



Arab American University

Faculty of Graduate Studies

"The Reality of the Implementation of Strategic Planning in the

Justice Sector Institutions and the Obstacles Confronting It"

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and Fundraising

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Thesis approval

"The Reality of the Implementation of Strategic Planning in the Justice Sector
Institutions and the Obstacles Confronting It"

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Declaration

I declare that this Master dissertation has been composed by me and is based on my own 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 verbatim 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.

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Date: ; • 6. 2021

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Dedication

For my family whose I carry their names with pride, my biggest thanks for my Mom for the strongest supporting me the hand that holds my hand every time If I fall and help me to rise and back to my feet again Mom you always been my hero I look up to you, you always been in my side helping me holding spirit up and pushing me every day to do better.

For my Dad in haven for your pure spirit Dad you always believe me and this is your little girl make you proud again Dad peace and rest. I will always be pray for you and I will always miss you.

For my friend Amani my best friend and sister the persons I really admire and always love and proud to be your friend you been the biggest support for achieving my dream you helped me days and nights to let my dream. Come truth I will always love you.

To the sound of wisdom and knowledge in my life, the people whom inspired me to continue my education and dreams, for whom led me to the straight path and the fountain of working hard and patience towards my dreams with the spirit of optimism and hope.

For Palestinian , for the immortal martyrs the people give their life's way for us to live, and for the city of Jerusalem the city live in my heart I dedicate my efforts.

Acknowledgement

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To everyone who helped me through this journey, thank you very much.

Abstract

This study aimed at identifying the reality of the implementation of strategic planning in the justice sector institutions and the obstacles confronting it. The study used a descriptive analytical method with qualitative and quantitative approaches. Data from an intentional sample of (35) of the directors and staff of planning departments at institutions of the justice sector was collected using a questionnaire (consisting of three dimensions related to different variables of Strategic Planning within the Justice sector and a fourth dimension regarding obstacles facing its optimal implementation), in addition, to conducting a number of interviews. Collected data was analyzed using SPSS 19.0 by which; descriptive statistics were used to estimate the reality of the implementation of strategic planning in the justice sector institutions and the obstacles confronting it, and One-Way ANOVA test was carried out to study differentiations in respondents' answers upon selected control factors including; educational degree, years of experience and job title. The findings estimated; moderately high orientations towards Strategic Planning in the Justice Sector, a moderate degree of implementing strategic planning in its institutions, and moderate orientations of adherence to strategic planning

standards. The study also concluded that there are no statistical differences indication between the means of the respondents' answers upon all the selected control variables and identified lack of expertise, depending on donated money and a changing unpredictable external environment to be the most prominent obstacles facing optimal implementation of strategic planning in the justice sector. The main recommendations of the study included involving all employees of different managerial levels in Strategic Planning process and building cooperation with specialists in the field to enhance the employees' skills and expertise.

Key Words: Strategic Planning, Justice Sector, Obstacles, Implementation

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Chapter I

General Framework

Introduction

The management process consists of planning, organization, leading and controlling. Strategic planning is a type of planning that is based on a temporal level. It is concerned with "defining the direction of the organization in the future and it defines the vision, mission and objectives of the organization, based on an analysis of the current and future situation of both the surrounding environment and own capacities, so such objectives be interpreted then to programs and plans at the strategic level, including long-term plans and programs at the organizational level as a whole, and medium-term programs and plans at the staffing level, and at the level of each post . , as well as at the operational level, in addition to short-term programs and plans at the daily operational level". (Abu Nasser, 2009).

Strategic planning "includes objectives, policies and major plans. In other words, it involves the organization's strategy in the field of its activity and in its endeavors to achieve the desired objectives" (Mohammad, 2016). It analyzes the internal and external environments of the organization, which contributes to shaping the future and crystallizing the achievements of major goals that require fundamental and essential changes in the environment by achieving the required strategic objectives. The importance of strategic planning is represented in developing a comprehensive vision of the organization, formulating its mission, defining the objectives of the organization and distributing the same over specific periods of time, in addition to identifying its capacities, resources, and how to recruit the same, identify priorities, predict changes of the external environment, and overcome obstacles. It is very important to involve all departments of all management levels in developing the strategic plan as this shall contribute to build ideas and create staff loyalty to the plan and thus achieve its objectives.

Strategic planning guarantee success for organizations when applied effectively in government institutions as it is considered an effective tool for achieving strategic objectives since it studies and identifies the available and future capacities under changeable and complex circumstances.

Hence the importance of the justice sector is that it affects all Palestinian groups; therefore, the justice sector institutions have a significant role in enhancing the steadfastness of citizens on their land, maintaining civil peace, achieving justice between the adversaries, and establishing the State institutions. Promoting and strengthening this sector effectively and impartially brings justice for all. Ever since the establishment of the National Authority, the justice sector has made significant achievements in several fields, as well as paradigm shifts, especially in the fields of providing legal frameworks, rehabilitating and adapting the legislative structure and infrastructure, and providing human resources and working to build and strengthen the capacities of its staff. To achieve this, there is a need to work continuously to develop this sector through the quality of services rendered to ensure the rule of law and fair trial. Therefore, the justice sector institutions, like other institutions, applied the strategic planning approach to work on the development of the sector and achieve sustainable development. In this regard, the national team was formed to develop the strategic plan, which includes all the institutions of the justice sector. This team works through the technical team, to develop the strategic plan for the sector, and ensure that its objectives are in line with the national policy agenda.

Problem of the Study

The justice sector is central to the formation of any governmental body in any country, which includes all governmental and non-governmental institutions responsible for, or who take part in, achieving justice. The justice sector in Palestine is one of the most important sectors influencing citizens. In view of the importance and role of the justice sector institutions in achieving the principle of rule of law and ensuring fair trial to promote the justice sector, it is necessary to work in an integrated manner

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among its institutions and achieve strategic and consensual strategic planning between its parties to achieve the objectives of the sector, in general, and the objectives of its institutions, in particular.

Given the importance role of strategic planning in developing institutions, achieving their objectives, improving their services and ensuring their sustainability, in light of the sectoral strategic plan for the Palestinian justice sector and the conditions that affect the implementation of strategic planning, this study was framed around the following key question:

What is the reality of the implementation of strategic planning in the justice sector institutions and the obstacles confronting it?

Significance of the Study

This study derived its significance from the importance of the subject addressed which is the reality of the implementation of strategic planning in the justice sector institutions and the obstacles confronting it. The significance of the study highlighted two aspects:

' Significance of the study from the applied or practical perspective:

- 1 . The study addressed a highly significant sector in Palestine, the justice sector, which is based on achieving the principle of the rule of law.
2. This study can benefit the officials working in the justice sector and the decision-makers in identifying the reality of the implementation of strategic planning in the justice sector institutions and the obstacles confronting it, in order to address these obstacles and avoid the problems that stand in the implementation of strategic planning in the sector.
3. The adoption of the findings and recommendations of this study shall contribute to achieving the strategic objectives of the justice sector efficiently and effectively by improving the implementation of strategic planning and overcoming the obstacles facing the implementation process.

- Significance of the study from the theoretical or scientific perspective:

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1. The significance study stemmed from the importance of the subject matter which is the reality of the implementation of strategic planning in the justice sector institutions and the obstacles confronting it due to the lack of references.
2. Meet the lack of studies on strategic planning in government institutions, which could open new research horizons for other researchers to address the subject of strategic planning from another perspective.
3. This study could be used as a scientific reference from which researchers and institutions operating in the field of strategic planning can benefit.

Objectives of the Study

This study aimed at identifying the reality of the implementation of strategic planning in the justice sector institutions and the obstacles confronting it. Below are the sub-objectives branching out from the main objective:

1. To identify the orientations of the justice sector towards strategic planning within its institutions.
2. To identify the orientations of the justice sector towards the degree of implementing planning in its institutions.
3. To identify the orientations of the justice sector towards adherence to the strategic planning standards within its institutions in terms of: vision, mission, goals, objectives, policies and interventions.
4. To identify the obstacles facing the optimal implementation of strategic planning within the justice sector institutions.

5. To identify the extent of significant statistical differences at ($u < 0.05$) for the reality of the implementation of strategic planning within the justice sector institutions deriving mainly from the control variables of respondents.

Questions Study

The study sought to answer the following key question: What is the reality of the implementation of strategic planning in the justice sector institutions and the obstacles confronting it?

Below are the sub-questions branching out from the main question:

1. What are the orientations of the justice sector towards strategic planning?
2. What are the orientations of the justice sector towards the degree of implementing strategic planning within its institutions?
3. What are the orientations of the justice sector towards adherence to strategic planning standards within its institutions in terms of: vision, mission, goals, objectives, policies and interventions?
4. What are the obstacles facing the optimal implementation of strategic planning within the justice sector institutions?
5. Are their significant statistical differences at ($u < 0.05$) for the reality of the implementation of strategic planning within the justice sector institutions deriving mainly from the control variables of respondents?

Limitations of the Study

- Thematic Limits: This study is limited to highlighting the reality of the implementation of strategic planning in the justice sector institutions and the obstacles confronting it.
- Spatial Limits: the Palestinian justice sector across the West Bank.
- Time Limits: the academic year 2020\2021.

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- Human Limits: planning departments within the justice sector institutions "the directors and staff of planning departments within the justice sector", and other departments supporting the planning departments in developing the security sector institutions plans.

Study Determinants

- The Chief Justice Bureau did not approve on conducting the interview nor to answering the questionnaire. It kept delaying until finally declined to be one of the respondents of this study. ➤ The spread of COVID-19 and the declaration of the state of emergency, which led to the complete closure across all cities in general, and the closure of government institutions in particular for a period of time.

Terminology of the Study.

- Strategic planning: strategic planning refers to strategy formulation. Strategic planning stems from difficult management choices among many products. Alternative, it signifies a commitment to specific policies, procedures and operations; Sometimes the term "strategic management" is used to refer to strategy formulation, implementation and evaluation (Dived, 2013). According to (Wheeleen, Hunger, Hoffman and Bamford, 2018) strategic management defines is a set of management decisions and actions that help determine the long-term performance of an organization. It includes strategy formulation start from analyzing the internal and external environment of the organization, then formulate the vision and mission and set goals and objectives, then strategy implementation and evaluation and control.
- Implementation of Strategic Planning: implementation of Strategic Planning is the process of putting strategies, policies, programs, budgets, and procedures into practice through the development of programs, budgets and procedures (Wheelen, Hunger, Hoffman & Bamford, 2018).

> Strategic Plan: Strategic Plan: Develop and integrate a series of plans, emphasizing the true competitive advantage of the organization. The strategic plan at this time details implementation, evaluation, and control issues. These plans do not attempt to predict the future perfectly, but emphasize possible scenarios and emergency strategies (Wheelen, Hunger, Hoffman, and

Bamford, 2018). According to (Divad, 2013), the strategic plan is the choice of the plan. It is the result of difficult management choices among many excellent alternatives. It expresses a commitment to a specific market, policy, procedure. Three important questions need to be answered when formulating a strategic plan: Where are we now? Where do we want to go? How are we going to get there?

- Sectoral Strategic Plan: a joint framework for the justice sector institutions to ensure harmonization, coherence and complementarity as well as the consolidation of the principles of justice and the rule of law to establish a rational government. It also aims to define a framework for the justice sector development priorities. (The Justice Sector and Rule of Law National Strategy 2017-2022, 2017)

- Implementation Plan: a detailed description of the activities that must be carried out by the competent parties within the organization in order for the strategic objectives to be successfully achieved. It also consists of the outcomes and outputs the organization must achieve to implement its strategic plan, the steps and the mechanism for achieving such, the timetable for each activity or output, the responsible party for the implementation of activities, and the financial and human resources required for implementation. (Al-Karkhi, 2018)

- > Justice Sector Institutions: the justice sector consists of (7) institutions that form the broad framework for the justice sector and the rule of law, namely: the Ministry of Justice, the High Judicial Council, the Public Prosecution Office, the Chief Justice Bureau, the Palestinian Judicial Institute, the Advisory and Legislation Bureau, and the Supreme Constitutional Court. (The Justice Sector and Rule of Law National Strategy 2017-2022, 2017)

- > Strategic Plan National Team: a national team representing the justice sector, consisting of the justice sector institutions that form the broad framework of the justice sector and the rule of law, namely the Ministry of Justice as the lead of the team, the High Judicial Council, the Public

Prosecution Office, the Chief Justice Bureau, the Palestinian Judicial Institute, the Advisory and Legislation Bureau, and the Supreme Constitutional Court, in addition to a number of partner and supporting institutions. (The Justice Sector and Rule of Law National Plan 2020-2022, 2020)

- Strategic Plan Technical Team: an assisting team supporting the Strategic Plan National Team of the justice sector, consisting of the main institutions in the sector. (The Justice Sector and Rule of Law National Strategy 2017-2022, 2017)
- > Strategic Outcomes Framework: a performance-based monitoring system to ensure that the implementation of the scheduled plans is carried out on time and that regular reports on the results achieved in accordance with the approved plans are prepared... responding to the changes in the political and financial context. It is also concerned with taking the expeditious procedures for solving problems facing implementation. It consists of: international references and their indicators, national strategic goals, specific results and action plans. (National Policy Agenda 2016-2022, 2016)
- National Policy Agenda: the National Policy Agenda includes 29 national policies. There is a specific number of national strategic goals selected for each of these policies, based on the strategic goals contained in the sectoral and cross-sectoral strategies. The sustainable development goals can also be incorporated thereof as national strategic goals. A reference baseline in 2016 for each national strategic goal was created, as well as targets for the years 2019-2022 were determined (National Policy Agenda 2016-2022, 2016).

Chapter 11

Theoretical Framework and Literature review

Theoretical Framework

Introduction

The success of any plan depends on effective management, and the desire to use human intelligence aptly, towards the stated goals. This is achieved through the good selection of goals, identification of the effects of internal and external environments, future expectations and the institution capabilities, and the knowledge of relevant challenges thereof and the ways to overcome it. This will only be done when a lot of information is available to the extent the qualified can analyze such information and convert the same into action programs.

Strategic planning is one of the modern management concepts that help organizations to adapt to their internal environment, try to identify their strengths and weaknesses, understand the external environment, and identify opportunities and threats, which allows looking forward and getting prepared by formulating a set of strategic alternatives that will lead the organization to achieve its goals and make available better conditions to contribute to facilitating these goals (Allaimoun, 2014). It is worth noting that the organization that uses strategic planning does not prepare for the future but rather prepares to ensure the success of its future projects and programs. This concept is based on considering strategic planning as a set of methods and techniques adopted by the organization to constantly recreate itself in order to achieve a desirable amount of development (Abed Rabu, 2012).

Section I

1.1 The Concept of Planning

Planning has become a feature of contemporary life. Nowadays, there is no nation that seeks a better future without adopting planning as a policy for guidance purposes. The world has become more in need of planning after its living conditions got complicated, its means of subsistence ramified, and its potentials multiplied (Siam, 2010). Planning is an indispensable bridge between the present and the future, which increases the possibility of achieving the expected results. It is a process through which one can determine whether to try to perform a task, work out the most effective method to achieve the desired goal, and prepare to use sufficient resources to overcome unexpected difficulties.

It is the beginning of the process by which an individual or organization turns a dream into an achievement. The plan allows people to avoid the difficulties of extreme effort but little success (David, 2013). Moreover, planning is the process of setting goals that are intended to be achieved within a specific time period, then mobilizing the capabilities necessary to achieve such goals using methods that reduce costs and maximize results (Al-Karkhi, 2017).

It is evident from previous definitions that planning is based on several points, most importantly (AlMadhoun et al., 2013):

- Identify the goals to be achieved.
- Look ahead and plan for the long term in the future.
- Plan for a number of decisions through which the best results are achieved.
- Determine who is responsible for planning and the time period for that.
- Develop alternatives, goals, and policies.
- Identify the capabilities and needs.

1.2 The Concept of Strategic Planning

With the emergence of strategic planning as the newest form of planning at organizations, as the strategic Planning has become a feature of contemporary life. Nowadays, there is no nation that seeks a better future without adopting planning as a policy for guidance purposes, as strategic planning has become the primary factor and the main way for organizations to succeed and achieve their goals, It enables the organization to determine its current and future capacities and capabilities and make available its requirements for growth and stability.

The strategic management is used synonymously with the term strategic planning, sometimes the term strategic management is used to refer to strategy formulation, implementation, and evaluation, with strategic planning referring only to strategy formulation, a strategic plan results from tough managerial choices among numerous good alternatives, and it signals commitment to specific markets, policies, procedures, and operations (Dived, 2013).

According to (Wheelen, Hunger, Hoffman, & Bamford, 2018, P.37) The strategic management defines it "Strategic management is a set of managerial decisions and actions that help determine the long-term performance of an organization. It includes environmental scanning (both external and internal), strategy formulation (strategic or long-range planning), strategy implementation, and evaluation and control".

As for (Davis & Alison, 2011), strategic planning is defined as making choices and as a process designed to support leaders in being interested in their goals and methods of work. It is a management tool aimed at helping the organization to perform better.

Based on the aforementioned, the researcher believes that strategic planning could be defined as: a set of processes that begin with setting the image that the organization wants to be in the future, and then determining the goals and means to achieve them after analyzing the data of the internal and external environments, including opportunities and threats.

Below are the set of features of strategic planning as identified by (Zakia, 2016):

- A holistic and integrated process, rather than a process under which dispersed thoughts, vision, values, and goals are compiled.
- Development through an integrated team.
- Flexible acceleration process, not rigid reduction.
- A continuous process, not an incidental one.
- It is done at the level of board of directors and senior management.
- Participatory process, that is, the personnel and management alike are involved in it.

1.3 Benefits of Strategic Planning

Strategic planning has many benefits that help the organization and its decision-makers in taking rational decisions related to meeting its vision, mission and strategic goals, in addition to identifying

the organizational challenges it faces at the present and future time, and improving continuous organizational learning. Through strategic planning, the vision and mission are achieved and the value added is witnessed during work to provide integration between strategic planning and its implementation (Bryson, 2018).

Strategic planning helps the organization to shape its own thinking, to form a strategic vision for it, allocate resources, integrate the administrative and executive activities, prepare senior management cadres, and improve and develop communication among the different levels of management (Hilal, 2013).

Moreover, strategic planning provides the organization with its main thought, which helps forming, and evaluating the goals and plans, as well as identifying strengths and weaknesses through analyzing the internal environment, so that strengths are emphasized and weaknesses are addressed. The organization can also seize opportunities, reduce and mitigate the impact of threats when its external environment is analyzed, which helps the organization make decisions at the present time on the changes and future problems. It also contributes to developing the skills of personnel through their participation in training and workshops to develop skills of planning, thinking and solving problems. Strategic planning helps managers to set appropriate priorities to handle the key issues they are facing. It helps provide an opportunity for workers in the organization to share their ideas in the decision-making process as it is considered an important channel of communication among workers within the organization, and contributes to setting accurate standards for performance monitoring and evaluation. It further ensures success for the organization and applying it on an ongoing basis leads to its sustainability. Strategic planning facilitates work for the senior management in controlling the process of financial allocations and budgets and maximizing the return of investment for resources recruitment through the best scientific methods (Al-Jubouri, 2014).

According to (David, 2013), there are many benefits to the organization that conducts strategic planning, including but not limited to, enhanced communication, dialogue and participation, profound and improved understanding of others' views, what the organization is basically doing or planning and for what reasons. This is in addition to the organization's greater commitment towards achieving its objectives, implementing its strategies and working harder, which shall result eventually in the commitment of all officials and employees in contributing to the success of the organization.

Furthermore, a survey that target nearly 50 organizations in a variety of countries and industries found the three most highly rated benefits of strategic planning to be a clearer sense of strategic vision for the organization, a sharper focus on what is strategically important, and an improved understanding of a rapidly changing environment. (Wheelen, Hunger, Hoffman, & Bamford, 2018)

1.4 Dimensions of Strategic Planning (Abu Zaki, 2011)

Strategic planning consists of a set of main dimensions through which the strategic plan is prepared:

- Identifying the general framework of the strategy.
- Studying the environmental factors surrounding the facility, whether external or internal, with identifying the available opportunities and restrictions imposed.
- Knowledge of goals and objectives.
- Developing and comparing alternative strategies.
- Selecting a strategic alternative that maximizes achievement of objectives under the surrounding environmental conditions.
- Developing policies, plans, programs and budgets where long-term goals and objectives are interpreted into medium and short-term goals, and convert them into the form of timelines.
- Evaluating performance in light of the goals, strategies and plans developed, while reviewing and evaluating these strategies and plans developed in light of the surrounding environmental conditions.

- Meet the organizational requirements necessary to implement the strategy, taking into account the achievement of the facility's adaptation to the changes accompanying the strategic decisions.

