



Arab American University
Faculty of Graduate Studies

**The Strategic Impact of Foreign Funding on the Future
Development Orientations for PNGOs in Agriculture Sector in
West bank**

By

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for the Master's degree in Strategic Planning and Fundraising**

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Thesis Approval

The Strategic Impact of Foreign Funding on the Future Development Orientations for PNGOs in Agriculture Sector in West bank

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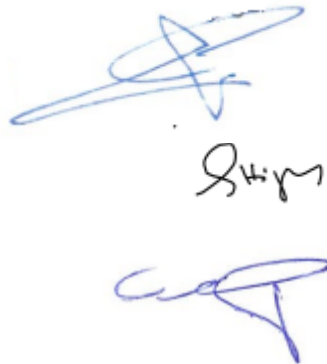
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Declaration

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

All references and exact extracts have been quoted, and all sources of information, including graphs and data sets, have been specifically acknowledged. To my best knowledge, this Master dissertation has not been accepted in any other previous application for a degree, in whole or in part.

Name: Dana Fuad Hadoush

Signature:



Dedication

I dedicated the fruit of my effort to my beloved Father

Who was and still the source of inspiration

To heaven under her feet, my beloved mother

To those whom have always supported me in this life, my sisters and brother

My happiness and my smile, my friends

To everyone who encouraged me and supported me and stood beside me

Dana Fuad Hadoush

Acknowledgement

Now as my thesis has been completed, first, I would like to express my gratitude to Almighty Allah to enabling me to complete this research. I would like to thank everyone who supported the research from the very beginning. I am also thankful to the people who have made the essential information accessible to me.

My appreciation especially goes to my supervisor **Dr. Abed Al-Rahman Tamimi**

Finally, I would like to deliver my sincere thanks to my family, colleagues and friends.

Abstract

This study aims to identify the strategic impact of foreign funding on the future development orientations for PNGOs in agriculture sector in West bank. The study dealt with the elements of strategic planning (vision, mission, objectives, planning, evaluation, control, and implementation) and their future development orientation.

The study gained its value from the importance of strategic planning, it dealt with the effect of strategic planning on Palestinian agriculture NGOs and its goals; it discussed the challenges facing the strategic planning process, in order to meet the objectives of the study.

The holistic approach was used in this study, by using different source of data; the researcher adopted interviews and questionnaire as a main tool for collecting and analyzing data. The study sample reached (56) male and female employees, 56 questionnaires were retrieved for statistical analysis from the 70 which was distributed, at a rate of (80.0%). The Interview Questions was answered by the managers of the Palestinian agriculture NGOs. The data were entered and classified through the statistical packages program (SPSS), and the study reached many results; it showed that the main objective of preparing strategic plans in these organizations was to obtain foreign funding. The results also showed a very high degree of vision by organizations of the importance of strategic planning process. The most problems and challenges that hinder the planning process form the researcher point of view according to the results is the lack of foreign funding, and the constantly changing political and economic conditions.

The study concluded a set of recommendations for decision-makers in non-governmental organizations, the most important of which are: The need for the organization to involve its employees in developing the vision, mission and goals of the organization effectively, and to search for new and permanent sources of funding.

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List of Abbreviations

Abbreviations	The term is complete
NGOs	Non-governmental organizations
SP	Strategic Planning
PNA	Palestinian National Authority

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CHAPTER ONE

RESEARCH FRAMEWORK

1.1 Introduction

"War, border closures, violence, and unemployment have hampered the Palestinian economy for over a decade. Despite these obstacles and setbacks, the future outlook is optimistic". (Shaban & Diwan, 1999).

The agricultural sector occupies great importance in the Palestinian national economy, it is considered the pillar of economic activity and plays a key role in economic development, the importance of this sector is due to food, crops, and other livestock products they give which is necessary to the life of the individual first, second it improves the living conditions and creates job opportunities to the citizen, according to the statistical tables of the Palestinian Central Bureau of Statistics the agriculture sector provides 13.5% job opportunity 6.7% males and 6.8% females of the total employed in all sectors in Palestine in 2017,¹ third enhancing the Palestinian citizens' engagement with their land, which are the main reason for Palestinian-Israeli conflict, finally its contribution to improve and preserve the environment, plus its relationship with other sectors as a provider for industry requirements. The role of the agriculture sector in economic development is always a subject to discuss, some is saying that agriculture is not something worth; taking into account the limited and restricted land and water resources, moreover, it doesn't affect the GDP as the other sector do, at the same time, some saw, and still seeing a positive view and great chance for developing the agricultural sector.

Palestine covers an area of 6,023,510 dunums (27000 square kilometers) divided between the West Bank (5,660,820 dunums, forming 94% of the total area of Palestine), and the Gaza Strip (362,690 dunums, forming 6% of the total area), the total area of agricultural land currently used

¹ Palestinian Central Bureau of Statistics, Agricultural Employment, Annual Statistics, 2017

by Palestinians covers approximately 30.5% (1,833,350 dunams) of the Palestinian land area and 54.4% of the total suitable lands for cultivation².

The majority of the Palestinian territories in the West Bank, including agricultural land, are still under full Israeli control, as 62.9% of West Bank area is classified as Area (C) according to Oslo Agreement. On the other hand, only 18.8% of the West Bank area is located in Area (B) that falls under the Israeli-Palestinian administrative control and security, and 18.3% is classified as Area (A), which is the only area under full Palestinian control.³

In addition to limited land fertility, just 45% of owned lands are presently cultivated, 11.9% is arable but uncultivated, 8.5% is suitable for reclamation, 5.5% are unsuitable for reclamation, 0.4% only is being used as grazing land as a result of Israeli closure policies that prevent access to these lands, while 17.2% includes urban areas used for construction, 11.5% of owning land has been confiscated by Israel for the purposes of building new colonies, constructing bypass roads and building the separation wall.⁴

The agricultural sector is considered one of the economic sectors that are most affected by the Israeli occupation and its policies that aim to make them dependent on their economy, the table below shows the recession in the agricultural sector contribution to the Palestinian GDP during recent years, according to the statistics of the Palestinian Central Bureau of Statistics

Table (1) ⁵ the agricultural sector contribution to the Palestinian GDP

² Palestinian Central Bureau of Statistics, 2006

³ National Agricultural Sector Strategy (2017-2022)

⁴ (Isaac, J. and Saade, M. 2009).

⁵ Palestinian Central Bureau, 2017

القيمة بالمليون دولار أمريكي						النشاط الاقتصادي
2017	2016	2015	2014	2013	2012	
فلسطين						
390.0	413.5	450.1	485.2	525.0	574.4	الزراعة
قطاع غزة						
123.8	132.0	142.1	145.5	190.5	179.9	الزراعة
الضفة الغربية						
266.2	281.5	308.0	340.1	333.0	394.6	الزراعة

Non-governmental organizations, which were known before 1994 as national institutions⁶, they have emerged not only in services, relief, and development roles but also in their activities and ability to connect Arab and International in different development topics, many of the PNGOs began during the occupation, they played the main role in reinforcing the Palestinian identity on the ground, by providing various services in different sectors depending on American and European financial support in addition to some Arab NGOs, these organization substituted the role of the National Government in many areas, by filling the gap and fixing problems, especially that the Palestinian peoples suffer from the absence of National Authority reparations and improvements.

The purpose of this study is to explore the effect of strategic planning on PNGO's itself and on its Future Development Orientations in the agriculture sector, and what are the obstacles for developing this sector, although many studies have been recently interested in the PNGO sector over the past thirty years, there is still a need for further studies to cover other areas that still need examination.

⁶ Jamil Hilal: The Palestinian Political System after Oslo, Ramallah: Citizen of the Palestinian Institute for the Study of Democracy, second edition 1997, p. 207.

1.2 Problem of the Study:

The capability of PNGOs to deal with a huge number of global variables and internal developments has shown the need to adopt multiple development approaches to improve and develop the agricultural sector, the strategic planning approach was one of the approaches that the organizations tended to adopt and try to apply, the main primary research question can be formulated as following:

“What is the Strategic Impact of Foreign Funding on the Future Development Orientations for PNGOs in Agriculture Sector?”

Secondary questions need to be answered precisely for this primary question:

- A. When did agriculture PNGOs grow up in Palestine, and what are their objectives?
- B. Are foreign funding programs in the agriculture sector compatible with the requirements of Palestinian agriculture society?
- C. What are the internal and external obstacles facing the growth of the Palestinian agricultural sector?
- D. What is the effect of Israel’s occupation on this sector?
- E. What are the most important strategic plans that can be followed to stimulate the agriculture sector development, and what will be its impact on agricultural PNGOs future development orientation?
- F. What are the restrictions imposed on foreign funding?
- G. What are the suggestions that can be implemented to increase the foreign funding benefit?
- H. What is the effect of the restricted access to Water Resources, on agriculture development?
- I. Does the foreign funding will continue until the future or can we get rid of it?
- J. What is the amount of contribution for the agricultural sector to GDP?

1.3 Objectives of the Study

This study was made in the West Bank area focusing on PNGOs working in the agriculture sector, addressing the importance of strategic planning for the future development orientations for PNGOs; this study has the following objectives:

- A. Recognize the Palestinian agricultural sector in general, and the implications on this sector due to Siege and Closure.
- B. Indicate the PNGOs working in the agriculture sector in West Bank.
- C. Identifying the certain restrictions imposed by the donor countries on providing funds to Palestinians agriculture sector.
- D. Provide feedback and recommendations to PNGOs and donors to sustain and improve agricultural development.
- E. Attempt to help the decision-maker to determine the agriculture sector priorities and set regulations in order to optimize the foreign funding benefit thus, achieving effective agricultural development.
- F. It is a reference for strategic planning students and to those who are concern in the agriculture sector.

1.4 Hypotheses of the Study

Several relationships could be formed when studying the strategic impact on PNGOs, the major hypotheses of this study is immediately related to the study questions and are as follows:

- A. H1: There is a significant difference for the strategic impact of foreign funding on the future developmental orientations for PNGOs in the agriculture sector.
- B. H1: There is a significant difference for the foreign funding relationship with the strategic planning process on development the PNGOs efficiency.
- C. H1: there is a significant difference for the foreign funds on development the agriculture sector.
- D. H1: there is a significant difference for the impact of the Israeli occupation on the growth of the agricultural sector.
- E. H1: there is a significant difference for the domination of the Israeli occupation on water resources in the West Bank and its suitability to agricultural products.

1.5 Importance of the Study

- A. recognize the Palestinian agricultural sector in general, and track the changes that had happened in this sector and try to improve the future development process for this sector
- B. Clarify to what extent the Palestinian agricultural sector depends on foreign funding.
- C. After defining strategic planning, it is necessary to identify the mechanisms of how to implement and measure Strategic planning in PNGOs.
- D. Know the difficulties that face the agricultural development process.
- E. Know the impact of foreign funding on the economic dependence of donor countries.
- F. This study creates a vision for PNGOs to develop proper policies and techniques that help better strategic planning implementation.
- G. Know the contribution of the agricultural sector to the GDP

1.6 Methodology and Tools of the Study

The approach of the study will be the holistic approach by using a different sources of data, to achieve the purpose of this study; the researcher adopted quantitative and qualitative methods and will depend on the following types of data:

Primary Data: The researcher used the interviews as the source of collecting the data since it depends on first had sources.

Secondary data:

- The researcher used also secondary data sources relevant to the study that includes books, articles, thesis, journals, documents, websites, articles, books, previous studies, and researches issued by organizations and donors.
- Reviewing the strategic planning of some PNGOs working in the agriculture sector.

Research tools:

1. Constructed interview with the head of key Agricultural NGOs (7 PNGOs).
2. Formulation Questionnaire.

Data Management

The research will use the Triangulation method in order to carry out the data processing and management this will include:

1. Analysis of the funding environment (cluster of measured indicators).
2. Analysis of interviews (qualitative measures).

3. Future scenarios building (preferable, possible, and probable scenarios).

1.7 Limits of the Research:

- Time limit: This study was accomplished in the academic year 2020/2021.
- The spatial limit: This study was limited to the agricultural NGOs working in Palestine – West Bank.
- Human Limit: The vocabulary of the study was applied to agricultural workers in NGOs working in Palestine - West Bank.
- Institutional Limit: The research paper was conducted by the agricultural NGOs in West Bank.

CHAPTER TWO
LITREATURE REVIEW

2.1 Introduction

As mentioned, given the importance of the study, as it deals with one of the most important economic issues, as well as the importance of knowing the impact of strategic planning on local agriculture NGOs, and how it will reflect on the agriculture sector as a whole later on. Perhaps, the previous studies which were written on this subject are largely concentrated on agricultural weakness, its inception, and the impact of occupation on it, marginalizing the effect of strategic planning and its benefit. We will review and discuss in this chapter some local and foreign studies that are concerned with agriculture, fundraising, and strategic planning and their impact on Palestinian Agriculture NGOs, also what is the role of these organizations in improving and developing the agricultural sector in the light of the current difficult conditions.

2.2 Previous Studies

First: Local (Palestinian) Studies.

A. Study (WazWaz, 2019), entitled: “Strategic Planning in Palestinian Women's NGOs (Reality and Expectations)”.

This study aimed to identify the reality of strategic planning in Palestinian women's organizations currently operating in the West Bank. The study population consisted of 228 women's organizations according to the records of the Palestinian Ministry of Interior for the year 2018. The quantitative approach and the descriptive analytical approach were used to identify the

reality of strategic planning in Palestinian NGOs, and the questionnaire was adopted as a research tool in addition to conducting five interviews with the managers of some women's organizations.

The results of the study showed that there is a great interest in strategic planning in Palestinian women's non-governmental organizations in the West Bank, and the highest axis of strategic planning implementation was the position of senior management that supports strategic planning, the next axis is the existence of the dimensions of the organization's strategic direction (vision, mission, goals, strategies, and policies), the next axis is the strategic analysis of the internal environment, and the final axis is the strategic analysis of the external environment.

B. Study (Al-Khatib, 2009), entitled: "Strategic Planning in The Institutions of the Palestinian Environmental Organizations Network between Obstacles and Prospects for Consolidation".

The study aimed to identify the reality and obstacles of strategic planning in the Palestinian environmental organization's network, in addition to identifying a perspective that could support their implementation. The directors of organizations and directors of programs, departments, and projects in 21 Palestinian environmental NGOs represented the target group of this study.

A descriptive approach was used, and a questionnaire was used as a tool to collect data and with the help of a questionnaire and its analysis through the Statistical Package for Social Sciences (SPSS) program.

The most important results of this study were: the directors of the network have a clear understanding of the concept of strategic planning. The network organizations have a strategic plan that goes in harmony with the international one. The organizations have visions that lack clarity and lack the attention of having strategic alternatives. They implement the strategic plans and practice strategic monitoring and evaluation. Among the results were also, that the most

important constraints that hinder the application of strategic planning in the organizations are: the existence of a system focused on short-term results without a link to the strategic goals, no continued modernization of the planning operations, and the belief that strategic planning is the responsibility of specialized staff, and not the responsibility of all administrative levels.

C. Study (Abu Amra,2015), Entitled: “The impact of agricultural funding on Palestinian economic development”.⁷

The study discussed the impact of agricultural foreign funding for Palestinian economic development, it aimed to highlight on the effect of foreign funding on the agriculture sector and indicating the difficulties and obstacles facing the agriculture sector and it ends up with several results:

- Should establish infrastructure projects, dig water wells, reclaim agricultural lands, ensure food security, provide credit facilities, and increase the share of the Ministry of Agriculture in the budget of the Palestinian Authority
- The Palestinian territory is in urgent need to adopt new developmental agricultural policy that combine agricultural reform with the enhancement of the role of the Authority and other institutions such as NGOs Providing banking facilities for agricultural projects and the agricultural sector.

D. Study (Manasra, 2019), entitled: “The Reality of Strategic Planning in Nonprofit Organizations in Hebron Governorate. ⁸

⁷ The Impact of Agricultural funding on Palestinian Economic Development, Unpublished Master's Thesis, 2015, Al-Azhar University, Palestine

⁸ Alia Mosa Manasra, 2019, The Reality of Strategic Planning in Nonprofit Organizations in Hebron Governorate, Hebron University

The research seeks to identify the reality of strategic planning in nonprofit organizations in Hebron Governorate, the population represents all local nonprofit organizations (26 organizations) those are active, reachable, and have a strategic plan in Hebron Governorate, and which are registered in the Directorates of the interior. The result of the questionnaire which was distributed among the 26 local NGO's showed that the main goal of preparing strategic plans in nonprofit organizations in the Hebron governorate is to use them in managing the organizations, to efficiently and effectively distribute their resources, and to draw funding. The results show a very high degree of these organizations' perception of the importance of strategic planning, and a high degree of clarity of strategic planning concept among these organizations. The main obstacles of strategic planning from the respondents' point of view are the lack of experts specialized in strategic planning in these organizations and the unstable political and economic conditions that affect the organizational work in Palestine. The recommendations of the study include the necessity of increasing awareness about strategic planning.

E. Study (Abu Mandel, 2012), entitled: “The funding role of NGOs in sustainable agricultural development”⁹.

The study seeks to identify sustainable agricultural development programs in Palestine, and to point out the currently available sources of funding for the Palestinian agricultural sector, addition, to provide proposals to improve the funding of agriculture organizations to serve sustainable agricultural development. The study reached several results; the most important one is the irrelevant priorities of agricultural organizations with the priorities of the development plans due to the lack of optimal utilization of available resources.

⁹ Abu Mandeel, Ghassan (2012) The funding role of civil society organizations in sustainable agricultural development, unpublished master's thesis, Faculty of Commerce, Islamic University, Gaza Strip.

The study also reached several recommendations; A) to develop the relationship between agricultural organizations and the Palestinian National Authority, moreover, to link agricultural organizations programs and projects with the requirements, needs and priorities of society. B) The necessity projects according to the priorities of agricultural and rural development within the available financial resources. C) Issue an agricultural insurance law to cover any possible natural disasters. D) Finally, encourage the private sector to invest in agriculture.

F. Study (Al-Sorani, 2012), entitled: “Challenges facing agricultural funding in Gaza Strip”.¹⁰

The researcher divided the challenges that face the agricultural sector foreign funding into two parts, the first is the local challenges and the second is the external challenges:

the lack of clear strategic plan for foreign funding policies directed to the agricultural sector, weak monitor and evaluation system, and the absence of facilitating role in supporting local agricultural development and investment is part of the local challenges, as for the external challenges the reasons was, In most cases, funding is conditioned with political issues from the donor side, a specific vision must be applied from funder perspective and policy, and it may not be compatible with the other side.

G. Study (Al Derawi, 2017), entitled: (The effect of strategic planning on organizational performance (a case study on NGOs in Gaza Strip).

The goal of the study is to show the correlation between strategic planning and non-governmental organizations' performance in the Gaza strip, the analytical descriptive methodology was used by circulating the questionnaire on a representative sample of (250)

¹⁰ Ahmad Al-Sourani, The Challenges of Agricultural Financing in the Gaza Strip, a general paper and outlines presented to the Strategic Agricultural Planning Conference, June 2012

persons. The most important results stemmed out of the study are as follows there are positive relationships between all the strategic planning dimensions (goals, structure, regulation, implementation, monitoring, and evaluation of the strategic planning) and organizations' performance with a score of (75.1%). While the major recommendations are: consult experts when preparing the strategic plan and allocate higher expenditures proportion in which is related to strategic planning, and engaging the employees in strategic planning processes.

H. Study (Jarrar & Abu Baha, 2012), entitled: "The Real Status of External Funding in the Ramallah and Al-Bireh Based NGOs in the West Bank".

The main purpose of this research is to recognize the donors' motives behind funding Palestinian NGOs and promoting ways and means to induce donors to provide funding. The paper also highlighted the obstacles to NGOs' funding. It aimed to measure the relationship between external funding and NGOs' performance. To achieve these purposes, the descriptive-analytical methodology was employed and a questionnaire was distributed to the whole NGOs population (134 organizations) in Ramallah and Albireh District in the West Bank. The paper came up with the conclusion that the main motive behind NGOs' funding was humanitarian and relief considerations, and there were many obstacles to funding among which was the unconstructive competition for funding among NGOs and their large number in addition to poor performance. The paper also concluded that, unlike the American funding, European and Arab Islamic funding had a positive impact on NGO's performance. The paper recommended the necessity to reorganize and control the NGO's activities in Palestine.

Second: Foreign Studies

A. Study (Stefan, 2015), entitled: The place of agriculture in economic growth¹¹

The researcher aim to identify the place of agriculture in economic growth, this subject has various points of view, as the researcher reached several results, the most important of which are:

- The industry has a greater impact than agriculture on economic growth.
- The development of the agricultural sector deserves a priority in economic growth because it helps to develop the industrial sector, and therefore it is necessary to encourage the development and investment in the agricultural sector.
- A balance must be found between the agricultural and industrial sectors.

B. Study (Ongone, 2013), entitled : Relationship between strategic planning and organization's performance in (NGOs)¹²

The study aimed to focus on the relationship between strategic planning and organizational performance in NGO's according to this study which is a case study of action Aid in Kenya, it showed that the private and public sectors are slowly engaging the strategic planning concept supposing it will raise and improve the performance. To improve the performance and the capability of NGO's the mentioned steps must be considered, identify a clear purpose, precise scan to the environment, and develop a good plan that can be implemented, having an evaluation

¹¹ Gavril Stefan, The Place Of An agriculture In Economic Growth, 2015. (University of Agricultural Sciences & Veterinary Medicine). Seria Agronomie.

¹² Julian Ongone.2013. *Relationship between strategic planning and organization's performance in (NGOs): A case of ActionAid, Kenya*. A research project, Nairobi: University of Nairobi. 44-49

and controlling system. The problem was in the relationship the accountability and commitment to the budgeting.

C. Study (Ogonji, 2014), entitled: “Strategic Planning in NGOs a content analysis of best practices. 13

“Strategic Planning in Nonprofit Organizations: a content analysis of best practices”, this study aimed to develop a strategic planning model that can help the NGOs to become more operative, by implanting strategic plans that can lead to an increase in performance of the organization. Many organizations include the nonprofit ones; have found it essential to improve the abilities that can allow them to take advantage of the opportunities that the environment presents, moreover to confront the challenges that come alongside these opportunities.

The result of this study was the improvement of a model that allowed organizations to adjust the process according to their needs, in order to assure successful implementation. Hence, identify concerns and challenges that repress the adaptation on strategic planning in the nonprofit organization by understanding the stakeholder such as the funders, government, beneficiaries, and policymakers, will be better employed when making decisions and setting rules and policies that manage the NGOs.

D. Study (Aqdas, 2017), entitled: “This study entitled: “Strategic Planning Role in Non-Profit Organizations”.

It aimed to emphasize the role of strategic planning in non-profit organizations, highlight the role of leaders in strategic planning, as well as assess the importance of strategic planning for

¹³ Michael ogonji.2014.Strategic Planning in NGOs: A content analysis of best practices. USA: Trinity Washington University. 52-54

any success in the organization, through analysis of literature and previous studies, some of the most important findings of the study include:

- Strategic planning helps non-profit organizations reach their goals and improve their performance efficiently and effectively.
- Strategic planning helps non-profit organizations work to change the environment and formulate strategies according to new areas.
- Strategic planning provides an opportunity for non-profit organization employees to achieve goals and goals effectively and efficiently.

