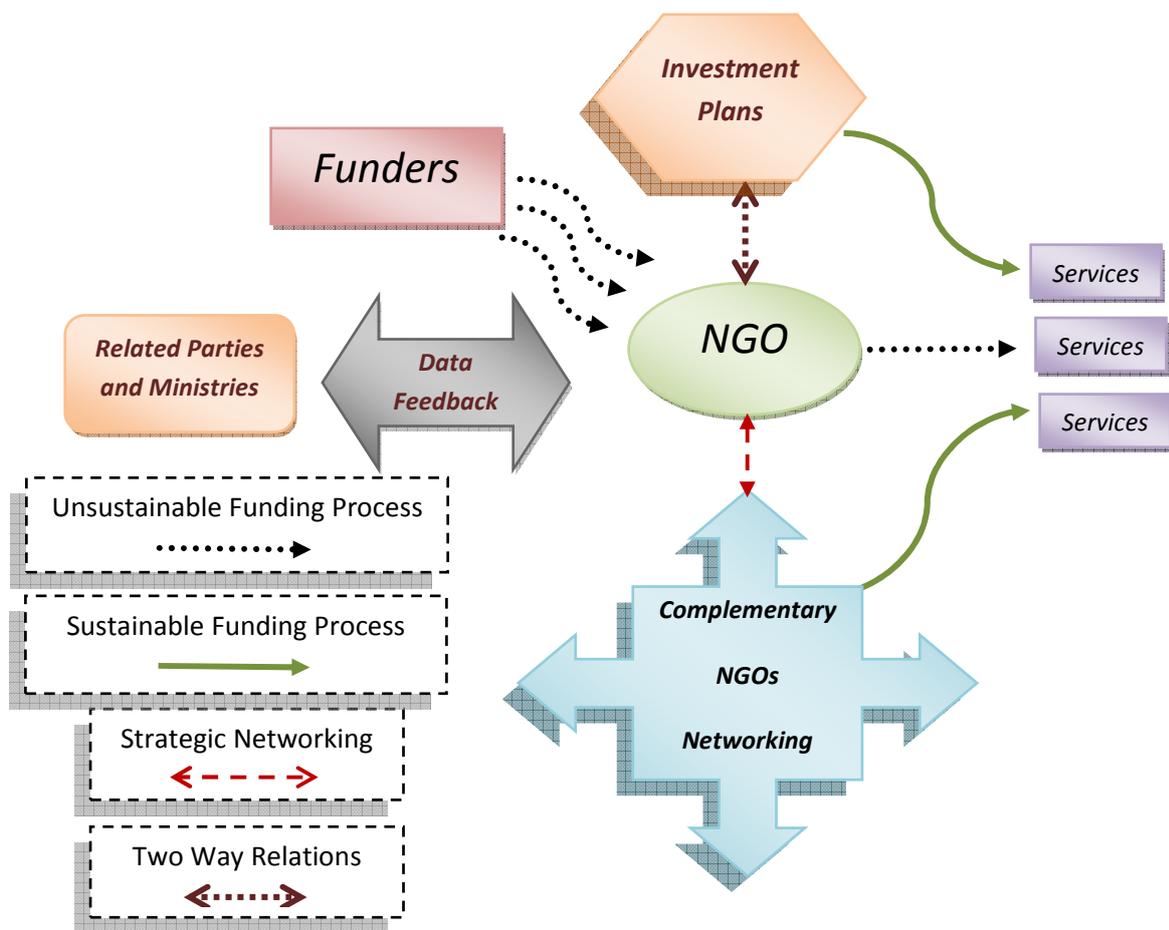


Figure (11): Proposed Mature Funding Model – Strategical Model

As for investment plans, this issue is to take a considerable space in any strategic thinking, with paying more attention to the planning approach as effective, logical and feasible can contribute, partially, in solving the problem of fundraising. The researcher proposes an interactive relation in this process due to needs of development, maintenance and improvement to ensure sustainable investment activities.

Combining all mentioned features in one strategical shape can provide and promote the capabilities of Palestinian Charitable NGOs to sustain their services up to an acceptable level away from any threat of closure.

# **Chapter Eight**

## **Summary and Recommendations**

## **Chapter Eight**

### **Summary and Recommendations**

#### **8.1 Summary of Results**

Most Palestinian NGOs believe in the importance of strategic planning to improve their status and develop their positions. But the main problem lies in how to employ this planning in achieving national goals and enables NGOs to sustain their services and reduce reliance on conditional external funding.

The study analysis showed that most NGOs rely on outsource funding, mainly on international foreign funding, regardless of how much this funding support the Palestinian issues and how much does it comply with national priorities of the Palestinian people. Relying on international funding must be reoriented in a manner that serves national achievements related to the overall steadfastness of Palestinians, that might be hard in the present, but that should not prevent all Palestinian parties, influence groups and NGOs to agree on a national vision in order to pursue the approach of liberty, and build up new strategies that can benefit from external funding regardless of its source as long as it complies with national goals.

The study analysis indicated the real NGOs need of new directions of a high level, compatible income-generating projects. NGOs ought to give up the repetitive traditional projects that consumes their energies, and to some extent, put an end to any development that might be likely in the mind of NGOs' administrative boards and directors. Currently there exist a gap between most Palestinian NGOs' programs and Palestinian priorities, needs and ambitions. NGOs that do not have investment plans through revenue based projects are more far away from providing services with a tangible

sense regarding economic, social and political environment, these NGOs are more likely to seek funding for the sake of survival, and in other words inputs are important in some sense slightly more than outputs, even though outputs are treated seriously.

As for networking and cooperation between NGOs, the study showed how integration and complementary attitude is more favorable to NGOs than any other cooperative forms, the researcher believes that this formula displaces competitiveness away, and here is a suitable environment for NGOs networking to start with beside their other provided services to NGOs.

As for the organizational structures of NGOs, their effective hierarchies, clarified responsibilities and effective volunteering system, the study indicated a present gap in applying effective related systems; mostly, it is noticeable that part of stakeholders are absent from the planning process, there exist an overlap in authorities and this can be clearly sensed in the three study cases. Also the study showed that there exist no applicable voluntary system in NGOs, the gap between number of volunteers and number of general assembly should give a stern warning for NGOs to look forward by identifying effective mechanisms for voluntary participation.

The study cases have shown different competences between NGOs, these competences are related to the age, size and experience of an NGO. At a strategical level, all given cases had practices the strategic formulation in a different manner. Newly founded and smaller NGO was not able to formulate a mature strategy.

The study cases also showed the weak presence of the supporting strategic forces that can strengthen the attitude and trends of NGOs' empowerment to achieve goals on both internal NGO's level and the national level.

## **8.2 Recommendations**

The recommendations resulting from this study are essential and are recommended to be taken into consideration in the strategic planning for the Palestinian charitable NGOs sector. Recommendations are arranged in accordance that serves an effective strategic framework as follows:

### **1. Strategic Planning level**

- \* Palestinian NGOs should build up their strategies using all elements, tools and ensure full participation by stakeholders in the planning process to achieve more effective implementations of strategies.
- \* NGOs should initiate their strategies upon the Bottom-Up Approach to ensure full and effective stakeholders participation.
- \* NGOs should build up a stronger relationship with beneficiaries and targeted people since the overall objectives of strategies is to affects their living up to effectively contribute in maintaining national priorities based on liberation.
- \* NGOs seeking Empowerment should take into consideration the four strategic forces, Lobbying, Networking, Awareness Building and Advocacy. These forces shall enhance the process of national decision making and lays NGOs in its proper influencing position.
- \* Palestinian NGOs should review their strategic plans to fit within and integrate with the national strategic priorities that can allow an acceptable

space for the international donations, without affecting the overall national trend of NGOs.

