QATAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

SPONSORSHIP AND DONATIONS IN QATAR FOUNDATION: AN EMPIRICAL INVESTIGATION TO THE FOUNDATION'S FUNDRAISING EFFORTS

BY

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ABSTRACT

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Non-government organizations have historically been financially challenged, and recent developments have been underway to explore innovative fundraising and financially sustainable solutions. Within Qatar, Qatar Foundation is the largest non-government organization focusing on Education, Research, and Community Development within the local and global regions. This study aims to outline a fundraising framework to enable Qatar Foundation's fundraising efforts to be efficient and effective.

Data was collected from over 20 employees responsible for fundraising in their respective centers under Qatar Foundation's umbrella. This data was thematically coded to identify the significant challenges and themes from the interviews. Through the themes that were noted, the study then recommends a framework that addresses the propositions and themes presented. Overall, the study provides genuine insights for effective and efficient fundraising in Qatar Foundation and any non-governmental entity in Qatar and the region.

Keywords: Fundraising, Framework, Efficiency, Effectiveness, Qatar, Qatar Foundation

DEDICATION

I would like to dedicate this to my husband Hamad, my children Khalid and AlReem, and my family. Thank you for taking care of me throughout this journey and pushing me to pursue my dreams.

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Dr. Marios, my mentor, I would not have been able to graduate MBA without you, thank you for the encouragement, support, and knowledge.

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CHAPTER 1: INTRODUCTION

1.1 Background Information

In recent times, non-governmental organizations (NGOs) have gained global popularity and attention in terms of funding from philanthropists and businesses. Their major features — that they are non-commercial, non-profitable and have no political agenda — focus on three aspects in order to alleviate poverty, reduce conflicts, or enhance living (Bromideh, 2011). The three aspects are community development, education, and research and development.

However, there is a considerable amount of literature on the lack of effectiveness and efficiency of the NGO projects, programs, or events that receive funding (Nunnenkamp & Öhler, 2010). The challenges faced by NGOs comprise both external and internal factors. Bromideh (2011) indicated that NGOs must be aware of the macroenvironment surrounding them, as well as the microenvironment in which they exist, in order to maintain and sustain efficiency and effectiveness.

Moreover, the challenges involved in obtaining funding are many. The major one is that philanthropists and sponsors currently view sponsorship or funding all-inclusively, as a multifaceted platform addressing a variety of stakeholders; thus, funding must be more strategic (Meenaghan, McLoughlin, & McCormack, 2013).

1.2 Purpose of Research

With a focus on the sponsorship and donation fundraising efforts in Qatar Foundation, this study investigates the following research question. How can we enable the entities in Qatar Foundation to be more efficient and effective in delivering their programs/events through increasing their fundraising efforts?

By addressing this question, this study aims to inform the audiences and employees of the organization about the recommended framework. This framework intends to enable its employees to be able to fundraise effectively and efficiently for their events and programs. In this regard, it evaluates the current concerns and requirements of the organization's employees about sponsorship and donation activities, and how these activities can be improved through being institutionalized across the organization.

1.3 Scope of the Study

The study scope includes all of Qatar Foundation's employees who are responsible for sponsorship or donation activities for their respective entity. This study focuses mainly on the entities within Qatar Foundation, with the most prominent fundraising activities under the CEO's office and the departments of Community Development, Research, Development and Innovation, and Pre-university Education. The entities under these divisions conduct the most sponsorship or donation efforts and have experience with the issues faced when fundraising for Qatar Foundation.

1.4 Motivation behind the Study

Qatar Foundation's objective of organizational performance in terms of efficiency and effectiveness in fundraising has not been met. After assuming the role of a specialist in Institutional Advancement, the importance of sponsorships, donations, and fundraising was clear. This was true not only for financial stability, but also for the integration of Qatar Foundation into the community, since fundraising means outreach into society and connecting bridges between other organizations, philanthropists, and Qatar Foundation. So mainly, the motivation behind the study is the financial sustainability of Qatar Foundation's entities and their integration with the local and international community in terms of sponsorships and donations.

1.5 Benefits of the Study

The research gap identified in the prevailing literature was the lack of a framework for effective and efficient sponsorship and fundraising activities in non-government organizations in Qatar.

This study recommends a holistic, thorough framework that will enable the organization's entities to increase the number and monetary amount of sponsorships and donations received and increase their sponsor and donor base. These two objectives will be met by executing the recommended framework model. The model encourages the collaboration of efforts, leveraging corporate intelligence, learning from best practices, and employing innovative fundraising strategies. The study is thus beneficial to all employees in the organization that are involved in fundraising activities for their entities.

1.6 Structure of the Study

Based on the motivations mentioned above, this study conducted a situational analysis through in-depth interviews with Qatar Foundation's management staff involved in fundraising based on a conceptual model of organizational performance. The following chapters of the paper outline the literature review (Chapter 2), followed by the methodology assumed to execute this study (Chapter 3; which includes the propositions developed based on the conceptual model), research findings and discussion (Chapter 4), and lastly, recommendations, conclusions, and thoughts on future work (Chapter 5).

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

There is minimal research focusing on sponsorship in community development, education, and research and development in the context of non-governmental/nonprofit organizations. For this reason, the foundational phases of this study drew considerably on community development, education, research and development, and sponsorship literature independently to further focus on a conclusion on a fundraising framework that encompasses all three pillars.

The role of government is to ensure the development and uplifting of the socioeconomic lives of its citizens. At present, many governments' efforts to manage this mandate have been deemed unsuccessful. As a result, many people continue to live in sub-optimum social and economic situations. Community development projects and activities by non-governmental organizations are the main methods that help in addressing some of the urgent social and economic challenges that the government may not possess the capacity to address within a given period, due to lack of funds (Poku & Bonnel, 2016).

In efforts to meet the needs of citizens, non-government organizations (NGOs) and community-based organizations source funds from donors to implement development projects. Such funding may come via different methods, but the most common one is the use of sponsorship. Sponsorships have paid for numerous projects, but various factors can derail the delivery of these projects. In this literature review, we will explore the various aspects of community development, education, research and development, and sponsorship funding around the world, in nonprofit organizations, and specifically in the context of Qatar.

2.2 What is Community Development?

Community development, as a theory, has been defined differently to suit the needs of the entity utilizing the word. It can be as broad or as narrow as they construct it to be. For this research, community development is defined through the lens of the community acting to address grand challenges in society. The definition referred to most often is "community development," which is described as a community of people deciding to create a social action process in efforts to enhance the social, economic, environmental, and cultural/political aspects of their community (Christenson, 1989). To be more specific, it is the process that empowers people to build the community they want to live in through planning and action towards significant goals. This process results in an active community responding to changing needs and external conditions and empowered by the social, economic, and environmental resources available (Matarrita-Cascante & Brennan, 2012).

With this definition in mind, it should be noted that community development is three-fold: imposed, directed, and self-reliant. Imposed forms of community development entail improving the quality of life for the community in terms of technology or infrastructure. Directed forms seek the community's feedback on the programs developed to enhance as well as create meaningful relationships within the community. Lastly, self-help forms of community development are created from the community by the community, via a focus on the process of interaction (Matarrita-Cascante & Brennan, 2012). Hence, governments and other authorities are expected to provide solutions to social problems, regardless of whether their capacity to offer these solutions is adequate (Ron, Pandya, & Crow, 2016).

Both developed and developing nations have undertaken community development projects as the drivers of development, especially in marginalized and low-income areas. Community development is a strategy of eradicating poverty among people (Ogwu, Pimenidis, & Kozlovski, 2018). The choice of a community development project is influenced by its impact on the lives of the community. Priority is given to activities that help people in achieving the basic needs of life, such as farming, health projects, infrastructure, water, and sanitation, amongst other vital needs.

2.2.1 Community Development in the context of Foundations and the World

In the context of foundations or corporations, community development is addressed by different tools, objectives, and motives (Kapelus, 2002). In Kapelus' study of Rio Tinto's corporate social responsibility programs, the corporation in question develops programs in the community to counteract the resistance received from the community regarding the adverse environmental, social, or economic effects of the company's actions. Community development activity projects aim to improve human lives through targeting challenges to solve in social, economic, or environmental areas. Community development's social effects are ones that enhance the quality of life in society. Education is one of the core areas that impact the quality of life in society, and most of the organizations or individuals target education through community development initiatives.

Most countries have a significant need for community development projects to be implemented through donor funding. There is a considerable gap in the effectiveness of the various government departments that oversee these projects. One of the factors that results in the slow completion of such projects is that the departments designated to support community development programs lack adequate management systems to optimize their implementation. Many scholars have discussed the numerous factors that might have caused delays in delivery, but there is limited research on the strategies implemented in terms of delivery by these departments (Reid, 2016).

2.2.2 Community Development in Qatar

In the context of Qatar and the Arab region in general, there has been minimal research regarding community development initiatives enacted on state-level. Qatar is one of the most developed Arab states in the region, mainly because of the tremendous contributions made in terms of community development in the twentieth century. As a former British protectorate, Qatar had developed a spirit of cooperation, which created an excellent platform for future development. After its independence in the 1970s, Qatar started a reconstruction period where it focused on the development of its social and economic pillars. Qatar has been a beneficiary of numerous projects funded by the government, which have led to its current developed status. The organization for Education, Research, and Community Development is a leading organization there, with the mandate to source government funds and implement various projects under the pillars mentioned earlier (Ibnouf, Dou, & Knight, 2014). This organization has successfully executed many educational, research, and community development projects in different parts of Qatar, leading to a hugely positive impact on the lives of its people (Küster, 2010). The foundation has focused its activities on the education sector because education helps in solving many social and economic problems. Education City is one of the leading projects of Qatar Foundation.

2.3 What is Education?

Today, education faces uncertainty because of the tremendous and increasing change processes that are restructuring many aspects of current societies. Sarid (2018) argues that educational theorists and professionals have proposed various definitions of education. As a result, different theorists and practitioners view education as either basic programming or as a firmly functional learning process. Carr (2003), in his liberal assumptions, attempts to address a philosophical line of reasoning, demonstrating the capacity to achieve a mutual understanding of the meaning of education. He argues that education is seen as a specific case of socialism, which implies that teachers focus on teaching students to interact with other people, which makes it progressive education. On the other hand, as stated by John Dewey, progressive education ought to incorporate a learning process that encourages social engagement and is suitable for the development of every young child (Williams, 2017).

According to Flinders & Thornton (2008), Dewey supported the idea that effective education derives from communal interactions and, thus, that school is a social institution. In this regard, it is believed that children should engage in learning processes in a flexible manner (Williams, 2017). Nonetheless, Sarid (2018) moves away from these liberal presuppositions to define education as a continuous practice comprising purposively organized learning activities devised to achieve goals drawn from a specific conception. According to Park (2003), education is part of the human condition. Although it is fair to believe that learning is a social foundation overseen by a council of many different people, this does not suggest that formal structures alone deplete the meaning of education.

2.3.1 Education in the Context of Foundations and the World

Educational programs have social bases as well as ideological and economic underpinnings. Thus, they should be consistent with society's needs and demands. The concept of approaching a program makes an individual or foundation view it as an issue of education by understanding the vital role that it plays in society (Bay et al., 2012). In this context, the social basis of an initiative questions how learning and knowledge are associated with educational goals and the notion of teaching people. Thus, educational programs play a vital role in society. Education is a fundamental human right and is essential to an individual's well-being. However, in an age in which resources are scarce, and needs are wide-ranging, governments must have rapid and easy access to reports concerning the effectiveness of policies and programs created to enhance educational outcomes.

According to Atkinson & Messy (2011), multiple programs address barriers and challenges to school engagement and the learning experienced by children and households. These programs address the issues that children face due to poor health and malnutrition, as they offer material incentives for learners through various foundations. At the same time, some foundations have programs that address the challenges encountered by schools and teachers when trying to improve the classroom setting, as well as enhancing the learning outcomes. Such initiatives often pay special attention to improving the effectiveness of teaching by introducing new technology and other innovations. For example, according to D'Antoni, (2009), the William and Flora Hewlett Foundation has been a leading player in the advocacy of open education resources (OER). The foundation funds the Creative Commons program to provide innovative solutions that promote open access to copyrighted and scholarly content online.

