

إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

The Status of Utilizing Social Media Networks in Promoting Nonprofit
Organizations' Projects

"Applied in Palestinian Nongovernmental Organizations Network -
Gaza strip"

واقع استخدام شبكات التواصل الاجتماعي في ترويج مشاريع المؤسسات
غير الربحية

دراسة تطبيقية : شبكة المنظمات الأهلية في قطاع غزة

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**The Status of Utilizing Social Media Networks in Promoting Nonprofit
Organizations' Projects**

"Applied in Palestinian Nongovernmental Organizations Network - Gaza strip"

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" دراسة تطبيقية / شبكة المنظمات الأهلية في قطاع غزة "

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نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحثة/ حنين تيسير عبدالمجيد طومان لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال وموضوعها:

واقع استخدام شبكات التواصل الاجتماعي في ترويج مشاريع المؤسسات غير الربحية
دراسة تطبيقية/ شبكة المنظمات الأهلية في قطاع غزة

The Status of Utilizing Social Media Networks in Promoting Nonprofit Organizations' Projects

Applied in Palestine Nongovernmental Organizations Network – Gaza Strip

وبعد المناقشة العلنية التي تمت اليوم الاثنين 06 محرم 1437هـ، الموافق 2015/10/19م الساعة الواحدة ظهراً بمبنى اللحيان، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

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والله ولي التوفيق ،،،

نائب الرئيس لشئون البحث العلمي والدراسات العليا

.....

أ.د. عبدالرؤف علي المناعمة

Dedication

To my parents

Without their support I could not reach any stage of my life

To my husband

Appreciate his patience and collaboration

To my sister

My second hand in life

My Children

**Salah & Sarah, the reason why I am doing
my best**

To the future of Palestine

I dedicate this effort

**Hanin Toman
August, 2015**

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Table of Content

1	Decdication	II
2	Acknowledgement	III
3	List of Tables	VI
4	List of Figures	VIII
5	List of Abbreviations	IX
6	Terms Definition	X
7	Abstract	XI
8	ملخص الدراسة	XIII
CHAPTER ONE: GENERAL INTRODUCTION		1
1	Introduction	2
2	Problem statement and Justifications	4
3	Study Variables	6
4	Study Hypothesis	7
5	Objectives of the Study	8
6	Importance of the Study	8
CHAPTER TWO: LITERATURE REVIEW		10
1	Introduction	11
2	What is social media?	12
3	History and development of social media	13
4	Differences between traditional and social media tools	18
5	Social media characteristics	18
6	Forms of social media	22
7	Importance of social media in current businesses	30
8	Social Media and Non-profits	36
9	How NGO choose a social network	37
10	Non-Governmental Organizations (NGOs)	38
CHAPTER THREE: PREVIOUS STUDIES		43
1	Local studies	44
2	Arabic studies	47
3	Foreign studies	48
4	Comments on Previous Studies and Research Gap	53
CHAPTER FOUR: RESEARCH METHODOLOGY		55
1	Research methodology	56
2	Research population and Sample	56
3	Data Collection Tools	56
4	Questionnaire Data Measurement	57
5	Test of Normality	58

6	Statistical Analysis Tools	59
7	Validity of Questionnaire	59
8	Internal Validity	59
9	Structure Validity of Questionnaire	62
10	Reliability of Questionnaire	63
11	Cronbach's Coefficient Alpha	63
CHAPTER FIVE: DATA ANALYSIS AND DISCUSSION		65
1	Data Analysis and Discussion of Interviews	66
2	Data Analysis and Discussion of questionnaire	71
2.1	Personal Characteristics	71
2.2	Organization Characteristics	77
2.3	Organization's Promotion and Marketing	79
2.4	Nature of Organizations' Projects	81
2.5	Organization rules and regulations	84
3	Research Hypothesis	87
CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS		100
1	Conclusion	101
2	Recommendations	104
3	Future studies	107
References		108
1	Books and thesis	109
2	Reports and articles	111
3	Face to face interviews	111
4	Telephone interviews	112
5	Websites	112
Appendices		114

List of Tables

Table (4-1)	Kolmogorov-Smirnov test	58
Table (4- 2)	Correlation coefficient of each field and the whole questionnaire	60
Table (4-3)	Cronbach's Alpha for each field of the questionnaire	61
Table (4-4)	Correlation coefficient of each paragraph of "Organizational rules and regulations" and the total of this field	61
Table (4-5)	Correlation coefficient of each paragraph of " Organizational rules and regulations " and the total of this field	63
Table (4-6)	Cronbach's Alpha for each field of the questionnaire	64
<hr/>		
Table (5-1)	Illustrates sample distribution according to Years of experience	74
Table (5-2)	Illustrates sample distribution according to having social media account	74
Table (5-3)	Illustrates sample distribution according to daily hours spent on social media networks	75
Table (5-4)	Illustrates sample distribution according to overall projects budget	77
Table (5-5)	Organization Characteristics ,(N=105)	78
Table (5-6)	Illustrates sample distribution of organization's promotion and marketing	79
Table (5-7)	Illustrates sample distribution of Organization Promotion tools	80
Table (5-8)	Illustrates sample distribution of Nature of Organizations' Projects field	81
Table (5-9)	Means and Test values for “Organizational rules and regulations”	84
Table (5-10)	ANOVA Test – Relation Age & Organization promotion & marketing	87
Table (5-11)	Independent Samples T-test – Gender & Organization promotions and marketing	88

Table (5-12)	Independent Samples T-test – Gender & Organization rules and regulations	89
Table (5-13)	ANOVA Test – Relation between Educational level & organization promotion & marketing	89
Table (5-14)	ANOVA Test- Relation between Educational level & organization rules and regulations	90
Table (5-15)	Chi-Square Test – Illustrate relation between Overall projects budget & promoting projects	91
Table (5-16)	ANOVA Test- Relation between Overall projects budget and Organization's promotion and marketing	92
Table (5-17)	Chi-Square Test – Relation between updating Software & formalizing social networks in business environment	93
Table (5-18)	Chi-Square Test – Relation between accessing social networks and reasons of using social media to contact stakeholders	94
Table (5-19)	Chi-Square Test- Relation between accessing social networks and reasons of using social media to increase awareness	95
Table (5-20)	ANOVA Test- Relation between Overall projects budget and Organizational rules and regulations	96
Table (5-21)	ANOVA Test – Relation between having social media page & organization rules and regulations	97
Table (5-22)	Chi-Square Test – Relation between promoting projects and formalizing the use of social media within business environment	98
Table (5- 23)	Chi-Square Test – Relation between project nature & promoting projects	99
Table (5-24)	Chi-Square Test – Relation between having social networks and promoting projects	
Table (5-25)	Chi-Square Test – Relation between project nature & support towards activities	

List of Figures

Figure (1- 1)	Social Media Utilized by Nonprofit Organizations 2012	3
Figure (1- 2)	Research Variables Model	7
<hr/>		
Figure (2- 1)	Social media from history to 2012	17
Figure (2- 2)	Monthly active FB users in the 4th quarter of 2014 (in millions)	25
Figure (2- 3)	Monthly users of Twitter from 2010 to mid 2014 (in millions)	26
Figure (2- 4)	Social media networks expected to be the most important in communications in 2014	36
Figure (2- 5)	Social media networks expected to be the most important in nonprofits communications in 2015	37
<hr/>		
Figure (5-1)	Rank of using promotion tools based on interviewees' responds	68
Figure (5-2)	Sample distribution according to age	71
Figure (5-3)	Sample distribution according to Gender	72
Figure (5-4)	Sample distribution according to Educational Level	73
Figure (5-5)	Sample distribution according responds on question	76
Figure (5-6)	Ranking NGOs use of social networks	86

List of Abbreviations

PNGOs	Palestinian Nongovernmental Organizations
AOL	American Online Instant Messenger
NTEN	Nonprofit Technology Network
CFW	Cash for Work Projects
CEO	Chief Executive Officer
FB	Facebook
MOUs	Monthly Active Users
SMS	Short Message Service
BBC	British Broadcasting Corporation
API	Application Program Interface
APP	Application Software
Wi-Fi	Wireless intranet for frequency interface
SPSS	Statistical Package for Social Sciences
WWF	World Wildlife Fund
MSF	Doctors without Borders/ Medecins Sans Frontieres

Terms Definition

- **Social Media:** Social media is a group of Internet-based applications that allows the creation and exchange of user-generated content. Social media depend on mobile and web-based technologies to create highly interactive platforms through which individuals and communities share, co-create discuss, and modify user-generated content. It has the power to introduce substantial changes to communication between organizations, communities and individuals. Examples of social media include Facebook, Twitter, Google+, YouTube, LinkedIn and Pinterest (Simonsen and Bedient, 2013)
- **Social Network :** Social network sites defined as web-based services that allow individuals to construct a public or semi-public profile within a bounded system, articulate a list of other users with whom they share a connection, and view and traverse their list of connections and those made by other within the system. The nature and nomenclature of these connections may vary from site to site (Boyd and Ellison, 2007)
- **PNGO Network:** Palestinian Non-Governmental Organizations (PNGOs) Network is a civil and democratic body, which seeks to support, consolidate and strengthen the Palestinian civil society on the basis of the principles of democracy, social justice and sustainable development. It is a Palestinian NGO umbrella organization comprising 132 member organizations working in different developmental fields (PNGO, 2012)

Abstract

Over the time, different means were used to communicate donors, stakeholders and targets. Currently, Social media is the most updated communication and marketing tool not only for physical items but also for intangible ideas and services.

This research aimed to investigate to what the extent social media networks are utilized by PNGOs in Gaza Strip to promote their projects activities and success. Plus looking for the main reasons of why or why not PNGOs may use social networks.

The study population consisted of 63 PNGOs. A questionnaire was distributed to media and projects employees, in addition to 6 structured interviews were conducted with media focal points.

Results show 66.7% of NGOs employees are youth between 20-30 years old, 42.9% are females who tend more to use social media in work objectives. It was clear that majority of respondents use only Facebook as it is the first social network, also, they support formalizing the use of social media networks within business environment.

It's recommended to PNGOs Network in order to enhance the communication between network members, train NGOs managers and related employees to know the best way to use social network. In addition to introduce other networks than facebook, As a network for all Palestinian NGOs, different social media networks like LinkedIn and google+ are more professional suggested be used, this will guarantee official communication with international organizations and offer more work opportunities.

For NGOs, formal page with the organization official name should be developed, contains the basic organization basic information, objectives and a brief on each project. To guarantee page well management, interaction with beneficiaries, enriching discussions and answering questions, a specialized fixed employee not volunteer should be allocated to do so in addition to other media tasks.

ملخص الدراسة

على مر الزمان، استخدم العديد من وسائل الاتصال المختلفة مع الممولين ، ذوي العلاقة و الفئات المستهدفة . حالياً، يعتبر الإعلام الاجتماعي أسرع وأحدث وسائل التواصل والتسويق ليس فقط للمواد الحساسة بل أيضاً للأفكار والمواضيع غير الملموسة .

هدف هذا البحث لتقصي المدى الذي تستخدم فيه المؤسسات الأهلية الفلسطينية في قطاع غزة شبكات التواصل الاجتماعي في الترويج لأنشطة مشاريعها ونجاحاتها. بالإضافة لبحث أهم أسباب الممؤسسات الأهلية لاستخدام أو عدم استخدام شبكات التواصل الاجتماعي.

تمثل مجتمع الدراسة من 63 مؤسسة أهلية غير ربحية، اعتمدت منهجية البحث على التحقق من صحة البيانات وذلك باستخدام استبانة وزعت على موظفي الإعلام و المشاريع في المؤسسات الأعضاء في شبكة المؤسسات الأهلية الفلسطينية بالإضافة لعقد 6 مقابلات منظمة مع مسؤولي الإعلام في المؤسسات الأهلية .

أشارت النتائج الى ان 66.7% من موظفي المؤسسات الأهلية هم من الشباب من عمر 20-30 سنة، بينما 42.9% إناث و هن الأكثر توجهاً لاستخدام شبكات الإعلام الاجتماعي في أغراض العمل . كان من الواضح أن غالبية المستجيبين يستخدمون فقط الفيس بوك باعتباره شبكة التواصل الاجتماعي الأولى. وأيضاً، فإن الغالبية تؤيد تضمين شبكات التواصل الاجتماعي ضمن بيئة العمل الرسمية.

يقدم هذا البحث بعض المقترحات لشبكة المنظمات الأهلية الفلسطينية لتحسين التواصل بين أعضاء الشبكة، تدريب مدراء وموظفي المؤسسات المعنيين على أحسن الطرق لاستخدام شبكات التواصل الاجتماعي . هذا بالإضافة للتعرف على شبكات أخرى غير الفيسبوك، كشبكة لكل المؤسسات الأهلية الفلسطينية فإن استخدام شبكات تواصل اجتماعي مختلفة مثل لينكدان و جوجل بلس هو مهني أكثر ويضمن تواصلاً رسمياً مع مؤسسات دولية ويوفر فرص عمل أخرى.

بالنسبة للمؤسسات الأهلية، فمن المقترحات المقدمة تطوير صفحة رسمية للمؤسسة باسمها الرسمي تحتوي على المعلومات الأساسية و الأهداف و مختصر عن كل مشروع . و لضمان إدارة جيدة للصفحة ، تفاعل مع المستفيدين، إثراء للحوار و إجابة الأسئلة يجب أن يتوفر موظف مختص ثابت و ليس متطوع متفرغ لذلك بالإضافة لمهام الإعلام الأخرى.

CHAPTER 1

GENERAL INTRODUCTION

- 1. Introduction**
- 2. Problem statement and Justifications**
- 3. Study Variables**
- 4. Study Hypothesis**
- 5. Objectives of the Study**
- 6. Importance of the Study**

1. Introduction

Social networking on social media websites involves the use of the internet to connect users with their friends, families and acquaintances. In the late 1990s, as broadband Internet became more popular, websites that allowed users to create and upload content began to appear (OECD 2007). In 1994, the first social networking site was created, Geocities. Geocities allowed the users to create and customize their own web sites, grouping them into different ‘cities’ based on the site’s content. A few years later, American Online Instant Messenger (AOL) and SixDegrees.com were launched in 1997.

From 2002 onward, a large number of social network sites were launched. The most well-known social media sites are Facebook, Twitter, Instagram and LinkedIn. These sites allow you to share photos, videos and information, organize events, chat, and play online games(1stwebdesigner.com, 2015).

However, as Kaplan and Haenlein (2010) noted confusion among managers and academic researchers as to what exactly should be included under this term, Social media is becoming an important part of everyone’s agendas –from maintaining personal online presence to uses in marketing, business, and notably, the nonprofit sector.

The Internet has opened up a whole new world that nonprofits large and small are using to expand their universe of influence and support. Social media sites allow non-governmental organizations to extend conversations with donors, build stronger relationships between them and its organization and listening to its cause or for real-time help. Moreover, it's free.

Figure (1-1) below from the “Nonprofit Social Network Benchmark Report 2012” outlines those forms of social media prevalently utilized by nonprofit organizations (NTEN, 2012).

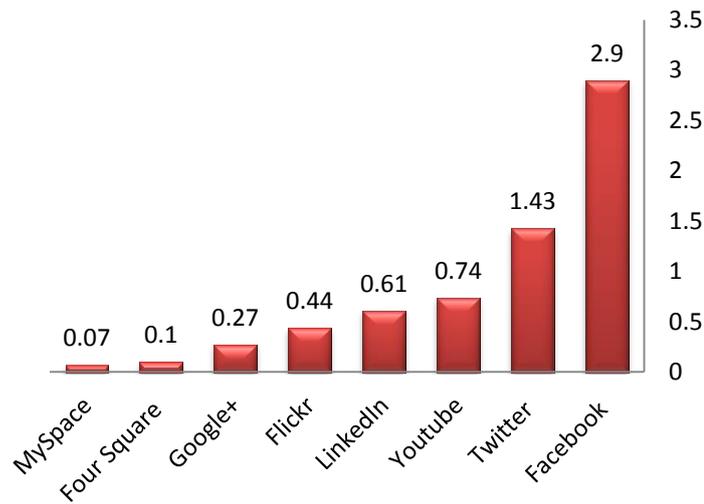


Figure (1- 1) : Social Media Utilized by Nonprofit Organizations 2012

Social media works as computer-mediated tools that allow people to create, share or exchange information, ideas, and pictures/videos in virtual communities and networks. Pre-mentioned description is what Wikipedia defines social media (Wikipedia, 2015).