## **2. Project selection and funding resources identification level**

- \* NGOs should seek for alternative resources of funding away from foreign agendas; NGOs should devote more effort to achieve an unconditional funding by building up partnership strategies with other NGOs, Palestinian private sector and external reliable Arab and Islamic funders and international advocating parties whom are willing to fundraise and support Palestinians with unconditional donations.
- \* NGOs should focus on qualitative projects rather than quantitative ones, and NGOs should consider Palestinian market needs when dealing with productive employment projects.

## **3. Networking and cooperation level**

- \* NGOs and NGOs networks must seek to develop a state of integration in services in order to achieve a sort of sustainability service stabilization by building up a common reliable database.
- \* MoSA must play an active role to facilitate cooperation between NGOs by building up a confidence bridge to enhance services integration through data feedback process.

## **4. Organizational structure level**

- \* Volunteer work was a hallmark of Palestinian NGOs that need an extra effort to be re-qualified as the bright side of charity works in Palestine.

- \* Small NGOs must not exhaust their organizational structures with burdens that do not comply with their employment size, on the other hand, bigger NGOs must not exaggerate with centralized organizational structures.

### **5. Legislative and law level**

- \* The Palestinian Authority and the Palestinian Legislative Council must play an active role in providing a national civil protection to NGOs through developing legislative laws to protect and promote the positive role of NGOs.

### **6. General recommendation**

- \* It is recommended to apply the proposed model in real cases for any future strategic planning.
- \* Further studies are recommended on other Palestinian NGOs' sectors with different field of specialization so as to test the validation of the proposed models.
- \* Further studies are recommended to span out sample of study to represent all Palestinian Territories.

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### Consultants

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Procurement officer, Iraq-Amman Mission, Premiere Urgence Aide Medicale International. Interviewed in 23/5/2013

- **Rabiee, Mohammad**

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- **Shabeb, Azzam**

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- **Tuffaha, Manal**

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### Ministry of Interior

- **Daragmeh, Bashar**

Senior manager, General Affairs, Nablus – Palestine. Interviewed in 28/5/2013.

## **NGOs**

- **Abweh, Qamar**

Director, Projects Division, Union Charitable Societies, Northern Governorates of West Bank, Nablus. Interviewed in 14/8/2013 and 12/2/2014.

- **Darwish, Alaa**

Executive Director, El-Lid Charitable Society. Nablus Governorate and Northern West Bank. Interviewed in 23/1/2014

- **Malhas, Sarab**

Chairman, Board of Committee, Care for Children with Special Needs Society. Nablus, Palestine. Interviewed in 6/2/2013.

- **Najar, Irsaam**

Chairman Board of Committee, Union Charitable Societies, Northern Governorates of West Bank, Interviewed in 14/8/2013 and 12/2/2014.

- **Yaesh, Uhood**

Chairman, Board of Directors. Arab Women's Union Society. Nablus, Palestine. Interviewed in 30/6/2013.

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### **Daibes, Areej**

Sector Development Manager, NDC, Ramallah. Interviewed in 18/8/2013

## **Appendices**

## Appendix I:

### استبانة بحث رسالة ماجستير

#### مقدمة:

يقوم الباحث م. سامر حسني المصري، وهو طالب ماجستير في برنامج الإدارة الهندسية في جامعة النجاح الوطنية بعمل دراسة بعنوان "أطار استراتيجي للمؤسسات الأهلية الخيرية الفلسطينية، محافظة نابلس كحالة دراسية" ويهدف البحث الى قياس مدى قيام المؤسسات الأهلية المسجلة تحت اطار وزارة الشؤون الاجتماعية في محافظة نابلس بتطبيق مبادئ التخطيط الاستراتيجي كأحد أهم العناصر التي تسهم في استدامة خدمات هذه المؤسسات .

تتكون الاستبانة من 4 صفحات منها 3 صفحات للمعلومات العامة وأسئلة الاستبانة التي تحتوي على 20 سؤال،نرجو التكرم بالإجابة عن الأسئلة بكل موضوعية وحياذية، علماً أن المعلومات في هذه الاستبانة ستكون "سرية" ولن تستخدم الا في أغراض البحث العلمي.

#### شرح عن الإستبانة وآلية الإجابة:

- اعتمدت هذه الأسئلة على أبحاث سابقة، ومعايير جودة عربية وعالمية في المجالات الأكاديمية والإدارية.
- تم تقسيم الأسئلة الى ثلاثة مجموعات، تمثل كل مجموعة أحد الأنشطة والمهام الرئيسية التي تقوم أي مؤسسة أهلية وترتبط بمنهجية التخطيط الاستراتيجي.
- يرجى الانتباه الى أن الاجابة تتم في ثلاثة محاور: (الى أي مدى تعتقد بأهمية هذا العنصر، الى أي مدى تم تطبيق هذا العنصر في مؤسستكم، وهل يمكن تزويد عينة ذات علاقة بالسؤال؟).

#### الاجابة عن أسئلة الاستبانة:

هذه الإستبارة موجهة الى كل من: السادة رؤساء الهيئات الادارية، ونوابهم، وامناء الصناديق ، ومدراء المؤسسات، ومدراء دوائر المشاريع في المؤسسات الأهلية

ملاحظة: فيما يتعلق بالبند الثاني الخاص بمعلومات عن المؤسسة يمكن الاجابة على استبانة واحدة فقط من مجموع الاستبانات التي تقدم لنفس المؤسسة.

**أولاً: معلومات المبحوث:**

- الوظيفة:  رئيس الهيئة الإدارية  نائب لرئيس  أمين الصندوق  مدير المؤسسة  مسؤول دائرة المشاريع  غير ذلك: .....
- الجنس: ..... العمر: .....
- عدد سنوات الخبرة: ..... - عدد السنوات في المنصب الحالي: .....

**ثانياً: معلومات عامة عن المؤسسة :**

- اسم المؤسسة (اختياري) : .....
  - سنة التأسيس: .....
  - اسم المؤسسة (اختياري) : .....
  - الرجاء وضع إشارة X على مجالات الخدمة
- |  |   |
|--|---|
| 1) <input type="checkbox"/> خيري اعاني | 2) <input type="checkbox"/> اجتماعي               |
| 3) <input type="checkbox"/> صحي        | 4) <input type="checkbox"/> تعليمي                |
| 5) <input type="checkbox"/> ثقافي      | 6) <input type="checkbox"/> غير ذلك: أذكرها ..... |
- دوائر وأقسام ومرافق المؤسسة : الرجاء وضع إشارة X على الدائرة / القسم / المرفق التابع للجمعية
- |   |   |
|---|---|
| 1) <input type="checkbox"/> المالية / المحاسبية               | 2) <input type="checkbox"/> ادارة القوى البشرية / المتطوعين |
| 3) <input type="checkbox"/> مشاريع                            | 4) <input type="checkbox"/> مطبخ خيري                       |
| 5) <input type="checkbox"/> تعليم ( مدرسة / حضانات... الخ )   | 6) <input type="checkbox"/> دائرة تدريب / مختبر حاسوب       |
| 7) <input type="checkbox"/> صحة ( مستوصف / عيادة/مشفى.. الخ ) | 8) <input type="checkbox"/> غير ذلك: أذكرها .....           |

- تمويل من مصادر داخلية فلسطينية ( قطاع خاص ، مؤسسات ، أفراد... الخ)  %
- تمويل خارجي اجنبي  %
- تمويل خارجي عربي اسلامي  %
- النسبة المئوية لمصدر تمويل المؤسسة :  % تمويل ذاتي
- اجمالي عدد العاملين في المؤسسة للعام الحالي 2014/2013: المتفرعين..... المتطوعين.....
- الموازنة السنوية للمؤسسة لعام 2014/2013 (بالدولار الأمريكي).....ان كنت لا ترغب بالإجابة ضع علامة (x)
- عدد أعضاء الهيئة العامة المسددين لأكثر من اكتوبر في العام الحالي 2014/2013:..... - عدد أعضاء الهيئة الادارية في العام الحالي 2014/2013:.....
- عدد المشاريع المنقذة للمؤسسة في العام الحالي 2014/2013:..... - متوسط عدد المشاريع التي يتم تنفيذها في العام الواحد : .....