According to Skinner, Blum, & Bourn (2013), development and aid initiatives across the globe have often required public endorsement, either through voluntary donations or in the form of government funding. Education is a priority for most governments and societies. The private sector has mostly focused on supporting an effective education system. Thus, education is fundamental to a country's economic development, since it boosts productivity. However, across the globe, multiple challenges affect the provision of high-quality education. Among other impediments, inequalities in schools affect the success of children in various academic fields. Thus, multi-stakeholder initiatives are designed to address these inequalities

In recent years, the focus has shifted towards eLearning, whereby innovative startups have emerged across the continents with accelerated frequency. As an innovative initiative created by War Child NGO, eLearning focuses on bringing educational opportunities to out-of-school children living in conflict-affected regions (Stubbé et al., 2016). Piloted in Sudan, the initiative is being created to improve other war-torn areas across the globe. It is projected that more than 30 million schoolchildren have been negatively influenced by war. At the same time, over 600 million youths are affected by violent conflicts. At some point, these people are forced to abandon their homes to begin the uncertain and uncomfortable life of refugees. For example, the current war in Syria, which started in 2011, has led to the most significant humanitarian crisis in history (Al-Rousan et al., 2018). As a result, more than 750,000 Syrians live as refugees in Jordan. Nonetheless, Al-Rousan et al. (2018) argue that a university-level initiative is seeking to provide educational and economic opportunities to refugee youths. Overall, this program has improved peace and well-being among the affected population.

On the other hand, at Oakland Unified School District in the United States, black children experience countless challenges that affect their academic performance. As a result, the majority of them drop out of school, while others are prone to violence. Due to these concerns, the district decided to create the Office of African American Achievement (AAMA) in 2010. The goal of this initiative was to improve academic and life outcomes for these at-risk youths. Furthermore, AAMA collaborates with youths in after-school sessions to empower other African-American children (Chatmon & Watson, 2018). On the other hand, in the past, nearly half of the girls in individual Punjab districts of Pakistan were stripped of their fundamental human right to education. With the support of the World Bank and other foundations, these districts now implement the Female School Stipend Program (FSSP) to bridge the gender gap in institutions (Habib, 2013). This initiative provides a certain sum of money to families whose girls attend middle schools.

2.3.2 Education in Qatar

Education in Qatar complies with the practices and conservative nature of its people, while keeping up with the latest technological and pedagogic approaches. Although six years of primary level are compulsory, the Qatari system offers everyone equal access to free education (Nasser, 2017). Before Qatar became an oil-producing nation, no formal education system was in place. Instead, the first schools in the country were religious. Qatar experienced several transformations between the 1970s and 1980s. However, it was in 2001 when its education system demonstrated that it needed immediate and effective reforms (Romanowski et al., 2013). As a result, the Qatari administration used the services of the Rand Corporation to assist the education sector in making policy decisions through research and development as well as the assessment of its learning system (Karkouti, 2016).

After carrying out an overall evaluation of the country's education system in 2001, Rand discovered that graduate students were not well trained, as they did not meet the standards of the competitive university programs (Karkouti, 2016). This forced the Qatari government to embark on changing its school system to reform both K-12 and higher education (Nasser, 2017). Besides the proposed modifications in the institutional structure, Rand presented an innovative administrative system to manage the country's learning environment. The most significant feature of these changes has been a standards-centered structure to provide guidance to learning centers as well as evaluate the syllabus and practitioners' growth (Nasser, 2017). Despite these new changes to the education system, Karkouti (2016) argues that Qataris are still fundamentally tribal, since they are adherents to their traditions and extremely conservative in terms of their culture.

2.4 What is Research and Development?

Research and development (R&D) entails activities that corporations and other individual entrepreneurs embark on to develop new products or services. In a broad sense, the definition of the terms encompasses the activities from basic scientific research conducted in higher learning institutions and labs. It also entails testing and improving products before they are made available to consumers (Gritzo, Fusfeld, & Carpenter, 2017). Therefore, when investing in R&D, organizations generate new concepts that enable them to become more productive and lucrative (Blanco, Gu, & Prieger, 2016).

From the perspective of economics and literature, the terms are often utilized to describe companies' decisions and evoke entrepreneurs' interests to invest in the creation and commercialization of newly designed products and services (Herath & Park, 1999). While the process defined is rarely implemented in this model, in reality, this type of spending is believed to correspond to investments in R&D. However, many economists argue that research and development processes are expensive to fund in a highly competitive marketplace. These researchers posit that the primary aspect of the R&D spending is through ideas of how to develop new products. That is, the utilization of a commodity by one company cannot impede its rivals' use of it (Hall, 2002). Thus, optimum management of R&D activities is primarily significant in ensuring that both the projected value and returns on investment are attained (Nosella & Verbano, 2010).

2.4.1 Research and Development in the context of Foundations and the World

Development is a social process, and for this reason, philanthropic foundations play a vital role in contemporary society. This explains why foundations should contribute to promoting research and development for the public benefit. At the same time, foundational fields have changed with time, as a result of modifications in the interests of bilateral agents. In recent years, for instance, social activities and environmental initiatives have been essential domains of foundations. A unique aspect of the current foundations' work is its emphasis on promoting democracy and peacebuilding through R&D activities. Thus, foundations can help to improve R&D activities in many ways. For instance, they can boost the number of funds allocated to agricultural research and orphan issues, among other areas (Scott et al,. 2003).

In their research, Sussex et al. (2016) postulated that contributions which support studies are influenced by the correlation of foundations to other players in the R&D system. The collaboration of foundations with governments revolves around the issues of complementarity (Sussex et al., 2016). In this case, funds from corporations form the most significant components of R&D expenditure for many countries across the globe. Thus, leverage spending on R&D provided by foundations frequently defines how to improve the business community's engagements (Scott et al., 2003). Universities are the primary recipients of funding from corporations. Being at the forefront of the education system, these institutions are highly significant entities, which explains why they often form the basis of R&D activities and function as top players and critical societal transformers (Blume-Kohout, Kumar, & Sood, 2014). Nonetheless, multiple opportunities can help universities enjoy the positive impacts of knowledge-focused changes.

2.4.2 Research and Development in Qatar

For an innovation to be successful, it needs a culture that embraces ingenuity. Spending on research and development is a precondition for developing such a practice. Over the past two decades, the Qatari regime has experienced significant expansion and infrastructural development. Thus, the Qatari government has preserved its national spending for R&D to allow for the development of homegrown resolutions and minimize reliance on foreign or subcontracted aid (Mohtar, 2015). At the same time, Qatar continues to expand and develop the infrastructure for research through a government-funded R&D approach and via the departments devoted to research. For instance, the new R&D complex was designed to accommodate the government foundation as well as the research management personnel (Mohtar, 2015). The Qatari government also acknowledges the significance of creating a domestic capacity that aligns with the growing interests in research and development.

On the other hand, due to the significant investment in education and research, the country is slowly gaining a reputation as a global center for scientific innovation. According to Owens (2015), Qatar spends 2.8 percent of its GDP annually on science and research. Also, this Gulf state has invested in biomedical research. Such endeavors comprise the creation of Qatar Foundation, which seeks to make the country a significant player in advanced learning and research and development (Tang, Wilkerson, & Soon, 2016). Recently, this foundation has enabled the country to provide a considerable amount of money for medical and biomedical research and development.

2.5 Qatar Foundation's Organizational Identity

To be able to understand the Community Development, Education, and RDI efforts made at Qatar Foundation, it is crucial to evaluate the Foundation's organizational identity first. Identity is an integral part of shaping the nonprofit organization's strategy in order for it to be sustainable and successful moving forward. Confusion over an organization's identity can be a consequence of several issues, including lack of clarity as to who falls under the organization's umbrella and who does not, lack of mutual understanding among centers that belong to the organization, or the Foundation's failing to put effort into specifying and communicating the organization's identity to all.

Nonprofit organizations fall into four categories. firstly, Grantmaking Foundations are those that own several financial assets and continually distribute parts of these assets to various programs or initiatives serving their charitable purpose. Secondly, Federated Fundraising Organizations usually operate at local or regional levels, to collect donations and disperse them to associated service providers. Thirdly, University Academic Centers for Nonprofit Study assume the mission of a multidisciplinary research center created to enhance overall education and individual lifelong learning. Lastly, the Social Enterprise objective focuses on initiating various innovative programs targeting a specific social or public need (Young, 2001).

With the last definition in mind, we can consider Qatar Foundation to be a social enterprise. The definition of a social enterprise encompasses a spectrum that ranges from organizations for nonprofit that are involved in profitable activities to profit-making organizations that state they are focused on social causes (see Table 1) (Dees, 1998).

Table 1

		Purely Philanthropic ←→		Purely Commercial
Motives, Methods and Goals		- Appeal to goodwill - Mission driven - Social Value	- Mixed motives - Mission and market driven - Social and economic value	- Appeal to self-interest - Market driven - Economic value
Key Stakeholders	Beneficiaries	Pay nothing	Subsidized rated, or mix of full payers and those who pay nothing	Market-rate price
	Capital	Donations and grants	Below-market capital, or mix of donations and market-rate capital	Market-rate capital
	Workforces	Volunteers	Below-market wages, or mix of volunteers and fully paid staff	Market-rate compensation
	Suppliers	Make in-kind donations	Special discounts, or mix of in-kind and full-price donations	Market-rate prices

More specifically, a social purpose organization as Young (2001) defined it could be seen as a private organization with goals of realizing social good. Thus, its core mission is not profit-making, yet it could use commercial activities as a strategy for income generation to be routed back into the organization's operations, thus driving its mission.

Lately, nonprofit organizations have been innovative in how they take advantage of market-based revenues to fund their core mission services (Skloot, 1988) because other streams of revenue were heavily dependent on government support, and contributions are diminishing (Salamon, 1999; Weisbrod, 1998). A social enterprise keeps its mission in the forefront of all activities it conducts and sees the profit-making activities only as ways to further achieve its mission.

2.6 What is Sponsorship?

Started in the 1970s as an instrument for marketing communication, sponsorship grew swiftly over the following twenty years (Meenaghan, 2001). Its purpose shifted to encompass a broader range of objectives other than the apparent one of profit-making. At present, sponsorships are aimed at changing or enhancing the consumer's opinion towards the company and brand image (Balasubramanian, 1994), while seeking to build goodwill towards the sponsor (Crimmins & Horn, 1996; McDonald, 1991).

Therefore, sponsorship is the funding of an initiative or a project to support the company's objectives through the improvement of brand image, awareness, or sales (inherently). This funding could be a joint or individual effort, a one-time occurrence, or a series (Javalgi et al., 1994). One of the requirements of sponsorship is that a project must have a positive impact on the social and economic conditions of society. Sponsorship of a project requires sensible consideration, utilization of funds, and accountability for the designated resources, because the controlling of such significant funds may be subject to mismanagement (Ati, Baga, & Satria, 2019).

Sponsorship is the primary method through which projects of community interest are implemented, which implies a need for enhancing efficiency in the delivery of such projects (Warner, 2015). In addition, a shift towards increased accountability in the latter's managerial processes (Walliser, 2003) has been aligned with the rising concerns about the efficiency of marketing efforts and their returns (Rust, Lemon, & Zeithaml, 2004).

2.6.1 The Importance of Sponsorship

Sponsorship is significant in both the receiving and the giving. It creates a joint brand, as well as a business value for both the sponsor and the sponsored activity (Collett & Fenton, 2011). It also supports corporate and marketing objectives, such as improving corporate reputation and increasing brand awareness.

Organizations or businesses that engage in sponsorship of external entities have one or more of the following objectives in mind: enhancing brand image and awareness, expanding target market, and sales. On the other hand, businesses or organizations that are looking for sponsorship have the following objectives: fundraising for a specific program or event that is core to their business, reaching out to the community to share the vision of the company, integrating the company into the community, and sustainability.

