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Master of Business Administration

**THE ROLE OF MARKETING MIX
ON FUNDRAISING FOR NGOs IN IRAQ**

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Master Thesis

Supervisor

Asst. Prof. MURAD CANBULUT

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To my heaven in this world, to my soul, to my mother and father.

To my wounded homeland, Iraq.

To my fellows who serve humanity in nonprofits.

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Finally, I hope this thesis will be useful to researchers in further study in areas related to this topic.

Anas Hazim ALZUABIDI

ABSTRACT

The Role of Marketing Mix on
Fundraising for NGOs in Iraq

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Non-profit organizations have used marketing methods and principles, including the marketing mix, to develop their financial resources and achieve their goals and vision. Due to the different organizational nature and the lack of academic studies on the marketing mix and fundraising, non-profit organizations find it difficult to reach a marketing mix commensurate with their work and environment. This study aimed to demonstrate the effect of using the marketing mix elements (price, place, product, promotion) on collecting donations in non-profit organizations in Iraq.

The Statistical Package for Social Sciences (SPSS) program was used to test hypotheses and analyze data for research methodologies. The questionnaire was distributed to workers in non-profit organizations in Iraq via the Internet, and 267 responses were collected. It has been found that the price component of the marketing mix in this study has a significant relationship with fundraising. At the same time, the analysis of the results showed that there is no relationship between product, promotion, place and fundraising.

This paper contributes to understanding the impact of using marketing mix elements on fundraising operations in Iraq's nonprofit organizations.

Keywords: non-profit, marketing, fundraising, NGOs in Iraq

ÖZET

Irak'ta STK'lara Fon Sağlamada Pazarlama Karışımının Rolü

Anes HAZIM ALZUABIDI

Yüksek Lisans Tezi

Tez Danışmanı: Asst. Prof. Murad CANBULUT

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Finansal kaynaklarını hedeflerine geliştirmek ve vizyonuna ulaşmak için Pazarlama karması dahil, kar amacı gütmeyen kuruluşlar pazarlama yöntem ve ilkelerini kullanmıştır.

Farklı örgütsel yapı nedeniyle ve pazarlama karması ve kaynak yaratma üzerine akademik çalışmaların olmaması nedeniyle, kar amacı gütmeyen kuruluşlar, çalışmaları ve çevreleriyle orantılı bir pazarlama karmasına ulaşmayı zor bulunmuştur.

Bu çalışma, pazarlama karması unsurlarının (fiyat, yer, ürün, promosyon) kullanılmasının Irak'taki kar amacı gütmeyen kuruluşlarda bağış toplama üzerindeki etkisini göstermeyi amaçlamıştır. Hipotezleri test etmesi ve araştırma verileri analiz etmek için İstatistik Paketi (SPSS) programı kullanılmıştır. Anket, Irak'ta kar amacı gütmeyen kuruluşlarda çalışan işçilere internet üzerinden dağıtılmış ve 267 cevap toplanmıştır. Bu çalışmada pazarlama karmasının fiyat bileşeninin kaynak yaratma ile önemli bir ilişkisi olduğu bulunmuştur.

Aynı zamanda, sonuçların analizi, (ürün, tanıtım ve yer) ile kaynak yaratma arasında bir ilişki olmadığını göstermiştir. Bu makale, pazarlama karması unsurlarının kullanmanın Irak'ın kar amacı gütmeyen kuruluşlarındaki kaynak yaratma operasyonları üzerindeki etkisini anlamaya katkıda bulunmaktadır.

Anahtar kelimeler: kâr amacı gütmeyen, pazarlama, kaynak yaratma, Irak'taki STK'lar

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1.INTRODUCTION

Non-profit organizations around the world have grown significantly in recent decades and become one of the most important sectors contributing to social and economic development. Non-profit organizations have been defined as an organization can be considered a social unit, an entity created to achieve human and social goals without any profit goals, and active in various fields, including humanitarian aid, environmental and animal protection programs, training and development, education, health care, sports, and community activities and others) (Kuruvila, 2015).

Despite the great development and the increasing number of nonprofit organizations in the world, the work of non-profit organizations in the Middle East is still very much lagging compared to international institutions and in several areas, including financial, legal, research, social and media, the scope of work of organizations in Iraq a year ago 2003 was confined to very few institutions and was not independent, but after 2003 and as a result of the social, economic and political openness, the concept of nonprofit organizations in Iraq developed greatly and the number of organizations increased until 2019, and the number reached 2844 nonprofit organizations (NGOs Department, 2019).

The crises that the Iraqi society went through after 2003 posed a great challenge at the economic and societal level as a result of internal wars and the ongoing terrorist operations that caused very large waves of displacement from various regions and left many orphans, widows, and immigrants with a poverty rate of 22.5 percent (UNHCR, 2018). While 2.1 million people were exposed to displacement in 2018 according to the statistics of (UNHCR, 2018), and in the absence of an effective role for the state and its governmental institutions during this period, community and nonprofit organizations needed to play an active role to fill this void by working to provide the basic needs of the displaced and help those affected in crisis areas. Due to the lack of adequate financial and human resources to meet the needs of the affected and displaced, nonprofit organizations in Iraq have relied on self-financing sources from the local community and international organizations mainly to cover the needs of the community by collecting donations and providing basic needs of food, drink, and tents. The local and international teams and institutions' activities varied in several aspects, most notably relief and development (NCCI, 2012; Sumaia, 2019).

The increase in the number of organizations has led to a significant increase in the volume of competition in the market for achieving financial sustainability, which has prompted many organizations to seek to implement marketing strategies to develop their financial and human resources. Non-profit organizations, especially humanitarian organizations, show a misunderstanding of this concept of marketing and focus more on sales and promotion activities (Dolnicar & Lazarevski, 2009). The traditional practice of focusing on promotion and distribution in the nonprofit marketing mix becomes a "trap" for nonprofits, due to the lack of clear marketing strategies targeting all stakeholders in the projects presented by the organizations (Čačija, 2016).

Despite the importance of marketing and its effectiveness in achieving sustainable development for non-governmental institutions, many organizations did not give sufficient importance to marketing. Their work was limited to using some traditional marketing strategies on their marketing campaigns, which did not achieve the effectiveness and success of most of the marketing campaigns, which show there is a great need to develop marketing strategies and technologies used in line with the work of non-profit organizations (Pope, Isely, & Asamoah-Tutu, 2009).

The number of nonprofit organizations in the Middle East have increasing significantly. Some of nonprofit organizations have begun to apply the concept of marketing through specialized marketing departments within them. However, this concept is still limited to a small number of institutions, which requires a lot of research and campaigns directed at workers in the civil society sector to implement marketing strategies to achieve sustainability for operating enterprises, lack of funds has been identified as a primary problem in implementing nonprofit marketing, followed by a lack of personnel and basic marketing knowledge. (Pope, Isely, & Asamoah-Tutu, 2009). Therefore, the aim of this research is to assess the reality of marketing and the extent of the influence of the marketing mix on the effectiveness of fundraising in NGOs operating in Iraq.

1.1 PURPOSE OF THE RESEARCH

The purpose of this study is to assess the application of the marketing process and the impact of the marketing mix on fundraising in non-profit organizations.

- a) Evaluating the marketing process on fundraising in NGOs in Iraq.

- b) Examine the effect of the marketing mix on fundraising in NGOs in Iraq.

1.2 THE IMPORTANCE OF RESEARH

The importance of research lies in enriching scientific content to study the importance of marketing in NGOs in the Middle East, examining the extent of the influence of the marketing mix elements on fundraising in organizations, and reviewing the most important experiences in fundraising for non-profit organizations in developed countries. The study will also assess the reality of Iraqi institutions and study the marketing strategies that they work on to collect donations and finance their projects. Besides, the study will focus on developing strategies used for marketing and fundraising for NGOs in Iraq.

1.3 RESEARCH QUESTIONS

The research includes a set of questions that include the dimensions of the first variable and the extent of their impact on the second variable as follows:

- a) What is the impact of the marketing process on the fund-raising in non-profit organizations in Iraq?
- b) What is the impact of the elements of the marketing mix (product, place, price, and promotion) on the success of fund-raising in non-profit organizations in Iraq?

2.THEORETICAL FRAMEWORK FOR MARKETING AND NON-PROFIT MARKETING

Marketing is the cornerstone of the success of companies and organizations in various sectors. With the expansion of the concept of marketing and its entry into various fields, it has become more complex and specialized, which calls for more research and attention to develop mechanisms and means in line with the rapid changes in the business sector and the public sector. This is what requires non-profit organizations to adopt the marketing concept and adapt it to the nature of their business to face internal and external challenges. Segal (1992) indicates the need for non-profit organizations to adopt more profit sector concepts and consider the marketing mix in their marketing strategy. At the same time, Freeman (1992) asserts that marketing and the marketing mix will uncover marketing opportunities for organizations and increase their ability to develop their businesses.

Since these are important for the nonprofit sector, in this chapter, we will study the concept of marketing in the business and nonprofit sector, the historical development of marketing, the marketing mix and its importance for organizations, and the difference between the two concepts for each sector.

2.1 MARKETING

With the increase in economic competition today and in different sectors, using the marketing approach to fulfill the stakeholders' desires has become one of the basics for the continuation and development of (companies, individuals, organizations). Modern marketing focuses on meeting the needs of the masses instead of focusing on meeting companies' needs (Andreasen, 2006). Marketing has many concepts that have been established and developed throughout history and differed in their definition based on their intellectual schools to which they belong. Hence, you find some theories that indicate that marketing is an administrative science; while others say that it is an art. Others say that marketing is a mixture of administrative science and art. Therefore, we find marketing with many definitions, for example:

Marketing is a form of constructive engagement. Thus, it is a societal function, consisting of a systematic set of processes to create value for customers, communicate with stakeholders,

and manage relationships with them (society, customers) (Shultz, 2007). Similarly, The American Marketing Association defined marketing as a social process and activity through which value propositions are presented to customers and work to deliver them to carry out the exchange process and achieve mutual benefit (American Marketing Association, 2017); also marketing is the group of activities carried out by individuals or organizations to facilitate the process of establishing relationships with the target audience in a dynamic environment through the creation, creation, promotion, pricing, and distribution of services, ideas, or goods (Dibb, Simkin, Pride, & Ferrell, 1994).

The Chartered Institute of Marketing, on the other hand, defines marketing as administrative processes through which companies and institutions can define the characteristics of the target audience and their needs and work to provide them in the best ways, quality, and competitive prices to conduct the exchange process through which they can develop customer loyalty and strengthen partnership with them whether they are individuals or institution (Gamble, Gilmore, McCartan-Quinn, & Durkan, 2011). In contrast, Philip Kotler says that marketing is a combination of science and art that enables those in charge of the marketing process to define the target audience's desires and satisfy those desires by identifying the best ways to fulfill those needs and in a creative process a competitive manner (Kotler, et al., 2000).

Accordingly, this study defines marketing as a set of operations and activities aimed at studying the characteristics of the masses, identifying problems, needs, and desires, and working to provide products, services, and ideas that meet their needs and achieve their satisfaction and develop their loyalty to companies and institutions by doing by the exchange process.

2.2 THE HISTORICAL DEVELOPMENT OF MARKETING

Marketing is one of the humanities sciences that have witnessed significant growth and development throughout history regarding concepts, methods, and technologies. The concept of marketing has evolved throughout history (Armstrong, 2014, p. 11). The most prominent defined stages will be detailed in the next sub-sections.

2.2.1 The Production Concept

This has been based on the classic school that says, “The supply of production creates its demands.” This concept was established in the mid-nineteenth century and continued until the beginning of the twentieth century (Pride & Ferrell, 2008). its marketing concept is based on the principle that improving companies' production capacity and effective distribution will profit companies. This concept's emergence and development are due to the spread of technology that led to increased production capacity with the increase in demand, which created a great opportunity and success for these companies at that time. The production concept is not common in the business world today. Still, it exists in a weak framework, and some literature indicates that it makes sense if the aim of the company is to grow in the market.

2.2.2 The Product Concept

The product concept revolves around the principle that the customer prefers products of good quality and features, the companies used a theory that says providing products must be according to the desire, skills, and knowledge of companies and not customers because they know what the customer does not know about the product, and it has spread from the beginning of the twentieth century to the year 1930 (Fullerton, 1988), it was primarily marked by the presences of an “innovative market” and innovations increased, which contributed to the availability of products unknown to customers and companies continued to embrace this concept until after the industrial revolution, Although this concept is not common in the modern era, some companies working in the field of innovations and providing new products still adopt this concept.

2.2.3 The Selling Concept

The increase in the production capacity of the companies led to the availability of products in a very large way, which contributed to the rise in supply and the decrease in demand, which provided a more significant opportunity for customers to choose the best products that they wanted, and as a result of increased competition between companies, it became necessary to think about a new concept that helps companies to They sell their products that they manufacture massively, and that is why the selling concept appeared between the years 1930-1950 (Armstrong, 2014), as the companies' focus became on establishing a sales

department that uses some marketing techniques such as advertising and personal sales to convince consumers to purchase their goods as you assume that customers do not buy Except for the products that they are persuaded to buy, and this concept works (from the inside to out) as indicated by Kotler, and in which the sale has become the ultimate goal of the company even though that customer's satisfaction is not achieved and, despite the importance of the sales department, the companies' focus is on the goal Achieving sales and immediate profit leads to the loss of customers in the long run, as indicated by Comyns and Jones (1927), as this concept focuses on achieving the needs of the seller and not the customer according to the marketing theory.

2.2.4 The Marketing Concept

This concept revolves around a very important point, which is that the customer is the focus of the marketing process and that all marketing efforts must focus on knowing the needs and desires of customers and work to provide them with the best quality and at competitive prices, and therefore companies must make what achieves Customer satisfaction, not vice versa, and this concept emerged after 1950 (Kotler P, 2009) and continued into the present century. Marketing takes the opposite view of selling as it originates from the outside in (Armstrong, 2014, p. 12).

Whereas McKitterick (1958) indicates that selling products is not the primary goal of companies, but instead providing customers' needs with the right quality and quantity to create and develop a long-term relationship between the customer and the company that makes a profit as Shaw (1912) points out. It is smart businessmen who think about customers' unconscious needs and work to produce them in accordance with their requirements and work to achieve their satisfaction.

2.2.5 The Societal Marketing Concept

As a result of the increase in commercial activities and the apparent emergence of their impact on society and the environment, this concept appeared to create a balance and suitability between the needs and desires of customers and the interests of society and the environment, this concept appeared in conjunction with the concept of marketing in the seventies of the twentieth century as it assumes That there may be a conflict between the

short-term interests of the customer and the long-term interests of society and that companies should balance between society's interests and the needs of clients must be focused on by businesses and organizations. Armstrong (2014) considers that the concept of social marketing is the appropriate concept for work on Companies adopt them and that the companies adopt a social concept will positively affect their interest in the long term, as companies must identify needs and work to provide them with the best competitive quality and efficiency while achieving social welfare.

2.3 MARKETING MIX

The term Marketing Mix originated and developed in the early 1960s, and Jerome McCarthy was the first to introduce the term Marketing Mix; He defined it with four essential elements and defined it as (the set of tactical tools that companies gather to do the best marketing activities and strategies suitable for them to achieve their goals) (McCarthy, 1964).

The marketing mix elements consist of aspects of promotion, product, place, and price. The marketing mix concept is considered a cornerstone of the general concept of marketing because it makes the implementation of the marketing process more manageable and enables companies to change their position in the markets by developing and controlling the elements of the marketing mix (Gronroos, 1994).

The changes contributed to the concept of marketing and the trend towards meeting the needs of the target audience instead of the companies' need for more attention to the human element, as it became the central element in marketing operations, which is the interaction between the customer and the buyer.

The expansion of the service sector and the change of the general concept of marketing contributed to a review of the elements of the marketing mix and the call to expand it to include other components Jain (2013), which led Booms (1981) to develop aspects of the marketing mix to meet the needs of companies and to keep pace with changes in the market, especially in the field of services marketing, they added three other elements: people, processes, and physical evidence.

The marketing mix helps companies and organizations understand the needs and desires of customers and know the best and most effective ways to reach target markets and gain customers to maintain them; as companies do everything they can do to meet customer needs

and achieve their satisfaction, the elements of the marketing mix create a synergistic effect and use the elements of the mix Marketing rhythmically because neglecting or misusing any of the elements will affect the rest of the elements, which may lead to failure. The marketing process and companies must continuously develop the marketing mix to match the change in the surrounding conditions and keep pace with the fluctuations of shopping and customer reaction (Booms, 1981).



Figure 2.1: 7PS Marketing Mix

2.3.1 Product

It is one of the marketing mix's essential elements and is considered the marketing process's heart. The product represents many forms. It may be a tangible material such as goods or intangible items such as services and ideas. The customer can consume, use, or possess the products. It is expressed as anything obtained through an exchange process to achieve benefits, material, social, or psychological benefits to accomplish the desires or solve customers' problems. Companies should always think about developing their products to be compatible with customers' needs and market fluctuations in order to be consistent with

customers' needs and market fluctuations, and the product concept has three levels that it covers, namely (Armstrong, 2014):

- a) The product's essence: that is, the main benefit or value that will be provided to the customer by purchasing the product.
- b) The actual product: It represents the tangible aspects of the products, such as the shape of the product, its quality, characteristics, color, and the logo that the product bears.
- c) Product added value: It includes after-sales services, warranty, and delivery services.

2.3.2 Price

The pricing element is considered one of the main elements in the marketing mix, which is expressed as the price or the sum of the values people pay in exchange for their benefits that will be provided to them, whether it is a material product, an idea, or a service (Kotler & Keller, 2006).