ثانياً: اختيار المشاريع وتحديد مصادر التمويل:

ملاحظات	الى أي مدى تم تطبيق هذا العنصر في مؤسستكم؟		الى أي مدى تعتقد بأهمية هذا العنصر؟					البنود	الرقم
	دائماً أو بشكل دوري	أحياناً	نهيائياً لم يتم	هام جداً	هام	عادي	غير هام		
								وجود الموارد المالية وتوفرها في تحديد شكل المشاريع	7.
								مصادر التمويل تؤثر على نوع وطبيعة المشاريع وأولوياتها	8.
هل يتوفر لديكم نظام تقييم؟ <input type="checkbox"/> لا <input type="checkbox"/> نعم								وجود نظام لتقييم اختيار المشاريع حسب الأولويات يقوم على محددات علمية ومهنية ، ومرتبطة بنقاط	9.
								التخطيط لمشاريع مدرة للدخل بما يساهم في عملية استدامة المشروع	10.
								التخطيط لمشاريع مدرة للدخل بما يساهم في عملية تمويل مشاريع اخرى للجمعية ويحفظ عملية استدامة الخدمات	11.

## ثالثاً: التشبيك والتنسيق

ملاحظات	الى أي مدى تم تطبيق هذا العنصر في مؤسستكم؟		الى أي مدى تعتقد بأهمية هذا العنصر؟					الرقم
	دائماً أو بشكل دوري	أحياناً	نهيائياً لم يتم	هام جداً	هام	عادي	غير هام جداً	
كم عدد الشبكات التي قمتم بالانضمام اليها :								12. الانضمام الى شبكة للمؤسسات الأهلية من أجل تعزيز قدرات الجمعية وتطوير امكانياتها وتمكينها من استدامة الخدمات
في أي عام قمتم بالانضمام الى أول هذه الشبكات :								13. وجود تنسيق وتشبيك بين المؤسسات لتقديم الخدمات من خلال مشاريع مؤقتة او دائمة او كليهما
								14. وجود تنسيق من أجل تكامل الخدمات المقدمة للمتفاعلين بين الجمعيات الخيرية
								15. وجود قاعدة بيانات مشتركة بين شبكات المؤسسات الأهلية
								16. وجود قاعدة بيانات مشتركة مع جمعيات اخرى
								17. وجود قاعدة بيانات مشتركة مع الوزارات الفلسطينية ذات الشأن المتعلق بالمساعدات الانسانية والخيرية والاولويات

رابعاً: العلاقات التنظيمية في المؤسسة

ملاحظات	الى أي مدى تم تطبيق هذا العنصر في مؤسستكم؟		الى أي مدى تعتقد بأهمية هذا العنصر؟					البنء	الرقم
	دائماً أو بشكل دوري	أحياناً	نهنياً لم يتم	هام جداً	هام	عادي	غير هام		
الهيئة العامة نشطة وتشارك في لجان الجمعية <input type="checkbox"/> لا <input type="checkbox"/> نعم <input type="checkbox"/> بشكل جزئي <input type="checkbox"/>								ايجاد آليات توصل ايجابية وفعالة من خلال الهرم الإداري من قمة الهرم الى القاع وبالعكس	18.
								وجود هيكلية إدارية واضحة المعالم والصلاحيات والمسؤوليات داخل الجمعية	19.
								وجود اليات فاعلة لحشد المتطوعين لخدمة اهداف الجمعية	20.

## Appendix II: PNGOs' Law



### **This document has been provided by the International Center for Not-for-Profit Law (ICNL).**

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**Palestinian Legislative Council**  
**Law of Charitable Associations**  
**And Community Organizations**  
**Law No. 1, Year 2000**

**Chapter One**

**Article (1)**

Palestinian citizens have the right to practice social, cultural, professional and scientific activity in all freedom, including the right to establish and run Associations and Community Organizations.

**Article (2)**

**Definitions**

The following terms and expressions that are used in this Law have the following meanings, unless otherwise indicated.

**The Ministry:** The Ministry of Interior.

**The Competent Ministry:** The Ministry under the competence of which the activities of the Association would fall.

**The Minister:** The Minister of Interior.

**The Competent Department:** The Department set up as part of the Ministry under the competence of which the activities of the Association would fall.

**The Association or Organization:** Any charitable Association or Community Organization with an independent judicial personality, established upon an agreement concluded among no less than seven persons to achieve legitimate objectives of public concern, without aiming at attaining financial profits to be shared among the members or achieving any personal benefits.

**The Foreign Association or Organization:** Any foreign charitable Association or Community Organization which has its main headquarters or center of activities outside the Palestinian territories, or the majority of whose members are foreigners.

**The General Assembly:** The general body made up of all the members of the Association; it is the highest authority in the Association or Organization.

**The Board of Directors:** The Board of Directors of the Association or Organization.

**Merger:** Unification of two or more Associations or Organizations into a single Association or Organization with a new judicial personality.

**Union:** Unification of two or more Associations or Organizations whereby a single representative body is established, but each Association or Organization maintains its independent judicial personality.

**Community Activity:** Any social, economic, cultural, community, developmental or other service or activity, undertaken voluntarily, that would lead to the improvement of the social, health, professional, material, spiritual, artistic, sports, cultural or educational conditions in society.

## **Chapter Two**

### **Registration of Associations and Organizations**

#### **Article (3)**

The Ministry will set up a Competent Department for the registration of the Associations and Organizations in coordination with the Competent Ministry, and for purposes of implementation of this Law the Competent Department will keep the following registries:

- 1) A registry recording all registration requests, using consecutive numbers in accordance with the dates of request.
- 2) A general registry of all Associations and Organizations that have been registered, in which the names, fields of activity, objectives and any other facts that the Competent Department considers necessary for the information of all competent bodies, are recorded.
- 3) A registry in which the names of the Associations and Organizations whose requests for registration were refused are included, indicating their objectives and the reasons for the refusal, and any other additional information that the Competent Department considers necessary for the record.

#### **Article (4)**

##### **Registration Procedures**

- 1- The founders of an Association or Organization submit a written application to the Competent Department for registration in compliance with all relevant conditions, signed by no less than three of the founding members authorized to register and sign on behalf of the Association or Organization. The application needs to be accompanied by three copies of the By-Laws signed by the members of the Founding Committee.
- 2- The Minister of the Interior has to issue his decision regarding the compliance of the application with the conditions of registration within a period not exceeding two months from the date of submission of the application. In case of submission of additional data or missing documents needed for the registration, the two-month period starts from the date of submission of the missing documents.
- 3- If the two-month period following the submission of the application for registration expires without a decision being taken, the Association or Organization is considered registered by law.
- 4- In the event a decision is issued by the Minister rejecting the application for registration, the decision should specify the reasons for the rejection. The applicants have the right to contest the decision before the competent courts within a period not exceeding thirty days from the date they are notified of the rejection of their application for registration.