1.5 The Basic Components of Strategic Planning

Strategic Management includes four basic components (Wheelen, Hunger, Hoffman & Bamford, 2018):

1. Strategy Formulation

It is the process of investigation, analysis, and decision-making, which can provide organizations with standards for obtaining competitive advantage. It includes environmental analysis affecting the growth and continuity of the organization, formulating the organization's vision and mission, specifying achievable goals and objectives

2. Strategy Implementation

It is the process of putting strategies, policies, programs, budgets, and procedures into practice through the development of programs, budgets and procedures. This process may involve changes in the overall culture, structure, and/or management system of the entire organization. However, unless such drastic changes are required within an organization, the implementation of the strategy is usually carried out by middle and lower managers and reviewed by senior managers. It usually involves day-to-day decisions about resource allocation.

3. Evaluation and Control

It is a process where organization activities and execution results are monitored so that actual performance can be compared with desired performance. Directors at all levels utilize the subsequent data to make a restorative move and resolve issues. In spite of the fact that assessment and control is the last significant component of strategic management, it can also pinpoint weaknesses in previously implemented strategic plans and thus stimulate the entire process to start again.

Performance is the final result of the activity. It includes the actual results of the strategic management process. The practice of strategic management is reasonable based on its ability to improve organizational performance. In order for evaluation and control to be effective, managers must obtain clear, timely, and fair information from lower-level personnel in the organization's hierarchy to use such information to compare what actually happened to what was originally planned during the formulation phase.

1.6 Stages of Strategic Planning

Strategic planning helps organizations make future decisions. It is an ongoing process that sets a vision for the future of the organization, which helps it to move from the current situation to the future it desires. The stages of strategic planning answer several questions that make strategic planning a process based on clear foundations.

Researchers differ in identifying standardized stages for the strategic planning process. The below table shows the stages of the strategic planning process.

Table (1) Stages of Strategic Planning

Phase	Central uestion	Main Ste s
1. Planning for the planning process	Are we ready for planning?	Estimate how necessary strategic planning is needed. Create the common ground and commitment to start planning. Form the strate ic lannin team.
2. Analyze the existing situation	Where are we now?	Strategic analysis. Analyze the organization's internal environment (strengths and weaknesses) Analyze the organization's external environment (opportunities and threats) Identi the substantive issues.
3. Shaping the future (vision, mission, and values)	Where do we want	Draft the mission statement. Agree on the values. Draft the organization's vision.

4. Develop and formulate the objectives.	In which direction are we heading?	Develop and formulate long and short-term goals within priorities based on importance and impact.
5. Execution of the plan	How do we get there?	Drafting an annual plan that includes the activities and who is responsible for their implementation, the time period required for completion and the estimated cost of each activity (budget).
6. Monitoring and evaluation	How do we know that we are on the right track and that we are achieving results?	Establish a monitoring and evaluation plan to measure progress and achieve goals based on accurate measurement indicators.

Source (Al-Sweilem, 2015)

1.7 Steps of Strategic Planning

Strategic planning is an ongoing process that sets a vision for the organization in the future. This process is based on a clear sequence. When building the strategic plan, the organization must be prepared to start strategic planning and then identify the internal and external factors that may affect the strategic plan and the fulfillment of its goals, to ensure that the plan is in line with the organization's mission, values and goal. Based on the aforementioned, the process begins with strategic formulation, through which the organization's vision and mission are developed, as well as its values, goals and objectives. This is followed by entering the strategic plan into force. Besides, the plan must be subject to the monitoring and evaluation process, through which performance indicators for the goals of the plan can be identified. Below are listed the steps of strategic planning:

Step 1: Preparedness and Readiness (Allaimoun, 2014)

Prior to the initiation of the strategic planning process at any level, the reality of the organization and its willingness to expectation should be studied. This must address many things, but it should not go beyond the fundamental part of the organization's leadership or commitment to the planning process and its ability to look at the picture. There is no doubt that the evolution of conditions within or around the organization, such as the lack of funding, a change in the organization's leadership level, or a

deterioration of the overall situation, are conditions and factors that devote time to strategic thinking or planning, and therefore the organization is the only entity able to determine the degree of readiness for the planning process.

There are five basic tasks before deciding the extent of readiness, which are:

- Determine the topics or options that the planning process will address.
- Define the roles and distributing them. "Who does what?"
- Find a body responsible for the planning process.
- Create a general and comprehensive vision of the organization.
- Identify the data and information required to make good decisions.

Step 2: Strategic Analysis or General Analysis of the Situation

Strategic analysis or general analysis of the situation or environmental scanning or analysis notwithstanding the different names "Is the monitoring, evaluating, and disseminating of information from the external and internal environments to key people within an organization. Its purpose is to identify strategic factors—the external and internal elements that will assist in the analysis of the strategic decisions of an organization" (Wheelen, Hunger, Hoffman, & Bamford, 2018, P.46).

Before the organization identifies its goals and vision, it must be fully aware of the reality in which it is working internally and externally. This may include initial concerns such as financing issues, changes in the legislative environment and the changing needs of consumers. Therefore, the strategic planning process cannot be separated from the factors affecting the organization whether internally or externally, because the organization obtains its inputs from the environment in which it is working and presents the outputs to the same. The strategic analysis is very important for the organization to be able to face any expected matter, as it helps to form a clear vision of the organization's status and the factors that may affect the organization. It also helps in selecting the

appropriate strategy to face any changes that may occur. When collecting information about the organization's environment, it is necessary that the information be reliable.

The simplest way and the most common method in the process of strategic environmental analysis to represent the outcomes of environmental scanning is SWOT analysis approach. SWOT is an acronym used to describe the particular strengths, weaknesses, opportunities, and threats that appear to be strategic factors for a specific organization (Wheelen, Hunger, Hoffman, & Bamford, 2018). It represents the factors that affect the organization and its internal strategic plan (within the organization's environment) and external factors (the external environment surrounding the organization), as this analysis includes the following:

- Analyzing the organization's internal environment: once the strategic plan is developed, the organization works on analyzing its internal environment, "The internal environment of an organization consists of variables (strengths and weaknesses) that are within the organization itself and are within the short-run control of top management. These variables form the context in which work is done. They include an organization's structure, culture, capabilities, and resources. Key strengths form a set of core competencies that an organization can use to gain competitive advantage" (Wheelen, Hunger, Hoffman, & Bamford, 2018, P.47).

Moreover, (David) sees that "Internal strengths and internal weaknesses are an organization's controllable activities that are performed especially well or poorly... Identifying and evaluating organizational strengths and weaknesses in the functional areas of a business is an essential strategic management activity. Organizations strive to pursue strategies that capitalize on internal strengths and eliminate internal weaknesses" (David, 2013, P. 11).

Internal analysis helps the organization to understand itself and the ability to enhance its strengths, confront and reduce weaknesses "Internal analysis helps an organization identify its organizational strengths and weaknesses. It also helps an organization understand which of its

resources and capabilities are likely to be sources of competitive advantage and which are less likely to be sources of such advantages. Finally, internal analysis can be used by organizations to identify those areas of its organization that require improvement and change. As with external analysis also" (Barney & Hesterly, 2019, P. 7).

- Analyzing the organization's external environment: the external environment of the organization is the environment surrounding and affecting the organization directly or indirectly when it carries out its activities and implements its plans, which affects its strategic plan and its decisions and consequently contributes in achieving its goals. The analysis of the external environment includes the opportunities available to the organization that can be exploited to achieve its strategic goals. It also includes the threats which are considered external risks if occurred, as they result in negative impact on the organization which impedes achieving its strategic goals. "The external environment consists of variables (opportunities and threats) that are outside the organization and not typically within the short-run control of top management. These variables form the context within which an organization exists" (Wheelen, Hunger, Hoffman, & Bamford, 2018, P.46).

The external environment of the organization represents the "External opportunities and external threats which refer to economic, social, cultural, demographic, environmental, political, legal, governmental, technological, and competitive trends and events that could significantly benefit or harm an organization in the future. Opportunities and threats are largely beyond the control of a single organization—thus the word external" (David, 2013, P. 10).

By conducting an external analysis of the organization's environment it helps "an organization identifies the critical threats and opportunities in its competitive environment. It also examines how competition in this environment is likely to evolve and what implications that evolution has for the threats and opportunities an organization is facing" (Barney & Hesterly,

2019, P.7).

Step 3: Strategic Formulation

Formulation of the Vision, Mission and Values

A vision is a paragraph in the form of an introduction that helps the reader to know the route of the author. Nowadays, there are many organizations that develop a vision statement to answer the question "What do we want to become?", Many vision statements are a single sentence. For example, the vision statement of Stokes Eye Clinic in Florence, South Carolina, is "Our vision is to take care of your vision" (David, 2013). It indicates that the author knows the truth and where it is heading (AlSweilem, 2015). The term vision is used in the field of strategic planning and is associated in the future state of the organization so it is more general and comprehensive and it answers the question What do we want to become? There is no specific definition for it, but most definitions have emphasized that vision is as a mental picture of the desired future, or a roadmap for the desired future route as expressed by (Wilkinson, et al., 2007). (Maher, 2009) believes that vision is the managers' perception of the organization's shape in the future, and includes the organization's position in the market and the investment of its strengths to achieve new values for itself and for the relevant parties. As for (Idris and Al-Ghalabi, 2011) they defined vision as it gives an impression on the desired future situation and it is comprehensive and integrated for the entire works of the organization not to mention it achieves coherence, coordination and interaction among these works, and thus you can control the status quo and guarantee the future.

The Mission announces what the organization is providing to society. It is a well-conceived statement that defines the fundamental, unique purpose that sets an organization apart from other organizations of its type. And mission the statement may also include the organization's values and philosophy about its business and treats its employees (Wheelen, Hunger, Hoffman, & Bamford,

2018). An organization's mission is its long-term purpose, that defines both what an organization aspires to be in the long run and what it wants to avoid in the meantime. Missions are often written down in the form of statements; most mission statements incorporate common elements, and define the core values that an organization espouses. Some missions can improve organization's performance despite these caveats. There are some organizations whose sense of purpose and mission permeates all that they do (Barney & Hesterly, 2019). Additionally the mission statement represents the identity of the organization, which reflects the justifications for its existence (Al-Qahtani and AlBehairi, 2014). According to (Al-Sweilem, 2015), it conveys the essence and spirit of the organization to the reader, and the ability of any organization to formulate its mission is a measure of the organization's vision, and the clarity of its institutional goals.

It should be noted that the mission must cover three key issues:

- The purpose of the organization, the reason for its existence and what it seeks to achieve. (What?)
- The work and activity that the organization selects to achieve these goals (how?)
- Values and Ideals: the system of values and ideals that govern the work of the organization and its members as they strive to achieve its stated goals. (Why?)

The values clarify what the organization believes in. They define what is right and what is wrong, what is acceptable and unacceptable, and what is fashionable and unfashionable (Barney & Hesterly, 2019). The values are the set of principles and beliefs that define the behavior of managers and employees alike. They help the managers run the business affairs within the organization, define what type of organization they intend to build, so as to achieve the mission and goals of the organization (Jones & Hill, 2013). The values represent the beliefs and principles based on which the organization operates. They reflect the daily behavior of the management and personnel, for whom these values are

set (Idris & Al-Ghalabi, 2011). Furthermore, the values maintain the integrity and cohesion of the organization, unify its members, and connect its parts altogether (Abu Al-Jadayel, 2012).

In conclusion, the mission summarized commitment in few words and phrases under which the organization seeks to achieve its goals using the means it deems appropriate to do so. On the other hand, the vision is an attempt to draw a mental image of the organization reality after achieving these goals, and how real they would seem. Through formulating the commitment mission and vision, the organization takes a significant step towards creating an integrated vision to what is planning. The result will be the mission statement of the organization.

Step 4: Developing Policies, Goals, and Objectives

Once the organization confirms its mission, and identifies its vision and critical issues that require special attention, it must define the broad outlines of these strategies as well as the general and specific goals that each strategy pursues, in addition to the method to do this through individual thinking, group discussion, or formal decisions. However, the minimum is the approval of the organization's leadership to address critical issues. This stage may take a very long time, and may require more information and data as well as a reassessment of the conclusions based on previous case assessments. This may require acceptance of new ideas, goals and treatments that will return the planning process to the previous stages, and use the available information and data to develop the best plans and strategies. The expected outcome of this stage is the general outlines of the organization's movement and its goals, including the long and short-term goals to address critical situations faced in its work (Al-Kaltham and Badarnah, 2012).

The strategic goals of the organization help to direct its capabilities and determine its priorities. They also contribute to the formulation of the operational and sub-goals of the organization, and to interpreting the strategic vision into performance indicators. Moreover, the strategic goals contribute to setting standards for measuring performance to ensure that the desired results are achieved, and to

improve the process of communication among the various administrative levels within the organization (Dora & Jaradat, 2014).

The strategic goals have a set of characteristics to distinguish the good strategic goal known as (SMART), which means that the goal is specific, measurable, achievable, relevant, and time-bound. Which means that it can be achieved on the ground in accordance with the circumstances and data, rather than be fictional and unachievable on the ground. Furthermore, the strategic goals must be associated with the vision and mission of the organization with a timeline to achieve the desired goal.

Step 5: Formulating the Plan

Once the vision, mission and goals are formulated, the fifth stage is to put all of this on paper in the form of a written plan, to be then reviewed by the board of directors, or senior nonprofit employees, as "the senior executive in organizations should involve numerous other divisional and functional managers in strategy formulation to ensure complete and accurate information as input to the process and a broad understanding of and commitment to that strategy once it has been formulated" (Barney & Hesterly, 2019, P.264). Moreover, the formulation of the strategy is the process of finding a strategic fit between external opportunities and internal strengths while working around external threats and internal weaknesses and analyzing strategic factors in light of the current situation (Wheelen, Hunger, Hoffman & Bamford, 2018). According to (David, 2013), the issues of formulating the strategy include how resources can be allocated, and how top managers must have the best perspective to understand fully the ramifications of strategy-formulation decisions and the authority to allocate the resources necessary for the implementation. It should be noted that the long-term objectives are important in strategy formulation as the annual objectives represent the basis for allocating resources.

This stage is an opportunity to achieve the following goals:

- Find the appropriateness of the seniors' views to ensure the capability to interpret the strategic plan into a series of operational or executive plans.
- Ensure that the plan can answer key questions about priorities and general trends in sufficient details, making "guidelines" for the organization.
- Reviews should not last for long periods as in "months", and the general trends must be adhered to. The expected outcome of this step is a written strategic plan.

1.8 Elements of Strategic Planning

Below are the foundations and pillars on which the strategic planning process is based:

- 1 . Study the environment and analyze the reality: this element falls under the first stage of strategic planning. It is the stage of formulating the strategic plan, and it includes external and internal analyses. The (SOWT analysis) is the processes through which an organization identifies its environmental threats and opportunities as well as the organizational strengths and weaknesses. This analysis is used so that the organization can engage in strategic choice. It helps the organization to choose the best strategy and to achieve it (Barney & Hesterly, 2019). Moreover, the environment analysis portrays key environmental variables that may be general forces and trends within the natural or societal environments or specific factors that operate within an organization. This environment is part of its organizational framework (Wheelen, Hunger, Hoffman & Bamford, 2018). It is important to recognize the environment in which the organization operates as it significantly affects the way the organization operates. In this way, the analysis of the internal environment will enhance its strengths and reduce or eliminate weaknesses, while the analysis of the external environment will optimize the opportunities and avoid the threats that may harm the organization and its plan. Furthermore, the environmental analysis provides reasonable hard data about the current situation and current trends, but it takes intuition and luck to accurately predict whether these trends will

continue. However, the predictions are usually based on a set of assumptions that may be valid or invalid (Wheelen, Hunger, Hoffman & Bamford, 2018).

2. Predict the plan goals: the prediction process is based on the assumption that trends in past events will extend at the same rate in the future so as to have relative visions of the goals sought. To ensure these are accurate, the prediction process must be based on an adequate amount of data and information as the statistical methods are used in the data to shape future events (Al-Sakarneh, 2010).
3. Identify the goals and objectives: the stage of formulating the strategic plan goals and objectives as defined goals which are seen as outcomes that the organization seeks to achieve in the future and they differ in terms of time scale. If these are long-term goal, they are called strategic goals or goals and if they are short-term, they are called tactical goals or objectives. The goals may involve all sectors, and each sector has its goals at the level of national and sectoral planning, and at the level of the organization. After that, the goals of each organization are distributed according to their departments and each department has its own goals, all of which fall under the umbrella (Al-Sakarneh, 2010). According to (Wheelen, Hunger, Hoffman & Bamford, 2018) objectives are the final results of planned activity. They should be expressed as an action verb, and use appropriate metrics to tell employees what to do and when to do it. The achievement of the organization's objectives should lead to the accomplishment of its mission. In fact, this is the reward given by society when the organization accomplishes its mission brilliantly. The term goal is often used interchangeably with the term objective; however, they are different terms. In contrast to an objective, a goal is an open-ended statement of what one wants to accomplish, with no quantification of what is to be achieved and no time criteria for completion. For example, a simple "increased profitability" statement is therefore a goal, not an objective, because it does not state how much profit the company hopes to make in the next year. A good objective should be

actionoriented and start with "to". An example of an objective is (to increase the firm's profitability in 2021 by over 2020).

Therefore, what distinguishes goals from objectives is that an objective must be (SMART), that is specific, measurable, achievable, relevant, and time bound. If these elements are met in an objective, it becomes possible to achieve such objective. On the other hand, this is not required in terms of goals.

4. Policies: policies are developed during the implementation stage of the strategic plan, which is the second stage of the strategic plan preparation after the stage of formulating the strategic plan. It can be expressed as policy which is a broad decision-making guide that links the formulation and implementation of strategies. Organizations use policies to ensure that employees throughout the organization make decisions and take actions that support the organization's mission, goals, objectives, and strategies (Wheelen, Hunger, Hoffman & Bamford, 2018). A successful strategic plan defines where the organization is now, and what it wants to be, and then implement policies to move from the current situation to the desired situation in a reasonable period of time. Thus, policies are the means by which annual objectives will be achieved. They include guidelines established to support efforts to achieve stated objectives. They are particularly important in strategy implementation because they outline an organization's expectations of its employees and managers. Policies can be established at an organization level and apply to an entire organization at the divisional level or apply to a single division, or at the functional level. Policies can also apply to particular operational activities or departments, so policies are guides to decision making and they address repetitive or recurring situations. Policies further allow consistency and coordination within and between the organization's departments (David, 2013).
5. Programs: come in the implementation stage of the strategic plan. A program is a statement of the activities or steps needed to support a strategy. It includes is a collection of tactics

where a tactic is the individual action taken by the organization as an element of the effort to accomplish a plan, and the program makes the strategic plan action oriented (Wheelen, Hunger, Hoffman & Bamford, 2018).

6. Budgets: part of the implementation stage of the strategic plan. A budget is a statement of an organization's programs in terms of cost. It is used in planning and control and lists the detailed cost of each program. Moreover, the budget not only serves as a detailed plan of the new strategy in action, it also specifies through proforma financial statements the expected impact on an organization's financial future (Wheelen, Hunger, Hoffman & Bamford, 2018). Furthermore, it is the method for specifying what must be done to complete strategy implementation successfully. Budgets can be viewed as the planned allocation of an organization's resources based on forecasts of the future (David, 2013).
7. Procedures: the sequence of steps needed to do the job. Procedures are a system of sequential steps or techniques that describe in detail how to accomplish a specific task or work. Usually, they specify in details the various activities that must be performed to complete the organization's plan (Wheelen, Hunger, Hoffman & Bamford, 2018).

The development of policies, programs, budgets and procedures that describe how the work is carried out is not sufficient to achieve the goals unless they have requirements to implement the manpower and financial means for goods and services. Otherwise the problem of suspending activities and reluctance will be faced when implementing the programs which will lead the plan to deviate from the planned timeline.

1.9 Characteristics of Strategic Planning (Al-Felali, 2010)

- The process is strategic because it involves preparing for the best way to respond to the conditions of the organization's environment, whether these conditions are already known or not, especially since governments and non-profit organizations are often forced to respond to dynamic and

potentially hostile environments. The fact that the process is strategic means clarity in the goals of the organization and knowledge of its resources.

- The process is planning because it involves setting voluntary goals, that is, choosing the desired future, and developing a way to achieve those goals.
- The process is organizational because it requires a specific system and pattern that makes it a purposeful and fruitful process. The process produces a series of questions that help planners experience experiments and assumptions, collect and use information about the present, and predict the future environment of the organization.
- The process is concerned with major decisions and events given that there are options that must be selected to answer a series of questions that arise from the process. In the end, the plan is a set of decisions; nothing more and nothing less than what to do, the motivation for what to do, and how to do it, since it is impossible to do everything needed in the world. Strategic planning refers to some decisions and organizational actions that are more important than others, and the majority of the strategy lies in making difficult decisions for what is more important to accomplish what can be successful with the organization.