E. Study (Awad, 2013), entitled: “Strategic Planning in NGos - A case study on NGOs in the Lebanese Bekaa Governorate.

The study aimed to cover the availability of strategic planning in NGOs in the Bekaa governorate. The researcher used the descriptive-analytical method and the questionnaire as a tool for the study, the researcher selected a random sample of workers in NGOs in the Bekaa who fall under the job title (director, department head, and business supervisor) during the period between 2007-2009, and they were 215. The results showed that the degree of availability of strategic planning indicators in the Bekaa NGOs from the employee's point of view is medium according to the study variables. The researcher recommended the necessity of applying strategic planning in Al Bekaa governorate NGOs, considering that strategic planning is the base for the development of these organizations.

2.3 Comments on Previous studies

Most of the previous studies discussed various topics about the effect of Strategic planning and foreign funds on NGOs in terms of their definition, the ability to be applied properly, and the weaknesses or problems they face.

It includes also the impact of agricultural foreign funding on economic development, the importance of strategic planning for PNGOs in developing the agricultural and economic sector in general, and the constraints facing this sector. Previous studies dealt with issues related to strategic planning in terms of its implementation, the role it plays in raising the efficiency of institutions, and the obstacles facing the strategic planning process in institutions.

After viewing the previous studies we can conclude the following points first, we can say that the studies clarify the need for strategic planning in PNGOs and the importance of taking strategic decisions to have a sustainable development advantage in the long run, moreover the studies showed how the strategic planning can affect the success of the organization and the administrative acts to achieve the development needed.

On the other hand, the previous studies have defined the role of foreign funding and how it achieves positive outcomes in developing the agriculture needs, concentrating on its importance in reducing unemployment, poverty and increase the GDP, since it is one of the important components of the Palestinian national economy, in contrast, the policy pursued within the funding recipient country may reduce the positive outcome of it.

It was shown also the shortage and weakness of government responsibilities toward the necessity and priorities of the agriculture sector, and from here, the role of the PNGOs is appeared, to support, maintain and develop this field.

Strategic planning for any organization is essential to establish overall organizational goals, mission, vision objectives, plus to formulate, execute, and monitor the policies that are necessary to achieve these goals.

- Aspects of Agreement: I agree with the studies in identifying how can strategic planning affects the management of the PNGOs leading to a successful using of foreign funding in developing the agriculture sector, as well as mentioning the determinants and obstacles facing the growth of the agricultural sector.
- Aspects of Disagreement: lack of comprehensive and detailed studies that deal with the strategic planning and foreign funding for local agricultural NGOs, and most of them dealt with the government sector. The study differed in the method of study preparation where some followed the descriptive-analytical method, some of the analytical method of conclusion, others the descriptive method of case study, the method of social survey and others used the descriptive method applied, and the descriptive method will be followed in this study.
- Benefits from Previous Studies: viewing the methods which were used in the researches helped in choosing the study method to reach its goals and objectives.

What distinguished the current study from previous studies: This study addressed in a detailed and accurate way the impact of strategic planning on PNGOs working in the agricultural sector, by conducting a questionnaire and interviews with the managers in these organizations. Also, the study is one of the few studies that examined the strategic impact of foreign funding on the future development orientations for PNGOs the in agriculture sector in West bank

The knowledge gap:

The studies that dealt with the subject of the current study are very few, which makes this study an addition of knowledge and influence to the researchers whom are interested in the field of strategic planning. The researcher has benefited from the previous studies to cover the knowledge gap which was not covered by the previous studies as follow:

- Know the research and theoretical aspects that have been studied previously, and identify aspects that need more research efforts as an attempt to cover them in this research.
- Contribute to obtaining various research references to support this research.
- Identify the concept of strategic planning and how it can affect the agriculture foreign funding to the best use to develop this sector.
- Analyze how the foreign funding affects the agriculture sector PNGOs strategic plan can and if there are any effects by donors when forming the organization strategic plan.

CHAPTER THREE

Theoretical Framework

3.1 The First Topic: The Agriculture Sector

3.1.1 Introduction and an overview of the agricultural sector in Palestine

Analysts estimated that the agriculture was discovered ten thousand years ago (about 8000 BC), while the estimated age of human existence on the planet is about one million years ago, with the presence of agriculture, human being entered a new stage, shifted from just a human being taking what nature offers, to a working productive human.¹⁴

In 1993, Oslo Agreement classified the Palestinian land into three groups, area A is fully controlled by the Palestinian, area B is civil controlled by the Palestinian, and area C is under full Israeli control. This classification gives control to the Palestinian over most of the populated areas, and restricted limited control over natural resources and agricultural lands. In the West Bank, 62.9% of the agricultural lands (arable lands, mixed holdings, permanent crops, and plastic houses) are located in area C, 18.8% in Area B, and 18.3% in area A. In Gaza Strip, despite the “full withdrawal” by Israel, and the return to full Palestinian control, the Israeli Government has announced a security belt around the border with a total area of 58 km²; consuming 15.8% of the total area of the Gaza Strip, these areas are inaccessible to the Palestinians due to continual shelling by the Israeli army forces.¹⁵

¹⁴ Fadi Abu Haloub, (2016), a master's study entitled Determinants of the growth of the agricultural sector in Palestine, the Islamic University of Gaza.

¹⁵ Marta Lorenzo, a review of the Palestinian agriculture sector, 2007

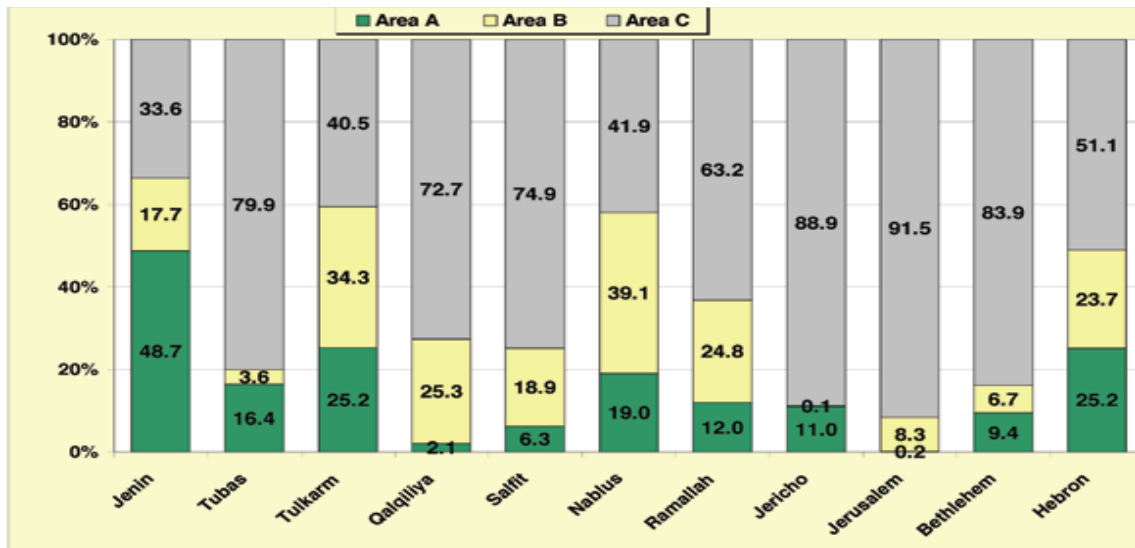


Figure 1: Distribution of the main agricultural areas in the West Bank- percentage in each geopolitical classification, by Governorate

The analyses showed that Israeli settlements in the West Bank contain agricultural lands with a total area of 67,743 dunums distributed in eight out of eleven governorates. The largest cultivated area by the settlements is located in the Jordan Valley (including Jericho, Tubas, and Nablus) and forms 95.1% of the total area followed by Ramallah with 3.3% and the remaining 1.6% is distributed in Bethlehem, Jerusalem, Tulkarm, and Hebron.¹⁶

The water sector is one of the most important sectors in the sustainable agricultural development process, the Israeli occupation adds a lot of constraints and restrictions on water resources over the decades till now which contributed to preventing the agricultural development opportunities, and while Israel dominate over the water resources for their benefit and development, they neglected the Palestinian need for water despite all the signed agreement.

¹⁶ ARIJ, 2006, a review of the Palestinian agricultural sector, https://www.arij.org/files/admin/2007_agriculture_sector_review_arabic_lr.pdf

The amount of water used in agricultural lands was 146 million cubic meters for the year 2011, and it is the last year in which statistics are available in this regard, it made up 44% of the total water used, 60 million cubic meters of which were used in the West Bank and 86 million cubic meters were used in Gaza. Groundwater wells are the main source of water in the Gaza Strip, while in the West Bank irrigation water comes from groundwater and springs, Israel steals 82% of Palestinian groundwater in the West Bank.¹⁷

3.1.2 Definition of agriculture

The word 'Agriculture' is derived from the Latin word 'Ager' means Land or field and 'Culture' means cultivation. It means the science and art of producing crops and livestock for economic purposes. Agriculture is an art of raising plant life from the soil for the use of mankind, accordingly, the word agriculture means the effort made to take care of the land, produce crops and animal husbandry by investing human and natural resources, and it is one of the oldest activities of human beings.¹⁸

¹⁷ Agricultural Cooperative Societies in Palestine, Strategic Plan, 2016

¹⁸ http://shodh.inflibnet.ac.in:8080/jspui/bitstream/123456789/1196/2/02_introduction.pdf.

3.1.3 Overview for the Last Three Strategic Plans Produced by the Ministry of Agriculture

The Ministry of Agriculture: The Ministry was established in 1996, it performs basic tasks in directing and managing the agricultural sector, in addition to the tasks, supervision, control and, provision of some major services, through its headquarters and agricultural directorates and offices in all governorates, 1299 employee's works in the Ministry of Agriculture.¹⁹

This section summarized the past three strategic plans for the Ministry of Agriculture and how these plans and legislation guide and control the agriculture PNGOs, it spots the sector's role, importance, and contribution to the overall economy, and its strengths and weaknesses, as well as opportunities and constraints for this sector.²⁰

The Ministry of Agriculture and other related institutions have prepared policies and strategic plans for developing the agricultural sector within certain assumptions and visions, which have not been fully realized due to continuous Israeli intransigence and rigidity; we will mention these strategies according to the plans set by the Ministry of Agriculture, as followed:

- A- Agriculture sector strategy "a shared vision" 2011-2013
- B- Agriculture sector strategy "Resilience and development" 2014-2016
- C- Agriculture sector strategy "resilience and sustainable development" 2017-2022

A. "A Shared vision" 2011-2013:

The Ministry of Agriculture developed the agricultural sector strategy (a shared vision) for the years 2011-2013 to respond to the PNA (Palestinian National Plan). In the light of the

¹⁹ <https://moa.gov.ps/>

²⁰ UNCTAD, The besieged Palestinian Agricultural Sector, 2015

guidelines and frames issued by the Ministry of Planning, the Ministry of Agriculture prepared with the support of the Food and Agriculture Organization of the United Nations (FAO) the formulation of the Agriculture Sector Strategy titled “Shared Vision for the Development of Agricultural Sector. The strategy dealt with a number of strategic priorities and objectives based on reports of technical committees, consultations, and farmers' needs. The strategic objectives for the agricultural sector are: A- related to farmers' steadfastness and adherence to land and agriculture, B- the natural resources in the Palestinian territories should be managed efficiently and sustainably, C- to trained and qualified human forces that can contribute to ending the occupation and establishing a Palestinian state, D- Increase and improve the agricultural productivity to meet food security, E- Improve infrastructure and agricultural services, F- Increasing competition in the local and foreign markets.²¹ As for supporting farmers' steadfastness as an objective, they had adopted a number of strategic policies that enhance farmers' steadfastness and survival, such as rehabilitating what the occupation has destroyed, and supporting farmers affected by the Israeli attacks, this is through supporting small farmers and fishermen in the Gaza Strip, rehabilitating the agricultural infrastructure, providing agricultural production inputs, supporting the affected farmers from the apartheid wall, provide help to the farmers near the settlements and assist marginalized groups, especially the rural poor women and the Bedouin, through diversification projects, and the empowerment of women in the agricultural sector.²²

The Agricultural Sector Mission: A shared Vision 2011-2013

²¹ Palestinian Ministry of Agriculture, Agriculture Sector Strategy, Shared Vision 2011-2013, July 2010, pp. 25-26

²² Palestinian Ministry of Agriculture, Agriculture Sector Strategy, Shared Vision 2011-2013, July 2010, pp. 27-28

The Agricultural Sector Vision²³: Sustainable and feasible agriculture, that is capable of achieving food security, competitive in the local and foreign markets through optimal use of resources as part of comprehensive development, and cementing the bonds and sovereignty of Palestinians over their land, there on towards building the state.

B- Agriculture sector strategy “Resilience and development” 2014-2016

Following the previous strategy, the Ministry of Agriculture adopted a new strategy called Resilience and Development 2014-2016. However, this strategy has kept the previous vision until viewing the results of the previous strategy.

C- Agriculture sector strategy “Resilience and Sustainable Development” 2017-2022²⁴

The Agricultural Sector Mission: Resilience and Sustainable Development” 2017-2022

The Agricultural Sector Vision: Sustainable agriculture; capable of competing locally and globally; and effectively contributes to strengthening food security, the bond between Palestinians and their land as well as their sovereignty over resources, towards building an Independent Palestinian State

The Agriculture Sector Values: Accountability and transparency, Equality and justice, Active participation, Sustainability, National commitment.

The Agriculture Sector Objectives:

A- Female and male farmers’ resilience and steadfastness on their lands enhanced.

²³ Palestinian Ministry of Agriculture, Agriculture Sector Strategy, Shared Vision 2011-2013, July 2010, pp. 9

²⁴ Ministry of Agriculture, Agriculture Sector Strategy, Resilience and Sustainable Development 2017-2022, pp. 20-30

B- Natural and agricultural resources are sustainably managed and better adapted to climate change.

C- Increased agricultural production, productivity, and competitiveness in the local and international market, along with their contribution to gross domestic product and food security.

D- Female and male farmers and entrepreneurs access quality agricultural services needed for increasing value along agricultural value chains improved.

E- Effective and efficient institutional and legal frameworks developed.

We conclude from the previous strategic plans that the Ministry of Agriculture is striving to develop its material and human capabilities, as they directly reflected the agricultural sector, and thus on farmers, citizens, and food security. One of the most important pillars on which the strategies are based is the "change" of agricultural culture, from which the occupation has deceived us to serve its goals and visions, to the culture of resistance that serves our people and farms, reduces its dependence on the occupation and its policies, and strengthens the steadfastness of the citizen and the farmer. Hence, change was a "duty" in these strategies, a national, political, economic, cultural, and moral duty.

Unfortunately, the strategies and plans of the Ministry of Agriculture and the national policy agenda did not make any difference. On the contrary, the status of the agricultural sector is still declining. In general, when looking at the indicators of the agricultural sector, we note that despite all these strategies, there is a great reluctance to agriculture as an economic development field. Whereas the agricultural sector's contribution to the GDP declined from 8.2% in 2000 to

about 6.1% in 2009, to reach about 3% in 2017²⁵, this means that the role of the agricultural sector has declined dramatically, and the government puts about 1% of the budget to achieve these goals.

3.1.4 The phases of developing the agriculture in Palestine²⁶

Stages	Description
The First stage (1948-1967)	The contribution of this sector exceeded 30% of the GDP of the Palestinian economy.
The second stage (1967-1994)	In this period the agricultural sector watching carefully the Israeli policy, resisting the border closures and the checkpoints, on the other hand, it increases the export to the Israeli side.
The third stage (1994-2006)	In this stage the PA was established, they prepared the first Palestinian agricultural policy at the Hebron Conference in 1999 to achieve sustainable agricultural development.
The final Stage (2006-now)	This stage is characterized to restructure the agricultural sector to serve the farmer, worker, and citizen, and it is called the resilience economy.

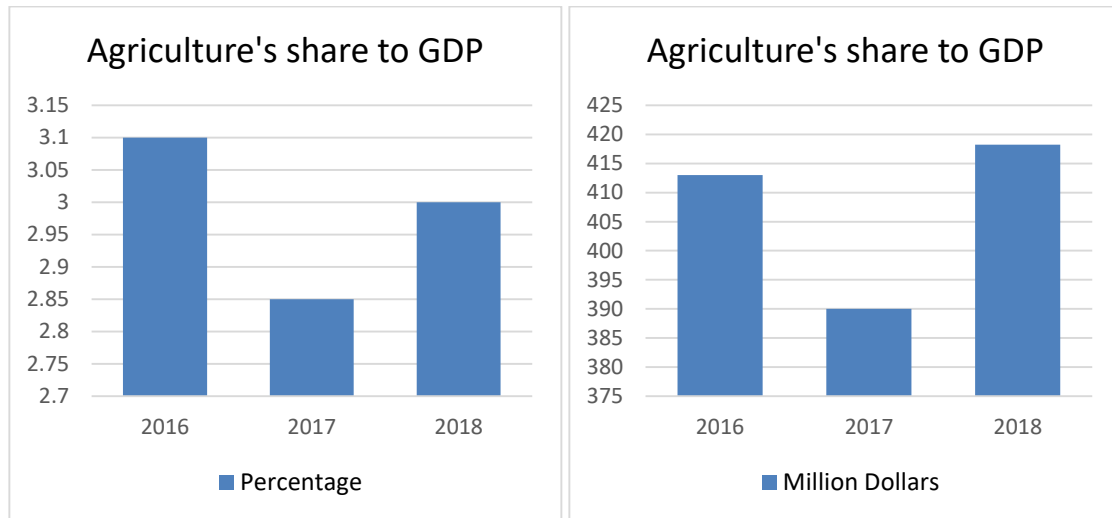
3.1.5 The Palestinian agricultural sector characteristics

²⁵Palestinian Central Bureau of Statistics, Key National Accounts Indicators in Palestine.

²⁶ Abu Samra, Mahmoud, 2014, the agricultural sector and development projects to develop it according to the policy of self-sufficiency. Paper presented for the academic day on apartheid, Palestine: Faculty of Commerce. The Islamic University of Gaza.

Agricultural, in Palestine, is not only a source of living it is linked to identity and history, the importance of the Palestinian agricultural sector is as follows:

- The relationship between the economy and agriculture was and still a reciprocal relationship, as the agricultural sector contributes to the Palestinian gross domestic product, which raises the economy and the per capita income.

Chart (2)²⁷Chart(3)²⁸

Agriculture's share to GDP in Percentage

Agriculture's share to GDP in million dollars

- Employment opportunities in the agricultural sector are endless. The percentage is decreasing as a result of the Israeli occupation and the switch to work in Israel.

²⁷ Palestinian Central Bureau of Statistics, Report of Agriculture's Share of Palestinian Gross Domestic Product, 2019

²⁸ Palestinian Central Bureau of Statistics, Report of Agriculture's Share of Palestinian Gross Domestic Product, 2019

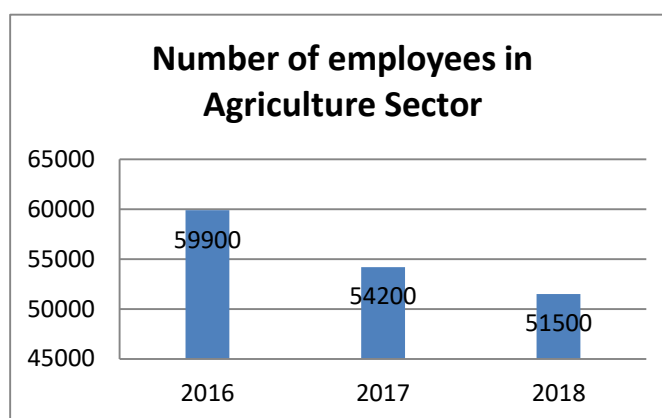


Chart (4)²⁹ Number of employees in Agriculture Sector

Table (2)³⁰ Percentage of Employed Individuals Aged 15 Years and Above in Agriculture, Hunting & Fishing Activity from the Total Employees in All Economic Activities by Region and Sex, 2016-2018

Region	Year					
	2016		2017		2018	
	Males	Females	Males	Females	Males	Females
Palestine	7.1	9.1	6.5	7.7	6.2	6.8
West Bank	7.7	11.1	6.9	9.5	6.3	8.0
Gaza Strip	5.7	3.9	5.8	2.6	6.1	3.4

- The Palestinian Authority's policies towards the agricultural sector have been disappointing, as the share of agriculture in the national budget since its establishment did not reach more

²⁹ Palestinian Central Bureau of Statistics, Report of Workers number in the Agricultural Sector, 2019

³⁰ Palestinian Central Bureau of Statistics, Report of Workers number in the Agricultural Sector, 2019

than 3% annually. The budget for the agricultural sector is considered the lowest budget among the various Palestinian sectors. In 2018 it did not exceed 1% of the total PNA budget, as the Palestinian government sets 102039 million shekels for the Ministry of Agriculture out of 5.8 billion dollars. In 2017 it wasn't better; the budget of the Agriculture Ministry amounted to 988570 million shekel, and in 2016 it amounted 89,214 million Shekel, for other sectors still take the largest share of the budget as the table below shows.³¹

Table (3)³² The share of PNA budgeting for each sector

Sectors	The share of each sector in ILS The amounts are in million shekels
Governance sector	7,772
Infrastructure Sector	583
Economic Sector	387
Social Sector	7,817

³¹ Ministry of Finance and Planning - General Administration of the General Budget for the Year 2018, p. 149

³² Ministry of Finance and Planning, the General Budget, 2018.

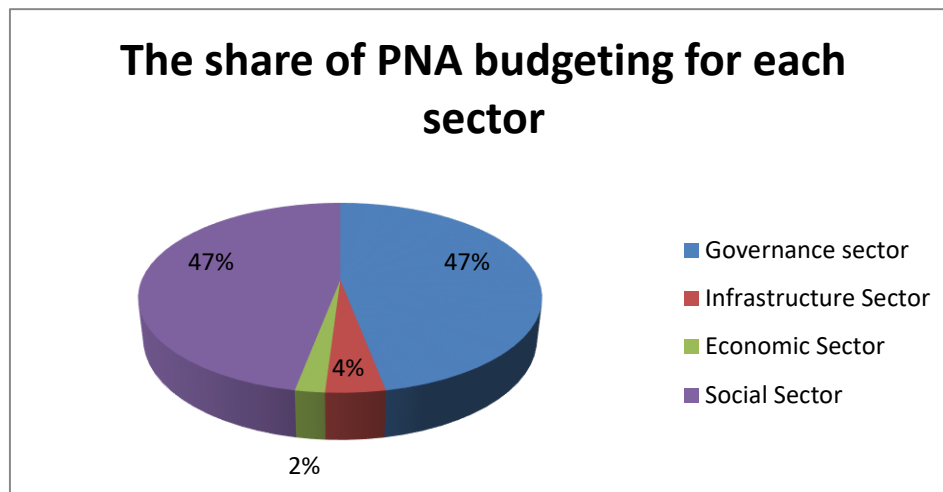


Figure (5)³³ the share of PNA budgeting for each sector

The agricultural sector falls within the economic sector, which constitutes only 2% of the budget.

- The agricultural exports: The value of Palestinian agricultural export products to the Israeli market amounted 88 million dollars in 2018, which represents 68% of the volume of the Palestinian agricultural exports to the world which was \$ 130 million, while in 2017, the agriculture exports to Israeli market was \$57 million.³⁴
- Contribution to Income and Livelihood: Daily wages for agricultural workers/farmers generally vary based on the territory.
- Provide food for the people.
- Protecting lands from settlement and confiscation.
- Apparel, as many of the materials used in the knitting process are raw materials from agricultural products such as cotton and linen.

³³ Ministry of Finance and Planning, the the General Budget, 2018.