For organizations, a number of factors have contributed to this rapid growth in social media participation to promote a product or publish an idea. These include technological factors such as increased broadband availability, the improvement of software tools, and the development of more powerful computers and mobile devices; social factors such as the rapid uptake of social media by younger age groups; and economic factors such as the increasing affordability of computers and software, and growing commercial interest in social media sites. In monetary aspect, social media is the most efficient (least cost at minimum duration). That's why it's often seen social media concept linked to marketing and customer relations. (Australian Communications and Media Authority, 2015)

However, marketing and promoting is not restricted anymore to money generation, nonprofit organizations also should mean by promoting its work for its own objectives.

The Palestinian Non-governmental Organization (PNGO) Network believes that one of the keys to success for any organization or body is coordination and networking. PNGO asserts that structured networking efforts help to join forces, avoid duplication, and agree on common political and social visions. In this context, PNGO promotes

coordination not only among Palestinian NGOs, but also between the Palestinian NGO sector and the different bodies of the Palestinian society.

Via this research, the extent of using social media tools for promoting NGO work, sharing news and marketing achievements will be measured.

2. Problem Statement and Justification

Social media and the virtual networks are changing the way organizations communicate with their environment. In addition to success in proving the most efficient effect in reaching targets whatever it was for marketing, promoting purposes or for fund raising.

The challenge to organizations is to move their audiences; to encourage them to take action, believe in their mission and unlock new donors.

The majority of nonprofits appeared to be resistant to using social media for various reasons, including lack of understanding the benefits of social media, not enough time to implement a social media program and lack of training (Stengel, 2010).

Because of this trend; knowledge and attitude of NGOs in Gaza Strip toward social media use will be studied and analyzed.

PNGOs carry out its activities through different committees from its members working in the following five main sectors: health, democracy and human rights, women and children, rehabilitation and agriculture (PNGO.NET, 2015).

Additionally, in a real need was touched during promoting a strategic development project relates to public sector in Gaza Strip, underutilization of social media in promoting NGOs' projects and business in Gaza Strip was noticed. This research attempts to answer the question:

To what extent social media is utilized in promoting PNGOs' projects working in Gaza Strip?

In addition to investigate some details by answering the following sub-questions:

1. To what extent social media is used to promote different projects?
2. Is there any preference in promoting projects via social media?

3. Who's -in the organization- responsible on promoting projects and achievements?
4. What are the objectives needed to be achieved by promoting its projects via social media?

3. Study Variables

Based on the prelisted questions, this study will investigate the relation between :

- Dependent variable: Utilization of social media
- Independent variables:
 - **Demographic variables:**
 1. Staff personal characteristics :
 - 1.1 Age: this variable refers to employees capability to use and learn social media techniques
 - 1.2 Gender : which sex is more social media oriented
 - 1.3 Educational level: Does the educational level affect the extent of using social networks.
 - **Organizational variable:**
 2. Organization's promotion and marketing : this variable refers to
 - 2.1 The organizational history in marketing itself to donors and community
 - 2.2 The age of the organizational promotion techniques and its flexibility to be adjusted to new technologies and social media
 3. Organizations' rules and regulations : this variable refers to the some organizational rules which forbidden/lock the social media websites in their networks
 4. Organization's nature of work: this variable refers to where is the promoting interest and efforts are directed more: Emergency and relief projects, Development projects, Employment and CFW projects or Youth projects.

Variables Model:

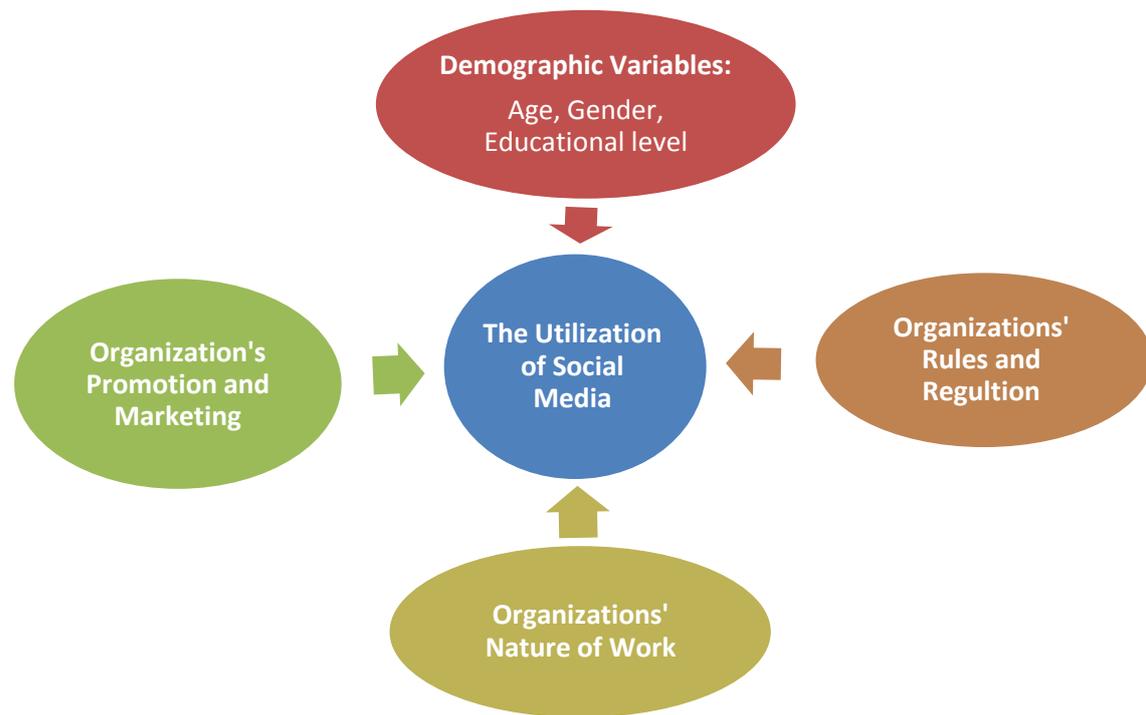


Figure (1- 2): Research Variables Model

4. Study Hypotheses

There is a main hypothesis for this research:

There is a significance effect between independent variables and using social media in PNGOs (at level of significance $\alpha \leq 0.05$).

From this main hypothesis the following sub hypotheses result:

- a) There is a statistical relationship between staff personal characteristics and using social media in PNGOs (at level of significance $\alpha \leq 0.05$).
- b) There is a statistical relationship between organizations' promotions, marketing and using social media in PNGOs (at level of significance $\alpha \leq 0.05$).
- c) There is a statistical relationship between organizations' rules and regulations and using social media in PNGOs (at level of significance $\alpha \leq 0.05$).
- d) There is a statistical relationship between organization's nature of work and using social media in PNGOs (at level of significance $\alpha \leq 0.05$).

5. Objectives of the Study

The purposes of this study are the following:

- a. To explore the extent to which social media is utilized in promoting organizations' projects within PNGO community
- b. To explore the extent to which promotion tools used to market PNGOs' projects are updated
- c. To highlight the importance of using social media for organizational objectives
- d. To investigate the reason behind the interest of promoting some projects over others
- e. To provide information that could support senior management decision in allowing social media for PNGOs use

6. Importance of the Study

The following points will demonstrate the importance of this study:

- a. Findings that will be taken from this study are significant and insightful in regard to utilizing social media in promoting PNGOs' projects
- b. Some results might enhance changing organizations' rules in relation to internet serving and networks access
- c. This study will benefit researchers in conducting similar researches in utilizing social media for marketing purposes.
- d. This study will contribute towards enriching the researcher's knowledge regarding the concept and tools of social media through access to literature, articles and books related to the research subject.

CHAPTER 2

LITERATURE REVIEW

- 1. Introduction**
- 2. What is social media?**
- 3. History and development of social media**
- 4. Differences between traditional and social media tools**
- 5. Social media characteristics**
- 6. Forms of social media**
- 7. Importance of social media in current businesses**
- 8. Social Media and Non-profits**
- 9. How NGO choose a social network**
- 10. Non-Governmental Organizations (NGOs)**

1. Introduction

Social media is more than social networking. It encompasses all on-line tools designed to share content, It is continually changing in its scope. Activities include online forums/discussions, blogs, social networks (e.g. Facebook or other websites where people can communicate with friends or people with similar interests), Video/photo sharing sites or services (e.g. YouTube or other websites where people can upload videos/photos or other content they have created), Multi-person/group communication and/or collaboration platforms (e.g., Twitter or other websites where people can leave short comments or messages about any topic) (Resnik,2011).

Despite the continues criticisms draw toward social media tools and the effect that most of families consider negative on its solidarity, it's still the most popular on world wide web . On the other hand there is who believe that social networks are an important means of growing and communication between the communities, to introduce different cultures and civilizations of other peoples and recently its used in communities upraising and demonstrations.

Enterprise social networking allows a company to connect individuals who share similar business interests or activities. Internally, social tools can help employees access information and resources they need to work together effectively and solve business problems. Externally, public social media platforms help an organization stay close to their customers and make it easier to conduct research that they can use to improve business processes and operations.

In parallel, the integration of social media in the business world can also pose challenges. Social media policies are designed to set expectations for appropriate behavior and ensure that an employee's posts will not expose the company to legal problems or public embarrassment. Such policies include directives for when an employee should identify himself as a representative of the company on a social networking website, as well as rules for what types of information can be shared.

2. What is Social Media?

There are many definitions of social media but, at its core, Social media data specifically refers to people sharing information through online services. Such information may include comments, images, status updates and profiles, to name but a few (Resnik, 2011).

Social media is a group of Internet-based applications that allows the creation and exchange of user-generated content. Social media depend on mobile and web-based technologies to create highly interactive platforms through which individuals and communities share, co-create, discuss and modify user-generated content. It has the power to introduce substantial changes to communication between organizations, communities and individuals. Examples of social media include Facebook, Twitter, Google+, YouTube, LinkedIn and Pinterest (Simonsen & Bedient, 2013).

Social media is the collective of online communications channels dedicated to community-based input, interaction, content-sharing and collaboration. Websites and applications dedicated to forums, micro blogging, social networking, social bookmarking, and wikis are among the different types of social media(Whatis.com, 2014).

Social media is becoming an integral part of life online as social websites and applications proliferate. Most traditional online media include social components, such as comment fields for users. In business, social media is used to market products, promote brands, and connect to current customers and foster new business.

3. History and Development of Social Media

Social networking on social media websites involves the use of the internet to connect users with their friends, family and acquaintances. In the late 1990s, as broadband Internet became more popular, websites that allowed users to create and upload content began to appear (OECD 2007). In 1994, the first social networking site was created, Geocities. Geocities allowed the users to create and customize their own web sites, grouping them into different ‘cities’ based on the site’s content.

That same level of success can’t be said for SixDegrees.com. Sporting a name based on the theory somehow associated with actor Kevin Bacon that no person is separated by more than six degrees from another, the site sprung up in 1997 and was one of the very first to allow its users to create profiles, invite friends, organize groups, and surf other user profiles. Its founders worked the six degrees angle hard by encouraging members to bring more people into the fold. Unfortunately, this “encouragement” ultimately became a bit too pushy for many, and the site slowly devolved into a loose association of computer users and numerous complaints of spam-filled membership drives.

SixDegrees.com folded completely just after the turn of the millennium. (Digital trend, 2014)

Other sites of the era opted solely for niche, demographic-driven markets. One was AsianAvenue.com, founded in 1997. A product of Community Connect Inc., which itself was founded just one year prior in the New York apartment of former investment banker and the future Community Connect CEO, AsianAvenue.com was followed by BlackPlanet.com in 1999 and by the Hispanic-oriented MiGente.com in 2000. All three still exist today, with BlackPlanet.com in particular still enjoying tremendous success with more than eight million visitors per month.

In 2002, social networking hit really its stride with the launch of Friendster. Friendster used a degree of separation concept similar to that of the now-defunct SixDegrees.com, refined it into a routine dubbed the “Circle of Friends,” and promoted the idea that a rich online community can exist only between people who truly have common bonds. And it ensured there were plenty of ways to discover those bonds.

Introduced just a year later in 2003, LinkedIn took a decidedly more serious, sober approach to the social networking phenomenon. Rather than being a mere playground for former classmates, teenagers, and cyberspace Don Juans, LinkedIn was, and still is, a networking resource for business people who want to connect with other professionals. In fact, LinkedIn contacts are referred to as “connections.” Today, LinkedIn boasts more than 297 million members. (Digital trends, 2014)

MySpace also launched in 2003. Though it no longer resides upon the social networking throne in many English-speaking countries – that honor now belongs to Facebook just about everywhere – MySpace was once the perennial favorite. It did so by tempting the key young adult demographic with music, music videos, and a funky, feature-filled environment. It looked and felt hipper than major competitor Friendster right from the start, and it conducted a campaign of sorts in the early days to show alienated Friendster users just what they were missing. Over the years however, the number of casual Myspace users declined, and today the site exists now as a social networking site targeted to bands and musicians.

As expected, the ubiquitous Facebook now leads the global social networking pack. Founded, like many social networking sites, by university students who initially peddled their product to other university students, Facebook launched in 2004 as a

Harvard-only exercise and remained a campus-oriented site for two full years before finally opening to the general public in 2006. Yet, even by that time, Facebook was considered big business. So much so that, by 2009, Silicon Valley bigwigs such as Paypal co-founder and billionaire Peter Thiel invested tens of millions of dollars just to see it flourish.

The secret of Facebook's success — the site currently boasts more than 1.3 billion active users — is a subject of much debate. Some point to its ease of use, others to its multitude of easily-accessed features, and still others, to its memorable name. A highly targeted advertising model certainly doesn't hurt, either, nor did financial injections such as the \$60 million from noted Hong Kong tycoon Li Ka-shing in 2007. Regardless, there's universal agreement on one thing: Facebook promotes both honesty and openness. It seems people really enjoy being themselves, and throwing that openness out there for all to see. (Digital trends, 2014)

Facebook is king for a reason. It wasn't just through luck that founder Mark Zuckerberg's darling came to reign supreme over the social media kingdom. It was, in fact, a series of smart moves and innovative features that set the platform apart from the rest of the social media pack. First and foremost, the 2007 launch of the Facebook Platform was key to site's success. The open API made it possible for third-party developers to create applications that work within Facebook itself. Almost immediately after being released, the platform gained a massive amount of attention. At one point in time, Facebook had hundreds of thousands of apps built on the platform, so many that Facebook launched the Facebook App Store to organize and display them all. Twitter, meanwhile, created its own API and enjoyed similar success as a result. (Tella, Adeyinka)

SOCIAL MEDIA - A HISTORY

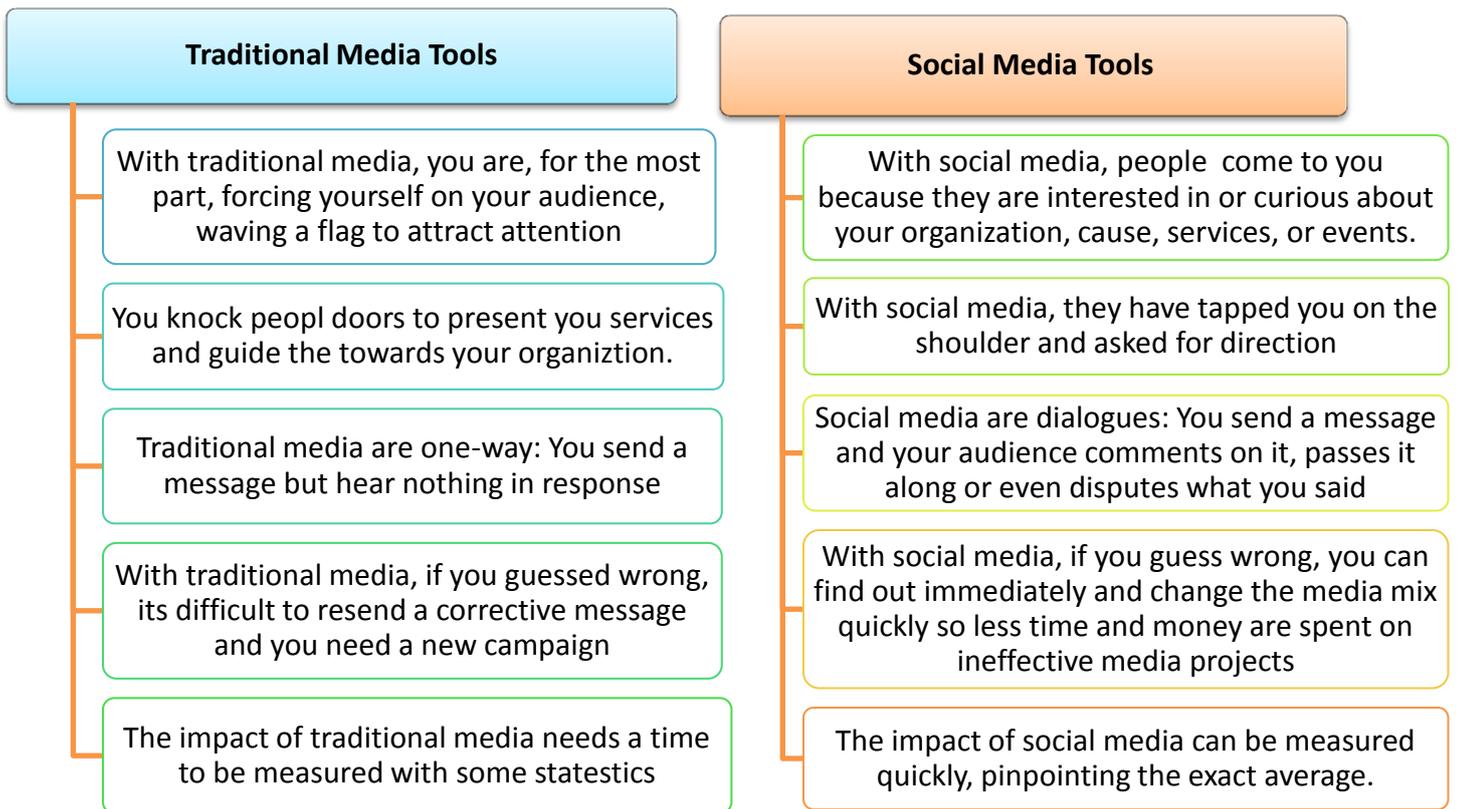


SOURCES:
 FindAndConvert.com • uncp.edu • CopyBrighter.com • MediaBistro.com • ViralBlog.com • mashable.com • forbes.com
 WebDesignerDepot.com • InstantShift.com • CBSNews.com • ProductPlacePricePromotion.blogspot.com • SixRevisions.com

Figure (2- 1): Social media from history to 2012

4. Differences between traditional and social media tools

Before discussing the social media tools, there are differences between traditional media and social media which are:



5. Social Media Characteristics

Social Networking can be defined as a phenomenon that has recently taken over the web, allowing more connectivity and interaction between web users. Several websites, such as Facebook and MySpace are labeled as "virtual communities." (Tesoro, 2013)

According to Myfield, 2008: Social media types share the following 5 characteristics:

- i. Participation: social media encourages contributions and feedback from everyone who is interested. It blurs the line between media and audience.