#### **Article (5)**

Taking into consideration the Provisions of the Law, the By-Laws should include the following information:

- 1- The name of the Association or Organization, its address, its purpose and its main headquarters.
- 2- The financial resources of the Association or Organization, the manner in which they are to be used or dispensed with.
- 3- The conditions for membership, kinds of membership, reasons for termination of membership and membership fees.
- 4- The organizational structure of the Association or Organization, rules governing the amendment of its By-Laws, its merger or unification [with other Associations or Organizations].
- 5- Procedures for convening the General Assembly.
- 6- Methods of financial supervision.
- 7- Rules governing the dissolution of the Association or Organization, and methods of dispensing with its finances and holdings upon dissolution.

#### **Article (6)**

The Ministry will be responsible for monitoring the work of the Associations and the Organizations in accordance with the Provisions of this Law. The Ministry may scrutinise the activity of any Association or Organization upon a substantiated written order issued in each instance by the Minister to ascertain that its funds have been spent for the purposes for which they were allocated in accordance with the Provisions of this Law and the By-Laws of the Association or Organization. The Association or Organization should enable the Ministry to implement this order to ascertain that it is conducting its affairs in accordance with the Provisions of this Law and the By-Laws of the Association or Organization.

#### **Article (7)**

The Associations and Organizations are independent judicial persons, enjoying an independent financial status, upon registration in accordance with the Provisions of this Law. They may not practice any of their activities before completing registration procedures.

#### **Article (8)**

The decision to register an Association or Organization is published in the Official Gazette.

### **Chapter Three**

#### **Rights and Duties of Associations and Organizations**

#### **Article (9)**

In accordance with the Provisions of the Law:

- 1- An Association or Organization may hold transferable or non-transferable funds for the attainment of its objectives;
- 2- A foreign Association or Organization may hold non-transferable funds, on condition it obtains permission to that effect from the Ministerial Council upon the recommendation of the competent Minister;

3- No foreign Association or Organization may dispense with non-transferable funds without the agreement of the Ministerial Council.

**Article (10)**

The relations of the Associations and Organizations with the Competent Ministries are established on the basis of coordination, cooperation and complementariness for the public good.

**Article (11)**

**Records of the Association or Organization**

The Association or Organization keeps at its main headquarters its official financial and administrative records that include the following financial transactions, administrative decisions and data:

- 1- Incoming and outgoing correspondence, in special files and organized records.
- 2- By-Laws [of the Association or Organization], names of the members of the Board of Directors in each electoral term and the date of their election.
- 3- Names of all members of the Association, Organization or Institution, along with identification, age and date indicating when membership commenced.
- 4- Minutes of the Board of Directors meetings, in chronological order.
- 5- Minutes of the meetings of the General Assembly.
- 6- Record of revenues and expenditure, detailed according to financial rules.

**Article (12)**

Every Association or Organization will deposit with the Competent Department a statement regarding any amendment or change regarding the location of its headquarters, By-Laws, objectives, or purposes, or any complete or partial change in its Board of Directors, within a period not exceeding one month from the date the amendment or change took place.

**Article (13)**

The Association or Organization will present to the Competent Ministry, at a date no later than four months after the end of the financial year, two reports approved by the General Assembly:

- 1- an administrative report containing a full description of the activities of the Association or Organization during the last year;
- 2- a financial report signed by a legal auditor, and containing a detailed revenue and expenditure account of the Association or Organization finances in accordance with the accepted principles of accounting.

**Article (14)**

Associations and Organizations are exempted from taxes and customs duties on the transferable and non-transferable funds necessary for the implementation of its objectives, provided they are not disposed of within a period of less than five years for purposes incompatible with the purposes [of the Association or Organization] unless the due taxes and customs duties are paid.

**Article (15)**

- 1- Associations and Organizations are entitled to organize activities and establish income-generating projects provided the revenues are used to cover its activities for the public good;
- 2- Associations and Organizations are entitled to set up branches inside Palestine.

**Chapter Four****The Board of Directors****Article (16)**

- 1- Every Association or Organization should have a Board of Directors made up of at least seven and no more than thirteen members; the By-Laws of the Association or Organization determine the procedures for setting up this Board, for choosing its members and for terminating their membership.
- 2- The Board of Directors may not include more than two members bound by family relations of the first or second degree.

**Article (17)**

- 1- The Board of Directors of any Association or Community Organization is responsible for all its operations and activities.
- 2- The Chairman of the Association or Organization represents the Association or Community Organization before other parties, and signs all correspondence, contracts and agreements concluded between it and other parties on its behalf.

**Article (18)****Rights of the Board of Directors**

The Board of Directors is entitled to:

- 1- Administer the affairs of the Association or Organization, and establish the necessary rules, regulations and instructions.
- 2- Appoint the staff necessary for the Association or Organization, to define their job or to terminate their services in accordance with the Provisions of the Law.
- 3- Set up committees it deems necessary for the improvement of operations, and to define the competence of each committee.
- 4- Draw up the final statement of accounts for the past financial year and the draft budget for the following year.
- 5- Present the annual administrative and financial reports, and any future plans and projects before the General Assembly.
- 6- Call the General Assembly to an ordinary or extraordinary meeting session, and implement its resolutions in accordance with the Provisions of the Law.
- 7- Follow up any observations presented by the Competent Department, Ministry or other official bodies regarding the activities of the Association or Organization, and respond to them.

**Article (19)**

The rights of the Chairman, the Vice-Chairman, the Secretary, the Treasurer and the rest of the Board of Directors of any Association or Organization are defined in accordance with its By-Laws and regulations in a manner not contravening the Provisions of this Law.

**Article (20)**

It is not permissible to combine membership of the Board of Directors with paid work for the Association or Organization in question.

**Article (21)**

- 1- The Board of Directors holds an ordinary meeting at least once every three months upon the invitation of the Chairman or the Vice-Chairman.
- 2- The Board of Directors holds an extraordinary meeting when necessary upon the invitation of the Chairman or the Vice-Chairman, or at the request of one third of its members.
- 3- The meeting of the Board of Directors has a quorum when two-thirds of its members are in attendance.
- 4- Decisions of the Board of Directors have to be taken by an absolute majority to be valid.

**Article (22)**

- 1- When it is not possible to convene a meeting of the Board of Directors as a result of resignation or death, the remaining members of the Board of Directors (in their capacity as a transitional committee) take over the tasks of the Board of Directors for a period of time not exceeding one month, and they call the General Assembly within the above period of time to elect a new Board of Directors.
- 2- In the event of collective resignation, or in the event of the transitional committee failing to carry out its tasks as set out in the first paragraph of this Article, the Minister will appoint a transitional committee from among the members of the General Assembly to carry out the tasks of the Board of Directors for a period of time not exceeding one month, and to convene the General Assembly within the same period of time to elect a new Board of Directors.

**Chapter Five**

**The General Assembly**

**Article (23)**

**Formation and Rights**

- 1- The By-Laws of the Association or Organization define the manner, in accordance with the Provisions of this Law, according to which the General Assembly of the Association or Organization is to be established. It is to be made up of all the members who have fulfilled their commitments as outlined in the By-Laws. The General Assembly convenes at least once every year to review and approve the report submitted by the Board of Directors on the activities of the Association or Organization, as well as the report of the financial auditor on its financial position, and

to appoint the financial auditor, and any other matters the Board of Directors may include as part of its agenda.