1.10 Advantages of Strategic Planning

Strategic planning is a long-term process in which specific goals lead through the mobilization of current and latent resources. Through a series of stages, starting with analyzing the internal and external environment to identify strengths and weaknesses as well as opportunities and threats, and defining the organization's mission and goals (Hoshiar, 2013), and from the above, it can be said that strategic planning has the following features: (Jawaher, 2011)

- It is usually at the level of senior management. However, some authors indicate the possibility of involving the lower levels in strategic planning processes, in order to be more effective and realistic.
- Flexibility, which is the organization's ability to shift from one strategy to another when environmental conditions change.
- Encourages predicting the future of the organization's strategy.
- Its goals are pivotal, dependent on achieving interim and legal goals. That is, the goals are the most important and the key to solving all problems of change.
- Strategic planning relies on the existing and latent resources as well, the appearance of which is linked to changing circumstances and the movement of existing resources.
- Inclusiveness, i.e. includes the institution as a whole and not only part of it, it is an integrated system.
- Strategic planning goes through stages that begin with defining the organization's mission and then strategic environmental analysis to the stage of selecting the appropriate strategy.

1.11 Pitfalls in Strategic Planning (David, 2013)

Strategic planning is a complex, and complicated process that brings the organization into uncharted territory. It does not provide a ready-made prescription for success; instead, it takes the organization through a journey and provides an addressing questions and problem-solving framework. The organization must be careful and must prepare to solve these problems as this is critical to its success. Below are the pitfalls that need to be noted and avoided in strategic planning:

- The use of strategic planning to control decisions and resources.
- Rapid shift from task development to strategy formulation.
- Inability to communicate the plan to employees.

- The contradiction of the many intuitive decisions made by top managers with the formal plan.
- Failure to actively support the strategic planning process by the senior management.
- Failure to use the plan as a measure of performance.
- Delegation of the planning process to a "planner" instead of involving all managers.
- Failure to involve key employees in all stages of the plan.
- Failure to create a collaborative atmosphere that supports change.
- Consider planning as unnecessary or unimportant.
- The planning is too formal, so that flexibility and creativity neglected.

1.12 Obstacles to Strategic Planning

Below are the most common obstacles to strategic planning: (Al-Aref, 2010):

- Inadequacy of available resources, such as lack of resources, difficulty in accessing them, difficult to manage, and lack of capabilities to do so.
- The external environment is turbulent, which may make planning obsolete before it begins to rapidly change according to the elements of the political, economic and social environment.
- Gathering inappropriate information about strategic changes in the environment.
- Strategic planning requires time and significant cost.
- The strategic director's inability to perceive real opportunities and risks.

According to (Mohammad, 2012) below are the obstacles to strategic planning:

1. The unwillingness or reluctance of the administrative staff to use this method, which may be due to the following reasons:
 - Insufficient time for strategic planning.
 - The administrative staff's belief that it is not their responsibility.
2. The disturbance and instability of the external environment, which may make planning obsolete before it begins, for the following reasons:

- Rapid change in the elements of the environment.
 - The high cost of following this change closely and continuously.
3. Inadequacy of available resources:
- Difficult access to technology and technical methods.
 - Lack of administrative decisions.

Section II

The Justice Sector and the Obstacles confronting it:

The justice sector is considered one of the most important and influential sectors for the Palestinian citizens. It assesses the performance of the Authority through its relationship with the Authority institutions in general, and through its relationship with the justice sector institutions in particular.

2.1 The Justice Sector Institutions

The Ministry of Justice

The Palestinian Ministry of Justice was established in 1994 after signing the Oslo Accord between the Palestine Liberation Organization and Israel. The Ministry of Justice is responsible for supporting the justice sector institutions to ensure the right to access justice and to promote the suitable environment that shall ensure the integrity, impartiality and independence of the judiciary. This is in addition to delivering the Forensic and public services. It is further responsible for submitting the bills and regulations to the Government and leading the efforts of updating and harmonizing the legislation with the international charters and treaties. On the one hand, the Ministry of Justice is concerned with drawing up general judicial and criminal policies in the legal field. It also serves as the communication link between the judiciary and the executive authorities, and it shall promote the principle of separation of powers separation and support the environment for human rights and fundamental freedoms. It shall

also promote the principle of protecting rights and freedoms and empowering gender. The Ministry of Justice shall also lead the national efforts in implementing the objectives of Goal 16 of the 2030 Sustainable Development Agenda 1 .

National Strategy for Justice & Rule of Law (2011-2013), Palestine.

The High Judicial Council

It is the high judicial body representing the Palestinian judicial authority. It constitutes the essential guarantee for the independence of the Authority. It is entrusted with administrative supervision the judiciary. This Council is established in accordance with the provisions of the Judicial Authority Law No. (1) Of 2002, where the High Judicial Council aims to2.

- Enhance the independency of judges.
- Ensure dignity, transparency and efficiency of judges.
- Qualify and train judges and human resources on work in judicial field.
- Improve courts performance and facilitate case proceedings.
- Institutionalize and improve High Judicial Council.
- Institutionalize and improve council departments, Judicial Inspection Department, General Secretariat Department and others.

The Public Prosecution

The public prosecution is an independent judicial authority that assumes the public prosecution in the name of society, supervise judicial control affairs and ensure that law is enforced. The public prosecution has the sole competence to initiate and proceed with the criminal action unless in cases stipulated by law. Furthermore, the Public Prosecution, including all its mandates, represents the State's institutions before the courts in the claims and cases filed by or against the State, including the

human rights, the constitutional and the administrative cases. The Public Prosecution also appears before the Constitutional Court in the constitutional cases at hand. It continuously seeks to develop and improve its performance so that it carries out its functions effectively and efficiently by its specialized prosecution offices. It further strives to increase the capacity of its prosecutors, each

2 Website of the High Judicial Council, 2021 [https://www.courts.gov.ps/details ar](https://www.courts.gov.ps/details_ar) within their respective specialization, and it always seeks to provide fair trial guarantees and respect for all international conventions the State of Palestine had acceded to³.

Based on the mission of the Public Prosecution, it seeks to meet four main objectives within the framework of its mandate, namely: promoting respect for human rights and basic freedoms, ensuring fair investigation and representation procedures, supporting building, empowering and developing the Public Prosecution, and unifying, updating and developing criminal legislation and policies 4.

Chief Justice Bureau

The Sharia Courts consider and decides on all matters related to the family, referred to as personal status among Muslims. They are concerned with all cases pertaining to marriage, divorce, expenses, custody, inheritance, wills, gifts, as well as cases pertaining to succession, money and assets endowments, registration of certificates related thereof, common action, prevention of all types, and legal documents related to the will, guardianship and custody, the legal declaration, devolution of estate, separation or exclusion from inheritance, power of attorney, guardians and custodians authorizations to sale, divorce, mortgage and endowment, and whatever results thereof. This is in addition to empowering the Sharia Courts to operate under impartiality, efficiency, integrity and independence to achieve family justice 5.

Advisory and Legislation Bureau

It is a legal specialized official institution that enjoys corporate personality, as well as technical, administrative and financial independence. It is subordinate to the Council of Ministers. The Bureau is considered one of the first institutions concerned with law enforcement, established in Palestine

³ The Palestinian Public Prosecution, WAFA News Agency, 2021, <http://www.wafainfo.ps/ar>

⁴

Public Prosecution Website, 2021, <http://www.pgp.ps/ar/PP/Pages/RoleofPublicProsecution.aspx>

⁵ Ministry of Justice Website, 2021 http://www.moi.pna.ps/ar_page.aspx?id=gsYGnwa2888570355agsYGnw

ever since the Palestinian National Authority assumed its position. It is aimed at strengthening the rule of law, equality, justice, ensuring the rights and public freedoms, safeguarding the human dignity, under a fully sovereign Palestinian State. Its functions and powers were regulated by Law No. (4) for the year 1995, regarding the procedures for drafting legislations, which gave the Bureau an important and central role in formulating, studying, preparing, and amending Legislations before their approval and issuance by the competent authorities¹². Furthermore, the Bureau prepares and issues the official gazette in accordance with the Official Gazette Law No. (29) Of 1949 and its amendments. Moreover, the Bureau provides consultations, and legal advisory to the public institutions.

Supreme Constitutional Court

The Supreme Constitutional Court is established based on the Amended Basic Law Of 2003. The Supreme Constitutional Court Law has been endorsed and passed on 17th Feb. 2006. It is published in the Official Gazette Issue (62) under the title "The Supreme Constitutional Court Law No. (3) Of

¹ The Website of the Advisory and Legislation Bureau, 2021, <https://www.lab.pna.ps/>

² Constitutional Court Website, 2021 [https://www.tsc.pna.ps/pages?id=definition of the Court](https://www.tsc.pna.ps/pages?id=definition%20of%20the%20Court)

2006". It aimed at promoting the rule of law and the legal progressivity in establishing the State of Law by ensuring the conformity of legislation with the supreme law of the State of Palestine and striving to ensure respect for constitutional rights guaranteed for individuals 7. It is mandated to do constitutional monitoring over the laws and regulations, interpretation of the Basic Law articles and decide on the conflict of jurisdiction among authorities, decide on the conflict of jurisdiction between the judicial authorities and administrative authorities with judicial competence, decide on the conflict on the implementation of two contradictory final judgments, one of which was issued by a judicial authority or a body with judicial jurisdiction, and decide on the appeal against the President of the State of Palestine deprivation of legal capacity³.

Palestinian Judicial Institute

The Judicial Institute is considered one of Justice sector institutions. It is a financially and administratively independent government institution that is concerned with the judicial and legal affairs. It is considered the official authority concerned with building and developing the capacities of judicial staff, public prosecution, and administrative personnel working in the justice sector. It is also concerned with qualifying individuals to occupy the judicial and prosecution positions at highest level of professionalism, not to mention strengthening the capability of scientific research. The institute is headed by a director of no less than an appeal judge⁴.

³ Ministry Of Justice Website, 2021 http://www.moi.pna.ps/ar_page.aspx?id=gsYGnwa2889522108agsYGnw

⁴ The Palestinian Judicial Institute Website, 2021 <http://www.pii.pna.ps/PagesManager/DisplayPage/28>

2.2 Obstacles faced by the Justice Sector

The justice sector is facing several constraints and challenges, a great amount of which is attributed to internal and external factors, and all of which caused hindering its development with the course of time. Below are the most prominent of these factors:

- The poor legal system applicable in the Palestinian territories in the absence of civil law legislation, the poor criminal legislation, and the failure to pass a modern penal code.
- The absence of the Legislative Council role and adopting alternative mechanisms such as decree laws issued by the PA Chairman.
- The lack of citizens' confidence with the justice institutions, the litigation system and the use of alternative means.
- The poor performance of justice institutions and their lack of the necessary resources.
- The multitude of legal systems and the poor coordination mechanisms and means of execution.
- The lack of geographical communication among the governorates, which affected the extent to which citizens have easy access to justice facilities.
- The impacts and role of the Israeli occupation in causing chaos and destabilizing the confidence of the public in the public system especially the judicial system.
- The absence of the Palestinian State sovereignty over the Palestinian territories and the negative repercussions and influences arising thereof on the contact with the outside world due to the requirements of the justice sector.
- The lack of commitment of the Israeli occupation to adhere to the signed conventions, especially with regard to the legal protocols.
- The existence of settlements diminished the rule of law in the Palestinian territories.

- Increased cases of wanted persons fleeing from the Palestinian justice to Israel, and the failure of the Israeli authorities to respond to requests for extradition.
- The inability of the National Authority to control the borders, and arrest the fugitives wanted, or prevents the wanted persons from traveling.
- The poor means of mutual legal assistance at the bilateral and international levels, which contribute to obstructing the jurisdiction and the implementation of judgments.
- The lack of Palestinian jurisdiction over Israelis and Palestinians who hold Israeli identities who commit crimes in the Palestinian National Authority territories.
- The lack of Palestinian jurisdiction over the Palestinian territories as a result of A, B and C areas partitions.

Literature Review

This section highlights the literature review on the subject of strategic planning, its implementation, and the obstacles the institutions face in this regard. It is divided into Palestinian local studies concerned with the topic of strategic planning, then Arabic studies, and foreign studies. This section aims to find out the goals of these studies, the topics they focused on, the methods and tools they used and the findings reached. The researcher arranged the studies from the most recent to oldest starting with the local studies, followed by the Arabic and then the foreign, as follows:

Local Studies

First Study

The study of (Najim, 2018) titled: "The extent to which strategic planning is applied in the Higher Council for Youth and Sports in Palestine from the point of view of senior management". This study aimed to identify the extent to which strategic planning is applied in the Higher Council for Youth and

Sports of Palestine, from the point of view of senior management. The study used the descriptive approach. The study tool used by the researcher was a questionnaire consisting of four axes: (the stage of readiness and diagnosis, the stage of developing the strategic framework, the implementation stage, and the control stage) all of which are related to strategic planning. After collecting and analyzing the data, the study found that the extent of implementing strategic planning in the Higher Council for Youth and Sports in its four stages was very high. There were no statistically significant differences at the level of significance at the total mathematical averages in estimating the answers of the study population due to the demographic variables (gender, age group, years of experience, the scientific qualification, and the job title). Additionally, there was a statistically significant impact at the level of ($p < 0.05$) of the strategic planning stages on the implementation of the strategic planning of the Higher Council for Youth and Sports from the point of view of senior management. The highest was witnessed at the stage of strategic framework development (planning) and the lowest at the stage of monitoring (monitoring and evaluation).

Second Study

The study of (Al-Batha, 2017) titled "The Degree of Applying the Developmental Strategic Planning (SDIP) in Bethlehem's Municipalities according to the Standpoint of their Councils' Members". The study aimed to recognize the strategic development planning for Bethlehem's municipalities according to the standpoint of their members. It also aimed to find out if there are statistically significant differences at ($p < 0.05$) in the total degree of the sample's responses towards the strategic developmental planning in Bethlehem's municipalities attributed to the variables of the municipality, gender, educational level, years of work and job title. The study used a descriptive analytical approach. To collect data, the study used the tools of interview and questionnaire. The population of the study consisted of all members of Bethlehem municipalities. The study used the analytical statistic method through calculating the means and standard deviations for the sample's responses for each item of the questionnaire. The findings of the study revealed that the degree of

implementing the strategic development planning for Bethlehem's municipalities according to their members' standpoints was medium. The highest response degree is for the first domain which measures the clarity of the concept of the strategic development planning at the municipal council. Then, the second and third domains which respectively measure the degree of analyzing the internal and external environment of the municipal councils and extent of existing strategic develop orientations among the municipalities' members with high degree. Then, the fourth domain which measures the extent of existing executive strategic development plans came with a medium degree.

After that, the fifth domain which measures the degree of implementing strategic development plans. The least response degree is for the last domain which measures the degree of assessing and evaluating the strategic development plans with a medium degree.

Third Study

The study of (Bishara, 2017) titled "The degree Of Applying Goodstein, Nolan and Pfeiffer Model Of Strategic planning in some Palestinians Authorities Ministries: An Applied Study On Strategic Plans (2011-2013)". The objective of the study was to identify the degree of applying Goodstein, Nolan and Pfeiffer Model of strategic planning in some PA Ministries in the West Bank. The study used the descriptive analytical approach on the study population. The study used the questionnaire tool consisting of 78 items, divided into I I paragraphs all related to strategic planning of Goodstein, Nolan and Pfeiffer Model. The data was dumped and analyzed using the SPSS in addition to analyzing the content of strategic plans of ministries. The results showed that Goodstein, Nolan, and Pfeiffer Model of Strategic Planning was averagely applied by the Ministries in the West Bank.

Fourth Study

The study of (Malak, 2016) titled "The role of senior management in the strategic planning process within the institutions of the Palestinian National Authority - a case study of the Ministry of Finance and the Ministry of Planning". The study aimed to identify the role of senior management in

the strategic planning process within the institutions of the Palestinian National Authority, and to identify the obstacles facing the strategic planning process in the Ministries of Finance and Planning. The study used the descriptive approach and the questionnaire tool was used as a main tool to collect the required data. The study concluded that the existing legal and organizational environment for the strategic planning process is not sufficient to find strong planning departments that take charge of the strategic planning process, and no financial budgets are allocated to implement the strategic plans as required. It further found that the programs and activities in the institution are not always developed according to strategic plans, which leads to their failure to reach the desired results, not to mention the poor potentials related to consultants and experts in the area of strategic planning, the apparent lack in preparing scenarios as they are used in emergencies, and not ascertaining the importance of feedback from respondents during the planning process, not taking the decisions based on the strategic plan, and not using the findings of evaluation in developing the work as required.

Fifth study

The study of (Khayyat, 2015) titled "A Proposed Model for Multi-Level Strategic Development Planning in Palestine". The study aimed at developing a proposed model of multi-level strategic development planning in Palestine. The proposed approach is a combined approach of top-down and bottom-up planning. The responsibility for planning strategic development projects of national feature such as constructing hospitals, national roads, and regional sewage treatment systems, to the sectoral ministries at the national level. The study relied on a literature review on the subject of strategic development planning, discussion and analysis of specific case studies of multi-level strategic development planning systems in different countries to benefit from their experiences, and the three levels were analyzed and evaluated in Palestine (national, regional, and local).

Sixth Study

The study of (Hafi, 2012) titled "Identification of the applicability of strategic planning in the Palestinian Ministry of Labor among the constraints and the success elements according to the managers and the general managers' points of view". The study aimed to identify the applicability of strategic planning in the Palestinian Ministry of Labor among the constraints and the success elements according to the managers and the general managers' points of view. This is in addition to illustrate the effect of the study variables on the respondents' views. The researcher used the tool of questionnaire depending on the theoretical framework and the relevant studies. The study reached that the total degree in implementing strategic planning in the Ministry of Labor was medium. The study concluded that the implementation of the strategic planning in the Ministry of Labor was also medium in the areas of planning and strategic direction, carrying out the plan, the strategic analysis and the strategic drafting. As in the field of evaluation and follow-up, the reality of implementing strategic planning at the Ministry of Labor was low, and the overall degree of obstacles to strategic planning at the Ministry of Labor was high, as was the case in the areas of constraints, and the overall degree of the elements for success in strategic planning at the Ministry of Labor was medium, as was the case in the elements of success. The study showed that there were no statistically significant differences at the level of significance 0.05) in the average answers of respondents in terms of the reality of the implementation of strategic planning, constraints and the elements of its success at the Ministry of Labor, due to the variables of sex, age, class functionality, level of education, specialization and experience.

Seventh Study

The study of (Abed Rabu, 2012) titled "Towards an integrated model for strategic planning in the institutions of the Palestinian Authority, a case study, Ministry of Finance". The study aimed to build an integrated model for strategic planning in the Palestinian Authority institutions in general and the Palestinian Ministry of Finance in particular, in addition to identifying the most important proposals and recommendations to strengthen the role of strategic planning at the Palestinian Ministry of Finance. The study used the descriptive approach. Data collection, answers to the questions, and test

hypotheses were done by reviewing the literature review, criticism and analysis of previous references, as well as designing of a special study's questionnaire. The study concluded that the Palestinian Ministry of Finance moderately exercises strategic planning, and that it follows the strategic planning approach at all levels. The results also showed that not all environmental externalities were taken into account while building a strategic plan for the Ministry of Finance, and that the external environmental analysis is the most vulnerable component of the model of strategic planning in the Ministry of Finance. The study's results also confirmed the lack of adequate attention to the development, training, and improvement of the performance of human resources with regard to strategic planning, and that the Ministry does not involve all levels of management in the process of strategic planning, since it's limited to only senior management levels. Not to mention the set of internal and external constraints, that hinder the process of strategic planning in the Palestinian

Ministry of Finance.

Arabic Studies

First Study

The study of (Al-Hayek, 2018) titled "The Requirements of Strategic Planning Implementation and Its Obstacles to the Principals of Private Basic Schools in the Governorate of the Capital Amman". This study aimed at finding out the requirements of strategic planning and its obstacles to the principals of private basic schools in the governorate of the capital Amman from teachers' point of view. The sample of the study consisted of (368) male and female teachers from the private basic schools. A questionnaire was developed to collect data. The findings of the study showed that the availability degree of implementing strategic planning requirements was high. The obstacles of implementing strategic planning strategy were high too. There were no significant differences at ($1 < \alpha \leq 0.05$) in the availability degree of implementing strategic planning requirements attributed to sex, academic qualification and experience variables. Finally, there were no significant differences at ($\alpha \leq$

0.05) in the obstacles degree of implementing strategic planning in the basic private schools attributed to sex, academic qualifications and experience.

Second Study

The study of (Slelati, 2018) titled "Governance and strategic planning in the universities in Lebanon". The study aimed to identify the level of relationship which is given at universities in Lebanon to link governance with strategic planning and to determine the degree of commitment at these universities and to demonstrate the importance of implementing governance and strategic planning in universities. The problematic exposed consist on focusing on challenges that were and are still facing universities. The study used the tool of questionnaire to answer the questions of the study. The questionnaire was divided in five sections containing 26 questions, distributed to higher tier academic and administrative bodies in universities in Lebanon. It has been featured in the recommendations the importance of strategic level plans to spread the spirit of integrity, ethics and sense of belonging, participation, transparency and the establishment within universities of an administrative unit responsible for formulating the framework of the relationship between governance and strategic planning to ensure accountable performance in universities.