In the context of this study, sponsorship is essential to the entities in Qatar Foundation, due to the following reasons. From a corporate perspective, it is a proactive response to any future budget adjustments. It seeks to integrate Qatar Foundation with the external community to cultivate relationships and partnerships. Also, it is a strategic approach to sustaining and improving the impact of programs or events. Sponsorship is vital for Qatar Foundation as a whole, since it supplements the income from operations, assists in creating and strengthening relationships, provides an opportunity for other entities to be part of the Foundation, and strengthens the perceived value of the brand. From a commercial perspective, the value of associating with the Foundation is very high from both commercial and community viewpoints. There is a high demand from external entities that want to partner with or sponsor Qatar Foundation, but the Foundation needs a thorough mandate for sponsorship in order for the return value to be high.

2.6.2 Sponsorship Motives and Fit

According to the IEG Sponsorship Report published in 2013, over $54 billion was spent on sponsorship efforts around the world, an increase of $10 billion from 2009 (IEG, 2013). In order to understand the reason behind the increase in sponsorship expenditure, the intention behind sponsorship requires examination. The primary influencing factor in decision-making for sponsors is 'fit.' This 'fit' can be divided into three categories: altruism, marketing, and internal organization (Smith, Pitts, Litvin, & Mack, 2016).

With the above definitions in mind, the motives behind sponsorship could be either internal or external and altruistic or opportunistic. Internal motives relate to the core mission of the firm sponsoring the program or event, and external motives relate to the firm's customers, stakeholders, image, and reputation. As for altruistic or opportunistic motives, they reflect the "who or what" that should benefit from the sponsorship (Slåtten et al., 2017). After extensive literature review and studies conducted, Slåtten et al (2017) developed the 'Sponsorship Motive Matrix - SMM' (Figure 1).

External motives

	Opportunistic Motives	Altruistic Motives
External motives	Market e.g.: Enhance sales among existing customers or possible new customers.	Society e.g.: Show responsibility for local community.
Internal Motives	e.g.: Build ownership and psychological turnover intention barriers among employees and/or firm collaborators and stakeholders. Bond	e.g.: Express dedication and care for employees. Clan

Internal Motives

Figure 1. The Sponsorship Motive Matrix

The following four categories represent the core and contrastive nature of sponsorship motives (see Figure 1): (i) market, (ii) society, (iii) bond, and (iv) clan. In Figure 1, these four categories represent the goals and focus of the firms' motives towards sponsorship. Examples of the targets that arise from each of the four categories of motives are shown in this matrix.

The SMM illustrates that (i) "market" and (ii) "society" are both external motives for sponsorship. On the other hand, (iii) "bond" and (iv) "clan" have to do with the motives internal to the firm. "Market" is when there are goals that are related to a subset of a population or a targeted group. In contrast, "Society" is more general and uses a large proportion of the population as a target for sponsorship. Figure 1 shows that the "market" is related to the goals of improvement of sales amongst existing customers or possibly new ones, which is a combination of the external and opportunistic motives of the firm seeking sponsorship. In contrast, "Society" is related to the mixture of firm motives that are both external and altruistic. Figure 1 shows that sponsorship is a way for a firm to demonstrate and engage in an accountable approach towards the native community.

Also, "bond" and "clan" are represented in Figure 1 as being related to internal motives; that is, those that directly relate or pertain to the organization and its resources (such as employees) and to the resources required to maintain the organization itself (such as a firm's partners). Whether or not the firm's internal motives are opportunistic or altruistic, it is a "bond" or a "clan." Similar to the determinations of a firm's focus and goals that label it a "market" or "society," a "bond" denotes a more specific goal/target and specific methods, whereas "clan" is a broader set of goals targeted to a wider stakeholder group.

The SMM framework illustrated by Figure 1 can be utilized to identify the core and important factors that cooperating partners need to focus on, which will allow for definitions, analysis, decisions, and the development of an appropriate strategy or tactic to meet the goals sought after using the sponsorship programs. Whether the motive of the firm's sponsorship is a "market," "society," "bond," "clan," or a combination of these, it is safe to assume that strategy will differ. The tactics utilized will depend on the type of motive that is identified.

2.6.3 Sponsorship around of NGO Projects

Many organizations and governments are involved in sponsorship programs, and this makes it essential to assess the efficiency of the implementation of these projects. This fact is confirmed by Shelton (2017), who states that there is a considerable amount of money channeled into society through sponsorship, but the accountability for this resource is inadequate. Due to poor management, many projects are stalled in many different countries.

A nonprofit organization cannot distribute its net earnings to the people who control or manage it. For example, officers, directors, trustees, and members may not receive net earnings that exceed the amount required to pay for the services offered by the organization. The nonprofit organization is allowed to generate profits, and many show a consistent annual accounting excess along with their aligned vision and mission, but they are not driven by a profit generation motive. The vast difference between a profit organization and the business-government sector is in what they do. These organizations have been categorized depending on the type of work they do, such as a donative entrepreneurial organization, a donative mutual, a commercial entrepreneurial, or a commercial entity.

Sponsors take numerous factors into consideration when providing funding to NGOs. These factors influence the size, urgency, and period of funding provided. The organization's or country's ability to offer sponsorship to an NGO depends on the economy of the country. Countries that have experienced tremendous growth in their economies offer massive funding to NGOs because of their ability to raise funds. Some of the leading sponsors of NGOs in the world are primarily the United States and the European countries (Ryfman, 2007). Although developing countries have more of a tradition of collaborations, they lack the middle-class people who are essential in developing the nonprofit sector in the developed world. With the increase in economies in transition from developing to developed countries, the number of nonprofit organizations is set to increase. Most of the companies operating in these developed countries have enormous incomes, which influences them to provide massive support for community development to save on taxes and to build their reputations.

Numerous laws regulate the operations of NGOs. These laws provide guidelines that determine the funding policies of an NGO. The law regulates such funding because of numerous incidents where the funds for NGOs were diverted to antisocial activities such as criminal activities, human trafficking, and cults, among other social vices. Most of the laws governing the funding of NGOs require full disclosure of the sources of such funding and the purpose for which the funds will be utilized (D. Brown, 2009). Many government organizations oversee the funding of NGOs to enhance the appropriate use of these funds.

The nonprofit organization must cover the economic costs of the resources they consume. These costs comprise both labor costs and all other variable inputs, including a reasonable return on the capital used in their events — the above-described phenomena occur in the Nordic countries. The joint for-profits or nonprofits, commercial organizations, appear to have grown in importance, and also the long-term sponsorships between businesses and nonprofits have increased (Mittilä, 2003). Regarding Finnish culture, artistic development experts explain that the scarcity of public funds at both municipal and state levels has resulted in pressure regarding resource relocation among local services, creating a need for cultural organizations to turn to different types of resource acquisitions, such as becoming involved in a relationship with business sponsors.

NGOs do not have typically possess a stable source of income, and they depend on sponsorship from profit-making organizations to fund their projects. The operations of NGOs target the vulnerable people of society who need essential services. Many NGOs deal with social and economic problems affecting people, and their primary goal in Qatar is the eradication of poverty. Poverty eradication occurs through investing in the community, but NGOs are challenged to acquire the sponsorship they require because of the numerous complaints that have been raised against the misuse of funds by NGOs (Brown & Moore, 2001). Sponsors require comprehensive accountability from NGOs for the approval of fund utilization. Although there are hitches in the execution of community development projects by NGOs, many sponsors find it necessary to utilize NGOs to achieve their corporate responsibility objectives. Sponsors must carry out due diligence in regard to the NGOs they fund to ensure that their processes are active and will achieve their intended goals in a responsible and accountable manner when planning and implementing their intended community projects.

The use of sponsorship for NGOs is beneficial in that it offers many benefits compared to other funding models (Delaney & Poynor, 2017). Sponsorship offers a wide range of funding sources for the NGOs because most of the organizations have set out a specific budget for engaging in community development projects. Unlike other funding models that have costs, sponsorship is cost-free, and there is no cost in getting the funds (Oke, Mainoma, & Bukar, 2017). The due diligence carried out by the sponsors helps in ensuring that the NGOs carry out their activities in a prudent manner. NGOs have enhanced their financial accountability because of the strict requirements for obtaining sponsorship. Sponsorship also enables an NGO to engage in different projects because of distinct sources of funds.

Various challenges make sponsorship a sophisticated method of funding community development projects by NGOs. One of the challenges is that it is difficult to get sponsors. Many NGOs worldwide compete for funding, which makes it difficult to get a sponsor. Another obstacle is that the process of getting a sponsor is complex and there are many requirements that can prevent NGOs from getting funding. Lastly, delays in payments and inadequate funding can derail the achievement of community development projects by the NGOs (Lewis, Goetsch, & Roy, 2018). Many projects have stopped because of inadequate funding, making the community lose the potential benefit from the project. These challenges result from the inefficiencies of most NGOs in the delivery and management of funds.

2.6.4 Sponsorship in the Context of Qatar

Qatar has many NGOs, and their primary method of funding is through sponsorship. The sponsorship of Qatar's NGOs is through local companies or foreign multinationals. NGOs in Qatar are regulated by legislation to increase their efficacy. All of them are registered, and their sources of funding are regulated to ensure that the appropriate funding methods have been outlined to optimize their utilization of sponsor funds. The development of Qatar has resulted in this country being one of the leading providers of sponsorship for other third-world countries, mainly Arab and Islamic ones, since the needs of society influence Qatar's funding for community development.

However, the NGOs that Qatar has founded have programs focused on enhancing education, community development, and entrepreneurship to alleviate poverty overseas and not within Qatar. Silatech was established in 2008 by Her Highness Shaikha Moza bint Nasser to link Middle East's youth with employment and economic opportunities. Silatech's operating model consists of partnerships with government entities, businesses, NGOs, international organizations, and other individuals, with each providing unique resources, insights, and solutions (Abdelkarim, 2017). Another prominent NGO established and based in Qatar is Reach Out to Asia (ROTA), established in 2005 as an education and development charity. ROTA focuses on international goodwill in areas of the world where philanthropy is limited and challenging (Al-Thani, 2016).

One of the factors that promote the focus on education sponsorship is the ease of managing this type of program (Whiffin et al., 2017). It is far more convenient to administer an education sponsorship than a commercial project, which is one of the reasons that this type of project has become so widespread.

In conclusion, in terms of Qatar’s NGO sponsorships and donations, most if not all of the NGOs established have focused on philanthropical efforts outside of the country.

2.6.5 The Management of Sponsorship and Relationships

Sponsorship management defines the way in which an organization oversees its sponsorship events. Conglomerates such as McDonald's, MasterCard, and Coca-Cola use much money in sponsorship activities and focus on events that attract targeted audiences. Their objective is to gain loyalty and popularity to differentiate them from their competitors. Efficient sponsorship managers have a clear and specific plan that focuses on aspects like defining the corporate mission and culture, identifying goals and objectives, selecting and managing projects, and, finally, assessing and evaluating the success of those projects (Warner, 2015). Accountability in the financial activities of these non-governmental organizations (NGOs) is an essential element, because it determines their efficiency in executing their activities. Many NGOs have not structured their processes, which leads to a lack of accountability and oversight in how they utilize the funds they receive from their donors.

The challenges faced by these NGOs are that management has turned them into businesses, which can undermine their role of overcoming social and economic challenges in society. These NGOs are not always managed in a professional manner, which reduces their performance as well as their accountability (Karns, Ghere, & Shaffer, 2011). There is limited oversight of them by government or private entities, which creates room for mismanagement of the funds collected from sponsors.

Trust and satisfaction are said to be the strongest predictors of which donors will remain engaged with a corporation (Waters, 2010). They also play a crucial role in foreseeing which donors had donated in the latest fundraising event for an organization.