³⁴ Ministry of Agriculture, Annual Report 2018.

- Development for other industrial sectors due to the relationship between agriculture and other industries.

3.1.6 The Problems and difficulties facing the Palestinian agriculture sector ³⁵

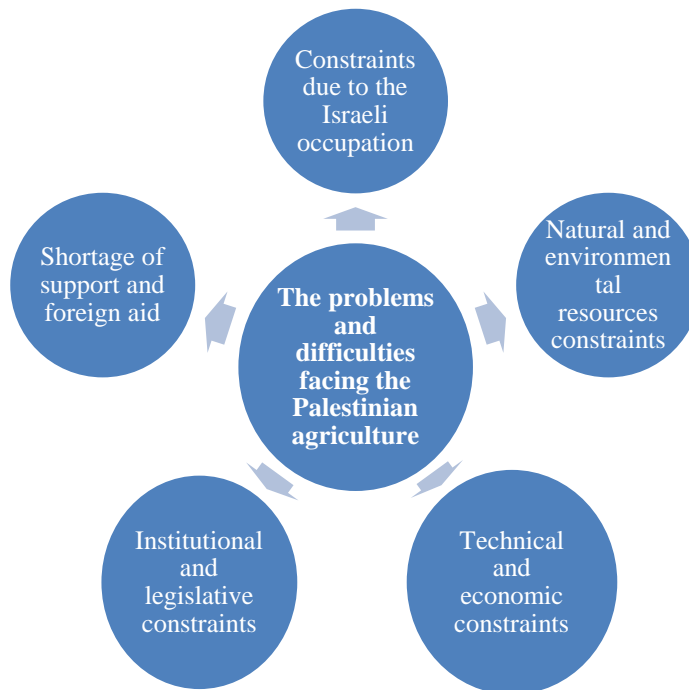


Figure (6) the problems and difficulties facing the Palestinian agriculture

A. Constraints due to Israel Occupation:

- The construction of the Apartheid walls and its consequent isolation of agricultural lands and the destruction for agriculture and infrastructure.
- Israel confiscates lands without permission and closes a large part of it to be used as military areas, establish settlements, and builds bypass roads.

³⁵ Palestinian Economic Council for Development and Reconstruction -PECDAR, Manifestations of Marginalization and Distortion in the Palestinian Agricultural Sector, 2007

- The ongoing looting of Palestinian water.
- Limiting the freedom of movement of goods between the Palestinian territories on the one hand, and between them and the outside world on the other hand, in addition to restrictions imposed on foreign trade.
- Preventing herdsmen from reaching the natural pastures.
- Gaza fishermen are prevented from fishing in Palestinian waters, as fishing is limited in Gaza in an area ranging between 3 and 6 nautical miles only, instead of the 20 nautical miles stipulated in the Oslo Agreement, which breaks these limits expose themselves in the risk of being shot or arrested.
- The policy of uprooting trees and razing agricultural land under the slogan of security for settlers and settlements.
- The exploitation of colonial settlements to compete with national agricultural products and the exploitation of the agricultural labor force to work in the occupied territories.
- Controlling the price of agricultural production inputs that farmers use, such as pesticides and fertilizers.
- Intensive support for Israeli farmers and settlers, which made competition for Palestinian farmers in the Israeli market limited and restricted to some commodities.

B. Natural and environmental resources constraints:

- Limited water for agricultural lands and the increasing competition for water from other sectors.
- Improper use of some agricultural chemicals and pesticides.
- Urban sprawl and construction expansion at the cost of agricultural lands.
- Deteriorating water quality that is used for irrigation.

C. Technical and economic constraints:

- Weak researches, data, and information for the agricultural sector.
- The acute shortage of laboratories, equipment, and agricultural appliances is needed.
- Weak government role in the agricultural sector especially in financing.
- The agricultural sector often relies on foreign funding.
- Lack of agricultural investments.
- Lack of bank support for agricultural projects.
- The weak basis for the agricultural marketing sector.
- High production costs.

D. Institutional and legislative constraints

- The absence of agricultural insurance system and compensation for farmers against natural disasters.
- The weakness of the laws and legislations of the Palestinian Ministry of Agriculture to develop this sector.
- Marginalizing the agriculture sector from any development plans.
- Neglect and marginalization when allocating budgets by the authority and donors to the agricultural sector.
- Agricultural areas are fragmented due to inheritance division.

E. Shortage of support and foreign aid:

From a logical point of view, the agricultural sector should receive the attention and support of donors, countries, and international institutions for advanced priority, the PNGOs as well as the Ministry of Agriculture, are making double efforts to obtain financing or technical assistance that are often few or late, and unfortunately, sometimes it is not according to the priorities set by the ministry of agricultural PNGOs for the following reasons:

- The direct relationship of agriculture to land and water and the political sensitivity of these two elements in terms of sovereignty, confiscation, and settlement.
- Donors consider agriculture as a water-depleting sector.
- Donors desire to implement projects through intermediary institutions (United Nations, foreign NGOs, etc.) that usually aim to achieve their priorities.

3.1.6 Corona Virus and the agriculture sector

The Coronavirus has put the entire world into extreme confusion and panic, and an unprecedented state of fear and anxiety at all levels. An unusual panic sweeps the world without exception or permission, bringing complete paralysis in all aspects of life, taking more than 7 billion people to a real danger, not only in their lives but beyond that. Life and the wheel of production have been completely paralyzed, stock and money markets collapsed, with the increase in the number of people infected with the virus that exceeded 150 million, and with the acceleration of the increase in the number of victims. The world, with all its countries classified as great and small, has so far demonstrated an unprecedented failure to curb this virus and put an end to its rapid spread and expansion.

The outbreak of the Coronavirus epidemic in Palestine had major effects on different aspects of life, as is the case in the rest of the world, with the Palestinian government declaring an emergency condition and complete closure at the beginning of March 2020, all production and service in all sectors have entered a recession period. The agricultural sector, like other sectors, incurred great losses due to the complete closure of all aspects of life; all components of the agricultural sector were affected by this virus, for example, the livestock sector, which includes

(cattle, chicken, and sheep farms), incurred great losses, in particular the cows' milk producers, whose daily production in the West Bank was estimated 520 tons of fresh milk that were transferred to the dairy and cheese factories, which they are 14 factories and employ more than 1000 workers. The plant production sector is also affected, as the purchasing power has decreased as a result of the decline in incomes for a large number of families due to the closure imposed by the virus. The closure also caused an unprecedented increase in the prices of some fertilizers by more than 100% in some cases, for example, a ton of fertilizer was sold for 1,200 shekels before the current crisis, and now it exceeded the barrier of 2,300 shekels per ton, the importance of noting that this price is on cash payment. This means that farmers are unable to buy them at the right time.³⁶

3.2The Second Topic: Strategic Planning

3.2.1 Introduction

Strategic planning is not a new concept; it is as old as human existence on Earth, where people used it innately, such as storing food, in preparation for a very cold winter in cold areas, or in preparation for drought in areas with seasonal rain, thus, strategic planning went through many stages over different eras until it reached what it is now as a stand-alone science. The recent trends in management, for different types of organizations, show that most organizations that succeed in their operations and activities are constantly striving to build a distinct strategic plan

³⁶ <https://www.palestine-studies.org/ar/node/1649949>

and goals that guarantee the growth and improvement in performance in the environment where they run, and to achieve these plans, organizations are required to have a long-term vision, therefore, the organization's future thinking process and the analysis of the external and internal environmental variables affecting its operations is the core of the strategic planning process.

3.2.2 Strategy Definition

The word "strategy," which is now common, only first came into use to understand military affairs at the beginning of the 19th century in Europe. Since then, its meaning has changed. The concept of strategy has been borrowed from the military and adapted for use in business; the term strategy derives from the Greek word 'strategos', meaning 'the art of the general'. Chandler (1962) defines strategy as “the determination of the basic long term goals and objectives of the enterprise and the adoption of courses of action and the allocation of resources necessary for carrying out these goals”.³⁷

Chandler defined the strategy as defining the organization's goals and objectives and allocating resources to these resources and targets³⁸. According to Drucker's definition of strategy to implement a continuous decision-making process regarding possible information about the future of these decisions and their implications in the future, and to organize the necessary efforts to implement these decisions, and to measure the results in light of expectations through the availability of a system of feedback to the information³⁹.

³⁷ <https://www.123helpme.com/essay/The-Origins-and-Meaning-of-the-Word-121095>

³⁸ (Al-Douri, 2005, p. 25),

³⁹ (Khattab, 2001, p. 14).

(Thomas) defines it as a set of future plans for the organization, and defines its goals to ensure compatibility between the organization and its mission and between its vision and the surrounding environment in an effective and efficient way.⁴⁰

It is a method concerned with identifying the strengths, weaknesses and problems that the organization is trying to develop solutions to, and the strategy provides a framework that clarifies what the organization wants to achieve, but it does not address specific activities⁴¹.

3.2.3 Planning

Planning is defined as the administrative tasks that aim to define future goals for organizations and institutions and ways to define these goals⁴² It is the process of preparing, implementing, following up and evaluating decisions that involve the methods, procedures, and policies that regulate the use of community resources to achieve specific economic and social goals for society in the future in an optimal way⁴³.

An important, although often ignored aspect of planning, is the relationship it holds to forecasting. Forecasting can be described as predicting what the future will look like, whereas planning predicts what the future should look like for multiple scenarios. Planning combines

⁴⁰ Al-Douri, Zakaria, 2010, Strategic Management: Concepts, Operations and Case Studies, p. 5, Dar Al-Yazuri Scientific for Publishing and Distribution, Amman – Jordan.

⁴¹ (Shapiro, 2003, p.1).

⁴² Muhammad, Jamal, (2016): "Strategic Planning", Dar Al Moataz for Publishing and Distribution, Amman, Jordan.

⁴³ Abu Al-Nasr, Mohamed, (2009): "The Elements of Planning and Distinguished Strategic Thinking", The Arab Group for Training and Publishing, Cairo, Egypt.

forecasting with preparation of some scenarios and how should we react to them⁴⁴. We can conclude that the major characteristics of planning in any organizations should help in:

- Raising the efficiency of an organization.
- Reduce risks.
- Utilize the maximum efficiency from the time and resources.

Planning is divided into several types according to its purpose, and among these types:⁴⁵

- A- Short-term planning: This type of planning is for a period time not exceeding two years and aims to address emergency crises that last for a short period and can be overcome.
- B- Medium-term planning: This type of planning takes place over a period time ranging from three to five years, usually five years.
- C- Long-term planning: This type of planning is from a period of five years or more according to the future vision of the organization, and the greater the time period of the plan, the more difficult it is to predict the future and problems. And challenges that can be revealed.

3.2.4 Strategic Planning

The concept of strategic planning has increased in recent years, and the organization should apply it in its administrative work to achieve the goals which were established and to ensure its continuity and survival. Strategic planning focuses on the relationship between the organization and the environment in which it operates, thus, it includes defining the goals that the organization

⁴⁴ Welsh, MC; Huizinga, M, (2001), "The development and preliminary validation of the Tower of Hanoi-revised", *Assessment* 8 (2): 167–76.

⁴⁵ Muhammad, Jamal, (2016): "Strategic Planning", Dar Al Moataz for Publishing and Distribution, Amman, Jordan.

seeks to achieve by analyzing the different environmental conditions of the organization and using them to develop these goals and then achieve them. Here are some of the common definitions for strategic planning:

The process of determining goals, policies and strategies and choosing the needed, as well as identifying resources and developing long-term plans to achieve the goals.⁴⁶

Strategic planning means trying to look at the future of the organization, designing a message, and setting goals that define the organization's future paths, and activities necessary to achieve this.⁴⁷

It is the process of developing the institution's mission, goals, plans and policies for the next stage, and it is a planning process with a pre-measure that defines the institution's path independently.⁴⁸

The Palestinian NGO Development Center defined strategic planning as “a scientific method used to crystallize priorities and goals and define programs and projects capable of defining these goals during a specific period time in line with the aspirations of the institution and taking into account available resources and potential constraints.”⁴⁹

Any strategic planner in a position of making a decision should first answer these questions:

- 1- Where we are now?
- 2- Where we are planning to be?
- 3- How we are going to get there?

⁴⁶ Nima Abbas Al-Khafaji, *Strategic Management*, House of Culture for Publishing and Distribution, first edition, Amman, 2004, p. 32.

⁴⁷ Al-Shakarna, Bilal, (2015): *Strategy and Strategic Planning*, Dar Al Masirah for Publishing and distribution, Amman, Jordan.

⁴⁸ Aboudi, Ali, (2006): "*Strategic Management*", Dar Al-Kunuz for Publishing and Distribution, Amman, Jordan.

⁴⁹ Palestinian NGO Development Center, 2015.

4- How are we going to improve?

After defining the strategic planning, the question, we should ask here, what is the difference between Strategic planning and long-term planning? Long-term planning is concerned with developing a plan to achieve a set of goals over several years, with the assumption that current knowledge about future conditions is stable to confirm the consistency of the plan during its implementation. As for strategic planning, it assumes that the organization must respond to the dynamic environment changing not in the stable environment assumed for long-term planning. Thus, strategic planning emphasizes the importance of making decisions that confirm the organization's ability to successfully respond to changes in the environment in which the institution operates.⁵⁰

3.2.5 The Historical Development of Strategic Planning

Neuman and Gostern were considered to be one of the modernist writers who had first linked strategy with business in 1947 when he came up with the "Theory of Games", the idea of strategic planning remarkably appeared late in 1960s and Ansoff's book "Corporate Strategy" 1965 had helped popularized this kind of planning. Bowman also emphasized the fact⁵¹ that this planning developed in the middle of the sixties based on beliefs of American Academy of Management.

⁵⁰ <http://thenonprofitlink.org/PubApps/nonprofitfaq.php?c=16&i=99>

⁵¹ Mintzberg. Henry (Re Organization Design: Fashion or Fit) Harvard Business Review Vol 27 no 3 Jan-Ebb 1994.

In the early 1970s, the strategic planning concept expands was continuously used, and related to the aspect of the business. In the last quarter of the 20th century, strategic planning becomes one of the most efficient management tools, and then came the book of Ohmae (the mind of Strategist) which caused a paradigm shift in management in 1985. In 1991, John Thomson's theory of Strategic awareness was one of the important theories that emerged on the basis of diagnosing the comprehensive change of strategy which is more about determining a direction to achieve the set goal.



Figure (7)⁵² the Strategic Pyramid

3.2.6 Strategic planning process steps/ stages⁵³

There is no standard model in management science that all researchers in the field agree upon for the stages and steps of strategic planning, but there are many methods and methods in

⁵² Strategic planning elements

⁵³ Al-Karkhi, Majid, Strategic Planning based on Results, pp. 19-22, Press 2014.

place to define these steps. The stages and steps of strategic planning are among the main and basic axes of the strategic planning process:

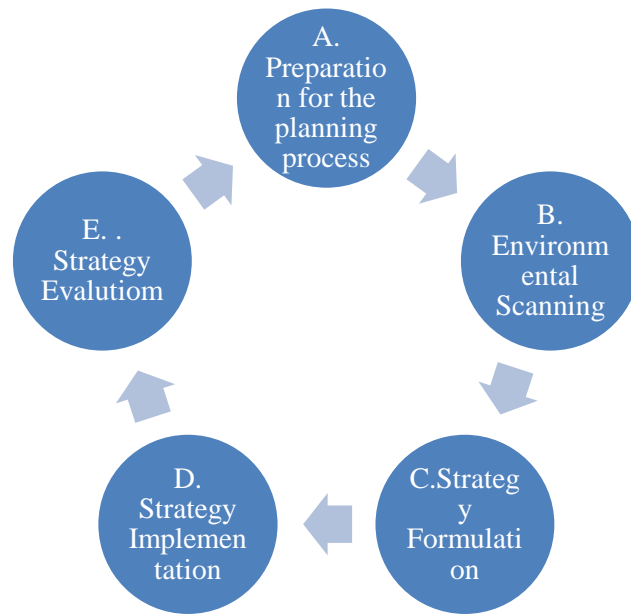


Figure (8)⁵⁴ Strategic planning process

A. The preparation of the planning process (ready to Start). This step includes the answer to two following questions:

- When should we carry out the strategic planning process?
- Who can participate in the planning process?

B. Environmental Scanning: it is based on studying the factors that affect the organization's external and internal environments, usually companies use SWOT analysis for environmental Scanning, in order to identify strengths and weaknesses (internal factors), and to identify opportunities and threats (External Factors).

⁵⁴ Al-Karkhi, Majeed, Interaction between the steps of the strategic planning process, 2014.

- **External Analysis:** identifying and evaluating factors that are outside the organization's control such as economic, political, social, cultural, technology, and competitive factors.
- **Internal Analysis:** it is the study of all activities of an organization that can be controlled to determine its strengths and weaknesses to design strategies such as sources, staff, structure, and skills.
- **SWOT Analysis:** the first SWOT stands for strengths, weaknesses, opportunities, and threats. It is one of the important efficient planning tools that are used in the strategic planning process, it enables managers to develop an overall picture of the current position of their organization, study and analyze the factors that affect the work of the organization, whether they are internal or external factors.



Figure (9)⁵⁵ SWOT analysis of the internal and external environment

C. Strategy Formulation: This stage expresses research, investigation, analysis, and decision-making processes that enable the organization to achieve the competitive advantage it seeks. It

⁵⁵ Justin Gomer & Jackson Hille, AN ESSENTIAL GUIDE TO SWOT ANALYSIS, Page 23 ↵. Edited

includes identifying strategies, developing vision and mission, setting goals, and setting appropriate policies.

In preparing any strategic plan it is important to answer three basic questions:

- Where are we now?
- Where do we want to get?
- How do we get there?

At this stage, several concepts should be clear: vision, mission, values, strategy, goals and objectives.



Figure (10) ⁵⁶Strategy Formulation Step

D. Strategy Implementation: It is called the "Action Stage", it is the process by which strategies and policies enter into implementation level, through the preparation of a set of programs, budgets, and procedures. This process may include changes in some or all of the organization's

⁵⁶ <https://open.lib.umn.edu/principlesmanagement/chapter/4-3-the-roles-of-mission-vision-and-values/>

culture, organizational structure, and management systems. The implementation phase consists of the following sequential steps:⁵⁷

1. Setting executive programs.
2. Setting the budgets for each executive program.
3. Executive procedures.

E. Strategy Evaluation: evaluation is generally considered to be an iterative process of obtaining continuous feedback through data collection and analysis. The plan follow-up stage is one of the most important stages in the planning process, as the work of the plan does not end with the development of the plan, but must make sure of its implementation and note any deviations in the plan and work to avoid them, and the importance of follow-up lies in the fact that the institution through its oversight of the application processes may appear to have appeared Some problems that may prevent the institution or limit its ability to carry out its activities, which affect in achieving the goals.

3.2.7 Characteristics of Strategic Planning

Strategic planning has several characteristics that can be summarized as follows:⁵⁸

- 1- Long-term implications.
- 2- Flexibility

⁵⁷ Al-Douri, Zakaria, (2005): "Strategic Management: Concepts, Processes and Case Study", Dar Al-Yazuri for Publishing and Scientific Distribution, Amman, Jordan

⁵⁸ Al-Shakarna, Bilal, (2015): "Strategy and Strategic Planning", Dar Al Masirah for Publishing and Distribution, Amman, Jordan.

- 3- Mobilizing potential and resources
- 4- Strategic planning looks to the future
- 5- Arranging options and priorities

3.2.8 Strategic Planning Barriers⁵⁹

As we have said before that the strategic planning is a long-term organizational goal, during this journey some difficulties will appear in implementing plans, which will create some barriers.

These barriers include the following points:

- A. No clear Purpose and understanding of the desired outcomes are needed.
- B. Not linked to vision or goals.
- C. Lack of research ends up being based on opinions rather than real and objective information.
- D. Lack of structure, without a systematic approach for developing the strategy, things can quickly get off track.
- E. Poor plan assign and distribute to all parts/members of the organization.
- F. Inadequacy in the organization budget and resources regarding its plan.
- G. Lack of commitment and loyalty to the planning operation.

3.2.9 Importance of Strategic planning for PNGOs

⁵⁹ <https://www.slideshare.net/DebbieNarverMBA/7-barriers-to-effective-strategic-plans>

According to some previous studies, there is a parallel relationship between strategic planning and performance, the organizations that have well strategic planning and well-implemented have better performance. When defining the organization's vision, mission, and values in addition to exposing its future opportunities and threats, thus provide a context for decision-making and help in providing a direction to the organization as to enhance coordination and control of its activities, moreover strategic planning forms organization strategy choices, in which the organization can choose the best strategy to reach its vision.⁶⁰

The importance of Strategic planning for agriculture PNGOs as mentioned below:

- Future predicting, focus and direction, and improving results.
- It strengthens the agricultural sector's profit and competitiveness.
- Holding the Israeli occupation accountable towards Palestinian rights related to rural areas in specific and the agriculture sector in general.
- Creating healthy and achievable policies that can be implemented for the development and growth of the agriculture sector.
- Strategic planning encourages youth employment in the agriculture field through agribusiness development projects and partnering by proper planning for any project to avoid any problems that may occur.
- Strategic planning helps agricultural PNGOs to improve the efficiency and effectiveness of their agricultural businesses and to improve their legal frameworks.
- Help to utilize and organize the needed resources, people, funding, expertise, and facilities, etc.

⁶⁰ Robert Arasa.2012." The relationship between strategic planning and firm performance". International Journal of Humanities and social Science 2.
http://www.ijhssnet.com/journals/Vol_2_No_22_special_issue_november_2012/24.pdf.

- Avoiding current and future crises.
- The opportunity to recruit more funding for the institution.

3.3 The Third Topic: Foreign Funding

3.3.1 Introduction

Still, the argument surrounds the foreign funding term since any global political, economic, and legal conditions effects it. The search for sources of funding is among the challenges facing countries and societies, especially the developing countries since it is important to develop existing and new projects.

Foreign funding has become one of the important topics worth the attention of the world, due to the continuous changes and rapid developments in international economic relations. Foreign funding is important the-third world countries. The countries which benefit from foreign funding strive to find out the best ways to manage it by using appropriate tools that achieve the efficiency and effectiveness of the funding.

Funding for NGOs is vital for their continuity and sustainability. Whenever it is possible to overcome the problem of scarcity of funding resources and provide them from various sources, the more these organizations can achieve their role. The studies applied to non-governmental organizations have proven that the problem of funding is one of the most important problems facing these organizations.⁶¹

⁶¹ A study prepared by the NGO Network on the funding crisis and its impact on civil society organizations, Gaza.

3.3.2 Definition of Foreign Funding

Foreign funding is not only limited to humanitarian relief aid provided in disastrous events or non-refundable cash flows, it is broader than that, we can define foreign funding as:

Foreign funding is resources provided by foreign governments or non-governmental organizations or individuals, they are temporary resources that cannot be relied upon because they are related to specific circumstances, and their importance appears in cases of wars or disasters intending to minimize their negative effects.⁶²

The OECD definition of foreign funding is the most used and widespread in the regional and international studies, due to its issuance by a leading organization in the field of economic cooperation and development, specifically in the field of aid, it says foreign funding comprises of financial flows, technical assistance, commodities given by one country to another excluding military aids, which aims to enhance economic development and social welfare.