- ii. Openness: most social media services are open to feedback and participation. They encourage voting, comments and the sharing of information. There are rarely any barriers to accessing and making use of content.
- iii. Conversation: whereas traditional media is about —broadcastl (content transmitted or distributed to an audience) social media is better seen as a two-way conversation.
- iv. Community: social media allows communities to form quickly and communicate
- v. Effectively. Communities share common interests, such as a love of photography , Political issue or a favorite TV show.
- vi. Connectedness: Most kinds of social media thrive on their connectedness ,making use of links to other sites, resources and people.

A 2007 research study conducted by researchers from Rice University, the University of Maryland, and Max Planck Institute for Software Systems analyzed what characteristics of very large online social networks made them so successful. The research included Orkut, YouTube, MySpace, LinkedIn, and LiveJournal. The study makes an important point, that while web pages are based on content, online social networks are based on users. The conclusion of the study is also fascinating, because the researchers found that the most trustworthy "nodes," or members, of the network are those users who established the largest number of "friends" within the online network, establishing themselves as close to the "core" of that social network as possible (Hammad,2014). This means that the closer to the core of a social network that you are, the faster you're able to propagate information out to a wider segment of the network. This is exactly the kind of opportunity that most marketers look for (Krishnan & Rogers, 2014)

What these observations imply is that there are five basic characteristics that differentiate a social network from a regular website. Those characteristics are as follows:

- a) User-based: Before social networks like Facebook or MySpace became the norm, websites were based on content that was updated by one user and read by Internet visitors. The flow of information was in a single direction, and the direction of future updates was determined by the webmaster, or writer. Online social networks, on the other hand, are built and directed by users themselves. Without the users, the network

would be an empty space filled with empty forums, applications, and chat rooms. Users populate the network with conversations and content. The direction of that content is determined by anyone who takes part in the discussion. This is what makes social networks so much more exciting and dynamic for Internet users.

- b) **Interactive:** Another characteristic of modern social networks is the fact that they are so interactive. This means that a social network is not just a collection of chat rooms and forums anymore. Websites like Facebook are filled with network-based gaming applications, where you can play poker together or challenge a friend to a chess tournament. These social networks are quickly becoming a pastime that more people are choosing over television - because it's more than just entertainment, it's a way to connect and have fun with friends. (Krishnan & Rogers, 2014)

- c) **Community-driven:** Social networks are built and thrive from community concepts. This means that just like communities or social groups around the world are founded on the fact that members hold common beliefs or hobbies; social networks are based on the same principle. Within most modern online social networks today, you'll find sub-communities of people who share commonalities, such as alumni of a particular high school, or an animal welfare group. Not only can you discover new friends within these interest based communities, but you can also reconnect with old friends that you lost contact with many years ago. (Krishnan & Rogers, 2014)

- d) **Relationships:** Unlike the websites of the past, social networks thrive on relationships. The more relationships that you have within the network, the more established you are toward the center of that network. Like the concept most pyramid schemes are focused on, within online social networks, the concept really works in a powerful way. When you have just 20 contacts and you publish a note or an update on that page, that content proliferates out across a network of contacts and sub-contacts that's much larger than you may realize. (Tella, 2014)

- e) **Emotion over content:** Another unique characteristic of social networks is the emotional factor. While websites of the past were focused primarily on providing information to a visitor, the social network actually provides users with emotional security and a sense that no matter what happens, their friends are within easy reach. Whether suffering through divorce, break-up or any other family crisis, people are

finding that the ability to jump online and communicate directly with a circle of friends provides a great deal of support in an otherwise unmanageable situation. (Tella, 2014)

6. Forms of social media.

Many different forms and types of social media seem to have cropped up all over the Internet overnight. Users have varying reasons to use these social media outlets; promoting a business or keeping up with friends is just two. You might have only heard of a couple types of social media, but continue reading to find out about a few that you may not know about.

i. Blogs.

Perhaps the best known forms of social media, blogs are online journals, with entries appearing with the most recent first. (Kahlout, 2012)

ii. Wikis.

These websites allow people to add content to or edit the information on them, acting as a communal document or database. The best-known wiki is Wikipedia⁴, the online encyclopedia which has over 2 million English language articles.

iii. Podcasts.

Audio and video files that are available by subscription, through services like Apple iTunes. (Kahlout, 2012)

iv. Forums.

Areas for online discussion, often around specific topics and interests. Forums came about before the term “social media” and are a powerful and popular element of online communities.

v. Content communities.

Communities which organize and share particular kinds of content. The most popular content communities tend to form around photos (Flickr), bookmarked links (del.icio.us) and videos (YouTube).

vi. Micro blogging.

Social networking combined with bite-sized blogging, where small amounts of content “updates” are distributed online and through the mobile phone network. Twitter is the clear leader in this field. (Kahlout, 2012)

vii. Social networks

A network is a simple concept that consists of two things: nodes and links between those nodes. Social media networks are the collective of online communications channels dedicated to community-based input, interaction, content-sharing and collaboration. Websites and applications dedicated to forums, micro blogging, social networking, social bookmarking, social curation, and wikis are among the different types of social media (Whalts.com,2014). Hereunder some of the most popular social networks are used:

a) Facebook

Facebook developed in 2004 by Harvard University student Mark Zuckerberg,. Facebook is a social networking site used by more than 800 million active users in every country on the planet, so far in 70 languages (Collier & Magid, 2012).

Facebook is a social networking service where users create personal profiles, add other users as friends and exchange messages, including automatic notifications when they update their own profile. Additionally, users may join common-interest user groups, organized by common characteristics (e.g. workplace) (Broughton et.al., 2009).

It is a great way to give your supporters the feeling of being part of a movement or a community. Organizations can benefit from the millions of users of Facebook worldwide. It is the second largest social network on the web, behind only Myspace in terms of traffic. One million people are active on Facebook every day. The fastest growing demographic are people 30 years old and above (WSPA, 2012).

The popularity of Facebook for non-profits has been driven by the introduction of Causes, a Facebook initiative that allows users to advocate and raise money for any nonprofit. Various fundraising contests have used Facebook as a platform.

Figure (2-2) shows a timeline with the worldwide number of active Facebook users from 2008 to 2014. As of the third quarter of 2014, Facebook had 1.35 billion monthly active

users. In the third quarter of 2012, the number of active Facebook users had surpassed 1 billion. Active users are those which have logged in to Facebook during the last 30 days. Furthermore, as of that quarter the social network had 1.12 billion mobile MAU. (FB@ statistics, 2015)

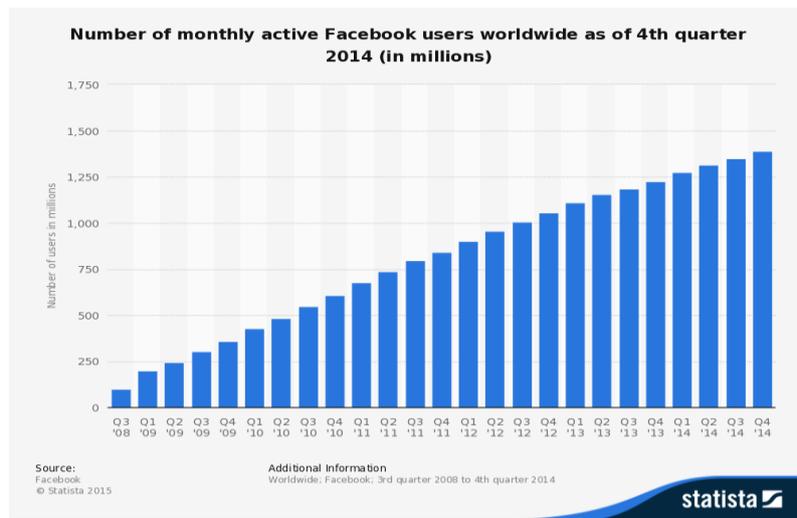


Figure (2- 2) : Monthly active FB users in the 4th quarter of 2014 (in millions)

b) Twitter

Twitter is becoming the sparkplug of the social media engine because it allows you to establish an online community and quickly talk within your community. Twitter is a unique conversation tool that allows you to send and receive short messages (called tweets) within your Twitter community.

Twitter is a micro blogging service enabling its users to send and read publicly visible messages called tweets. Tweets are text-based posts of up to 140 characters displayed on the user's profile page (Broughton et.al., 2009).

Twitter is a social networking and micro-blogging service that allows its users to send and read other users' updates (known as tweets), which are text-based posts of up to 140 characters in length. Updates are displayed on the user's profile page and delivered to other users who have signed up to receive them. Users can receive updates via the Twitter website, SMS, or through applications such as, Facebook, and Twidget, a widget

application. Twitter continuously exposes users to new posters and lets users follow each other (WSPA, 2012).

Figure (2-3) shows a timeline with the amount of monthly active Twitter users worldwide. As of the fourth quarter of 2014, the micro blogging service averaged at 288 million monthly active users. At the beginning of the 2014, Twitter had surpassed 255 MAU per quarter. (Twitter@ statistics, 2015)

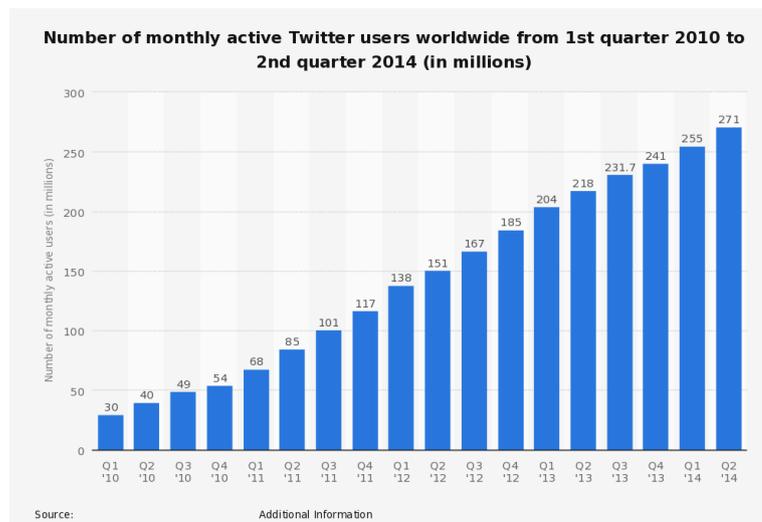


Figure (2- 3): Monthly users of Twitter from 2010 to mid 2014 (in millions)

c) Youtube

Video is a powerful tool to extend the reach and impact of an organization. A nonprofit YouTube channel can help by delivering its message to the world's largest online video community and second-largest search engine (YouTube for Nonprofits, 2013).

YouTube is a video-sharing website on which users can upload, share, and view videos. A wide variety of user-generated video content is displayed, including film and TV clips as well as amateur content such as video blogging. Media corporations including the BBC also offer some of their material via the site. Most videos enable users to leave and exchange comments (Broughton et.al., 2009).

Therefore, YouTube has become the third most visited website in the world– behind Google and Facebook. Since its creation in February 2005, YouTube saw rapid growth; sixteen months after its creation, 100 million clips were being viewed per day (Cayari, 2011).

YouTube and most other video sharing sites are free. In fact, you can apply for a nonprofit-specific YouTube account, which provides more features such as the ability to add clickable asks on top of videos and lets you upload longer videos YouTube allows anyone to comment on any video. If you have such videos, try asking supporters to pass links to them on to friends and family, which also spreads your message. You could also ask supporters to “vote your videos” (Andrei et.al, 2011).

d) MySpace

MySpace was designed to be a general interest social networking site, similar to Facebook. As recently as June 2008, the two were running neck to neck in terms of usage numbers. Since then, however, Facebook has seen a huge boom in popularity, and MySpace a substantial decline. Recently, MySpace was purchased by a group of partners that include musician Justin Timberlake has expressed interest on emphasizing music and musicians (Andrei el.al. 2011).

Communication and content distribution with numerous communication tools at their disposal, social networks are becoming integrated communication hubs. The integration of MySpace and Skype, for example, illustrates how social networks and communication applications can converge to benefit users. With more than 118 million active MySpace users and over 370 million Skype registered users around the world, this partnership connects two of the most popular communication platforms on the Internet “to create the world's largest online voice network. MySpace members can make Internet phone calls using Skype's telephony network and MySpace's instant messaging program (Van Den Dam el.al., 2008).

e) Flickr

Flickr is a photo-sharing site that allows users to share photo on www.flickr.com or through embedded apps on other websites. Flickr allows users to tag photos with keywords, which creates communities around common interests or events (Sheedy, 2011).

f) LinkedIn

LinkedIn is a business-related social networking site mainly used for professional networking. Users maintain a list of contact details of people with whom

they have some level of relationship, called connections. This list of connections can then be used to build up a contact network, follow different companies and find jobs, people and business opportunities (Broughton et.al., 2009).

LinkedIn is a social network designated for professionals, which means the most important part of your profile is your career, jobs, education and other skills. This business social network is a priceless tool for managers and human resource directors that helps many HR officers and headhunters search in a large number of potential employees during the recruitment process. However, the basic LinkedIn profile is limited in functions. If you want to use more advanced options you will have to pay for it. What is interesting is that many users are no longer sending the traditional CV along with their job application and instead they are sending their potential employer company a link to their LinkedIn profile (Socialbakers, 2013).

With over 225 million users representing over 200 countries around the world, LinkedIn is a fast-growing professional networking site that allows members to create business contacts, search for jobs, and find potential clients. Individuals have the ability to create their own professional profile that can be viewed by others in their network, and also view the profiles of their own contacts (linkedin, 2003).

This could become a source for contractors, employees, volunteers and expertise. Perhaps, it's also a place to build a group or following focused on astronomy and astrophysics? Right now it can be viewed this as a networking tool not necessarily lined up with its immediate goals and plans but an eye on developments will be kept here. It may also be a viable platform for marketing or advertising in the future (Simonsen & Bedient, 2013).

7. Importance of Social Media in Current Businesses

Just a few short years ago, social media did not even exist and yet today world cannot be seen without it. Everybody from large business to small business owners is using one or more form of social media in their day to day tasks and lives. So the importance of social media should be discussed here.