The relationship between a nonprofit and a donor is imperative for the sustainability and long-term stability of the sector. The communication theory for stakeholder levels of engagement details the particular strategies that improve the effectiveness of a fundraising program or event. Table 2 below outlines the type of relationship the organization should have with their donors/sponsors (Mendolow, 1991).

Table 2

POWER	High	Keep Satisfied	Key Players
	Low	Minimal Effort	Keep informed
		Low	High
		INTEREST	

With regard to stakeholders that are low in both power and interest, the communication relationship should be minimal. Those with high interest and power are key priority stakeholders that are essential to have and maintain. Those with high power and low interest should have a relationship in which all their requirements are met while those with low power and high interest are informed of all decisions and actions taken.

2.6.6 Measurement of Sponsorship Effects

Sponsorship effects are difficult to measure. Evidence is scant on how it works, and on what constitutes sponsorship outcomes and what does not (Witcher et al., 1991). Nevertheless, after an exhaustive analysis of many mechanisms that measure the efficiency of advertising, it was concluded that the optimal way to assess singular responses to advertising boils down to the three properties of cognition, affect, and experience (Beerli & Santana, 1999). Although advertising and sponsorship are not substitutes, these three properties are considered to be the basic behavioral ones on a psychological level (Lavidge & Steiner, 1961).

Due to its economic factor, sponsorship is seen to be similar to advertising, so these properties are appropriate when evaluating the brand impact of sponsorship (Meenaghan, 1991). Moreover, sponsorship is considered to be part of the corporate communication mix. A communication mix is a set of collaborations between the internal and external communication channels of the company to deliver favorable messaging to the internal and external stakeholders of the company (Balmer & Illia, 2012). Thus, advertising is a crucial determining factor in the success of the sponsorship (Pope & Voges, 2000).

Conversely, the success or efficiency of a sponsorship is difficult to evaluate, as few tools facilitate the execution of this assessment (Dean, 1999). So, some companies depend on the statistics of brand exposure or utilize the known tools of conventional advertising to estimate efficiency. Marketers are required to authenticate their monetary investment in order to justify their decisions, as well as convince management on new strategic directions (Cornwell et al., 2006). Therefore, demonstrating the economic effect of sponsorship is the most significant way to legitimize a marketing strategy. Studies concerning sponsorship effectiveness have resulted in inconsistent findings, partially due to the weaknesses of the methodologies used; for instance, where small sample sizes or failure to control extraneous variables are present. Field studies produce reliable outcomes, since they allow for the control of extraneous variables. A lack of understanding of sponsorship impacts may also be due to the historical use of sponsorships on business companies (Teets & Hsu, 2016).

The initial involvement of an organization in sponsorship is due to the interest of its leaders in certain activities. Consequently, academics and practitioners have been reluctant to see sponsorship as entailing promotional activities whose outcomes need to be evaluated systematically. Current research suggests that nonprofits should guarantee that the sponsorship is based on a high-fit relationship, that organizations should communicate the fit between them, and that the purpose of sponsorship is aligned (Simmons & Becker-Olsen, 2006).

The impacts of sponsorship on initiatives that enhance society have more impact than those initiatives that aim at showcasing the products of the sponsors. The general rule of sponsorship is that the sponsor should not expect any benefits from the sponsorship deal, with most companies preferring to accept sponsorships to engage in marketing and to reduce their marketing costs (Katsinas et al., 2011). As such, the sponsorship leans towards societies that are the target clients of the sponsor's products. For sponsorship to be considered part of community development initiatives, the outcome must be to solve a social or economic problem in that society. The society in question should also be involved in decision making about community problems being solved, and the aims of the sponsoring business should not be advanced — unless both can be accomplished without diminishing the goals of community.

Despite the limitation in measuring the effects of sponsorship, a conclusion can be drawn from the extensive literature review. Sponsorship is a communication tool and a promotional movement that is here to stay, including activities, events, and venues recognized as targeting a specific demographic group. Sponsorship that is market-driven has largely replaced philanthropic sponsorship, and it is frequently now accepted as a business-related objective (Luszawski & Fox, 2018). It is evident that the current motivation of tax codes is to enable sponsorship to be viewed as a tax-free, promotional expenditure. This new role has supported sponsorship embedded in global NGOs in the form of facilitation agencies, decision-making cooperatives, and activities and properties, including events that seek sponsorship (Warner 2015). In some countries, sponsorship has replaced other forms of financing to the point where some sponsored events depend on corporate financing for their existence.

2.7 Sponsorship Challenges

There are several overarching challenges concerning the sponsorship of programs or events. The notable ones discussed in the sections below include program or project implementation, loose accountability, level of monitoring, sponsor–program fit, and employee motivation.

2.7.1 Challenges of Sponsorship in Community Development

Although sponsorship is the primary method through which most community development projects receive funding, numerous factors influence poor delivery. One of the challenges producing poor delivery is that those tasked with implementation, such as government departments, do not have the appropriate structures and systems to complete these projects in an efficient and timely manner (Hammarback et al., 2017). Many sponsorship funds are managed by one department, which makes it a challenge to enhance accountability in the delivery of a project. Another challenge in project delivery is that there is little to no accountability towards the sponsors. A substantial number of sponsors have many projects implemented consecutively or concurrently, reducing the level of monitoring for each of them. It is important to note that disorganization in the implementation of community projects has resulted in the loss of vast sums through irregular payments.

Companies in the private sector are pressured by the community to have more profound involvement in community development. There should be more awareness of the parameters that large corporations are expected to achieve when engaging in the development of the community. Corporate social responsibility (CSR) is one lens that is more business-oriented than community-oriented. Banks et al., (2016) aimed to change the dialogue on CSR so that it would address the interests and perspectives of the local community. They recommended a theoretical outlook that explains (1) the community development initiatives that identify relational effects and (2) the communities that are targets of corporate community development.

2.7.2 Challenges of Sponsorship in Education

The largest corporations pay close attention to investing in education. Thus, they have established foundations to fund scholarships for almost every student. They provide better chances for students to win funds that can assist them in paying for their dream schools. At the same time, while higher learning institutions have historically offered a considerable amount of internal funding for research, government budgets and demands from lobbying groups are restricting this source of resources at present (Baker & Wetherbe, 2013). The lack of research funding has encouraged scientists to seek corporate sponsorships. Additionally, educators mostly emphasize the need to address the problem of overcrowded classrooms and limited resources (Bakir, Blodgett, & Salazar, 2017). It seems that school leaders who are making proactive commitments to forging relationships with companies appreciate a valuable connection that could improve the situation.

Nonetheless, Gurn (2016) argues that being dynamic is imperative when pursuing funding for an institution. In most cases, learning institutions depend on corporations for support. In turn, Baltodano (2016) posits that these companies now feel the social strain to engage in public governance and corporate social strategy.

However, most critics of school–business partnerships claim that these corporate maneuvers lead to profound and detrimental effects on the minds of young children. For example, Abbarno (2001) argues that most well-purposed marketing promotions have failed because customers consider a corporation’s actions or messages to be unethical. Other opponents have also raised educational concerns. For example, exclusive contracts with beverage firms have put schools in the position of supporting soft drink consumption, which is in sharp contrast to what is taught in the classroom setting.

2.7.3 Challenges of Sponsorship in Research and Development

Sponsorship involves practices being implemented by corporations across the globe. Nonetheless, according sponsorship spending is increasing rapidly all over the world, and it is estimated to rise in the future. The growing body of research demonstrates a close relationship between research funding and productivity, while there is a detailed discussion over the nature and scope of this connection (Sanchez et al., 2018) .

A prevailing argument is that sponsorship in R&D has favorable effects on research outputs. Sanchez et. al (2018) concludes that a researcher who secures more funding might have more motivation in his or her study objectives. Also, he or she might be capable of garnering extra resources for conducting the research. In general, governments often sponsor most basic R&D. Thus, they popularize a substantial share of the knowledge, which results in new scientific literature, which is the product of the national R&D spending. Therefore, government funding is defined as research conducted in the national interest. Furthermore, government-sponsored R&D associations usually have some benefits for participants. That is, participation in government initiatives has a positive effect on the research productivity of the organizations involved.

Moreover, non-academic sponsors of biomedical research continue to experience exponential growth (DuVal, 2005). On the other hand, industrial sponsors search focus more on the development of drugs and instruments for the existing market. Industry-funded studies may bring a significant financial benefit to research foundations and scientists. However, the research is associated with multiple challenges. According to DuVal (2005), corporate interests might influence the research agenda, which can lead to outcomes that support questionable policy responses for dealing with critical public health problems. As a result, the credibility of many industries has been damaged (Mooney et al., 2019). A great example of this bias challenge exists in the tobacco industry, which has made systematic efforts for decades to lie about the harmful effects of smoking. According to Resnik, Konecny, & Kissling (2017), another challenge facing industry-funded research is the possible conflicts of interest in the R&D area. These can occur if a researcher has a considerable financial stake in the study being carried out.

2.8 Inefficiencies and Ineffectiveness of Project Funding

Various inefficiencies and ineffectiveness characterize project funding in Qatar. One example of the latter is that most of the funding projects receive adequate funds, which enhances the implementation of projects, but they are seldom completed on time. Most of the sponsors and donors provide adequate funds because the projects aim at solving social and economic challenges in society. Most of the funds allocated for project completion in a short time are also adequate. Unlike government-funded projects, community development funds in Qatar are implemented rapidly because of the availability of adequate funds. The ineffectiveness of project funding in Qatar is because there are no formal organization structures to regulate the implementation of these projects, which results in poor delivery. The projects delivered are also below the standards of the sponsors. Lack of accountability and transparency by most NGOs further results in ineffectiveness in delivering the projects (Tilt, 2007).

Both the project sponsors and the NGOs are required to enhance the effectiveness of project funding. The sponsors should evaluate the financial needs of every community development project so that they can allocate adequate funds. The sponsors should also provide oversight and monitoring to ensure that the funds are appropriately utilized. Additionally, NGOs should ensure accountability by providing progress reports and financial statements to enable oversight by both the sponsors and the community (Delaney & Poynor, 2017).

Delaney & Poynor (2017) outline several strategies that help in enhancing the effectiveness and efficiency of sponsored projects. These include feasibility studies before the commencement of a project, which prove to be one of the best methods to ensure project effectiveness. These studies enable sponsors and the NGOs to plan and assess the risks associated with the project before commencement. Moreover, sponsors should also engage professionals in the implementation of the project, as well as training the community on the projects' benefits so that they can make use of it once completed.

The use of sponsorship funding is the most effective method through which most NGOs source their funds to execute their community development projects. Many NGOs have received massive funding from donors, but they experience challenges with the delivery of their development projects because of the lack of funding and an appropriate project management system. Although significant change occurs in the social and economic life of the targeted societies, there is also evidence of a lack of sufficient accountability when delivering the completed project (Luszawski & Fox, 2018). Due to these challenges, most sponsors have tightened their budgets and are far more cautious when releasing development funding to NGOs. These sponsors are focused on enhancing the efficacy of the departments tasked with the timely delivery of completed projects for communities in need.

There has been scant research conducted on the sponsorship and donation efforts and activities in the context of Qatar. More specifically, in the fields of education, research and development, and community development, fundraising activities in Qatar have not been recorded, evaluated, or assessed through a research perspective. This research study will address this gap through assessing and evaluating the sponsorship and donation activities conducted in Qatar Foundation across all of its entities, along with recommending a framework to streamline and align all activities to maximize their impact.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research Model and Research Question Development

Lusthaus et al., (2002) developed a conceptual framework that outlines organizational performance through effectiveness, efficiency, and agility. This framework denotes that the relative forces of a firm's organizational capacity, external environment, and internal motivation drive a firm's performance. It concentrates on measuring organizational performance, comprehending its macro-environment, defining its drivers, and analyzing its capability. Figure 2 provides a brief visualization of performance and the impacting forces, followed by a description of performance.