Determining the price is based on the benefit or the value that the customer expects to obtain through his purchase of the product. The price must be in line with the product's worth, the customers' purchasing power, and the general economic situation. To carry out the pricing process, the marketing objectives must be set from the pricing. Is it staying in the market or Maximizing the profit or increasing the market share of the company, and what are the factors affecting the internal and external pricing process, determining the reaction of customers and competitors, monitoring prices and their change according to the market situation, in addition to providing appropriate offers, which include reducing costs, discounts and installments on products, especially In the seasons and celebrations that enable companies to penetrate the market, maximize profits and increase sales, some factors give the company more space to control prices, such as the strength of the company's identity and also when the product is an innovation. Kotler refers to the most critical factors that affect the pricing process, which are (Armstrong, 2014, p. 682) :

- Internal factors:
 - a) Marketing objectives for the company
 - b) Marketing mix strategy

- c) Cost of products or services
 - d) The benefits provided by the product to the customer
- External factors:
 - a) Market position and demand size
 - b) Increased competition
 - c) Economic factors and purchasing power
 - d) Legislation and laws

2.3.3 Place

It is how customers can access the company's products at the right time and place to carry out the exchange process and achieve customer satisfaction. The place is the company's market space, and the place may be physical or virtual such as electronic stores. To choose the right place, several factors must be taken into accounts such as proximity to the markets Targeted and potential customers, ease of access to the company's location, size of coverage, ease of movement and availability of stores, and companies can, through the place component, provide several benefits to their customers, which are spatial benefits, temporal benefits, and the benefit of possession. All the organizations that the product must go through from the production stage until it reaches the final beneficiary, such as wholesalers, retailers, delegates, and others. Therefore, the company must choose mediators with great care because they will represent the company by presenting its products and carrying out the negotiation process and providing services Necessary for customers, closing the sales process, explaining the characteristics of the products, and promoting them. Therefore, the place element is related to other elements of the mix. Choosing a suitable place may reduce the overall cost of the product. Selecting the right intermediaries for the company will enhance the promotion of the company and its products, and the distribution channels have many functions (Armstrong, 2014, p. 896):

Research: collecting and analyzing data and information.

Promotion: educating customers about the benefits and advantages of products.

Communication: Communicating with potential clients and building relationships with them.

Convenience: knowing how appropriate the product is for customers and what changes they need to make.

Negotiation: trying to convince customers of the product's value and reaching prices suitable for both parties.

Physical distribution: transportation and storage of goods.

Financing: determining the expenditures required to carry out the distribution of products.

Risks: Brokers bear part of the responsibility for distribution decisions.

2.3.4 Promotion

The promotion element in the marketing mix is the element responsible for conveying the information, characteristics, and benefits of products and services provided by companies to current and potential customers through a set of channels and promotional means called the promotional mix, which works to enhance their confidence in the product and gain their satisfaction to make the purchase (Booms, 1981). In order to carry out an excellent promotional process, marketers must choose the best marketing channels that are commensurate with the nature of the products or services provided by the companies, choose the peak times for presenting products and work to highlight the characteristics and features of the products in line with the desires and needs of the customers. The marketing mix includes four main elements (Armstrong, 2014):

- a) Advertising: It is the process of promoting ideas, products, and services that have been identified by the sponsor, and it is a non-personal, paid means of communication. Among the means of advertising are newspapers, magazines, posters, television, and others.
- b) Personal selling: It is the process of verbal communication with a person or a group of people to convince them to buy products and ideas.
- c) Sales promotion: It is a short-term process launched at specific times to motivate and encourage customers to purchase products to increase sales by distributing promotional gifts and free samples.
- d) Public Relations: It is a carefully planned and continuous administrative process through which public and private institutions seek to create a good reputation with the surrounding environment to develop fruitful cooperation between them and their

public, and through several means, including the establishment of festivals, private meetings, personal interviews, etc.

2.3.5 People

This element represents all employees and managers who provide service to customers (Booms, 1981), where studies indicate that the quality of the product is not sufficient to customer's convince of purchasing products or services, and the success of the product is related to the ability to persuade customers through the excellent performance of the employees and human feelings for effective communication, and customers are considered the human element part of the service provided to them (Zeithaml, Bitner, & Gremler, 2006).

2.3.6 Processes

It is a set of mechanisms and technologies through which companies provide their products and services to customers. It includes all the stages through which the product will be purchased, starting from the initial communication to introduce the product, even post-purchase services (Arif, 2016).

2.3.7 Physical Evidence

Includes all the physical elements of the environment in which the product will be purchased, or services provided to customers. It relates to tangible components such as decorations, furnishings, and site design, everything within the company's spatial space (Booms, 1981).

2.4 NONPROFIT MARKETING

The interest in scientific research on applying the marketing concept in the non-profit sector began in the early seventies (Scopus, 2021). It increased dramatically over the past twenty years because experts recognized the importance of non-profit organizations and the need to apply the marketing concept in their operations to keep pace with the requirements of society and to overcome the problem of lack of financial resources for the sector Non-profit, as researchers sought to transfer academic knowledge of marketing strategies and adapt them to fit the characteristics of the non-profit sector from the private sector.

In this chapter, the concept of marketing in the non-profit sector will be discussed and its importance, the non-profit marketing mix, and the most prominent differences between traditional and non-profit marketing.

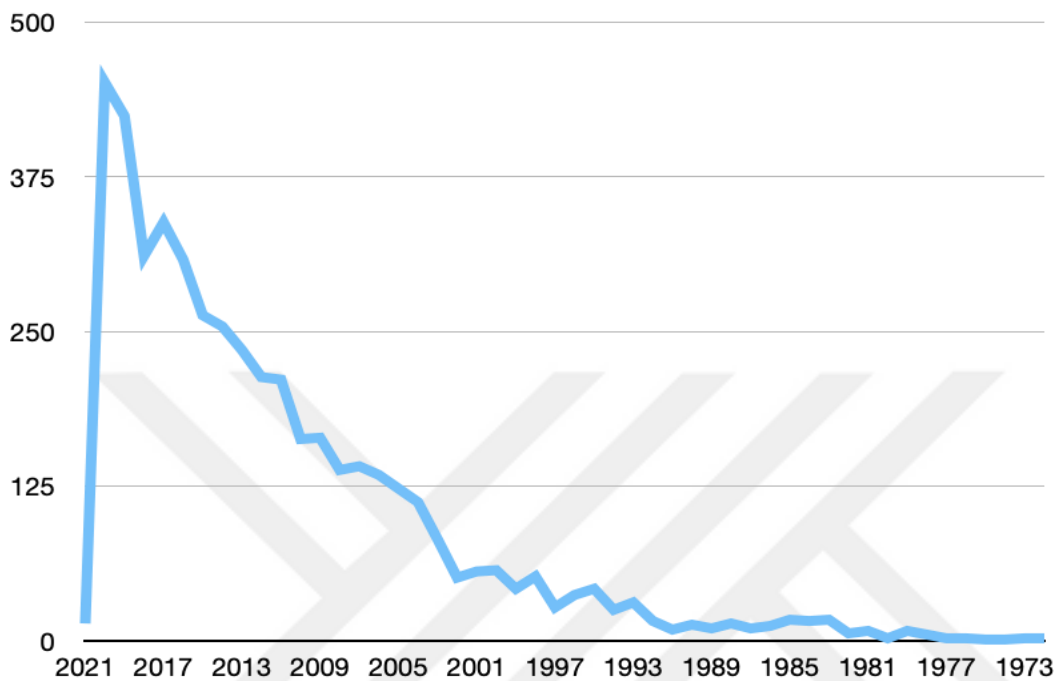


Figure 2.2: Non-profit Marketing Research in History by Years (1973-2021) (Scopus, 2021)

2.4.1 The Concept of Marketing in Nonprofit Organizations

The introduction of the concept of marketing as an administrative concept in nonprofit organizations is somewhat recent, and the emergence and development of the concept of nonprofit or social marketing go back to the end of the sixties, where Kotler and Levy (1969) is considered the first to talk about the need to expand the concept Marketing to include nonprofit social aspects. Despite the controversy that arose about this theory, many scientists and researchers supported this concept. They called for its adoption and application of marketing strategies in nonprofit organizations to increase their effectiveness and efficiency in providing services to the target audience. Kotler (1979) indicates that most of these organizations were using some of the operations or marketing means in their work without their knowledge. Still, this application was limited to some main tools such as promotion and public relations. This inappropriate use is due to the lack of understanding of the

“marketing concept” and not knowing how to apply it, and nonprofit marketing is defined as a process. Continuous through which the marketing methods and techniques used in profit-making businesses are used on the projects and campaigns carried out by institutions to reach their audiences and carry out a beneficial exchange process that verifies through which they meet the needs of customers and achieve their goals and visions using a pre-defined marketing strategy. By analyzing the aforementioned definition's main elements, we find that it focused on the extensive use of marketing means balanced and focused on identifying and meeting customers' needs in the best quality and harmony with the institution's exact vision and goals, also Wymer Jr, Knowles and Gomes (2006) defined non-profit marketing as the use of marketing tactics to further the goals and objectives of nonprofit organizations.

The concept of marketing in the non-profit sector differs fundamentally from for-profit marketing in a major point, which is that the marketing process in non-profit organizations does not aim for profit, as the goals of non-profit marketing are limited to promoting the goals of the institution and developing its financial and human resources to achieve its goals. For its sake, while the marketing process in for-profit companies is the main goal of which is to maximize shareholders' wealth by using marketing means to increase sales and the company's share in the market, Liu (2015), and the marketing process in non-profit organizations is directed to more than one category (donors, beneficiaries, the local community), as it is taken into account in the marketing process that they are "public ownership" organizations, meaning that they are subject to public scrutiny and control by stakeholders. Therefore, any misuse of budgets or failure in marketing will create a negative public opinion about the organization and weaken its relationship community out.

The spread of the concept of nonprofit marketing came as a result of many factors, including the increase in the intensity of competition, the decrease of members' subscriptions, the increase in the cost of operations, and pressure by stakeholders to know where and how to disburse their financial contributions (Alexander & Weiner, 1998). The spread of the marketing concept has contributed significantly to developing the administrative capabilities of nonprofit organizations increase their ability to identify market needs and attract stakeholders and maintain them, and optimal investment of financial and human resources

optimally. The marketing department in nonprofit organizations provides all information to potential customers about the services and projects that the institution offers through effective communication with the public and introducing them to how to obtain it, as nonprofit marketing contributes to enhancing the positive image of the institution and creating a positive reputation and preserving it by applying marketing strategies through which it addresses its internal and external audience. To reach an effective strategy, organizations must use the marketing mix elements to get clear answers about defining their audience's needs, how to meet them, when, why, and where to provide those services.

Although the article on expanding the concept of marketing is considered to be the start in the application of the concept of marketing in nonprofit organizations, the spread and development of the concept of marketing in nonprofit organizations passed through many stages, where Kotler (1979) evaluated marketing operations in nonprofit organizations in the year 1979, that is, after passing ten years after the emergence of the concept of social marketing, but it was found that despite the great enthusiasm of managers in nonprofit organizations to apply the concept of marketing, there is a lack of understanding of the concept of marketing, as most of these organizations did not use only the promotion element in their operations, which is what constitutes a big gap to the concept General Marketing, while Akchin (2001) indicated in a study he conducted in 2001 that there are still many misconceptions prevalent in organizations and that most of those organizations still do not apply the comprehensive concept of marketing and their work is limited to specific functions of marketing such as promotion and public relations, while Kotler and Andreasen (2008) indicated to the fact that nonprofit organizations have become more focused on studying the market and changing their strategy to focus on customers and that marketing operations are being managed by employees trained to do business Marketing professionally, and to increase the effectiveness of marketing strategies, marketers must adapt marketing methods in line with the goals and vision of organizations and their fields of work.

Also, Andreasen, Goodstein and Wilson (2005) indicate that there are a set of factors that have called for increased interest in marketing and the marketing strategies of non-profit organizations, namely:

- The desire and need to improve the organization's financial position, especially with the increase in the number of organizations and the intensification of competition for resources, and the desire of organizations to reach a more financially stable state to be able to control their financial destinies.
- The companies' adoption of more social responsibilities contributed to achieving partnerships between non-profit and profit organizations to support social programs provided by non-profit organizations. Joint work and direct friction between the two sectors contributed to increasing organizations' awareness of companies' value and marketing methods.
- Pressure comes from “venture philanthropy” to adopt practices similar to the for-profit sector in social investment instead of the old charitable work concept.
- Developing the capabilities of financial organizations and increasing their ability to employ marketing specialists and pay their salaries.

2.4.2 The Importance of NGOs Marketing

The interest of nonprofit organizations in applying administrative concepts and their introduction into the organizational system for their work is one of the factors contributing to a qualitative leap in developing the work of organizations and increasing interest in them. The increase in interest in nonprofit marketing concepts in recent years came as a result of a group of factors that can be summarized as follows (Andreasen, Goodstein, & Wilson, 2005, p. 47):

- Increasing the organizations' desire to diversify their sources of income and control their financial revenues.
- The importance of marketing in establishing partnerships with international and governmental organizations.
- The importance of marketing in attracting human competencies and benefiting from them in achieving the organization's goals (volunteers and employees).
- Increasing pressure from stakeholders to adopt more management concepts in organizations to raise effectiveness and efficiency in providing services.
- High costs of administrative and operational operations.

- The desire of institutions to create a positive image and reputation, especially with the spread of social media and how institutions obtain feedback from all stakeholders.
- Increasing awareness of the issues, the institution adopts its vision and mission.

2.4.3 Marketing Mix in Nonprofit Organizations

The marketing mix is the center or axis around which marketing activities revolve. Work is done to positively impact stakeholders to persuade them with the quality of services and projects that the institution provides to the beneficiaries. Determining the elements of the optimal marketing mix in nonprofit organizations is more complicated than the profit marketing mix due to many considerations, including:

- Services are considered the main products that nonprofit organizations provide to their clients.
- The multiplicity of customers for nonprofit organizations (donors, beneficiaries, donor institutions), and the nonprofit organizations must direct marketing strategies to each of them.
- Organizations need to balance their vision and mission with the beneficiaries' needs and the donors' desires.
- Lack of financial resources allocated to marketing activities in organizations.

The marketing mix consists of the four main elements: product (service, project, program, goods), price, which are grants or donations (financial, time, effort), location (spread, coverage), and promotion (social media, advertisements, etc.) Festivals, paper publications, etc.), in additions Roberto and Kotler (1989) added three other elements, considering that most of the institutions' products are services (intangible), they need to add the people component (employees and volunteers), processes and the material component, the people element (employees and volunteers) are considered one of the essential elements in nonprofit organizations because they are the most interacting with people (Balog, 2011). Stakeholders believe the human element (employees and volunteers) as part of their assessment of the organizations' performance service. Therefore, the quality and effectiveness of employees' performance are reflected in the satisfaction of stakeholders. Carrying out an analysis of the internal and external environment of the organization to know the institution's position in the market, identifying its strengths and opportunities and how to invest them, understanding

weaknesses and challenges, working to overcome them, and examining their suitability for the organization's field of work and where to implement Programs and services (Dolnicar & Lazarevski, 2009).

It is also necessary to monitor and evaluate the marketing mix continually and work to change it when needed, as no fixed marketing mix fits all organizations or at all times, and organizations must undertake development and change processes for the marketing mix based on the external factors surrounding the organization such as the economic, political, social, and environmental situation as well as resources. With the financial and marketing mix of competing organizations and stakeholders' desires, the nonprofit marketing mix works to attract financial resources. Also, it changes social behavior through the programs and services provided to all stakeholders (Donovan & Henley, 2003).

2.4.3.1 Product

The product component in nonprofit organizations is one of the elements that nonprofit organizations face difficulty in designing due to the fact that they often do not provide tangible products as their products are programs, services or intangible ideas, also, the design of programs in nonprofit organizations is subject to for a set of factors, where programs are often specific and challenging to change, and this is what makes organizations focus on the quality and added value of the services they provide to stakeholders, as well as the need for organizations to budget in presenting their programs to the wishes of donors, the needs of the beneficiaries and the vision and values of the institution (Gallagher & Weinberg, 1991), as it is not possible for an organization to present a program that might contradict its vision and mission that it offers to its audiences, And this is what makes organizations sometimes modify their programs, taking into account pressure from stakeholders and trying to find a state of balance between organization's vision and the vision of donors, whether they are (donor institutions or individuals, beneficiaries), as well as organizations seek to provide various programs and services in their field of work or in areas In an attempt to attract attention and influence stakeholders to involve them in supporting those programs and finding funding for them, the programs and services of nonprofit organizations are presented in various forms, so they may be (Relief Aid). Humanitarian programs, poverty reduction

programs, training and development, education, peacemaking, environmental protection, creating community values, or preserving the values and principles of society and others. The desire of stakeholders to obtain the provided programs lies in the benefits they will get through their support or joining them. Therefore, nonprofit organizations must consider the five main stages when presenting their programs and services (Wymer Jr., Knowles, & Gomes, 2006, p. 124), as shown in (Figure).