Social media has gained a significant importance in business and proved to be effective for marketing strategy, business development, customer services and connecting with

targets. Businesses of all size gain visibility and brand credibility. Social media platforms provide up-to-date information on their products or services, increase the website traffic, and build brand awareness. Also, business owners are able to build relationships, gain return customers and receive referrals by marketing the skills as well as services they offer via social networking. Businesses will benefit tremendously from creating a profile on these social networking sites which contains all pertinent information that the users need to evaluate the business' qualifications. These profiles include pictures, their products or services, or completed work as well as appropriate logos and contact information (Cortez, 2011). Moreover, they profiles target large audiences with a single click. Messages and updates can be sent to all of the followers .

On talking above about the benefits of social media for businesses or institutions, it is noticeable that the social media creates the most completed and targeted online identity . Also it creates an impact and improves search engine rankings. It updates regarding products and services, as well as promoting to businesses and institutions (Cortez, 2011).

In another aspect, social media links between individuals and businesses or interacts with other businesses, institutions, potential partners or potential clients. For business owners, social media offers a parallel experiences in professional world or a searching for new investments or partners. Social media also allows business owners to share information and to publicize new opportunities. It helps to find business resources. Businesses or institutions can use social media for several objectives. Some of them are: establishing business contacts, finding prospective customers, getting instant customer feedback, suggestions, doing market research and so on. Business also can communicate with customers through videos and presentations (OutsourcingDes.com, 2011).

Lodge (2011) summarized the importance of social media in the following list:

- Using these different platforms you can start to brand yourself as somebody different.
- Sharing valuable content in many different formats.
- Connecting easily with many people from around the world. Sharing ideas and forging relationships.
- Marketing to yourself, your product or your company.

Today, it's impossible to deny the prevalence of social media platforms such as Facebook, Twitter, Instagram, LinkedIn, and blogs. Social media has proven to be so powerful that many businesses and non-profit organizations have implemented it in their communications and marketing strategies.

Having a strong online presence is especially important for non-profit organizations, whose causes rely heavily (sometimes entirely) on their supporters.

Since many non-profits already have to deal with tight budgets and limited staff, social media isn't always high on their priority lists. However, while effective social media requires constant time and effort, the attention that your cause can garner along with the connections you can make with your audience are a worthwhile tradeoff. (manoverboard.com, 2014).

Hereunder the top 5 reasons why nonprofits should use social media:

a) Engage and Connect

Social media networks are the perfect platform for asking questions and opening up discussions with your audience. Research has shown that posing questions, specifically those starting with the words "would" or "should" attract much more likes, comments, and shares than posting a simple statement. Opening up the dialogue with your followers make them feel as though their voices and opinions are being heard. This contributes to strengthening your non-profit's relationship with supporters and building your online community. (Mandiberg, 2012)

Search engines and analytic tools enable you to listen to what people are saying about you online. Having a good presence on social media allows you to control the content, but it's also a place where people can voice concerns or displeasure related to your organization. Tracking mentions provides a great opportunity for engaging in conversations with ambassadors, as well as addressing questions or concerns people may have about your organization and its cause. Moreover, social media is a great place to thank your supporters publicly. Tagging them in photos and posts not only makes them feel appreciated, it also allows your posts to be shared with their followers, thereby extending your reach to their audiences.

b) Drive traffic

Most people will turn to a non-profit's website in order to find out more about the cause and how to get involved. Most of supporters will only seldom check organization's website for updates. Having them like on Facebook page or followers on Twitter provides an opportunity to appear on their feeds and give them daily reminders of the organization mission. Social media is a great tool to help drive traffic to website, and subsequently attract donations, volunteers, and raise general awareness for the organization services. (Kahlout, 2012)

c) Sharable Content means more exposure

The more shareable content the organization produces on social media, the more people will see what it is doing and be motivated to get behind it. Given how easy it is to share content online, social media is a great place to create momentum for the organization and any campaigns may be running.

d) Marketing tools

As opposed to traditional means of advertising such as television, radio, and print ads, social media is a great and affordable way to run a marketing campaign that has potential for wide reach. To facilitate and maximize your social media campaign, consider using a social media management tool. There are several applications, such as Hootsuite, SproutSocial, and Buffer, that can help organize, monitor, and analyze your social media campaign. Tools like editorial calendars can help with scheduling and deadlines, and analytics tool can help you determine which parts of your campaign are successful, and which ones need further research. (Mandiberg, 2012)

It's best to vary the types of post you use on social media, whether you're running a campaign or not. Try to mix in press coverage, news about your organization, stories of people you've helped, spotlights on volunteers, information on upcoming events, and reminders of how easy it is to donate or contribute to your cause. Be visual! Posting pictures and videos is much more likely to get "likes" than writing a simple status. It's also important to determine the appropriate posting frequency to avoid inundating your followers' feeds. Too much, too often could put you in the "un-follow" zone, though consistently is key. Update frequently and be dynamic. In fact, social media is the ideal place to give followers a behind the scenes look at your organization. This personalized

content can be more compelling than traditional promotional materials such as brochures and newsletters.

e) Extend the organization pre-reach

Having the right amount of digital influence can boost your presence in the public eye. For example, find out if there are any celebrities (local and otherwise) or people with large online followings that advocate for organization's cause and ask them to promote work to its audiences. Social media can also allow organization to connect too far away supporters and like-minded organizations that can develop partnerships with. (Mandiberg, 2012)

Additionally, not only press coverage that organization has received regarding news and events can be linked , but also use social media as a way to work the organizations' public relations and media relations. Contacting a journalist or someone from a media outlet through social media can be more successful as it is more direct than simply adding to the slew of emails they receive every day. As social media platforms become more and more popular, consider approaching digital publications and popular bloggers for additional exposure. Asking them to publish or share news or information about organization can help reaching unexplored audiences. (Kahlout,2012)

It is obvious that, social media is not just a toy but a tool used to build business. However, it must be used with respect, one false move; one's account could be closed down. To fully understanding the importance of social media, personal branding is very considerable for the internet marketer that is because social websites are the sites where most people are pushing a product or business to offer their value. By offering value, the customer will have people who want to get to know them. Adding valuable content and helping people solve their problems is a great way to start building a relationship. This could be done with everyone no matter where in the world he/she is. The social media content that anyone puts out will determine the success or failure of the page. Finally, one can setup pages where information is exchanged by different people such as informing others about one's company or products in a much better way (Kahlout, 2012)

8. Social Media and Non-profits:

It's impossible to deny the prevalence of social media platforms such as Facebook, Twitter, Instagram, LinkedIn, and blogs. Social media has proven to be so powerful that many businesses and non-profit organizations have implemented it in their communications and marketing strategies. The below figure (2-4) shows social media sites nonprofits expected to be the most important to communication in 2014 :

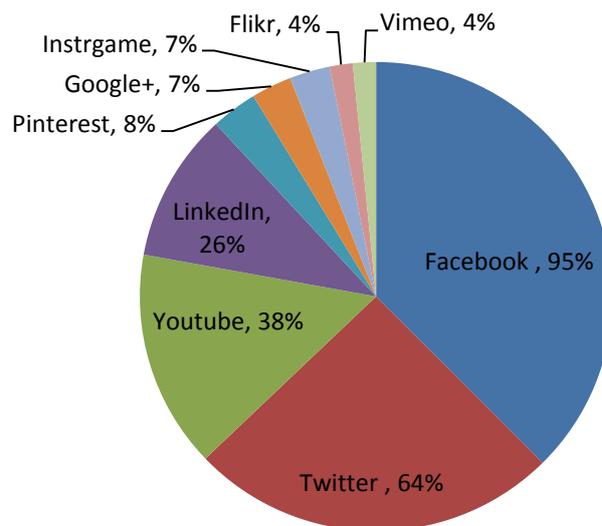


Figure (2- 4) : Social media networks expected to be the most important in communications in 2014

In November 2014, nonprofits have completed the 2015 Nonprofit Communications Trends Report Survey, More than 800 have been asked to put eight social networks in “order of importance to your nonprofit’s communications strategy in 2015.

The preliminary data shows that Facebook is still in the lead, other social networks are gaining ground. Instagram in particular has picked up significantly with nonprofits (Miller’s Blog, 2014).

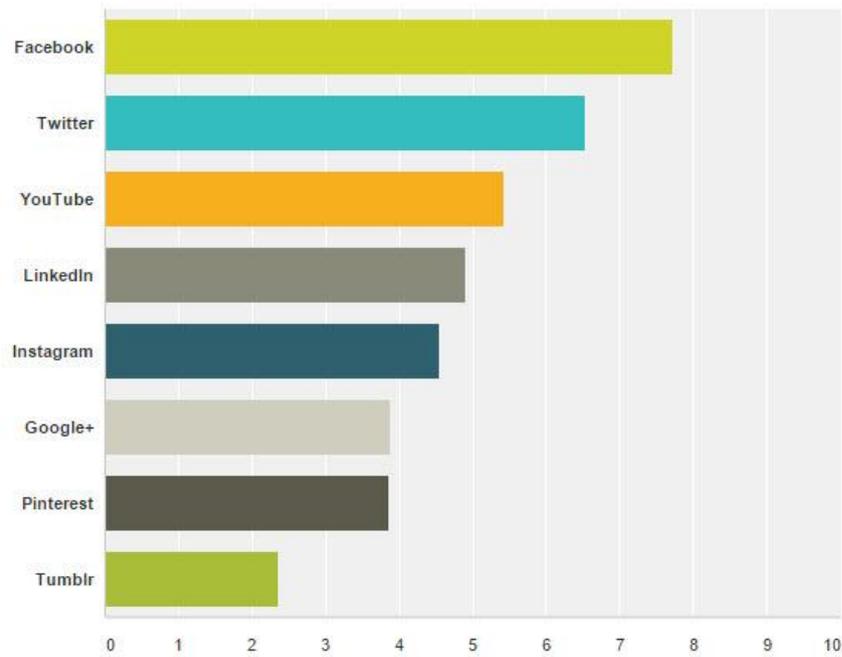


Figure (2- 5) : Social media networks expected to be the most important in nonprofits communications in 2015

9. How NGO choose a social network

Small businesses may not be able to handle a consistent presence on four or more networks, so it's helpful to step back, assess, and choose your best bets. Study the numbers, check for your audience, and ask itself the important question: which factors are most important to NGO when choosing a social network? (Lee, 2014)

10. Non-Governmental Organizations (NGOs)

10.1 Definition

The term “nongovernmental organization” dates from 1950, when the United Nations (UN) coined the expression. Presumably the UN which primarily dealt with governments and wanted to consult private, non-profit organizations that were independent of governments, found it convenient to refer to them simply as nongovernmental organizations to distinguish them from governments. Today the UN describes an NGO as: any non-profit, voluntary citizens' group which is organized on a local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of services and humanitarian functions,

bring citizens' concerns to Governments, monitor policies and encourage political participation at the community level (Willetts, 2007).

Also, the term Beneficiaries refers to those natural persons, or groups of natural persons who receive charitable, humanitarian or other types of assistance through the service of the NPO (Combating the abuse of non-profit organisations, 2013).

For organizations to be recognized as not-for-profit, they should satisfy the following criteria (Schiampo-Campo & Sundaram, 2001):

10.2 Characteristics of NGO

1. NGO should be privately set up and sufficiently autonomous in its activity, that is independent of direct governmental control.
2. NGO should be non-profit, which would clearly define its voluntary character.
3. NGO cannot be considered a political party with an aim of attaining political power.
4. NGO should support development which demonstrates its public interest character and integrate into the local community.
5. NGO should carry out and implement multiple types of activities or provide material aid

10.3 Who benefits from the NGO?

According to (Willetts, 2007) , the first dimension concerns whom the NGO is intended to benefit. NGOs have multiple sets of stakeholders, often including financial contributors, board members, executives, staff and beneficiaries. The second dimension Self-benefiting NGOs: Examples of self-serving NGOs are unions, business associations, church groups, community patrol groups, Alcoholics Anonymous The third dimension ,Other-benefiting NGOs are organizations in which the capital and labor contributors are not themselves members of the primary intended beneficiary group; or the pool of beneficiaries is so broad that the public good produced will be shared by a wide swath of society. The World Wildlife Fund (WWF), Greenpeace, Amnesty International, CARE, the Open Society and Doctors without Borders/Medecins Sans Frontieres (MSF) are examples of other-benefiting NGOs.

NGOs all over the world receive funding from different sources: governmental and private. This funding could be policy-driven and is granted to dictate the goals and policies in a way or another. Oxfam is one example of these organizations which is funded by the British government and therefore reflects its policies (AL-Ramlawi, 2012).

10.4 Palestinian Non-Governmental Organizations (NGOs)

Since the beginnings of the last century, NGOs played an integral role in the Palestinian struggle for liberation and development. The Palestinian NGOs sector was prolific during the First Intifada of 1987. In addition to the essential role of NGOs in socio-economic development, it was instrumental in relief activities with the unfolding events. It proved to be capable of operating under a complex environment and adapt remarkably with a distinctive performance in providing basic services (The code of conduct coalition, 2008).

PNGO is an independent body established by no less than seven persons in order to achieve legitimate objectives for the public welfare on a non-profit basis. It should be characterized by independence, freedom; voluntarism and the accomplishment of public welfare must be legally registered at the Palestinian Ministry of Interior according to the Charitable Societies" Law carrying No.1 and issued in the year 2000.

NGO is the association that registers according to the (Palestinian law number 1-2000); the society that registers according to the special law established in the Official Journal, a company that does not aim for profit register according to the (Palestinian law no. 18-1929); and non-governmental Palestinian universities.

It is divided into two main dimensions as follows: (The Palestinian law No.1/2000): It regards non-profit organizations as benevolent associations, civil corporations or unions. The law permits those organizations to participate in commercial field and to allocate profits which are conditioned to be spent for activities not for distribution on members. (The Palestinian law No. 18/1929): Regards those organizations as profit companies and permits them to work in all fields where the profits allocated are spent for the organizations development (Abu Nada, 2006).

The objective is to promote community service on a non profit basis. It includes charitable societies, grassroots organizations, sports clubs and the Palestinian networks

and unions representing Palestinian charitable societies and NGOs (The code of conduct coalition, 2008).

World Bank (2006) confirmed that the capacity of PNGOs to generate local revenues is limited to the larger organizations, in particular to hospitals and NGOs working at the national level. Service fees and income generating projects account for the largest share of revenues generated by these organizations. Islamist NGOs also reported high levels of local community contributions, an avenue not yet fully explored by other surveyed organizations.

10.5. Palestinian Non-governmental Organizations' Network (PNGO)

The PNGO Network was established in September 1993, as a quick response to the signing of the Oslo Agreements with an objective to enhance coordination, consultation, and cooperation between member organizations working in different developmental domains (AL-Ramlawi, 2012).

The PNGOs Network constitutes a voluntary cluster of Palestinian NGOs from different developmental sectors. They are brought together by a unified vision, seeking to develop and strengthen Palestinian civil society (PNGO, 2012).

The PNGO General Assembly is comprised of 131 member organizations, seventy in the West Bank and sixty one in the Gaza Strip. It convenes at least twice a year. The PNGO general Assembly is responsible for approving and endorsing the PNGO annual administrative and financial reports, which are prepared jointly by the PNGO Coordination Office and the Steering Committee. Member organizations take part in sectorial meetings and provide valuable feedback to the steering committee regarding the development of the network (PNGO, 2012).

During the past fifteen years, PNGO has become an important component of the Palestinian society. PNGO has become an important reference and mechanism for coordinating the Non-Governmental sector. It has succeeded in establishing relations with different civil society organizations, such as the "Palestinian Union of Charitable Societies", the "National Institute for NGOs", the various Palestinian Political Parties and the Professional Unions (PNGO, 2012).

CHAPTER 3

PREVIOUS STUDIES

- 1. Local Studies**
- 2. Arabic Studies**
- 3. Foreign studies**
- 4. Comments on Previous Studies and Research Gap**

This chapter presents local, Arabic and foreign studies discussed social media and networks. Main objectives, community, tools and results of each study are listed and discussed.

1. Local Studies

Hereunder, the Palestinian studies discussed the utilizing of social media in NGOs.

1.1. The study of Hammad (2013) titled "The use of technology-based communication strategies for fundraising in NGOs",

The objectives of this study were to examine using technological communication strategies for fundraising in PNGOs Network, and to measure the effects of the variables social network, website, e-mail and mobile phone. As well as, to measure the demographic factors effects such as gender, age, years of experience educational background and department.

PNGOs request fund to support families, individuals or groups who are in need. The results showed that, fundraising is the key to complete PNGOs activities for the society and the right technology can be an essential element of its success. Using technological communication strategies tools were the main elements to raise money to carry out its projects in a creative way.