Third Study

The study of (Twaij, 2017) titled "The Requirements and constraints in implementing strategic planning in government departments - an applied study in the Council of the Province ofNajaf". The study aimed at identifying the strategic planning in government offices. Also to determine the requirements that enable government offices to implement strategic planning and obstacles that limit the implementation of it, and what is the suggested solutions to overcome the obstacle. The study used the tool of questionnaire to collect the data and the SPSS to analyze the data. It used the descriptive and analytical approach. The study concluded that the rate of interest in adopting strategic planning by the senior management at Al-Najaf al-Ashraf Province Office is weak and poor. Not to mention the

lack of interest in training the staff on strategic planning. The study found that it is necessary to adopt the strategic planning process by the senior management in preparing the strategic plans with the assistance of expertise and efficiency, in addition to fostering the culture of strategic planning and training the senior management staffs and those working at al-Najaf al-Ashraf Province Office to overcome the difficulties and challenges facing the process of strategic planning.

Fourth Study

The study of (Al-Samrae, 2015) titled "The level of awareness of the administrative leaders of strategic planning from the viewpoint of planning departments staff at the Iraqi ministries". The study aimed to investigate the level of administrative leaders' awareness of strategic planning from the point of view of planning departments staff at Iraqi ministries. The study used the tool of questionnaire to collect data as the number of the sample population amounted to (320) individuals chosen from 4 Iraqi ministries. The study found that the level of administrative leaders' awareness of strategic planning at the Iraqi ministries was average, and that there were statistically significant differences at in the level of administrative leaders' awareness of strategic planning attributable to the gender variable and experience (6-10) years in favor of males, and the lack of statistically significant differences attributable to the variable of the educational qualification.

Fifth study

The study of (Al-Hajri, 2015) titled "Evaluating the effectiveness of strategic planning in the work of the Qatari Ministry of Interior". The study aimed to identify the reality of strategic planning in the Qatari Ministry of Interior and analyze the problems and obstacles facing the implementation of strategic planning in the Ministry of Interior. The study used the questionnaire tool to collect data in addition to the strategic analysis tool SWOT. It adopted the descriptive analytical approach. The study concluded that there is an increase in the rate of public satisfaction, a reduction in service time,

simplification of procedures and changing to an e-ministry. It also concluded the significant development in the relationship between the ministry and society as a result of the ministry's focus on taking public opinion to develop services.

Sixth Study

The study of (Al-Husseini, 2014) titled "The role of strategic planning in improving the performance of the institution - a case study - the National Wells Work Company - Hassi Messaoud (ENTP)". The study aimed at identifying the role of strategic planning and its relationship to improving performance and identifying the most important obstacles at the level of the National Wells Work Company (ENTP). To answer the main research question, how does strategic planning contribute to improving institutional performance? The study used the descriptive analytical approach, as it fits with the subject matter. The study found that the most available characteristics of strategic planning at ENTP were to take advantage of information related to the past and present and to develop future plans for the performance of the institution. While the least available characteristics were related to the work of the institution to review the needs and requirements and the services it provides, and to encourage the management of the institution, including the superiors and subordinates, to share their thoughts and suggestions. The phrase "The responsibility for strategic planning is limited to senior management" came last. The biggest obstacle is the extreme centralization in the process of strategic planning and decision-making. The phrase "The lack of qualified and specialized leaders in strategic planning" came last. With regard to the requirements for the success of strategic planning at ENTP to improve performance, the participation of individuals working in the formulation of strategic and detailed plans related to their field of work is required. However, identifying the opportunities and threats presented as an essential element in the strategic planning process came last.

Seventh Study

The study of (Abu Ajmia, 2013) titled "The Degree of Strategic Planning Practices and its Impact on Organizational Effectiveness Among the Employees at the Financial Institutions of Jordan: Analytical Study of the Views of Employees". The study aimed to identify strategic planning in achieving organizational effectiveness in Jordanian public institutions. It focused on the senior and middle managements in Jordanian public institutions as they are the cornerstone in preparing plans and strategies and consolidating these concepts in the minds of employees. The study used the tool of questionnaire to answer its questions and achieve its goals. It found that there is statistically significant difference of strategic planning in achieving the effectiveness of the Jordanian public institution, and that there is statistically significant difference of strategic planning in the internal and external environments in achieving the effectiveness of Jordanian public institution. Furthermore, it found that there is statistically significant difference in formulating the strategic plans (the institution's mission, strategic objectives, and development of strategies and policies), not to mention the statistically significant difference in strategic planning with all its dimensions attributed to the demographic factors.

Eighth Study

The Study of (Al-Atebi, 2012) titled "The Impact of Strategic Planning & Continuous Improvement on the Effectiveness of Independent Organizations in State of Kuwait". The study aimed to build a proposed model to measure the impact of strategic planning and continuous improvement on the effectiveness of independence organizations in the State of Kuwait. The study used the questionnaire tool to collect the data, and it contained (43) paragraphs. The study found a statistically significant impact of strategic planning on the effectiveness of independent organization in the state of Kuwait at $(0.05 = \alpha)$. It also found a statistically significant impact of strategic planning including its dimensions (the design of the strategic plan, the environment strategic analysis, strategic thinking) on the appropriateness of objectives at $(0.05 = \alpha)$. Furthermore, it found a statistically significant

impact of the continuous improvement on the effectiveness of independence organizations in the State of Kuwait at $(0.05 = \alpha)$, and a statistically significant impact of strategic planning and continuous improvement on the effectiveness of independent organizations in the State of Kuwait at $(0.05 = \alpha)$.

Foreign Studies

First Study

The study of (Nicholas, Hilary, 2018) titled "The Importance of Strategic Management Process in the Performance of Management of Tertiary Institutions in Enugu State Nigeria". The study aimed to identify the importance of strategic management processes in responding and critically responding to the challenges faced by Nigerian universities and colleges. This is in addition to addressing the impact of strategic management on the performance of universities and colleges and the way in which strategic management is critical. The study used a cross-sectional survey design; the sample included 295 respondents randomly selected from the employees of the Enugu National University of Science and Technology (ESUT) and the employees of the Enugu School of Management and Technology (IMT). The data was analyzed by using percentage and relative importance index (R.I.I). The study concluded that strategic management can be used as a mechanism to provide guidance and coordination for the realization of institutional activities to achieve institutional goals.

Second Study

The study of (Kiefer, 2016) titled "Role of Strategic Planning and Strategic Management in the Courts". The study aimed to identify the role of strategic planning and strategic management in the courts of the United States of America. The study used the interview as a tool to answer the study questions, as it conducted 33 interviews with court professionals from around the country, including

court administrators, assistant administrators, a court consultant, elected clerks of court, a state court administrator, and staff from state administrative offices. Moreover, the study analyzed 21 strategic plans and budget documents from trial courts and state supreme courts. Furthermore, the study concluded that strategic planning is an effective tool for courts; however it is equally evident that courts do not necessarily have to embrace formal strategic planning in order to succeed.

Third Study

The study of (Johnsen, 2016) titled "Strategic Planning and Management in Local Government in Norway: Status after Three Decades". The study aimed to identify the role of strategic planning and management in the local government in Norway in (176) of the local government institutions operating in Norway. The study adopted the descriptive analytical approach. It used the tool of questionnaire to collect data and meet its objectives. The study found that most of the Norwegian local governments have used strategic planning and that there is a relationship between the performance of senior management and strategic planning, and that there is a positive impact on the performance of employees in the local government as a result of using the process of strategic planning by the senior management.

Fourth Study

The study of (Ridwan, 2015) titled "Strategic Planning Practices an Empirical Study in the Indonesian Banking Industry". The study aimed to identify the practices of strategic planning and the elements of the process of strategic planning in the high-performance banks in the Indonesian context. An intentional sample of (6) banks operating in Indonesia was selected. Some of which are high-performance banks which implement the strategic planning process while others are highperformance but do not implement strategic planning. The study used the qualitative experimental research method, and a case study. It used the tool of random interviews to collect data. The study concluded that the availability of resources for managers and using them efficiently and effectively ensures the

achievement of the institution's goals. It also found that drafting the strategy helps connect the institution actively with its environment to have an excellent performance and to develop the alternatives strategy. Furthermore, the study concluded that the directors at the strategic planning section are committed to be involved in the strategic planning process, and that to ensure the effective implementation of strategic planning, indicators for measuring performance have to be developed to achieve progress on the strategic plan.

Fifth Study

The study of (Sandada, Dhurupk and Pooe, 2014) titled "Strategic planning and its relationship to business within SMEs in South Africa". The study aimed to identify the relationship between strategic planning and business within SMEs in Gauteng Province, South Africa. A total of 200 questionnaires were distributed to SME managers and owners, and factors were analyzed to identify the dimensions of strategic planning and its relationship to business performance. The study concluded that strategic planning has a positive and predictive relationship with the performance of small and medium enterprises, and that the elements of strategic planning and formal procedures for the process of strategic planning, implementation of the strategy and evaluation of control are the most influential dimensions for improving business performance in this field.

Sixth Study

The study of (Thuo, Katuse, 2013) titled "A critical Analysis of the Strategic Planning Effectiveness In The Public Sector Reform: A Survey Of Local Authorities In Kenya". The study aimed to critically analyze the effectiveness of strategic planning in the local authorities in Kenya. It adopted the descriptive analytical approach and used the tool of interviews which were conducted with the local authorities departments at the middle and lower levels to collect data. The sample of the study was randomly selected and constituted 30% of the study population. The study found that the practices

of the respondents, namely the departments at different levels, affect the effectiveness of the strategic planning process.

Seventh study

The study of (Arasa, K 'Obonyo, 2012) titled "The Relationship between Strategic Planning and Firm Performance". The study aimed to identify the relationship between strategic planning and the performance of firms, giving attention to the strategic planning steps. The study used the tool of questionnaire to answer its questions in addition to conducting interviews with the executive seniors in two firms, director generals in eleven firms operating in Nairobi, Kenya. It used the quantitative analytical approach. The study found a strong relationship between strategic planning and firms' performance, and that all steps of strategic planning were found to be positively related to the performance of the firm. Furthermore, the study concluded that there is indeed relationship between strategic planning and all of the financial and non-financial performance indicators. It found that there is relationship between strategic planning and fixed performance and that it is clear that there is also relationship between the variables and the performance. The study also found that the firms effectively implementing strategic planning showed greater performance in terms of the financial and non-financial indicators compared to those at a lower level of strategic planning.

Commenting on Previous Studies

There has been considerable interest by institutions and firms concerning the issue of strategic planning and its proper implementation that ensures the achievement of the goals of the plan efficiently and effectively. Therefore, the researchers endeavored to identify the levels of strategic planning and the degree of their implementation as well as to identify the effects of their implementation on the institutions and the obstacles facing strategic planning during its implementation to come up with solutions to avoid such obstacles. This study highlighted some of the previous studies on strategic

planning conducted at the local, regional and foreign levels to identify the intersections and conflicts thereof. At the local level, the studies have addressed strategic planning from several perspectives, from the perspective of strategic planning implementation, the role of departments in the process of planning, and the obstacles to strategic planning. Some of the studies proposed a model of strategic plans. For example, the study of (Najim, 2018) aimed to identify the extent to which strategic planning is applied in the Higher Council for Youth and Sports of Palestine, from the point of view of senior management. Likewise, the study of (Al-Batha, 2017) aimed to recognize the strategic development planning for Bethlehem's municipalities according to the standpoint of their members, while the study of (Bishara, 2017) aimed to identify the degree of applying Goodstein, Nolan and Pfeiffer Model of strategic planning in some PA Ministries in the West Bank- An applied study on strategic plans 2011-2013. As to the study of (Malak, 2016), it aimed to identify the role of senior management in the strategic planning process within the institutions of the Palestinian National Authority, study cases of the Ministries of Finance and Planning. As to (Khayyat, 2015) study, it suggested a model for the strategic development planning in Palestine, while (Hafi, 2012) study addressed the implementation of strategic planning at the Palestinian Ministry of Labor between the obstacles and elements of success from the perspectives of directors and directors general. As to (Abed Rabu, 2012) study, it suggested an integrated model for strategic planning for the PA institutions-study case of the Palestinian Ministry of Finance.

To learn from the regional experiments and to have access to the contributions of the Arab countries in the field of strategic planning, several Arab studies were also reviewed in the current study. The study of (Al-Hayek, 2018) addressed the requirements of strategic planning and its obstacles to the principals of private basic schools in the governorate of the capital Amman, as to (Slelati, 2018) study, it addressed governance and strategic planning at the Lebanese universities. On the other hand, the study of (Twaij, 2017) highlighted the requirements and obstacles to the implementation of strategic planning within the government departments-applied study of the Council

of the Province of Najaf, while (Al-Samrae, 2015) study aimed at identifying the level of administrative leaders' awareness of strategic planning from the point of view of planning departments staff at Iraqi ministries while (Al-Hajri, 2015) study evaluated the effectiveness of strategic planning in the work of the Qatari Ministry of Interior. The study of (Al-Husseini, 2014) identified the role of strategic planning in improving the performance of the institution- study case — ENTP Hassi Massoud. On the other hand, (Abu Ajmia, 2013) study flagged the strategic planning impact on the organizational effectiveness of the Jordanian Public institutions: analytical study of the views of employees, as to (Al-Atebi, 2012) study aimed at identifying the impact of strategic planning and continuous improvement on the effectiveness of independent institutions in the State of Kuwait.

It is worth mentioning that in addition to the Arab studies, there are also foreign studies that have given special attention to strategic planning. The study of (Nicholas, Hilary, 2018) addresses the importance of strategic management process in the performance of management of tertiary institutions in Enugu State, Nigeria, while the study of (Kiefer, 2016) addresses the role of strategic planning and strategic management in the courts of the United States of America, as for (Johnsen, 2016) study it addresses strategic planning and management within the local government in Norway:

the situation after three decades, as for (Ridwan, 2015) study, it is aimed to identify the practices of Strategic Planning-an Empirical Study in the Indonesian Banking Industry. Additionally, the study of (Sandada, Dhurupk, Pooe, 2014) addresses the strategic planning and its relationship with performing business within the SMEs in south Africa, while (Thujo, Katuse 2013) is aimed to critically analyze the effectiveness of strategic planning in the public sector-survey of the local authorities in Kenya. Finally, (Arasa, K'Obonyo, 2012) study addresses the relationship between strategic planning and the performance of firms.

All of the previous studies have unanimously agreed on the importance of strategic planning for institutions and that its proper implementation helps achieve the goals of the institution and its strategic plan as well as the desired results. The studies have also proved that through concerted efforts

among all management levels in the institutions to work on planning and the proper implementation of strategic planning and overcome the obstacles facing its implementation.

The current study is intended to complete what the previous studies have concluded on strategic planning as to the knowledge of the researcher, the previous studies have not address the reality of the implementation of strategic planning within the justice sector institutions and the obstacles faced in this regard. This study has the advantage of being a sectoral study where its population includes all the institutions of the Palestinian justice sector, which is a very important sector in any government. As to the study sample, it includes the planning departments and their employees within the justice sector institutions. Through this study, the reality of implementing strategic planning in the justice sector institutions will be known and the obstacles facing the implementation of strategic planning will be identified so as to find solutions for the same.

Chapter 111

Applied Framework

Methodology of the Study

The study aimed to define identifying the reality of the implementation of strategic planning in the justice sector institutions and the obstacles confronting it. Based on the definition of methodology as the method the researcher uses to answer the questions of the study. The descriptive approach was selected to answer the questions being the most suitable approach for the study, as it describes the studied subject matter in terms of nature and the degree of its existence, which is expressed in qualitative and quantitative terms, leading to the conclusions and recommendations of the study.

Population of the Study

The study population consisted of all officials working in the planning departments within the justice sector institutions, totaling (7), namely: the Ministry of Justice, the Public Prosecution, the High Judicial Council, Chief Justice Bureau, the Advisory and Legislation Bureau, Supreme Constitutional Court, Palestinian Judicial Institute.

The Sample of the Study

In order to conduct this study, an intentional sample was selected, since the study population is made up of the justice sector institutions, totaling to 7. A non-random sample was intentionally chosen of the personnel working in the planning departments across the justice sector institutions, in addition to the other departments taking part in developing plans along with the planning department.

The Tools of the Study

Given the nature of the study, and for the purpose of collecting data, the study used the tools of questionnaire and interview, in addition to reviewing the books and literature of previous studies and strategic plans of the justice sector, to analyze data and answer the study questions.

Statistical Analysis and Discussion

First: Statistical Analysis of the Questionnaire

The sample data collected by the researcher using the questionnaire (appendix) will be analyzed using SPSS 19.0, through the following statistical tests:

- Descriptive Statistics: Frequencies and Percentages will be used for analysis of the personal information of the respondents (demographic variables).

- Mean and Standard Deviation will be used for assessing the levels of agreement and disagreement to the variables of the different dimensions of the study.
- One sample T- Test will be used to find out if there are statistical differences between the samples means of variables of the different dimensions and the test value.
- One-Way ANOVA Test will be used to determine the presence of statistical differences indication between the means of the respondents' answers regarding the variables of the different study dimensions upon selected control factors including; Educational Degree, Years of Experience and Job Title.

An intentional sample of all officials working in the planning departments of the justice sector institutions in Ramallah city was targeted. The sum of (40) questionnaire was distributed; of which (35) were returned with a respondent rate of 87.5%.

The Cronbach's alpha test for the study variables in the questionnaire had a total value of 91.1%, with its value for each of the main dimensions being as illustrated in Table (1).

Table 1 : Cronbach's alpha test values for each dimension of the study

	Dimension	Cronbach's Alpha Value (%)
	The orientations of the justice sector towards strategic planning	83.8
2 nd	The orientations of the justice sector towards the degree of implementing strategic planning within its institutions	93.8
3 rd	The orientations of the justice sector towards adherence to the strategic planning standards within its institutions in terms of: vision, mission, goals, objectives, policies and interventions	95.1
4 th	The obstacles facing the optimal implementation of strategic planning within the justice sector institutions	93.5

Since the total Cronbach's alpha test value and all sub-values shown in table (1) are higher than 70%; then all of the elements were considered; reliable and the researcher continued to the next step

that is Statistical Analysis of the gathered data.

Part I: Sample Description (Personal Information):

Personal information of the respondents included the following six factors:

a. Ministry \ Governmental Department:

As illustrated in table (2) & chart (1), according to the ministry or governmental department in which they work, the respondents were divided between the following departments; Advisory and Legislation Bureau (5 respondents with a percentage of 14.3%), High Judicial Council (7 respondents with a percentage of 20.0%), Ministry of Justice (5 respondents with a percentage of 14.3%), Palestinian Judicial Institute (one respondent with a percentage of 2.9%), Public Prosecution (7 respondents with a percentage of 20.0%), and The Supreme Constitutional Court (10 respondents with a percentage of 28.6%).

Table 2: Ministry \ Governmental Department

Ministry \ Gov. Department	Frequency	Percent	Valid Percent	Cumulative Percent
Advisory and Legislation Bureau	5	14.3	14.3	14.3
High Judicial Council	7	20.0	20.0	34.3
Ministry of Justice	5	14.3	14.3	48.6
Palestinian Judicial Institute	1	2.9	2.9	51.4
Public Prosecution	7	20.0	20.0	71.4
The Supreme Constitutional Court	10	28.6	28.6	100.0
Total	35	100.0	100.0	

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- Advisory and Legislation Bureau a High Judicial Council
- Ministry of Justice
- Palestinian Judicial Institute a Public Prosecution
- The Supreme Constitutional Court

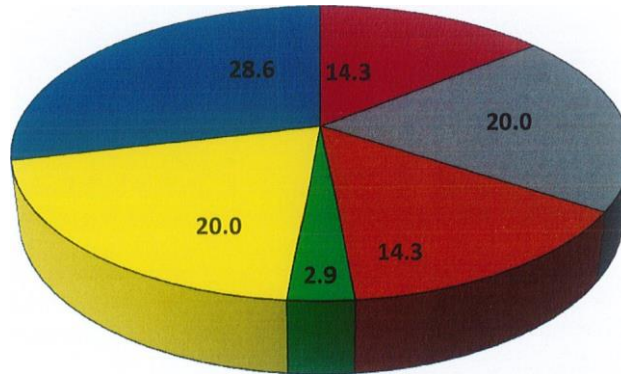


Chart (1): Ministry \ Governmental Department

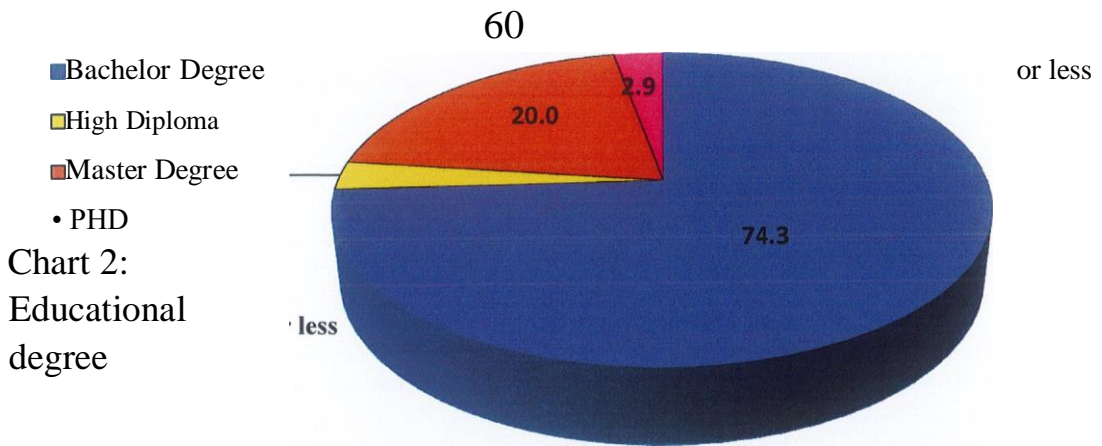
b. Educational Degree:

Table (3) & chart (2) describe the sample by educational degree; in which the sample was divided into four categories; 26 respondents having bachelor degrees or less (74.3%), only one respondent having a high diploma (2.9%), 7 respondents having master degrees (20.0%), and only one respondent having a PHD (2.9%).