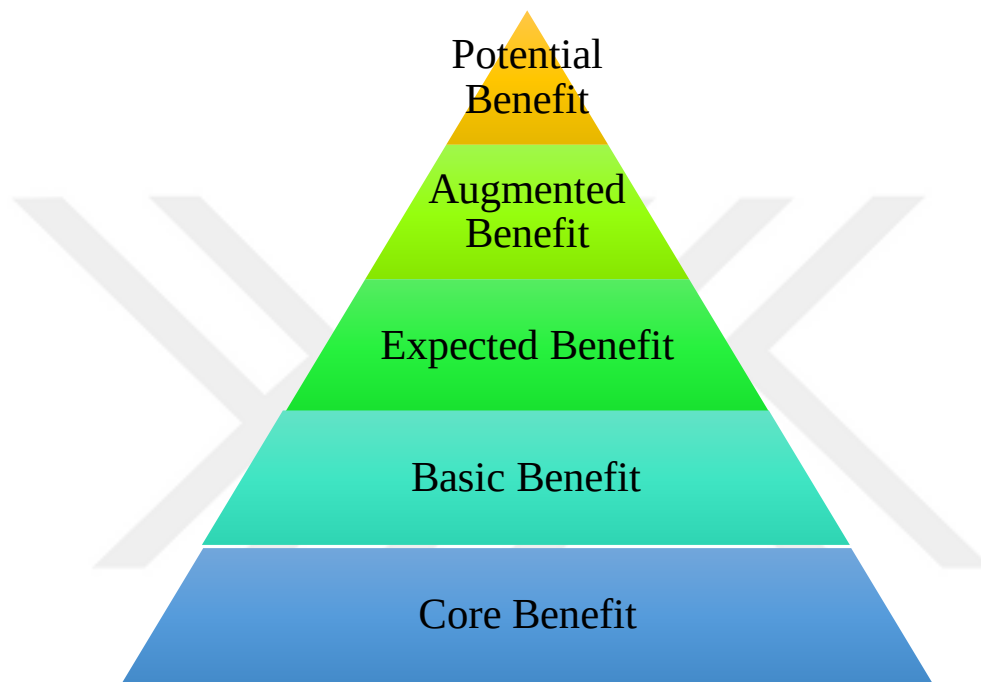


Figure 2.3: Five Levels of NGOs Offer

The first level in the design of the programs presented includes the primary benefit; for example, The first step in the creation of the programs offered involves the essential advantage, such as the benefit they would get from entering the programs of the company, i.e., what the intended audience expects from their program enrollment, The benefits are measured in terms of the essence of the programs offered, e.g., the programs offered by computer teaching organizations that the user expects to learn the fundamentals of using the computer, i.e., the necessary information that the recipient can gain from other programs or other methods. As for the second level, all the program or service characteristics are represented, i.e., transferring the necessary information details to beneficiaries. In contrast,

the third level “expected” is the presentation of the features that the beneficiary expects, such as giving the program before an efficient trainer and their ability to operate and work on the fundamentals of computer programs and obtain a certificate in the program and others, and in the fourth level "enhanced," that is, the additional features provided by the organization in its program, which the public did not expect to obtain. They may have got a pin bearing the institution's logo or Presenting an identity of belonging. It is imperative for organizations to continuously develop their enhanced benefits because the enhanced offers become part of the offer overtime; that is, the target audience expects. The last "potential" level is expressed as a set of improvements and modifications that organizations are working to introduce to their programs to improve their competitiveness (Wymer Jr., Knowles, & Gomes, 2006).

2.4.3.2 Place

The place component in non-profit organizations is critical because their provision of services depends on their presence in the locations of donors' needs, their extent of spread, and their ability to reach stakeholders; it is expressed as the place in which the institutions offer their services and programs (The main office, branches of the organization, proliferation and coverage, digital presence), where institutions work to be near places where stakeholders gathering (institutions, individuals, companies, and government agencies), and the electronic presence is considered one of the most important elements of reaching stakeholders and the least costly where Through it, institutions can overcome the spatial and temporal gaps with their potential clients, and the organizations also work to spread their volunteer teams to cover the largest possible area within the framework of their work (Enckell, 2016) (Wymer Jr., Knowles, & Gomes, 2006, p. 136).

2.4.3.3 Price

It refers to any price that is expressed during the exchange process and is not limited to financial values, as the exchange process of benefits may involve human values and needs as expressed in Maslow's hierarchy, so the beneficiary who gets the foodstuffs resulting from the donation gets to his needs. Physiological (i.e., filling the need for hunger and thirst), while the donor or volunteer gets other benefits expressed by the need for belonging and self-respect through donating money, effort, or time, and it is also characterized by the possibility of participating more than one person or entity in its support for the projects

proposed by organizations (Wymer Jr., Knowles, & Gomes, 2006). Also, it is necessary to take into account in the pricing process the choice of the type of donation or the value, whether it is restricted or open, as well as the diversity of the value of the request from donors and in particular from the local community in proportion to their different financial capabilities and commensurate with the value of the programs presented and the price may represent the value The total value of the project or program, or it may represent shares of the total value. The results indicate that stakeholders tend to choose average values in their support for nonprofit programs. Carrying out an appropriate pricing process needs organizations to define the goals that they want to achieve from the programs and projects they offer and which they want to accomplish from pricing (Wymer Jr., Knowles, & Gomes, 2006, p. 172), namely the:

- Increase financial revenues: It means that the institution undertakes the pricing process to increase the resources and the institution is working to achieve this goal or to improve the economic surplus so that the institution can establish events or programs almost free of charge, as the high costs requested by universities or nonprofit institutions are given through Scholarships for students with limited income or providing medical care to low-income groups, or it tries to pay for the cost of the services and programs it offers.
- Facilitating operations: Nonprofit organizations need great flexibility in their operations due to the lack of resources they have and their spatial inability to accommodate all groups, so they resort to the pricing process to facilitate operations by balancing the supply and demand for their provided services as well as to discourage the market, such as the work of some organizations to enact Laws that raise the value of taxes on smoking to urge people to quit smoking or pay prices for cars to cross specific roads at peak times.
- For sponsorship: organizations resort to maximizing the size of the target market because they believe that they can accommodate more people and their ability to provide them with services and achieve the benefit from absorbing a larger number of members and subscribers, as they can use them to form pressure groups to support specific laws or behaviors or Hoping that they may contribute to supporting

institutions more in the future and that the institutions resort to this goal in their desire to achieve social justice.

2.4.3.4 Promotion or marketing communications

The promotion component includes all the promotional means that the institution uses to introduce its projects, and it is defined as the activities carried out by nonprofit institutions to attract attention or create a positive impact or display all information related to the programs and projects that the institutions provide to the target audiences in order to convince them to support them or Joining them (Tschirhart & Bielefeld, 2012, p. 191), nonprofit organizations face a significant problem in understanding promotion and the promotional mix, as the literature indicates a misconception and confusion between promotion and marketing, as well as promotion and advertisements, which negatively affects the performance of institutions and their failure to achieve their marketing objectives, and therefore marketers need to understand the jobs the promotion process in nonprofit organizations faces another challenge, which is the lack of financial resources allocated to promotional operations, which is thus reflected in the effectiveness of the promotional process. Therefore, institutions need to give appropriate budgets for the promotional process (Enckell, 2016). The spread of social media makes the promotional process easier for nonprofit organizations in terms of low cost and ease of Reaching target audiences.

Familiarizing stakeholders with the institution's vision and mission is one of the biggest goals of promotion, which institutions should work on educating them with everything related to the organization in terms of information and data. The use of multiple means taking into account the differences between the target audiences in terms of desires and needs and from those means (videos, pictures, Storyboards, reports, festivals, etc.), and personal promotion is considered one of the best promotional means in the work of nonprofit organizations, through which individuals representing institutions can communicate all project elements and program information directly through individual or mass presentations. Nonprofit organizations may prepare successful marketing strategies unless they have unique relationships with the target audience. Therefore, organizations must focus on public relations and direct marketing as a useful tool to gain good connections with their audience (Enckell, 2016, p. 17).

2.4.3.5 People

The human element is considered one of the most critical elements in the nonprofit marketing mix due to the correlation of institutions with service projects and programs that are usually directed to society, and therefore the human element is considered the face of the institution and its representative with all its values, mission, and professionalism, that the involvement of human elements in planning campaigns and Programs and projects are often reflected positively on their integration and full adoption of the issues that are raised with stakeholders (Blery, Katseli, & Tsara, 2010, p. 66) Institutions rely on people to manage fundraising processes (employees and volunteers), and fundraising campaigns' success depends on their competence and ability to present the project. The nonprofit is especially important for the human elements and works to develop them cognitively and behaviorally and to familiarize them with everything related to the institution, its projects, and programs, and to train them in methods of presentation and develop their emotional intelligence, people in nonprofit institutions deal with two completely different segments that require them to determine the appropriate strategy for each of them and knowing the behavior of stakeholders and how they make decisions (CIM, 2015, p. 8). Also, it is essential to note that stakeholders' Participation in designing programs will positively affect their interaction with the Foundation's programs and issues. They will promote it in a personal context and contribute to creating emotional bonds between nonprofit organizations and their audiences.

2.4.3.6 Processes

A series of procedures and mechanisms of action starts from the first contact with the target audience until after obtaining the service or program. Institutions need to continually develop their operations and facilitate them in service for stakeholders to provide them with a great deal of comfort and satisfaction with the institution (Arif, 2016, p. 17). By everyone (employees - volunteers - beneficiaries - donors), introducing technology into the operations provided by nonprofit institutions facilitates their use and makes them appear more harmonious, organized, and straightforward. Besides, the institutions need to involve customers in designing operations and taking feedback from them, which makes them more Participation and interact with the institution (CIM, 2015, p. 8).

2.4.3.7 Physical evidence

It refers to the physical environment in which services or programs are provided, and an excellent physical environment is considered proof of the quality of services offered by institutions and includes all tangible material matters such as the institution's building, furniture, the quality of the training halls and the availability of technology, which usually gives a sense of confidence to the target audience (CIM, 2015, p. 9).

2.4.4 The Difference Between Traditional Marketing and NPOs Marketing

Despite the significant similarity in the main principles of profit and nonprofit marketing, there are many differences and advantages for each of them, and the most prominent differences can be summarized in the following points (Wymer Jr., Knowles, & Gomes, 2006; Yee & Yazdanifard, 2015):

Table 2.1: The Difference Between Traditional Marketing and NGOs Marketing

	Traditional Marketing	Nonprofit Marketing
1	Marketers in the for-profit sector focus on increasing financial returns for companies.	Nonprofit institutions work to achieve multiple goals, and often those goals are not material (such as sponsoring festivals, training programs, and changing community behavior).
2	The marketing department at for-profit organizations manages full-time employees.	Nonprofit organizations depend on their work on volunteers or part-time employees, which is reflected in their performance.
3	Marketers in the for-profit sector can measure results more quickly than in the nonprofit sector.	Marketers have a hard time gauging the consequences of their campaigns.

4	There is one category of customers for companies, and the marketing process usually revolves around them to achieve their satisfaction.	Nonprofit organizations have multiple clients and need to go to each of them (donors, beneficiaries).
5	Material profits are distributed to founders and shareholders.	The organizations do not distribute any financial returns or profits to the founders or members of management.
6	Companies operate according to the marketing rule that the customer is always right.	The customer and the organization's desire may conflict due to the difference in the vision and values they adopt.
7	The company's budgets are subject to scrutiny by owners and managers.	The budgets of the organizations are subject to public oversight and scrutiny because public funds fund them.

3.THEORETICAL FRAMEWORK OF NON-PROFIT ORGANIZATIONS AND FUNDRAISING

The development of the non-profit sector is considered part of nations' civilized development throughout history, which has become an independent sector that contributes to societies' service and growth. Therefore, scholars throughout history have researched its impact according to many concepts, including political, economic, and social influence. In the political field, organizations influence the spread of concepts of freedom and defending rights and democracy, while it affects the spread of concepts of social solidarity and altruism socially, as for economically, it contributes to increasing national income and reducing poverty and unemployment (Worth, 2019).

For the reasons mentioned above, with the increase in the size and types of organizations, we will discuss in this chapter what is the concept of the non-profit sector, what is its importance and types, what is the state of organizations operating in the Middle East and Iraq, and what are the main obstacles and incentives for their work, and how they are affected and effected surrounding environment.

3.1 THE CONCEPT OF NON-PROFIT ORGANIZATIONS

The concept of non-profit organizations is one of the modern concepts that arose and developed throughout history and which developed significantly in the second half of the 20th century until the present time, especially during the past 50 years (Taylor, 2010), as a response to a set of social, economic and political factors, even though charitable work is a kind of Non-profit organizations that were spread for decades through religious centers (mosques, churches, and temples) or through endowment universities such as Harvard University, which was established in the year 1636. However, the emergence of non-profit organizations in its current form (as a unified sector) has its own characteristics and control. It did not appear until after the last century's forties, especially after the First and Second World Wars.

The founding of the United Nations in 1945 was considered a turning point in the development of the concept of non-profit organizations, as Article 71 of the United Nations Charter and the Universal Declaration of Rights humans in 1948 emphasized the active role

of non-profit organizations in achieving the goals of the United Nations in disseminating concepts of freedom and human rights and supporting third world countries to help poor and developing countries to The development and achievement of well-being in all countries of the world.

Before the forties and until the end of the sixties, non-profit organizations focused on the relief aspects, mainly seeking to provide basic needs, especially during the First and Second World War. For example, in the United Kingdom, Oxfam was formed and worked on Relief for the needy in Greece during its civil war, which caused a food crisis for many people and then turned into Oxfam. In contrast, the "CARE" organization in the United States worked to send foodstuffs to European countries after World War II. The seventies witnessed development. A significant expansion in non-profit organizations' fields, thus becoming more effective in defending human rights, especially the marginalized classes, through campaigns to change public opinion and pressure governments to pass laws that guarantee their rights. Alexis de Tocquerile praised the role played by organizations in supporting the integration between different classes and ethnicities in many countries, and he said that they contribute to the fight against tyranny through their work (Tocqueville, Democracy in America, 1835).

While in the nineties of the last century, non-profit organizations began working on major reform aspects to change concepts and values in societies in line with the orientations of the international community and highlighted issues related to women and defending their rights and freedom of political participation and others. In our time, a tremendous economic and social power, organizations work to achieve social peace and provide essential services not provided by governments or the private sector.

Given the importance of this sector, states and international organizations have taken care to support these organizations by providing all kinds of financial, legal, informational, and educational support (Anheier & Themudo, 2005).

The developing countries such as the USA and European countries have worked to enact laws that facilitate the work of organizations and preserve their rights and the goals for which they were established and worked on providing economic support to it by exempting it from taxes and giving it financial grants, and that interested in it was reflected on the educational

and research side, as there were specialized studies in the non-profit sector in universities and research centers, which was affected positively in the development of many human concepts. In the world today, the United States of America has the largest number of non-profit organizations in the world, with 1.54 million organizations in the year 2016 according to (IRS), while the United Kingdom has nearly 60,000 organizations, non-profit organizations are part of a large community sector Which works in an integrated manner with the private and public sector to achieve social welfare in countries and serve public purposes. The concept of non-profit organizations has many names such as (civil society, the voluntary sector, non-governmental organizations, the third sector, and others). Although they all constitute one sector, these differences in names are considered the result of the different perceptions of the state and society about it from one country to another, and each concept has specific characteristics, which are defined as follows:

3.1.1 Non-governmental Organizations

The United Nations defined them in 1998 as organizations founded by a group of individuals. They are non-governmental and adopt support for humanitarian, social, and political causes. They called it non-governmental to distinguish between them and the government sector, as both sectors provide public services. This term is considered inappropriate because it may include the private sector such as Facebook or Microsoft companies regarding independence from governments in ownership and legal authority (Michael, 2017).

3.1.2 Non-profit Organizations

Institutions created with a humanitarian motive to achieve public services and are prohibited from distributing profits, but they may give privileges to their members, as defined by Ahmed (1998) that they are organizations or groupings established to achieve humanitarian, charitable or educational goals and do not aim to achieve or distribute profits on its members, while Peter Drucker describes them as public gatherings whose organizers seek to have a positive impact on the environment in which they are located.

3.1.3 The Third Sector

This sector classification of non-profit organizations as an independent and complementary sector to the private and government sectors (Ridley-Duff & Bull, 2011). This classification

gives importance to the non-profit sector as an independent sector. It considers the voluntary and non-profit sectors as a part of the third sector in some countries. However, there are some objections to the concept in terms of the arrangement. If it appears in the last order after the government and the private sector in terms of importance, the people's values drive generates a feeling that hospitals, religious centers, and medical research centers are more important and serve humanity.

3.1.4 The Voluntary Sector

The voluntary sector is considered one of the concepts synonymous with the non-profit sector. It is frequently used in the United Kingdom and revolves around voluntary participation and charitable work with an internal will without any coercion or external pressures. It is described as an individual act that stems from an inner feeling to provide volunteer services (financial, effort, or experience) to disadvantaged groups (Michael, 2017).

3.1.5 Civil Society

Civil society is considered a common term in the non-profit sector, which is a polite gathering that aims to achieve its own vision and mission and works to mobilize energies to join it in a voluntary manner that is independent of the authority, does not have any economic goals, works in various fields to achieve the purposes of advocacy or the field of trade unions (Anheier, 2014; Salamon, 2012).

Despite the differences in the definition of the names given to NPOs, there is a set of characteristics by which third sector organizations can be known in general, namely (Michael, 2017):

- *Independence*: It means the autonomy of the institution in terms of its inception, vision, and its financial, administrative, and organizational strategies, as it is not subject to the government authorities but instead to the board of directors of the constituent body by its internal system and accordance with the general law of the state.
- *Non-profitability*: that is, the funds that you collect, whether from donations, investments, or governmental or private grants, are not distributed or disbursed except to achieve the vision and goals of the foundation for which they were founded.

- *Institutional*: It has an organizational structure and an internal system that governs the individuals who work in it and coordinates its operations.
- *Sources of income*: The organizations depend, in implementing their programs and projects, mainly on funding and donations that they receive from various funding sources.
- *Voluntary*: it allows members of the community to volunteer in all its forms in the organization. It includes volunteering time, effort, thought, and money without any ethnic prejudice, gender, or discrimination bias, and it does not have the authority to coerce people to join it (Salamon, 2012).
- *Adaptation and flexibility*: The majority of organizations have the ability to provide services in different fields and different countries according to the need and available resources, which gives them a great possibility to adapt to the changes in the surrounding environment and achieve continuity in the long level, but the current trend of international organizations encourages organizations to specialize in areas specific to achieving greater effectiveness and efficiency in implementing projects and programs.
- *Equity*: The organizations' general tendency is to provide services to all segments of society without any discrimination and with what it possesses of material or human potential.
- *Exemption from taxes*: This is what many countries adopt to support non-profit organizations. They have enacted laws that exempt organizations from paying any taxes to the state.
- *Public ownership*: Any people or companies cannot own it, and it cannot be sold, and it provides services to the general public (Salamon, 2012).
- *Charity*: That is, they are organizations based on achieving higher human goals and values and cannot work to achieve personal goals and objectives.

3.2 IMPORTANCE OF NON-PROFIT ORGANIZATIONS

The importance of non-profit organizations: Non-profit organizations are considered one of the most important sectors for society, which affect and are affected by their surrounding environment and on all fields and levels and in various countries.