3.3.3 Forms of Foreign Funds⁶³

The forms of international funding differ according to the programs, activities, donors and international organizations, it takes many forms mentioned as follows:

International funding is divided into two main parts:

⁶² Abdel Muttalib Abdel Hamid, Economics of Public Finance, Al Dar University, Alexandria, 2004-2005, p. 233

⁶³ Ismail Ahmed Khalil Al-Adarbeh, a master's study entitled "Towards the sustainability of non-government organization away from foreign funding in the West Bank" Agricultural Relief as a model, p. 41, Al-Quds University, 2011.

- A- Direct Foreign Funding: this type of funding indicates the direct relationship between the donor and the beneficiary without the intervention of any banking or non-bank financial intermediary.
- B- Indirect Foreign Funding: this type of funding indicates the methods, where the relationship between the donor and the beneficiary is indirect relationship and takes place through financial intermediaries, such as banks.

3.3.4 Types of Foreign Funds

Critics of international funding to developing countries often accuse it of being rather politically driven than truly concerned with the welfare of recipients or with real sustainable development on the ground. Others argue that even though political factors must be considered, the donor's "moral vision" is the main driving force behind foreign funds.

The foreign fund types differ from one to another according to the needs of the individuals:

- A. Humanitarian funding: we can call it emergency funding is a quick help given to people/countries in immediate distress by people, organizations, governments, or NGOs to relieve pain and suffering, through and after a crisis like wars, conflicts, and natural disasters. It is essential services such as food, medicine, fund, or logistic aid.
- B. Development Aid: it focuses on how to solve the problem in long run.
- C. Particular Types of funds:
- Program Funding: given for a specific program related to a specific sector such as agriculture, health, and education.
 - Project Funding: given for a certain issue such as new equipment for hospital or school

- Food Funding: this type of funding is given to countries that face a natural disaster, war, or an urgent need for food; it can be either cash or a direct food supply.
- Technical Assistance: A program or project funding provides an educated person such as a teacher or doctor, to help the developing country, within a plan developed by the donor countries.

3.3.5 Key Drivers for Foreign Funding

There are three key drivers for foreign funding:⁶⁴

- A. Political Drive: That means that the funds provided from donor's agencies or countries are for political demands or issues, for example, the foreign funds that provided to Israel and Egypt consistently from the United States of America, at the rate of 3 billion dollars for Israel and 2.1 billion dollars for Egypt annually, after the signing of the Camp David Accords in 1979, which means the blessing of the United States and its support for that agreement.⁶⁵ Also, this type of funding is used as an important tool to put pressure on the countries that need it, to draw the external policies of the donor countries; this is done by forcing the needed countries to adopt the policies they form.
- B. Economic Drive: This type of foreign funding includes terms imposed on it that represent the economic benefits of the donor country. An example of this is the obligation

⁶⁴ Al-Kadhim, Salah, *The Limits of the Relationship Between Foreign funding and Preserving the Sovereignty of the States, Foreign funding and Development in the Arab World: A Vision from an Arab and Islamic Perspective*, The Scientific Center for Policy Studies, 1st Edition, Amman, Jordan, 2001.

⁶⁵ Mahmoud Abdel-Dayem, *Al-Mojoz* newspaper, citing his doctoral thesis, issue dated March 23, 2012.

of funding countries to purchase the goods or materials they want from the donor country which creates an economic dependency on them.

- C. Humanitarian Drive: It takes into account saving lives that have been exposed to a disaster and working to preserve and protect human dignity during and immediately after the state of emergency.

3.3.6 Donor's Funding and Its Impact on PNGOs

The NGO's in Palestine miss the ability to financing their activities, even with the minimum financial resources necessary to run their work and achieve their goals, and thus they are in constant need of foreign funds for their projects and programs.

Funding for NGOs is vital for their continuity and sustainability. Whenever it is possible to overcome the problem of scarcity of funding resources and provide them from various sources, the more these organizations can achieve their goals. The studies applied to non-governmental organizations have proven that the problem of funding is one of the most important problems facing these organizations.⁶⁶

All donors have their agenda with their views about which problems are important and what they consider to be the best strategies to address these problems. With increased competition and limited resources, NGOs are finding themselves in a situation in which they are compelled to

⁶⁶ A study prepared by the NGO Network on the funding crisis and its impact on civil society organizations, Gaza 2016.

“follow the money” and allow donors to dictate the direction as well as the scope of activities or then receive no funding, affecting its survival and continuation. The result is the growing dependence of NGOs on the financial sources provided by donors. Sometimes, a donor’s motive may be detrimental to the organization with some wanting to gain political support, while others impose their management on the NGO direction of work.⁶⁷

3.3.7 Foreign Funding between the Crisis of Conditionality and Political Volatility:

The political situation has a very large role in the funding process for the donor to refuse or accept to fund. The political obstacles have constituted a major difficulty for the organization operating in West Bank and Gaza Strip. Foreign funding directed to the Palestinian territories passed through different stages in which the political conditionality of funding was clear, whether it was before or after providing the funds.

There is no doubt that the funding policy adopted by the donors greatly affects the effectiveness of NGOs, their activity, ability to develop, their continuous process for providing their services, and to serve their local community and target groups, and thus achieving their goals. A previous study titled the impact of funders’ policies on the Palestinian economy mentioned that the donors’ policies have a non-developmental impact on the Palestinian

⁶⁷ Viravaidya, M. & Hayssen, J. 2001. Strategies to Strengthen NGO Capacity in Resource Mobilisation through Business Activities. UNAIDS Best Practice Collection: PDA and UNAIDS Joint Publication

economy, and what is happening are quick solutions, in addition to several strict policies that the donors follow towards the Palestinian lands.⁶⁸

Many political reasons that have played a role in weakening the Palestinian NGOs in front of the donors, and the relationship between the PNGOs and the donor has transformed from an affiliation and subordination relationship to a fateful relationship related to its ability to survive, and this can be focused on three main reasons:⁶⁹

- 1- The absence of any sources of national support directed to the PNGOs, and the Palestinian national authority does not contribute to the implementation of projects.
- 2- The organizations do not rely on profit-generating investment projects, which reduces the opportunity for them to continue in the event of a decline in funding.
- 3- Weak partnership with the national authority: The authority imposes many complex control procedures over foreign funds.

3.3.8 Foreign Funding to the Palestinian Agriculture Sector:

After the declaration and signing of the Oslo agreement in Washington between PLO and the Government of Israel in September 1993, October the same year donor's countries held a

⁶⁸ Dr. Alaa Abu Taha, A Study entitled Civil Actions in Palestine between the Right to Development and the Right to Form Associations, p. 38, 2018

⁶⁹ Dr. Alaa Abu Taha, A Study entitled Civil Actions in Palestine between the Right to Development and the Right to Form Associations, p. 30, 2018

conference that included 42 nations and institutions, the conference adopted a strategy for providing financial and technical aid to the new Palestinian National Authority.⁷⁰

Palestinian Authority policies are disappointing toward the agriculture sector since it specialized for the agriculture sector less than 1% from the amount of the general budget of the Palestinian National Authority, this has been affected the foreign funding, as the agricultural sector's share of foreign funding, including agriculture, water, and the environment, did not reach more than 6.8%, where the percentage of the relief projects reached about 29%, and capacity building projects and technical assistance about 24% perhaps for these reasons, we do not find sufficient aids from donors who are guided by the policies of the Palestinian National Authority as indicators, whether the general budget or the development plans, that do not include agriculture in the top priority.

It is logical for the agricultural sector to get the attention and support of donor countries and international institutions and give it a high priority, but what happened is the opposite, the agricultural sector was making double efforts to obtain funding or technical assistance, which were often few or late and not compatible with the priority set by the Ministry of Agriculture, due to the following reasons:

The lack of adequate foreign funding to agriculture sector compared to other sectors represents an obstacle that hinders the Palestinian agricultural sector from development; donors often tend to a short-term funding and support emergency needs rather than funding long-term projects that have a developmental dimension, donors consider agriculture a water-depleting sector and that the efficiency and return of water used in agriculture does not justify its support, and the priority of allocating water for other uses, especially for drinking.

⁷⁰ Shaban, omar, (2006). Towards better employment of international funding for development in Palestine. Conference held in Gaza, Islamic University, 13 to 15 February 2006.

Moreover, agriculture only accounted for around 1.41% of international total aid (around \$14 million out of \$1 billion) between 1994 and 2000 and it actually decreased between 2000 until 2006 to reach around 0.74% (\$30 million out of \$4 billion.) In addition, between 1999-2008 only around 10% of donor funding to Palestinian non-governmental organizations (NGOs) was directed toward rural development. Although the percentage of the NGOs working in the agricultural sector increased from 2.8% of the total number of NGOs in 1999 to 5.5% in 2006, this was associated with an alarming increase in the level of aid dependency in the NGO sector as a whole from around 54% in 1999 to around 80% in 2006 (and as much as 94% in NGOs working on issues related to water and environment).⁷¹

The relationship between the Palestinian agricultural NGOs and donor countries went through many levels that have unfortunately created four main problems between them:⁷²

- 1- The first and the most serious problem facing agricultural funding is the absence of the Palestinian administration in determining priorities for the agriculture needed funding, often donors draw up policies and define projects without consulting and without taking into account the real needs for agriculture sector.
- 2- Second: the financial dependency created because of the complete reliance on the foreign funding process. Also, contracting on short terms may harm the interest of the organization.
- 3- It lies in high politicization of donor countries' programs, whereby the donor countries continuously link the political situation of the supported organization with the funding it

⁷¹ <https://al-shabaka.org/briefs/farming-palestine-freedom-policy-brief/>

⁷² Ismail Ahmed Khalil Al-Adarbeh, a master's study entitled "Towards the sustainability of non government organization away from external financing in the West Bank" Agricultural Relief as a Model, p.44, Al-Quds University, 2011.

provides to it, and since the agriculture sector is related to land the main Israeli-Palestinian conflict, unfortunately, politics play a big role.

- 4- The agriculture PNGOs subsist on the foreign funding, and thus they all feed on the same plate, since the source of funding for this sector is limited compared to other sectors, and accordingly, it has become a competitive relationship over funding between them, and this in turn negatively affects the relationship (institutions with each other).

3.4 The Fourth Topic: The Palestinian agriculture NGOs:

3.4.1 Introduction to Non-governmental organization

The "NGO" phrase came into use with the establishment of the United Nations in 1945 with requirements in Article 71 of Chapter 10 of the United Nations Charter for a consultative role for organizations that are not governments or member states. A non-governmental organization (NGO) is an organization that is independent of the government. The term is generally restricted to social and cultural groups, whose primary goal is not commercial.⁷³

The terminology that expresses the NGOs sector has varied according to the culture and the society, in which it operates; this includes non-governmental organizations (NGOs), non-profit organizations (NPOs), charities, and many other names, these definitions varied from one region to another. It is also known as social institutions and is referred to as nonprofit, voluntary, non-governmental, or civil society institutions.

⁷³ http://academickids.com/encyclopedia/index.php/Non-governmental_organisation

NGOs role become critical and main to the development process, for two important reasons first the financial assistance and the development projects are highly delivered through the NGOs instead of through the government because they are seen as more responsible, well regulated, efficient, and able to respond to new emerging conditions, the second reason is that the NGOs, in general, have strategic plans that guide them, as well, offering a democracy for the members of the institution which strengthen the relationship between them.

3.4.2 Definition of NGOs:

Non-profit organizations: They are organizations that mainly aim to support public or private activities without any commercial benefits or profit purposes. This type of organization is active in the fields of humanitarian, environment, education, arts, culture, health care, agriculture, and social issues.⁷⁴ A non-governmental organization (NGO) is a citizen-based association that operates independently from the government, usually to deliver resources or serve some social or political purpose.⁷⁵

In other words, we can say that the Non-Profit Organizations is a private group organized for charitable purpose to achieve social purpose rather than generating profit.

3.4.3 The Historical Development of Palestinian NGOs

⁷⁴ Shafaquj, Donia, Basics of Non-Profit Organizations Management, pp. 180-182, Al Naher Jordan Foundation, 2013.

⁷⁵ <https://cdn.betgorebysson.club/afu.php?zoneid=3601325&var=3655072>

I summarized in few lines the emergence of PNGOs in Palestine:⁷⁶

Time	Description
Nineteenth century	The first PNGOs appeared is (arts and sciences organization), which was established in 1847, and was founded by Nassif al-Yaziji and Boutros al-Bustani, and its members were Muslims and Christians.
British pre-mandate period	This period extends from the beginning of the last quarter of the nineteenth century to the end of the First World War. The PNGOs in this period were voluntary and far from political practices.
1918-1948	This stage witnessed a remarkable increase of PNGOs, and a change in their work as they became more interested in politics, especially after the "Pelfore" declaration and the Jews' efforts to establish a state for them on the land of Palestine.
1948-1967	After the Nakba, the content of the PNGOs in the West Bank and Gaza Strip during this period was focused on the resistance of the Israeli settlement projects, the refugee, and the right of return, in addition to charitable relief work.
The establishment of PLO	It had a positive impact in activating the PNGOs in several fields.
1982-1992	The PNGOS witnessed a qualitative and quantitative development in its activity and work.

⁷⁶ Ismail Al-Adarbeh, Towards the Sustainability of Non-government organizations Away from Foreign Funding in the West Bank "Agricultural Relief as a Model", Master's Thesis, Al-Quds University, 2012.

<p>The establishment of the PNA 1994- now</p>	<p>The establishment of the PNA has created new political and economic situations. The relationship that arose between the PNA and civil PNGOs is a competitive relationship over the role, field and services, and the reason is the conflict over the funding, as the sources of foreign funding had decreased among PNGOs.</p>
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3.4.4 Characteristics of PNGOs:

PNGOs are considered as legal organizations and follow the government management decisions and regulations, based on the previous definitions, the most important characteristics that describe PNGOs are:

- 1- Independent from the government
- 2- Self-managed and regulated.
- 3- Voluntary and non-compulsory, they have a voluntary nature.
- 4- It purposes to serve the public good.
- 5- Focused on their mission.
- 6- They do not share or distribute profit.
- 7- Do not provide personal services to those who manage it.
- 8- They are responsible to improve the circumstances for specified target people.

3.4.5 The Agriculture PNGOs:

PNGOs in general and Palestinian agricultural NGOs, in particular, constitute an important part of Palestinian society in terms of the services they provide, and the social and economic development process that they lead. Below are the Agriculture Palestinian NGOs:

A. Union of Agricultural Work Committees (UAWC): their slogan “We protect the land and support the peasants”, is registered as a non-governmental agricultural organization according to the Palestinian Associations and Non-Governmental Organizations Law No. 1 at the Palestinian Ministry of Interior. It is an independent agricultural developmental organization, politically neutral as per its by-laws, policies, vision, mission, and practices. It is considered one of the largest agricultural development institutions in Palestine as it was established in 1986 by a group of agronomists. When established, UAWC depended on volunteers completely and formed agricultural committees in the West Bank and Gaza to set the priorities of farmers and help the Union in implementing its programs and community activities.⁷⁷

B. The Agricultural Relief Society P.A.R.C: It was launched by a small group of agricultural engineers and farmers, and then it was established as an association in 1983, the association aims to improve the agriculture services and develop the agriculture sector which was destroyed by Israeli occupation authorities, also it helps to protect the Palestinian lands from confiscation and to cultivate it properly, then provide the deprived Palestinian farmers with the specialized technical program.⁷⁸

C. Ma’an Development Center: MA’AN Development Center is an independent, non-governmental, non-partisan Palestinian development and training institution established in January 1989, registered by law as a non-profit organization. The main office is located in

⁷⁷ <http://uawc-pal.org/UAWCAbout.php>

⁷⁸ <http://www.pal-arc.org/>

Ramallah and the four branch offices are located in Gaza, Khan Younis, Tulkarem, and Jenin. MA'AN's work is informed by the necessity of creating independent, self-reliant initiatives that lead to the development of human resources for sustainable development, which incorporates values of self-sufficiency and self-empowerment. It seeks to reach certain key target groups through its programs and activities such as rural women, youth and adolescents, farmers, agricultural engineers, and extension workers.⁷⁹

D. Palestinian Hydrology Group (PHG) : The Palestinian Hydrology Group is the largest Palestinian non-governmental organization working to improve access to water and sanitation services and to monitor pollution and climate change in the occupied Palestinian territories, It was established in 1987 as a specialized and independent institution dedicated to the development and protection of water and environmental resources; To ensure access to adequate water supply sources and sanitary conditions, and to develop an appropriate information systems and technologies.⁸⁰

E. Economic & Social Development Center of Palestine – ESDC: was established in 2003 as a non-profit Palestinian civil institution that works to develop Palestinian society, especially the countryside and marginalized groups. ESCD works in all geographic locations of the West Bank and Gaza Strip with offices in Ramallah (main), Tubas, and Gaza. ESDC's activities all contribute to the Institutional Capacity Development Program or the Food Security Program. The main activities of ESDC include individual and organizational capacity building, democratization, and institutional development (strategic and business plans, systemization, etc.). Further, ESDC develops the production capacities of farming cooperatives and CBOs including quality, quantity,

⁷⁹ <https://www.maan-ctr.org/en/article/22/What-is-MA%E2%80%99AN>

⁸⁰ <https://arab.org>

unified standards, packaging, good hygiene, and then links them to the market. ESDC also assists with the Food Security Program by providing backyard animal production units, home gardens, and direct food assistance when the family has no agriculture assets. ESDC also helps small-scale farmers, and herders cope with natural and occupational disasters as well as providing for water needs through rehabilitation/construction of home wells, irrigation systems, etc. Even when working with the Food Security Program, ESDC builds the capacities of the families, small scale farmers and herders to sustain their intervention. Good Agriculture practices are key activities in both programs as well. ⁸¹

F. The Applied Research Institution – Jerusalem (ARIJ): Founded in 1990, the Applied Research Institute - Jerusalem (ARIJ) / Society is a non-profit organization dedicated to promoting sustainable development in the occupied Palestinian territory and the self-reliance of the Palestinian people through greater control over their natural resources. ARIJ works specifically to augment the local stock of scientific and technical knowledge and to introduce and devise more efficient methods of resource utilization and conservation, improved practices, and appropriate technology. ARIJ represents several years of combined organizational experience in the Palestinian territory in the fields of economic, social, natural resources management, water management, sustainable agriculture, and political dynamics of development in the area, ARIJ plays an active role in the local community as an advocate for greater co-operation among local institutions, as well as international and non-governmental organizations. In its capacity as a national research institute, it frequently provides current data and research necessary to the formulation of position papers and policy strategies on such issues as land and water resources.⁸²

⁸¹ <http://esdc-pal.org/>

⁸² <http://www.arij.org/about-arij/background/historical-background.html>

H. Land Research Center-LRC: was founded in 1986 in Jerusalem as part of the Arab Studies Society, established by late Faisal Hussein. LRC was registered in the occupied Palestinian territories in 1999 as an independent non-governmental body. The General Assembly consists of 24 members, professionals in different domains related to the work of the center in addition to the 7-member board of directors elected every three years. LRC has branches in Hebron, Bethlehem and, Nablus; its main headquarter located in Jerusalem is closed since February 08, 2002, by a military order that is automatically renewed every six months. They aim and work to mitigate the Israeli occupation measures against land and residence, foster Palestinians' steadfastness on their land and in their communities, and dwellings and achieve sustainable rural development. ⁸³

All the mentioned agriculture PNGOs has the same goals which comply with the ministry of agriculture strategies:

- Enhancing and supporting farmers' steadfastness, especially in the "C" areas, and developing agricultural production.
- Continuous contributing to the development of government agricultural policies in a way that serves the protection of land, water, and farmers, and the continuous improvement of food security.
- Protecting the local agricultural product by preventing the import of agricultural products from the Israeli market in particular.
- Increase the share of the agricultural sector of the general budget of the authority.
- The Palestinian agriculture NGOs Network calls upon the Palestinian government to grant the vulnerable areas and other gatherings affected by the annexation process, several

⁸³ <https://www.lrcj.org/about-16.html>

facilities and exemptions, reduce prices and service fees to motivate residents, farmers, and the private sector to steadfast on their land and maintain their agricultural activities and investments.⁸⁴

3.4.6 Challenges facing Palestinian Agriculture NGOs:⁸⁵

- The existence of areas (B and C) that are partially or completely subject to the Israeli occupation authorities, which impedes the work of agricultural PNGOs, especially in land reclamation, digging wells, building agricultural roads, and providing various development services to the Palestinian community.
- The continuous destroying by the Israeli occupation to the agricultural sector.
- The foreign funding according to the donor is specific to certain fields to which they prefer, as these fields are related to the priorities of the donors and not the need of the local community.
- The agriculture PNGOs suffer from the absence of an insurance system.
- The lack of coordination between the organizations, which increases the competition between them instead of teaming up.
- The difficult political and economic circumstances have made these organizations unable to cover all their activities and programs, and heavily rely on foreign funds.

⁸⁴ <http://gupap.org/en/new-events/the-agricultural-sector-in-the-palestinian-ngos-network-warns-against-the-dangers-of-annexation-and-calls-for-strengthening-the-farmers-steadfastness-in-their-lands/>

⁸⁵ Ismail Ahmed Khalil Al-Adarbeh, a master's study entitled "Towards the sustainability of non government organization away from external financing in the West Bank" Agricultural Relief as a Model, p.44, Al-Quds University, 2011.

- Laws and legislation by the Palestinian Authority, especially in the recent period, on the received fund and control over their disbursement.
- Lack of comprehensive and accurate agriculture information for a good period.
- Weak government budget allocated to the agricultural sector.
- Foreign funds can negatively affect the organization's strategic plans in terms of meeting the financier's directions more than the needs of the Palestinian people.

CHAPTER FOUR

METHODOLOGY AND PRODUCERS

4.1 Introduction

This chapter confronts a detailed description the steps the researcher has taken to implement the study; which includes the methodology of the study, study community, study sample, preparing the study tool (questionnaire, interview questions), and making sure of the validity and consistency of them, and explaining the study procedures and the statistical methods used in processing the results. Below is a description of these procedures.

4.2 Study Methodology

To achieve the objectives of the study, the researcher used the descriptive analytical methods to describe the characteristic of the study group or participants and their answers to the hypothesis of the study, to reach the answer for the question and hypothesis of the study based on using quantitative and qualitative methods. Therefore, the questionnaire of the study which was distributed to Palestinian agriculture NGOs in the West Bank, such as: (Land Research Center, Ma`an development center, P.A.R.C, ESDC, UAWC, The Applied Research Institution-ARIJ, Palestinian Hydrology Group). The methodology had focused on employees whom are involved in the strategic planning processes in these seven organizations whereas; the researcher had done the interviews with the directors of these seven organizations.

The interview was divided into three sections: the first section is about the demographic information of the participants, the second section is a group of questions related to strategic planning and how these organizations apply the criteria of the strategic planning and the final section is about the hypotheses of the study. The questionnaire was analyzed by using appropriate statistical tests that match the objectives of the study. As for the qualitative curriculum, interviews were assigned and linked its result with the results of the questionnaire.

4.3 Study Community

The study population was consisted of all managers and employees of the Palestinian agriculture NGOs in the West Bank who are involved in the strategic planning process, in addition to interviewing the seven directors of these Organizations.

4.4 The Study Samples

The sample was applied to the Palestinian agriculture NGOs in the West Bank, where (70) questionnaire was distributed to a sample of managers, coordinators, and workers, and (56) questionnaires were retrieved, of which (80.0%) were submitted, all of which were subjected to a statistical analysis through the statistical packages program for social sciences (Spss). The researcher conducted interviews with the directors of the seven organizations as well.