Table 3: Educational Deee

Educational Degree	Frequency	Percent	Valid Percent	Cumulative Percent
Bachelor degree or less	26	74.3	74.3	74.3
High Diploma	1	2.9	2.9	77.1
Master Degree	7	20.0	20.0	97.1
PHD	1	2.9	2.9	100.0
Total	35	100.0	100.0	

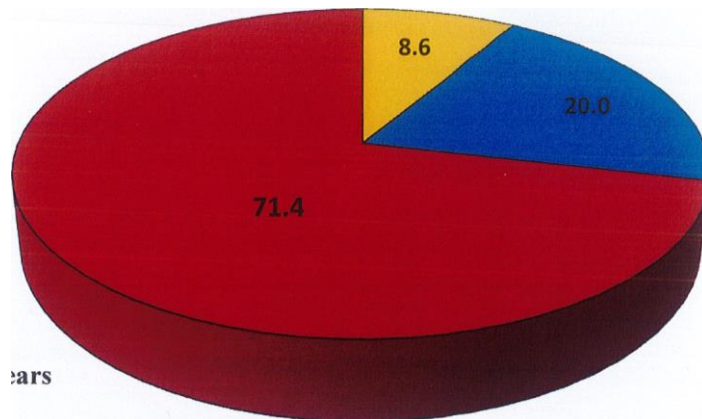
2.9



c. Years of experience:

Years of experience of the respondents in the sample and as described in table (4) & chart (3) included; less than 5 years (3 respondents with a percentage of 8.6%), 5 to less than 10 years (7 respondents with a percentage of 20.0%), and 10 years or more (25 respondents with a percentage of 71.4%).

Table 4: Years of Experience



Experience	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 5 years				8.6
Valid 5 to less than 10 years	3	8.6	8.6	28.6
10 years or more	7	20.0	20.0	100.0
Total	25	71.4	71.4	
	35	100.0	100.0	

- Less than 5 years
- 5 to less than 10 years
- 10 years or more

Chart 3: Years of experience

d. Job Title:

The respondents from the different governmental departments and as detailed in table (5) & chart (4) varied in their job titles between; only one respondent with an Undersecretary of the Ministry or an equivalent title (2.9%), 4 General Managers (11.4%), 15 Managers or Heads of Units (42.9%), 5 Heads of Departments (14.3%), and 10 respondents (28.6%) with other job titles that included; 4 Archive employees, a Legal Advisor, a Legal Researcher, a Civil Engineer and a Chief Prosecutor.

Table 5: Job Title

Job Title	Frequency	Percent	Valid Percent	Cumulative Percent
Undersecretary of the Ministry or an equivalent title	1	2.9	2.9	2.9
General Manager	4	11.4	11.4	14.3
Manager \ Head of the unit	15	42.9	42.9	57.1
Head of the department	5	14.3	14.3	71.4
Others	10	28.6	28.6	100.0
Total	35	100.0	100.0	

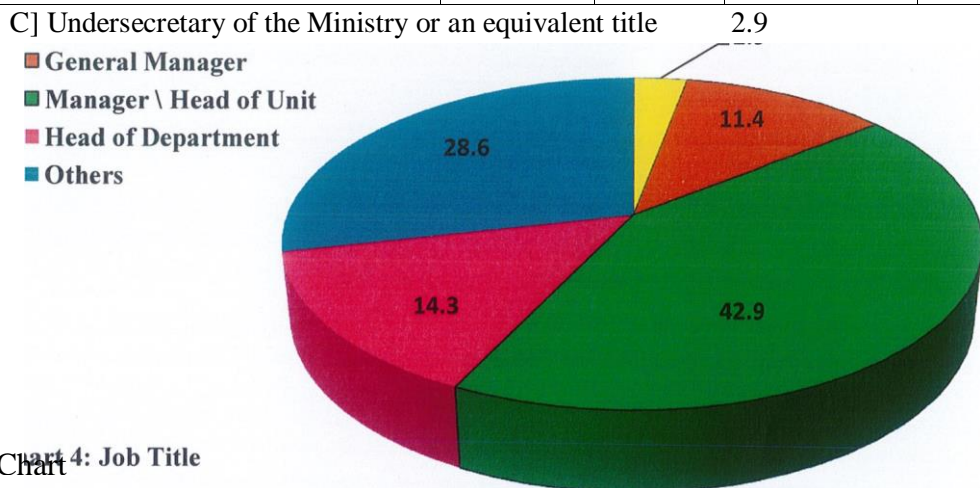


Chart 4: Job Title

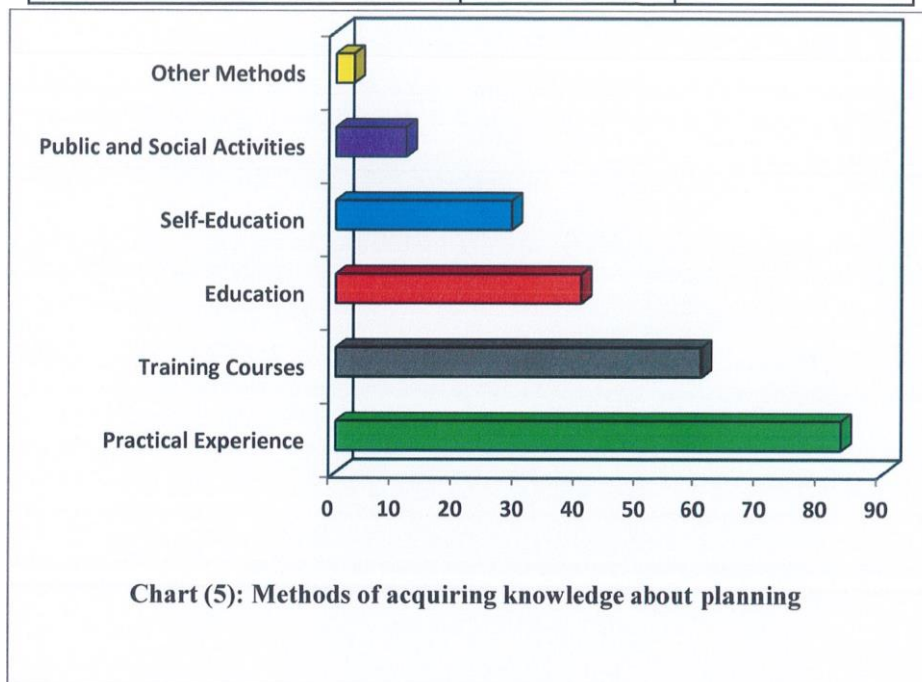
e. The method by which knowledge about planning was acquired:

The respondents acquired their knowledge about planning through one or more of different

methods (each respondent to this question was given the option of choosing one or several methods of acquiring knowledge) as detailed in table (6) & chart (5). The most common methods of acquiring this knowledge were; Practical Experience (82.9%), Training Courses (60.0%) and Education (40.0%).

Table 6: Methods of acquiring knowledge about planning

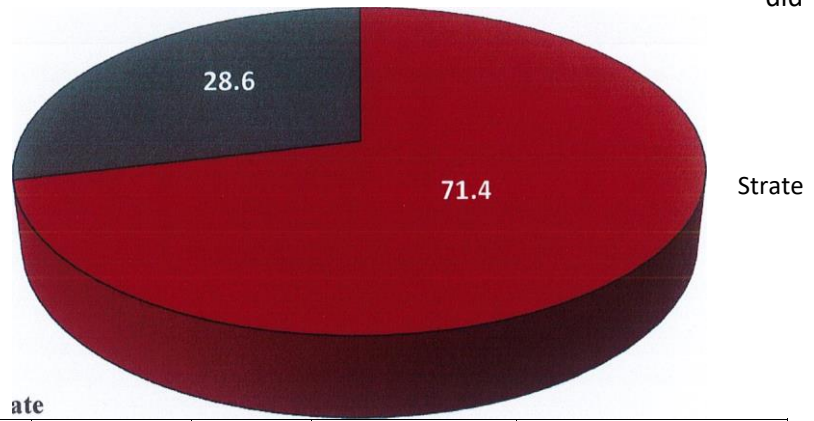
Method	Frequency	Percentage (%)
Practical Experience	29	<u>82.9</u>
Training courses	21	<u>60.0</u>
Education	14	<u>40.0</u>
Self-Education	10	28.6
Public and Social Activities	4	11.4
Other Methods	1	2.9



- f. Participation in the formulation of the institution's Strategic Plan for the year (2016 — 2020):

As illustrated in table (7) & chart (6); according to their participation in the formulation of their institutions' Strategic Plans for the year (2016 — 2020), the respondents included 25 who did participate (71.4%) and 10 who did not (28.6%).

Table 7: Participation in the formulation of the institution's Strategic Plan for the year (2016 — 2020)



Participation	Frequency	Percent	Valid Percent	Cumulative Percent
Participated	25	71.4	71.4	71.4
Didn't Participate	10	28.6	28.6	100.0
Total	35	100.0	100.0	

■ Participated

■ Didn't Participate

Chart (6): Participation in the formulation of the institution's Strategic Plan for the year (2016 — 2020)

Part II: Descriptive Statistics and One-Sample T-test:

The discussion of these statistics and test will continue in a manner that follows the dimensions included in the questionnaire of the study; as follows:

1st Dimension: The orientations of the justice sector towards strategic planning

Tables (8) detailing the respondents' answers regarding "variables related to orientations towards Strategic Planning"; show that the answers for all the statements except the statement highlighted with blue lent toward (agreement) with low to high percentages varying from 42.8% to 94.3%. As for the statement highlighted with blue in table (8); "The institution works on raising funds necessary for the strategic planning process" the answers lent toward (not knowing) with the low percentage of (45.7%).

As for the one sample T-test results illustrated in tables (8); the sig. (2-tailed) P-values were less than ($\alpha < 0.05$) for all of the statements except the four statements highlighted with red, this indicates rejecting the null hypothesis "that there are no statistical difference between the samples means of the orientations of the justice sector towards strategic planning variables and the test value (3)", and accepting the alternative hypothesis that there are significant statistical differences in these statements. As for the sig. (2-tailed) P-value for the red highlighted statements; its value is more than ($\alpha < 0.05$) indicating the acceptance of the null hypothesis in these statements.

					Agreement Percentages	Strongly Agree	Agree	Don't Know	Disagree	Strongly Disagree
000 . 0	677	9 . 7*	616 . 0	774	16	115	7	61		
000 . 0	CCII	VPI	819 . 0	77	6	L	6	9 . 89	77	67
...						0				

<p style="text-align: center;">Statement</p>	<p>The Justice Sector believes Strategic Planning</p>
<p>(z)</p>	<p>Planning is mandatory for the Justice Sector Institutions</p>

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**Sig: Sig. (2-tailed)

2nd Dimension: The orientations Of the justice sector towards the degree of implementing strategic planning in the institutions of the justice sector

The respondents' answers regarding "variables related to the orientations of the justice sector towards the degree of implementing strategic planning in the institutions of the justice sector" are detailed in Tables (9); these answers for all the statements lent toward (agreement) with low to high percentages varying between 40.0% & 85.8%.

As for the one sample T-test results also included in tables (9); the sig. (2-tailed) P-values were less than ($\alpha < 0.05$) for all of the statements except the four statements highlighted with red, this indicates rejecting the null hypothesis "that there are no statistical difference between the samples means of the orientations of the justice sector towards the degree of implementing strategic planning in the institutions of the justice sector variables and the test value (3)", and accepting the alternative hypothesis that there are significant statistical differences in these statements. As for the sig. (2-tailed) P-value for the red highlighted statements; its value is more than ($\alpha < 0.05$) indicating the acceptance of the null hypothesis in these statements.

	Statement
(8)	<p>The institution holds workshops (for its management and employees) for the purpose of formulating the strategic plan</p>
(9)	<p>The institution commits to implementing the specified of the strategic plan</p>
(10)	

3rd Dimension: The orientations of the justice sector towards adherence to the Strategic planning standards within the sector institutions in terms of: vision, mission, goals, objectives, policies and interventions

Regarding "variables related to the orientations of the justice sector towards adherence to the strategic planning standards within the sector institutions in terms of: vision, mission, goals, objectives, policies and interventions" and as shown in Tables (10); it is found that the answers for all the statements except the statement highlighted with orange lent toward (agreement) with low to high percentages varying from 37.2% to 91.4%. As for the statement highlighted with orange in table (10); "Out-sourced specialists are hired to evaluate the institutions performance in implementing the plan", the answers for both agreement and disagreement had equal percentages.

The one sample T-test results detailed in tables (10); show that the sig. (2-tailed) P-values were less than ($u < 0.05$) for all of the statements except the five statements highlighted with red, this indicates rejecting the null hypothesis "that there are no statistical difference between the samples means of the orientations of the justice sector towards adherence to the strategic planning standards within the sector institutions in terms of: vision, mission, goals, objectives, policies and interventions variables and the test value (3)", and accepting the alternative hypothesis that there are significant statistical differences in these statements. As for the sig. (2-tailed) P-value for the red highlighted statements; its value is more than ($u < 0.05$) indicating the acceptance of the null hypothesis in these statements.

Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree	Agreement Percentages	Mean	SD	CV	T*	Sig.**
The institution adopts strategic planning framework	6	14	4	76	98	80.0	4.00	0.874		6.77	.000
3 • →				99.9		97.2	107	1	9.69	0.49	0.681
S 0		90									
JOIIOIS			11.11	94.9	11	88.9	96.4	9.64	CSI	11.96	.000
ua - 13											.000
Siuo9 YS 111			66	33	99	99.7	90.4	0.707		9.44	.000
siqne l l 11110 ~ .31 0s:											.000
• S #				96	99	96.9	11.4	0.768		8.70	.000
»SIXO											.000
Jip • 3				90		91	96.4	0.699		11.11	.000

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Statement	Strongly Disagree		Disagree	Agree	Strongly Agree		Mean	SD	CV	T*	Sig.**
	F	%			F	%					
There is "a clear, written" monitoring and evaluation plan to which the strategic plan submits (Sildy) 0)3							0.09		89.		0.162
				90.							
A 43 燻 .							0.09		.CE		0.30
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#	Standards	3 rd Dimension
(8)		
(6)		
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Descriptive Statistics and
 **Sig.: Sig. (2-tailed)

4th Dimension: The obstacles facing optimal implementation of strategic planning in the institutions of the justice sector

From Tables (11) showing the respondents' answers regarding "variables related to the obstacles facing optimal implementation of strategic planning in the institutions of the justice sector"; it is found that the answers for all the statements except the statement highlighted with blue & orange lent toward (agreement) with low to moderate percentages varying from 37.2% to 57.2%.

The answers for the statements highlighted with blue in tables (1 1); lent toward (disagreement) with low to moderate percentages varying from 40.0% to 68.5%. As for the statement highlighted with orange in table (1 1); "Lack of clarity in determining responsibilities during the implementation phase of the strategic plan", the answers for both agreement and disagreement had the equal percentages of (34.3%).

The one sample T-test results in the same tables (1 1); show that the sig. (2-tailed) P-values were less than ($\alpha < 0.05$) for all of the statements except the nine statements highlighted with red, this indicates rejecting the null hypothesis "that there are no statistical difference between the samples means of the obstacles facing optimal implementation of strategic planning in the institutions of the justice sector variables and the test value (3)", and accepting the alternative hypothesis that there are significant statistical differences in these statements. As for the sig. (2-tailed) P-value for the red highlighted statements; its value is more than ($\alpha < 0.05$) indicating the acceptance of the null hypothesis in these statements.

	Statement
(8)	
)	The institution's external environment is changing and unpredictable
(10]	
(11)	Unavailability of strategic alternatives that assure achieving the desired results in case that the circumstances changed
(12)	
]	
(1d)	The strategic plan is inconsistent with the institution's environment (internal and external)

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Part 111: One-Way ANOVA Test:

This part of the discussion shows the results of One-Way ANOVA test which studies the presence of statistical differences indication between the means of the variables of each of the study dimensions upon selected control variables of respondents.

educational De ree Factor

a.

Looking at Tables (12), it is found that the sig. P-values for all of the statements except the one highlighted with yellow are higher than ($u < 0.05$), then "there are no statistical differences indication between the means of the respondents' answers regarding variables of the orientations of the justice sector towards strategic planning upon their Educational Degrees", in other words the differentiation is attributed to the coincidence factor, thus, the null Hypothesis is accepted in these statements.

As for the yellow highlighted statement in table (12): "The Strategic planning procedure is handled by specialized planning departments" and since its sig. P-value is less than ($ct < 0.05$); then the null Hypothesis is rejected and the alternative hypothesis that there is a significant statistical differentiation between the means of the respondents' answers upon their educational degree is accepted in this statement.

Tables (13) show that the sig. P-values for all of the statements except the one highlighted with yellow are higher than ($u < 0.05$); then "there are no statistical differences indication between the means of the respondents' answers regarding variables related to the orientations of the justice sector towards the degree of implementing strategic planning in the institutions of the justice sector upon their Educational Degrees", thus, the null Hypothesis is accepted in these statements.

As for the yellow highlighted statement in table (13): "The employees' strategic planning abilities are reinforced" and since its sig. P-value is less than ($\alpha < 0.05$); then the null Hypothesis is rejected and the alternative hypothesis that there is a significant statistical differentiation between the means of the respondents' answers upon their educational degree is accepted in this statement.

From Tables (14) showing the One-Way ANOVA test results for the 3rd dimension variables upon the respondents' educational degrees; it is clear that the sig. P-values for all of the statements are higher than ($\alpha < 0.05$), then "there are no statistical differences indication between the means of the respondents' answers regarding variables of the orientations of the justice sector towards adherence to the strategic planning standards within the sector institutions in terms of: vision, mission, goals, objectives, policies and interventions upon their Educational Degrees", thus, the null Hypothesis is accepted in these statements, in other words the differentiation is attributed to the coincidence factor.