Despite the differences in cultures, religions, and geography, the non-profit organizations are almost present in all countries, which increased interest by states and societies in non-profit organizations came as a result of the expansion of the roles they cover in various fields, including societal, economic and political development, in the field of freedoms, defending human rights, preserving the environment, urgent response to disasters, education, peace-making, training and development, and in the religious and advocacy side. And in different religions, the importance of non-profit organizations at the social and economic level can be summarized by the following points:

3.2.1 Societal Importance

Non-profit organizations act as a sector balance between the private sector and the state to achieve social justice by spreading the concepts of democracy and freedom of opinion and contribute to the development of societies across different segments of society and their various religious and intellectual orientations, as they affect the making of the trends of societies and work to preserve community values and contribute In promoting social peace and promoting social solidarity in times of crisis by collecting donations and distributing them to those affected and allowing them to volunteer and donate (Al-Haidari, 2004). Their importance for society can be divided into:

- a) volunteers: Non-profit organizations enable individuals to volunteer and work to enhance their role in society, which is of great significance and reflects positively on the volunteer himself through:
 - Enhancing self-confidence.
 - Gaining a standing in the community.
 - Self-development through increasing experience, knowledge, and skills, and developing the field of specialization.
 - Achieving special goals represented in participating in volunteer projects he loves.
 - Investing his time in social work that satisfies his various psychological needs.
- b) Donors: Non-profit organizations provided donors "Individuals and foundations" with excellent facilities through their work as an intermediary between the donor

and the beneficiary, as they contributed to the delivery of societal needs to the donors and worked to provide information to them by sending reports on the organization's work, as well as facilitating the process of collecting donations and delivering them to the disadvantaged groups.

- c) Beneficiaries: Non-profit organizations work as entities supporting the state in many aspects, on top of which is working to meet the needs of the local community, especially in times of crisis, by collecting donations and delivering them to the affected parties, especially in times of crises, wars, and humanitarian disasters, which seek to reach the beneficiaries, assess their needs and work on its delivery to donors and donors to fill it.

3.2.2 Economic Importance

The importance of the non-profit sector has emerged on the economic side in recent years, as the services and institutions run by non-profit organizations such as universities, hospitals and service centers have positively affected the economic side, and its importance is summarized as follows:

- Contribution to poverty reduction: Non-profit organizations work to contribute to poverty reduction by providing aid to low-income groups, either directly through distributing material and food aid to them or indirectly through the training and educational programs it provides them. A World Bank official confirms that role by identifying three categories that contribute to alleviating poverty in societies: states, governments, international organizations, and local non-profit organizations (Anheier, 2006).
- Increase social welfare: organizations often act as mediators to achieve social welfare and achieve community development. Therefore, some countries such as America and France have resorted to relying on them to provide some social services.
- Creating new job opportunities: Non-profit organizations are considered one of the fields that contribute significantly to providing job opportunities, either directly through jobs that are available in the non-profit sector or indirectly through programs or soft loans that they provide to those in need by preparing them for the labor market or by giving operational or small projects through which they can work and live a

decent life. Professor Muhammad Yunus considers the experience of the "Poor Bank" or "Grameen Bank" in Bangladesh, the Nobel Peace Prize winner, whose idea was launched in 1976 from unique experiences in its type, which contributed to creating job opportunities for thousands of citizens by facilitating the process of obtaining loans and then recovering them from them in the form of payments, also contributed to raising the percentage of employees in the non-profit sector in the United States of employees from 11 million employees at the end of the nineties to approximately 22.6 million employees in 2019, which constitutes 14 percent of the workforce.

- Efficiency in the provision of services: Concerning the main features that non-profit organizations possess, it may enable organizations to increase their effectiveness and efficiency in providing services, making many countries and international organizations rely on them in providing services. Because it does not aim to achieve profits, as well as its reliance heavily on voluntary efforts in implementing programs and providing services, in addition to that, it has the flexibility to implement programs, as it is less bureaucratic than profit or public organizations. Therefore, reliance on it, especially in developing countries, has become very large (Balog, 2011).
- Increase the national income: Non-profit organizations contribute to increasing the total national income through the projects they obtain, the services they provide, and their own investments, as well as through the volunteer hours they provide. For example, studies indicate that the average volunteer work hours in the United States are equal to approximately \$ 176 billion, equivalent to 9 million employees, contributing nearly 1,047,000 trillion dollars in 2016, which constitutes 5.6 of the gross domestic products (GDP).
- Preserving the environment: States rely on non-profit organizations to promote some of the concepts and trends that pertain to society to achieve their goals, such as the organizations' contribution to enhancing commitment to the state's environmental policy (Sending & Neumann, 2006).

3.3 TYPES OF NON-PROFIT ORGANIZATIONS

Researchers find it difficult to find a unified classification for organizations operating in the non-profit sector due to the great difference in their fields of work and scope of work, but organizations can be classified according to the following areas (Al-Haidari, 2004), which can be divided into:

3.3.1 The Type of Activities Provided by the Organizations

Organizations are divided according to the type and nature of their activities and services to the target groups to:

- Religious organizations: It is considered one of the oldest and most widespread organizations and is usually concerned with religious aspects, such as building mosques, churches, and advocacy matters. The percentage of religious organizations in Egypt in 1991 was 43 percent, while in America in 1993, they formed 43.6 percent of the percentage of existing organizations (Flanagan, 1993). At that time, it was also the most recipient of donations, according to Giving USA, which explains the public's confidence in religious organizations (Maqbool, Razzaq, Hameed, & Nawaz, 2019).
- Educational organizations: They are the organizations concerned with providing educational care, such as building and repairing schools and universities, managing them, and providing student scholarships for needy students.
- Relief organizations: They are the organizations interested in providing basic relief aid (food and clothes). They constitute a large percentage of the organizations operating in Iraq and the Middle East at present.
- Health organizations: It is concerned with providing health care, carrying out surgeries, or providing medicines, treatments, and others.
- Human rights organizations: It includes organizations concerned with defending political rights and freedoms and women and children's rights organizations.
- Culture and arts organizations: They are usually interested in cultural and artistic matters and work to establish artistic activities and sponsor talented people.

3.3.2 Targeting Group

- Women: They work in defense of women's rights by adopting sensitive issues related to freedom of work and political participation and combating violence against women or harassment cases.
- Children: It includes organizations that work in caring for orphans and protect children's rights in education and issues of violence against them.
- The elderly: It is widely spread in countries, and it is concerned with providing them with the basic needs of housing, food, medicine, and other things. Either full care is provided public housing and allocating employees to take care of them or provide partial care to provide for their needs in their own homes.
- Youth: It is concerned with developing youth and developing their capabilities through training programs or youth camps and fighting issues harmful to them, such as drugs and others.
- The family: Some organizations work to take care of the community's family system through awareness programs.

3.3.3 Work Area

Organizations are divided according to the gender or age of the target group to:

- Local: It is usually linked to a specific geographical framework in one country, whose material and human resources and capabilities are limited, such as "Volunteer with Us organization for Humanitarian Relief" and "Riyadh" organization for capacity building.
- Regional: spread in a unified regional framework, such as organizations working in the Middle East and North Africa, such as Life Makers Organization in Egypt.
- International: They are usually large organizations and have significant financial and human capabilities. Their activities are spread in most countries, such as the Islamic Relief Organization.

3.3.4 Administrative and Structural System

Organizations are classified according to the administrative structure and their recognition by governments as formal or informal organizations:

- Official: It is most of the non-profit organizations operating in the world and is registered with governments, have a transparent internal system and administrative structure, and have one or more employees.
- Informal: These are the organizations that are usually established in response to inevitable crises or organize a specific event and do not have employees and can later turn into officially registered organizations.

3.4 NON-PROFIT ORGANIZATIONS IN THE MIDDLE EAST

The Middle East region, in general, is considered one of the most turbulent and diverse areas on the religious level (Islam, Christianity, Judaism) and ethnicity (Arabs, Turks, Kurds, Persians) in addition to its geopolitical importance, which made it an unstable environment at all political, economic and social levels due to Crises, conflicts, wars, revolutions, and coups that occurred during the twentieth and twenty-first centuries, which is what has prompted many social elites to move to form non-profit organizations to contribute to meeting the basic needs resulting from those crises, especially with the great weakness of governments and the absence of a useful role for them at times Crises, non-profit organizations have formed the central pillar in supporting societies in cooperation with international organizations, especially in countries such as Iraq, Palestine, Syria, Yemen, and Egypt.

Research, evidence, and statistics on the emergence and development of non-profit organizations, their numbers, and work areas in the middle east are very few and widely differentiated due to government policies.

The emergence of non-profit organizations in the Middle East as unified institutions dated back to the twentieth century and became more specific and developed in the second half of the twentieth century onwards. The Ottoman Associations Law, which was issued in the year 1909 (Nasser, 2019), is considered one of the essential laws contributing to the spread and establishment of many political and humanitarian societies (Shamala, 2013).

For a whole decade, starting from the 1960s, its role has significantly weakened, as a result of government policies that have controlled and neutralized many associations, and despite the proliferation of non-profit organizations, especially during the past five decades, they are

considered in need of more attention and development in management strategies. And implementation to keep pace with the rapid fluctuations in its environment and overcome the challenges it faces.

Despite the restrictions imposed on them by government departments and the difficulty of obtaining funding sources commensurate with the needs, non-profit organizations in the Middle East have contributed to facing many of the crises that society have met and have been able to provide extraordinary services in many areas of relief, religious, development, or political.

Egypt has considered the biggest country in the Middle East has NPOs numbers 47,000 organizations according to Ministry of Interior data. While there are approximately 12,000 organizations in Yemen in 2016, non-profit organizations in the Middle East are not limited to their existing areas. Many of them contribute to facing crises and helping the needy in Africa, especially the Gulf and Turkish organizations (USAID, 2018).

3.5 THE HISTORY OF NON-PROFIT ORGANIZATIONS IN IRAQ

The work experience of non-profit organizations in Iraq is considered recent in its general framework as legally registered organizations. It operates in a relatively free framework, and the experience of establishing and managing non-profit organizations in Iraq has passed through four main stages historically (NCCI Iraq, 2011):

3.5.1 The First Phase, 1921-1958

Began in 1921 with the monarchy's reforms and continued until the year 1958. This phase is considered a basis for civic gatherings, gatherings away from family or clan gating, a legal framework for groups or organizations that various forms of civic communities were established. The authorities gave the freedom to belong to it within the law framework enacted in the year 1925, which states that (Iraqis are free to form and join groupings and are open to express their opinions within the framework of the law).

3.5.2 The Second Phase, 1958-1968

This phase is considered more turbulent and less effective for non-profit organizations, which began with the republican era and the coups that started after ending the monarchy; many organizations at this time were split on bases of ethnic and sectarian grounds.

3.5.3 The Third Phase 1968-2003

This phase was marked by the proliferation of wars, especially wars with Iran, the Kuwait war, and the economic blockade and sanctions that followed, which lasted until the year 2003, in which the role of organizations was restricted mainly and the state's control therein over the few existing organizations, despite the restrictions What existed during that period, but there was an emergence of some local organizations, especially in northern Iraq, such as the Al-Amal Organization, which was established in 1992 and its work was limited to the north of Iraq and under international protection, in addition to a group of international institutions that were working in Iraq.

The weakness of the organizations' role in that period due to three points:

- a) The lack of adequate legal frameworks to allow the establishment and regulation of the work of the non-profit sector.
- b) The ruling authorities' political despotism and their fear of any groups that might call for freedom of opinion and democracy.
- c) Extreme centralization in the systems of government and their control over all joints of the state.

3.5.4 The Fourth Phase 2003-2020

It is considered as the real start of the Iraqi experience of the non-profit sector and the most active and effective, which began after the year 2003, which witnessed the emergence of many non-profit organizations and the development in the non-profit industry significantly despite all the security, social and the economic turmoil that Iraq went through in the last 18 years.

Several factors contributed to the development of the non-profit sector, including political and economic openness, as well as the entry of international organizations into Iraq, which tried to transfer the Western experience of non-profit organizations work to Iraq; at the inception, local organizations focused on the fields of human rights, freedom of political participation, defending women's rights and providing advice to them.

International organizations were looking for partners to implement programs for rebuilding Iraq and community development. It tried to work with local organizations, but it faced significant problems in dealing and coordination with it due to its recent upbringing, lack of

experience, and most of it being confined to a small geographical framework, and almost that continue until 2014 (Sumaia, 2019)

In that period the international organizations and donors were more focused on Iraq and allocated funds for the reconstruction, as nearly 50 billion dollars have been earmarked for the rebuilding of Iraq by the American Fund for the Reconstruction of Iraq (IRRF) , in addition to the funds allocated by the European Union and Japan amounting to \$ 301 million and \$ 205 million from the United Nations and the money of the former regime that was frozen in international banks, However, that stage witnessed at the same time a significant waste of funds allocated to Iraq in this period for many reasons, including the large gap in expertise (Saeed Q. A., 2019), especially with the recentness of the Iraqi experience in addition to that the security disturbances that were interspersed with the sectarian war that formed a significant division within Iraqi society in addition to the attempts From local and international bodies to controlling non-profit organizations to gain more influence that enables them to implement their agendas, as well as establishing non-profit organizations Living for profit purposes, As well as distributing the funds through non-competent bodies such as the US Department of Defense, which received nearly \$ 23 billion from the US grant (USAID, 2018).

With all these challenges and despite the recent experience, the post-2003 period contributed to the establishment of a general framework for the work of non-profit organizations, development, and legalization, especially with The issuance of law for non-profit organizations in Iraq after the year 2010 to regulate their work and preserve the freedom to join them, and afterward is considered the most active phase in the history of the work of non-profit organizations after 2014, which came in response to the fall of three Iraqi cities at the hands of ISIS gangs and the military operations that followed that led to the most enormous wave of displacement in Iraq in the modern era, which led to the destruction of the infrastructure of the cities of Anbar, Nineveh and Salah al-Din, in addition to the massive destruction of homes and human losses that resulted from the grinding war in those cities (Sumaia, 2019), in this challenging period and with the absence of the government role to support Displaced families. Non-profit organizations roles have emerged in Iraq and played

extensive roles that contributed to alleviating the severity of the crisis and providing the main requirements for the affected families from 2014-2018.

The efforts of the organizations at this stage focused on humanitarian relief efforts for the displaced until 2018, after which work began in other areas related to development and capacity development and the opening of economic, operational projects for the affected families and the restoration of homes and schools and peace-making, organizations at this stage have become more developed and mature as a result of the limitations and crises it has gone through in a few years. Still, it needs to invest this development in building an advanced, independent, non-profit sector with various funding sources that enable it to achieve its goals and humanitarian vision.

3.6 THE INCENTIVES AND CHALLENGES FACING THE WORK OF ORGANIZATIONS IN IRAQ

After 2003, Iraq witnessed a vast political, economic, and social openness that contributed to the emergence and development of non-profit organizations. It also witnessed the transition of the country's governance policy from the totalitarian regime to pluralism, which contributed to the emergence of a "relative" democracy in Iraq; that this shift in government policy And the significant changes that occurred reflected positively and negatively on all sectors of society (the state, the private sector, and the non-profit sector), and the non-profit sector was affected by these factors as part of its interaction with the surrounding environment, which contributed to creating challenges and opportunities for the non-profit sector that can be summarized as follows (Sumaia, 2019).

3.6.1 Factors that Contributed to the Emergence and Increase of Interest in the Non-profit Sector in Iraq

The reason for the growing number and types of non-profit organizations in Iraq is due to a set of political, economic, and social factors that have contributed to the development of organizations' work and increase their influence, including:

- Political openness and the country's transition from a totalitarian system to a pluralist system contributed to creating a democratic atmosphere, which allowed the establishment of many non-profit organizations, which confirms the existence of the positive relationship between the spread of freedoms and democracy and the development of the non-profit sector (NCCI IRAQ, 2014) as the state urged after 2003 and under pressure from the international community to Enacting laws and trying to create a favorable climate for non-profit organizations.
- The inability of successive governments to meet societal needs and the increase in the size of the crises contributed to enabling non-profit organizations to take a significant role in meeting the basic needs of the local community, especially with the security, political and economic disturbances that caused an increase in poverty rates, especially in the last years after 2014 in which there was a fall of three Iraqi cities fall to ISIS, with the deterioration of oil prices, which paralyzes the largest part of the revenues of the Iraqi state, which contributed to high unemployment rates. Therefore, in 2016, the government decided to strengthen its cooperation with non-profit organizations to work to meet humanitarian needs, as the Ministry of Labor and Social Affairs in Iraq worked to achieve partnerships with non-profit organizations to work strategically to provide community protection and identify the families most in need of their assistance.
- Globalization: The concept of globalization is considered one of the catalysts for the spread of the non-profit sector in the world in general, which allowed Iraqi organizations to benefit from this concept in making use of experiences in different countries of the world, especially with technological development and access to information and the use of it in a manner appropriate to the Iraqi experience.

- International interest in building an effective non-profit sector in Iraq to contribute to Iraq's reconstruction and create an exemplary experience in the Middle East. Iraq.

3.6.2 The Most Prominent Obstacles Facing the Non-Profit Sector in Iraq

Iraqi organizations faced after 2003 a set of challenges and obstacles that contributed to weakening their role in building society and meeting its needs. The barriers can be divided into main aspects:

3.6.2.1 Political obstacles

Despite the transition of the regime in Iraq and the positive impact of political pluralism after 2003, the ruling political regime in Iraq tried to control the management of non-profit organizations and grant them limited freedom in some frameworks that may be limited to the relief aspects.

The reason for this is due to the modernity and turmoil of the political system and the great divisions within it at the (religious-ethnic) level; in addition to the interference of foreign countries and financial and administrative corruption in the political system, sectarianism contributed to a societal division that had a great impact on the social fabric. It negatively affected the work of organizations for a period of time. Long time. By determining its location in a specific geographical framework and the attempt of some political parties to pressure the administration of active organizations in Iraq to use them as a propaganda face, which threatens their independence and jeopardizes their reputation because of their association with political parties (Abbas, 2013).