- 2- The General Assembly is entitled to draw up general policies and guidelines for the Association or Organization and to elect the members of the Board of Directors; its decisions are reached by a simple majority of the members present, unless otherwise stipulated in the By-Laws of the Association.
- 3- Decisions are taken by the absolute majority of the members of the General Assembly as regards amending the By-Laws, and by a majority of two-thirds of the members of the General Assembly as regards the dissolution of the Association or Organization, or the introduction of an amendment to its By-Laws related to the purpose of the Association, the dismissal of members of the Board of Directors, or its unification or merger, unless the By-Laws stipulate a greater majority in those cases.

**Article (24)**

**The Extraordinary Meeting**

One-third of the members of the General Assembly of any Association or Organization may call for an extraordinary meeting.

**Article (25)**

The General Assembly of the Association or Organization has a quorum if an absolute majority of the members attend. If the absolute majority is not in attendance, the General Assembly will be postponed and reconvened within a period not exceeding fifteen days of the date of the first meeting. The reconvened General Assembly will have a quorum, provided the number of members present is no less than one third of all the members of the Association or Organization.

**Chapter Six**

**Merger and Unification**

**Article (26)**

- 1- Two or more Associations or Organizations may merge or unite, without prejudice to the rights of other parties towards each of these Associations or Organizations obtained before the merger.
- 2- The representatives of the Associations or Organizations joining a merger should turn over all their funds and special records to the new Association resulting from the merger.
- 3- The new Association or Organization is not liable for the commitments of the Associations or Organizations it merged with, except within the limits of the funds handed over to it by those Associations or Organizations, and rights accruing to it as per the date of the merger.

**Article (27)**

Three or more Associations or Community Organizations may form a single Union, and these Unions in turn may form a General Union provided joining the General Union is a voluntary undertaking.

**Article (28)**

Any Association or Organization may join or be affiliated with any Arab or regional or international Organization or Union outside the Palestinian territories, as long as it keeps the competent party informed.

**Article (29)**

All procedures and provisions stipulated in this Law with regard to registration, basic regulations and related statements, will also apply to each union concluded among a group of Associations or Organizations or any unified Associations or Organizations established according to its Provisions.

## **Chapter Seven**

### **Financial Affairs of the Associations or Organizations**

**Article (30)**

Every Association or Organization should have an annual budget supervised by a legal accountant, unless its expenditure is less than 1000 Jordanian Dinar or its equivalent in another currency legally in circulation. The auditor submits a report on the financial position of the Association or Organization for the past financial year to the General Assembly for its approval at its annual meeting.

**Article (31)**

The Association or Organization should deposit its cash funds under its own name with an accredited bank, and inform the Competent Ministry of the details of the above. The Association or Organization may not keep cash funds exceeding its expenditure for one month.

**Article (32)**

In a manner not contravening the Provisions of this Law, Associations or Organizations may receive unconditional assistance to carry out their work.

**Article (33)**

Associations or Organizations may collect contributions from the public for the social purposes for which they were established by, among other things, organizing parties, charity bazaars, and sports competitions, after informing the Competent Ministry.

## **Chapter Eight**

### **Charitable Associations and Foreign Organizations**

**Article (34)**

In accordance with the Provisions of the Law:

- 1- Any foreign Association or Organization may submit an application to the Minister to open one or more branches of the Association or Organization in the Palestinian territories to carry out any social services provided these services are compatible with the developmental priorities of Palestinian society, and provided the request includes the name of the foreign Association or Organization, its main headquarters, address, names of founders and members of its Board of Directors, its main purposes, and the names of the persons in charge of the proposed branch and their nationalities, and the manner in which the funds of the branch will be disposed of upon the dissolution of the branch or the liquidation of its operations or its withdrawal, and this will not exceed a period of two months from the date of the submission of the application.
- 2- The Competent Ministry must take into consideration the opinion of the Ministry of Planning and International Co-operation regarding the registration request of foreign Associations and Organizations.

**Article (35)**

The persons responsible for any of the branches of the foreign Association or Organization should inform the Ministry of any changes involving the information specific to the branch they are managing within a period not exceeding one month of the date of the change.

**Article (36)**

Every branch of the foreign Association or Organization presents to the Ministry a periodic report covering all its activities, including the funds spent to achieve its objectives.

**Chapter Nine****Dissolution of the Association or Organization****Article (37)**

The Association or Organization is dissolved in the following cases:

- 1- If the decision to dissolve the Association has been taken by the General Assembly, which immediately needs to be brought to the attention of the Ministry.
- 2- If it [the Association or Organization] does not commence its actual operations within the first year of its date of registration or of obtaining its license, unless the inactivity is the result of circumstances beyond the control of the Association or Organization.
- 3- If proven that it [the Association or Organization] has committed a substantive violation of its By-Laws, and not rectified the above conditions within three months of the date of notification to that effect by the Minister or the Department

**Article (38)**

- 1- In the event a decision is issued by the Minister to repeal the registration of any Association or Organization, it [the decision] should state the causes in writing. The Association or Organization has the right to contest the decision before the competent court.
- 2- If a decision to dissolve an Association or Organization is contested before the competent court, the Association or Organization may continue its work until a temporary or final judicial decision is issued to halt its activities or to dissolve it.

**Article (39)**

- 1- In the event an Association or Organization is dissolved, a paid liquidator is appointed who prepares an inventory of its funds and assets so that they may be dispensed with in accordance with the procedures specified by its By-Laws and the Provisions of this Law. In the event, the By-Laws make no reference to the manner in which the funds [of the Association or Organization] are to be dispensed, the Ministry will transfer the funds of the dissolved Association or Organization to Associations and Organizations of a similar purpose, taking into account the pensions, allowances and entitlements of the employees of the dissolved Association, which would be exempt from the transfer.
- 2- In the event an Association or Organization is dissolved, all its monetary and in-kind funds and assets will be transferred to a Palestinian Association similar in its objectives, to be named by the dissolved Association or Organization.
- 3- Under all circumstances, the funds and assets of the dissolved Association or Organization should be spent in accordance with its purposes within the borders of the Palestinian territories.

**Chapter Ten****General and Transitional Concluding Provisions****Article (40)**

While adhering to the Provisions of this Law, it is the duty of Associations and Community Organizations that provide specialized professional services to implement the professional registration instructions specified by the Competent Ministries.

**Article (41)**

It is not permissible to take possession of the finances of any Association or Organization, or to close or conduct a search of its headquarters or any of its premises or branches without an order issued by a competent judicial body.

**Article (42)**

Every Association or Organization that was licensed before this Law came into effect is considered to be officially registered, provided it adjusts to the Provisions of this Law within a period of nine months of the law's coming into effect. Otherwise it will be considered in contravention of the Provisions of the Law. **Article (43)**

The Ottoman Law of Charitable Organizations issued on 29 Rajab 1327 A.H. and the Law of Charitable Organizations number 33 for the year 1966 effective in Palestine, and any provisions contravening the Provisions of this Law, are hereby repealed.

**Article (44)**

The Minister will issue the forms necessary for the implementation of the Provisions of this Law.

**Article (45)**

All parties, each in its field of competence, should implement the Provisions of this Law, and comply with them immediately after their publication in the Official Gazette.