12:

"Orientations towards Strategic Planning" (1st Dimension)

variables upon (Educational Degree Factor)

Statements		Sum of Squares		Mean Square		Sig.
The Justice Sector believes in Strategic Planning	Between Groups	0.999	3	0.333	0.862	0.471
	Within Groups	11.973	31	0.386		
	Total	12.971	34			
Strategic Planning is mandatory in all of the Justice Sector Institutions	Between Groups	1.830	3	0.610	1.671	0.193
	Within Groups	11.313	31	0.365		
	Total	13.143	34			
The Strategic planning procedure is handled by specialized planning departments	Between Groups	8.318	3	2.773	4.220	0.013
	Within Groups	20.368	31	0.657		
	Total	28.686	34			

Table One-Way ANOVA Test Results for

The different Justice Sector Institutions confer during the formulation of the sector's Strategic Plan	Between Groups	1.314	3	0.438	0.580	0.633
	Within Groups	23.429	31	0.756		
	Total	24.743	34			
The Justice Sector Institutions are committed to attending conferences and workshops specifically held for the formulation of the Strategic Plan	Between Groups	1.358	3	0.453	0.912	0.446
	Within Groups	15.385	31	0.496		
	Total	16.743	34			
The Civil Society Institutions participate in formulating the Strategic Plan of the Justice Sector	Between Groups	5.373	3	1.791	2.193	0.109
	Within Groups	25.313	31	0.817		
	Total	30.686	34			

Continuation of Table 12 : One-Way ANOVA Test Results for "Orientations towards Strategic Planning"
(1st Dimension) variables upon (Educational Degree Factor)

Statements		Sum of Squares	df	Mean Square		Sig.
The Justice Sector Institutions are monitored in order to assure their adherence to the Strategic and Executive Plans	Between Groups	6.576	3	2.192	2.098	0.121
	Within Groups	32.396	31	1.045		
	Total	38.971	34			
The Strategic Plan of the Justice Sector is in harmony with national policies agenda	Between Groups	3.742	3	1.247	1.188	0.330
	Within Groups	32.544	31	1.050		
	Total	36.286	34			
The strategic plans for the different institutions of the Justice Sector emerge from its strategic plan	Between Groups	1.297	3	0.432	0.647	0.591
	Within Groups	20.703	31	0.668		
	Total	22.000	34			
The institution spreads the strategic planning culture upon its employees	Between Groups	6.340	3	2.113	1.907	0.149
	Within Groups	34.346	31	1.108		
	Total	40.686	34			

The institution encourages its employees to participate in the strategic planning process	Between Groups	1.499	3	0.500	0.455	0.716
	Within Groups	34.044	31	1.098		
	Total	35.543	34			
The institution works on raising funds necessary for the strategic planning process	Between Groups	0.176	3	0.059	0.096	0.962
	Within Groups	18.967	31	0.612		
	Total	19.143	34			

13: 'Orientations towards the degree of b_inyension) variables upon (Educational Degree Factor)

Statements		Sum of Squares	(f	Mean Square		Sig.
The institution is continuously committed to formulating a strategic plan.	Between Groups	0.040	3	0.013	0.026	0.994
	Within Groups	15.846	31	0.511		
	Total	15.886	34			
An assigned team of employees from the different departments is responsible for formulating the strategic plan	Between Groups	3.896	3	1.299	0.997	0.407
	Within Groups	40.390	31	1.303		
	Total	44.286	34			
Experts in the field of strategic planning are hired	Between Groups	0.510	3	0.170	0.176	0.912
	Within Groups	29.890	31	0.964		
	Total	30.400	34			
Employees of the planning departments have the ability to be creative	Between Groups	7.056	3	2.352	2.365	0.090
	Within Groups	30.830	31	0.995		
	Total	37.886	34			
Employees of the planning departments are efficient	Between Groups	7.103	3	2.368	2.063	0.125
	Within Groups	35.582	31	1.148		
	Total	42.686	34			
The strategic plan is written, clear and generalized	Between Groups	3.604	3	1.201	0.942	0.432
	Within Groups	39.538	31	1.275		

Table One-Way ANOVA Test Results for

	Orientations towards the de ree o					
	Total	43.143	34			
The different departments consult during the formulation of the strategic plan	Between Groups	0.875	3	0.292	0.312	0.817
	Within Groups	29.011	31	0.936		
	Total	29.886	34			

Continuation of Table (13): One-Way ANOVA Test Results for implementing_SP'! (2nd Dimension) variables upon (Educational Degree Factor)

Statements		Sum of Squares		Mean Square		Sig.
The institution holds workshops (for its management and employees) for the purpose of formulating the strategic plan	Between Groups	5.944	3	1.981	1.437	0.251
	Within Groups	42.742	31	1.379		
	Total	48.686	34			
The institution commits to implementing the specified goals of the strategic plan	Between Groups	0.397	3	0.132	0.121	0.947
	Within Groups	33.775	31	1.090		
	Total	34.171	34			
The employees' strategic planning abilities are reinforced	Between Groups	7.944	3	2.648	3.958	0.017
	Within Groups	20.742	31	0.669		
	Total	28.686	34			
Budgets needed for the strategic planning process are monitored	Between Groups	2.397	3	0.799	0.874	0.465
	Within Groups	28.346	31	0.914		
	Total	30.743	34			
The institution's internal control system assures adherence to the strategic and executive plans	Between Groups	1.232	3	0.411	0.280	0.840
	Within Groups	45.511	31	1.468		

	Total	46.743	34			
Achievement of the strategic goals is measured using Key Performance Indicators (KPI's)	Between Groups	0.127	3	0.042	0.039	0.990
	Within Groups	34.044	31	1.098		
	Total	34.171	34			

14:

"Orientations towards adherence to SP standards"(3rd**Dimension)** e variables upon (Educational Degree Factor)

Statements		Sum of Squares	(f	Mean Square		Sig.
The institution adopts strategic planning framework	Between Groups	0.181	3	0.060	0.073	0.974
	Within Groups	25.819	31	0.833		
	Total	26.000	34			
All employees of different managerial levels participate in the formulation and determination of the vision, mission and strategic goals	Between Groups	5.468	3	1.823	1.248	0.309
	Within Groups	45.275	31	1.460		
	Total	50.743	34			
"The vision and the mission" of the institution are clear and written	Between Groups	1.776	3	0.592	1.480	0.239
	Within Groups	12.396	31	0.400		
	Total	14.171	34			
The vision of the institution is "short, clear, motivating and is an achievable dream	Between Groups	2.268	3	0.756	1.594	0.211
	Within Groups	14.703	31	0.474		
	Total	16.971	34			
The mission reflects the justifications why the institution exists	Between Groups	1.301	3	0.434	0.737	0.538
	Within Groups	18.242	31	0.588		
	Total	19.543	34			
The mission can be achieved if the needed requirements are available	Between Groups	1.556	3	0.519	1.515	0.230
	Within Groups	10.615	31	0.342		
	Total	12.171	34			

Table One-Way ANOVA Test Results for

The institutional behavior is governed by generalized (principles and values)	Between Groups	2.787	3	0.929	1.365	0.272
	Within Groups	21.099	31	0.681		
	Total	23.886	34			
The strategic goals are "clear, written and specified"	Between Groups	1.803	3	0.601	0.714	0.551
	Within Groups	26.082	31	0.841		
	Total	27.886	34			

Table ANOVA Test Results for
Continuation of (14): One-Way "Orientations towards adherence to SP standards" (3rd Dimension) variables upon
(Educational Degree Factor)

Statements		Sum of Squares		Mean Square		Sig.
The progress in achieving any of the determined goals is measurable	Between Groups	2.353	3	0.784	1.192	0.329
	Within Groups	20.390	31	0.658		
	Total	22.743	34			
The goals are "realistic, achievable and are within a specified time frame"	Between Groups	1.143	3	0.381	0.517	0.674
	Within Groups	22.857	31	0.737		
	Total	24.000	34			
The goals adhere to the vision, mission, goals and values of the institution	Between Groups	2.660	3	0.887	1.709	0.185
	Within Groups	16.082	31	0.519		
	Total	18.743	34			
The strategic goals can be interpreted into specific detailed goals	Between Groups	1.232	3	0.411	0.942	0.432
	Within Groups	13.511	31	0.436		
	Total	14.743	34			
The institution analyzes both the internal and external environments by which it's influenced	Between Groups	4.199	3	1.400	1.551	0.221
	Within Groups	27.973	31	0.902		
	Total	32.171	34			
The strategic plan can be interpreted into "a detailed, written" executive plan	Between Groups	2.356	3	0.785	0.859	0.472
	Within Groups	28.330	31	0.914		
	Total	30.686	34			
The institution commits to implementing the strategic plan	Between Groups	0.350	3	0.117	0.136	0.938
	Within Groups	25.679	30	0.856		
	Total	26.029	33			

Table ANOVA Test Results for

The institution raises funds needed for the implementation of the strategic plan	Between Groups	1.873	3	0.624	0.780	0.514
	Within Groups	24.813	31	0.800		
	Total	26.686	34			

Continuation of (14): One-Way "Orientations towards adherence to SP standards" (3rd Dimension) variables upon (Educational Degree Factor)

Statements		Sum of Squares		Mean Square		Sig.
The institution continuously monitors the phases of the strategic plan implementation	Between Groups	0.567	3	0.189	0.139	0.936
	Within Groups	42.176	31	1.361		
	Total	42.743	34			
There is "a clear, written" monitoring and evaluation plan to which the strategic plan submits	Between Groups	0.290	3	0.097	0.052	0.984
	Within Groups	57.253	31	1.847		
	Total	57.543	34			
Key Performance Indicators (KPI's) are specified, measurable, achievable, adhere to the plan and are within a specified time frame	Between Groups	4.567	3	1.522	2.339	0.093
	Within Groups	20.176	31	0.651		
	Total	24.743	34			
The institution continuously monitors the progress made in achieving the strategic plan	Between Groups	2.989	3	0.996	0.780	0.514
	Within Groups	39.582	31	1.277		
	Total	42.571	34			
The strategic plan is modified in accordance to the requirements of the phase	Between Groups	0.989	3	0.330	0.399	0.754
	Within Groups	25.582	31	0.825		
	Total	26.571	34			
Periodical reports (quadrant, semi-annual and annual) are submitted by all departments of the institution	Between Groups	0.796	3	0.265	0.165	0.919
	Within Groups	49.890	31	1.609		

in order to monitor the implementation of the strategic plans	Total	50.686	34			
The institution uses specific forms for the evaluation of the strategic plan	Between Groups	0.973	3	0.324	0.267	0.849
	Within Groups	36.469	30	1.216		
	Total	37.441	33			
Out-sourced specialists are hired to evaluate the institutions performance in implementing the plan	Between Groups	2.040	3	0.680	0.433	0.731
	Within Groups	48.703	31	1.571		
	Total	50.743	34			

Years of Experience Factor:

From Tables (15) detailing the One-Way ANOVA test results for the 1st dimension variables upon the respondents' experience factor; it is clear that the sig. P-values for all of the statements are higher than ($\alpha < 0.05$), then "there are no statistical differences indication between the means of the respondents' answers regarding variables of the orientations of the justice sector towards strategic planning upon the Experience Factor", in other words the differentiation is attributed to the coincidence factor, thus, the null Hypothesis is accepted in these statements.

As in Tables (16); it is shown that the sig. P-values for all of the statements are higher than ($\alpha \leq 0.05$), then "there are no statistical differences indication between the means of the respondents' answers regarding variables related to the orientations of the justice sector towards the degree of implementing strategic planning in the institutions of the justice sector upon their Experience Factor", thus, the null Hypothesis is accepted in these statements.

Tables (17) detailing the One-Way ANOVA test results for the 3rd dimensions variables upon the respondents' experience factor; show that the sig. P-values for all of the statements are higher than ($\alpha < 0.05$), then "there are no statistical differences indication between the means of the

Table ANOVA Test Results for respondents' answers regarding variables related to the orientations of the justice sector towards adherence to the strategic planning standards within the sector institutions in terms of: vision, mission, goals, objectives, policies and interventions upon their Experience Factor", thus, the null Hypothesis is accepted in these statements.

15: One-Way "Orientations towards Strategic Planning" (1st Dimension) variables upon (Years of Experience Factor)

Statements		Sum of Squares	df	Mean Square	F	Sig.
The Justice Sector believes in Strategic Planning	Between Groups	0.236	2	0.118	0.297	0.745
	Within Groups	12.735	32	0.398		
	Total	12.971	34			
Strategic Planning is mandatory in all of the Justice Sector Institutions	Between Groups	0.008	2	0.004	0.009	0.991
	Within Groups	13.135	32	0.410		
	Total	13.143	34			
The Strategic planning procedure is handled by specialized planning departments	Between Groups	0.030	2	0.015	0.017	0.983
	Within Groups	28.655	32	0.895		
	Total	28.686	34			
The different Justice Sector Institutions confer during the formulation of the sector's Strategic Plan	Between Groups	0.236	2	0.118	0.154	0.858
	Within Groups	24.507	32	0.766		
	Total	24.743	34			
The Justice Sector Institutions are committed to attending conferences and workshops	Between Groups	0.579	2	0.290	0.573	0.569
	Within Groups	16.164	32	0.505		

specifically held for the formulation of the Strategic Plan	Total	16.743	34			
The Civil Society Institutions participate in formulating the Strategic Plan of the Justice Sector	Between Groups	3.097	2	1.549	1.796	0.182
	Within Groups	27.589	32	0.862		
	Total	30.686	34			

Continuation of Table (15): One-Way ANOVA Test Results for "Orientations towards Strategic Planning" (1st Dimension) variables upon (Years of Experience Factor)

Statements		Sum of Squares	df	Mean Square	F	Sig.
The Justice Sector Institutions are monitored in order to assure their adherence to the Strategic and Executive Plans	Between Groups	0.088	2	0.044	0.036	0.965
	Within Groups	38.884	32	1.215		
	Total	38.971	34			
The Strategic Plan of the Justice Sector is in harmony with national polices agenda	Between Groups	1.059	2	0.530	0.481	0.623
	Within Groups	35.227	32	1.101		
	Total	36.286	34			
The strategic plans for the different institutions of the Justice Sector emerge from its strategic plan	Between Groups	0.476	2	0.238	0.354	0.705
	Within Groups	21.524	32	0.673		
	Total	22.000	34			
The institution spreads the strategic planning culture upon its employees	Between Groups	1.402	2	0.701	0.571	0.571
	Within Groups	39.284	32	1.228		
	Total	40.686	34			
The institution encourages its employees to participate in the strategic planning process	Between Groups	0.686	2	0.343	0.315	0.732
	Within Groups	34.857	32	.089		
	Total	35.543	34			

Table ANOVA Test Results for

The institution works on raising funds necessary for the strategic planning process	Between Groups	0.274	2	0.137	0.233	
	Within Groups	18.869	32	0.590		
	Total	19.143	34			

variables

Table 16: One-Way ANOVA Test Results for "Orientations towards the degree of implementing SP" (2nd Dimension) variable upon (Years of Experience Factor)

Statements		Sum of Squares	df	Mean Square	F	Sig.
The institution is continuously committed to formulating a strategic plan.	Between Groups	0.522	2	0.261	0.544	0.586
	Within Groups	15.364	32	0.480		
	Total	15.886	34			
An assigned team of employees from the different departments is responsible for formulating the strategic plan	Between Groups	3.230	2	1.615	1.259	0.298
	Within Groups	41.055	32	1.283		
	Total	44.286	34			
Experts in the field of strategic planning are hired	Between Groups	1.779	2	0.890	0.995	0.381
	Within Groups	28.621	32	0.894		
	Total	30.400	34			
Employees of the planning departments have the ability to be creative	Between Groups	0.069	2	0.034	0.029	0.971
	Within Groups	37.817	32	1.182		
	Total	37.886	34			
Employees of the planning departments are efficient	Between Groups	0.305	2	0.152	0.115	0.892
	Within Groups	42.381	32	1.324		
	Total	42.686	34			
The strategic plan is written, clear and generalized	Between Groups	1.143	2	0.571	0.435	0.651
	Within Groups	42.000	32	1.313		
	Total	43.143	34			
The different departments consult during the formulation of the strategic plan	Between Groups	0.030	2	0.015	0.016	0.984
	Within Groups	29.855	32	0.933		
	Total	29.886	34			

Table One-Way ANOVA Test Results for variables upon (Years of Experience Factor)

Continuation of Table (16): One-Way ANOVA Test Results for "Orientations towards the degree of implementing SP" (2nd Dimension) variables upon (Years of Experience Factor)

Statements		Sum of Squares	df	Mean Square	F	Sig.
The institution holds workshops (for its management and employees) for the purpose of formulating the strategic plan	Between Groups	4.297	2	2.149	1.549	0.228
	Within Groups	44.389	32	1.387		
	Total	48.686	34			
The institution commits to implementing the specified goals of the strategic plan	Between Groups	0.457	2	0.229	0.217	0.806
	Within Groups	33.714	32	1.054		
	Total	34.171	34			
The employees' strategic planning abilities are reinforced	Between Groups	0.731	2	0.366	0.419	0.661
	Within Groups	27.954	32	0.874		
	Total	28.686	34			
Budgets needed for the strategic planning process are monitored	Between Groups	0.202	2	0.101	0.106	0.900
	Within Groups	30.541	32	0.954		
	Total	30.743	34			
The institution's internal control system assures adherence to the strategic and executive plans	Between Groups	3.474	2	1.737	1.285	0.291
	Within Groups	43.269	32	1.352		
	Total	46.743	34			
Achievement of the strategic goals is measured using Key Performance Indicators (KPI's)	Between Groups	0.465	2	0.232	0.221	0.803
	Within Groups	33.707	32	1.053		
	Total	34.171	34			

17:

"Orientations towards adherence to SP standards" (3rd Dimension)

Statements		Sum of Squares	df	Mean Square	F	Sig.
The institution adopts strategic planning framework	Between Groups	1.646	2	0.823	1.081	0.351
	Within Groups	24.354	32	0.761		

	Total	26.000	34			
All employees of different managerial levels participate in the formulation and determination of the vision, mission and strategic goals	Between Groups	0.716	2	0.358	0.229	0.797
	Within Groups	50.027	32	1.563		
	Total	50.743	34			
"The vision and the mission" of the institution are clear and written	Between Groups	1.097	2	0.549	1.343	0.275
	Within Groups	13.074	32	0.409		
	Total	14.171	34			
The vision of the institution is "short, clear, motivating and is an achievable dream".	Between Groups	1.417	2	0.709	1.458	0.248
	Within Groups	15.554	32	0.486		
	Total	16.971	34			
The mission reflects the justifications why the institution exists	Between Groups	0.869	2	0.434	0.744	0.483
	Within Groups	18.674	32	0.584		
	Total	19.543	34			
The mission can be achieved if the needed requirements are available	Between Groups	1.150	2	0.575	1.670	0.204
	Within Groups	11.021	32	0.344		
	Total	12.171	34			
The institutional behavior is governed by generalized (principles and values)	Between Groups	1.211	2	0.606	0.855	0.435
	Within Groups	22.674	32	0.709		
	Total	23.886	34			
The strategic goals are "clear, written and specified"	Between Groups	0.362	2	0.181	0.210	0.811
	Within Groups	27.524	32	0.860		
	Total	27.886	34			

Table One-Way ANOVA Test Results for variables upon (Years of Experience

Continuation of

(17):

"Orientations towards adherence to SP standards" (3rd

Statements		Factor)				
		Sum of Squares	df	Mean Square	F	Sig.
The progress in achieving any of the determined goals is measurable	Between Groups	1.288	2	0.644	0.960	0.394
	Within Groups	21.455	32	0.670		
	Total	22.743	34			
The goals are "realistic, achievable and are within a specified time frame"	Between Groups	2.926	2	1.463	2.221	0.125
	Within Groups	21.074	32	0.659		
	Total	24.000	34			
The goals adhere to the vision, mission, goals and values of the institution	Between Groups	1.402	2	0.701	1.293	0.288
	Within Groups	17.341	32	0.542		
	Total	18.743	34			
The strategic goals can be interpreted into specific detailed goals	Between Groups	1.402	2	0.701	1.681	0.202
	Within Groups	13.341	32	0.417		
	Total	14.743	34			
The institution analyzes both the internal and external environments by which it's influenced	Between Groups	0.350	2	0.175	0.176	0.839
	Within Groups	31.821	32	0.994		
	Total	32.171	34			
The strategic plan can be interpreted into "a detailed, written" executive plan	Between Groups	0.579	2	0.290	0.308	0.737
	Within Groups	30.107	32	0.941		
	Total	30.686	34			
The institution commits to implementing the strategic plan	Between Groups	0.690	2	0.345	0.422	0.659
	Within Groups	25.339	31	0.817		
	Total	26.029	33			
	Between Groups	0.305	2	0.152	0.185	0.832

The institution raises funds needed for the implementation of the strategic plan	Within Groups	26.381	32	0.824		
	Total	26.686	34			

Continuation of (17):

"Orientations towards adherence to SP standards" (3rd**Dimension)**

Statements		Sum of Squares	df	Mean Square	F	Sig.
The institution continuously monitors the phases of the strategic plan implementation	Between Groups	2.446	2	1.223	0.971	0.390
	Within Groups	40.297	32	1.259		
	Total	42.743	34			
There is "a clear, written" monitoring and evaluation plan to which the strategic plan submits	Between Groups	2.636	2	1.318	0.768	0.472
	Within Groups	54.907	32	1.716		
	Total	57.543	34			
Key Performance Indicators (KPI's) are specified, measurable, achievable, adhere to the plan and are within a specified time frame	Between Groups	1.646	2	0.823	1.140	0.332
	Within Groups	23.097	32	0.722		
	Total	24.743	34			
The institution continuously monitors the progress made in achieving the strategic plan	Between Groups	2.331	2	1.166	0.927	0.406
	Within Groups	40.240	32	1.258		
	Total	42.571	34			
The strategic plan is modified in accordance to the requirements of the phase	Between Groups	1.036	2	0.518	0.649	0.529
	Within Groups	25.535	32	0.798		
	Total	26.571	34			
Periodical reports (quadrant, semi-annual and annual) are submitted by all departments of the institution in order to monitor the implementation of the strategic plan goals	Between Groups		2	1.223	0.811	0.453
	Within Groups	48.240	32	1.507		
	Total	50.686	34			
The institution uses specific forms for the evaluation of the strategic plan	Between Groups	2.584	2	1.292	1.149	0.330
	Within Groups	34.857	31	1.124		
	Total	37.441	33			

Table One-Way ANOVA Test Results for variables upon (Years of Experience Factor)

Ob •tleFac or						
Out-sourced specialists are hired to evaluate the institutions performance in implementing the plan	Between Groups	2.469	2	1.234	0.818	0.450
	Within Groups	48.274	32	1.509		
	Total	50.743	34			

c.