4.5 Sources of Information Collection

Data and information for this research were obtained from:

- Secondary data: the related review of previous literature and studies.
- Primary data: by a questionnaire designed by the researcher and Interviews with the Palestinian agriculture NGO managers

4.6 Certify the Tool

The researcher designed the questionnaire and the interview questions in its initial form, and then the validity of the study tool was verified by presenting it to the supervisor and a group of arbitrators with expertise, where the researcher distributed the questionnaire to a number of arbitrators. They were asked to express their opinion on the questionnaire paragraphs in terms of: the clarity of the language of the paragraphs and their linguistic integrity, the extent to which the paragraphs cover the studied aspect, and adding any information, modifications, or paragraphs they deem appropriate, and according to these notes the questionnaire was finalized.

4.7 The stability of the tool

The stability of the tool is used to express the consistency of the respondents to the questionnaire and the accuracy of their answers. Thus, the study tool gives the same results if it is applied again in the same circumstances. The researcher works to verify the stability, by calculating the stability of the total degree of the stability factor, for the study paragraphs according to the stability equation of Cronbach Alpha, as shown in the following table:

Table (04): Stability coefficients of the study

The Study Axes	Number of statements	Stability coefficient (Cronbach alpha)
The clarity of the strategic planning concept for the organization.	6	0.901
The organization vision toward the importance of strategic planning.	16	0.895
Preparing the strategic plan.	12	0.864
Implementing and evaluating the strategic plan.	9	0.778
Obstacles - The impact of the Israeli occupation on the growth of the agricultural sector.	4	0.719
Obstacle - The effect of foreign funding on development the agricultural sector.	7	0.710
Obstacles - the Israeli occupation control over the water resources in the West Bank.	3	0.699
The importance of foreign funding in the strategic planning process, and developing the efficiency of Palestinian agricultural NGOs.	10	0.733
The foreign funding relationship with strategic planning and its impact on the future development	9	0.705

orientations for Palestinian NGOs in agriculture sector.		
The total score of the coefficient of stability of the instrument (Cronbach Alpha) for all axes and domains of the study	76	0.818

The above table shows the values of Cronbach's alpha test for the questionnaire axes, ranged between (0.699-0.901), while the total degree is (0.818), then it stated that all the elements are reliable and the researcher will continue to the next step that is Statistical Analysis of the gathered data, which will be discussed next.

4.8 Sample description:

The demographic factors of the participants included the following:

Part A: Personal factors (demographic factors):

The participants were divided from the different agriculture P NGOs according to gender into (male and female), as detailed in Table (05) and Chart (11); Males (36 participants 63.2%), females (21 participants 36.8%).

Table (05): Gender

Gender	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Males	36	63.2	63.2	63.2

Female	21	36.8	36.8	100.0
Total	57	100.0	100.0	

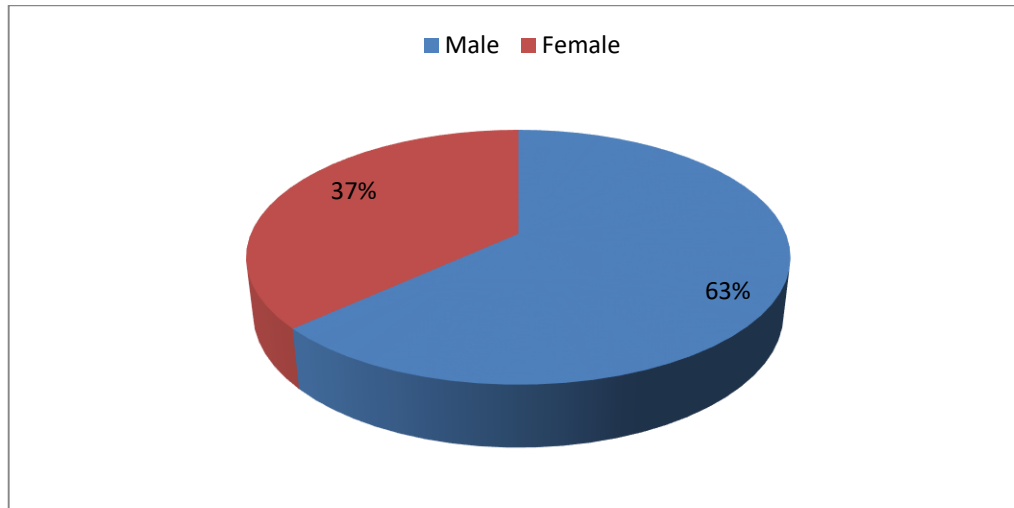


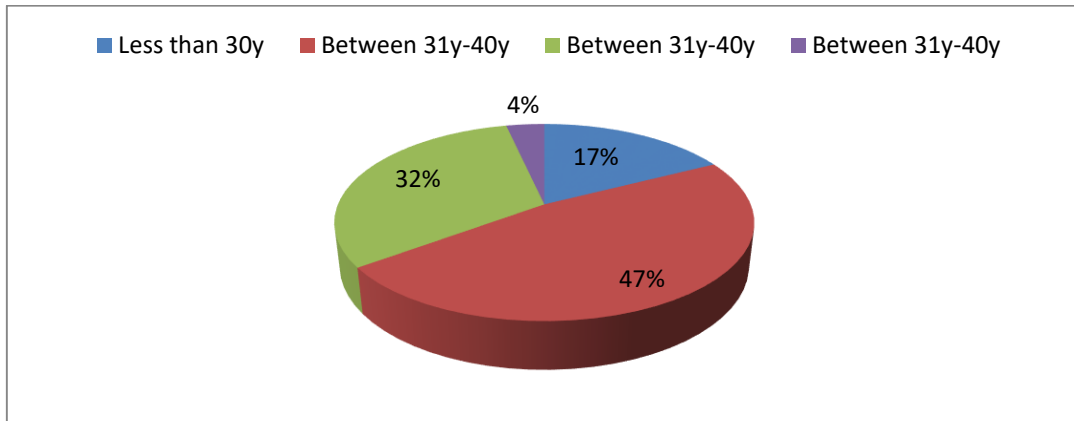
Chart (11): Gender

Table (06) and chart (12): describe the sample by Age which was divided into four titles; less than 30 (10 participants by 17.5%), between 31 and 40 years old (27 participants by 47.4%), from 41 to 50 years old (18 participants at 31.6%), more than (2 participants, 3.5%).

Table (06): The Age

Age	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 30y	10	17.5	17.5	17.5
Between 31y-40y	27	47.4	47.4	64.9

Between 41y-50y	18	31.6	31.6	96.5
More than 51y	2	3.5	3.5	100.0
Total	57	100.0	100.0	



Chat (12): The Age

Table (07) and Chart (13); describe the sample by **Level of education** which was divided into four titles; Bachelor's degree (32 participants 56.1%), Higher Diploma (0 participants (0%)), Master's degree (24 participants 42.1%), Professional doctoral degree (1 participant percentage 1.8%).

Table (07): Level of education

Educational Degree	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Bachelor degree	32	56.1	56.1	56.1

Higher Diploma degree	0	0	0	56.1
Master degree	24	42.1	42.1	98.2
PHD	1	1.8	1.8	100.0
Total	57	100.0	100.0	

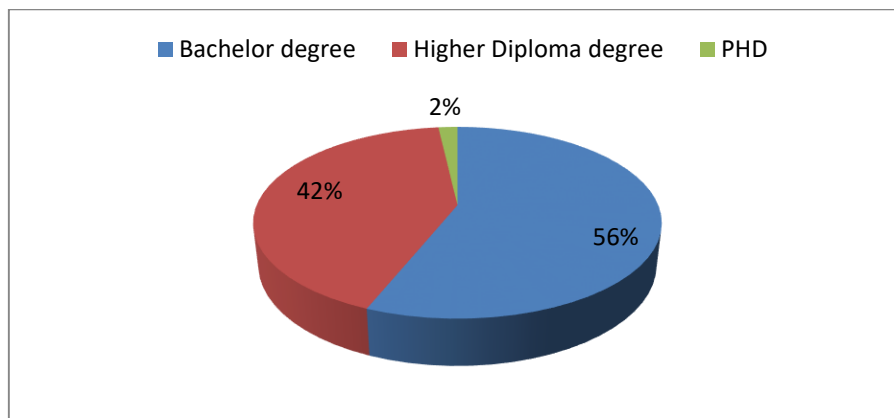


Chart (13): Level of education

Table (08) and chart (14); describe the sample by the years of experience, they were divided into four groups, as shown; less than 5 years (3 participants at a rate of 5.3%), between 6 to 10 years (17 participants by 29.8%), between 11 to 15 years (22 participants or 38.6%), and finally more than 16 years and more (15 participants, 26.3%).

Table (08): Years of experience

Years of Experience	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Less than 5	3	5.3	5.3	5.3
6-10	17	29.8	29.8	35.1
11-15	22	38.6	38.6	73.7
More than 16	15	26.3	26.3	100.0
Total	57	100.0	100.0	

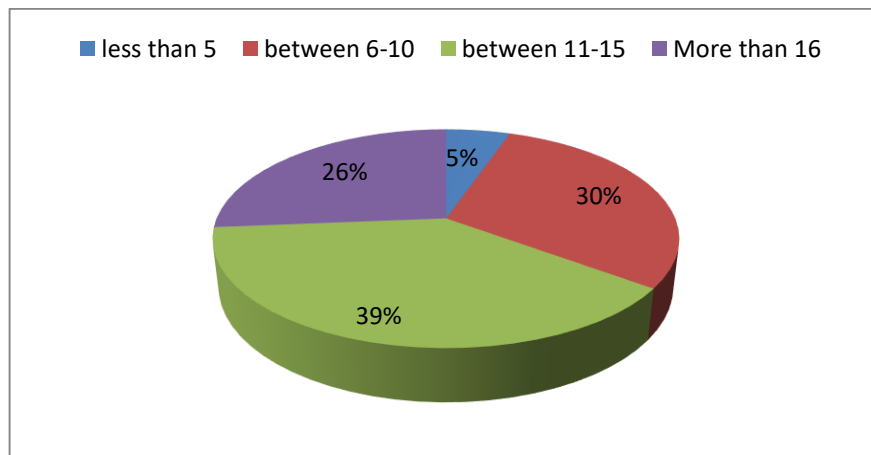
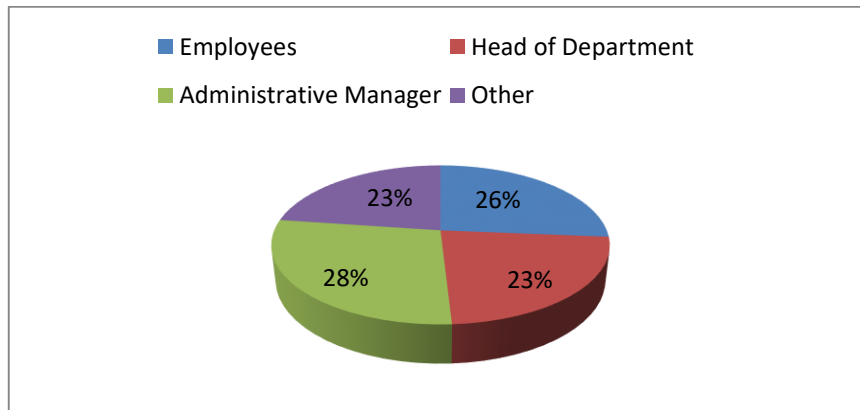
**Chart (14): Years of experience**

Table (09) and chart (15); describe the sample by job description into four groups, employee (15 participants or 26.3%), head of department (13 participants or 22.8%), administrative manager (16 participants or 28.1%), and the fourth category is other (13 participants, 22.8%).

Table (09): Job Description

Job Description	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Employees	15	26.3	26.3	26.3
Head of the Department	13	22.8	22.8	49.1
Administrative Manager	16	28.1	28.1	77.2
Other	13	22.8	22.8	100.0
Total	57	100.0	100.0	

**Chart (15): Job Description**

Section (B): Specific Information about the organization's strategic plan (demographic factors):

Table (10) chart (16); describe the sample by when the last strategic plan was prepared based on the into six groups (years), 7 years ago (4 participants by 7.7%), 6 years ago (15 participants by

28.8%), 5 years ago (0 participants by 0.0%), 4 years ago (25 participants by 48.1%), 3 years (5 participants, 9.6%), and 2 years ago (2 participants 5.8%).

Table (10): The last strategic plan was prepared

Last strategic plan was prepared	Frequency	Percentage	Valid Percentage	Cumulative Percentage
7 years ago	4	7.0	7.7	7.7
6 years ago	15	26.3	28.8	36.5
5 years ago	0	0	0	36.5
4 years ago	25	43.9	48.1	84.6
3 years ago	5	8.8	9.6	94.2
2 years ago	3	5.3	5.8	100.0
Missing Values	5	8.8		
Total	57	100.0	100.0	

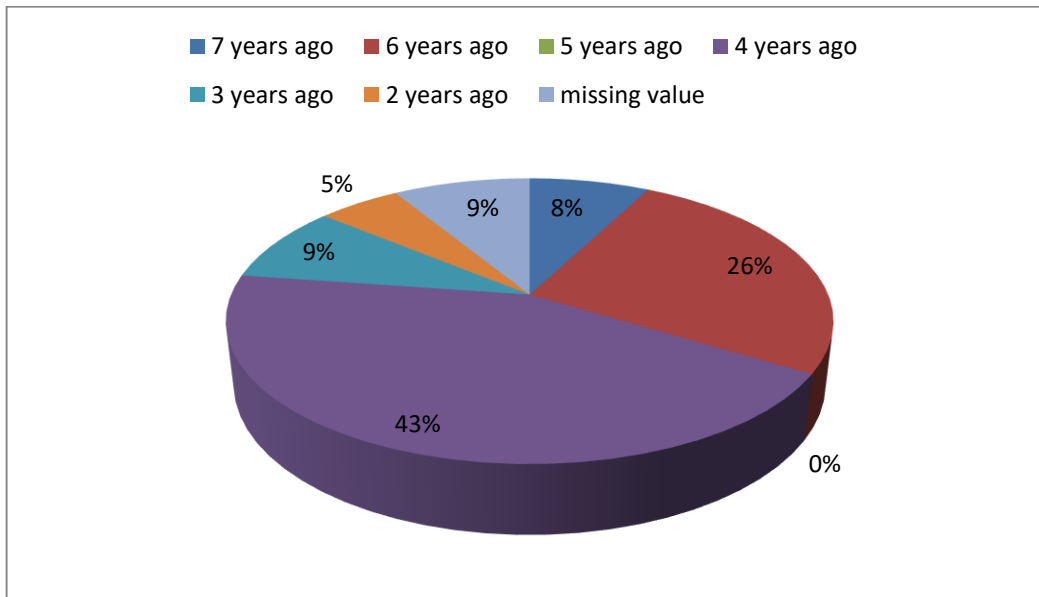


Chart (16): The last strategic plan was prepared

Table (11) chart (17); describe the sample by the duration for the last strategic plan prepared by the organization, it was divided into four categories (years), 6 years (4 participants at 7.5%), 5 years (34 participants at 64.2%). 4 years (12 participants with a percentage of 24.5%), 3 years (2 participants with a percentage of 3.8%).

Table (11): The duration of the last organization's strategic plan

The duration of the strategic plan	Frequency	Percentage	Valid Percentage	Cumulative Percentage
6 years	4	7.0	7.5	7.5
5 years	34	59.6	64.2	71.7

4 years	13	22.8	24.5	96.2
3 years	2	3.5	3.8	100.0
Missing Values	4	7.0	0	
Total	57	100.0	100.0	

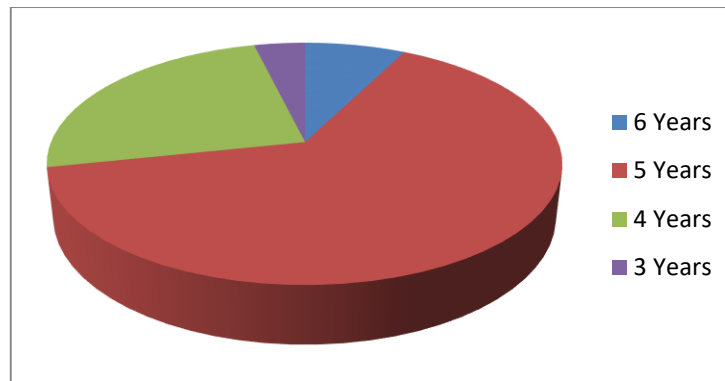


Chart (17): The duration of the organization's strategic plan

To determine the purpose of setting the strategic plan for the organization, four main goals were mentioned and an additional choice the respondent can add other goals than the mentioned from his/her point of view. The participants were asked to rank the goals according to their importance to the organization, from the most important to the least important ranked from 5 to 1 accordingly as mentioned in table (12).

Table (12): The purpose of the organization's strategic plan

The goals	Mean	Degree of importance	Frequency	Percentage
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In order to obtain funding from donors.	4.47	The first degree	51	89.5
Using them in managing and organizing the organization's work and distributing its resources effectively	3.30	The second degree	42	73.7
Competing with other organizations working in the same field	2.07	The third degree	31	54.4
Quality requirements	1.37	The fourth degree	29	50.9
Another goal	1.12	The fifth degree	27	47.4

4.9 Study Variables

- Personal and demographic variables and general information such as (gender, age, educational qualification, years of experience, job description, when the last strategic plan was set- up, the duration of the plan, the purpose for developing the strategic plan).
- Fields of study related to the organization's strategic planning within the (clarity, importance, preparation, implementation, and evaluation of the strategic plan).
- The Axes of the study which are related to the study hypotheses (obstacles of foreign funding related to the Israeli occupation, the obstacles of foreign funding and its relationship to agricultural development, the obstacles of the occupation's control over the water resources, and its relationship to agricultural development).

Chapter Five

Statistical Analysis and Discussion

5.1 The first section of this chapter related to the results linked to the aspects of strategic planning and to which extent the organizations can develop and implement an effective strategic plan:

5.1.1 The answer to the question: the clarity of the strategic planning concept in the organization

Table (13) shown the answers to all statements related to the question of “clarity of the concept of strategic planning within the organizations gave agreement at a (very high) level of 85%.

The T-test results for the sample shown in Table (10); indicates that the level of significance for all values was less than ($\alpha = 0.05$) for all the statement related to "the clarity degree of the strategic planning concept of in the organizations " and this indicates the rejection of the null hypothesis, and acceptance of the alternative hypothesis, which means there is a relation between the variables of the clarity degree of the strategic planning concept in the organization and its success.

Table (13): shows the arithmetic mean and deviations for the clarity of the strategic planning concept in the organization

Statements	Mean	Percentage	Standard deviation	The level
1. Strategic planning is a system for setting strategies, goals, and policies, and relevant its human and material resources to implement the strategies and achieve goals, taking into account the internal and external environment of the organization.	3.88	0.97	.331	very high

2. Strategic planning is a comprehensive and accurate process based on future expectations, and understanding the variables related to the analysis of the internal and external environment associated with the organization.	3.91	0.98	.342	very high
3. Strategic planning is the development of a plan that extends 3 to 5 years, which includes defining the vision, mission, and objectives of the organization which they aim to achieve as well as set-up the methods required to achieve them.	3.89	0.97	.363	very high
4. Strategic planning is studying the organization's strengths to maintain and increase them, and studying the organization's weaknesses to minimize them.	3.91	0.98	.342	very high
5. Strategic planning is the study of external opportunities to invest them for the benefit of the organization and the study of external threats that may affect the organization to avoid them in the future.	3.88	0.97	.429	very high
6. Strategic planning does not differ from long-term planning.	0.82	0.21	.928	Low
The total score	3.39	0.85	.265	very high

***T: One-Sample T-Test **Sig.: Sig. (2-tailed)**

The results in the above table indicate that there is a convergence between the answers of statements. The two statements 2 and 4 got the highest mean (3.91), while statement 6 got the lowest mean (0.82) at the level of statistical significance (0.000). The researcher believes that the results support the existence of a clear concept of the strategic planning process in the organizations, which helps to develop plans based on accurate criteria. These results were consistent with the study (Aqdas, 2017), (Manasra, 2019), (Julian Ongone, 2013), and (Al-Khatib, 2009).

5.1.2 The answer to the second question: the organization's vision toward the importance of strategic planning.

In Table (14); the answers to all the statements related to the question of "the organization vision toward the importance of strategic planning" gave agreement at a (very high) level of 81%.

T-test results for the sample shown in Table (14); shows the level of significance for all values was less than ($\alpha = 0.05$) for all statements of "the organization vision toward the importance of strategic planning" and this indicates the rejection of the null hypothesis and accept the alternative hypothesis. This means there is a relation between the organization's vision toward the importance of strategic planning for the organization's and its success.

Table (14): shows the arithmetic mean and deviations for the organization vision toward the importance of strategic planning

Statements	Mean	Percentage	Standard deviation	The level

1. It enables the management to observe the organization compressively instead of focusing on specific aspects individually.	3.61	0.90	.559	very high
2. It improves the organization's ability to cope with changing conditions.	3.30	0.83	.597	very high
3. Encourages the organization's staff to learn through analysis and data collection process.	3.25	0.81	.662	very high
4. It helps the organization to arrange its priorities based on their importance.	3.46	0.87	.503	very high
5. It helps to predict the future direction of the organization.	2.74	0.69	.917	high
6. It helps in identifying the needs of the organization and suggests ways to achieve them.	3.32	0.83	.572	very high
7. It helps the organization to use the best of its resources and financial capabilities.	3.35	0.84	.551	very high
8. Determines the needed capabilities for the organization to implement its goals.	3.35	0.84	.694	very high
9. It helps the organization focus on its strength and addresses its weaknesses points, to take the advantage of opportunities, and avoids potential threats.	3.61	0.90	.526	very high

10. It works to find means of accountability, as strategic planning is considered an effective method in achieving internal and external control.	3.00	0.75	1.134	high
11. It achieves constructive interaction between all administrative levels.	3.12	0.78	.709	high
12. It improves the performance of the organization's staff and enhances their loyalty through their participation in the preparation and implementation of the strategic plan.	2.93	0.73	.799	high
13. Strategic planning supports the organization in obtaining foreign funds.	3.09	0.77	.763	high
14. It helps the organization to benefit from foreign funds effectively.	3.27	0.82	.556	very high
15. Proper and effective strategic planning contributes to attracting more funders.	3.16	0.79	.676	high
16. Strategic planning helps in developing the agricultural establishment's guidance system in an efficient way.	3.25	0.81	.689	very high
The Total Score	3.25	0.81	.346	very high

***T: One-Sample T-Test **Sig.: Sig. (2-tailed)**

The results in the above table indicate that there is a convergence between the answers of statements. The two statements 1 and 9 got the highest mean with (3.61), while statement 5 got the lowest mean (2.74) at the level of statistical significance (0.000). The researcher indicates that

the results support the existence of a clear concept to the organization's vision toward the importance of strategic planning, which means that the organization focuses on its strengths, addresses its weaknesses, takes advantage of opportunities and avoids potential risks. These results were consistent with the study (WazWaz, 2019), (Manasra, 2019), (Derawi, 2017), and (Aqdas, 2017).

5.1.3 The answer to the question: preparing the strategic plan for the organization

Table (15) shown the answers to all statements related to the question of “preparing a strategic plan for the organizations gave agreement at a (very high) level of 83%.

The T-test results for the sample shown in Table (15); indicates that the level of significance for all values was less than ($\alpha = 0.05$) for all the statement related to "preparing a strategic plan for the organizations " and this indicates the rejection of the null hypothesis, and acceptance of the alternative hypothesis, which means there is a relation between preparing a strategic plan for the organizations and its success.