The delay in the issuance of laws related to the work of organizations until 2010 contributed to confusion in the management of the non-profit sector, especially concerning granting the necessary permits to establish and operate organizations, as well as the control of the Prime Minister's office over the management of the non-profit organization's department and directly related to it, that does its work under political threat.

3.6.2.2 Economic obstacles

Despite the large allocations in the period 2003 to 2010 and from 2014 to 2018 by international organizations to support the Iraqi community and their attempt to rely on local partnerships in implementing programs, most of these funds have not been invested optimally, and commensurate with Societal needs, the lack of experience of local

organizations contributed to their inability to persuade international organizations to support and finance them as required. International organizations have often relied on government agencies or private companies to implement programs, in addition to the weak financial situation and widespread unemployment, which led to a lack of donations. From the local community compared to the size of the existing crises (Saeed S. , 2010, p. 96) (NCCI, 2012). Despite that, recent years have witnessed many local organizations obtaining programs from international donor institutions due to their development and international organizations' desire to develop workers in the non-profit sector through the training programs they provide and their financial support.

3.6.2.3 Security obstacles

Non-profit organizations are experiencing significant security challenges like other sectors operating in Iraq due to the proliferation of armed militias and the control of the political parties on the state's joints. That affected the freedom of work, so the organizations' work was restricted to specific geographical areas and certain fields such as the relief field. Their workers faced great difficulties in their movement. The security events caused many international organizations to leave the capital Baghdad and move to northern Iraq or outside Iraq in Jordan due to the dire security conditions that led to many workers' death and injury in the non-profit sector in conflict areas, such as what Ruwaida organization, Freedom Voices Organization, and other organizations have been exposed to the security threat (Anderson, 2004) (Baban, 2008).

3.6.2.4 Intellectual obstacles

The problem is the lack of a real understanding of the non-profit sector and what is its importance for the state and society, and it is an internal problem, meaning that there is a misunderstanding of the concept of organizations work, even by those working in it, as some organizations restrict the non-profit sector to relief or religious fields, as well as a misunderstanding in the use of administrative concepts related to the work of organizations, including marketing strategies and what is related to fundraising. In addition to an external problem represented in the state's misunderstanding of the non-profit sector and considering it a competitor, which is reflected in its complexity of procedures for organizations' work.

3.6.2.5 Social obstacles

Iraqi society has undergone a series of significant changes throughout history, especially during the 20th and 21st centuries, and the tribal, sectarian, and ethnic concept is considered one of the most important social challenges facing non-profit organizations in their work in Iraq, especially in areas related to women and defending their rights and Its participation in public events and issues of community peacebuilding and full integration occurred due to political sectarianism, which spread during the years 2006 to 2007 (Sumaia, 2019, p. 458).

3.6.2.6 Organizational obstacles

Non-profit organizations facing "internal obstacles" are issues related to the organizations' organizational structure and the absence of professionalism or institutionalism within their work framework. You find many organizations operate in a random way in which the management or the person of the manager controls everything related to Its work.

Therefore, that the internal system or organizational structure is limited to the tasks and powers in the hands of the organization's director, in addition to the problem of lack of financial transparency for non-profit organizations, which may cause loss of confidence in them by donors and the local community in general, also organizations face a significant challenge in attracting expertise or appointing qualified employees to manage their operations (Sumaia, 2019).

3.7 THE CONCEPT OF FUNDRAISING

The interest in studying fundraising issues coincided with the increase in the size and numbers of organizations operating in the non-profit sector and the intensification of competition for funding sources, and the decline of the origins of funding that organizations had previously relied on, especially government funding sources.

The interest in fundraising issues was reflected on the scientific side, and that is why many prestigious universities have created departments specializing in teaching non-profit marketing approaches and fundraising, and many organizations working in the non-profit sector witness the creation of departments specializing in managing marketing operations and collecting donations in their organizations.

The lifeblood of organizations working in the non-profit sector is (money) or equivalent to it. Therefore, organizations that face problems in their sources of funding are, in fact, facing

a problem in the continuity of the projects and goals that they seek to achieve and their survival in this sector.

Because of the importance of this field, we will discuss the concept of fundraising and its importance for non-profit organizations, what are the influences on fundraising, identify the primary sources of funding for organizations, and what is the relationship between fundraising and the marketing mix.

3.7.1 Fundraising

The concept of fundraising in non-profit organizations includes two main dimensions that non-profit organizations seek to obtain through several means (financial and non-financial). The term economic dimension refers to the net material income that organizations receive from donors and the percentage of each donor's donations from the total amount. The non-financial dimension includes attracting volunteers and competent employees, increasing the number of donors, and stakeholder satisfaction with the organization's performance (Čačija, 2016).

The fundraising process can be defined as how organizations seek to obtain assets and financial resources from various support sources to achieve the foundation's goals and vision through implementing service projects for the local community (AFP, 2019). In contrast, Lindahl (2010) defines fundraising as the process of forming relationships with donors and managing them effectively in a way that achieves the financial goals of the foundation and raises its revenues through their voluntary donation, Lindahl (2010) definition is more specific to the fundraising process as three dimensions as (relationship, has particular purposes, gift voluntarily), the term fundraising is a synonym for the concept of the non-profit sector if they are two concepts that complement one another to achieve common goals as described by Rosenfield (2014) that they are similar to the concept of teaching being connected to the concept of learning. Stated that the bid concept takes two forms:

3.7.1.1 Bids or alms

They are usually collected urgently in response to crises such as natural disasters and wars, and through which organizations work to meet basic humanitarian needs such as food and shelter for those affected, such as the donations were collected for those affected by

Hurricane Katrina in 2005, in which the total donations reached \$303 million, usually associated with an emotional response or an emotional response to communities.

3.7.1.2 Sustainable donations

The impact of donations is usually reflected strategically and is linked to infrastructure-related projects such as donations or bids allocated to hospitals, research centers, universities, or museums. It is often associated with donations from corporations, bequests, or donor organizations donor, such as a donation by the founder of Nike company and his wife (Phil and Penny) to the University of Oregon an amount of \$ 500 million to establish a center specialized in scientific research (Strauss, 2017).

3.7.1.3 Fundraising process

The fundraising process is a complex and integrated process that starts with predetermined steps according to scientific planning and is subject to evaluation and modification to achieve the goals of the foundation and not as some workers in the non-profit sector believe that they can do fundraising without the need for planning, to carry out the fundraising process actively and effectively.

Non-profit organizations must stay away from randomness and take all the necessary steps for getting a successful fundraising process (Worth, 2019), which can be summarized as follows:

- Determining the needs precisely and converting them into goals in line with the organization's vision and mission and developing methods for presenting issues to donors because donors do not make the donation process just for the donation, but they donate to meet their needs (Broce, 1986).
- Segmentation and identification of the target group that will be communicated with to present the organization's issues, the categories must be precisely defined and in line with the donor's desire and capabilities and the needs and values of the organization, the beneficiary. The process of identifying potential donors who will be contacted to adopt the issues will contribute to save financial resources, effort, and time for the organization and help it achieve its goals. The potential donor is known as the person who possesses the appropriate financial capacity and whose

desires and goals are compatible with the organization's goals and the needs of the beneficiaries (Tempel, Seiler, & Burlingame, 2016).

- The process of developing relationships with potential donors before requesting donations from them is one of the most critical steps that increase the likelihood of donors accepting the case. The matter is proportional to the amount of the donation that the organization or fundraiser wants to request.
- The process of developing relationships takes place through visiting donors and involving them in designing the foundation's issues and listening to their views on everything related to developing operations and achieving the goals and vision of the organization and the donor.
- Determine the means that will be used to communicate with potential donors in proportion to the financial resources allocated to the management, the fundraising process, as well as the level of request and the type of donors; in general, messages and personal visits affect potential donors more than group communication methods, but for each specific group and each project An appropriate method and each method has advantages and disadvantages, despite the significant impact on personal communication Still, the cost is usually high. Therefore, it is not preferred to use it to obtain small donations. In contrast, e-mail or social media may be useful with small donations, which succeeded (WWF) raises small donations to contribute to the conservation of endangered animals.
- Documenting the donation process by giving financial receipts (paper or electronic) when donating, which would enhance the donor's confidence in the institution, as well as some organizations resorting to making phone contact with the donor in case the donation was high to improve the relationship between the organization and donors, the process of listing the names of donors in lists of donations may be on the organization's websites, or the reports issued by them are among the things that enhance the donor's loyalty.
- Strengthening the relationship with the customer and sending what proves (the impact of the donation) to the donors' step works to positively impact two aspects, namely (the transparency of the organization with the donor, stating the impact of

the donation on the beneficiary), which would encourage donors to repeat the donation process.

3.7.2 Motives for Donating

People differ in their donations to institutions, the number of donations, and donation times depending on the economic, social, political, and other factors. However, understanding people's donation's primary motives will make the fundraising process an effective process that pays off as soon as possible. For example, Jewish charitable organizations have succeeded in collecting Large amounts of donations by the religious motivation to attract people to donate to them (Berkowitz, 1996).

Kay Grace, one of the most generous fundraisers in the world, makes a significant point in understanding people's motivations to donate and says that when people donate, they do not do so to meet our needs but instead donate to meet their needs. They can be listed under four main areas, namely:

3.7.2.1 Religious motivation

People try to express their faith in many cases by undertaking charitable actions to obtain a reward or to atone for a specific sin or following the example of historical or current religious role models.

3.7.2.2 Social motivation

People try to express their belonging to the community by making the donation process for their need of belonging as defined by Maslow's hierarchy. People donate to obtain titles or social status as responsible citizens towards their societies and carry values and passion for society's needs.

3.7.2.3 Financial motivation

Some people resort to donations to obtain future material benefits, such as donation in exchange for tax exemption. It is necessary to be aware that the donation process may be accompanied by motives other than the financial one.

3.7.2.4 Psychological motivation

The human need to feel valued and psychologically respected is one of the most important motivations for making donations to non-profit organizations (Paton, 2007)

3.7.3 The Importance of Fundraising

The fundraising process impacts the performance and continuity of organizations to achieve their goals in the near and long terms. The importance of fundraising can be summarized in the following points:

- The fundraising process helps organizations survive and continue implementing projects to achieve their vision and mission by providing the financial resources required to implement programs, pay employee wages, volunteer allowances, and manage the organization's logistical matters (Kotler & Andreasen, 2008).
- Increasing the financial income of organizations enhances their ability to achieve independence and financial stability. It eliminates any future pressures that may be exposed to the impact of the withdrawal of donors or the existence of general financial crises. It can also achieve independence by diversifying its sources of income, entering into investments, and owning endowment projects whose returns are stable to the organization (Warwick, 2000).
- Organizations' steps to collect donations are positively reflected in their increasing spread in society and building a mass base that helps the organization attract volunteers and convey its message and principles to the community.
- The fundraising process contributes to increasing organizations' organizational capacity and is linked with it directly; that is, the greater the organizational capacity of the organizations, the greater the possibility of obtaining donations.
- The fundraising process contributes to the organizations' focus on identifying the priorities for their needs and goals that they seek to achieve.
- Carrying out the fundraising process helps organizations achieve partnerships with donor organizations and government agencies.

3.7.4 Sources of Fundraising

The sources of donations obtained by organizations operating in the non-profit sector vary and are in various forms such as (personal giving, bequests, corporate donations, international organizations grants, government grants, etc.).

In the past, most organizations, especially those operating in the United States and Europe, relied heavily on government subsidies deducted from taxes. Still, in the 1980s, and with the

increase in the growth of the non-profit sector, the government subsidies provided to them began to decline, accompanied by a significant increase in the size of crises and societal needs, which requires organizations to move more professionally in managing their projects to provide services that are commensurate with society's needs and of high quality (Michael, 2017).

Organizations that link their work to a single source of funding their existence is threatened if donations stop or decrease or the donor's desire conflicts with the vision or goals of organizations; therefore, organizations seek to diversify their sources of income to reach a more independent and stable state in their operations and organizations must choose funding sources that are commensurate with the type of programs they offer to achieve harmony between the vision of the institution and the Donor's orientations (Michael, 2017), for example, find that the (Care) organization that implements strategic projects relies heavily on its funding from government revenues. In contrast, Oxfam depends upon implementing its programs on donations from individuals (Stroup, 2012).

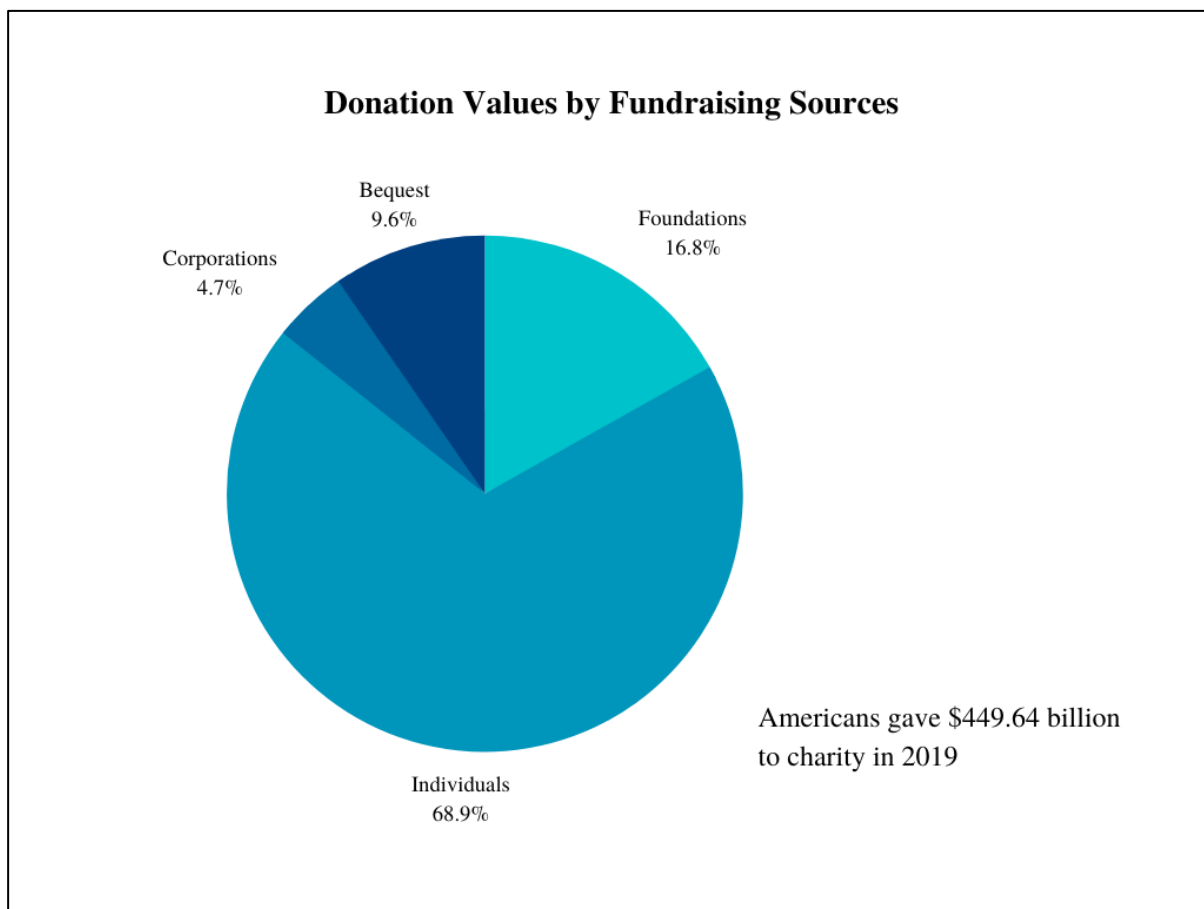


Figure 3.1: Donation Values by Fundraising Sources (Giving USA Foundation, 2020)

Despite the diversity of funding sources, it is There are four primary sources of donations that organizations receive:

3.7.4.1 Fundraising from individuals

Collecting donations from individuals is one of the most common sources of donations for non-profit organizations. According to (USA GIVING), the donations received by local organizations in the United States accounted for 69 percent of the total donations (USA GIVING) in the year 2019, equivalent to 309 billion dollars. In South Africa, 74 percent of the total donations were from individuals, and statistics confirm that most donations were directed to religious organizations. The percentage of donations sent to religious organizations accounted for 29 percent of the total donations in the United States for 2019 (Giving USA Foundation, 2020).

Organizations give great importance to collecting donations from individuals due to the great benefits they will obtain from their orientation towards the local community members. The

process of collecting donations from individuals contributes to creating a social force supporting the organizations and contributes to attracting volunteers. It is usually continuous and repeated at a long-term level. People donate to non-profit organizations at all times and conditions (prosperity and stagnation); they donated when asked them.

Individuals differ from one community to another in the values of the tenders that they present. In the Netherlands, 90 percent of the population donates to non-profit organizations, while 80 percent of the Philippines' population donates annually; studies show that the majority of donations come from middle or low-income earners (Klein, 2016).