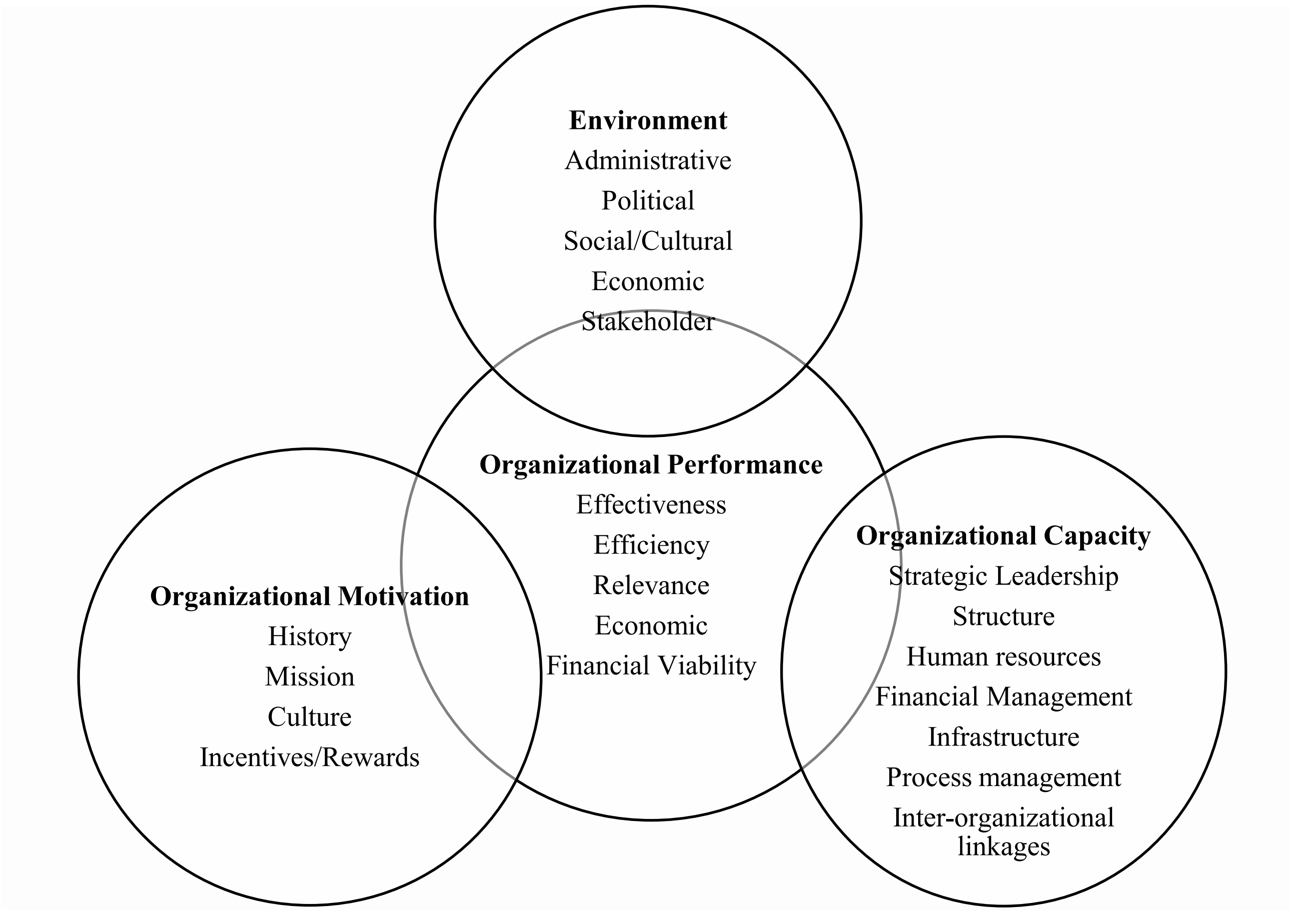


Figure 2. A Conceptual Framework for Organizational Performance

Organizational Performance

The performance of most of the organizations worked with was assessed by three ideas. Firstly, nonprofit organizations conduct most of the performance assessments and views on how they meet their stated mission, purpose, and goals. For example, a university states that their goal is to provide teaching, allow for research, and offer services within the community. Their performance will be assessed by how well they reach these goals. Nevertheless, this university, like all other organizations, needs to consider the resource constraints of the activities they want to conduct.

Even educational organizations have to operate with efficiency to say that they have performed well (e.g., in university cost per graduate). As mentioned previously, effectiveness and efficiency have historically been the standards for determining the performance of an organization. Performance determination has changed since the 1970s, where organizational performance was linked with variables such as innovation, morale, adaptability, turnover, and orientation to change. New ideas and ways to assess organizational performance are starting to spread, and the variation in what types of organizational performance stakeholders want is apparent. This variation can be an example of "ongoing relevance to stakeholders" (Lusthaus et al., 2002). According to this framework, an organization is considered well balanced when it is able to balance effectiveness, efficiency, and relevance — whilst being financially feasible.

The topics of organizational effectiveness and performance have been areas of discussion for scholars and experts since the 1980s. However, no useful tests have been created, nor has a consensus been arrived at for measuring financial performance, which is a crucial factor in assessing overall organizational effectiveness (Cameron, 1986; Kirchhoff, 1977). Lack of agreement was emphasized by Cameron (1978, 1986), who concluded that most of the measures used in studies of the effectiveness of profit-making businesses did not overlap with other studies of the same nature — thus justifying Herman & Renz's (1999) theory that organizational effectiveness in nonprofits is multidimensional and cannot be determined by a single measure. With that in mind, Ritchie and Kolodinsky (2003) found that the criteria fundraising efficiency, public support, and fiscal performance all contribute to how the financial position of the nonprofit foundations they analyzed was judged.

For this study, the research model will focus on the factors of effectiveness and efficiency of organizational performance, which will be the guiding themes in the data collection. Therefore, based on the framework above, the research question is as follows: *How can we enable the entities in Qatar Foundation to be more efficient and effective in delivering their programs/events through increasing their fundraising efforts?*

3.2 Research Approach and Design

This research intends to develop a fundraising framework for the centers under the organization's umbrella to enhance their organizational performance by becoming more effective and efficient. Thus, to identify the significant gaps in the effectiveness and efficiency of fundraising in Qatar Foundation, this paper will consider qualitative data to be the primary data source and quantitative data as supporting in nature.

Therefore, the research approach is qualitative and inductive, with the focus of the data collection following the grounded theory method. Grounded theory is one of the types of qualitative research methods that lets concepts surface and collects theories shaped from the data, instead of having a preset theory in mind (Ritchie & Kolodinsky, 2003). The process is flexible to allow for data collection, data coding, and the formation of connections to generate theories from data. Thus, the data collection is inductive, as the rationalizations that transpire are novel and are utilized to cultivate new theories about a phenomenon (Strauss & Corbin, 1998).

The interview questions are formulated to illustrate the current picture of sponsorship activities in Qatar Foundation's centers in terms of Qatari Riyal amount raised, future sponsorship activities planned, and the current relationship management tools used. These interview questions stem from the conceptual framework, keeping in mind the core definitions of organizational performance through efficiency and effectiveness.

The research purpose is to dive into the reasons behind Qatar Foundation's inability to fundraise successfully from external entities to cover their program or event costs. The data required to answer this problem statement consists of the knowledge of individuals across Qatar Foundation's entities that are leading or involved in their respective center's fundraising efforts. Thus, it is evident that qualitative data, in specific interviews, is required in order to be able to interpret, explain, contextualize, and gain insight into the fundraising efforts in Qatar Foundation. Nevertheless, quantitative methods are essential to highlight the past fundraising exercises conducted and to determine whether or not they had a minimizing effect on the budget of a program or event.

Interviews are the most suitable approach to answering the research question, since they provide qualitative insight that numbers cannot. These insights will help in understanding the different strategies, purposes, challenges, and successes of fundraising in Qatar Foundation's centers, which will provide a deeper understanding of the solution.

The interviews were in English, and the interviewers switched to Arabic whenever necessary during them when anything was unclear to non-native English speakers. The sampling technique is purposive, as the individuals targeted are managing the fundraising efforts of their centers. The in-depth-interviews were 60–90 minutes long and took place across two weeks, from the 15th to the 23rd of October 2019, as per the availabilities of the participants.

3.2.1 Participants

The study population consists of the managers and their teams who are leading the sponsorship and donation efforts in the entities across the three divisions, Community Development (CD), Research Development and Innovation (RDI), and Pre-University Education (PUE). These participants were chosen because they have a leading and influential role in the external funding that comes into the Foundation.

These teams were from the entities of: QF CEO Office, World Innovation Summit for Education (WISE), PUE President Office, Qatar Science and Technology Park (QSTP), RDI Partnerships Office, Financial Aid Office, AlShaqab, Education City Golf Club (ECGC), CD President Office, Qatar Philharmonic Orchestra (QPO), and Education City Mosque.

A total of 24 participants were interviewed, either one-on-one or in small teams of 2–3 maximum. They were selected due to their fundraising role in their centers and are the only individuals that can provide valuable input when it comes to the fundraising efforts across Qatar Foundation's entities. Participation in this study was voluntary, and the participants were given a choice to end/withdraw their participation at any time. Names and job titles were not recorded to protect their anonymity.

3.2.2 Materials/Instruments

The research depends on two complementary sources of data, primary and secondary. The primary data were collected through the interviews (see Appendix A). The interview began by asking about the fundraising status of the respective center – whether there is a need to fundraise or not. It then moved on to probing for the exact amount that they require in terms of external funding (i.e., the gap between their budget and where they aim to be in terms of programs), the type of fundraising they seek – through companies or private donors, the integration of fundraising in their annual business planning – if any, the current challenges they face with fundraising, and the measurement and impact reporting they provide their sponsors/donors – if any.

Interviews were conducted with eleven managers and their teams. Before the interviews started, participants were briefed on the purpose of the study and signed a consent form allowing the use of their responses (Appendix B). They were given sufficient opportunity to ask questions related to the concept and procedures of the research study. All participants were asked the same set of open-ended interview questions, and they were allowed them to develop their responses whenever applicable. Although basic demographic questions were asked to understand participant demographics (Appendix C), no personal questions were included. The interview was recorded unless the participant objected; in those cases, the interviewer took notes instead. All the responses were coded electronically to ensure discretion, correct reporting, and analysis of data. The research also integrates secondary data from previous studies, books, and scholarly journals.

Validity and Reliability of the Interviews

The discussion of how to measure the validity and reliability of qualitative data is ongoing, and after extensive research, it became evident that the understanding of the conventional definitions of reliability and validity needs to change. Thus, reliability and validity are theorized as involving credibility, consistency, and quality (Golafshani, 2003). The way to achieve this validity and reliability is through the elimination of bias and by increasing the genuine factor of a proposition about a social phenomenon using triangulation (Denzin, 2009). Triangulation is defined as a procedure of validation in which the researcher looks for convergence amongst distinctive and various sources of information to create themes or groups in research (Creswell & Miller, 2000).

According to Noble & Smith (2015), the terms used to evaluate the credibility of qualitative research alternatives to validity, reliability, and generalizability are *truth value*, *consistency*, and *applicability*, respectively. Specifically, the truth value is when the data received are genuine and echo the participant's understanding, without being tainted by personal opinions, whereas consistency outlines the stability of the researcher's decisions and his/her questions being clear and transparent, resulting in similar findings. Applicability constitutes thought being given to whether results are practical for use on other contexts, environments, or groups. Once these three criteria have been addressed, neutrality of the data is reached.

With all of this in mind, the interviews are thus considered to be valid for the following reasons. The interviewees are considered a credible source of information, due to their position, knowledge, and experience in the field of sponsorship for Qatar Foundation's centers. The researcher was consistent in the interview questions, which ensured the quality of data, knowledge, and insights shared. Bias is minimized, as the researcher is not among Qatar Foundation's management. Moreover, the individuals interviewed were assured of the confidentiality of the interview. These steps taken reduced the participants' need to sugar-coat answers and increased the genuineness of their responses.