As in Tables (18); it is found that the sig. P-values for all of the statements except the one highlighted with yellow are higher than ($u < 0.05$), then "there are no statistical differences indication between the means of the respondents' answers regarding variables of the orientations of the justice sector towards strategic planning upon their Job Titles", in other words the differentiation is attributed to the coincidence factor, thus, the null Hypothesis is accepted in these statements.

As for the yellow highlighted statement in table (18): "The strategic plans for the different institutions of the Justice Sector emerge from its strategic plan" and since its sig. P-value is less than ($u < 0.05$); then the null Hypothesis is rejected and the alternative hypothesis that there is a significant statistical differentiation between the means of the respondents' answers upon their job titles is accepted in this statement.

As for Tables (19) showing the One-Way ANOVA test results for the 2nd dimension variables upon the respondents' job titles; it is clear that the sig. P-values for all of the statements are higher than ($a < 0.05$), then "there are no statistical differences indication between the means of the respondents' answers regarding variables related to the orientations of the justice sector towards

the degree of implementing strategic planning in the institutions of the justice sector upon their Job Titles", thus, the null Hypothesis is accepted in these statements.

In Tables (20) it is shown that the sig. P-values for all of the statements are higher than ($u < 0.05$), then "there are no statistical differences indication between the means of the respondents' answers regarding variables of the orientations of the justice sector towards adherence to the strategic planning standards within the sector institutions in terms of: vision, mission, goals, objectives, policies and interventions upon their Job Titles", thus, the null Hypothesis is accepted in these statements, in other words the differentiation is attributed to the coincidence factor.

Factor)

Table 18: One-Way ANOVA Test Results for "Orientations towards Strategic Planning" (1st Dimension) variables upon (Job Title

Statements		Sum of Squares	df	Mean Square	F	Sig.
The Justice Sector believes in Strategic Planning	Between Groups	0.171	4	0.043	0.100	0.981
	Within Groups	12.800	30	0.427		
	Total	12.971	34			
Strategic Planning is mandatory in all of the Justice Sector Institutions	Between Groups	2.543	4	0.636	1.799	0.155
	Within Groups	10.600	30	0.353		
	Total	13.143	34			
The Strategic planning procedure is handled by specialized planning departments	Between Groups	1.702	4	0.426	0.473	0.755
	Within Groups	26.983	30	0.899		
	Total	28.686	34			
The different Justice Sector Institutions confer during the formulation of the sector's Strategic Plan	Between Groups	2.710	4	0.677	0.922	0.464
	Within Groups	22.033	30	0.734		
	Total	24.743	34			
The Justice Sector Institutions are committed to attending conferences and workshops specifically held for the formulation of the Strategic Plan	Between Groups	3.543	4	0.886	2.013	0.118
	Within Groups	13.200	30	0.440		
	Total	16.743	34			
The Civil Society Institutions participate in formulating the Strategic Plan of the Justice Sector	Between Groups	4.552	4	1.138	1.306	0.290
	Within Groups	26.133	30	0.871		
	Total	30.686	34			

Continuation of Table (18): One-Way ANOVA Test Results for "Orientations towards Strategic Planning" (1st Dimension) variables upon (Job Title Factor)

Statements		Sum of Squares	df	Mean Square	F	Sig.
The Justice Sector Institutions are monitored in order to assure their	Between Groups	2.638	4	0.660	0.545	0.704
	Within Groups	36.333	30	1.211		

adherence to the Strategic and Executive Plans	Total	38.971	34			
The Strategic Plan of the Justice Sector is in harmony with national polices agenda	Between Groups	7.536	4	1.884	I .966	o. 125
	Within Groups	28.750	30	0.958		
	Total	36.286	34			
The strategic plans for the different institutions of the Justice Sector emerge from its strategic plan	Between Groups	6.317	4	1.579	3.021	0.033
	Within Groups	15.683	30	0.523		
	Total	22.000	34			
The institution spreads the strategic planning culture upon its employees	Between Groups	1.452	4	0.363	0.278	0.890
	Within Groups	39.233	30	I .308		
	Total	40.686	34			
The institution encourages its employees to participate in the strategic planning process	Between Groups	0.510	4	0.127	0.109	0.978
	Within Groups	35.033	30	1.168		
	Total	35.543	34			
The institution works on raising funds necessary for the strategic planning process	Between Groups	1.243	4	0.311	0.521	0.721
	Within Groups	17.900	30	0.597		
	Total	19.143	34			

Table 19: One-Way ANOVA Test Results for "Orientations towards the degree of implementing SP" (2nd Dimension) variables upon (Job Title Factor)

Statements		Sum of Squares	df	Mean Square	F	Sig.
The institution is continuously committed to formulating a strategic plan.	Between Groups	0.152	4	0.038	0.073	0.990
	Within Groups	15.733	30	0.524		
	Total	15.886	34			
An assigned team of employees from the different departments is responsible for formulating the strategic plan	Between Groups	3.402	4	0.851	0.624	0.649
	Within Groups	40.883	30	1.363		
	Total	44.286	34			
Experts in the field of strategic planning are hired	Between Groups	0.450	4	0.113	0.113	0.977
	Within Groups	29.950	30	0.998		
	Total	30.400	34			
Employees of the planning departments have the ability to be creative	Between Groups	1.652	4	0.413	0.342	0.847
	Within Groups	36.233	30	1.208		
	Total	37.886	34			
Employees of the planning departments are efficient	Between Groups	3.152	4	0.788	0.598	0.667
	Within Groups	39.533	30	1.318		
	Total	42.686	34			
The strategic plan is written, clear and generalized	Between Groups	7.510	4	1.877	1.581	0.205
	Within Groups	35.633	30	1.188		
	Total		34			
The different departments consult during the formulation of the strategic plan	Between Groups	3.702	4	0.926	1.061	0.393
	Within Groups	26.183	30	0.873		
	Total	29.886	34			

Continuation of Table (19): One-Way ANOVA Test Results for "Orientations towards the degree of implementing SP" (2nd Dimension) variables upon (Job Title Factor)

Statements		Sum of Squares	df	Mean Square	F	Sig.
The institution holds workshops (for its management and employees) for the purpose of formulating the strategic plan	Between Groups	8.886	4	2.221	1.674	0.182
	Within Groups	39.800	30	1.327		
	Total	48.686	34			
The institution commits to implementing the specified goals of the strategic plan	Between Groups	1.721	4	0.430	0.398	0.809
	Within Groups	32.450	30	1.082		
	Total	34.171	34			
The employees' strategic planning abilities are reinforced	Between Groups	0.652	4	0.163	0.175	0.950
	Within Groups	28.033	30	0.934		
	Total	28.686	34			
Budgets needed for the strategic planning process are monitored	Between Groups	3.493	4	0.873	0.961	0.443
	Within Groups	27.250	30	0.908		
	Total	30.743	34			
The institution's internal control system assures adherence to the strategic and executive plans	Between Groups	2.843	4	0.711	0.486	0.746
	Within Groups	43.900	30	1.463		
	Total	46.743	34			
Achievement of the strategic goals is measured using Key Performance Indicators (KPI's)	Between Groups	1.438	4	0.360	0.330	0.856
	Within Groups	32.733	30	1.091		
	Total	34.171	34			

Table 20: One-Way ANOVA Test Results for "Orientations towards adherence to SP standards" (3rd Dimension) variables upon (Job Title Factor)

Statements		Sum of Squares	df	Mean Square	F	Sig.
The institution adopts strategic planning framework	Between Groups	0.617	4	0.154	0.182	0.946
	Within Groups	25.383	30	0.846		
	Total	26.000	34			
All employees of different managerial levels participate in the formulation and determination of	Between Groups	1.193	4	0.298	0.181	0.947
	Within Groups	49.550	30	1.652		

the vision, mission and strategic goals	Total	50.743	34			
"The vision and the mission" of the institution are clear and written	Between Groups	0.621	4	0.155	0.344	0.846
	Within Groups	13.550	30	0.452		
	Total	14.171	34			
The vision of the institution is "short, clear, motivating and is an achievable dream".	Between Groups	1.138	4	0.285	0.539	0.708
	Within Groups	15.833	30	0.528		
	Total	16.971	34			
The mission reflects the justifications why the institution exists	Between Groups	1.760	4	0.440	0.742	0.571
	Within Groups	17.783	30	0.593		
	Total	19.543	34			
The mission can be achieved if the needed requirements are available	Between Groups	2.771	4	0.693	2.211	0.092
	Within Groups	9.400	30	0.313		
	Total	12.171	34			
The institutional behavior is governed by generalized (principles and values)	Between Groups	2.102	4	0.526	0.724	0.583
	Within Groups	21.783	30	0.726		
	Total	23.886	34			
The strategic goals are "clear, written and specified"	Between Groups	0.286	4	0.071	0.078	0.989
	Within Groups	27.600	30	0.920		
	Total	27.886	34			

Continuation of Table (20): One-Way ANOVA Test Results for "Orientations towards adherence to SP standards" (3rd Dimension) variables upon variables upon (Job Title Factor)

Statements		Sum of Squares	df	Mean Square	F	Sig.
The progress in achieving any of the determined goals is measurable	Between Groups	1.760	4	0.440	0.629	0.646
	Within Groups	20.983	30	0.699		
	Total	22.743	34			
The goals are "realistic, achievable and are within a specified time frame"	Between Groups	2.217	4	0.554	0.763	0.558
	Within Groups	21.783	30	0.726		
	Total	24.000	34			
The goals adhere to the vision, mission, goals and values of the institution	Between Groups	1.460	4	0.365	0.633	0.643
	Within Groups	17.283	30	0.576		
	Total	18.743	34			
The strategic goals can be interpreted into specific detailed goals	Between Groups	2.743	4	0.686	1.714	0.173
	Within Groups	12.000	30	0.400		
	Total	14.743	34			
The institution analyzes both the internal and external environments by which it's influenced	Between Groups	2.838	4	0.710	0.726	0.581
	Within Groups	29.333	30	0.978		
	Total	32.171	34			
The strategic plan can be interpreted into "a detailed, written" executive plan	Between Groups	1.952	4	0.488	0.510	0.729
	Within Groups	28.733	30	0.958		
	Total	30.686	34			
The institution commits to implementing the strategic plan	Between Groups	1.751	4	0.438	0.523	0.720
	Within Groups	24.279	29	0.837		
	Total	26.029	33			
The institution raises funds needed for the implementation of the strategic plan	Between Groups	0.736	4	0.184	0.213	0.929
	Within Groups	25.950	30	0.865		
	Total	26.686	34			

Continuation of Table (20): One-Way ANOVA Test Results for
 Dimension) "Orientations towards adherence to SP standards" (3rd) 0 variables
 upon (Job Title Factor)

Statements		Sum of Squares	df	Mean Square	F	Sig.
The institution continuously monitors the phases of the strategic plan implementation	Between Groups	2.410	4	0.602	0.448	0.773
	Within Groups	40.333	30			
	Total	42.743	34			
There is "a clear, written" monitoring and evaluation plan to which the strategic plan submits	Between Groups	4.410	4	1.102	0.622	0.650
	Within Groups	53.133	30	1.771		
	Total	57.543	34			
Key Performance Indicators (KPI's) are specified, measurable, achievable, adhere to the plan and are within a specified time frame	Between Groups	0.543	4	0.136	0.168	0.953
	Within Groups	24.200	30	0.807		
	Total	24.743	34			
The institution continuously monitors the progress made in achieving the strategic plan	Between Groups	3.188	4	0.797	0.607	0.661
	Within Groups	39.383	30	1.313		
	Total	42.571	34			
The strategic plan is modified in accordance to the requirements of the phase	Between Groups	0.371	4	0.093	0.106	0.979
	Within Groups	26.200	30	0.873		
	Total	26.571	34			
Periodical reports (quadrant, semi-annual and annual) are submitted by all departments of the institution in order to monitor the implementation of the strategic Ian oals	Between Groups	5.552	4	1.388	0.923	0.464
	Within Groups	45.133	30	1.504		
	Total	50.686	34			
The institution uses specific forms for the evaluation of the strategic plan	Between Groups	0.541	4	0.135	0.106	0.979
	Within Groups	36.900	29	1.272		
	Total	37.441	33			
Out-sourced specialists are hired to evaluate the institutions performance in implementing the plan	Between Groups	6.160	4	1.540	1.036	0.405
	Within Groups	44.583	30	1.486		
	Total	50.743	34			

Second: Interviews Results and Discussion

1. What are the orientations of the justice sector towards strategic planning?

- How does the conviction of employees and senior management with strategic planning affects the strategic planning process therein?

In the question about how the conviction of both employees and senior management with strategic planning affects the strategic planning process within the institution, the answers could be divided into two categories:

The Senior Management

It is noted from the answers of respondents on how the conviction of senior management with strategic planning affects the strategic planning process that 9/13, representing 69.2% responded that the conviction of senior management leads to facilitating the work of strategic planning within the institution. While 5/13, representing 38.4%, stated that the conviction of the senior management with strategic planning is what leads to the success of the plan. Moreover, 4/13, representing 30.7%, answered that the conviction of the senior management is what helps to know the orientation of the institution.

Therefore, it is concluded from the answers of respondents that the conviction of senior management with strategic planning leads to facilitating the work of strategic planning within the institution.

Employees

It is noted from the answers of respondents on how the conviction of the employees with strategic planning affects the strategic planning process that 6/13 of the respondents, representing 46.1%, answered that employee conviction helps increase employee interest and motivation to implement the plan and feel a sense of belonging to the plan. Whereas 5/13 of the respondents, representing 38.4%, answered that the

conviction of employees with strategic planning leads to facilitating the work of strategic planning within the institution. It is also found that 2/13 of the respondents, representing 15.3% answered that the conviction of employees leads to their knowledge of the orientations and goals of the institution. While 2/13 of the respondents, representing 15.3%, answered that the conviction of employees leads to the success of the strategic plan of the institution.

Therefore, it is concluded from the answers of respondents that the conviction of employees with strategic planning helps increasing their attention and motivation to implement the strategic plan.

- Is sufficient attention given to strategic planning within the institution?

When the respondents were asked about the sufficiency of attention given to strategic planning by the institution, it is noted that 8/13, representing 61.5% of the respondents answered that the attention given to strategic planning is sufficient, while 5/13, representing 38.4% answered that the attention given to strategic planning by the institution is insufficient. Therefore, it is found that the attention given to strategic planning is sufficient within the justice sector institutions.

On the other hand, considering the job positions of the respondents, it is found that 4/13 representing 30.7%, who fall under the job position of director general, answered that planning is not sufficient in their institutions, and one respondent, falling under the job position of deputy (Deputy Attorney General) answered that the senior management is interested in strategic planning. While respondents who fall under the job position of department director, totaling to 6, most of whom are working in the planning departments of the justice sector institutions, answered that the senior management is sufficiently interested in strategic planning. It is also noted that one of the heads of sections within the planning departments answered that the senior management is not interested in strategic planning, while another one answered the opposite.

At the level of the institution, the discrepancy in the answers about the sufficient attention of the senior management given to strategic planning is evident. It is found that 1/2 confirmed the interest of the Public Prosecution in strategic planning, while the other respondent denied, and the same applies to the Judicial Institute. It is also noted that 2/3 at the Ministry of Justice answered that the attention given by the Ministry

to strategic planning is insufficient while 1/3 answered that it is sufficient. As in the Higher Judicial Council, 1/3 answered that there is no attention given to strategic planning while 2/3 answered that there is attention given by the senior management therein to strategic planning. In the Constitutional Court, the respondents 2/2 were unanimous that there is sufficient attention given to strategic planning within the Court. While in the Advisory and Legislation Bureau, the respondents answered that there is indeed sufficient attention given by the Bureau to strategic planning.

It is concluded from the answers of respondents that there is sufficient attention given by the justice sector institutions to strategic planning.

How do donors impact the strategic planning process, and what are their intervention mechanisms in the strategic plan?

When the respondents were asked about the impact of donors on strategic planning and their intervention mechanism, 6/13 of the respondents, representing 46.1%, answered that the impact of donors comes within the framework of harmonizing the strategic goals of the institution with those of the donor, as the institution shall meet the conditions of the donor and adapt its goals in line with the requirements of the donor. Furthermore, 6/13 of the respondents answered that the impact of the donor comes within the framework of providing funding to the plan and goals contained therein as well as providing logistics and technical expertise. On the other hand, 5/13 of the respondents, representing 38.4% answered that the impact of the donor is represented in its intervention in the plan by cancelling, adjusting or adding anything in line with the orientation of the donor. Finally, 3/13 of the respondents, representing 23%, answered that the impact of the donor is represented in adopting the goals contained in the plan that are in line with its priorities. In other words, the donor selects and focuses on the goals it can support and achieve without changing anything in the plan.

Accordingly, it is concluded from the answers of respondents that donors do have impact on the strategic plan as the justice sector institutions seek to harmonize their strategic goals with those of

the donors to respond to the conditions of donors and adapt their goals in line with the requirements thereof. It is also concluded that the impact of donors is represented in providing funding to the plan and its goals.

- How does the strategic plan contribute to the implementation of the national policies agenda? When the respondents were asked about the contribution of the sectoral strategic plan to the implementation of the national policies agenda, all of the respondents 13/13, representing 100% answered, answered that the strategic plan of the sector is emanating from, and is based on the national policies agenda, as well as an interpretation of the same thereof. However, one respondent answered that it is indeed emanating from the sectoral strategic plan but from a theoretical aspect, as in the applied aspect, the sectoral strategic plan is not in line with the national policies agenda.

It is concluded from the answers of respondents that they have unanimously agreed that the strategic plan is emanating from the national policies agenda.

2. What are the trends of the justice sector towards the degree of practice of planning within the justice sector institutions?

- Is the justice sector ahead of the remaining public institutions in the field of strategic planning, in what respect?

When the respondents were asked if the justice sector is ahead of the remaining public institutions in the field of strategic planning, and if yes, in what respect, 7/13 of the respondents, representing 53.8% answered that the justice sector is not ahead of the remaining public institutions for several reasons, which are the divergence of experiences between the justice sector institutions in the field of strategic planning, the conflict of powers and disputes within the sector which have impeded the progress of the sector, and the achievement of the strategic goals in the sector at a slow pace.

On the other hand, 6/13 of the respondents, representing 46%, answered that the justice sector is indeed ahead of the remaining public institutions in several respects, including participatory in developing the sectoral plan, the engagement of planning departments employees in developing the plan and the budgets of programs, given that the planning departments within the justice sector are active and efficient, in addition to the interest of donors in making the sector advanced in the field of strategic planning.

It is concluded from the answers of respondents that there is a slight disparity in their views on whether the justice sector institutions are ahead of the remaining public institutions in the field of strategic planning or not, with the likelihood that the justice sector institutions are not advance compared to the remaining public institutions in the field of strategic planning.

- What is the role of the institution in the sectoral strategic planning process?

When the respondents were asked about the role of their institutions in the sectoral strategic plan, 7/13 of the respondents, representing 53.8% have answered that the role of their institutions is to participate and attend the meetings and workshops on developing the strategic plan. This question was answered unanimously by the respondents of the Public Prosecution, the Supreme Constitutional Court, and the Advisory and Legislation Bureau.

On the other hand, 3/13 of the respondents answered that the role of their institutions is to draw the criminal and judicial policy within the strategic plan. These answers were limited to the respondents of the Public Prosecution and High Judicial Council.

The respondents of the Ministry of Justice 3/13 unanimously agreed that the role of the Ministry is to lead the process of strategic planning across the justice sector, as well as the process of monitoring and evaluation, and coordinate the work among the partner institutions.

The respondents of the Palestinian Judicial Institute answered that the role of the Institute is to participate in drafting the goals, achieve these goals, and prepare the monitoring and evaluation reports.

One respondent 1/13 answered that the role of the institution is to approve the strategic plan.

It is concluded from the answers of the respondents that the role of the justice sector institutions in the strategic planning process is focused on participating and attending the meetings and workshops on the development of the strategic plan.

- Is the implementation of the previous strategic plans achieved the goals contained therein? If not, why?