1.2. The study of Helasa & Muntasir (2013) titled "The use of social networks by the NGOs in Gaza Strip to strengthen its relations with the public",

The goal of this study was to identify the use of NGOs in Gaza Strip, of the social networks in strengthen their relations with the public.

The results showed a proportional relation existed between the use of the NGOs of the social networks and the strength of their relation with the public with a relationship factor of 0.78 NGOs use social networks to raising fund for projects and non-profit activities with a percentage of 57%.

The study recommended that NGOs' unions in Gaza strip should collaborate with the research centers, aiming to identify the best methods of using the social networks in achieving their goals.

1.3. The study of Kahlout (2012) titled "Social media and its effects on decision making of senior management"

The objectives of this study were to examine the social media effects on senior management decision making process, and to measure the effects of the variety, flexibility, management support, training and development, public interactions, and the analysis of the obtained information. As well as, to measure the demographic factors effects such as gender, age, years of experience, job title and department.

The results showed that decision making is an essential process in IUG as an academic institution. Some of decisions are related to the public, students and society. So IUG top management concerned on the importance of the public opinions in the issues which related to them .

The social media tools were developed in IUG to connect the management with the public and use their ideas and opinions in decision making process.

1.4. Study of Abu Shaaban (2011) "Public Relations Employees' Trends Toward Using Social Networks"

The importance of this study derived from the newness of this topic. This study introduced the main social networks tools which were used in local public relations units. Descriptive methodology was used depending on the questionnaire, interviews and documents to explain how public relations should use social networks.

The population was the public relations institutions in Gaza. The sample was stratified random sample which was productive, governmental and non-governmental institutions. Questionnaires were distributed to 60 employees of public relations institutions.

The results showed that 96.2% have owned website. About their activities via social media, 49.4% had Facebook pages. 14.9% had Twitter pages. 32.2% had YouTube and 3.4% had LinkedIn.

In addition to that, 80.8% of these institutions updated their social media pages frequently. As well as, 15.4% activated their pages sometimes. The most important of

the results was that social networks affected positively the public relations of these institutions.

In conclusion, this study reflected the importance of using social networks culture in local institutions in Gaza and employing in public relations and the effectiveness of its role in the interactions with the public

2. Arabic Studies

2.1. The study of Salem & Alshaer (2013) titled “The Arab World Online: Trends in Internet Usage in the Arab”,

This study examined trends across four dimensions in the Arab region :(1) Access to the internet and internet-enabled devices, (2) Quality and quantity of time spent online, (3) Frequency of internet usage, (4) Attitude and trends toward social media. Responses were received from all countries in the Arab region. 69% of all respondents to this survey said they used computers to access internet, 62% of them use desktops to access the internet, 36% of the respondents said they use smartphone to access internet, 25% use mobile phones, 24% tablets and 1% use other technologies to access the internet.

Facebook is the most popular social network, followed by Google+ and then twitter. Most respondents have never used the other social networks listed. 54% of respondents to this survey indicated using Facebook more than once a day, while 30% used Google+ at the same frequency. Only 14% of respondents used twitter more than once a day.

2.2 The study of Salem & Mourtada (2012) titled “Social Media in the Arab World: Influencing Societal and Cultural Change?”

The study aimed to inform a better understanding of the impact of social media on development and growth in the Arab region. By the end of June 2012, the country average for LinkedIn user penetration in the Arab region was approximately 2%. By the end of June 2012, the country average for Facebook user penetration in the Arab region was just over 12%, up from 10% at the beginning of the year, and up from 8% in

June 2011. The estimated number of active Twitter users in the Arab region at the end of June 2012 was 2,099.

Also, it discussed Arab men and women equality as they largely agree on issues related to social media and its implications for women and civic participation. They use social media in similar ways and have similar opinions on the role that social media can play in women's empowerment. Whether this is a result of using social media or has more to do with the typical profile of a social media user warrants further research.

3. Foreign Studies

3.1. The study of Kenney (2012) titled "Nonprofit Organizations and Social Media: Streamlining Communications to build and Maintain Relationships"

This paper was based on a survey of existing surveys, Studies and reports from the University of North Carolina , Philanthropy Action survey, Nonprofit World Blackbaud surveys, National Civic Review and National Nonprofit Metrics were compared and pieced together to form an idea of the issues and possible solutions that face nonprofit organizations as they attempt to communicate online.

The power of an organization's website as the core of their online presence, the site should be the anchor for all other online communications. Efforts to reach out to audiences should be targeted, integrated, and concise. Messages should be adapted to different mediums, but carry the same theme and have the same goal. There are a few things nonprofits can do immediately to more effectively use their social media tools.

The study recommended the careful planning on the platform's behalf so as to offer features that are truly useful and effective. Nonprofits should focus on targeted communications with strong and clear calls to action.

The challenge to organizations was -and still ongoing- is to move their audiences; to encourage them to take action and believe in their mission.

3.2. The study of Brenner & Smith (2012) titled “Twitter use 2012”

This study was based on the findings of a survey on Americans' use of the Internet. Data of this study was collected by telephone interviews, among a sample of 2,253 adults, age 18 and older.

The results in this study were there was a relationship between youth, mobility and Twitter use when looking specifically at Twitter use on mobile phones. Twitter usage was highly correlated with the use of mobile technologies, especially smartphones. One in five smartphone owners (20%) are Twitter users, with 13% using the service on a typical day.

3.3.The study of Grand Valley State University (2012) titled “Nonprofit Organizations and Social Media”

This study investigated which nonprofits in Michigan used social media and how they coordinated and regulated social media use in their organizations. It also examined levels of satisfaction among organizations that use social media.

The data was collected via an electronic survey sent to 758 members of the Michigan Nonprofit Association for which there were valid email addresses.

Some organizations used social media for a single purpose, while others use it for many. Organizations differed in the way they coordinated social media engagement, ranging from dedicated staff to no one having formal responsibility. Just over 60% of respondents are at least somewhat satisfied.

The analysis suggested that using social media in a variety of ways is related to increased satisfaction.

3.4. The study of Reynolds (2011) titled “ Friends who give: relationship-building and other uses of social networking tools by nonprofit”

This study conducted five interviews to represent the inner working and strategies of those in charge of the social networking for each of the four nonprofits: Autism Speaks, Christel House International, OE Enterprises, and UNC Healthcare.

This study showed that, all of the organization responded that initially they did not have a strategic communication plan, and had simply jumped in. Eventually, they have created goals, which included garnering awareness for their causes and raising money.

3.5. The study of Dumon (2010) titled “Nonprofit Engagement of Social Networks”

This paper discussed the increased use of social networking in small and medium nonprofits, identifies why these nonprofits used social networking, and assessed the outcome of the use of these new technologies.

A random sample of arts and culture nonprofit organizations in the state of Illinois was taken in the winter of 2009.

In general, large nonprofits were far more adept in adopting social media tools than small nonprofits. Interestingly, a negative relationship was found in the adoption of Facebook for small nonprofits, indicating that they are lagging behind adopting Facebook compared to their larger counterparts. Similarly, the adoption of Twitter and YouTube by small nonprofits is lagging behind larger nonprofits. Conversely, large nonprofits have been more likely to adopt these tools than either small or medium nonprofits.

All nonprofits said that social media was used not only for marketing, but also donations and to raise awareness of the organization.

3.6. The study of Stengel (2010) titled “Nonprofits and Social Media: It Isn't Optional”

The survey was conducted an online among nonprofits about their social media habits by Ventureneer, in collaboration with Caliber in New York. It isn't Optional is a best-practices guideline for nonprofits and small business using social media initiating or expanding their use of social media for marketing, outreach, client services or advocacy.

The survey data showed that more than half of nonprofits spend less than four hours per week participating in social media. Only 7 % of nonprofits are power-users who spend 25 hours or more on social media per week. The longer a nonprofit had been using social media, the more time it spent doing it. A vast majority of nonprofits (92%) use social media to generate awareness of the organization's mission but most nonprofits do not excel at using social media. The primary reason for not increasing their use of social media is the amount of time it took.

3.7. The study of Schets (2010) titled "Meet charities online, how charities can utilize social media as a promotional tool?"

The purpose of this study was to examine how the growth of the Internet and the emerging of social media have affected the promotion strategies of charities.

This study was written based on secondary research, which was collected from different academics and practitioners at Hoger School in Holland.

The most important result from the research was that social media enables charities to reach a massive amount of people and this number will only increase, as more people will start making use of social media in the future. Therefore, it is important that charities start utilizing social media as a promotion tool as this will bring them advantages, not only now, but especially in the future.

3.8. The study of Branston (2010) titled "The nature of online social good networks and their impact on non-profit organizations and users"

This study aimed to advance the understanding of the features and trends on social good networks, and the uses and perceptions of individuals and non-profit organizations on these sites. The research was a three-phase process, involving a content analysis of 30 social good networks, a survey of individuals who use the networks, and in-depth interviews with non-profits involved with the networks in US.

Three findings appeared to be the most significant. The first was that the primary functions of social good networks were not fundraising or recruiting volunteers; rather they are networking and building community. Secondly, as sites had shifted from static, one-way communications channels to multi-faceted, interactive networks, it became harder to translate online support into offline action, such as donating, volunteering, and attending local events. Finally, it was the users, not the non-profits, who hold most of the control over the social change efforts taking place on these networks.

4. Comments on Previous Studies and Research Gap:

The utilizing of social media in NGOs was chosen for research after touching a real lack in seizing available common means in marketing business. The aim of this study is to highlight benefits of using social media tools in promoting projects to community.

The main difference of this research from the previously mentioned studies is that it investigates the reality of using social media tools in promoting service projects not particularly product deliverables, in addition it presents the reality of using social media tools in nonprofit organizations for promoting its projects and the relation to staff characteristics.

Arab previous studies discussed utilizing social media in decision making, fundraising and enhancing relationships with customers. However none of studies handed the marketing and promoting aspects as it's a major role of media tools. This research will bridge this gap by revealing some facts about marketing projects running in Gaza Strip via digital tools benefits.

Regarding foreign studies, Brenner and Smith (2012) and Goulet (2011) had different conclusions in the relationship between social media tools and the user age. Where Branston (2010) found that it is the users, not the non-profits, who hold most of the control over the social change efforts taking place on social networks.

This study will look for the truth of age characteristic applied in Gaza Strip social media users.

CHAPTER 4

METHODOLOGY

- 1. Research methodology**
- 2. Research population and Sample**
- 3. Data Collection Tools**
- 4. Questionnaire Data Measurement**
- 5. Test of Normality**
- 6. Statistical Analysis Tools**
- 7. Validity of Questionnaire**
- 8. Internal Validity**
- 9. Structure Validity of Questionnaire**
- 10. Reliability of Questionnaire**
- 11. Cronbach's Coefficient Alpha**

1. Research Methodology

This research follows the analytical descriptive approach .This section presents the procedures will be conducted to answer the research questions.

2. Research Population and Sample

This research targeted PNGOs working in Gaza Strip total of 63. A comprehensive population consisted 105 employees who worked in marketing or media department, public relations, fund raising and projects responded to designed questionnaire. Hereunder the classification of respondents:

Marketing or media employees	6
Public relations employees	12
Fund raising employees	6
Project employees	81
Total	105

3. Data Collection Tools

3.1 Secondary Data: Documents Review

- Reports in field of NGOs communications and social networks benchmark had been reviewed.
- Books and references in English.
- Data bases such as Emerald.
- Periodicals, articles, published papers and referred previous studies in different countries which have been conducted on the same subject.
- Articles, internet sites and the available electronic versions.
- Social networks pages
- Information exposed on PNGO website

3.2 Primary Data

3.2.1 Interview

Structured interviews were conducted with specialists and related employees in relatively large targeted PNGOs. (See Appendix A)

3.2.2 Questionnaire Design and Distribution

After reviewing the literature, it became clear that the questionnaire was an appropriate tool for data collection. The questionnaire was designed in the English language then translated into Arabic. (See appendix B)

4. Questionnaire Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the importance (1, 2, 3, 4, 5) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels. Based on Likert scale we have the following:

Item	Strongly agree	Agree	Do not Know	Disagree	Strongly Disagree
Scale	5	4	3	2	1

5. Test of Normality

The One-Sample Kolmogorov-Smirnov Test procedure compares the observed cumulative distribution function for a variable with a specified theoretical distribution, which may be normal, uniform, Poisson, or exponential. The Kolmogorov-Smirnov Z is computed from the largest difference (in absolute value) between the observed and theoretical cumulative distribution functions. This goodness-of-fit test tests whether the observations could reasonably have come from the specified distribution. Many

parametric tests require normally distributed variables. The one-sample Kolmogorov-Smirnov test can be used to test that a variable of interest is normally distributed (Henry, C. and Thode, Jr., 2002).

Table (4-1) shows the results for Kolmogorov-Smirnov test of normality. The p-value for each variable is greater than 0.05 level of significance, then the distributions for these variables are normally distributed. Consequently, parametric tests should be used to perform the statistical data analysis.

Table (4- 1): Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	P-value
Organization's promotion and marketing	0.569	0.903
Nature of organization's projects	0.788	0.564
Organizational rules and regulations	0.744	0.637
All paragraphs of the questionnaire	0.584	0.884

6. Statistical analysis Tools

Qualitative and quantitative data analysis methods had been used. (SPSS 22) was used in addition to following statistical tools :

- 1) Kolmogorov-Smirnov test of normality.
- 2) Pearson correlation coefficient for Validity.
- 3) Cronbach's Alpha for Reliability Statistics.
- 4) Frequency and Descriptive analysis.
- 5) Chi-Square Test.
- 6) Parametric Tests (One-sample T test, Independent Samples T-test, Analysis of Variance).

7. Validity of Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which include internal validity and structure validity.

8. Internal Validity

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is measured by a scouting sample, which consisted of 30 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole field.

Tables from (4-2) through (4-4) present correlation coefficients for each paragraph of a field and the total of the corresponding field had been counted. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all paragraphs are significant at $\alpha \leq 0.05$, so it can be said that all paragraphs of each field are consistent and valid to be measure what it was set for.

9. Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

Table (4-2) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

Table (4- 2): Correlation coefficient of each field and the whole questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Organization's promotion and marketing	.864	0.000*
2.	Nature of organization's projects	.808	0.000*
3.	Organizational rules and regulations	.552	0.001*

* Correlation is significant at the 0.05 level

10. Reliability of the questionnaire

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (George and Mallery, 2006). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (George and Mallery, 2006). To insure the reliability of the questionnaire, Cronbach's Coefficient Alpha should be applied.

11. Cronbach's Coefficient Alpha

Cronbach's alpha (George D. & Mallery P, 2006) is designed as a measure of internal consistency, that is, do all items within the instrument measure the same thing? The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (4-6) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.629 and 0.855. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.886 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

Table (4- 3): Cronbach's Alpha for each field of the questionnaire

No.	Field	Cronbach's Alpha
1.	Organization's promotion and marketing	0.809
2.	Nature of organization's projects	0.629
3.	Organizational rules and regulations	0.855
	All paragraphs of the questionnaire	0.886

The Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

CHAPTER 5

DATA ANALYSIS & DISCUSSION

- 1. Data Analysis and Discussion of Interviews**
- 2. Data Analysis and Discussion of questionnaire**

In this chapter the analysis and the interpretations of the data collected by the questionnaire and the interview is presented in addition to the hypotheses testing results. The first section deals with interviews findings, the second section discusses the general characteristics of the target (personal characteristics of targeted staff, organizational characteristics of targeted PNGOs). The third section dedicates the testing of the research hypotheses.

1. Data analysis and discussion of Interviews

During the screening of the nonprofits members of PNGO in Gaza Strip, many of them referred to headquarter and centralized media department in West Bank. Others, - due to difficult economic situations, shortage of fund comparable to previous years because of changes in donors preferences which prioritize emergency and relief projects- are not in their best prosperity periods where they had lonely supervisor or very limited employees. Therefore, 6 face-to-face structured interviews and 4 telephone structure interviews were conducted separately to investigate opinions in using social media networks for marketing the NGO and promote its projects.

In the beginning, the researcher introduced herself and the objectives of the research, and then interviewees were asked kindly for short briefing about the NGO projects in an attempt to link the use of social networks with the kind of work performed. Unanimously, the interviewees agreed that NGOs don't prefer or discriminate between running projects in promoting and presenting to community. Its only attentions draw into certain trends due to following reasons:

- **Time horizon:** wars and demonstrations of Arab Spring activated emergency and relief projects. such projects are lighted on by sharing photos on Flickr, description status on FB ;
- **The project idea:** when the project idea is new, it needs intensive efforts for popularization and promoting. whereas social media is reachable for almost all community it facilitate distributing the idea among people ;

- **Huge target groups:** when we are talking about youth projects , social networks are the first announcing platform NGO should think of ;
- **Some projects nature:** for job creation projects, no more need for announcements in newsletters, it's fair enough to share on FB or circulate a tweet to receive thousands of applications. Also, projects considered as income generation source for NGO is more entice to be promoted.