**Appendix III:**  
**AWUS' Strategy, Executive Summary**

**وثيقة الخطة الاستراتيجية**  
**لجمعية الاتحاد النسائي العربي**  
**نابلس- فلسطين**  
**(2015-2013)**

**إعداد**

**المركز الوطني للتنمية المستدامة**

**كانون الثاني 2013**

## المقدمة والأهداف والمنهجية

### 1. مقدمة

تم اعداد هذه الخطة الاستراتيجية للأعوام 2013-2015، وفق منهج المشاركة وبدعم وإشراف فني من قبل الجهة الاستشارية (المركز الوطني للتنمية المستدامة). وتكمن الغاية الرئيسية من الخطة في تعزيز مأسسة عملية التخطيط الاستراتيجي في المؤسسات الاهلية ومنظمات المجتمع المدني الفلسطيني بشكل عام وفي جمعية الاتحاد النسائي العربي في نابلس بشكل خاص. حيث تم تقدير الاحتياجات المالية لتنفيذ التدخلات المقترحة والمرتبطة بتحقيق الأهداف الإستراتيجية للخطة بحوالي 525500 دولار.

### 2. أهداف الخطة

يمكن تلخيص أهم الأهداف من اعداد هذه الخطة بما يلي:

- بناء قدرات جمعية الاتحاد النسائي العربي في نابلس في مجال التخطيط الاستراتيجي.
- تشجيع التفكير والعمل الجماعي باتجاه خدمة المصلحة العامة.
- تحفيز وتطوير المبادرات المختلفة لدى قطاعات المجتمع المختلفة لدعم جهود التنمية المحلية والمستدامة.
- تشخيص الوضع الراهن، وتقديم صورة واضحة عن مجالات عمل الجمعية.
- تحديد نقاط القوة والضعف في الجمعية وإمكانياته وقدراته.
- تحديد الفرص المتاحة والمعوقات التي تواجه عملية التنمية وتقديم الخدمات.
- وضع رؤية شاملة للجمعية وذلك ضمن إطار زمني مدته لا تقل عن 3 سنوات.
- وضع أهداف استراتيجية متكاملة.
- تحديد التدخلات الرئيسية ذات الاولوية.
- وضع تقديرات مالية ومؤشرات قياس لمتابعة التدخلات.

### 3. منهجية إعداد الخطة

الخطوات المبينة أدناه تمثل منهجية ومراحل عملية التخطيط الاستراتيجي المتبعة:

## المرحلة الأولى: أين نحن الآن؟ تنظيم وتحليل، وتشمل:

- تعبئة طلب إعداد خطة إستراتيجية وإرفاق وثائق التعريف بالمؤسسة وبرامجها واخر خطة إستراتيجية ان وجدت. تمهيدا لدراستها وتقييمها وعمل اتفاقية إعداد الخطة وتوقيعها.
- عقد ورشة العمل الرئيسية الأولى لعملية التخطيط (تم ذلك يوم السبت الموافق 2012/7/21 في مقر جمعية الاتحاد النسائي العربي في نابلس) بهدف التعريف بالتخطيط الاستراتيجي وأهميته ومبادئه ومنهجيته، والتوقعات من عملية التخطيط

الاستراتيجي، وتحضير برنامج العمل اللازم لانجاز الخطة وتشكيل فريق التخطيط الأساسي (6 أشخاص من الإدارة العليا وطاقم الجمعية)، وتحديد مجالات العمل.

- تحليل أصحاب العلاقة.
- تشخيص الواقع من خلال عمل التحليل الاستراتيجي الرباعي (القوة والضعف والفرص والمهددات).
- تحضير التقرير التشخيصي.

**المرحلة الثانية: إلى أين نريد أن نتجه؟ الإطار الاستراتيجي، وتشمل:**

- عقد ورشة العمل الرئيسية الثانية (تم ذلك يوم السبت الموافق 2012/11/17 في قاعة جمعية الاتحاد النسائي العربي في نابلس) لعرض نتائج التقرير التشخيصي وتحديد القيم والرؤية والرسالة.
- تحديد الأهداف الإستراتيجية المرتبطة بالقضايا.

**المرحلة الثالثة: كيف نصل؟ خطط التنفيذ والمتابعة، وتشمل:**

- تحديد التدخلات الرئيسية التي تساهم في تحقيق الأهداف الإستراتيجية.
- تقدير الاحتياجات المالية للتدخلات المقترحة.
- تحديد مؤشرات متابعة وقياس التدخلات.
- تحضير وثيقة الخطة الإستراتيجية.
- عقد ورشة العمل الرئيسية الثالثة والأخيرة (يوم السبت الموافق 2012/12/15 في قاعة جمعية الاتحاد النسائي العربي في نابلس) لعرض مخرجات الخطة الإستراتيجية واعتمادها.
- طباعة الخطة وإخراجها والبدء بترويجها.

## Appendix IV: BWDS' strategy, Executive Summery



### Beita Women Development Society

#### Society Strategy for the years

2012 -2014

إستراتيجية الجمعية للأعوام

2012 -2014

❖ تم اعتماد هذه الإستراتيجية في جلسة الهيئة الإدارية للجمعية رقم 1 وتاريخ 2012/1/7

## تقديم

في ظل نجاحات الجمعية على صعيد البلدة و المنطقة و المحافظة في عام 2011، فقد تمت تسميته من قبل الهيئة الإدارية للجمعية بعام " الانطلاقة والبناء"، حيث تم تحقيق ما يلي:

✓ بناء المقر الدائم للجمعية والذي يشمل مقر الجمعية وروضة الجمعية بتمويل من بنك الإنماء الألماني KFW ومن خلال UNDP، وبتكلفة وصلت إلى 200,000US\$.

✓ يتم تنفيذ مشروع تحسين الوضع المعيشي للنساء في 5 قرى جنوب شرق نابلس، حيث يشمل مساعدة أكثر من 160 امرأة في مجال تربية النحل والحدائق المنزلية وبتمويل من المساعدات الشعبية النرويجية .NPA.

✓ تم إحالة مقاصف مدارس البلدة الى الجمعية وذلك من قبل مديرية التربية والتعليم في نابلس.

✓ تم توقيع اتفاقية مع مجموعة الهيدرولوجيين الفلسطينيين لتنفيذ آبار جمع مياه الأمطار في البلدة.

✓ تم توقيع اتفاقية إنتاج زبده الزيتون مع اتحاد الفلاحين.

ونتيجة المراسلات الموجهة من القرى المجاورة للجمعية من اجل العمل فيها، فقد ارتأت الجمعية ان تشارك أصحاب القرار في تلك القرى لوضع إستراتيجية وخطة عمل لسنة 2012.

وعليه فقد قامت الجمعية بتوجيه الدعوات للمجالس والجمعيات المجاورة للمشاركة في عمل إستراتيجية للجمعية في عام 2012، حيث عقدت ورشة عمل في فندق الياسمين بتاريخ 2011/12/22 حيث شاركت أكثر من 30 امرأة نشيطة من الجمعيات والمراكز النسوية من القرى التالية:

بيتا، عقربا ، قصره، مجدل بني فاضل، جوريش، اوصرين، تلقيت، قريوت، بورين.