Table (15): shows the arithmetic mean and deviations for preparing strategic plan for the organization

Statements	Mean	Percentage	Standard deviation	The level
1. The organization develops a clear written vision and mission in parallel with its concept and work.	3.88	0.97	0.331	very high
2. The organization sets specific measurable and implementable strategic goals.	3.89	0.97	0.310	very high

3. The strategic goals are consistent with the vision and mission of the organization.	3.86	0.97	0.350	very high
4. The organization analyzes the internal and external environment that affects it.	3.82	0.96	0.428	very high
5. The organization chooses strategies relevant to its internal capabilities and external circumstances, and in line with its vision, mission and goals.	3.82	0.96	0.384	very high
6. The organization forms appropriate strategic alternatives to the decision-makers.	2.98	0.75	0.767	High
7. The organization forms an alternative plan for the strategic plan.	2.63	0.66	0.879	High
8. The organization prepares a new strategic plan after the existing ones end.	3.30	0.83	0.626	very high
9. The organization evaluates its strategic plan after its end.	3.42	0.86	0.565	very high
10. A strategic planning team is formed in the organization when preparing the plan.	3.45	0.86	0.537	very high
11. The organization takes into consideration, the nature, culture, and conditions of the Palestinian	3.68	0.92	0.469	very high

agricultural community when formulating the strategic objectives.				
12. Specialized experts are sought from outside the organization to develop strategic plans.	1.33	0.33	0.913	Low
The total score	3.33	0.83	0.314	very high

***T: One-Sample T-Test **Sig.: Sig. (2-tailed)**

The results in the above table indicate that there are convergences between the answers to the statements. Statement number 2 got the highest mean (3.91), while statement number 12 got the lowest mean (1.33) at the level of statistical significance (0.000). The researcher concluded that the results support the existence of a mechanism for preparing the strategic plan in the organization, which makes the plan a strong guideline for the organization's work. The results also showed that most of the organizations do not rely on experts from outside the organization to prepare or help in formulating a strategic plan, this aspect may be positive if there is a strong internal team carrying out the planning process. The results of this field were consistent with the following studies (WazWaz, 2019), (Derawi, 2017), and (Aqdas, 2017).

5.1.4 The answer to the question: implementing and evaluating the strategic plan.in the organizations.

Table (16) shown the answers to all statements related to the question of "implementing and evaluating the strategic plan in the organizations gave agreement at a (high) level of 72%.

The T-test results for the sample shown in Table (16); indicates that the level of significance for all values was less than ($\alpha = 0.05$) for all the statement related to "implementing and evaluating the strategic plan in the organizations" and this indicates the rejection of the null hypothesis, and

acceptance of the alternative hypothesis, which means there is a relation between implementing and evaluating the strategic plan in the organizations and its success.

Table (16): shows the arithmetic mean and deviations for the implementing and evaluating the strategic plan in the organizations

Statement	Mean	Percentage	Standard deviation	The level
1. The organization sets annual measurable and actionable goals.	3.63	0.91	.555	very high
2. The organization allocates the necessary resources to achieve its goals and implement its strategic plan.	3.56	0.89	.567	very high
3. The organization makes the necessary changes in the organizational structure in a line with its strategic plan.	1.53	0.38	1.670	low
4. The implementation of the strategic plan includes participating the largest number of workers in the organization.	1.82	0.46	1.269	moderate
5. The organization adheres to a specified schedule when implementing its activities and programs.	3.37	0.84	.555	very high
6. Performance levels and goal achievement are continuously measured in the organization.	3.18	0.79	.710	High
7. The organization depends on clear performance indicators to evaluate the plan and outcomes.	3.28	0.82	.491	very high

8. The organization reviews the strategic plan when changes occur in the organization's environment.	3.11	0.78	.618	high
9. The beneficiaries and stakeholders' (from outside the organization) opinion is taken into account to evaluate the performance of the strategic plan through feedback.	2.60	0.65	.651	high
The total score	2.90	0.72	.511	high

***T: One-Sample T-Test **Sig.: Sig. (2-tailed)**

The results in the above table indicate that there are convergences between the answers of statements. Statement number 1 got the highest mean with (3.63), while statement number 3 got the lowest mean (1.53) at the level of statistical significance (0.000). The researcher points that the results support the success of implementing and evaluating the strategic planning process in the organizations, which means that there is a periodic follow-up process for implementing the activities and an effective evaluation of the required outputs. Implementation and evaluation help to correct unexpected problems and work to find quick and appropriate solutions. These results were consistent with the following studies (WazWaz, 2019), and (Derawi, 2017).

5.2 The second section of this chapter related to the results of the study hypotheses:

5.2.1 The answer to the first hypothesis: There is a significant difference in the strategic impact of foreign funding on the future developmental orientations for (PNGOs) in the agriculture sector.

Table (17); shows that the answers to all statements related to the hypothesis “the strategic impact of foreign funding on the future developmental orientations for (PNGOs) in the agriculture sector” gave agreement at a (High) level of 69%.

T-test results for the sample shown in table (17); it was found that the level of significance for all values was less than ($\alpha = 0.05$) for all the statements related to " the strategic impact of foreign funding on the future developmental orientations for (PNGOs) in the agriculture sector " and this indicates the rejection of the null hypothesis, and acceptance of the alternative hypothesis that there is a statistically significant relationship in these statements, that means there is a relation to the strategic impact of foreign funding on the future developmental orientations for (PNGOs) in the agriculture sector.

Table (17): shows the arithmetic mean and the deviations of the strategic impact of foreign funding on the future developmental orientations for (PNGOs) in the agriculture sector

Statement	Mean	Percentage	Standard deviation	The level
1. There is an essential link between foreign funding and the organization’s continuation.	3.70	0.93	.533	very high
2. There is an effect of foreign funding on formulating the organization’s strategic plan.	2.70	0.68	1.149	high
3. Donors' priorities are taken when formulating the organization’s strategic plan.	2.18	0.54	.928	moderate
4. Donors attend the organization’s strategic planning process.	1.60	0.40	.821	moderate

5. The organization's strategic plan is self-funded.	3.38	0.84	.648	very high
6. The organization's strategic plan is funded by donors.	1.16	0.29	.882	low
7. The ability to achieve the organization's strategic plan is related to the amount of foreign funding.	3.16	0.79	.877	high
8. Political consideration affects the organization strategic planning, which in turn reflects negatively on the donor's funding.	3.42	0.86	.653	very high
9. Foreign funding helps to improve the organization's strategic plans.	3.53	0.88	.630	very high
The total score	2.74	0.69	.326	high

***T: One-Sample T-Test **Sig.: Sig. (2-tailed)**

The results in the above table indicate that there is a convergence between the statement's answers. Statement number 1 got the highest mean with (3.70), while statement number 6 got the lowest mean (1.16) at the level of statistical significance (0.000). According to the results the researcher confirms that there is a strategic impact of foreign funding on the future developmental orientations for (PNGOs) in the agriculture sector. We note that these organizations are not financially independent, which means that their activities and strategic objectives are mainly set to satisfy the donor goals and this harms the agriculture sector if the donors' policies were not compatible with the Palestinian agricultural needs. These results were consistent with the study of (Ogonji, 2014), (Jarrar & Abu Baha, 2012), (Al-Sorani, 2012), and (Abu Amra, 2015).

5.2.2 The answer to the Second hypothesis: There is a significant difference in foreign funding relationship with the strategic planning process on development the PNGOs efficiency.

Table (18); shows that the answers to all statements related to the hypothesis “foreign funding relationship with the strategic planning process on development the PNGOs efficiency” gave agreement at a (very high) level of 87%.

T-test results for the sample showed in Table (18); it was found that the level of significance for all values was less than ($\alpha = 0.05$) for all the statements related to " foreign funding relationship with the strategic planning process on development the PNGOs efficiency " and this indicates the rejection of the null hypothesis, and acceptance of the alternative hypothesis that there is a statistically significant relationship in these statements, that means there is a relation to the foreign funding relationship with the strategic planning process on development the PNGOs efficiency.

Table (18): shows the arithmetic mean and the deviations of the foreign funding relationship with the strategic planning process on development the PNGOs efficiency

Statement	Mean	Percentage	Standard deviation	The level
1. Foreign funding interruption affects the employee's stability.	3.58	0.89	.653	very high
2. Foreign funding affects the organization's activities and projects sharply.	3.70	0.93	.499	very high
3. Foreign funding affects the organization's future agricultural development plans.	3.71	0.93	.594	very high

4. Foreign funding interruption affects the Palestinian economy and consequently impacts the agricultural sector.	3.63	0.91	.522	very high
5. Foreign funding helps to hold the resilience of farmers.	2.86	0.71	.766	High
6. The foreign funding interruption affects the organizations new or under implementation projects.	3.70	0.93	.499	very high
7. Foreign funding helps to achieve the agriculture development requirements in accordance with the requirements of the Palestinian society.	3.14	0.79	.718	High
8. The loans provided to agriculture by the banks are very few along with foreign funding and the sector's needs.	3.75	0.94	.544	very high
9. Foreign funding enhances the chances of organization continuity.	3.79	0.95	.494	very high
10. Foreign funding takes into account the real needs of society.	2.98	0.75	.694	High
The total score	3.48	0.87	0.311	very high

***T: One-Sample T-Test **Sig.: Sig. (2-tailed)**

The results in the above table indicate that there are convergences between the answers of statements. Statement number 9 got the highest mean with (3.79), while statement number 5 got the lowest mean (2.86) at the level of statistical significance (0.000). The researcher believes that, if the foreign funds were interrupted or reduced, it will directly affect the efficiency of the organizations even if the strategic plan of the organization was clear and serves the agriculture

sector well. These results were consistent with the study of (Ogonji, 2014), (Abu Mandel, 2012), (Al-Sorani, 2012), and (Abu Amra, 2015).

5.2.3 The answer to the third hypothesis: there is a significant difference for the foreign funds on developing the agriculture sector.

In Table (19); the answers to all statements related to the hypothesis of “there is a significant difference for foreign funds on developing the agriculture sector.” gave agreement at a (high) level of 76%.

T-test results for the sample shown in Table (19); that the level of significance for all values was less than ($\alpha = 0.05$) for all the statements related to " there is a significant difference for foreign funds on developing the agriculture sector" and this indicates the rejection of the null hypothesis, and acceptance of the alternative hypothesis that there is a statistically significant relation in these statements, that means there is a relationship between the foreign funds and its effect on developing the agriculture sector.

Table (19): shows the arithmetic mean and the deviations of the impact of foreign funding on development the agriculture sector.

Statement	Mean	Percentage	Standard deviation	The level
1. Some agriculture projects and programs hinder foreign funding.	3.19	0.80	.875	high
2. One of the obstacles to obtaining foreign funds is the competition between the Palestinian agricultural NGOs.	3.05	0.76	.718	high

3. The hard Palestinian laws and regulations hinder the foreign funds from the donors.	3.37	0.84	.723	very high
4. The prevailing culture of some donors is one of the foreign funding obstacles for the Palestinian agriculture sector.	3.21	0.80	.674	very high
5. The foreign funds do not take into account the real needs of the agricultural sector, as the donors aim to achieve their goals more than the Palestinian agricultural requirements.	2.42	0.61	.844	high
6. The necessity for the organization's sustainability leads to accepting the foreign funds for agricultural programs or projects, regardless of its development goals.	2.40	0.60	.678	high
7. The foreign fund reduces the dependence on self-financing.	3.74	0.93	0.518	very high
The total score	3.06	0.76	.405	very high

***T: One-Sample T-Test **Sig.: Sig. (2-tailed)**

The results in the above table indicate that there are convergences between the answers of statements. Statement number 7 got the highest mean (3.74), while statement 6 got the lowest mean (2.40) at the level of statistical significance (0.000). The researcher believes that although the statements that talked about projects and activities that adhere to the policies of donors got the lowest mean the level of answers was high, this indicates the donor's attempt to determine the directions of activities in line with his policies, which limits sometimes the ability of the organization to cover the needs of the agriculture sector as needed, also the researcher noticed

that foreign funding reduces the dependence on self-financing, so they must rethink of new solutions to reach independence. These results were consistent with the study of (Jarrar & Abu Baha, 2012), ((Ogonji, 2014), (Abu Mandel, 2012 (Al- Sorani, 2012), and (Abu Amra, 2015).

5.2.4 The answer to the fourth hypothesis: there is a significant difference in the impact of the Israeli occupation on the growth of the agricultural sector.

Table (20); shows that the answers to all statements related to the hypothesis “the impact of the Israeli occupation on the growth of the agricultural sector” gave agreement at a (very high) level of 80%.

T-test results for the sample shown in table (20); it was found that the level of significance for all values was less than ($\alpha = 0.05$) for all the statements related to " the impact of the Israeli occupation on the growth of the agricultural sector " and this indicates the rejection of the null hypothesis, and acceptance of the alternative hypothesis that there is a statistically significant relation in these statements, that means there is a high impact of the Israeli occupation on the growth of the agricultural sector.

Table (20): shows the arithmetic means and the deviations of the impact of the Israeli occupation on the growth of the agricultural sector

Statement	Mean	Percentage	Standard deviation	The level
1. The Israeli occupation is one of the most significant obstacles to foreign funds.	3.75	0.94	.662	very high
2. The funder imposes political conditions on the provided funds.	2.63	0.66	.747	high

3. The economic dependence on Israel is one to the obstacles for foreign funding support for the agricultural sector.	3.16	0.79	.751	high
4. The Donors constantly link the organization's political postures with the provided funds.	3.30	0.83	.823	very high
The total score	3.21	0.80	.542	very high

The results in the above table indicate that there are convergences between the answers of statements. Statement number 1 got the highest mean with (3.75), while statement number 2 got the lowest mean (2.63) at the level of statistical significance (0.000). The researcher submits according to the result that there is a negative impact of the Israeli occupation on the growth of the agricultural sector in the institutions. Most of the time the donors' support or the foreign funds are affected by the political position of the organizations, Second, we find that the occupation imposes certain restrictions on some agriculture activities and programs, which affects the donors' desire for funding. If the funding stopped or decreased, it will directly affect the development process of the agricultural sector. These results were consistent with (Al-Sorani, 2012), (Manasra, 2019), and (Stefan, 2015).

5.2.5 The answer to the fifth hypothesis: there is a significant difference between the domination of the Israeli occupation on water resources in the West Bank and its suitability to agricultural products.

Table (21); shows that the answers to all statements related to the hypothesis "the domination of the Israeli occupation on water resources in West Bank and its suitability to agricultural products." gave agreement at a (high) level of 68%.

T-test results for the sample shown in table (21); it was found that the level of significance for all values was less than ($\alpha = 0.05$) for all the statements related to " the domination of the Israeli occupation on water resources in West Bank and its suitability to agricultural products", and this indicates the rejection of the null hypothesis, and acceptance of the alternative hypothesis that there is a statistically significant relation in these statements, that means there is an obstacle for the Israeli occupation domination of water resources in the West Bank and their suitability for agricultural products.

Table (21): shows the arithmetic mean and the deviations of the domination of the Israeli occupation on water resources in West Bank and its suitability to agricultural products

Variable	Mean	Percentage	standard deviation	The level
1. The Palestinian economic condition is one of the obstacles to foreign funds.	2.05	0.51	1.420	moderate
2. The water requirements for the agricultural sector are one of the main obstacles to foreign funds.	2.81	0.70	.833	High
3. The occupation control over the water sources is one of the obstacles for agricultural sector foreign funding.	3.23	0.81	.627	very high
The total score	2.70	0.68	.547	High

***T: One-Sample T-Test **Sig.: Sig. (2-tailed)**

The results in the above table indicate that there is a convergence between the answers of statements among the mean of the participant's answers in the study sample. Statement number 3 got the highest average (3.23), while statement number 1 got the lowest mean (2.05) at the level of statistical significance. (0.000). the donor's support and the success of agricultural projects are

linked to the availability of water for agricultural use, and as the Israeli occupation control over water resources its effect hardly the amount of funding. These results were consistent with the study of (Abu Amra, 2015), (Manasra, 2019), and (Stefan, 2015).

The researcher has calculated the Pearson correlation coefficient, which shows the strength of the relationship between each statement of the aspect of the study tool with the total score of that aspect to which it belongs. Consequently, the study tool has a high level of validity when all or most of the correlation coefficients are at a statistical function level of significance is lower than (0.05) and thus indicates increased internal consistency or of the vertebrae within this domain.⁸⁶

Table (22) Pearson correlation coefficients between paragraphs and the total degree to the clarity of the strategic planning concept for the organization

No.	Statement	Pearson Correlati on Coefficie nt	Indication level
1.	Strategic planning is a system for setting strategies, goals, and policies, and relevant its human and material resources to implement the strategies and achieve goals, taking into account the internal and external environment of the organization.	0.544	0.000

86 Jeff Sauro & James Lewis, Quantifying the User Experience: Practical Statistics for User Research, 2012, page187

2.	Strategic planning is a comprehensive and accurate process based on future expectations, and understanding the variables related to the analysis of the internal and external environment associated with the organization.	0.740	0.000
3	Strategic planning is development a plan that extends 3 to 5 years, which includes defining the vision, mission, and objectives of the organization which they aim to achieve as well as set -up the methods required to achieve them.	0.707	0.000
4	Strategic planning is the study of the strengths of the organization to maintain and increase them, and study the weaknesses in the organization to minimize them.	0.740	0.000
5	Strategic planning is the study of external opportunities to invest them for the benefit of the organization and the study of external threats that may affect the organization to avoid them in the future.	0.743	0.000
6	Strategic planning does not differ from long-term planning.	0.346	0.000

Table (23): Pearson correlation coefficients between paragraphs and the total degree to the organization vision toward the importance of strategic planning.

No.	Statement	Pearson Correlation Coefficient	Indication level
1	It enables the management to observe the organization compressively instead of focusing on specific aspects individually.	0.569	0.000
2	It improves the organization's ability to cope with changing conditions.	0.614	0.000

3	Encourages the organization's staff to learn through analysis and data collection process.	0.673	0.000
4	It helps the organization to arrange its priorities based on their importance.	0.67	0.000
5	It helps to predict the future direction of the organization.	0.692	0.000
6	It helps in identifying the needs of the organization and suggests ways to achieve them.	0.695	0.000
7	It helps the organization to use the best of its resources and financial capabilities.	0.595	0.000
8	Determines the needed capabilities for the organization to implement its goals.	0.662	0.000
9	It helps the organization focus on its strength and addresses its weaknesses points, to take the advantage of opportunities, and avoids potential threats.	0.471	0.000
10	It works to find a means of accountability, as strategic planning is considered an effective method in achieving internal and external control.	0.753	0.000
11	It achieves constructive interaction between all administrative levels.	0.602	0.000
12	It improves the performance of the organization's staff and enhances their loyalty through their participation in the preparation and implementation of the strategic plan.	0.728	0.000

13	Strategic planning supports the organization in obtaining foreign funds.	0.481	0.000
14	It helps the organization to benefit from foreign funds effectively.	0.715	0.000
15	Proper and effective strategic planning contributes to attracting more funders.	0.718	0.000
16	Strategic planning helps in developing the agricultural establishment's guidance system efficiently and effectively.	0.586	0.000

Table (24): Pearson correlation coefficients between statements and the total degree of preparing the strategic plan.

No.	Statement	Pearson Correlation Coefficient	Indication level
1	The organization develops a clear written vision and mission in parallel with its concept and work.	0.549	0.000
2	The organization sets specific measurable and implementable strategic goals.	0.670	0.000
3	The strategic goals are consistent with the vision and mission of the organization.	0.601	0.000

4	The organization analyzes the internal and external environment that affects it.	0.571	0.000
5	The organization chooses strategies relevant to its internal capabilities, and external circumstances, and in line with its vision, mission and goals.	0.524	0.000
6	The organization forms appropriate strategic alternatives to the decision - makers.	0.721	0.000
7	The organization forms an alternative plan for the strategic plan.	0.723	0.000
8	The organization prepares a new strategic plan after the existing ones end.	0.672	0.000
9	The organization evaluates its strategic plan after its end.	0.768	0.000
10	A strategic planning team is formed in the organization when preparing the plan.	0.629	0.000
11	The organization takes into consideration, the nature, culture, and conditions of the Palestinian agricultural community when formulating the strategic objectives.	0.420	0.000

12	Specialized experts are sought from outside the organization to develop strategic plans.	0.184	0.000
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Table (25):The Pearson correlation coefficients between the paragraphs and the total degree of implementing and evaluating the strategic plan.

No.	Statement	Pearson Correlation Coefficient	Indication level
1	The organization sets annual measurable and actionable goals.	0.479	0.000
2	The organization allocates the necessary resources to achieve its goals and implement its strategic plan.	0.484	0.000
3	The organization makes the necessary changes in the organizational structure in a line with its strategic plan.	0.802	0.000
4	The implementation of the strategic plan includes participating the largest number of workers in the organization.	0.639	0.000
5	The organization adheres to a specified schedule when implementing its activities and programs.	0.598	0.000
6	Performance levels and goal achievement are continuously measured in the organization.	0.685	0.000

7	The organization depends on clear performance indicators to evaluate the plan and outcomes.	0.647	0.000
8	The organization reviews the strategic plan when changes occur in the organization's environment.	0.670	0.000
9	The beneficiaries' and stakeholders' (from outside the organization) opinion is taken into account to evaluate the performance of the strategic plan through feedback.	0.547	0.000

Table (26): The Pearson correlation coefficients between the paragraphs and the total score of the Obstacle - the impact of the Israeli occupation on the growth of the agricultural sector.

No.	Statement	Pearson Correlation Coefficient	Indication level
1	The Israeli occupation is one of the most significant obstacles to foreign funds.	0.797	0.000
2	The funder imposes political conditions on the provided funds.	0.849	0.000
3	The economic dependence on Israel is one of the obstacles to foreign funding support for the agricultural sector.	0.602	0.000
4	The Donors constantly link the organization's political postures with the provided funds.	0.644	0.000

Table (27): The Pearson correlation coefficients between the paragraphs and the total score of the obstacle - the effect of foreign funding on development the agricultural sector.

No.	Statement	Pearson Correlation Coefficient	Indication level
1	Some agriculture projects and programs hinder foreign funding.	0.632	0.000
2	One of the obstacles to obtain foreign funds is the competition between the Palestinian agricultural NGOs.	0.666	0.000
3	The hard Palestinian laws and regulations hinder the foreign funds from the donors.	0.374	0.000
4	The prevailing culture of some donors is one of the foreign funding obstacles for the Palestinian agriculture sector.	0.630	0.000
5	The foreign funds do not take into account the real needs of the agricultural sector, as the donors aim to achieve their goals more than the Palestinian agricultural requirements.	0.618	0.000
6	The necessity for the organization's sustainability leads to accept the foreign funds for agricultural programs or projects, regardless of its development goals.	0.624	0.000
7	The foreign fund reduces the dependence on self-financing.	0.314	0.000

Table (28):The Pearson correlation coefficients between the statements and the total score of the Obstacles - the Israeli occupation's control over the water resources in the West Bank

No.	Statement	Pearson Correlation Coefficient	Indication level
1	The Palestinian economic condition is one of the obstacles to foreign funds.	0.696	0.000
2	The water requirements for the agricultural sector are one of the main obstacles to foreign funds.	0.549	0.000
3	The occupation control over the water sources is one of the obstacles for the agricultural sector foreign funding.	0.310	0.019

Table (29): The Pearson correlation coefficients between the paragraphs and the total degree of the foreign funding relationship with the strategic planning process on development the PNGOs efficiency.