The validity and integrity of the interview questions were reviewed and verified by the QU-IRB Committee. The questions satisfied the ethical requirements of the IRB, and thus, the committee gave the research the ethical approval number of QU-IRB 1139-E/19.

The data analysis for this study was completed by analyzing the interview data. They were transcribed and then coded through a systematic identification and categorization process of specific responses to the interview questions. They then become the key themes that were further interpreted and analyzed for conclusions and recommendations.

3.3 Research Data Analysis

The interview data results were analyzed after the transcription and coding process. The coding was done by reviewing the transcriptions and systematically identifying and categorizing characteristics or specific responses to open-ended questions. These became the critical variables of the analysis (Merriam, 1988) and allowed for interpretation, recommendations, and conclusions (Lincoln & Guba, 1985).

3.4 Propositions

Based on the interview results, we arrived at these four propositions:

1. P1: All entities under Qatar Foundation want to collaborate when it comes to sponsorship or donations.
2. P2: Qatar Foundation's entities cannibalize each other's sponsorship or donation opportunities by approaching the same sponsors or donors independently.
3. P3: Entities that are involved in sponsorship or donations rarely provide the sponsor or donor with measurement and impact reporting, unless it is explicitly requested by the sponsor or donor.
4. P4: Entities do not include sponsorship or donations as a source of budget for a specific program or event in their annual business planning cycle.

CHAPTER 4: RESEARCH FINDINGS AND DISCUSSION

4.1 Participant's Profile

Table 3 below illustrates the age of the participants interviewed. As presented, one employee was between 25 and 30 years old; 18 were between 31 and 40 years old; and five were 41 to 55 years old.

Table 3

Age group	Number of respondents	Percentage (%)
25–30	1	4.2
31–40	18	75
41–55	5	20.8
55+	0	0
Total number of respondents	24	100

Moreover, it should be noted that:

- Seventeen of the participants were male and seven were female.
- All of the participants had bachelor's degrees; nine of them had also obtained a master's degree; and one of them held a Ph.D.
- Seventeen of the participants had more than ten years of working experience, while seven of them had 5–10 years of experience

4.2 Recurring Themes from Interview Data

4.2.1 Thematic Category 1: Collaboration

Generally, participants expressed their enthusiasm for combining fundraising efforts to increase financial impact. Many raised the concern that the centers are sabotaging their efforts by communicating individually to the same sponsors; hence, they are ruining each other's chances of sponsorship, due to lack of coordination and collaboration (Proposition 1). The following statements are representative:

- "People are reaching out to the same people to look at opportunities, there are opportunities, but they are not coordinated."
- "A lot of the programs require you to fundraise as well from a partnerships perspective, but this has to be done on a Qatar Foundation level and not on a center level"
- "Partnerships need to be in mind when sponsorships are being planned."
- "There should be one function taking care of sponsorship and doing it in support of the centers constantly with levels of involvement varying by centers."

4.2.2 Thematic Category 2: Guidelines

As delineated in the following statements, another major theme that was common in the interviews was the lack of guidelines and required processes in Qatar Foundation for fundraising:

- "The point of having a team will help in understanding what the commercial partner's needs are and what they are expecting to get out of it."
- "Most departments will take any help they can get."
- "What can Qatar Foundation offer us to offer to other sponsors? We get requests from sponsors to access Qatar Foundation's facilities, platforms, and communities, and we are not in a position to give them that."

- “There should be two processes: one annual planning process, so we are aware of all events happening and planned fundraising efforts and another process that welcomes individual requests coming during the year.”
- “We found many sponsors, but we were struggling to understand what the process is, how can we do it.”
- “We need a structured approach to help us leverage the right sponsors to the right programs.”
- “There is no proper process with a timeline to follow that will enable us to understand whom to contact and when in order for us to streamline our efforts.”
- “We need to know the procedures on the process of raising sponsorships and donations.”
- “What are we allowed to give our sponsors from Qatar Foundation?”

4.2.3 Thematic Category 3: Training

Another primary concern raised is the need for employees who are responsible for fundraising to be trained (especially struggling first-timers, as most of them are starting the fundraising journey with small amounts).

- “The ambition was to do more, but we struggled with the expertise required, and we just supported in raising sponsorship for Sports day.”
- “We struggle to find sponsors or donors to fund programs or events that are cultural or arts-related.”
- “Who are the sponsors we should approach, and what are the templates we should use?”
- “This is the first time our center is fundraising for any program.”

4.2.4 Thematic Category 4: Corporate Intelligence

In many of the interviews, the current challenges facing employees were the lack of automation and technology associated with the process.

Corporate Intelligence Database

- "Currently everything is manual, I send an email, I send a follow-up, I still do not have a clear understanding of what the past and current sponsors and donors in Qatar Foundation are."
- "The more we know, the more we can support these programs around Qatar Foundation."
- "There needs to be an internal database of events and programs visible to the internal teams in Qatar Foundation."
- "Part of our business model is to find meaningful, real initiatives that are a win-win situation for ourselves and our partners."
- "We have to come up with exclusive initiatives to get our partners on board."
- "We are fortunate to have these global companies around us, and we are just trying to maximize a meaningful, targeted, fruitful, financially stable partnership model."
- "We need a referral or suggestions platform to know which companies out of the top ten in Doha to approach for our initiatives."

4.2.5 Thematic Category 5: Impact Reporting

When it comes to impact reporting, most departments in Qatar Foundation do little follow up with sponsors or donors on how their money was spent and its impact (Proposition 3). Several effective practices developed by centers could be used across the organization. The following statements are representative:

- “The donor should be engaged, but this is not what is happening here.”
- “We are not doing a great job managing the donor after the money is received. Because we do not have any relationship management, if you do not have a framework on how important this impact reporting is, then it cannot be institutionalized, and it will not be delivered.
- “Most of the entities under Qatar Foundation do not have a clear measure or report on the sponsorship or donation, is it an ROI or a relationship or KPI.”
- “If you do not do impact reporting, you do not get a second paycheck.”
- “Companies need to justify to their management what they are spending their sponsorship money on.”
- “We do not have any tracking and reporting template for sponsorship or donations.”

The above statements confirm the third proposition, that Qatar Foundation currently does not engage sponsors or donors in impact reporting unless explicitly requested by the sponsor or donor. This type of effort is made when requested by the sponsor or donor or as a best practice adopted by entities that have already established their impact reporting system and are following it.

CHAPTER 5: RECOMMENDATIONS

For centers under Qatar Foundation to be able to adequately monitor and evaluate the impact of the collaborative efforts of fundraising, several criteria need to be considered before a constructing a framework to measure the effectiveness and efficiency of these efforts. More specifically, Qatar Foundation should be able to characterize its organizational performance to measure it.

6.1.1 Recommendations

Recommendation #1: Organizational Performance Measurement and Tools

The criteria that will shape Qatar Foundation's organizational performance include its effectiveness in moving towards fulfilling its mission, the viability of its finances, and whether it has kept its relevance over time. Adapted from these three characteristics of organizational performance will support this study to be able to shape the sponsorship and donation framework recommended for Qatar Foundation, as it will provide the necessary data required to be able to measure performance.

The strategic positioning of Qatar Foundation and its entities in terms of sponsorships and donations, along with the financial measures proposed, will enable Qatar Foundation to evaluate its effectiveness and efficiency in fundraising. As for the framework, it will empower Qatar Foundation as an organization to govern sponsorship and donation efforts, prioritize projects, instill processes and guidelines, leverage existing relationships, and enhance sponsor and donor relationships, as well as to monitor and evaluate the efforts and impact of fundraising. Thus, the outcomes of the framework and the recommendations below will provide the needed direction to answer the following questions:

1. How effective is Qatar Foundation in fulfilling its mission in fundraising (i.e., in meeting sponsors/donors' expectations and fundraising targets)?

2. Is Qatar Foundation maintaining its relevance throughout the years with its donors and sponsors (meeting stakeholder needs, maintaining a successful stakeholder relationship, adapting to the environment)?
3. Is Qatar Foundation financially viable (having multiple sources of funding, long-term, reliable funding sources, and efficient fundraising)?

The above questions will be the guide to ensure that the recommendations and changes made are moving Qatar Foundation towards being more effective and efficient in its fundraising efforts.

Strategic Positioning:

At present, nonprofits face competition and pressure to keep up with the increasing financial requirements of the market. Many of them are looking for ways to economize and to decrease their operational costs, since these are viewed as ways to use income efficiently and to make efficient use of contributions by donors (Frumkin & Kim, 2001). Frumkin and Kim (2001) argue that a more persuasive driver of donor contributions is strategic positioning via assertive communication of mission rather than sustaining efficient operations, since their analysis concludes that donors do not reward economizing efforts conducted by the nonprofit.

Therefore, Qatar Foundation's centers are encouraged to have a concrete positioning strategy that they can convey to their sponsors or donors, which will further increase and enhance the long-term sponsor/donor relationship and ROI.

Financial Measures:

These measurement criteria are recommended to be utilized in five years, after there have been several collaborative fundraising efforts that could be measured. However, the mechanism needs to be understood now, so that the required input data are measured.

Brooks (2004) identifies two simple ratios that will help in judging how effective the fundraising efforts of a social welfare nonprofit are. The first ratio measures the leftover resources the organization has after fundraising, which helps in understanding how sustainable it is and how effective its fundraising efforts are. The second ratio helps understand how effective an organization is in identifying and maintaining donors.

1. 1 - F_i/TC_i, where F_i is i's yearly sponsorship and donation expenses, and TC_i is i's total expenses. This denotes the ratio of total costs that go to core services instead of to fundraising.
2. D_i/F_i. This ratio denotes the average amount of unearned revenues generated by each fundraising dollar.

As for the measures of efficiency Ecer, Magro, and Sarpça (2016) adopted three metrics that are common measures used in ratings of nonprofits. The first one is the overhead ratio (OH) which is the proportion of expenses utilized to increase contribution and administer nonprofit revenues.

$$\text{Overhead Ratio} = \frac{\text{Admin. Expenses} + \text{Fundraising Expenses} + \text{Special Event Expenses}}{\text{Total Revenue}}$$

High organizational efficiency is indicated by a smaller OH. The value is positive and can be greater than 1, since in some cases expenses are more than revenues.

The second measure is the administrative expense ratio (AE), which is measured by the following calculation:

$$\text{Administrative Expense Ratio} = \frac{\text{Administrative Expenditures}}{\text{Total Expenditures}}$$

High organizational efficiency is thus interpreted through a smaller AE and is bound between 0 and 1.

The last measure that Ecer et al. adopt is the fundraising ratio (FR). A measure of the nonprofit's efficiency in raising revenues via sponsorships or donations, it is calculated by the following formula:

$$\text{Fundraising Ratio} = \frac{\text{Fundraising Expenses} + \text{Special Event Expenses}}{\text{Total Contributions} + \text{Gross Special Event Income}}$$

Higher organizational efficiency is indicated through a smaller FR; as with OH, the value is positive and can be larger than 1, since sponsorship or donation value can be larger than income.

Thus, these measures of effectiveness and efficiency in fundraising are indispensable tools that Qatar Foundation can use in the future to monitor and evaluate its performance in sponsorship and donation efforts. For these measures to be effective, however, the recommendations below should be executed.