Interviewees were asked to rank a list of promotion tools used to be used adding to new technologies; the average responds showed 27% of NGOs considered seminars and workshops as the most tools used for promotion,, this refers to face to face communication which allows discussion and a power to convince. Second, came the use of printed brochures, manuals and flyer, believing that a document to read and put in front of your eyes on your office is more guaranteed to keep the NGO work in mind. Third, came the new technologies like social media or reserving a paid space on certain website. Audio and visual promotion tools find less support where it took the fourth and fifth places.

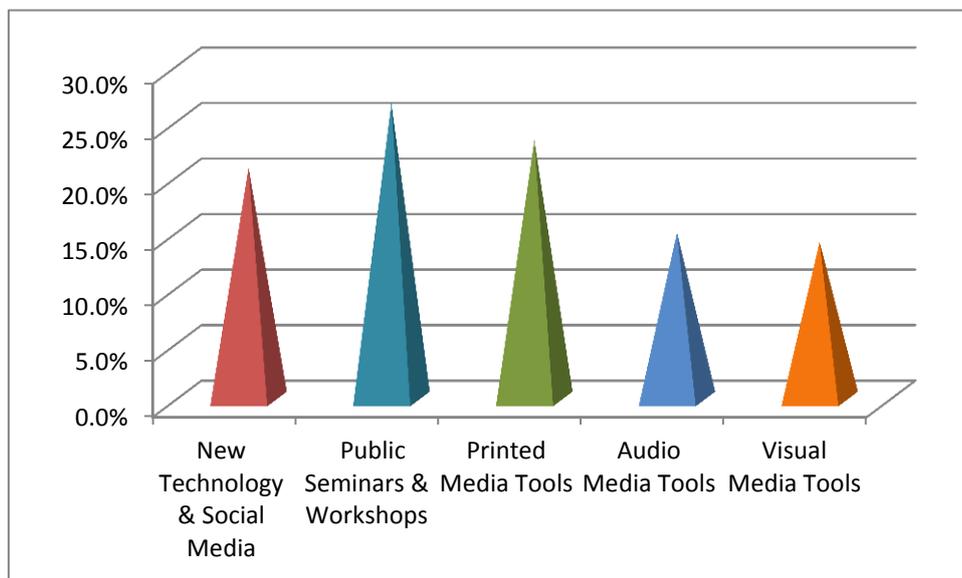


Figure (5- 1): Rank of using promotion tools based on interviewees' responds

As expected, the findings revealed that FB comes in the first rank of being utilized among a list of social networks, what was surprising that other networks like

Flickr and LinkedIn were never heard of. Two NGOs used Youtube and one used Twitter. This result is shared with Salem & Alshaer (2013) study.

One interviewee stated that his organization is not a social media user. Referring that to their target group is simple people who hardly use computer, social media and internet is not an applicable tool to reach them.

In another part of discussion, interviewees were requested to rank some reasons about why NGOs would use social media,, the pre-prepared list of reasons was collective summary from previous studies and readings.

Interviewees answers came as following : enhance communication with stakeholders and community (26.67%), influencing an idea and marketing a new concept (25.71%), fund raising and promoting activities and achievements are two reasons had same percentage (20.00%), the reason had the least support was seeking new board members (7.62%).

Some interviewees justified neither activating NGO account nor consistently updating the NGO news, activities or photos that the access to official page is limited to one admin who is located in NGO headquarter in West Bank. Employees in Gaza write the post or the press release, attach photos and send to the admin who supposed to review then post it on official account and upload photos. This process is sufficient to delay publishing the post/photos till the activity ends.

All interviewees showed interest in using social media networks to promote the NGOs work, present to community and expressed believing in social media effect in people's lives by allow accessing social media networks via the internal organization network and granted free practice in publicizing activities throughout:

- Decentralizing the ability of posting activities and achievements ; Or
- Assigning a certain employee to update statuses, upload photos and share achievements;
- Considering social media networks the best communication tool with people outside Gaza, receiving more than 100 tags and inboxes daily

- Receiving invitations for outside workshops or conferences via social media accounts
- Communicating internationally started on NGO's official accounts on FB
- Researching and conducting studies about Gazan Women activities on blogs
- Immediate posting and photo sharing during the event taking place
- Allocating certain amount in projects budgets for developing promoting techniques and updating social media accounts

The closing question was about the NGO communication strategy and if they will recommend including the concept of social media networks as formal tool in their planning; which has three different answers:

- ☒ One interviewee committed to his NGO trend that their nature of work and target group they deal with do not need/ cannot reach social media
- ☒ Others said that their strategies include a defined part for media strategy and propaganda. However it doesn't not clearly take about social media
- ☒ Third answer was supportive to formalize social media networks within NGO strategies as an official communication tool for organization

2. Data analysis and discussion of questionnaire

Questionnaire was developed in English, attributed then translated into Arabic. Consisted of 4 parts, each part discussed variables of one hypothesis. Due to determinate number of NGOs members in PNGO in Gaza Strip. A comprehensive sample was taken, 120 questionnaires were distributed, 105 were received.

Target group was projects employees in addition to staff of media, marketing or public relations department.

2.1. Personal Characteristics

Questionnaire began with multiple-choice personal questions; the objective of this is to find out if there is any relation links personal characteristics to using social media in promoting projects.

A. Age

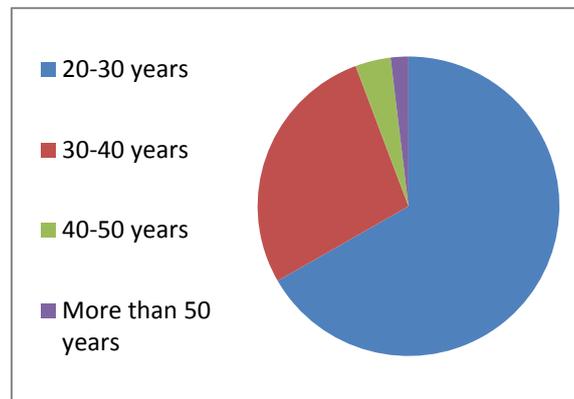


Figure (5- 2): Sample distribution according to age

Figure No.(5-2) shows that 66.7% of the sample are between 20 to 30 years, 27.6 % of the sample are between 30 and 40 years , 3.8% are between 40 to 50 years and 1.9 % are above 50 years. From the researcher point of view, this is logical and normal because the NGOs rely on youth for innovative promoting ideas and using new technologies like social media to present to communities.

This result goes along with Hammad (2013) study findings that the majority of NGOs - members in PNGO- staff are young who has more knowledge of social media than older age.

B. Gender

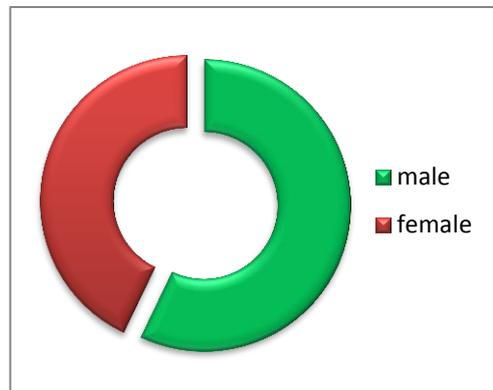


Figure (5- 3) : Sample distribution according to Gender

Figure No. (5-3) shows that 57.1% of the sample is Males and 42.9% of the samples are Females. Regarding to Palestinian central bureau of statistics (PCBS) 2012, the females' contributions in the workforce are limited about 17.4 and males' contributions in the workforce are about 69.1 but for both of them about 43.6 (Palestinian Central Bureau of Statistics, 2012). In addition, there are 59% male users and 41% female users in Palestinian Territory facebook statistics (Socialbakers, 2013).

According to the study of (Al-Kahlout, 2013) ,This is due to:

- ☒ Work chances are for males,
- ☒ The women work fields are limited,
- ☒ The society culture is an essential reason in decreasing the women contribution in work
- ☒ Women obligations and responsibilities toward their homes and families.

C. Educational Level

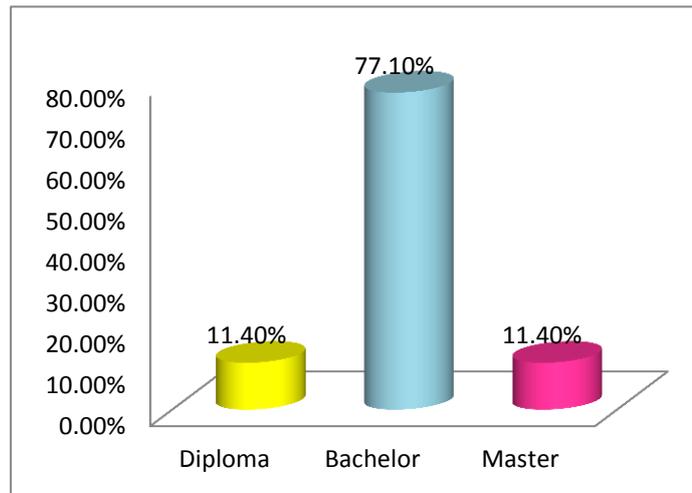


Figure (5- 4): Sample distribution according to Educational Level

Figure No.(5-4) shows that 11.4% of the sample are Diploma holders, 77.1% of the sample are Bachelor holders and 11.4% of the sample are Master holders . From the researcher point of view, the projects work in NGOs needs qualification not less than Bachelor .This refers that the Palestinian society interests in education and high degrees. This result is relatively matches the finding of Hammad (2013), where that study discussed the educational levels of administration staff and this study is applied on projects employees.

D. Years of Experience

Table (5- 1): Illustrates sample distribution according to Years of experience

Years of Experience	Frequency	Percentage
3-5 years	53	50.5
5-7 years	26	24.8
7-10 years	10	9.5
More than 10	16	15.2
Total	105	100%

Table No.(5-1) shows that 50.5% of the sample have experience between 3- 5 years, 24.8 % of the sample have experience between 5-7 years, 9.5 % of the sample have experience between 7- 10 years and 15.2 % of the sample have experience more than 10 years . From the researcher point of view, 50.5 % of the sample has experience between 3-5 years because of the nature of the work of PNGOs and the knowledge of promoting and marketing work through social media networks is new in PNGOs.

E. Having Social Media Account

Table (5- 2) : Illustrates sample distribution according to having social media account

Do you have an active social account (Fb, Twitter, MySpace, Flickr....)	Frequency	Percentage
Yes	105	100.0
No	-	-

Table No.(5-2) shows that 100% of the sample are social media users.

Table (5- 3) : Illustrates sample distribution according to daily hours spent on social media networks

If the answer is Yes, how many hours do you spend daily on social media networks?	Frequency	Percentage
Less than 2 hours	36	34.3
2-3 hours	46	43.8
3-5 hours	19	18.1
More than 5 hours	4	3.8
Total	105	100%

Table No.(5-3) shows that 34.3% spent less than 2 hours daily checking updates on social media networks, 43.8% spend 2-3 hours, 18.1% spend 3-5 hours and 3.8% spend more than 5 hours. From the researcher point of view, this result is not particularly accurate due to vacuum and shortage in job opportunities; the percent of spending from 3-5 hours on social media accounts should be higher.

In other words, Salem and Al Shaer (2013) study found that 54% use FB more than one a day, 30% use Google + in same frequency and only 14% used Twitter more than once a day.

Also, the study of Stengel (2010) showed that more than half of nonprofits spend less than four hours per week participating in social media. Only 7 % of nonprofits are power-users who spend 25 hours or more on social media per week. The longer a nonprofit had been using social media, the more time it spent doing it.

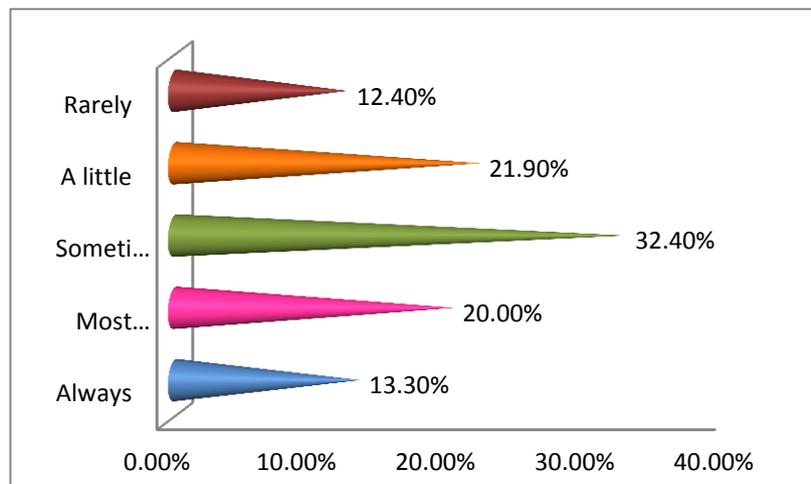


Figure (5- 5) : Sample distribution according responds on question if they share projects’ achievements on their personal pages

Figure No.(5-5) shows the responses on question “ If you are social media used, do you promote/share your project achievements on your personal social media pages?” 13.3% of the sample promote their projects achievements on their personal social media pages, 20% often do, 32.4% sometimes, and 12.4% rarely share. The researcher aimed to investigate to what extent people separate between their work and personal lives by finding out the percentage of those who share work activities and achievements on their personal accounts.

2.2. Organization Characteristics

Table (5- 4) : Illustrates sample distribution according to overall projects budget

Overall projects budget	Frequency	Percentage
Less than \$200.000	32	30.5
\$200.000-\$300.000	39	37.1
\$400.000-\$500.000	16	15.2
More than \$500.0000	18	17.1
Total	105	100%

A second axis in the first questionnaire part was asking about some organization characteristics: number of running projects budget, number of current employees was significance on how well organization was doing, the overall project budget which was selected to be an indicator for the organization size :

- Small organizations which had projects budget less than \$200.000
- Middle organizations which had projects budget between \$200.000-\$500.000
- Large organizations which had projects budget more than \$500.000

Table (5- 5) : Organization Characteristics (N=105)

Organization Characteristics		Frequency	Percent
Number of running projects	2-3	41	39.0
	3-4	29	27.6
	4-6	16	15.2
	More than 6	19	18.1
Number of current employees	Less than 10	29	27.6
	10-15	35	33.3
	15-20	13	12.4
	More than 20	28	26.7

T-test is used to determine if the mean of a paragraph is significantly different from a hypothesized value 6. If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha \leq 0.05$, then the mean of a paragraph is significantly different from a hypothesized value 6. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 6. On the other hand, if the P-value (Sig.) is greater than the level of significance $\alpha \leq 0.05$, then the mean a paragraph is insignificantly different from a hypothesized value 6.

2.3. Organization's Promotion and Marketing

Table (5- 6): Illustrates sample distribution of organization's promotion and marketing

Item	Mean	S.D	Proportional Mean (%)	Test value	P-value (Sig.)	Rank
Does your organization seek sharing/ promoting its projects in a wide range?	4.11	0.86	82.29	13.30	0.000*	3
Does your organization adjust its software and processes to new technologies?	3.82	0.91	76.35	9.15	0.000*	5

* The mean is significantly different from 3

Table (5-6) shows that 82.29% of sample endorsed their interest in promoting its projects. Also, collective use of media tools mentioned in all paragraphs but with

inconsistency. Whereas 76.53% of NGOs cared to adjust its software and processes to new technologies. According to Abu Sha'aban study (2011) 49.4% of NGOs had Facebook pages. 14.9% had Twitter pages. 32.2% had YouTube and 3.4% had LinkedIn.