No.	Statement	Pearson Correlation Coefficient	Indication level
1	Foreign funding interruption affects the employee's stability.	0.457	0.000
2	Foreign funding affects the organization's activities and projects sharply.	0.563	0.000
3	Foreign funding affects the organization's future agricultural development plans.	0.656	0.000

4	Foreign funding interruption affects the Palestinian economy and consequently impacts the agricultural sector.	0.685	0.000
5	Foreign funding helps to hold the resilience of farmers.	0.279	0.039
6	The foreign funding interruption affects new or under implementation projects.	0.622	0.000
7	Foreign funding helps to achieve the agriculture development requirements under the requirements of the Palestinian society.	0.499	0.000
8	The loans provided to agriculture by the banks are very few along with foreign funding and the sector's needs.	0.575	0.000
9	Foreign funding enhances the chances of institution continuity.	0.654	0.000
10	Foreign funding takes into account the real needs of society.	0.369	0.005

Table (30): The Pearson correlation coefficients between the statements and the total degree of the foreign funding relationship with strategic planning and its impact on the future development orientations for Palestinian NGOs in agriculture sector

No.	Statement	Pearson Correlation Coefficient	Indication level
1	There is an essential link between foreign funding and the organization's continuation.	0.447	0.001

2	There is an effect of foreign funding on formulating the organization's strategic plan.	0.578	0.000
3	Donors' priorities are taken when formulating the organization's strategic plan.	0.503	0.000
4	Donors attend the organization's strategic planning process.	0.263	0.086
5	The organization's strategic plan is self-funded.	0.097	0.484
6	The organization's strategic plan is funded by donors.	0.253	0.065
7	The ability to achieve the organization strategic plan is related to the amount of foreign funding.	0.514	0.000
8	Political consideration affects the organization strategic planning, which in turn reflects negatively on the donor's funding.	0.426	0.001
9	Foreign funding helps to improve the organization's strategic plans.	0.543	0.000

Based on the previous tables, it is obvious that there is a correlation between all the above statements that were formed as the tool for the study, and because the significance level for most of the statements is less than (0.05), we consider that these statements are valid in measuring the goal for which they were set.

5.3 Interview Questions Results:

The interview questions aim to answer the third and fifth questions of the study and to confirm the questionnaire results (the quantitative analysis). The interviews were conducted with seven general managers of the seven Palestinian agricultural NGOs (Land Research Center, Ma`an Development Center, PARC, ESDC, UAWC, The Applies Research Institution-ARIJ, Palestinian Hydrology Group) in the west bank. The interviews were sought to reach the following results:

- 1- Recognize the internal and external obstacles facing the growth of the Palestinian agriculture sector through the second question of the interview, and to support the results of the study hypotheses (third, fourth, fifth).
- 2- To reach a vision that will help the organizations to formulate a good strategic plan that develops the Palestinian agriculture sector through the following interview questions:
 - A- What is the degree of participation in formulating the organization's strategic plan for the following categories (the general manager, heads of departments/programs, employees, board of directors, experts and specialists from outside the institution, funders, etc.).
 - B- Suggestions that ensure the success of the strategic planning process in the organization?
 - C- What is the impact of the organization's strategic planning on donors?
 - D- What is the importance of foreign funds to the agriculture sector from your organization's point of view?
 - E- How does the foreign funding affect your organization's future development plan?
 - F- How does the foreign funding affect your organization's future development plans?
 - G- How does the organization's strategic plan affect the agriculture development plans?

5.3.1 The answer to the first question of the interview: What is the degree of participation in formulating the organization strategic plan for the following categories (the general manager, heads of departments/programs, employee's board of directors, experts, and specialists from outside the institution, funders, etc.).

The researcher used the following distribution of the strength of participation in the strategic planning process and the results were selected according to **liqueur's** five-year method.

Table (31): The five-tiered **liqueurs** for the categories of participation in strategic planning

Very low participation	Low participation	Moderate participation	High participation	Very High participation
1	2	3	4	5

To discover the level of participation of the groups in the plans, the range was calculated $5-1 = 4$, then the value of the range was divided by the number of responses to judge the results, which is 5 so that the outcome = $5/4 = 8.0$, and therefore we continue to increase this value starting from the lowest value, this is to give the periods for determining the level based on the arithmetic mean, and table (29) explain it:

Table (32): The key to correcting the participation of groups in strategic planning

Mean	Level
Less than 1.8	Very low
1.8 - less than 2.6	Low
2.6 - less than 3.4	Middle
3.4- less than 4.2	High
4.2-5	Very high

No.	Job Description	Mean	Percentage	Repetition		The Level
				The level of participation	Level Repetition	
1.	General Manager	5.00	1.00	Very High participation	7 -7	Very High
2.	Heads of departments / programs	4.57	0.91	Very High participation	4 -7	Very High
				High participation	3 -7	
3.	Employees	3.14	0.63	High participation	1 -7	Middle
				Mid-participation	6 -7	
4.	Board of Directors	3.43	0.69	High participation	3 -7	Middle
				Mid-participation	4 -7	
5.	Experts and specialists from outside the institution	2.43	0.49	High participation	1 -7	Middle
				Mid-participation	2 -7	
				Low participation	2 -7	
				Very low participation	2 - 7	
6.	Funding organizations	1.71	0.34	Mid-participation	1 -7	Very low
				Low participation	3 -7	

				Very low participation	3 – 7	
7.	Other: (Groups benefiting from the work of institute)	0.43	0.09	Mid-participation	1 - 7	No participation
				No participation	6 - 7	

It is clear from the above table that the most participants in formulating the organization's strategic plan are the general managers, heads of departments, and the board of directors. Organizations rely on the board of directors to a large extent especially in managing the organization's tasks, and planning is one of the tasks. The importance of the head of department participation stems from their being the link between the senior management and the employees, and therefore their participation will contribute to achieving integration and coordination between the two parties when developing strategic plans and policies that govern the progress of work. This result agrees with the fourth section of the questionnaire "The process of implementing and evaluating the strategic plan in the organization".

5.3.2 The answer to the second question of the interview: What are the most significant problems facing strategic planning in your organization?

Table (33) defines the results related to the fourth question, "The problems facing the strategic planning in your organization" as basic points based on what was reported by the general managers of the organizations and then adding the number of repetitions. Then attempt to classify the problems if they are internal or external obstacles. As shown in Table (33):

Table (33): Obstacles facing strategic planning in Palestinian non-governmental agriculture organizations (PNGOs)

No	Problems	Repetition	Kind of problem (external or internal environment)	Agree / Support
1	Lack of available resources to the PNGOs	1 -7	Internal	This point agreed with the results of the third hypothesis.
2	Legal procedures (Palestinian legislation and laws) regarding the (NGOs), in addition to their link to the unstable political and economic changes in Palestine.	2 -7	External	This point agreed with the results of both third and fourth hypotheses.
3	Limited self-financial resources affect the success and the implementation of the strategic plans. On the other hand, depending on foreign funding.	3 -7	Internal	This point agreed with the results of the following hypotheses: first, second, and third.
4	Donor priorities are constantly changing, which obstruct the implementation of the organization's plans.	3- 7	External	This point agreed with the results of the following hypotheses: first, second, and third hypotheses.

5.	Palestinian economic, political, and social challenges are difficult and complex.	3 – 7	External	This point agreed with the results of the following hypotheses: fourth and fifth hypotheses.
6.	The complex political situation that separates the West Bank from the Gaza Strip, which hinders the process of collecting appropriate information and data regarding the Gaza Strip. There is a difference in the environment and conditions between Gaza Strip and the West Bank, which leads to difficulty and delay in implementing plans and goals, especially in the Gaza Strip.	2 – 7	External	This point agreed with the results of the fourth hypothesis.
7	The lack of effective coordination between the Palestinian agriculture NGOs, due to their focus on how to get	2 – 7	External	This point agreed with the results of the third hypothesis.

	Foreign funding			
8	Reducing the spotlight on the Palestinian issue due to the situation in the Arab world, that include wars and political fluctuations, which contributed to instability in foreign funding	2 – 7	External	This point agreed with the results of the third hypothesis.
9	The absence of a professional team specialized in strategic planning in the organization	1 – 7	Internal	This point agreed with the results of the first hypothesis.
10	The occupation policies imposed on the Palestinian people, including the control over water resources	2 – 7	External	This point agreed with the results of the following hypotheses: Fourth and fifth hypotheses.
11	Spending a lot of effort and time in collecting information regarding the agricultural sector, due to the scarce information available in this regard. In addition to the unavailability of	3 – 7	Internal	This point agreed with the results of the following hypotheses: The second hypotheses

	an integrated information system for the agricultural sector.			
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The researcher noticed that most of the answers were focusing on external obstacles resulting from the political, economic, and social conditions in addition to the donor policies that are also affected by the many factors forgetting to focus on the internal obstacles.

5.3.3 The answer to the third question of the interview: What are the recommendations to ensure the success of the strategic planning process in the organizations?

Table (34) illustrates the results related to the third interview question "recommendations to ensure the success of the strategic planning process in the organizations" in the form of essential points based on what has been reported by the general managers of the Palestinian agriculture NGOs, then add the number of repetition for each point, and linking them to the results of the previous interview questions:

Table (34): What are the recommendations to ensure the success of the strategic planning process in the organizations?

No.	statement / Point	Repetition	Agree / Support
1	Establish a specialized center for research and data collection for the agricultural sector, which contributes to helping the organization in making	2 -7	This point agreed with the second question of the interview points (2, 6, and 11).

	plans and studying the organization's environment.		
2	Develop the strategic planning department staff.	2 - 7	This point agreed with the second question of the interview points (1, 2,3,4,5,6,7,9, and11).
3	Continuously develop the employees by providing training courses to qualify them to serve the organization's goals and plans, in addition to activating the incentives and rewards system to encourage the employees to innovate.	3 - 7	This point agreed with the second question of the interview points (1,3,4,5,6,7,9,10, and 11).
4	Reducing dependency on foreign funding and seeking other sources such as local donations, and increase the amount allocated from the general government budget to the agricultural sector, to establish long-term profit projects.	3 - 7	This point agreed with the second question of the interview points (3,4,5, and 8) .

5	Raise the level of coordination between the organizations, which would improve the quality of outputs through distributing the tasks according to the specialization to ensure the sustainable development of the agricultural sector.	3 - 7	This point agrees with the second question of the interview points (1,2,4,5,6,7, and 11).
6	Following up and evaluating the implementation and development of the plans, to ensure the effectiveness of facing potential obstacles that may occur to find the best solution with the least time, effort, and cost.	3 - 7	This point agreed with the second question of the interview points (7, and 9).
7	Develop plans commensurate with the vision and mission of the organization, which help donors to recognize the directions of the organization.	1 - 7	This point agreed with the second question of the interview points (2,4, and 9).
8	Participation of all the employees in different levels in the organization strategic plan process: 1) Involve employees in the planning process which	1 - 7	This point supports the results of the first question from the interview: What is the degree of participation in developing strategic plans in the institution

	<p>enhances their sense of loyalty to these plans.</p> <p>2) Involve the organizational structure (the executive body, the public authority, the executive management) in the planning process to benefit from their experiences and capabilities.</p> <p>3) Involve all parties related to the nature of the organization's work hierarchically from the bottom up, which contributes to reflect their expectations on the organization strategic plans, forming a clear roadmap.</p>		<p>from the following categories (general manager, heads of departments/programs, workers in the institution, the board of directors, experts and specialists from outside the institution, funding agencies, etc.).</p>
9	<p>Work on developing unified information systems for collecting information (MIS) that could save time and effort.</p>	1 - 7	<p>This point agreed with the second question of the interview point (6, and 11).</p>

The researcher noticed that the organizations must seek to provide the necessary funding and appropriate material capabilities by finding a stable source of finance other than foreign funding, and continually training and preparing qualified employees to develop and implement plans, whether from organizational staff or Boards of directors.

5.3.4 The answer to the fourth question of the interview: What is the impact of the organization's strategic planning on donors?

Table (35) explains the results related to the fourth question, "The impact of the organization's strategic planning on donors" in form of basic points based on what was reported by the general directors of Palestinian agricultural PNGOs, then adding the number of repetitions for each point, and relating them to the results of the study hypothesis as shown in Table (35):

Table (35): The impact of the organization's strategic planning on donors

No.	Statement /Point	Repetition	Agree / Support
1	Strategic planning gives a commitment indication to the organization's work steps.	4 - 7	The point supported the following study hypotheses: The first hypothesis The Second hypothesis
2	Donors have plans and goals that they set in form of conditions and requirements for organizations, ignoring the real needs of the agricultural sector, here comes the role	4 - 7	The point supported the following study hypotheses: The first hypothesis. The third hypothesis.

	of strategic planning process to convince and attract donors for the real needs.		
3	The impact of strategic planning is an internal matter for the organization. It regulates its work that serves the needs of the organization and the agricultural sector.	2 - 7	It supported the following domains of study: First: the clarity of strategic planning concept. Fourth: implementing and evaluating strategic plan.

The researcher concludes that two organizations objected to "the impact of strategic plans on donors", as they stated that strategic planning is formed and prepared for the organization's purpose and its work. To clarify this objection, we must look at the other answers that stated that donors have certain conditions and policies that are imposed on the organization to obtain funding, and the number of repetitions was (4 out of 7). Therefore, organizations must adhere to the goals of donors when developing the strategic plan, which constitutes an obstacle to the activities and programs in terms of financial sources for them, and it might not serve the need of the agriculture sector development.

5.3.5 The answer to the fifth question of the interview: What is the importance of foreign funding to the agriculture sector from your organization's point of view?

Table (36) defines the results related to the fifth question, “the importance of foreign funding to the agriculture sector from the organization point of view “in the form of basic points based on what the general managers, and then adding the number of repetitions for each point. Then connect them to the results of the previous questions of the interviews, where they were previously related to the results of the quantitative analysis (axes of the study). As shown in Table (36):

Table (36): the importance of foreign funding to the agriculture sector from the organization point of view

No.	Statement or point	Repetition	Agree / Support
1	The agriculture sector is the mainstay for the rest of the sectors, and in the absence of the government’s role in providing the required financial support; donors do this, all though this sector has a small share compared to other sectors from the donors.	5 – 7	This point agreed with: Question two of the interview point (3, 4). Third question of the interview point (4). The fourth question of the interview point (2).
2	Foreign funding are the main and only source of funding for agriculture activities and projects, due to the lack of other financial sources.	4 – 7	This point agreed with: Question two of the interview point (3,5). Fourth question of the interview point (2).
3	The lack of capital for these organizations, as they are which is characterized as non-profitable	2 – 7	This point agreed with:

	organization and rely only on foreign funds for their projects.		The second question of the interview point (3).
4	In the Corona pandemic, the importance of the agriculture sector raises, which indicates the necessity for developing the agriculture sector, and foreign funding has an important role in the development process, but a way must be sought to reach self-sufficiency and rely on internal funding.	1 – 7	This point agreed with: The second question of the interview point (3). The third question of the interview point (4).

5.3.6 The answer to the sixth question of the interview: How does foreign funding affect your organization's future agricultural development plans?

Table (37) illustrates the results related to the sixth question, " How does the foreign funding affect the organization future agricultural development plans " in the form of basic points based on what the general directors respond, and then adding the number of repetition for each point in the seven interviews, and linking them with the study hypotheses. As shown in table (37):

Table (37): Shows How does foreign funding affect your organization future agricultural development plans

No.	Statement or point	Repetition	Agree / Support

1	Foreign funding contributes to achieving the strategic planning process.	3 – 7	This point agreed with hypotheses: - The first hypothesis
2	It raises the level of cooperation between farmers and other relevant parties in order to work on developing the infrastructure of the agricultural sector.	1 – 7	This point agreed with the following hypotheses: - The second hypothesis. The results of the second question for the interview.
3	The donors' commitment contributes to achieve the organization's strategic plan and its goals	2 - 7	This point agreed with the following hypotheses: - The first hypothesis. The second hypothesis The third hypothesis.
4	The amendments suggested by the donors related to their policies sometimes contribute in raising the efficiency of the work performance of the agriculture activities and projects if the amendments are not related to a	4 – 7	This point agreed with the following hypotheses: - The first hypothesis. The second hypothesis The third hypothesis.

	political purpose or any special benefit to the donor.		
5	Achieving development plans requires financial source, as foreign funding is the most essential source, since there is a scarcity in other local financial sources.	2 – 7	This point was agreed with the following hypotheses: - The first hypothesis. The second hypothesis The third hypothesis.
6	Achieving short-term development plans, because foreign funding extends for a period of 2-5 years, which means that it is not permanent and does not serve sustainability.	1 - 7	This point agreed with the following hypotheses: - The second hypothesis. The third hypothesis.

The researcher had concluded that there is a positive impact for the foreign funding on the future development plans for the Palestinian agriculture sector, due to the scarcity of local financial sources. Foreign funding has an effective role in achieving and implementing the strategic plans for the organizations and the accompanying activities if there were harmony between the policies and conditions of the donors with the needs of the sector.

5.3.7 The answer to the seventh question of the interview: How does the organization's strategic plan affect the future developments for the Palestinian agriculture sector?

Table (38) explains the results related to the sixth question “How does the organization's strategic plan affect the future developments for Palestinian agriculture sector?” in the form of basic points based on the general manager’s answers, and then adding the number of repetition for each point in the seven interviews, and linking them with the study hypotheses. As shown in table (38):

Table (38): How does the organization's strategic plan affect the Palestinian agriculture future development?

No.	Statement / Point	Repetition	Agree / Support
1	The strategic plans seek to ensure the quality of the submitted projects that meet the needs of the agriculture sector by building the capabilities of the organization’s staff.	3 – 7	<p>This point agreed with the following domains of study:</p> <ul style="list-style-type: none"> -The clarity of the strategic planning concept for the organization. -The organization’s vision toward the importance of strategic planning. -Implementing and evaluating the strategic plan. <p>It agreed with the following hypotheses:</p> <ul style="list-style-type: none"> - The second hypothesis. - The third hypothesis.
2	Strategic plans are considered a continuous complementary work to the agriculture development process over the years	1 – 7	<p>This point agreed to the following domains of study:</p>

			<ul style="list-style-type: none"> - The clarity of the strategic planning concept for the organization. - The organization vision toward the importance of strategic planning. -Preparing the strategic plan. - Implementing and evaluating the strategic plan. - The foreign funding relationship with the strategic planning process on development the PNGOs efficiency.
3	Strategic plans contribute to the success of the development process through continuous follow-up and evaluation the workflow of the plans and linking them to reality to keep involved with the requirements of future development of the agricultural sector.	1 – 7	<p>This point agreed with the following domains of study:</p> <ul style="list-style-type: none"> - The clarity of the strategic planning concept for the organization. - Preparing the strategic plan. <p>It agreed with the following hypotheses:</p> <ul style="list-style-type: none"> -The second hypothesis.
4	The strategic plan seeks to work on developing the agricultural sector and strive to reach self-sufficiency that can	1 – 7	<p>This point agreed with the following hypotheses:</p> <ul style="list-style-type: none"> -The first hypothesis. - The second hypothesis.

	provide financial sources without the need for foreign funding.		- The third hypothesis.
5	The strategic plans seek to increase the level of cooperation and coordination with all relevant parties (research and studies centers, civil institutions, agricultural work committees, governmental institutions) to serve the development of the Palestinian agricultural sector.	3 - 7	<p>This point agreed with the following domains of study:</p> <ul style="list-style-type: none"> - The organization's vision toward the importance of strategic planning. - Preparing the strategic plan. - Implementing and evaluating the strategic plan. <p>This point agreed with the following hypotheses:</p> <ul style="list-style-type: none"> -The third hypothesis. <p>The fourth hypothesis.</p>
6	The strategic plans work to enhance and support the steadfastness of the Palestinian farmer.	1 – 7	<p>This point agreed with the following domains of the study:</p> <ul style="list-style-type: none"> - Preparing the strategic plan. <p>It agreed with the following hypotheses:</p> <ul style="list-style-type: none"> -The second hypothesis. -The third hypothesis.
7	The strategic plans seek the most beneficial use of the available natural resources.	2 – 7	This point agreed with the following domains of study:

			<p>-The clarity of the strategic planning concept for the organization.</p> <p>-The organization's vision toward the importance of strategic planning.</p> <p>It agreed with the following hypotheses:</p> <p>- The third hypothesis.</p>
8	The success of strategic plans depends on the continuation of foreign funding to meet the needs of the plan and the requirements of the agricultural sector development.	1 – 7	<p>This point agreed with the following domains of study:</p> <ul style="list-style-type: none"> - The organization's vision toward the importance of strategic planning. - Implementing and evaluating the strategic plan. <p>It agreed with the following hypotheses:</p> <ul style="list-style-type: none"> -The first hypothesis. -The second hypothesis. -The third hypothesis.
9	The strategic plans for the agriculture Palestinian NGOs are linked to the Ministry of Agriculture policies and plans, in which the needs of the agricultural sector were determined,	1-7	<p>This point agreed with the following domains of study:</p>

	<p>which contributes to the process of achieving the development goals.</p>		<p>-The organization vision toward the importance of strategic planning.</p> <p>-Preparing the strategic plan.</p> <p>-Implementing and evaluating the strategic plan.</p> <p>It agreed with the following hypotheses:</p> <p>-The second hypothesis.</p> <p>-The third hypothesis.</p>
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The researcher had concluded that strategic planning has an important role in ensuring the success of achieving the agriculture sector development if the foreign funding was provided without conditions or policies that meet the needs of the agriculture sector. The goals of the strategic planning should include programs that seek to achieve self-sufficiency and break the dependency on foreign funding to ensure independence and long-term development.

5.3.8 General Managers Added Several Notes

After the interviews ended, some notes were added by the general managers, which must be taken into account, the researcher concludes the following

The notes are summarized as the following:

- 1- Reduce the dependence on foreign funding, by searching for other sources, such as income-generating projects that contribute to financing the organization's activities in long term.
- 2- The organizations should form their strategic planning first, then search for a funding source, not vice versa, to ensure achieving the vision of the organizations as it should, and to reduce the external interference in the internal affairs of the organization such as goals, projects, programs, directions to ensure its independence. Some institutions are changing the plans to meet the donors' requirements which harm the development of the agriculture sector.
- 3- Organizations should work collaboratively and unify the vision and goals to achieve the development for the agricultural sector, leaving competition aside.
- 4- Develop and train the organization staff regarding the concept of strategic planning, its importance, and its effects on the sustainability of the organization.

Chapter Six

Results and Recommendation

6.1 Results:

In the previous chapter, the study reached a set of results that were presented, interpreted and linked to the previous studies. In this chapter, the most important results, and recommendations that came out of the study will be recounted.

The Results:

- The objective of the strategic plans which were prepared in the Palestinian agriculture NGOs in the West Bank (that represents the study community) is for the first instance to obtain funding from donors, to manage and organize the organization's work and to distribute its resources effectively.
- The degree of understanding the strategic planning concept in the Palestinian agriculture NGOs in West Bank (that represents the study community) is very high, and this reflected high awareness in these organizations to the strategic planning concept.
- The vision of the strategic planning importance in the Palestinian agriculture NGOs in West Bank (that represents the study community) is very high; this meant that the management in these organizations looks positively towards the importance of strategic planning.
- The degree of preparation strategic plan in the Palestinian agriculture NGOs in West Bank (that represents the study community) is very high.
- The degree of implementing and evaluating the strategic plan in the Palestinian agriculture NGOs in West Bank (that represents the study community) is high.