Recommendation #2: Governance and Support Systems

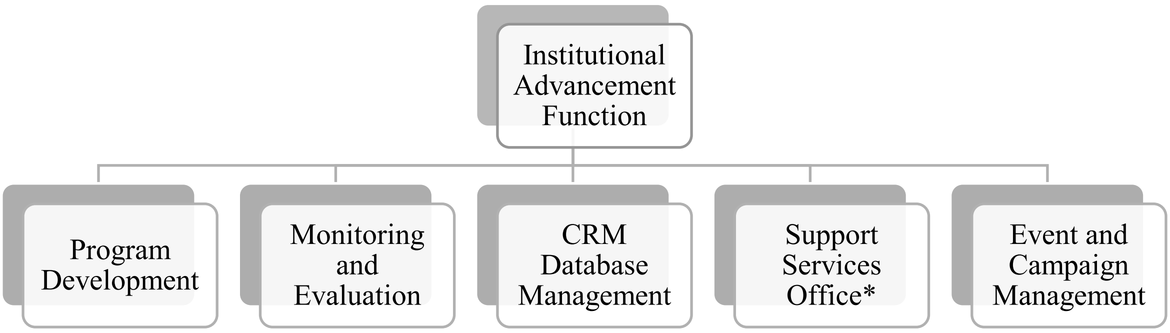
The systems recommended are (1) a governance system for leading the sponsorship and donation decision-making efforts in Qatar Foundation and (2) an IT solution that will house all of its fundraising data.

Governance System

The governance system I recommend is outlined and explained below (Figure 3), with the governance structure of the Institutional Advancement Function being central. The objectives of this central function include:

1. management and governance of the fundraising activities in Qatar Foundation with the selected top 20–30 companies and individuals;
2. client relationship management and custody of CRM database;

3. monitoring and evaluation of all fundraising activities in Qatar Foundation;
4. fundraising event and campaign management;
5. alignment with Communications Department about Qatar Foundation sponsorships.



*Support Services: Communications, Finance, Legal

Figure 3. Proposed Governance of Sponsorship and Donations Function within Qatar Foundation

The Institutional Advancement Function will be empowered to become central for fundraising activities, thus ensuring that internal efforts are aligned and no longer fragmented. This function will collaborate with all of Qatar Foundation's entities that want to engage in fundraising activities for their respective centers. Presidents of the PUE, RDI, and CD divisions nominate the members, as well as focal points being nominated by the C-suites of the Finance, Communications, and Legal support functions. The latter will serve those who engage in sponsorship and donation activities through the actions outlined in the recommended internal process.

The function is accountable for several responsibilities. Firstly, it is a governing team with oversight of all sponsorship opportunities being identified and requested from Qatar Foundation's entities. Secondly, it will prioritize and identify the sponsorship opportunities per

Qatar Foundation and its Centers' strategic objectives. Thirdly, it will provide expertise regarding sponsorship alignment and guidelines. Finally, it will collectively address internal and external challenges to promote collaboration and business continuity.

In the longer term, the function needs to be able to build an ecosystem to support Qatar Foundation in positioning itself and its centers for sponsors and donors strategically, as well as recording the data to measure its effectiveness and efficiency in fundraising. With this in mind, the function's long terms goals are as follows:

1. Building long-term partnerships with donors, so they feel engaged with Qatar Foundation’s programs and have inspiring experiences that compel them to continue their support;
2. Increasing the number of large, core donors and the amount that existing core donors give.

The advantages of having a centralized and streamlined function revolve around the threshold of control that the function will have over the fundraising activities. Firstly, there is oversight of the priority list of key sponsors and donors, as well as ownership and control of the CRM database solution. Secondly, there will be consistency in the quality of proposals and reports, as well as in the management of client relationships. Thirdly, there will be a more exceptional ability to ensure alignment and enforce policies as well as to set fundraising targets for Qatar Foundation and its entities. Lastly, the opportunity will arise to raise more money and to create innovative fundraising strategies for enhanced impact.

The concerns outlined regarding moving towards a centralized function focus on resources and time efficiency. However, since the function is only centralized for the selected top 20–30 companies and individuals selected by Qatar Foundation's CEO, the issue of this function being a bottleneck is elevated. A central function also means that the function needs to be agile and adaptable to any changes in the priority list.

IT System

At present, Qatar Foundation has fragmented sponsorship and donation data across all the entities, and there is no sole owner of the data. Therefore, a recommendation is in place for a centralized IT solution to combine, collect, and aggregate all of the past, present, and future data. It is recommended that this database be managed ultimately by the Institutional Advancement Function, so it can be accessed by fundraising focal points from all centers of Qatar Foundation that engage in sponsorship or donation activities.

After extensive research on a software solution to manage these fundraising activities and donors, I concluded that Salesforce is the most applicable software to be utilized by Qatar Foundation. Salesforce is used by over 150,000 companies worldwide to manage client relationships. Among its products, the one beneficial to Qatar Foundation is a customer relationship management (CRM) software package, which constitutes a data intelligence management method for a business's relationships with its stakeholders (clients or customers). In the software, all of the required fields are available, including contact information, previous interactions, emails, recording of interactions, and management of future responsibilities (Salesforce, 2019). This CRM software can be fully customized to the needs of Qatar Foundation and can be utilized company-wide, not only for tracking fundraising activities for but any other corporate intelligence data or client interactions that need to be recorded by and accessible to a large number of people. Henceforth, this software solution will not only bring value to the sponsorship/donation efforts in Qatar Foundation but also to the rest of the efforts that entail the management of relationships with stakeholders.

This IT solution will enable Qatar Foundation to have a large pool of sponsor and donor data that can be tapped into to obtain information or data on previous interactions, current negotiations, and opportunities for collaboration. Qatar Foundation will also be able to quantify the funds raised externally, as well as to identify the most significant sponsors or donors to the current Qatar Foundation programs — all of which will ensure the efficiency and effectiveness its fundraising efforts.

Recommendation #3: The DOER Framework

The purpose of the sponsorship and donation framework is to create systems to coordinate fundraising processes (i.e., streamline efforts and clear roadblocks) to empower people to fundraise effectively. With the recommended governance model in mind, the framework I developed will further detail the operational model and strategy necessary to achieve the mission of efficient and effective fundraising.

The DOER framework (Decide, Operate, Evaluate, and Record) will streamline the required fundraising processes to enable collaboration between all of Qatar Foundation's internal entities. Figure 4 below outlines its components briefly, followed by an explanation of each stage of the process.

DECIDE	OPERATE	EVALUATE	RECORD
•Decision-making •Value measurement •Stakeholder mapping	•Standard operating procedures (SOPs) •Governance system	•Impact measurement •Monitoring and evaluation	•Record the fundraising in database •Manage database •Maintain relationship with reporting

Figure 4. Proposed Components of DOER Framework

In the *decision phase*, the institutional advancement team decides whether a fundraising opportunity is a priority or not. The execution of the decision created by the governance system, and the responsibilities outlined, are explained in detail below. In order to map the stakeholders, Qatar Foundation has to keep in mind the power-interest grid mentioned in the literature section (Figure 3). Once the mapping of the stakeholders in the grid is complete, the relationship between Qatar Foundation and its sponsors and donors will be more apparent and strategic. After that, *stakeholder mapping* is conducted by listing all of Qatar Foundation's stakeholders in terms of sponsors or donors. Secondly, stakeholders are prioritized from most to least important donors/sponsors. Finally, the highest priority stakeholders will then be the 20–30 priority list and be visually represented on the power-interest grid.

Moreover, Qatar Foundation can adapt the conceptual model of sponsorship effects that focuses on the process of sponsor fit and similarity (Figure 5) from Pappu & Cornwell (2014). This will help in the decision-making process when evaluating the best fit for programs/events with sponsors/donors.

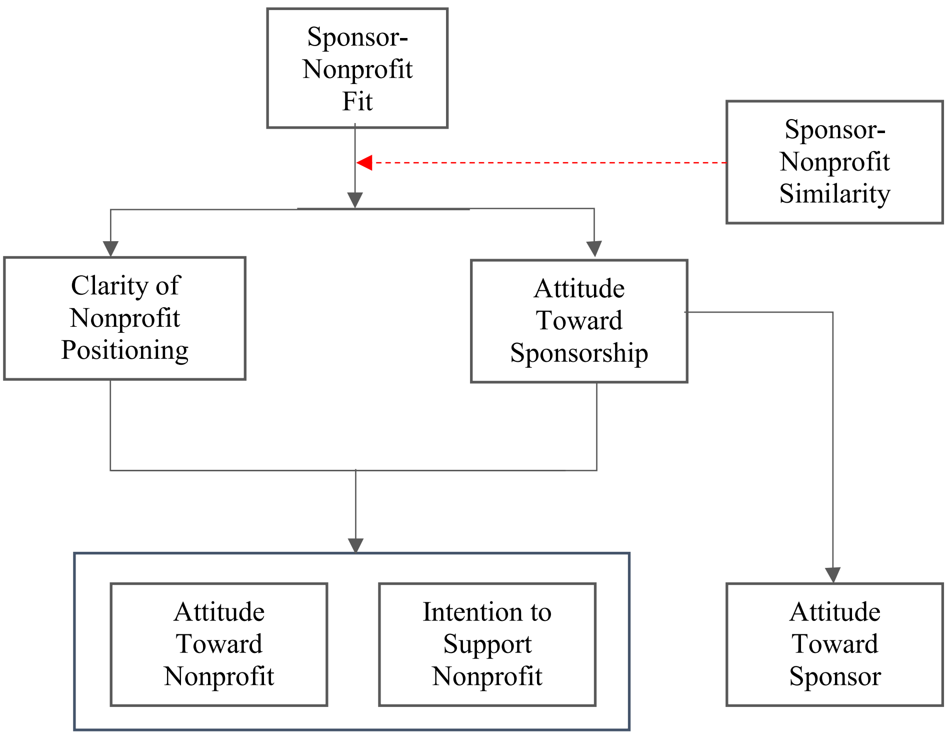


Figure 5. Conceptual model of sponsorship effects including measures of sponsor fit and similarity.

This conceptual model identifies the strategy behind determining the best fit between sponsor and non-profit. The principal identifiers include how clear the nonprofit is on its positioning and brand, and its attitude towards the sponsorship (i.e., sponsor). If Qatar Foundation's entities can have a positioning strategy for the programs/events for which they want to fundraise, as well as a clear idea on what their sponsor persona looks like, then the chances of fit and of fundamental sponsorship success are higher.

As for *value measurement*, the valuation of the program/event included in the consolidated proposal to the top 20–30 list is done by the Institutional Advancement function with the inclusion of all applicable stakeholders. This recommendation will then be passed to higher management to receive the necessary approvals before moving forward in the process. These steps will ensure that only priority programs and events with substantial impact are considered and given priority, and that this fundraising effort is a genuine added value for Qatar Foundation.

In the *operation phase*, fundraisers will go through the standard operating procedures developed for all processes, such as sponsorship/donation proposals, impact reporting, and contracts. This is when the recommended governance system comes into play, with roles and responsibilities established for internal entities in Qatar Foundation in terms of collaborating on high-impact fundraising activities. Figure 6 illustrates the process recommended for the development, alignment, and execution of the fundraising activity under this function:

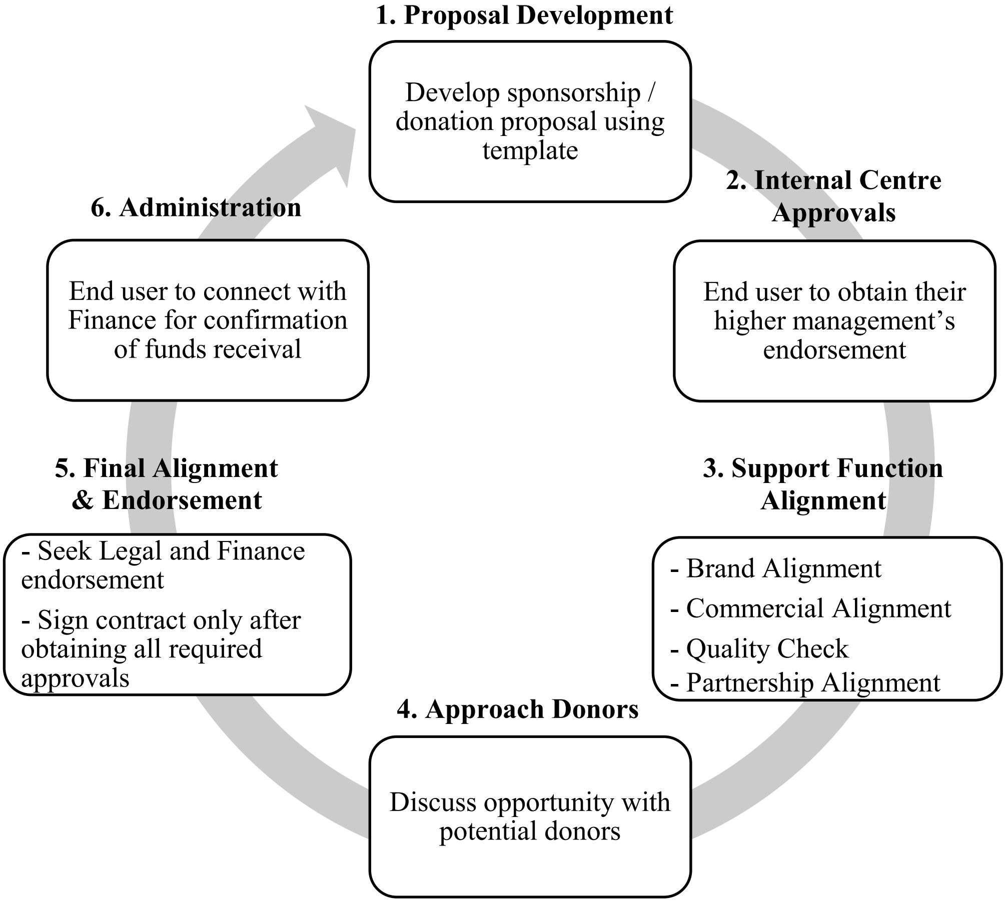


Figure 6. Proposed QF Fundraising Process.