## Appendix V: LCS's strategy, Executive Summery



### الفصل الاول: ملخص تنفيذي

- رؤية الجمعية: نعمل معكم وبكم نحو مجتمع فلسطيني افضل

#### • رسالة الجمعية:

جمعية الك الخيرية بمحافظة نابلس وشمال الضفة الغربية تأسست عام 1995 تعمل مع الفئات المهمشة بالمجتمع ، بهدف مساعدتهم في توفير ظروف حياتية أفضل، إضافة إلى تنمية قدرات الشباب وتطوير مهاراتهم الحياتية والمهنية ومساندة طلبة المدارس والجامعات في تحسين مستواهم التعليمي، بالتعاون والشراكة مع المؤسسات المحلية والإقليمية والدولية.

#### • قيم الجمعية:

ترتكز الجمعية في عملها على مجموعة من القيم أهمها:

- العدالة والمساواة وعدم التمييز بسبب الدين أو الجنس أو العمر أو الأثنية السياسي أو الموقع الجغرافي.
- المصداقية والشفافية في التعامل مع المجتمع المحلي والفئات المستهدفة.
- التعاون والتشبيك والشراكة مع مختلف المؤسسات.
- المشاركة المجتمعية في صياغة وتنفيذ مشاريع الجمعية.
- العمل التطوعي والخيري من أهم قواعد العمل في الجمعية.

#### • المناطق المستهدفة:

محافظة شمال الضفة الغربية، نابلس، جنين، طولكرم، قلقيلية، طوباس، سلفيت.

- الفئات المستهدفة:
- الفئات للفقيرة: الأيتام، المعاقين من الجنسين.
- فئة للشباب والشابات
- طلبة المدارس في المرحلتين الأساسية والثانوية ومن الجنسين وطلبة الجامعات ( ذكور وإناث).

**Appendix VI:**  
**NDC's strategy, Executive Summary**



**A Strategic Framework to Strengthen the  
Palestinian NGO Sector**

**2013-2017**

**NGO Development Center**

**March 2013**

## Executive Summary

The NGO Development Center (NDC) has updated the NGO Sector Strategy that was developed by the Center in 2006. This process was made possible through financing from Agence Française de Développement (AFD) under the Fourth Palestinian NGO Project (PNGO IV).

The new strategic framework aims to provide strategic direction to NGOs (within their area of focus) in addressing the key issues that Palestinian society will face in the next five years. The strategy establishes a framework that encourages NGOs to align their current programs and projects as a way to achieve strategic objectives that will ultimately lead to the achievement of our overall objective in the next five years (2013-2017). The overall objective was defined as follows:

**“A more viable and independent NGO sector that is more effectively engaged in advancing steadfastness, liberation, and sustainable economic and social development of Palestine and the empowerment of the Palestinian people.”**

The framework also identifies specific indicators by which the attainment of the strategic objectives can be measured within a monitoring and evaluation system that was specifically established for this purpose. The framework also has an implementation structure that is based on creating a wide scope of participation to create strong support for the framework and towards achieving its objectives.

### Methodology and limitations

The process of formulating the strategic framework employed a layered consultation approach that was highly participative. Three consultants (one lead international consultant and two local consultants – one for West Bank and one for Gaza) served as researchers, facilitators, and consensus-builders. The NDC provided secretariat support in organizing interviews, consultations and meetings.

In order to enhance ownership of the strategic framework by the NGO sector, a Steering Committee (SC) was formed to lead, supervise and, eventually, to oversee the implementation, monitoring and evaluation of the strategic framework. The SC is made up of seven members who are representatives of the four major NGO networks based in the West Bank and in Gaza in addition to NDC as secretariat. The networks have a membership of around 1,700 NGOs/CSOs.

Later, the SC formed Consultative Groups (CG) in the West Bank and in Gaza that is made up of representatives of key stakeholders. The CG in the West Bank had 20 members while the one in Gaza had 18 members. Finally, Central Workshops (one in West Bank and one in Gaza) were organized to

get feedback from an even bigger group of stakeholders that were not part of the two structures. Regional workshops were conducted in various locations in the West Bank and Gaza Strip, involving more than 150 NGOs, in addition to conducting a workshop with representatives of the various ministries through coordination and cooperation with MOPAD. A special workshop was organized for representatives of donor agencies and one for representatives of the private sector.

The formulation process of the strategic framework involved three phases as follows:

- The first phase involved *environmental scanning*, which focused on the last five years. This entailed a literature review, interviews with key informants in the civil society, preparation of a document that summarizes information gathered during the environmental scanning process, preparation of a SWOT analysis and its presentation to the consultative groups, and finally consultations with the networks.
- The consulting team identified five main issues from the SWOT analysis, namely: national liberation, democracy, and the unity of the Palestinian people; relations with development partners, the public sector, the private sector, and other components of civil society; resource development and financial sustainability; empowering the NGO sector and enhancing its capacity; the right to accessing and receiving adequate and quality services.
- The second phase involved *forming the strategy and preparing the implementation and monitoring and evaluation system*. A series of activities took place that led to this final output. Among these activities were: presentation of the draft strategic framework to the Consultative Group in the West Bank; conducting a central workshop in Gaza; preparation of the draft implementation, monitoring, and evaluation system; and presentation of the revised strategic framework to the Steering Committee.
- The third phase involved *validation of the strategic framework with broader stakeholders*. After getting the inputs of the sector and some of its key stakeholders, the strategy needed to get the support of sectors that would be crucial to its implementation.

The main limitation of the methodology used is the limited number of NGOs that were able to participate in the process. In total, around 150 NGOs participated in the strategic framework formulation process at different stages. This limitation was offset by the multi-layered consultation approach, the focus group discussions, the organized workshops, as well as through the representation of the four major umbrella networks and NGOs in the SC and CG. The draft strategic framework was published on the NDC website

and the NGO Portal 'Masader' . NDC announced in daily newspapers and through its mailing lists that the draft was available for review and feedback on the NDC website and portal. A copy of the draft English language version of the strategic framework was sent to donor agencies who participated in the discussions in order to maximize feedback obtained.

## Strategic objectives

The consulting team identified five main issues through the SWOT analysis. Members of the various consultative groups agreed that these issues were a priority and should be addressed by the NGO sector in the next five years. Based on this, five strategic objectives were developed. A strategy was developed that will be employed to realize each objective. A set of assumptions that must be in place for the strategy to be realized have been identified. In addition, measureable indicators have been suggested to determine if the objectives are being met, as well as some proposed programs/projects/activities, which will produce intermediate results that can be considered milestones in the course of attaining the strategic objectives. The five objectives are:

**1. STRATEGIC OBJECTIVE No. 1: More effective engagement of NGOs in the process of national liberation and democratization based on an internationally recognized legal framework**

This strategic objective shall address the need for NGOs to strengthen networking with international organizations and networks and with solidarity movements throughout the world. Creative actions shall be promoted in which NGOs can combine service delivery and advocacy for self-determination to contribute to creating an enabling environment for citizens' participation in national liberation, steadfastness and in protecting their political, social and economic rights.

**2. STRATEGIC OBJECTIVE No. 2: Streamlined and effective relationships between the NGO Sector and Palestinian Development Partners**

The purpose of this strategic objective is to help NGOs increase their role in coordinating programs and projects with the public sector and other stakeholders in order to improve collaboration among them, and, in the process, increase the impact of NGOs on public policy.

**3. STRATEGIC OBJECTIVE No. 3: Improved access to quality services that are responsive to the needs of the community provided by government and the NGOs**

This strategic objective aims to institute quality standards in NGO service delivery while also promoting active participation of their beneficiaries in the planning, implementation and monitoring and evaluation of their

programs and projects.

**4. STRATEGIC OBJECTIVE No. 4: More effective, accountable and transparent NGOs**

This strategic objective focuses on addressing these inherent weaknesses of many NGOs that hinder their growth and continued effectiveness. Such weaknesses also diminish public perception of the NGO sector and makes NGOs vulnerable to public criticism.