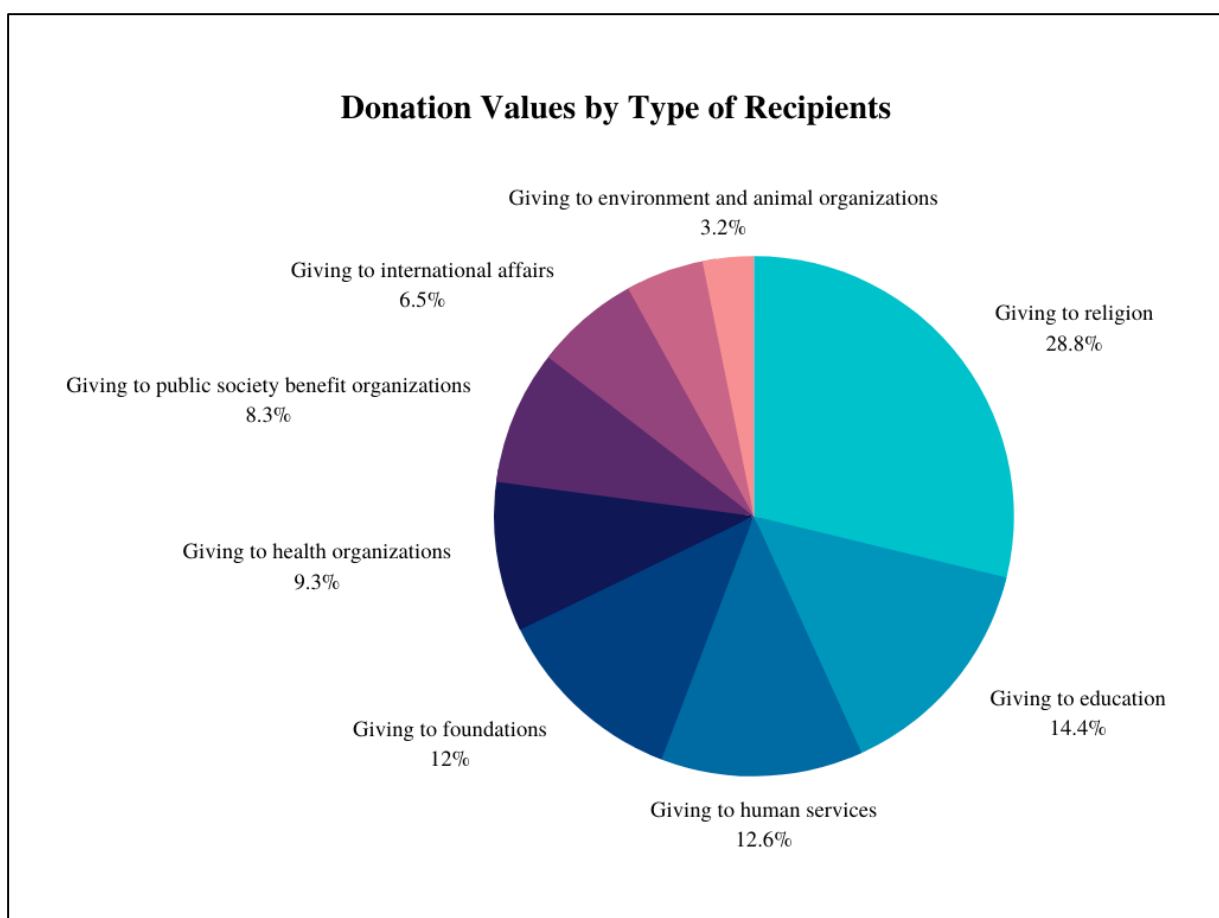


Figure 3.2: Donation Values by Type of Recipients (Giving USA Foundation, 2020)

3.7.4.2 Fundraising from corporations

Non-profit organizations consider companies one of the primary sources of funding and fundraising from companies is expressed as forming a partnership between a non-profit

organization and a business company to obtain a donation to the organization. Usually, the support is restricted to a specific project, and the support takes certain forms such as (cash, services to the organization, logistical support, training), or it may be through partnerships between the organization and the company such as a partnership between Marks and Spencer and Oxfam.

The percentage of donations in the United Kingdom by the top 25 profitable companies accounted for 68 percent of the donations' value. Although the donations are high from companies, the companies represent a small segment of donation sources. Their support is usually linked to long-term projects that correspond to the fields of her job.

Corporate Social Responsibility (CSR) is one of the main factors that drive companies to make donations, a form of internal organization for companies to carry out their responsibilities towards society and the environment. The companies' donation process to non-profit organizations will positively impact increasing the company's profits in the future and improve their market reputation.

Non-profit organizations work to attract the interest of companies to obtain donations by offering projects that are compatible with the fields and interests of the company, as companies often tend to support high-quality projects that achieve a good reputation building and usually focus on projects with a long impact such as support development and development programs and health fields, as well as supporting cultural and technical issues. Some companies contribute to spreading a culture of donations as part of their social responsibility by motivating employees to donate through the application of the principle of "Matching Gifts," which is known as giving grants equivalent to donations of employees working in the company or double donation by companies like Google and Kraft.

3.7.4.3 Fundraising from foundations

The percentage of donations in 2019 made by institutions accounted for 17 percent and ranked second after donations from individuals. Non-profit organizations submit project proposals to foundations to obtain funding.

Institutions are formed and depend on their founders (individuals, families, or companies) to financial budgets. To obtain the grants offered, non-profit organizations need to

understand the institutions' objectives and the extent of compatibility between them in vision and areas of work before applying to projects.

The process of writing and submitting project proposals requires professionalism, effort, and financial resources to obtain funding from institutions; often, the value of the grants offered is high; for example, the Bill & Melinda Gates Foundation contributed approximately \$5,092,000 in 2019 in various fields. As shown in the (Figure).

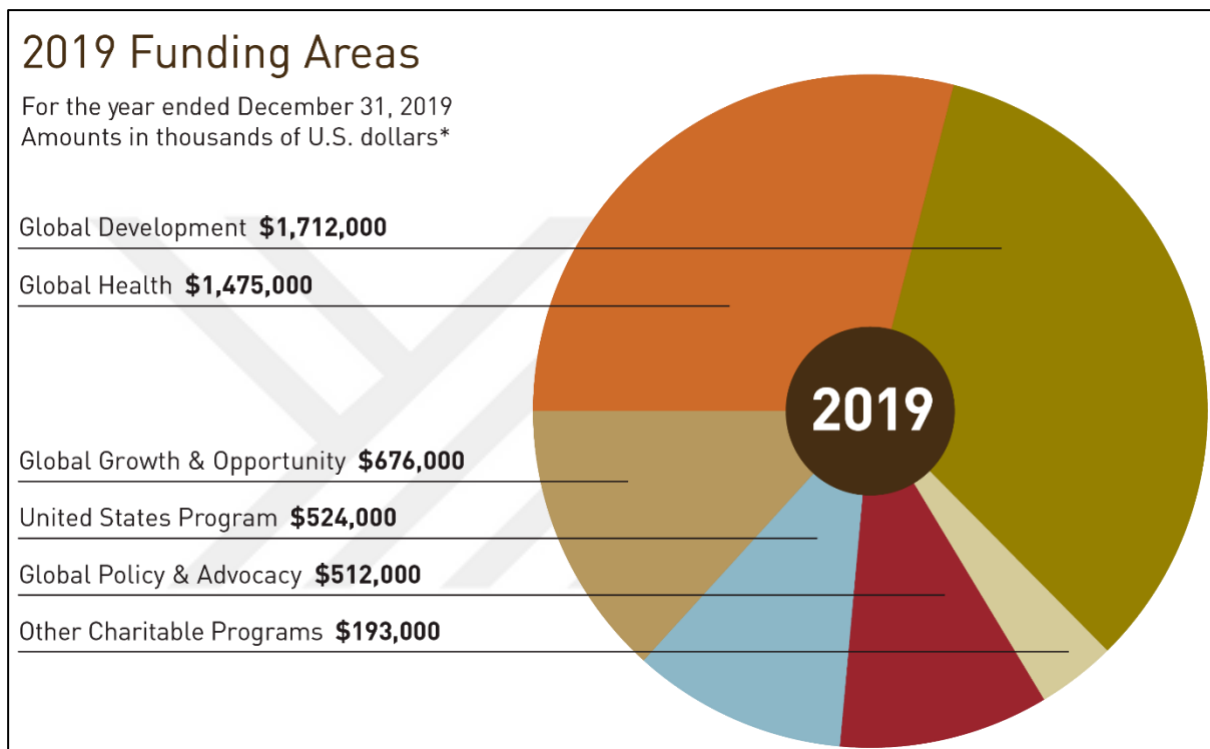


Figure 3.3: 2019 Funding Areas (Gates Foundation, 2019)

3.7.4.4 Fundraising from bequests

Bequests in 2019 accounted for 10 percent of total donations in the United States of America, which is twice as high as those provided by companies. Bequests are considered one of the main revenues of non-profit organizations, which is usually expressed as individuals' desire to distribute Their fortunes after their deaths.

Guardianships are a gift that the deceased gives to the non-profit organization. Organizations work to implement bequests programs that motivate the elderly to support their causes. The organization's permanent donors are the most likely to transfer their financial assets to the organizations through bequests. It is considered the bequest made by franklin in the year

1970 was one of the largest bequests that were distributed to non-profit organizations, in which an amount of \$ 4000 was donated to be distributed among the residents of Pennsylvania and Philadelphia, at a rate of 76 percent and 24 percent, one condition was set by franklin, which is to develop the legacy. For 200 years, which amounted to \$203 million in the year 1990, the funds were distributed to two organizations operating in the geographical framework of the bequest, the Franklin Institute, and the Union of Community Foundations.

All persons have the right to write their bequests and distribute their inheritance with two conditions: the owner of the will possess the mental capacity (present of consciousness) and have something to donate. The bequests must be legally documented to guarantee the rights of organizations and the family of the deceased.

3.7.5 Factors Affecting Fundraising Operations

Carrying out the fundraising process requires a general analysis of the organization's external and internal environment to determine the factors affecting the fundraising process, to reach an effective strategy in achieving the campaigns it carries out and achieving the goals and vision of the organization. Factors affecting fundraising are divided into:

3.7.5.1 External factors

Non-profit organizations operate in changing environments and are affected by a set of factors surrounding them, and to determine the external factors affecting the organization's work in general and the fundraising process in particular, namely:

Social factors: The process of collecting donations in non-profit organizations is affected by the extent of homogeneity between different segments of society, the level of solidarity, the extent of community conviction with the issues adopted by the institution, and whether they conflict with the principles or values of society and the nature of life, and the extent to which community understands the nature of the organization's work, as there is concern among some people That supporting non-governmental organizations will lead to reducing the responsibilities of governments in the future (Ross & Cagney, 2013). Therefore, organizations must know how to remove these societal concerns.

Economic factors: The fundraising process is affected by the economic level of the target community. The increase in economic prosperity is considered one of the motivating factors

to increase donations, while the volume of donations is negatively affected in cases of the economic downturn (Bachtel, 1992).

Political factors: Political factors affect the work of organizations in general in terms of the scope of freedoms and laws, which impacts negatively or positively the process of collecting donations according to the facilities or constrictions related to the political factor on the organizations, as some governments believe that the role played by organizations constitutes a threat to their control and management of the state, And this belief led, for example, to the closure of some organizations operating in Egypt after the Arab Spring, while Ethiopia enacted a law against the role of non-profit organizations in 2013 (Ross & Cagney, 2013).

Technological and scientific progress: Technological development is one of the factors that significantly affect fundraising, as the spread of social media, e-mail, and communication culture has facilitated the process of reaching the target audiences quickly and at a low cost, which is what organizations have benefited from in collecting large quantities from donations such as “WWF and Malham Volunteering Team” (Friedman, 2006).

The proliferation of donation sites helped sponsor many non-profit programs, such as the “Global Giving” site, which contributed to collecting donations for more than 1500 projects in 2017 (Global Giving, 2017).

3.7.5.2 Internal factors

It means the factors that non-profit organizations can control that stem from the internal environment of the organization and are related to organizational capabilities and administrative matters and can be divided into:

Planning for fundraising: Carrying out a successful fundraising process requires the organizations to plan to reach the results needed from the campaigns correctly, and the planning process includes many aspects, including the extent to which the campaign is consistent with the goals and mission of the institution it seeks to achieve and what are the weaknesses and strengths of the organization, which will result in developing Accurate goals according to the concept of (SMART), and the planning process includes defining the target segments and budgets for fundraising.

Maintaining donors: Maintaining donors is more complicated than winning new donors, but it is less expensive for organizations. Therefore, organizations' ability to maintain

previous donors is one of the factors affecting the success of organizations in reaching their goals.

Organizations work to preserve donors through a series of Steps related to thanking them and informing them of the organization's mission and business developments and stating the impact of the donations they make by sending reports pertaining to the campaigns for which they were donated.

Participation of volunteers: The involvement of volunteers is an essential factor in the fundraising process's success because of their importance in improving the organization's image and increasing its spread, and Al-Haidari indicates that the volunteers contribute to bringing in donations for 800 billion dollars annually (Weinstein & Barden, 2017).

The reputation of the organization: Despite the significant similarity in the services provided by organizations, people may tend to support organizations without others based on the reputation of the organization they have and the values and principles they represent (Berkowitz, 1996).

The organization's interest in employees: Given the nature of the services provided by non-profit organizations, the human factor is one of the most critical processes. It includes the operation of caring for employees from selecting, training, and developing the most competent employees, enhancing the organization's mission in them, and providing a comfortable work environment for them, which is reflected in their performance and effectiveness in the organization's operations in general and the fundraising process in particular (Weinstein & Barden, 2017).

3.7.6 Relationship Between Fundraising and Marketing Mix

Organizations work to continuously develop their operations to keep pace with the challenges facing societies and to reach strategies through which they can provide their services to stakeholders to satisfy their desires and to achieve the goals for which they were established. With the increase in the size of societal needs and weak funding for organizations, organizations resorted to using marketing to reach funding sources and persuade those in charge (Hashem & Alqirem, 2016). The organizations used the marketing mix to determine the target audiences, how to reach them, and the value of the donations they will request from them, and to reach an appropriate strategy for collecting donations.

The use of the price component, the "donation value," helps organizations determine the values of the donations that they will request from donors according to Their financial capabilities and their agreement with donors' wishes. In the element of promotion, the organizations found that publicity and public relations are the best way to persuade donors to make donations. Also, focusing on emotion in persuading donors by mentioning key information about the project contributes to encouraging donors to support the organization. It also stressed the importance of the human element in fundraising issues as one of the marketing mix elements (Hashem & Alqirem, 2016). It called for developing their capabilities, especially concerning methods of persuasion and project presentation to donors. The effect of the marketing mix on non-profit organizations and their fundraising performance has become clear to workers in this sector. And for researchers in this field, which is confirmed by Hung, Htwe and Siong (2019) that the non-profit organizations' use of the marketing mix in planning their operations contributed to motivating donors and increasing their desire to support the organization, which requires greater attention in researching the uses of the marketing mix commensurate with the nature of the non-profit organizations.

4. RESEARCH METHODOLOGY

This chapter discusses the research methodology and procedures by presenting the design of the research, population, sampling method, data collecting techniques, and the analysis used.

4.1 RESEARCH DESIGN AND SETUP

This research aims to study the relationship between the marketing mix as independent variables and its role in fundraising as a dependent variable in NGOs that are operating in Iraq.

A quantitative research approach is employed in this study, and the data were collected from employees and volunteers working in NGOs in Iraq.

The data was collected by an online survey, as the survey link was sent to the respondents by emails. This will lead to getting more information in less time and cost. The participants responded to two main parts, one consisting demographic questions, and the questions related with research variables.

After getting variables from previous literature, the research was designed, and the data was collected accordingly through electronic methods and analyzed by SPSS.

4.2 RESEARCH MODEL

This study relied on two variables:

1- The independent variable is a marketing mix that includes four dimensions:

- Place
- Price
- Product
- Promotion

2- The dependent variable is fundraising.

The study model can be designed in this way that shows the independent variable with its four dimensions and its effect on the dependent variable:

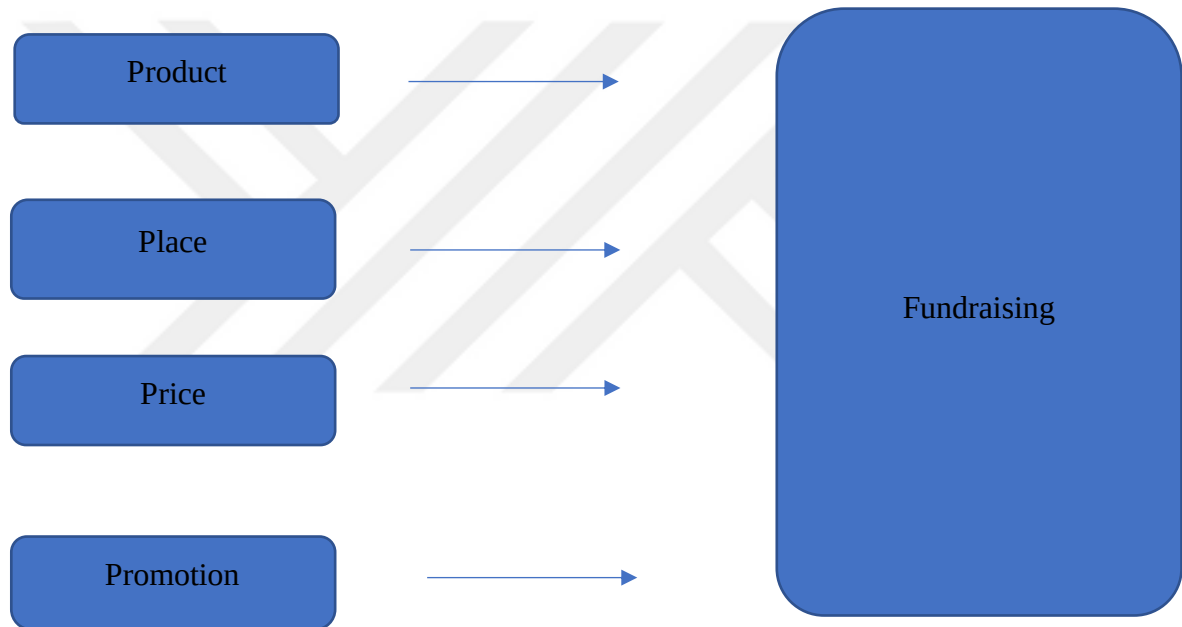


Figure 4.1: Research Model

4.3 RESEARCH HYPOTHESES

The following hypothesis are based on a theoretical review:

There is a significant relationship between the elements of the marketing mix and the performance of fund-raising in Iraq.

The following sub-assumptions are based on four dimensions of fundraising performance:

- a. There is a significant relationship between place and fundraising in non-profit organizations in Iraq.
- b. There is a significant relationship between product and fund-raising in non-profit organizations in Iraq.
- c. There is a significant relationship between price and fundraising in non-profit organizations in Iraq.
- d. There is a significant relationship between promotion and fundraising in non-profit organizations in Iraq.