Table (5- 7): Illustrates sample distribution of Organization Promotion tools

Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
Does your organization recently have a facebook page, flicker, linkedin accounts or use any social media tool?	4.58	0.57	91.62	28.52	0.000*	1
Does your organization use visual media tools in promoting its projects (TV shows, videos ..)?	3.26	1.30	65.14	2.03	0.023*	7
Does your organization use printed media tools in promoting its projects (banners, brochures and flyers , manuals ,,)?	4.44	0.62	88.85	23.71	0.000*	2
Does your organization use audio media tools in promoting its projects (telephone records, radio spots) ?	3.28	1.28	65.58	2.22	0.014*	6
Does your organization conduct Public seminars, workshops or meetings to promote its projects	3.95	0.91	79.05	10.68	0.000*	4

Does your organization use printed media tools in promoting its projects (banners, brochures and flyers , manuals ,,)?	4.44	0.62	88.85	23.71	0.000*	2
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* The mean is significantly different from 3

- Referring to descending percentages orders appeared in the Table No (5-7), 91.62% of targeted NGOs had social media official accounts used in promoting its projects and achievements.
- Printed tools (e.g. banners, brochures and flyers, manuals,,)? had mean equals 4.44 (88.85%) which made it the second tool used for promotion. Following the same methodology in ranking means, 79.05% of sample considered public seminars and workshops as the third promotion tool. Audio media tools came in fourth rank with mean equals 3.28 (65.58%) That left the final stage for Visual media tools with mean equals 3.26 (65.41%)

These results might consider logical, and it was expected that new technologies and social media would have the first priority among others. However, visual media tools should have more attention.

2.4 Nature of Organizations' Projects

Table (5- 8) : Illustrates sample distribution of Nature of Organizations' Projects field

Item	Mean	S.D	Proportional Mean (%)	Test value	P-value (Sig.)	Rank
Do you think that your organization shows enough media support towards your project's activities?	3.84	0.80	76.76	10.76	0.000*	3
Do you think that fund raising is the most	3.11	1.07	62.29	1.10	0.138	4

important reason in using social media for promoting an organization ?						
Do you think that increase awareness and influencing an idea is the most important reason in using social media for promoting an organization?	4.17	0.78	83.43	15.43	0.000*	2
Do you think that enhancing relationship with stakeholders and community is the most important reason in using social media for promoting an organization ?	4.28	0.69	85.52	19.05	0.000*	1
Do you think that seeking new board members is the most important reason in using social media for promoting an organization ?	2.06	1.12	41.15	-8.57	0.000*	5
All paragraphs of the field	3.50	0.59	69.93	8.63	0.000*	

* The mean is significantly different from 3

Table No. (5-8) shows that 69.93% of respondents agreed to all reasons mentioned in the field "Nature of organization's projects" which answered why social media would be used in organizations. Two certain reasons were significantly noticed:

- The mean of paragraph #4 equals 4.28 (85.52%). This best result among all paragraphs shows that enhancing relations with stakeholders and contacting community is the first main reason of using social media networks in NGOs. This supports the outputs of Halasa and Muntasir (2013) study.

Adding to previous result and following the rank of means for others paragraphs in same axis, increasing awareness and influencing an idea came as second reason for using social media tools in promoting NGO activities with mean equals 4.17 (83.43%) , 62.29% stated that The fund raising is the third reason.

- The mean of paragraph #5 “Do you think that seeking new board members is the most important reason in using social media for promoting an organization?” equals

2.06 (41.15%), This result shows that most respondents disagreed with the reason about targeting new board members. This disagreement was referred to the nature of Gaza NGOs senior management whereas most of them didn't rely on having boards.

- Questionnaire data analysis in regard scaling the reasons of using social media in NGOs matched the interviews data analysis, both results showed that communicating stakeholders and keep in touch with community and targets is the main first reason of using social networks, followed by increasing awareness or influencing a new idea in then promotion and fund raising.

2.5 Organization rules and regulations

This part of questionnaire aimed to investigate the formal application of having social account for NGOs.

Table (5- 9): Means and Test values for “Organizational rules and regulations”

Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
Do you think that the organization's official website is the first source of information the beneficiary needs to serve?	3.54	1.05	70.77	5.22	0.000*	5
Do you think that Organization official website is a social media network?	3.25	0.99	65.00	2.57	0.006*	6
Does your organization's internal network (intranet) allow accessing social media networks?	4.29	0.65	85.83	20.12	0.000*	4
Do you think that social network should be formally included in business environment?	4.41	0.69	88.27	20.85	0.000*	3
Do you think that your organization should consider social media as marketing tool?	4.50	0.64	90.10	23.87	0.000*	1

Do you think that your organization should consider social media networks in its communication strategies from now on ?	4.43	0.79	88.65	18.60	0.000*	2
All paragraphs of the field	4.07	0.40	81.41	27.29	0.000*	

* The mean is significantly different from 3

Table (5-9) shows the following results:

- 90.10% of respondents agreed that NGOs should consider social media networks as marketing tools should officially be used to promote its projects.

This percent was expected due to time people spend on social networks, where anything could be marketed and well identified in a very short time to a large scale of audience.

However, Dumon (2010) study discussed that all nonprofits –in the selected sample– said that social media was used not only for marketing, but also donations and to raise awareness of the organization.

- According to Abu Shaaban (2011) 96.2% of NGOs owned official website. This study found 70.77% of NGOs consider their official website as the first source to get information, 65.00% considered the official website is social media network.

No doubt that official websites are the first means allowed NGOs to present itself and disclose its work and reports to community and beneficiaries; however it's not a two way communication channel between the NGO and community. Not very recent, organizations declared a Contact Us icon in its official pages not only included contact details; it also contained a space for emailing the NGO and writing complaints and even receives suggestions and criticizes from audience then responds to them. If the NGO applied this open communication channel in its official website, then it could be consider a social network.

This goes along with result of Kenney (2012), the power of an organization's website as the core of their online presence; the site should be the anchor for all other online communications.

- In the same time where 85.83% of NGOs allowed accessing social networks within their intranet with no limitations, 88.27% support the idea of molding social networks in official form represented in NGO written rules and strategies.
- 88.65% of respondents agreed on considering social media networks in its communication strategies, in this concept Reynolds (2011) found that all of the organization responded to its study that initially they did not have a strategic communication plan, and had simply jumped in social media world. Eventually, they have created goals, which included garnering awareness for their causes and raising money.

At the end of questionnaire respondents were asked to rank the use of the best 5 social networks resulted from 2015 Nonprofit Communications Trends Report Survey. Results were almost close to 2015 report survey results.

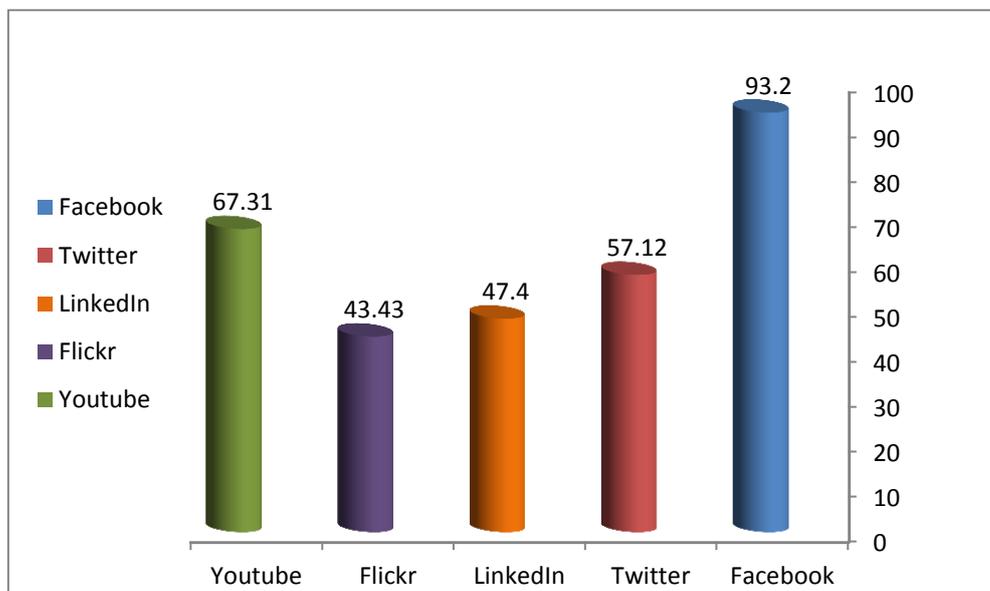


Figure (5- 6) : Ranking NGOs use of social networks

3. Research Hypothesis

3.1. There is a statistical relation between staff personal characteristics and using social media in promoting organizations' projects (at level of significance $\alpha \leq 0.05$).

3.1.1 Relation between age and "Organization's promotion and marketing"

**Table (5- 10): ANOVA Test – Relation Age & Organization promotion
& marketing**

Field	Means				Test Value	Sig.
	20-30	30-40	40-50	More than 50		
Organization's promotion and marketing	3.84	4.06	2.10	2.03	1.385	0.255

Table (5-10) shows that the ANOVA test equals 1.385 and the p-value (Sig.) equals 0.255. The p-value (Sig.) is greater than 0.05, so the relation is statistically insignificant at $\alpha \leq 0.05$. It is concluded that there is insignificant relation between age and organization's promotion and marketing.

3.1.2 Relation between gender and "Organization's promotion and marketing"

**Table (5- 11): Independent Samples T-test – Gender & Organization promotions
and marketing**

Field	Means		Test Value	Sig.
	Male	Female		
Organization's promotion and marketing	3.74	4.16	-3.409	0.001*

* Relation is statistically significant at 0.05 levels

Table (5-11) shows that the Independent Samples T-test equals -3.409 and the p-value (Sig.) equals 0.001. The p-value (Sig.) is less than 0.05, so the relation is statistically significant at $\alpha \leq 0.05$. Here the researcher concludes that there is a significant relation between gender and organization's promotion and marketing. It is concluded that Females tends more to promote projects' activities and organization achievements, also female are keener to update the organizations' processes and use new technologies especially formal pages on social media networks. This result didn't agree with Salem & Murtada (2012) which found that social media raises Arab men and women equality as they largely agree on issues related to social media and its implications for women and

civic participation. They use social media in similar ways and have similar opinions on the role that social media can play in women's empowerment.

Table (5- 12) : Independent Samples T-test – Gender & Organization rules and regulations

Field	Means		Test Value	Sig.
	Male	Female		
Organization rules and regulations	4.05	4.10	-0.707	0.482

* Relation is statistically significant at 0.05

Table (5-12) shows that the Independent Samples T-test equals -0.707 and the p-value (Sig.) equals 0.482. The p-value (Sig.) is greater than 0.05, so the relation is statistically insignificant at $\alpha \leq 0.05$. Conclusion is there is insignificant relation between gender and organizational rules and regulations. In researcher point of view, this result is a good indicator that all staff supports the idea of formalizing the use of social networks and includes it officially within annual strategies.

3.1.3 Relation between educational level and "Organization's promotion and marketing and Organizational rules and regulations"

Table (5- 13): ANOVA Test – Relation between Educational level & organization promotion & marketing

Field	Means			Test Value	Sig.
	Diploma	Bachelor	Master		
Organization's promotion and marketing	4.23	3.84	4.14	2.550	0.083

Table (5-13) shows that the ANOVA test equals 2.550 and the p-value (Sig.) equals 0.083. The p-value (Sig.) is greater than 0.05, so the relation is statistically insignificant at $\alpha \leq 0.05$. There is insignificant relation between educational level and organization's promotion and marketing. It is concluded that the educational level is not a requirement for a project employee to know how to promote his/her work and achievements. This relates to the sense of intelligence and the art of marketing.

Table (5- 14): ANOVA Test – Relation between Educational level & organization rules and regulations

Field	Means			Test Value	Sig.
	Diploma	Bachelor	Master		
Organizational rules and regulations	4.14	4.10	3.81	3.139	0.048*

* Relation is statistically significant at 0.05 level

Table (5-14) shows that the ANOVA test equals 3.139 and the p-value (Sig.) equals 0.048. The p-value (Sig.) is less than 0.05, so the relation is statistically significant at $\alpha \leq 0.05$. There is a significant relation between educational level and organizational rules and regulations.

It is concluded that the lower the educational level was, the more the project/media employee was convinced that the official website is the first source to information about an organization, and the more supportive s/he was to consider social media networks as a promotion tool for work. In addition, to more support to include social media networks formally in the business environment and organization's communication strategies.

3.2 There is a statistical relation between organization's promotions, marketing and using social media in promoting projects (at level of significance $\alpha \leq 0.05$).

3.2.1 Relation between Overall projects budget and Organization's promotion and marketing.

Table (5- 15): ANOVA Test- Relation between Overall projects budget and Organization's promotion and marketing

Field	Means				Test Value	Sig.
	Less than 200.000\$	200.000-300.000\$	400.000-500.000\$	More than 500.0000\$		
Organization's promotion and marketing	3.89	3.68	4.06	4.36	4.909	0.003*

* Relation is statistically significant at 0.05 level

Table (5-16) shows that the ANOVA test equals 4.909 and the p-value (Sig.) equals 0.003. The p-value (Sig.) is less than 0.05, so the relation is statistically significant at $\alpha \leq 0.05$. Then there is a significant relation between overall projects budget and organization's promotion and marketing. It is concluded that the higher the project budget was the more the organization is interested to update its processes and software to new technologies and creating social media platforms to promote achievements. This results almost agree with fallouts of the study of Dumon (2010) were found large nonprofits were far more adept in adopting social media tools than small nonprofits. Interestingly, a negative relationship was found in the adoption of Facebook for small nonprofits, indicating that they are lagging behind adopting Facebook compared to their larger counterparts.

3.2.2 Relation between Does your organization adjust its software and processes to new technologies? And Do you think that social network should be formally included in business environment?.

Table (5- 16) : Chi-Square Test – Relation between updating Software & formalizing social networks in business environment

	Test Value	P-Value (Sig.)
Relation between Relation between Does your organization adjust its software and processes to new technologies? and Do you think that social network should be formally included in business environment ?.	7.921	0.542

Table (5-17) shows that the Chi-Square test equals 7.921 and the p-value (Sig.) equals 0.542. The p-value (Sig.) is greater than 0.05, so the relation is statistically insignificant at $\alpha \leq 0.05$. The researcher concludes there is insignificant relation between updating organization's software and formalizing the use of social networks. Projects can be promoted via social media even its not officially a promoting mean within organization , projects still could be promoted on personal staff pages' or indirectly via partners social platforms.

3.2.3. Relation between Does your organization's internal network (intranet) allow accessing social media networks? and Do you think that enhancing relationship with stakeholders and community is the most important reason in using social media for promoting an organization ?.

Table (5- 17) : Chi-Square Test – Relation between accessing social networks and reasons of using social media to contact stakeholders

	Test Value	P-Value (Sig.)
Relation between Relation between Does your organization's internal network (intranet) allow accessing social media networks? and Do you think that enhancing relationship with stakeholders and community is the most important reason in using social media for promoting an organization ?.	18.551	0.100

Table (5-18) shows that the Chi-Square test equals 18.551 and the p-value (Sig.) equals 0.100. The p-value (Sig.) is greater than 0.05, so the relation is statistically insignificant at $\alpha \leq 0.05$. Conclusion there is insignificant relation, this result is totally supported were contacting stakeholders and community is not supposed to be restricted to accessing the social networks during work time.

3.3. There is a statistical relation between organizations' rules and regulations and using social media in promoting projects (at level of significance $\alpha \leq 0.05$).

3.3.1. Relation between Overall projects budget and Organizational rules and regulations.

Table (5- 18) : ANOVA Test- Relation between Overall projects budget and Organizational rules and regulations.

Field	Means				Test Value	Sig.
	Less than 200.000\$	200.000-300.000\$	400.000-500.000\$	More than 500.0000\$		
Organizational rules and regulations	4.06	4.14	4.07	3.95	0.859	0.465

Table (5-20) shows that the ANOVA test equals 0.859 and the p-value (Sig.) equals 0.465. The p-value (Sig.) is greater than 0.05, so the relation is statistically insignificant at $\alpha \leq 0.05$. It is concluded that there is insignificant relation between overall projects budget and formalizing the use of social networks in promoting organization work. This means it's not necessary the organization to be large in order to have social networks formally in its promoting techniques. Medium and small organizations can have it too,, this refers to one of the characteristics of social networks which is free and available to everyone.

3.3.2. Relation between Does your organization recently have a Facebook page, flicker, LinkedIn accounts or use any social media tool to promote its' projects ? and Organizational rules and regulations.

Table (5- 19) : ANOVA Test – Relation between having social media page & organization rules and regulations

Field	Means			Test Value	Sig.
	Do not Know	Agree	Strongly agree		
Organizational rules and regulations	3.83	4.00	4.13	1.977	0.144

Table (5-21) shows that the ANOVA test equals 1.977 and the p-value (Sig.) equals 0.144. The p-value (Sig.) is greater than 0.05, so the relation is statistically insignificant at $\alpha \leq 0.05$. The researcher concludes there is insignificant relation between the organizations recently have social media accounts and formalizing using these accounts within business environment.

3.3.3 Relation between Does your organization seek sharing/promoting its projects in a wide range? And Do you think that social network should be formally included in business environment?.