**5. STRATEGIC OBJECTIVE No. 5: Secured and adequate financial resources for NGOs**

This strategic objective shall address the Achilles heel of NGOs. It shall promote financial sustainability of NGOs by exploring different, non-traditional avenues for financing and resource mobilization while also addressing structural issues in the operational environment of NGOs that lead to dependence on external funding.

## Implementation system

The implementation and oversight structure (see Figure 2 below) shall be divided into two main levels with a central secretariat performing a backstop role. NDC has committed to serve as the secretariat of this structure. The Steering Committee shall be retained (although its membership may change) and expanded to include the heads of sub-committees and NDC. Sub-committees shall be established to take responsibility for implementing each Strategic Objective. A Sub-Committee Head shall be appointed and will become a member of the Steering Committee. NDC shall assign staff to serve as coordinators of each committee. The sub-committees will be responsible for recruiting NGOs that will participate in attaining the indicators under the respective strategic objective assigned to them.

## Monitoring and evaluation

An M&E system will be established to monitor the implementation of the strategic framework and to identify gaps and challenges. The system will determine whether the agreed upon targets, intermediate results, indicators and objectives are being met and what adjustments, technical assistance and additional resources are needed to assist implementers in achieving the results that they are responsible for. The SC will be the focal point of all reports in the structure. These reports will be gathered by the secretariat (NDC) and summarized for the consumption of the SC during its regular meetings.

## **Risk management**

The implementation plan includes a risk management framework. Major threats/risks are identified, the likelihood of occurrence is considered, and the magnitude of their impact is assessed. Mitigation measures are also suggested, which entail contingency actions to be undertaken should significant changes in the risk profile be detected. This framework is presented to the SC and the sub-committees to help them think ahead and prepare contingencies to address the identified risks. This framework shall serve as a guide for further discussion and finalization of the leadership. These risks need to be included as part of the M&E Framework and need to be monitored and assessed regularly.



جامعة النجاح الوطنية

كلية الدراسات العليا

اطار استراتيجي للمؤسسات الأهلية الخيرية الفلسطينية;

محافظة نابلس كحالة دراسية

اعداد

سامر حسني المصري

اشراف

أ . د علام سعيد موسى

قدمت هذه الأطروحة استكمالاً لمتطلبات الحصول على درجة الماجستير في الإدارة

الهندسية بكلية الدراسات العليا في جامعة النجاح الوطنية في نابلس - فلسطين

2014

ب

اطار استراتيجي للمؤسسات الأهلية الخيرية الفلسطينية؛

محافظة نابلس كحالة دراسية

اعداد

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اشراف

أ . د . علام سعيد موسى

الملخص

ان المؤسسات الأهلية الخيرية الفلسطينية تعمل في بيئة ديناميكية غير واضحة المعالم فيما يتعلق بضمان استمرارية تقديم الخدمات ومواصلة التنمية وهنا تأتي أهمية الدراسة، اذ تهدف الدراسة إلى التعامل مع مصدر المعضلات فيما يتعلق بتشكيل إطار استراتيجي لاستدامة الخدمات في المؤسسات الأهلية غير الحكومية من أجل تحقيق الأهداف الوطنية الفلسطينية في التنمية الحقيقية المرتبطة بالنضال الفلسطيني من أجل الاستقلال.

في الوقت الراهن، يوجد فجوة بين برامج معظم المؤسسات الأهلية الخيرية الفلسطينية وبين أولويات واحتياجات وطموح الشعب الفلسطيني. علاوة على ذلك فان بعض المؤسسات الأهلية الفلسطينية اصبحت تعمل كمقاول من الباطن للجهات المانحة الدولية في تقديم الخدمات. ولتحقيق أهداف هذه الدراسة، استخدم الباحث المنهج الوصفي التحليلي، حيث أجريت هذه الدراسة في محافظة نابلس كحالة دراسية، وقد قام الباحث بتصميم استبانة، وقد تم اختبار الاستبانة وتعميمها على الجمهور المستهدف من المؤسسات الأهلية الفلسطينية، وقد تضمنت الاستبانة إبراز قضايا التخطيط وصنع القرار وجوانب أخرى ذات صلة.

هذا وقد قام الباحث ايضا بإجراء المقابلات مع نخبة من الاستشاريين وبعض المسؤولين في السلطة الوطنية الفلسطينية من وزارتي الشؤون الاجتماعية والداخلية وبعض أعضاء الهيئات

الادارية لمؤسسات أهلية بالإضافة الى المشاهدات الخاصة بالباحث وورش العمل، وتحليل الوثائق ذات العلاقة.

لقد شكلت عينة الدراسة التي أجابت على الاستبانة حوالي 40 % من المؤسسات الاهلية الناشطة والمسجلة تحت اطار سلطة وزارة الشؤون الاجتماعية. قام الباحث باختيار أربع عينات من الخطط الاستراتيجية لدراستها وتحليلها، منها ثلاثة خطط استراتيجية من ثلاث مؤسسات أهلية، حيث تختلف هذه المؤسسات في نوعية خدماتها وإمكاناتها وحجمها بالإضافة لاختلاف سنوات التأسيس لكل منها، اما الخطة الاستراتيجية الرابعة فهي لمركز تطوير المؤسسات الأهلية في رام الله، والتي تهدف خطنها إلى توفير توجه استراتيجي للمؤسسات الأهلية في معالجة القضايا الرئيسية التي ستواجه الفلسطينيين في السنوات الخمس المقبلة.

اشارت نتائج الدراسة إلى حاجة المؤسسات الأهلية الحقيقية إلى نهج استراتيجي منظم للحفاظ على استدامة الخدمات فيها، لوحظ غياب بعض الأدوات الاستراتيجية والتوظيف غير الدقيق لعناصر التحليل الرباعي (القوة والضعف والفرص والتهديدات) مع وجود برامج ومشاريع لا تعبر عن حاجات وأولويات الشعب الفلسطيني، هذا بالإضافة إلى غياب بعض اطراف اصحاب المصلحة في عملية التخطيط هذا من ناحية، ومن ناحية أخرى فان الجهات المانحة قد قامت بفرض اولوياتها من خلال المساعدات، وللأسف فان عملية الحصول على تمويل اصبح هاجسا للمؤسسات الأهلية وبدلا من ان تقوم هذه المؤسسات ببناء استراتيجيات دفاعية، فأنها بدأت في بناء استراتيجيات تعتمد على التبعية لسياسات المانحين.

ث

لقد قام الباحث بتطوير مقترح لاطار استراتيجي وذلك بناء على نتائج الدراسة. ان  
الاطار الاستراتيجي المقترح يأخذ بعين الاعتبار العناصر اللازمة لمنهج استراتيجي جديد يعزز  
استدامة الخدمات في المؤسسات الاهلية الخيرية الفلسطينية.

أوصت هذه الدراسة بأن تقوم المؤسسات الأهلية الفلسطينية بتبني نهج استراتيجي جديد  
يخدم الأهداف الوطنية للفلسطينيين وذلك من خلال اعطاء المزيد من الاهتمام للعناصر  
الاستراتيجية الداعمة التي يمكن أن تساهم في تعزيز التمكين لدى المؤسسات الأهلية الفلسطينية  
لتشكل دافعاً للمؤسسات في ان تكون أكثر فعالية وعلى درجة عالية من المشاركة في صنع القرار  
على المستوى الوطني.