- The degree to which the strategic impact of foreign funding affects future development orientations for Palestinian agriculture NGOs in the West Bank (that represents the study community) sector is high.
- The degree to which the foreign funding affects the organization's future agricultural development plans for the Palestinian agriculture NGOs in West Bank (that represents the study community) sector is very high.
- The degree to which the Strategic planning process affects the development of Palestinian agriculture NGO's efficiency in the West Bank (that represents the study community) is very high.
- The degree to which the necessity for the organizations sustains to accept the foreign funding for agricultural programs or projects regardless of its development goals is high, which indicated the weakness of the foreign funding in developing the agricultural sector.
- The study has proven that the Israeli occupation is one of the most important obstacles to the agricultural PNGOs foreign funding.
- Donors and donor countries continuously link the organization's political view with the aid it provides.
- The degree to which donors impose political conditions on the funding provided by it to the Palestinian agriculture NGOs in the West Bank (that represents the study community) is high.
- The occupation control over the water resources is another obstacle to the agricultural PNGOs foreign funding.
- The most prominent participation in developing strategic plans in the Palestinian agriculture NGOs in the West Bank (that represents the study community) goes to the

General Managers and heads of departments/programs at a very high level, then the Board of Directors at a high degree, while the donors participate at a very low level.

- The workers in the Palestinian agriculture NGOs in the West Bank (that represents the study community) participate in developing strategic plans to a moderate degree.
- The experts and specialists from outside the organizations in the Palestinian agriculture NGOs in the West Bank (that represent the study community) participate in developing strategic plans to a moderate degree.
- The degree of donor participation in developing the strategic plan for the Palestinian agriculture NGOs in the West Bank (that represent the study community) is very low.
- Among the most important problems facing strategic planning in the Palestinian agriculture NGOs in the West Bank (that represent the study community) is; limited specialists in the field of strategic planning, the ever-changing political and economic conditions, the lack of funding, shortage in the budget for these organizations to make strong strategic plans and finally the effort and time needed to gather information about the agricultural sector due to the meager information available in this regard.
- The most important suggestions for the strategic planning process success in the Palestinian agriculture NGOs in the West Bank (that represent the study community) are to continuously develop the employees, minimize the dependence on the foreign funding by searching for other sources, raise the level of coordination between the Palestinian agriculture NGOs, work to develop unified the information systems to collect and save information and finally involve of all employees levels in the strategic plans.
- The impact of the organization's strategic planning on donors, some reported that strategic plans are formed and prepared for the organization workflow, and others reported that donors have certain conditions and policies that are imposed on the organization's to

obtain funding and organizations must adhere to the donors' goals when developing strategic plans which constitutes an obstacle to the proposed activities and programs.

- The importance of the foreign funding to the agricultural sector, because it is the only source of funding due to the absence of the government's role and self-financing.

6.2 Recommendations and Future Scenarios:

Upon the results, the following are the most important recommendations:

- The necessity to the continuous awareness of the need for strategic planning in the organization, and to adopt it as one of the important administrative tools.
- The necessity to establish a common database for all agriculture PNGOs so all the agriculture PNGO can benefit from it, due to the limited resources and material capabilities for these organizations.
- The strategic plans for all the agriculture PNGOs must be prepared in a way to achieve the objectives of the national strategic plan, and this requires the presence of a monitoring body.
- The importance to involve the employees at different levels in the organization in preparing the strategic plan, by forming a team for strategic planning and distributing tasks among the employees, as participation is one of the most important principles of successful strategic planning.
- It is important for NGOs to involve the beneficiaries of their services and the local community in developing the strategic plans of the organization, because of its importance in facilitating the organization's knowledge of the needs of the beneficiaries and the local community of its services and enhancing mutual trust between them.

- The NGOs must participate with their employees in developing strategic plans, each according to his specialization, because of its great importance in benefiting from the various experiences that the institution possesses, and increases confidence between employees and the organization in which they work, and develops their skills and abilities while performing their duties.
- Make sure to create qualified and trained employees who have specialized in strategic planning in these organizations.
- Conduct more researches and future studies related to strategic planning in the Palestinian agriculture NGOs.
- Find a stable source of finance other than foreign funds, like a small project/business.
- Work to provide the capabilities and resources required for the success of the strategic planning process.
- The necessity of involving the local community in preparing strategic plans to identify needs and priorities, and increase the realism of the strategic goals and their applicability.
- Regarding the responsibilities of the donors:
 - A- Donors must bear the responsibility of linking the funding with achieving the agriculture development, and considering it a legal obligation more than just a moral authority for international reports.
 - B- The responsibility of donors to forge a true partnership with the agriculture organizations to ensure their work implementation taking into consideration the commitment to the national priorities. ·
- Regarding the responsibilities of the Palestinian National Authority:
 - A- Unifying the regulations, laws, legislation, government orders, and standards by which the organizations are dealt with.

- B- Regulate the relationship with NGOs by ensuring their free right to obtain the necessary funding to carry out their activities, and strengthening the relationship between the authority and NGOs.
- Responsibilities and solutions:
 - A- Responsibility of the Occupation: the occupation, as the main cause of the exacerbation the funding crisis, therefore it is necessary to activate the international laws.
 - B- Responsibilities of the association: weak strategic planning knowledge, absence of effective and influential partnership with the authority, completes dependence on foreign funds.
 - C- Authority Responsibilities: working to provide a favorable legislative environment, the authority takes responsibility for the deterioration of the agricultural sector.
 - D- Responsibilities of the Donors: Depoliticization where funders must take the responsibility to subject the funding to political considerations and adhere to good funding standards.

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Appendix

Appendix No. (1): Questionnaire and Interview Questions

الجامعة العربية الأمريكية
ARAB AMERICAN UNIVERSITY



السادة الاعزاء،

انا الطالبة دانا فؤاد حدوش اجري دراسة بعنوان " التأثير الإستراتيجي للتمويل الأجنبي على مستقبل التوجهات التنموية للمؤسسات الأهلية الفلسطينية العاملة في القطاع الزراعي في الضفة الغربية " تحت اشراف الدكتور عبد الرحمن التيمي . وذلك كشرط لاستكمال متطلبات الحصول على درجة الماجستير في "التخطيط الاستراتيجي وتجديد الأموال" في الجامعة العربية الأمريكية، كلية الدراسات العليا.

يرجى منكم المساعدة عن طريق الإجابة على الاستبيان المرفق، بطريقة ذاتية قدر الإمكان، لضمان نتيجة بناءة، والتي من شأنها أن تساعد الباحثة..

بموجب هذا، أؤكد أن الإجابات والمعلومات التي يتم جمعها من المشاركين ستبقى مجهولة المصدر وفي سرية تامة، ولن يتم الكشف عنها لأي أطراف أخرى.

الباحثة

دانا فؤاد حدوش

القسم الأول: البيانات الشخصية:

- الجنس : ذكر أنثى
- العمر: 30 أو أقل 31 – 40 41 – 50 51 فأكثر
- المستوى التعليمي: بكالوريوس دبلوم عالي ماجستير دكتوراه
- سنوات الخبرة: 5 أو أقل 6 – 10 11 – 15 16 فأكثر
- المسمى الوظيفي: موظف رئيس قسم مدير إداري غير ذلك (حدد)

القسم الثاني: مدى معرفة وكفاءة المؤسسات الغير ربحية الزراعية الفلسطينية بالخطط الإستراتيجية و تنفيذها**الفرع الأول : بيانات خاصة بالخطوة الإستراتيجية للمؤسسة:**

أ- متى تم إعداد آخر خطة استراتيجية للمؤسسة ، و كم سنة تغطي الخطة؟

ب- ما هو هدف الخطة الإستراتيجية للمؤسسة؟ الرجاء اختيار الهدف الأساسي من وجهة نظركم من الجدول ادناه، وإذا كان لديكم أكثر من هدف يرجى ترتيبها حسب أهميتها بإعطاء الرقم (1) للهدف الأكثر أهمية، والرقم (2) للذي يليه بالأهمية، وهكذا

الهدف	اختيار
من أجل الحصول على التمويل من الجهات المانحة.	
استخدامها في إدارة و تنظيم أعمال المؤسسة وتوزيع مواردها بشكل فعال	
لغرض التنافس مع المؤسسات الأخرى التي تعمل بنفس المجال	
أحد متطلبات الجودة	
هدف اخر يرجى التوضيح:	

الفرع الثاني: التخطيط الإستراتيجي داخل المؤسسة:

أ- مدى وضوح مفهوم التخطيط الاستراتيجي في المؤسسة

الرقم	العبارة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1.	التخطيط الاستراتيجي عبارة عن نظام لوضع الاستراتيجيات والأهداف والسياسات، وملائمة الموارد البشرية والمادية من أجل تنفيذ الاستراتيجيات وتحقيق الأهداف، مع مراعاة البيئة الداخلية والخارجية للمؤسسة.					
2.	التخطيط الاستراتيجي هو علمية واسعة و شاملة تقوم على توقعات المستقبل وإدراك وفهم المتغيرات المرتبطة بتحليل البيئة الداخلية والخارجية المرتبطة بالمؤسسة.					
3.	التخطيط الاستراتيجي عبارة عن وضع خطة تمتد من 3 - 5 سنوات، يحدد فيها رؤية ورسالة المؤسسة وأهدافها التي تسعى لتحقيقها وطرق تحقيقها والبرامج الزمنية اللازمة لذلك.					
4.	التخطيط الاستراتيجي هو دراسة نقاط القوة في المؤسسة من أجل المحافظة عليها وزيادتها و دراسة نقاط الضعف في المؤسسة من أجل معالجتها والتقليل منها.					
5.	التخطيط الاستراتيجي هو دراسة الفرص الخارجية من أجل استثمارها لمصلحة المؤسسة و دراسة التهديدات الخارجية التي قد تؤثر على المؤسسة من أجل تلافيها مستقبلاً					
6.	لا يختلف التخطيط الاستراتيجي عن التخطيط طويل المدى					

ب- رؤية المؤسسة لأهمية التخطيط الإستراتيجي

الرقم	العبارة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1.	يمكن الإدارة من النظر إلى المؤسسة بشمولية بدلاً من التركيز على جوانب محددة فقط.					
2.	يحسن من قدرة المؤسسة على مواجهة الظروف المتغيرة.					
3.	يشجع طاقم المؤسسة على التعلم من خلال التحليل وعمليات جمع البيانات.					
4.	يساعد المؤسسة على ترتيب أولوياتها حسب الأهمية.					

					يساعد على التنبؤ بالإتجاه المستقبلي للمؤسسة.	5.
					يساعد في تحديد احتياجات المؤسسة واقتراح طرق لتحقيقها.	6.
					يساعد المؤسسة على الاستخدام الأمثل لمواردها وقدراتها المالية.	7.
					يحدد الإمكانيات المادية والبشرية اللازمة للمؤسسة لتنفيذ الأهداف الاستراتيجية التي تم وضعها، مما يساعد على تحقيقها في الوقت المناسب.	8.
					يساعد المؤسسة على التركيز على نقاط قوتها ومعالجة نقاط ضعفها، و الاستفادة من الفرص وتفادي المخاطر المحتمل حدوثها.	9.
					يعمل على ايجاد وسيلة للمسائلة ، حيث يعتبر التخطيط الإستراتيجي وسيلة فعالة في تحقيق الرقابة الداخلية و الخارجية.	10.
					يحقق التفاعل و الحوار البناء بين جميع المستويات الإدارية.	11.
					يحسن من أداء كادر المؤسسة ويعزز شعورهم بالانتماء من خلال مشاركتهم في إعداد وتنفيذ الخطة.	12.
					يساعد التخطيط الاستراتيجي المؤسسة في الحصول على المساعدات الخارجية.	13.
					يساعد المؤسسة في الاستفادة من المساعدات بطرق مثالية و فعالة.	14.
					يساهم التخطيط الاستراتيجي السليم و الفعال في جذب الجهات ممولة أكثر.	15.
					يساعد التخطيط الاستراتيجي في تطوير كفاءة وفاعلية منظومة الارشاد الزراعي لدى المؤسسة.	16.

ج- إعداد الخطة الإستراتيجية

الرقم	العبارة	موافق بشدة	موافق	محايد	غير موافق بشدة	غير موافق
1.	تقوم المؤسسة بتطوير رؤية ورسالة واضحة ومكتوبة تتماشى مع فكرتها و اعمالها.					
2.	تضع المؤسسة أهدافا استراتيجية محددة قابلة للقياس والتطبيق .					
3.	تنسجم الاهداف الاستراتيجية مع رؤية ورسالة المؤسسة.					
4.	تقوم المؤسسة بتحليل بيئتها الداخلية و الخارجية التي تؤثر عليها.					

					5. تختار المؤسسة الاستراتيجيات بما يتناسب مع قدراتها الداخلية وظروفها الخارجية و بما ينسجم مع رؤية ورسالة وأهداف المؤسسة.
					6. تضع المؤسسة بدائل استراتيجية مناسبة أمام صانعي القرار.
					7. تضع المؤسسة خطوط طوارئ او خطة بديلة للخطة الاستراتيجية.
					8. تقوم المؤسسة بإعداد وتطوير خطة استراتيجية جديدة بعد انتهاء مدة الخطة السابقة.
					9. تقوم المؤسسة بتقييم خطتها الاستراتيجية بعد الانتهاء منها.
					10. يتم تشكيل فريق للتخطيط الاستراتيجي في المؤسسة عند إعداد الخطة.
					11. تأخذ المؤسسة بعين الاعتبار طبيعة وثقافة وظروف المجتمع الزراعي الفلسطيني عند صياغة الأهداف الاستراتيجية
					12. يتم الاستعانة بخبراء مختصين من خارج المؤسسة لوضع الخطط الاستراتيجية.

د- تنفيذ وتقييم الخطة الاستراتيجية

الرقم	العبارة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1.	تقوم المؤسسة بوضع أهداف سنوية قابلة للقياس والتنفيذ.					
2.	تقوم المؤسسة بتخصيص الموارد اللازمة لتحقيق أهدافها وتنفيذ خطتها الاستراتيجية.					
3.	تعمل المؤسسة على إحداث التغييرات اللازمة في الهيكل التنظيمي بما يتناسب مع خطتها الاستراتيجية.					
4.	يتضمن تنفيذ الخطة الاستراتيجية مشاركة العدد الأكبر من العاملين في المؤسسة.					
5.	تلتزم المؤسسة بالجدول الزمني المحدد لتنفيذ الأنشطة والبرامج					
6.	يتم قياس مستويات الأداء وتحقيق الأهداف بشكل مستمر في المؤسسة.					
7.	تعتمد المؤسسة على معايير ومؤشرات أداء واضحة للحكم على الخطة وتقييم مخرجاتها.					
8.	يتم مراجعة الخطة الاستراتيجية عند حدوث تغييرات في بيئة المؤسسة					

					9. يتم أخذ رأي المنتفعين وأصحاب المصلحة من خارج المؤسسة لتقييم أداء الخطة الاستراتيجية من خلال التغذية الراجعة
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محاور الدراسة:

أ- المحور الاول : معوقات التمويل الأجنبي:

الرقم	العبارة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
تأثير الاحتلال الإسرائيلي على نمو القطاع الزراعي						
1.	يعد الاحتلال الاسرائيلي من اهم معوقات المساعدات الأجنبية.					
2.	تفرض الجهة الممولة شروطا سياسية على المساعدات المقدم من طرفها.					
3.	يؤدي الارتباط بالاقتصاد الاسرائيلي أحد اسباب قلة دعم المساعدات الأجنبية للقطاع الزراعي					
4.	تربط الدول المانحة بشكل مستمر بين الموقف السياسي للمؤسسة وبين المساعدات الذي تقدمه لها.					
تأثير المساعدات الأجنبية على تنمية قطاع الزراعة						
5.	يعيق بعض أنواع الأنشطة والبرامج المقدمة للقطاع الزراعي المساعدات الأجنبية					
6.	تعد المنافسة بين المؤسسات الزراعية الغير الربحية على المساعدات الأجنبية من معوقات الحصول عليها .					
7.	تعيق القوانين والتشريعات الفلسطينية القاسية المساعدات الأجنبية					
8.	تعد الثقافة السائدة لدى بعض الجهات الممولة من معوقات المساعدات الأجنبية.					
9.	لا يراعي المساعدات الأجنبية الاحتياجات الحقيقية للقطاع الزراعي، حيث يهدف الممول لتحقيق اهدافه اكثر من المتطلبات الزراعية.					
10.	تدفع ضرورة استدامة عمل المؤسسة الى تقبل المساعدات الأجنبية لبرامج أو مشاريع زراعية بغض النظر عن اهدافها التنموية.					
11.	المساعدات الأجنبية تقلل من الاعتماد على التمويل الذاتي.					
سيطرة الاحتلال الإسرائيلي على مصادر المياه في الضفة الغربية						
12.	يعد الوضع الاقتصادي الفلسطيني الصعب من معوقات المساعدات الخارجية.					

					13. متطلبات القطاع الزراعي من الماء يعد من اسباب معوقات المساعدات الأجنبية.
					14. سيطرت الاحتلال على مصادر المياه من احد معوقات المساعدات الأجنبية للقطاع الزراعي.

ب- المحور الثاني: أهمية التمويل الأجنبي في عملية التخطيط الإستراتيجي و تطوير كفاءة المنظمات الغير حكومية الزراعية:

الرقم	العبارة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1.	يؤثر انقطاع المساعدات الأجنبية على أعداد الموظفين.					
2.	يؤثر المساعدات الأجنبية على نشاطات ومشاريع المؤسسة بشكل حاد.					
3.	تؤثر المساعدات لأجنبية على الخطط التنموية الزراعية المستقبلية لدى المؤسسة					
4.	يؤثر انقطاع المساعدات لأجنبية على الاقتصاد الفلسطيني وبالتالي انعكاسه على القطاع الزراعي.					
5.	تساهم المساعدات لأجنبية للقطاع الزراعي بالحفاظ على صمود المزارعين.					
6.	يؤثر انقطاع المساعدات لأجنبية عن المؤسسة على مشاريع الجديدة أو القيد التنفيذ.					
7.	تساهم المساعدات لأجنبية في تحقيق متطلبات التنمية الزراعية وفقا لمتطلبات المجتمع الفلسطيني.					
8.	نسبة القروض المقدمة للزراعة من البنوك قليلة جدا مقارنة المساعدات لأجنبية وحاجة القطاع.					
9.	يعزز المساعدات من فرص الاستمرارية للمؤسسة.					
10.	تراعي المساعدات لأجنبية الاحتياجات الحقيقية للمجتمع					

ج- المحور الثالث: علاقة التمويل الأجنبي بالتخطيط الإستراتيجي و أثره على التوجهات التنموية المستقبلية للمنظمات الزراعية الغير ربحية

الرقم	العبارة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1.	هناك ارتباط عضوي بين التمويل الأجنبي واستمرار المؤسسة.					

					2. هناك تأثير لتمويل الأجنبي على صياغة استراتيجية المؤسسة.
					3. تؤخذ أولويات الممولين في بناء الاستراتيجية.
					4. يحضر الممولين التخطيط الاستراتيجي.
					5. يتم تمويل الخطة الاستراتيجية ذاتيا.
					6. يتم تمويل الخطة الاستراتيجية من الممولين.
					7. حجم التمويل مرتبط بالقدرة على تحقيق الخطط الاستراتيجية للمؤسسة.
					8. الاعتبارات السياسية تؤثر على التخطيط الاستراتيجي للمؤسسة و الذي بدوره ينعكس سلبا على الجهة المانحة.
					9. يساهم التمويل الأجنبي في تحسين الخطط الاستراتيجية للمؤسسة

القسم الرابع: (اسئلة المقابلات لسبعة اشخاص – مدير عام كل مؤسسة فقط):

أ- درجة المشاركة في وضع الخطط الاستراتيجية في المؤسسة.
ما درجة مشاركة الجهات التالية في التخطيط الاستراتيجي؟ الرجاء وضع إشارة X في المربع المناسب

رقم	الوصف	مشاركة عالية جدا	مشاركة عالية	مشاركة متوسطة	مشاركة قليلة	مشاركة قليلة جدا
1.	المدير العام					
2.	رؤساء الاقسام / البرامج					
3.	العاملين في المؤسسة					
4.	مجلس الادارة					
5.	خبراء و مختصين من خارج المؤسسة					
6.	الجهات الممولة					
7.	غير ذلك: (الرجاء التوضيح) -----					

ب- برأيك ما أهم المشاكل التي تواجه التخطيط الاستراتيجي في المؤسسة لديكم؟

ج- المقترحات الكفيلة بانجاح عملية التخطيط الإستراتيجي في المؤسسات؟

د- ما مدى تأثير التخطيط الاستراتيجي للمؤسسة على المانحين؟

هـ - ما أهمية المساعدات الخارجية للقطاع الزراعي من وجهة نظر مؤسساتكم؟

و- كيف تؤثر المساعدات الخارجية على خطط التنمية الزراعية المستقبلية لمؤسساتكم؟

ي- كيف تؤثر الخطط الاستراتيجية للمؤسسة على مستقبل التنمية الزراعية الفلسطينية؟

أي إضافات متعلقة بالموضوع ترغب في ذكرها، ولم يتم التطرق إليها من خلال الاسئلة

Appendix No. (2): List of Arbitrators

Name	Workplace
Dr. Marwan Ghanim	Birzeit University
Dr. Ayman Rabi	Palestinian Hydrology Group

الملخص

تهدف هذه الدراسة إلى تحديد التأثير الإستراتيجي للتمويل الأجنبي على التوجهات التنموية المستقبلية للمنظمات غير الحكومية الفلسطينية في قطاع الزراعة في الضفة الغربية، حيث تناولت الدراسة عناصر التخطيط الإستراتيجي (الرؤية، الرسالة، الأهداف، التخطيط، التقييم و الرقابة والتنفيذ).

تناولت هذه الدراسة تأثير التخطيط الإستراتيجي على المنظمات الغير حكومية الزراعية الفلسطينية و أهدافها، وناقشت أيضا التحديات التي تواجه المؤسسات عند وضع الخطة الإستراتيجية .

تم استخدام المنهج الشامل في هذه الدراسة بإستخدام مصادر مختلفة للبيانات، حيث اعتمدت الباحثة على المقابلات والإستبيانات كأداة رئيسية لجمع و تحليل البيانات . بلغت عينة الدراسة (56) موظفا و موظفة. تم استرجاع 56 استبانة للتحليل الإحصائي من أصل 70 استبانة وزعت ، أي ما نسبته (80%) ، وتمت الإجابة على أسئلة المقابلة من قبل مديري المنظمات الزراعية الغير حكومية فقط .

تم إدخال البيانات و تصنيفها من خلال برنامج الحزم الإحصائية SPSS ، وتوصلت الدراسة الى العديد من النتائج أهمها أن الهدف من اعداد الخطط الإستراتيجية هي الحصول على التمويل بشكل اساسي.

كما وأظهرت النتائج درجة عالية جدا من الرؤية من قبل المنظمات لأهمية عملية التخطيط الإستراتيجي ، وأن أكثر المشاكل والتحديات التي تعيق عملية التخطيط من وجهة نظر الباحثة وفقا للنتائج هي قلة التمويل الأجنبي والظروف السياسية والإقتصادية المتغيرة باستمرار .

وخلصت الدراسة إلى مجموعة من التوصيات لمتخذي القرار في المنظمات الغير الحكومية من أهمها :

1- ضرورة قيام المنظمة بإشراك موظفيها في تطوير رؤية ورسالة وأهداف المنظمة بشكل فعال

2- البحث الدائم عن مصادر تمويل جديدة بما يتلائم إلى حد ما مع خطة المؤسسة.