Table (5- 20): Chi-Square Test – Relation between promoting projects and formalizing the use of social media within business environment

Field	Test Value	P-Value (Sig.)
Relation between Does your organization seek sharing/promoting its projects in a wide range? And Do you think that social network should be formally included in business environment?.	12.740	0.175

Table (5-22) shows that the Chi-Square test equals 12.740 and the p-value (Sig.) equals 0.175. The p-value (Sig.) is greater than 0.05, so the relation is statistically insignificant at $\alpha \leq 0.05$. The researcher concludes that there is insignificant relation between promoting its projects in a wide range and formalizing social network within business environment, this means that some respondents still think that social media is not the first marketing technique to use.

In The study of Grand Valley State University (2012), some organizations used social media for a single purpose, while others use it for many. Organizations differed in the way they coordinated social media engagement, ranging from dedicated staff to no one having formal responsibility. Just over 60% of respondents are at least somewhat satisfied.

The analysis suggested that using social media in a variety of ways is related to increased satisfaction.

3.4. There is a statistical relation between organization's nature of work and using social media in promoting projects(at level of significance $\alpha \leq 0.05$)

3.4.1. Relation between project nature and do you promote/share your project achievements on your personal social media pages?.

Table (5- 21) : Chi-Square Test – Relation between project nature & promoting projects

Field	Test Value	P-Value (Sig.)
Relation between project nature and do you promote/share your project achievements on your personal social media pages?	16.923	0.153

Table (5-21) shows that the Chi-Square test equals 16.923 and the p-value (Sig.) equals 0.153. The p-value (Sig.) is greater than 0.05, so the relation is statistically insignificant at $\alpha \leq 0.05$. It is concluded that there is insignificant relation between project nature and publishing the activities and achievements on personal employees' accounts.

3.4.2. Relation between project nature and does your organization recently have a facebook page, flicker, linkedin accounts or use any social media tool to promote its projects?.

Table (5- 22): Chi-Square Test – Relation between having social networks and promoting projects

Field	Test Value	P-Value (Sig.)
Relation between project nature and Does your organization recently have a facebook page, flicker, linkedin accounts or use any social media tool to promote its projects ?	1.913	0.928

Table (5-22) shows that the Chi-Square test equals 1.913 and the p-value (Sig.) equals 0.928. The p-value (Sig.) is greater than 0.05, so the relation is statistically insignificant at $\alpha \leq 0.05$. Conclusion is insignificant relation between project nature and promoting projects on organization social media accounts.

3.4.3. Relation between project nature and Do you think that your organization shows enough media support towards your project’s activities?.

Table (5- 23) : Chi-Square Test – Relation between project nature & support towards activities

Field	Test Value	P-Value (Sig.)
Relation between project nature and do you think that your organization shows enough media support towards your project’s activities?	8.967	0.440

Table (5-23) shows that the Chi-Square test equals 8.967 and the p-value (Sig.) equals 0.440. The p-value (Sig.) is greater than 0.05, so the relation is statistically insignificant at $\alpha \leq 0.05$. The researcher concludes there is insignificant relation between project nature and media support towards your project’s activities

Previous 3 results support the feedback received from interviewees when asked if there is any preferences or favoritism of certain projects to be intensively media covered.. Most of the responses were negative taking in account the time horizon and the project idea.

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

- 1. Conclusion**
- 2. Recommendations**
- 3. Future Studies**

This chapter concludes main results after data analysis and proposes some recommendations in light of using social media in PNGOs.

1. Conclusion

This research aimed to investigate if PNGOs are using social media networks to promote its' projects and to what extent, the analysis outcomes revealed that social media is highly used next to ordinary printed, audio and visual media tools. Although their promotion techniques are not very updated, it is not an obstacle in front of marketing their work.

However 91.62% of PNGOs use social media in marketing, limited number of social networks are popular and used (most likely FB and YouTube).

PNGOs believe that it can promote them by presenting visions, missions and what it do (programs and projects) on social media platforms; respondents agreed that this goal could be accomplished by various actions including:

- 85.52% enhance communication with stakeholders locally and internationally due to social media overcome borders and contacting targets. According to previous studies; unfortunately, this communication channel is rarely used to identify community needs for future projects.
- 83.43% present an idea or market a new concept by implementing its projects in surrounding community.
- 76.76% promote projects activities including: events and celebrations, visits, signings contracts or giving grants, workshops, training, open days, uploading document material (photo, video and success stories or reports)
- 88.65% include social media networks in PNGOs communication strategies as official tool presents NGO to community and partners.

The organization interest in promotion rarely differs from project to another; the degree of interest may change due to certain reasons such as: time horizon, the project idea or target group.

Digging deeply, most of respondents agreed on one fact that it is not necessary to have the most updated software or to have an official social page to share ideas or promote achievements. Loyalty is one of many reasons derive NGOs projects' employees to market their work on their personal social media pages.

Results show that 9.5% of respondents worked in media and marketing departments and 4.8% worked in public relations. These low rates indicate that limited number of PNGOs have a specific department or employee to market projects via ordinary media tools, create, update social media pages or upload photos. On the other hand majority of PNGOs relay on projects' coordinators to promote work activities and achievements by themselves on personal social platforms or being admin in the NGO official page.

In relation to projects employees who use social media networks, results shows that most of PNGOs staff are young (66.7% between 20 to 30 years, 27.6 % between 30 and 40 years). Neither age nor the educational level has an effect on using social media networks in promoting projects. Perversely, Gender effect appears in females tends to update social media pages with the most recent projects' activities and achievements more than males, also females are keener to update the organizations' processes and use new technologies.

2. Recommendations

Recommendations to Palestinian Nongovernmental Organizations Network:

- For some PNGOs, It's time to update and clean their network social pages, continues updating of PNGOs activities and deleting the over old events and workshops.
- Social network in PNGOs network needs to be more advanced for that the most of their managers need to get training to know the best way to use social network such as Facebook, twitter & YouTube done. It allows users to share their thoughts and opinions and provide feedbacks on how operating of an organization can be improved.
- Better use of social media functions like calendar in order to invite network members to meetings, events or workshops
- Introduce other networks than FB, as a network for all Palestinian NGOs different social media networks like LinkedIn and Google+ as it is more professional networks than Facebook, this will guarantee official communication with international organizations and offer more work opportunities.
- As a network , the official social platforms should contain some of the network members' announcements, activities and photos
- Regularly, take a quick view on PNGOs' members social networks pages

Recommendations to Palestinian Nongovernmental Organizations:

- Most of PNGOs managers and employees need to get training about marketing their organizations website because it is a place to provide information about their cause that people can easily find.
- Keep continues update of NGO website. It needs to look clean but it also needs to be a home base for online community building which most likely includes an interactive component that allows supporters to talk to each other.

- Each PNGO should have a separate media/marketing department or specialized fixed employee not volunteer who comes and go. This employee should know how to present the organization success stories or achievements in the best way in addition to having the required qualifications in writing press releases, comments on photos in proficient way which attract audience.

- Due to geographical separation some PNGOs have West bank and Gaza offices :
 - For organizations who prefer to keep centralized media department in West bank, they should work on enhancing the system of sending news, photos and activities' announcements from Gaza to main department to be revised and uploaded on social media pages with no delay.
 - For organizations who prefer to keep decentralized media (each coordinator promote his own project), a unified structure should be followed in uploading events' news, photos or even statuses on pages to keep the unity and formality of NGO social page.

- Introduce other social media networks than Facebook, for example:
 - YouTube: Video uploading allows interesting appearance of projects activities and achievements in addition to a clear dialogue guarantee sending the full message.
 - LinkedIn : a formal social network allows a big platform to formally contact internationals as it is more considered for European consultants and experts
 - Flickr: a social network allows a formal presentation and classification of organization photos per project or per time horizon.

- Conduct trainings and workshops in the best utilization of social networks as two ways communication offers :
 - Community needs assessment to identify more real future projects
 - Proposing new projects ideas and proposals, this market project even before starting real implementation
 - Getting feedback and benefit from audience opinions

- Create official pages with NGO official name with no repetitions, and to be written on business card just like address and email
- A clear definition of social media in NGO communication strategies not to be hidden in lines. Also, Make a formal structure and rule to use and supervise it
- Include social media in NGO business environment, as a formal communication tool between employees, employees and stakeholders.
- Create different group for each project to join beneficiaries, contact targets, share opinions, receive suggestions and complains.
- Finally, senior management supervision is required on regular basis to guarantee the best utilization and the most appropriate presence of NGO to community.

3. Future studies

- Modern technological techniques in promoting NGOs projects
- Best utilizations of social media in marketing nonprofit businesses
- Enhancing relations with NGOs' stakeholders via social media
- Social media as senior management decision making supporting tool in PNGOs

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- 2. Reports and Articles**
- 3. Face to Face Interviews**
- 4. Telephone Interviews**
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Appendix

Appendix (A)

Structured Interview

Name of interviewee:

Organization:

Day and date:

Time:

Questions about the variable: Personal Characteristics

Age	20-30	30-40	40-50	More than 50
Gender	Male	Female		
Educational Level	Diploma	Bachelor	Master	Phd
Work area	Projects	Administration	Media/Marketing	Public relations
Are you a social media user? / do you have an active social account (Fb, Twitter, MySpace, Flickr....)	Yes	No		
If Yes, Do you promote/share your work achievements on your personal social media pages?	Yes	No		

Questions about the variable: Organization's promotion and marketing

7. Does your organization seek promoting its projects in a wide range, (if yes) Will you explain how?

8. Please rank the below media tools from the most used by your organization(5) to the least (1):
 - () Visual (TV shows, videos ..)
 - () Audio (telephone records, radio spots)
 - () Printed (banners, brochures and flyers , manuals ,,)
 - () Conducting Public seminars, workshops or meetings
 - () Technological tools (social networks, pop ups , reserved spaces on other websites)

9. Does your organization recently have a facebook page, flicker account or use any social?

10. Please rank the below social networks from the most priority for your organization to least
 - () Facebook
 - () Flickr
 - () LinkedIn

- () Twitter
- () Youtube

Questions about the variable: nature of organization's projects

11. What are the recent projects in you organization?
12. Do you think that your organization is interested in promoting some projects over others?
13. If the answer is yes, why ?
14. Please rank the below reasons from the most important (5) to least (1) of why your organization use social media networks ?
 - () connecting to target groups and community
 - () connecting to donors, seeking fund
 - () promoting projects and achievements
 - () seek new board members
 - () influence an idea or market mission

Questions about the variable: Organizational rules and regulations

15. Does your organization's internal network (intranet) allow accessing social networks?
16. If No, Will you support a regulation that allows accessing social networks ?
17. If No, why? Or in your opinion, what the negatives may result from allowing the social networks pages?
18. Does your organization believe in social networks effect in people's life and reaching objectives? Will explain please.
19. Do you think that your organization should consider social media as marketing tool? and consider it in its communications strategies from now on ?

Appendix (B)

The Reality of Utilizing Social Media in Promoting Nonprofit Organizations' Projects - "A Case study on PNGOs Network in Gaza strip"

واقع استخدام الإعلام الاجتماعي في ترويج مشاريع المؤسسات غير الربحية
"دراسة تطبيقية / شبكة المنظمات الأهلية في قطاع غزة"

Questions about the first variable:

A. Personal Characteristics

20. Age () 20-30 () 30-40 () 40-50 () More than 50
21. Gender () Male () Female
22. Educational Level () Diploma () Bachelor () Master () Phd
23. Specialization () Business & Management () Engineering () Social Services () Education () Others
24. Work area () Projects () Admin () Media/ Marketing () Public relations
25. Project nature () Emergency & Relief () Development () Employment () Youth
26. Experience () 3-5 years () 5-7 years () 7-10 years () More than 10
27. Do you have an active social account (Fb, Twitter, MySpace, Flickr....) Yes No
28. If the answer is Yes, how many hours do you spend daily on social media networks? () Less than 2 hours () 2-3 hours () 3-5 hours () More than 5 hours
29. If Yes Do you promote/share your project achievements on your personal social media pages? () Always () Most often () Sometimes () alittle () Rarely

B. Organization Characteristics:

30. Number of running projects () 2-3 () 3-4 () 4-6 () More than 6

community is the most important reason in using social media for promoting an organization ?					
12. Do you think that seeking new board members is the most important reason in using social media for promoting an organization ?					
Questions about the fourth variable: Organizational rules and regulations					
Question	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
13. Do you think that the organization's official website is the first source of information the beneficiary needs to serve?					
14. Do you think that Organization official website is a social media network ?					
15. Does your organization's internal network (intranet) allow accessing social media networks?					
16. Do you think that social network should be formally included in business environment ?					
17. Do you think that your organization should consider social media as marketing tool ?					
18. Do you think that your organization should consider social media networks in its communication strategies from now on ?					

19. If your organization allows social media pages in its intranet , will you please check the rank the use of below networks :

Social Networks	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Facebook					
Twitter					
Linkedin					
Flickr					
Youtube					

أسئلة المحور الثاني/الترويج و التسويق للمؤسسة

المقصود بهذا المحور :

- التاريخ التسويقي للمؤسسة و كيفية تقديم نفسها وترويج مشاريعها للمجتمع و الممولين
- الآليات الترويجية والتسويقية التي اعتادت المؤسسة استخدامها و مدى تحديثها و مواكبتها للتكنولوجيا الحديثة

السؤال	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1. هل تهتم مؤسستك بترويج مشاريعها إعلامياً					
2. هل تستخدم مؤسستك وسائل ترويج مرئية (برامج تلفزيونية ، فيديوهات ..)؟					
3. هل تستخدم مؤسستك وسائل ترويج مطبوعة (بنرات، بروشورات، نشرات إعلانية، كتيبات ..)؟					
4. هل تستخدم مؤسستك وسائل ترويج صوتية (تسجيلات تليفونية ، حلقات إذاعية ..)؟					
5. هل تعقد مؤسستك اجتماعات و ورش عمل للترويج لمشاريعها ؟					
6. هل تواكب /تعديل مؤسستك برمجياتها وعملياتها تبعاً للتطور في التكنولوجيا الحديثة؟					
7. هل لمؤسستك صفحة فيس بوك رسمية ، حساب لينكدان ، فليكر أو أي حساب رسمي على شبكات التواصل الاجتماعي ؟					

أسئلة المحور الثالث / طبيعة عمل المؤسسة

المقصود بهذا المحور :

- الدعم الإعلامي الذي تقدمه المؤسسة للمشاريع
- أسباب استخدام مواقع التواصل الاجتماعي كأداة تسويقية للمشاريع

السؤال	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
8. هل تظن أن مؤسستك تقدم الدعم الإعلامي الكافي لأنشطة وإنجازات مشروعك؟					
9. هل تظن أن السبب الرئيسي لاستخدام مواقع التواصل الاجتماعي في مؤسستك هو جلب التمويل؟					
10. هل تظن أن السبب الرئيسي لاستخدام مواقع التواصل الاجتماعي في مؤسستك هو زيادة الوعي والترويج لفكرة معينة ؟					
11. هل تظن أن السبب الرئيسي لاستخدام مواقع التواصل الاجتماعي في مؤسستك هو التواصل مع الفئة المستهدفة والمجتمع ؟					

					12. هل تظن أن السبب الرئيسي لاستخدام مواقع التواصل الاجتماعي في مؤسستك هو استقطاب أعضاء مجلس إدارة جدد؟
أسئلة المحور الرابع / قواعد و قوانين المؤسسة					
المقصود بهذا المحور :					
- قوانين المؤسسة المتعلقة بشبكة الانترنت الداخلية					
					السؤال
					13. هل تظن أن الموقع الرسمي هو المصدر الأول للحصول على معلومات عن المؤسسة؟
					14. هل تظن أن موقع المؤسسة الرسمي هو موقع تواصل اجتماعي؟
					15. هل شبكة الانترنت الداخلية للمؤسسة تسمح بالدخول لشبكات التواصل الاجتماعي؟
					16. هل تظن أن شبكات التواصل الاجتماعي يجب تضمينها رسمياً في بيئة العمل؟
					17. هل تظن أن على مؤسستك اعتبار مواقع التواصل الاجتماعي أداة ترويج وتسويق؟
					18. هل تظن أن على مؤسستك اعتماد مواقع التواصل الاجتماعي في استراتيجيات التواصل الخاصة بها؟

19. إذا كانت الشبكة الداخلية لمؤسستك تسمح بالدخول لمواقع التواصل الاجتماعي، من فضلك قيم شبكات التواصل الاجتماعي التالية حسب استخدامها :

شبكة التواصل الاجتماعي	دائماً	غالباً	أحياناً	قليلاً	نادراً
فيس بوك					
تويتر					
لينكد إن					
فليكر					
يوتيوب					