4.4 SAMPLE OF THE STUDY

In this analysis, the term population's meaning is the category of individuals or elements processing and containing the information needed and on which tests and assumptions will be made (Malhotra & DF, 2006). As this study discusses the relation marketing mix dimensions (Product, Place, Price, Promotion) as independent variables and fundraising as a dependent variable in NGOs operating in Iraq, the target population was volunteers and employees working in NGOs operating in Iraq.

4.5 SAMPLING TECHNIQUE

In this study, a convenience sampling method was used to select the target respondents; according to Etikan & Bala (2017) such method is done “according to the researcher judgment without using any probability technique, it targets respondents with certain criteria, such respondents are considered as a convenient source of data.”

250 sample was determined as according to Varoquaux (2018) “from 200 to 300 observation will lead to 7% errors”, and the following graph explained in Reyes & Ghosh (2013) shows the relation between the sample size and the margin of error, and will lead to concluding that the more sample size the less err.

4.6 DATA COLLECTING TOOL

This research is considered as quantitative research, so the collection of the data was done by a survey which was adapted from (Ouahabi, 2015; Al-Qahtani., 2004). by using a 5-point Likert scale (1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree).

The questionnaire starts with the demographic questions to know the respondent more and how they are related to the study, the second part consists of questions regarding marketing mix.

SPSS is used to conduct the data analysis. For the analysis, frequency tests, Cronbach Alpha, correlation, and multiple regression are conducted.

4.7 DATA ANALYSIS TECHNIQUES

Analysis data was carried out using the statistical software SPSS version 23. The surveys were distributed between 14 and 30 December 2020. The collected data was initially analyzed according to explanatory factor and reliability analysis. The Cronbach's Alpha test was performed for reliability analysis, and correlation, and multiple regression are conducted for hypotheses testing.

5. ANALYSIS AND DISCUSSIONS

This chapter includes the analysis done for the data collected, it includes descriptive statistics and the regression analysis assumptions, then the regression hypothesis testing with an explanation about the results.

5.1 DESCRIPTIVE STATISTICS

To understand the targeted respondents and their answers, a frequency tests were done. Such analysis gives an accumulated summary of the respondent's answers according to the frequency distribution of the data collected.

The first part of this analysis represents the demographic data which gives an idea about the respondent's characteristics it includes questions as below:

Table 5.1: Demographic Statistics: Age

	Frequency	Percent	Cumulative Percent
From 18 to 29 years old	186	70.7%	70.7%
From 30 to 39 years old	55	20.9%	91.6%
From 40 to 49 years old	14	5.3%	97.0%
50 years old and more	8	3.0%	100.0%
Total	263	100.0%	

Most of the respondents that are working in NGOs operating in Iraq and who participated in this study are between 18 and 29 years old. They represent 70% of the total respondents (Table 5.1).

Table 5.2: Demographic Statistics: Years of Experience

	Frequency	Percent	Cumulative Percent
Less than 5 years	179	68.1%	68.1%
From 5 to 10 years	60	22.8%	90.9%
From 11 to 15 years	24	9.1%	100.0%
Total	263	100.0%	

Most of the respondents have less than 5 years of working experience. They represent 68% of the total respondents (Table 5.2).

Table 5.3: Demographic Statistics: Career title

	Frequency	Percent	Cumulative Percent
Volunteer	121	46.0%	46.0%
Administrative employee	139	52.9%	98.9%
Manager or above	3	1.1%	100.0%
Total	263	100.0%	

Half of the respondents in this study are administrative employees. They represent 53% of the total respondents (Table 5.3).

Table 5.4: Demographic Statistics: The annual budget of your organization

	Frequency	Percent	Cumulative Percent
Less than \$ 100,000	141	53.6%	53.6%
100,000 \$ _ 500.000 \$	63	24.0%	77.6%
More than \$ 500,000	59	22.4%	100.0%
Total	263	100.0%	

Half of the NGOs that were targeted and serviced receives less than 100,000\$. They represent 53% of the total respondents (Table 5.4).

Table 5.5: Demographic Statistics: The organization sector

	Frequency	Percent	Cumulative Percent
Relief activities	164	62.4%	62.4%
Training and development	71	27.0%	89.4%
Human rights	21	8.0%	97.3%
Environment protection	3	1.1%	98.5%
Other	4	1.5%	100.0%
Total	263	100.0%	

More than half of the NGOs that were targeted and serviced works on relief activities. They represent 62% of the total respondents (Table 5.5).

5.2 FACTOR ANALYSIS

“Factor analysis help to determine to what extent the observed variables are connected to their underlying factors and to identify the minimal number of factors that account for the covariation among the observed variables” (Byrne, 2010). Questions with multiple loading between variables were removed, to get the needed factor loading. Questions with multiple loading and low loadings were removed from the study, The factor loading of the survey questions is presented below:

Table 5.6: Exploratory factor analysis EFA

	Factor: 1	Factor: 2	Factor: 3	Factor: 4	Factor: 5
Marketing Mix - Product					
Q1: The organization offers a variety of projects and services.	.625				
Q2: The organization provides high-quality projects and services.	.754				
Q3: The projects implemented by the Foundation fulfill the donor's satisfaction (sponsoring orphans, building schools, building places of worship ... etc.).	.573				
Q4: The projects and services provided by the organization are compatible with the needs of the beneficiaries.	.685				
Marketing Mix - Place					
Q5: The organization has a large main building and is known to the groups that the institution targets.		.627			
Q6: The building of the organization is located near the international NGOs.		.713			
Q7: The organization is located in an area where governmental institutions and service ministries are located.		.626			
Q8: The organization has branches in other cities in the country.		.555			
Q9: The organization has branches outside the country.		.500			

Table 5.7: Exploratory factor analysis EFA

	Factor: 1	Factor: 2	Factor: 3	Factor: 4	Factor: 5
Marketing Mix - Price					
Q12: The organization offers its projects and products at competitive prices compared to other organizations.			.610		
Q13: The organization distributes projects according to the share system to suit the financial capabilities of the donors.			.565		
Q15: The products and services of the organization are considered of high quality compared to the price.			.442		
Q16: The organization exploits the charitable seasons to market and sell its projects and products (International Day of Charitable Work, Ramadan ... etc.).			.453		
Marketing Mix - Promotion					
Q18: The organization offers projects and feasibility studies for international donor institutions.				.630	
Q19: The organization is officially registered with the International Committee for Civil Society Organizations.				.604	
Q20: The organization is actively present in official and community activities and events.				.769	
Q21: The organization relies on diversity in the use of promotional means (photos, stories, videos, project proposals, etc.)				.515	
Q22: The organization sends periodic "achievement reports" to donors				.656	

Table 5.8: Exploratory factor analysis EFA

	Factor: 1	Factor: 2	Factor: 3	Factor: 4	Factor: 5
Fundraising					
Q24: The organization depends on companies and businessmen in fundraising.					.525
Q25: The organization relies on increasing its financial resources on societal and religious events (Zakat, fundraising festivals... etc).					.694
Q26: The organization relies financially on its investment projects and makes a return from them.					.583
Q29: Endowments (Waqf) are one of the sources of obtaining funds for the institution.					.601
Q30: The organization depends on selling products and commodities to increase its revenues.					.632
Q31: One of the sources of fund development carried out by the Foundation is partnerships with the government.					.613
Q32: The organization's fundraising depends on Member donations.					.560

5.3 RELIABILITY ASSESSMENT (CRONBACH ALPHA TEST)

Reliability is the method that is done to evaluate the quality of the measurement tools, it is defined as “to what level the test scores are free from measurement error that occur when testing something” (Muijs, 2004). If there is an unreliable measurement the relation between variables will not be significant. One way of testing reliability is the Cronbach alpha test which is “an internal consistency measure, shows how closely related a set of items are as a group” (Muijs, 2004).

When the test results are more than 0.70 then the measurement is reliable, and 0.60 is accepted (Muijs, 2004).

The reliability test results of each variable of this study are shown below:

Table 5.9: Reliability Assessment (Cronbach alpha test)

Variable name	Cronbach's	Cronbach's Alpha Based on Standardized	
	Alpha	Items	N of Items
Product	.748	.753	4
Place	.735	.742	5
Price	.590	.600	4
Promotion	.769	.770	5
Fundraising	.798	.798	7

The generally accepted rule is that 0.6-0.7 indicates an acceptable level of reliability, and 0.8 or higher indicates a very good level (Hulin, 2001), according to the results above it can be concluded that the study measurement is reliable to be used for testing the hypothesis and according to Muijs (2004) when the test results are more than 0.70 then the measurement is reliable, and 0.60 is accepted.

5.4 MULTIVARIATE ASSUMPTIONS

Before testing the linearity and the regression relation between independent and dependent variables some conditions must be taken into consideration these conditions are called the Multivariate Assumptions and they are the Normality test, the Multicollinearity and Outliers and Influencers.

5.4.1 Normality Assessment

Normality assessment is the main condition for many statistical tests in this study according to the below shape that leads us to conclude that the data is normally distributed.

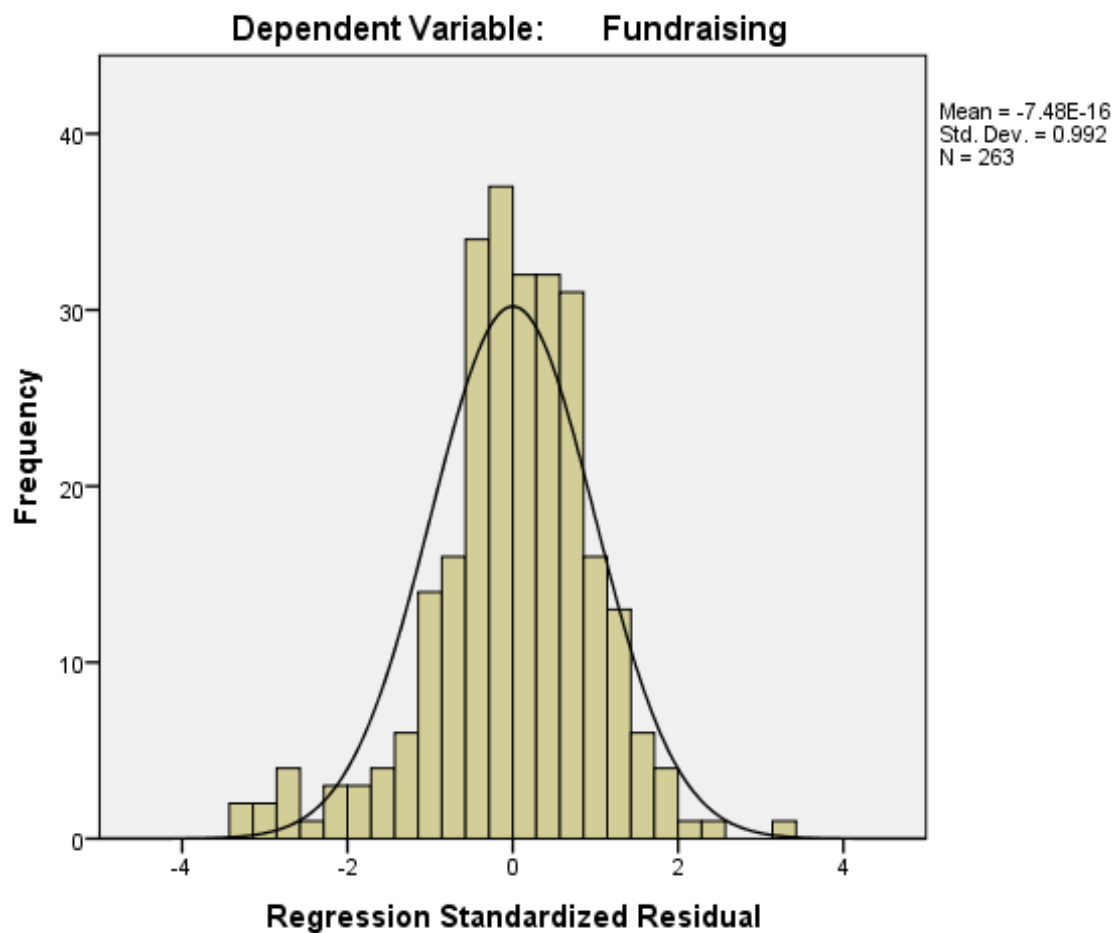


Figure 5.1: Normality Assessment

From the data distribution figure above, it is concluded that the data collected is normally distributed.

Part of Normality assessment is making sure that there is no Skewness and Kurtosis:

- Skewness: “when the data distribution is not asymmetrical around its mean, either below or above the mean, for not having a Skewness, the Skewness analysis results must be between 3 and -3” (Kline, 2011).
- Kurtosis: “when the data have a higher or lower peak comparing to normal distribution for not having a Kurtosis, the Kurtosis analysis results must be between 8 and -8” (Kline, 2011).

According to the results shown below table, it can be concluded that there is no Skewness and Kurtosis.

Table 5.10: Skewness and Kurtosis results - Product

	Skewness	Kurtosis
Marketing Mix - Product		
Q1: The organization offers a variety of projects and services.	-1.424	3.341
Q2: The organization provides high-quality projects and services.	-.571	.145
Q3: The projects implemented by the Foundation fulfill the donor's satisfaction (sponsoring orphans, building schools, building places of worship ... etc.).	-.944	.483
Q4: The projects and services provided by the organization are compatible with the needs of the beneficiaries.	-.858	.688

From the detailed table above its noticed that the product questions' Skewness is between -1.42 and -0.57 with a Kurtosis between 0.48 and 3.34. The numbers indicate that there is no Skewness and no Kurtosis.

Table 5.11: Skewness and Kurtosis results - Place

	Skewness	Kurtosis
Marketing Mix - Place		
Q5: The organization has a large main building and is known to the groups that the institution targets.	-.821	-.113
Q6: The building of the organization is located near the international NGOs.	.140	-.849
Q7: The organization is located in an area where governmental institutions and service ministries are located.	.040	-1.008
Q8: The organization has branches in other cities in the country.	-.981	.185
Q9: The organization has branches outside the country.	-.068	-1.351

From the detailed table above its noticed that the place questions' Skewness is between - 0.82 and -1.47 with a Kurtosis between -0.11 and -1.35. The numbers indicate that there is no Skewness and no Kurtosis.

Table 5.12: Skewness and Kurtosis results - Price

	Skewness	Kurtosis
Marketing Mix - Price		
Q12: The organization offers its projects and products at competitive prices compared to other organizations.	-.690	.240
Q13: The organization distributes projects according to the share system to suit the financial capabilities of the donors.	-.559	-.419

	Skewness	Kurtosis
Q15: The products and services of the organization are considered of high quality compared to the price.	-.772	.724
Q16: The organization exploits the charitable seasons to market and sell its projects and products (International Day of Charitable Work, Ramadan ... etc.).	-.733	-.002

From the detailed table above its noticed that the price questions' Skewness is between -0.73 and -1.26 with a Kurtosis between -0.002 and 1.37. The numbers indicate that there is no Skewness and no Kurtosis.

Table 5.13: Skew and Kurtosis results - promotion

	Skewness	Kurtosis
Marketing Mix - Promotion		
Q18: The organization offers projects and feasibility studies for international donor institutions.	-.854	.506
Q19: The organization is officially registered with the International Committee for Civil Society Organizations.	-1.146	.684
Q20: The organization is actively present in official and community activities and events.	-1.074	1.648
Q21: The organization relies on diversity in the use of promotional means (photos, stories, videos, project proposals, etc.)	-1.026	1.173
Q22: The organization sends periodic "achievement reports" to donors	-1.075	.858

From the detailed table above its noticed that the promotion questions' Skewness is between -0.85 and -1.14 with a Kurtosis between 0.506 and 1.64. The numbers indicate that there is no Skewness and no Kurtosis.

Table 5.14: Skewness and Kurtosis results - fundraising

	Skewness	Kurtosis
Fundraising		
Q24: The organization depends on companies and businessmen in fundraising.	-.601	-.141
Q25: The organization relies on increasing its financial resources on societal and religious events (Zakat, fundraising festivals... etc).	-.478	-.609
Q26: The organization relies financially on its investment projects and makes a return from them.	-.244	-.698
Q29: Endowments (Waqf) are one of the sources of obtaining funds for the institution.	.170	-.926
Q30: The organization depends on selling products and commodities to increase its revenues.	-.909	.059
Q31: One of the sources of fund development carried out by the Foundation is partnerships with the government.	-1.266	1.550
Q32: The organization's fundraising depends on Member donations.	-.472	-.301

From the detailed table above its noticed that the fundraising questions' Skewness is between -1.26 and 0.08 with a Kurtosis between -0.69 and 1.55. The numbers indicate that there is no Skewness and no Kurtosis.

5.4.2 Multi-collinearity Analysis

When independent variables are correlated and not independent from each other there is a Multi-Collinearity issue, if such correlation between variables is high there will be some difficulties when interpreting the regression results.

VIF and tolerance is used to test Multi-Collinearity. VIF must be less than 3 and tolerance must be more than 0.1 to accept that there is no Multi-Collinearity issue (O'Brien, 2007, p. 673).

In this study there are four independent variables (Place, Price, Promotion and Product) thus one variable was put as dependent and the other two as independents to see the results:

Table 5.15: Multi-Collinearity analysis results

Collinearity Statistics: Part 1		
Dependent Variable: Product (Mean)	Tolerance	VIF
Place (Mean)	.695	1.439
Price (Mean)	.816	1.226
Promotion (Mean)	.666	1.502
Collinearity Statistics: Part 2		
Dependent Variable: Place (Mean)	Tolerance	VIF
Product (Mean)	.054	.082
Price (Mean)	.178	.073
Promotion (Mean)	.579	.077
Collinearity Statistics: Part 3		
Dependent Variable: Price (Mean)	Tolerance	VIF
Product (Mean)	.380	.066
Place (Mean)	.129	.053
Promotion (Mean)	.167	.071
Collinearity Statistics: Part4		
Dependent Variable: Promotion (Mean)	Tolerance	VIF
Product (Mean)	.274	.058
Place (Mean)	.314	.042
Price (Mean)	.125	.054

From the table above it is concluded that there is no multicollinearity for the independent variables as shown in the results of Tolerance and VIF.