In the *evaluation phase*, procedures are established to measure the values and impact of sponsorship and donations, with proper reporting mechanisms derived from best practices. The monitoring and evaluation process will occur during and after the sponsorship/donation effort is conducted through the center partaking in the sponsorship effort.

In the *recording phase*, the focus is on providing a platform that enables reporting on sponsorship and donation activities. A database will be created of successful collaborations, fund targets achieved, and outcomes accomplished. This reporting will be through an IT solution that will be further expanded on in the following recommendations.

Recommendation #4: Internal Alignment Procedures

The internal process is recommended to streamline all efforts and to provide a way of working business to business (i.e., between Qatar Foundation's centers) and business to customer (i.e., Qatar Foundation's centers with the sponsor/donor). As per the governance recommended earlier, the involvement of the Strategic Planning Department (SPD) is crucial if Qatar Foundation is to institutionalize the sponsorship/donation framework. Business planning in the organization will be centralized to the SPD. SPD is responsible for overseeing and monitoring the business planning and data collection of all entities under Qatar Foundation. In order to institutionalize the sponsorship and donation efforts, SPD will require all entities to plan their sponsorship or donation needs and opportunities for the coming year in the business plan, as shown in Table 4 below.

Table 4

Business Plan

Initiatives					Milestones				Comments
Name	Priority (High, Medium, Low)	Type of Initiative	Cross-Divisional Themes		Name	Start Date	Start Date	Dependencies	
			Partnerships (Y/N)	Sponsorships (Y/N)					

By adhering to identifying sponsorship demand in the annual business plan, Qatar Foundation can control and minimize any unplanned, sporadic sponsorship or donation requests occurring throughout the year. The Institutional Advancement function will already have an annual sponsorship and donations plan and fundraising targets, utilizing Qatar Foundation-wide business planning cycle.

Recommendation #5: Fundraising Program Strategy Design

The final recommendation is the design of the fundraising program strategy that the Institutional Advancement Function will be executing. The first thing to tackle is the approach of fundraising needing alteration. Qatar Foundation's centers should be looking for donors and not sponsors for most, if not all, of the program-based fundraising they are undertaking. This is because sponsors expect something in return, while donors give based on the intrinsic value of the program's impact. The focus should be on trying to attract donors that are interested in being part of Qatar Foundation and its vision for education, research, and community development.

With that in mind, Qatar Foundation should also be widening the circle of donors and sponsors they approach. They should go outside of the regular list of donors, since statistics show that there are more opportunities out there. New World's Middle East Wealth Report, 2014 highlighted that Qatar's high net worth individuals (HNWI) had grown by 300% since 2000 for a total of 39,000; it is assumed that this number will grow slowly in the next decade, to close to 55,000. New World Health classified HNWI as individuals with USD 1 million or more in net assets. Qatar Foundation should leverage these individuals to become potential donors of programs and events.

Another part of the strategy is the commercialization of Qatar Foundation's space and assets, which should be used as part of the benefits and added value given to the donor.

Moreover, to tackle the issue that some programs or events are overshadowing other programs and minimizing their chances of being sponsored or funded, Qatar Foundation should approach the top 20-30 companies and individuals with a basket of offerings. These consolidated proposals should be a mix of all of Qatar Foundation's opportunities across the three pillars. Hence, the sponsor/donor will be presented with a package encompassing themed programs/events to fund as a bundle.

CHAPTER 6: CONCLUSION

6.1 Implications

The proposed framework focuses on enhancing the efficiency and effectiveness of the fundraising efforts in the organization. I have also produced the framework deliverables (Figure 7), which are indicators of the outcome to be achieved once the framework is implemented and followed.

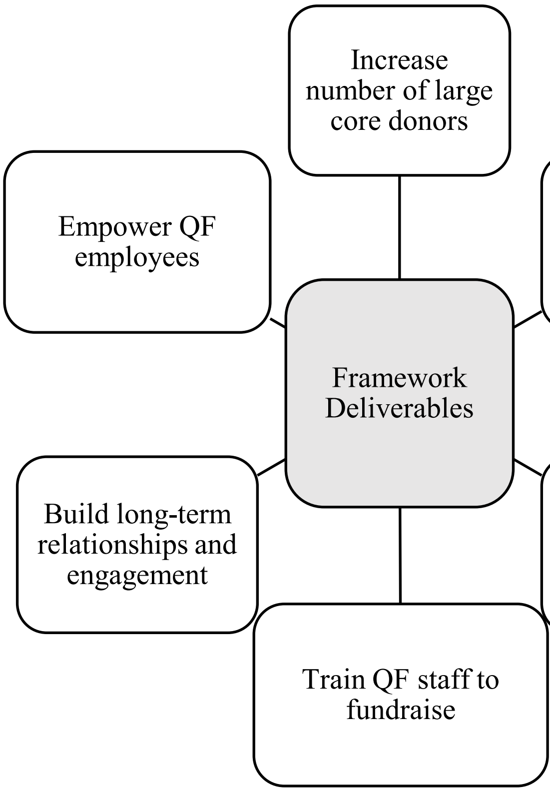


Figure 7. DOER Framework Deliverables

These deliverables primarily address the propositions we had at the beginning of the study. The proposed governance structure ensures that Qatar Foundation's employees collaborate internally before approaching donors to align efforts, leverage existing knowledge, and enhance impact. The donor or sponsor relationship will be stronger and more sustainable with the standardized impact reporting, donor/sponsor appreciation events, and impactful engagement strategies. The implementation and execution of the recommended framework will benefit Qatar Foundation's employees by institutionalizing fundraising targets and strategy, strengthening sponsor or donor relationships, and inherently increasing the amount of funding received.

Organizations and businesses intending to conduct fundraising in Qatar for their programs and events can gain significant value from this research. The recommendations provided, as well as the framework, are crucial to ensure maximum impact in securing and maintaining sponsors and donors.

6.2 Limitations and Future Work

There were a few limitations that impeded the quality of this study. One major one is that there were no significant quantitative data that could support the qualitative observations, due to the lack of technology used for sponsor and donor database management. Therefore, the financial measures recommended for efficiency and effectiveness of fundraising are not useful until there is a database management system that records and stores fundraising activities. Additionally, qualitative data entail the concern of bias in interviews, as well as the inability to generalize findings across the population.

The limitations of the research revolve around the data collection method and the inductive nature of the research. One of the limitations on the data received is that some of the employees interviewed might have held back valuable information, due to its confidentiality or how it might affect the reputation of Qatar Foundation and its centers. Another limitation is that the volume of the data acquired makes the analysis and interpretation of interview results time-consuming. Moreover, the presence of the researcher in the interview, as well as their peers, could have affected their responses.

Furthermore, the time taken to conduct the interview was not convenient for all participants, and questions or responses might have been cut short in order to adhere to the time limit. Lastly, qualitative research findings cannot be generalized to a larger population with the same level of confidence that quantitative research findings can.

This research is considered to be a foundation for future studies on the efficiency and effectiveness of fundraising of non-profit organizations in Qatar. Future studies can be carried out using a larger sample size of 50 or more to prove or challenge the recommendations of this study. Also, other data collection methods (e.g., quantitative) could be used to understand whether the recommended framework gives positive effects and confirms its deliverables after being implemented.

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APPENDICES

APPENDIX A: INTERVIEW GUIDE – AREAS OF DISCUSSION

We would like for you to share your sponsorship experiences expanding on the below in order to create a framework that is customized and focused on your division's/centers' needs:

1. When you try to raise money are you mostly approaching large international corporations or wealthy individuals?
2. How many ongoing programs do you seek funding for each year? How many events do you seek funding for each year?
3. How much do you seek in sponsorship each year?
4. How many events do you seek sponsorship for that aren't in your business plan each year?
5. How much ahead of time do you prepare for any sponsorship opportunities (is it part of your business planning?).
6. How do you measure the impact of the sponsorship (what measurement tools, KPIs, data metrics you use)?
7. What are the current challenges faced in you finding sponsorships?
8. List any innovative ideas that could help raise more funds sustainably (i.e. naming rights, Venue access, etc.)

APPENDIX B: PARTICIPANT BRIEFING AND CONSENT LETTER

Dear Participant,

I would like to invite you to participate in my research study in an attempt to investigate the effectiveness and efficiency of the entities under Qatar Foundation in terms of fundraising.
The study is approved by QU-IRB board under the reference number QU-IRB 1139-E/19.
If you have any questions related to ethical compliance of the study, you may contact them at QU-IRB@qu.edu.qa.

The study is a part of my project "Sponsorship and Donations in Qatar Foundation: An empirical investigation to the Foundation's fundraising efforts" as part of my Master's in Business Administration at Qatar University.

The interview will take approximately 60-90 minutes from your valuable time and will be recorded (after your consent) using the recording application in the researcher's mobile device. We appreciate your time and effort. The data you provide will only be used for the study only. Your participation is completely voluntary and anonymous. If you feel uncomfortable with any of the questions being asked, you may decline to answer specific questions. You may also withdraw from the study completely at any time, and your answers will not be used, or you refrain from answering questions if you wish to do so. If you would like to obtain results of the study, please contact me through my contact information below.

If you have any further questions about the study, please write to me at Haya Al Kubaisi, email: ha1604474@qu.edu.qa, mobile: 5559-1959 or contact my supervisor Dr. Marios Katsioloudes who can be reached by phone at 4403-5046 or by email at: mariosk@qu.edu.qa. Please note that the study data will be stored for 5 years after completion of the study before being destroyed.

The Researcher
Haya Al Kubaisi

I have read the above statements and have been fully informed of the procedures to be used in this project. I have been given sufficient opportunity to ask any questions I had concerning the procedures and possible risks involved. I understand the potential risks involved and I assume them voluntarily. I likewise understand that I can withdraw from the study at any time without being subjected to reproach.

I agree to the Audio/Video recording of my interview. Yes / No

If not, I agree to give my consent and sign the notes taken by the interviewer regarding my responses. Yes / No

Signature of Participant Date

_______________ ___________

Name & Signature of Researcher Date

_______________ ___________

APPENDIX C: DEMOGRAPHICS OF PARTICIPANTS

Dear respondent,

For the purpose of qualitative statistical analysis of the research, please fill the information below (mark your choice with a ✓).

AGE	
25 – 30	
31 – 40	
41 – 55	
GENDER	
Male	
Female	
DEGREE	
Bachelor	
Master	
PhD	
EXPERIENCE	
5-10 years	
>10 years	