5.4.3 Outliers and Influencers

Outliers and influencers are different from the other scores or different response from the other respondents, the standard deviation calculation is used to find if there are responses that are far away from the mean of each response, when the result is more than 3 an Outlier is influencing the results (Kline, 2011).

According to the test done for this research, the only high amount is 0.20 which leads to conclude that there are no Outliers and influencers in the responses of this study.

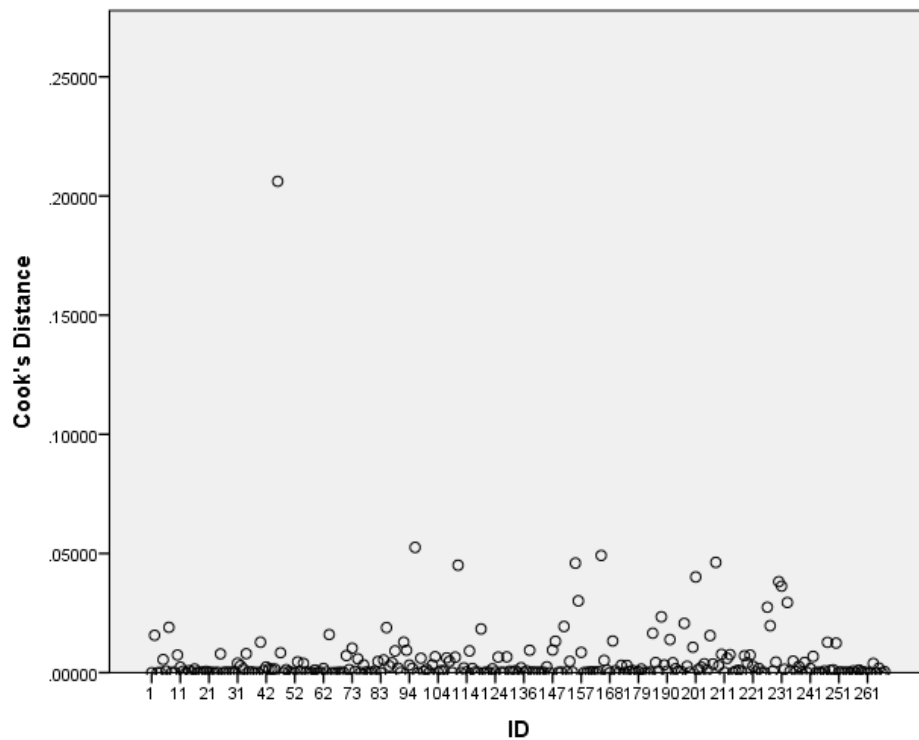


Figure 5.2: Outliers and influencers Assessment

5.5 CORRELATION AND REGRESSION ANALYSIS FOR HYPOTHESES TESTING

Correlation is “the extent to which two variables are linearly related” while Regression is defined, according to Gkioulekas & Papageorgiou (2019), as “a predictive analysis tool that examines the relationship between independent and dependent variables, to fit a

mathematical function describing how the value of the response changes when the values of the predictors vary.”

Correlation Analysis Testing results are shown in the below table:

Table 5.16: The Correlation Analysis results

Dependent Variable: Total Fundraising	Sig	Results
V1 Product	.000	There is a correlation
V2 Place	.000	There is a correlation
V3 Price	.000	There is a correlation
V4 Promotion	.000	There is a correlation

The results shown in the above table which are .000 less than 0.05 it is concluded that there is a correlation between the marketing mix dimensions (product, place, price, promotion) and fundraising for NGOs operating in Iraq.

Before testing the regression, it is important to see if the data are liner or not, from the scatterplots chart below it is concluded that the data is liner.

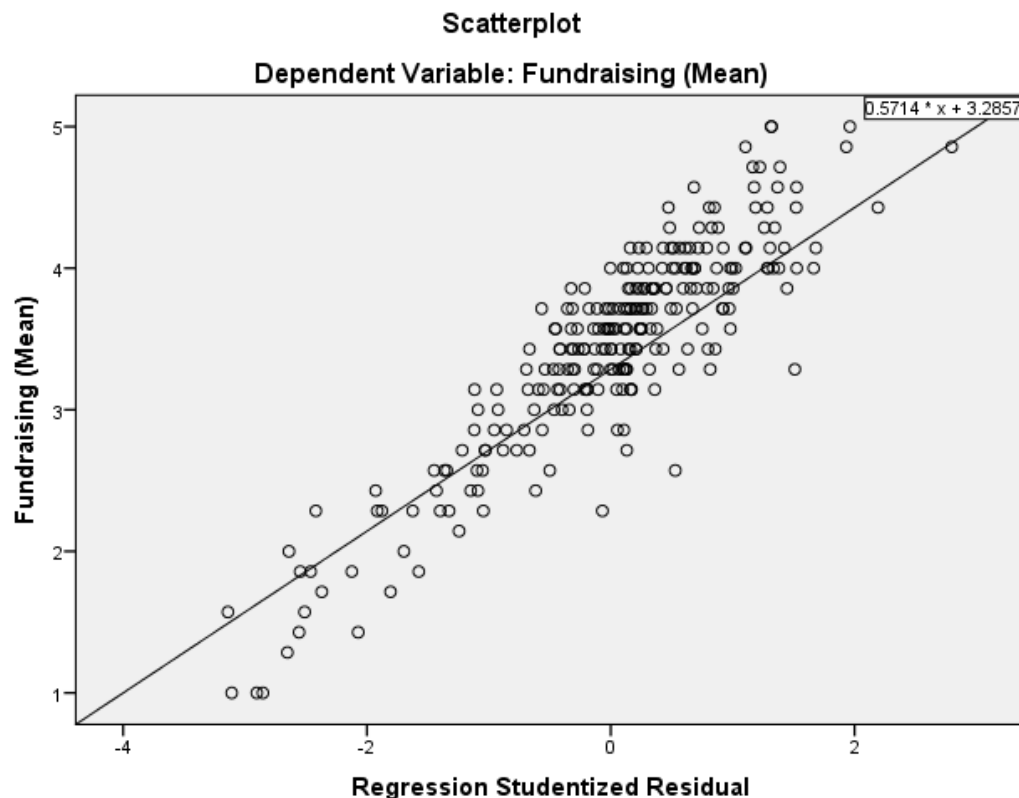


Figure 5.3: Scatterplots Chart

Regression is defined as “a predictive analysis tool that examines the relationship between independent and dependent variables, to fit a mathematical function describing how the value of the response changes when the values of the predictors vary.” (Gkioulekas & Papageorgiou, 2019).

Linear regression is the simplest form of regression, which in the case of multiple regression, works on explaining the data by simply fitting a hyperplane minimizing the absolute error of the fitting (Gkioulekas & Papageorgiou, 2019).

Regression analysis for hypotheses testing result is the P-value that is between 0 and 1and, for accepting or rejecting a hypothesis we look at the cutoff point 0.05 if it is less the hypothesis is accepted if more it is rejected (Hair Jr, Black, Babin, & Anderson, 2014).

The regression analysis for hypotheses testing results is shown in the list of tables below table:

Table 5.17: R Square table

Model Summary					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.442 ^a	.196	.183	.684	.196	15.314	4	252	.000

a. Predictors: (Constant), Promotion (Mean), Price (Mean), Product (Mean), Place (Mean)

R-squared shows how well the regression model fits the observed data. In this research r-squared was 18% reveals that 18% of the data fit the regression model.

Table 5.18: ANOVA table

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	28.697	4	7.174	15.314
	Residual	118.057	252	.468	
	Total	146.754	256		

a. Dependent Variable: Fundraising (Mean)

b. Predictors: (Constant), Promotion (Mean), Price (Mean), Product (Mean), Place (Mean)

Analysis of Variance (ANOVA) consists of calculations that provide information about levels of variability within a regression model. The table shows that the independent variables statistically significantly predict the dependent variable, $F(4,252) = 15.314$, $p < .000$ (i.e., the regression model is a good fit of the data).

Table 5.19: The Regression Analysis for Hypotheses Testing results

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.300	.339		3.838	.000
	Product (Mean)	.063	.082	.052	.771	.441
	Place (Mean)	.000	.063	.000	-.003	.998
	Price (Mean)	.428	.074	.386	5.811	.000
	Promotion (Mean)	.071	.086	.060	.826	.410

a. Dependent Variable: Fundraising (Mean)

The P-value, which is less than 0.05 results lead to conclude that the price has a significant impact on fundraising for NGOs operating in Iraq, but no effect from place and product and promotion.

5.6 Hypothesis Results Summary

A multiple regression was run to predict promotion from product, price and promotion. These variables statistically significantly predicted Promotion, $F(4,252) = 15.314$, $p < .000$, $R^2 = .196$. Only Price added statistically significantly to the prediction, $p < .05$.

Table 5.20: Hypothesis Results Summary

	Relationships	P-value	Interpretation
H1	Product → Fundraising	.441	Rejected
H2	Place → Fundraising	.998	Rejected
H3	Price → Fundraising	.000	Accepted
H4	Promotion → Fundraising	.410	Rejected

The table above shows the summary of the hypothesis results it shows that only the place and price have an effect on the fundraising for the NGOs operating in Iraq as the following:

- a. There is no significant relationship between place and fundraising in non-profit organizations in Iraq.
- b. There is no significant relationship between the product and fund-raising in non-profit organizations in Iraq.
- c. There is a significant relationship between price and fundraising in non-profit organizations in Iraq.
- d. There is no significant relationship between promotion and fundraising in non-profit organizations in Iraq.

6. DISCUSSION AND CONCLUSION

Interest in studying marketing concepts for non-profit organizations has expanded in recent years due to the increase in their numbers and importance and the increase in competition between them for financial resources. Therefore, non-profit organizations have sought to apply marketing concepts in their operations, including the marketing mix, to achieve their goals, and on top of these goals is fundraising.

Non-profit marketing differs from traditional marketing in a basic point; that is, non-profit marketing works to achieve the goals of the organization and does not focus on maximizing the material wealth of those in charge of it, which is the opposite of traditional marketing goals in for-profit companies. The marketing mix is the cornerstone of the marketing process for non-profit organizations, which must be prepared carefully and in proportion to the nature of the organizations' work and environment. Preparing the non-profit marketing mix is more complicated due to the nature of the services provided by the organizations and the multiplicity of stakeholders (donors, beneficiaries, local community, and government agencies) that organizations seek to meet their needs in their operations and plans in line with their principles and vision.

Non-profit organizations in Iraq after 2003 have played great importance. They contributed to meeting the needs of society due to the successive crises after the American occupation of Iraq. The role of Iraqi organizations emerged as a result of a set of motivating factors, the most important of which are political openness, globalization, the absence of a governmental role, and international interest in non-profit organizations in Iraq. Financial challenges emerged as the most important challenges facing the work of non-profit organizations in Iraq.

Thus, this study examined the effect of marketing mix (product, place, price, and promotion) on fundraising in non-profit organizations operating in Iraq.

The researcher divided this study into two aspects. The theoretical aspect represents a discussion of research variables through previous studies and literature reviews. From a practical point of view, the study was conducted on workers in non-profit organizations in Iraq.

A questionnaire tool was used in the survey, data was collected from employees and volunteers in the organizations, and the data were analyzed using the SPSS application to find out the relationship between the variables and the extent of the effect of the independent variable (4ps) on the dependent variable (fundraising).

The results showed a significant relationship between the price and fundraising for non-profit organizations in Iraq, consistent with studies conducted by Al-Qahtani (2004) and Ouahabi (2015) conducted on non-profit organizations operating in Algeria and Saudi Arabia, which indicates the importance of the pricing process (for projects, products, and services) provided by non-profit organizations in Iraq. However, the R was 0.196, indicating a weak effect of the price variable in the Iraqi environment, which may be due to the causes of political instability and social and economic fluctuations after 2003.

Moreover, the results showed no significant relationship between the independent variables (place, product, promotion) and fundraising.

This can be explained by looking at previous literature indicating an impact of external and internal factors and challenges that affect the work environment of non-profit organizations in Iraq, which is completely different from the work environment of non-profit organizations in the United States, Europe, and other developed countries. In contrast, fundraising in non-profit organizations in Iraq is based on various considerations and factors such as ideological, political, security, technological and social factors on non-profit organizations. Abbas and Baban (2013; 2008) indicate that political, security, and intellectual factors are among the most prominent challenges affecting non-profit organizations' operations. , as a result of the political parties' exploitation of non-profit organizations and employing them to serve the interests of political parties, in addition to the intellectual obstacles related to the lack of understanding of the truth and the role of non-profit organizations, in addition to the lack of understanding of organizations and their employees of the marketing, organizational and strategic concepts due to the lack of experience and the novelty of their experience in non-profit work, which is consistent with what he mentioned (Sumaia, 2019) of the performance of non-profit organizations in Iraq have been affected by security, intellectual, political and social factors that have led to the limitation of their role and their influence and the suspension of their activities due to security threats, which some organizations such as

the Mosul Organization for Human Rights and Voices of Freedom have been exposed, as well as political party pressures on organizations concerned with awareness of freedoms issues Political and intellectual.

The importance of fundraising lies in its reflection on the financial and non-financial dimensions. The correct implementation of the fundraising process will positively impact attracting and developing financial resources and contributing to attracting and employing human resources to achieve its goals. It is important to identify the needs of the organization before starting to collect donations and convert them into goals, identify the target groups and the best ways to reach them and know their motives for donations (religious, psychological, social, financial), and maintain a relationship with them. Organizations differ in their sources of income (government support, individuals, companies, foundations, international organizations). Strong organizations are organizations in which sources of income are diverse and do not depend on a specific source element. The fundraising process is affected by a range of internal and external factors, including social, political, economic, technological, and organizational factors, the organization's reputation, and the extent to which organizations care about their workers.

This study has its limitations. First, its scope was limited to examining the impact of four elements of the marketing mix. Therefore, it is recommended that future research could examine the impact of other elements, such as people, processes, and physical evidence, on your fundraising.

Second, more studies can be conducted comparing a group of non-profit organizations to reach the best marketing means compatible with the Iraqi environment.

Third, the same study can be done on other countries in the Middle East to study the effect of changing the environment from one country to another using the non-profit marketing mix.

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APPENDIX A

QUESTIONNAIRE

Greetings,

My name is Anes Hazim ALZUABIDI, a master student at Altinbas University in Istanbul, Turkey. Currently, I am conducting a field study for the purpose of completing my thesis entitled “The role of Marketing Mix in fundraising for NGOs in Iraq”.

You are kindly requested to help me complete this thesis by answering the questions in this questionnaire.

Yours Faithfully,

Researcher:

Anes HAZIM ALZUABIDI

Supervisor:

Asst Prof. Murad CANBULUT

A.1 SECTION 1: Demographic Information

1. Age Group:

- () 18 – 29 years
- () 30 – 39 years
- () 40 – 49 years
- () 50 years old and more

2. Career Title:

- () administrative employee
- () marketing employee
- () volunteer

3. Years of Experience:

- () Less than 5 years
- () 5 – 10 years
- () 11 – 15 years

4. The annual budget of your organization:

- a. Less than \$ 100,000
- b. Between \$ 200,000 - \$ 500,000
- c. More than \$ 500,000

5. The organization sector:

- a. Relief activities
- b. Training and development
- c. Human rights
- d. Environment protection
- e. Other

A.2 SECTION 2

Items		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A	The Product:					
1	The organization offers a variety of projects and services					
2	The organization provides high quality projects and services.					
3	The projects implemented by the Foundation fulfill the donor's satisfaction (sponsoring orphans, building schools, building places of worship ... etc.)					
4	The projects and services provided by the organization are compatible with the needs of the beneficiaries.					
B	Place:					
1	The organization has a large main building and is known to the groups that the institution targets					
2	The building of the organization is located near the international NGOs.					
3	The organization is located in an area where governmental institutions and service ministries are located.					
4	The organization has branches in other cities in the country.					

5	The organization has branches outside the country.					
6*	The organization has platforms on all social media.					
7*	The organization's charity collection boxes are spread in places where people gather (markets, schools, places of worship, etc).					
C	Price					
1	The organization offers its projects and products at competitive prices compared to other organization s					
2	The organization distributes projects according to the share system to suit the financial capabilities of the donors.					
3*	The organization offers many services and products for free.					
4	The products and services of the organization are considered of high quality compared to the price					
5	The organization exploits the charitable seasons to market and sell its projects and products (International Day of Charitable Work, Ramadan ... etc.).					
6*	The organization depends on the added value in its products and projects					

D	Promotion:					
1*	The organization uses traditional communication channels to promote its projects (street advertising, television, radio ... etc.).					
2*	The organization has a continuous and active presence on all social media					
3	The organization offers projects and feasibility studies for international donor institutions.					
4	The organization is officially registered with the International Committee for Civil Society Organizations.					
5	The organization is actively present in official and community activities and events.					
6	The organization relies on diversity in the use of promotional means (photos, stories, videos, project proposals, etc.)					
7	The organization sends periodic "achievement reports" to donors					
	The second variable - fundraising:					
1*	The organization relies on fundraising grants from INGOs.					

2	The organization depends on companies and businessmen in fundraising.					
3	The organization relies on increasing its financial resources on societal and religious events (Zakat, fundraising festivals... etc.					
4	The organization relies financially on its own investment projects and makes a return from them.					
5*	The organization is facing financial pressure due to the lack of fundraising					
6*	Donations from the local community (community members) is one of the sources for the Foundation to develop its financial resources.					
7	Endowments (Waqf) are one of the sources of obtaining funds for the institution.					
8	Organization depends on selling products and commodities to increase its revenues					
9	One of the sources of fund development carried out by the Foundation is partnerships with the government.					
10	The organization's fundraising depends on member donations.					

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