When the respondents were asked if the previous strategic plans have achieved the goals contained therein and if not, what are the reasons such goals were not realized, 12/13 of the respondents, representing 92.3% answered that the strategic plans have partially achieved the goals contained therein. While the reasons why such strategic plans have not achieved their strategic goals are as follows, according to the respondents:

Around 6/13 of the respondents, representing 46.1% answered that the reason why such goals were not achieved is due to the lack of financial resources of the Government. While 4/13 respondents, representing 30.7% stated that it is due to the Israeli occupation, political dependency and the lack of control over areas (C). Moreover, 3/13 of the respondents, representing 23%, answered that it is due to the lack of technical human resources specialized with strategic planning, in addition to the fact that strategic planning is a newly introduced concept and there is no experience in its field. Additionally, 2/13 of the respondents, representing 23%, answered that the conflict of interests among the sector institutions is one of the reasons why strategic plans do not achieve the goals contained therein, not to mention the persistence of institutions and employees therein on performing daily routine works without focusing on fulfilling the strategic goals. There were also miscellaneous answers by single respondents (1/13) indicating various reasons such as the withdrawal of donors, the unrealistic goals, and the Palestinian split.

There is one answer (1/13) that the previous strategic plans have achieved and realized most of their strategic goals.

It is concluded from the answers of respondents that the previous strategic plans have partially achieved and realized the goals contained therein due to the lack of the Government's financial resources.

- Who are the actors of the strategic planning process, and what are their roles?

When the respondents were asked about the actors of the strategic planning process, it was noticed that, at the internal level of the institution, the planning departments and units within the sector institutions are the most effective actor in the planning process. A number of 11 respondents out of 13, representing 84.6% have answered and stated this. In terms of effectiveness, the planning department is followed by the senior management as 10/13 of the respondents, representing 76.9% stated the effective role of the senior management in the strategic planning process. The administrations, departments, and units came in the third place in terms of effectiveness in the planning process, as 9/13 of the respondents stated, representing 69.2%. While the financial and human resources administrations came in the fourth place and so the employees of the institutions, according to the 3/13 of the answers of the respondents, representing 23%. Finally, the officer of the programs came in the last place as stated in one answer, 1/13, representing 7.6%.

It is concluded from the answers of respondents that the planning administrations, departments, units, and sections, regardless of their designation within the justice sector institutions, play an effective role in the strategic planning process.

At the external level of the institution, the answers of the respondents regarding the actors of the strategic planning process are: in the first place, the justice sector institutions including the national and technical team of the strategic plan development, presided by the Ministry of Justice. All respondents confirmed the effective role of the justice sector institutions in the strategic planning process, by 13/13, representing 100%. On the other hand, 7/13 respondents, representing 53.8% answered that the civil society

organizations, syndicates and universities play effective role in the strategic planning process. While 6/13 respondents, representing 46.1% answered that the donors play effective role in the strategic planning process. It is also found that 3/13 of the respondents, representing 23%, answered that the Council of Ministers (General Secretariat of the Council of Ministers) and the private sector have effective role in the strategic planning process. While only 1/13 respondent, representing 7.6% answered that the Ministry of Finance and the cross-sectoral institutions have effective role in the strategic planning process.

It is concluded from the answers of the respondents that the justice sector institutions collectively, totaled to 7 institutions, and including the national and technical team of the strategic plan development, play effective role in the strategic planning process.

3. What are the trends of the justice sector towards adhering to the strategic planning standards within the sector institutions in terms of: vision mission Objectives goals policies and interventions?

- Is there a written and approved strategic plan for the sector?

When the respondents were asked this question, all of them 13/13, representing 100%, unanimously agreed that indeed there is a written, printed and approved plan for the sector.

It is concluded from the answers of respondents that the justice sector has a written and approved strategic plan.

- Is there an (annual) implementation plan derived from the sector strategic plan?

When the respondents were asked about the (annual) implementation plan of the institution derived from the sector strategic plan, most of the respondents 12/13, representing 92.3%, answered that their institutions indeed have implementation plans derived from the sector strategic plan, while only one respondent 1/13 answered that there is no implementation plan derived from the sector strategic plan.

It is worth mentioning that there was disparity in the answers of respondents from the Public Prosecution, as one respondent 1/2 stated that there is no implementation plan of the institution emanating from the sector strategic plan, while the other confirmed that such implementation plan indeed exists.

It is concluded from the answers of respondents that an annual implementation plan is derived from the justice sector strategic plan within the sector institutions.

- Is the strategic plan developed regularly and continuously?

When the respondents were asked about developing the strategic plan regularly and continuously, all respondents 13/13, representing 100%, answered that the sector develops a strategic plan regularly and continuously.

It is concluded from the answers of the respondents that the strategic plan of the sector is developed regularly and on a continuous basis.

- Is the strategic plan directly associated with the vision, mission and values of the institution?

When the respondents were asked if the strategic plan is associated with the vision, mission, goals and values of their institutions, all of them 13/13, representing 100%, answered that indeed the vision, mission, goals and values of the justice sector institutions are associated and linked with the strategic plan.

It is concluded from the answers of the respondents that the strategic plan is directly linked and associated with the vision, mission, goals and values of the justice sector institutions.

- Does the sector develop clear and written strategic goals?

When the respondents were asked if the sector develops the goals clearly and in writing, 11/13 of the respondents, representing 84.6% answered that the sector indeed develops clear and written goals, while 2/13 respondents, representing 15.3%, answered that the sector does not develop the goals clearly and in writing.

It is concluded from the answers of respondents that the sector develops the goals clearly and in writing.

- Does the institution commit to the timeline set for the implementation of the activities and goals of the plan?

When the respondents were asked about the extent of the institution's commitment to the timeline specified for implementing the activities and goals of the strategic plan, 5/13 of the respondents, representing 38.4%, replied that their institutions adhere to the timeline specified for implementing the plan. Another five respondents replied that their institutions are somehow committed to the specified timeline, while three respondents, representing 23%, answered that their institutions do not commit to the timeline to implement the plan.

Disparity is noticed in the answers of respondents from the same institution. As in the case of the Public Prosecution, one respondent stated that the institution abides by the timeline specified for the implementation of the plan while the other denied that.

There is also disparity in the answers of respondents from the High Judicial Council, as one respondent stated that the High Judicial Council commits to the timeline, while another respondent answered that it somehow commits to the timeline of the plan, and the last respondent answered that it does not commit to the timeline of the plan. It is also noticed that the answers of the Supreme Constitutional Court varied as well, as one respondent answered that the Court does not commit to the timeline of the plan while another respondent answered that it somehow commits to the timeline.

The respondents stated several reasons why their institutions are not committed to the timeline of their plans. According to 6/13 of the respondents, representing 46.1%, one of the reasons is the lack of interest and attention given to the strategic planning process or the implementation of the strategic plan whether by the employees or the management or the departments within the institution. While 5/13 of the respondents, representing 38.4% answered that it is due to the lack of financial resources of the

Government impeding the implementation of the goals within the specified timeline. On the other hand, 4/13 of the respondents said it is due to emergency incidents (health, political, economic) hampering the implementation of goals. As in the case of COVID-19 in 2020 and announcing the state of emergency, not to mention withholding the clearance money, and the withdrawal of some donors on the background of national political stands. Additionally, 2/3 respondents answered that not committing to the timeline is due to the late response of some donors to support projects or their withdrawal before completing some of the existing projects. Only one respondent, representing 7.6%, said that it is because the institution is focused on the daily routine work without paying any attention to achieving the goals of the plan within its timeline. Another respondent said that it is because each head of institution has his/her own approach and priorities which are different compared to others.

It is concluded from the answers of the respondents that the justice sector institutions are committed to the timeline specified to the implementation of the plan and its goals with unevenness in the degree of commitment.

- Is the environment analyzed in the process of strategic planning?

When the respondents were asked if the justice sector analyzes the environment upon developing the strategic plan, all of the respondents 13/13, representing 100%, answered that the sector indeed analyzes the environment when developing the strategic plan. Three of the respondents answered that their institutions also analyze the environment when developing their plans, such as the Public Prosecution, and the High Judicial Council.

It is concluded from the answers of the respondents that the justice sector analyzes the internal and external environment when developing the strategic plan.

- Are there strategies built by the analysis of the environment?

When the respondents were asked if the justice sector builds strategies by analyzing the environment, 11/13 respondents, representing 84.6%, answered that the sector builds strategies by analyzing the environment at the sectoral level. Two of the respondents, accounting for 15.3%, from the Palestinian Judicial Institute, answered that the sector does not build strategies by analyzing the environment.

It is concluded from the answers of respondents that the justice sector builds its strategies by analyzing the environment.

- Are all departments involved in the strategic planning process?

When the respondents were asked if their institutions involve the departments and administrations therein in the process of strategic planning, 11/13 respondents, representing 84.6%, answered that their institutions involve the departments and administrations in the strategic planning process, while 2/13 respondents, representing 15.3%, answered that their institutions do not involve the departments and administrations in the strategic planning process.

There is contrast noted in the answers of respondents at the single institution level. For instance, one respondent from the Public Prosecution answered that the departments and administrations are involved in the strategic planning process while the other one denied. Two respondents from the High Judicial Council answered that the departments and administrations are involved in the strategic planning process, while another respondent answered the opposite.

It is concluded from the answers of respondents that the justice sector institutions involve the departments therein in the strategic planning process.

- Are the stakeholders involved in the strategic planning process (academics and experts, civil society organizations, partner institutions, donors ... etc)?

When the respondents were asked if the sector involves the stakeholders in the strategic planning process, whether academics, experts, civil society organizations, partner institutions or donors, 12/13 respondents, representing 92.3%, answered that the sector involves the stakeholders, at the sectoral level, in the strategic planning process. While only one respondent, accounting for 7.6%, from the Public Prosecution, answered that the sector does not involve the stakeholders in the strategic planning process.

It is concluded from the answers of respondents that the justice sector involves the stakeholders including academics, experts, civil society organizations, partner institutions, and donors in the strategic planning process.

Is a communication plan developed among the actors of the strategic plan?

When the respondents were asked if there is a communication plan developed among the actors of the strategic plan, 8/13 respondents, representing 61.5%, answered that the sector has no such written plan among the actors of the strategic plan, while 5/13 of the respondents answered that the sector has a written communication plan for the actors.

The respondents of the Public Prosecution, the High Judicial Council, and the Advisory and Legislation Bureau have unanimously agreed that there is no written communication plan for the actors of the strategic plan, but they do communicate in a non-systematic manner.

On the other hand, the respondents of the Supreme Constitutional Court and the Palestinian Judicial Institute unanimously agreed that there is a communication plan for the actors of the strategic plan.

The discrepancy is noted in the answers of respondents from the Ministry of Justice, as 1/3 respondent answered that there is a communication plan for the actors; while the other two answered that no such plan exists.

It is concluded from the answers of respondents that there is no written communication plan for the actors of the justice sector strategic plan.

- Is the plan monitored and evaluated, and is transparency taken into account therein?

When the respondents were asked if the strategic plan is monitored and evaluated, 9/13 respondents, representing 69.2%, answered that the justice sector institutions fill out the strategic outcomes framework, which is basically an evaluation form, and send it to the Ministry of Justice, in its capacity as the chair of the strategic planning process within the justice sector institutions. The Ministry then sends the form to the Council of Ministers General Secretariat. On the other hand, 4/13 respondents, representing 30.7% answered that the sectoral strategic plan is not monitored or evaluated.

Some of the respondents 5/13, answered that the plans are not monitored or evaluated at the institution level due to the lack of monitoring and evaluation departments or sections within their institutions, and in the absence of such specialized departments, the process of monitoring and evaluation will be ineffective.

Discrepancy is noted in the answers at the level of a single institution. For instance, one of the respondents 1/3 of the Ministry of Justice answered that no monitoring and evaluation is done, while the other two answered that monitoring and evaluation take place at the level of the sectoral strategic plan in light of the strategic outcomes framework. The same applies to the High Judicial Council.

With regard to the Supreme Constitutional Court, the respondents unanimously agreed that monitoring and evaluation take place at the strategic plan level in light of the strategic outcomes framework. While the respondents of the Palestinian Judicial Council unanimously agreed that no monitoring or evaluation is done at the sectoral strategic plan level.

It is concluded from the answers of respondents that the strategic plan is monitored and evaluated through the strategic outcomes framework filled out by the justice sector institutions to be sent to the Council of Ministers General Secretariat.

4. What are the obstacles facing the best implementation of strategic planning within the justice sector institutions?

- Is the institution interested in and convinced with strategic planning?

When the respondents were asked if their institutions are interested in and convinced with strategic planning, most of them 11/13, representing 84.6% confirmed that their institutions are indeed interested in, and convinced with strategic planning, while only one respondent answered that the institution is convinced but not interested, and another from the Public Prosecution answered that the institution is not convinced or interested in strategic planning.

Discrepancy is noted in the answers of respondents from the Public Prosecution, as one respondent said that the institution is convinced and interested while the other denied.

It is concluded from the answers of respondents that the sector institutions are interested in, and convinced with strategic planning.

- Does the senior management hold experience in strategic planning?

When the respondents were asked if the senior management is experienced in strategic planning, 5/13 of the respondents, representing 38.4% answered that the senior management in their institutions has experience in strategic planning, while 5/13 answered that the senior management in their institutions has average experience in strategic planning, and 3/13 answered that the senior management has no experience in strategic planning.

It is noticed from the answers of respondents that there is discrepancy at the single institution level. For instance, 1/2 respondent from the Public Prosecution answered that the senior management has experience in strategic planning while the other denied.

There is also discrepancy in the answers of respondents of the Judicial Institute, as 1/2 respondent stated that the senior management has experience in strategic planning while the other denied.

The answers of respondents of the Ministry of Justice also varied, as 1/3 respondent confirmed that the senior management has experience, while the other one said the senior management has average experience and the last one denied.

With regard to the Ministry of Justice, all of the respondents 3/1 agreed that the experience of the senior management in the field of strategic planning is average.

It is concluded from the answers of respondents that the senior management within the justice sector institutions have experience in strategic planning but in varying degrees.

- Is the responsibility of strategic planning within the institution clear?

When the respondents were asked if the responsibility of strategic planning within their institutions is clear, all of them 13/13, representing 100%, unanimously agreed that it is the responsibility of the planning department, unit or section within the institution, regardless of the designation.

One of the respondents answered that the responsibility of strategic planning at the sectoral level rests with the Ministry of Justice.

It is concluded from the answers of respondents that the responsibility of strategic planning within the justice sector institutions rests with the planning departments, units, or sections within these institutions.

- Are the employees aware of and educated about the importance of strategic planning?

When the respondents were asked about the awareness of employees of the importance of strategic planning, 6/13 of the respondents, representing 46.1% answered that the employees in their institutions are aware of and educated about the importance of strategic planning, while 4/13 of the respondents, representing 30.7% answered that the awareness of employees of the importance of strategic planning is average, and 3/13 of the respondents said that the employees in their institutions are not aware of or educated about the importance of strategic planning.

Discrepancy is noted in the answers of respondents of the Public Prosecution, as 1/2 respondent said that the employees are not aware of the importance of strategic planning while the other confirmed that the employees are aware and educated. Discrepancy is also noted in the answers of respondents of the Palestinian Judicial Institute, as 1/2 respondent said there is no awareness while the other confirmed that there is awareness on the importance of strategic planning.

It is worth mentioning that the respondents of the Constitutional Court unanimously agreed that the employees of the Court are aware and educated on the importance of strategic planning.

It is concluded from the answers of respondents that the employees of the justice sector institutions are aware of and educated about the importance of strategic planning.

- Are the administrative employees involved in the strategic planning process? How so?

When the respondents were asked if the employees in their institutions are involved in the strategic planning process, 10/13, representing 76.9% answered that employees are indeed involved in the strategic planning process, and six of them explained that such involvement takes place by involving their departments being part thereof. The remaining three respondents answered that no employees are involved in the strategic planning process.

Discrepancy is noted in the answers of respondents at the single institution level. For instance, one respondent 1/2 of the Public Prosecution answered that the employees are not involved while the other said that the employees are involved in the strategic planning process. The same applies to the Palestinian Judicial Institute.

With regard to the High Judicial Council, one respondent 1/3 answered that employees are not involved in the planning process, while the other two confirmed the opposite.

The respondents of the Supreme Constitutional Court, totaling to two, unanimously agreed that employees are involved in the strategic planning process, they also agreed that their involvement takes place by involving their departments in the strategic planning committee composed of the head of each

department. Additionally, the respondents of the Ministry of Justice, totaling to three, have also unanimously agreed that the employees of the Ministry do get involved in the strategic planning process, and two of them confirmed that such involvement takes place through their departments.

It is worth noting that the 3/4 respondents who answered that employees are not involved in the strategic planning process are actually employees outside the planning departments and units within the institutions, occupying the position of director general.

It is concluded from the answers of respondents that employees of different administrative levels are involved in the strategic planning process, whether directly or through their departments.

- Are the strategic planning goals clear and recognized?

When the respondents were asked if the strategic plan goals are clear and recognized, 11/13 of the respondents, representing 84.6% answered that the goals are indeed recognized and clear. Some of the respondents stated that such goals are clear and known to the persons who are interested to learn about especially they are usually circulated. On the other hand, 2/13 of the respondents answered that the strategic plan goals are not clear or recognized.

The discrepancy is noted in the answers of respondents of the Public Prosecution, as 1/2 respondent stated that the goals are clear and recognized, while the other answered the opposite. The same applies to the Judicial Institute.

It is concluded from the answers of respondents that the strategic planning goals of the justice sector institutions are clear and recognized.

- Does the institution have the necessary resources for the implementation of the strategic planning process?

When the respondents were asked about the availability of the necessary resources for the implementation of the strategic planning process, 6/13 of the respondents, representing 46.1% answered

that such resources are not available, whether the financial, human, or logistic resources. On the other hand, 5/13 of the respondents, representing 38.4%, answered that the necessary resources for the strategic planning processes are partially available, including the financial, human and logistic resources, for both preparation and implementation. Furthermore, 2/13 of the respondents answered that the financial, human, and logistic resources are sufficiently available in their institutions.

Some of the respondents 8/13, representing 61.5% stated that the lack of financial resources in their institutions is impeding the implementation of the strategic plan, while others 7/13, representing 53.8% stated that the lack of human resources in the staff or expertise is impeding the implementation of strategic planning not to mention that the planning department has only one employee. Finally, 3/13 respondents stated that the lack of logistics is what impeding the implementation of the strategic plan.

Discrepancy is noted in the answers of respondents at the level of a single institution. One respondent 1/2 of the Public Prosecution answered that the necessary resources for the planning process are available while the other denied. The same applies to the Palestinian Judicial Institute.

It is concluded from the answers of respondents that the necessary resources for the strategic planning process implementation is not sufficiently available.

How do instability and environmental change affect the implementation of the strategic plan?

When the respondents were asked about the impact of instability and environmental change on the implementation of the strategic plan, 10/13 of them, representing 76.9%, answered that the political reasons significantly affect the implementation of the strategic plan, especially with relation to taking national stands against the occupation policies, resulting in the withdrawal of donors, the suspension of external support, the withhold of clearance money, and the lack of control over (C) areas. Some respondents 9/13, representing 69.2% answered that the unhealthy environment and COVID-19 spread resulting in announcing the state of emergency and taking the necessary health measures has affected and delayed the implementation of the goals. Other part of the respondents 3/13 answered that changing the internal

environment of the institution affects the implementation of the strategic plan, especially changing the head of the institution, resulting in the change of priorities as well as the rotation of employees and their non-permanence after they have acquired solid experience in their field of work. Three respondents answered that the economic environment affects the implementation of the plan, while one respondent answered that the social environment affects the implementation of the plan, and another one answered that the security environment is what affects the implementation of the plan. Finally, one respondent answered that the conflict of interests among the justice sector institutions is what affects the implementation of the strategic plan.

It is concluded from the answers of respondents that the political instability significantly affects the implementation of the strategic plan, in addition to the unhealthy environment and COVID-19 spread affecting the implementation of the strategic plan goals.

Is the monitoring and evaluation plan adhered to in order to identify the degree of achievement of the strategic plan goals?

When the respondents were asked about the commitment of their institutions to the monitoring and evaluation plan to identify the degree of achievement of the strategic plan goals, 10/13 of them, representing 76.9%, answered that their institutions are committed to a monitoring and evaluation plan at the strategic plan level, and five respondents answered that the strategic outcomes framework, approved by the Council of Ministers, is adhered to for the monitoring and evaluation of the sectoral strategic plan. While three respondents answered that the monitoring and evaluation plan is not adhered to.

It is noted that there is discrepancy in the answers of respondents at the level of a single institution. One of the respondents of the Public Prosecution 1/2 answered that the institution is committed to the monitoring and evaluation plan while the other denied that. Moreover, one of the respondents of the Ministry of Justice 1/3 answered that the institution does not commit to the monitoring and evaluation plan, while the other

two respondents answered that the monitoring and evaluation plan is adhered to in the Ministry. The same applies to the High Judicial Council.

It is concluded from the answers of respondents that the justice sector institutions are committed to the monitoring and evaluation plan to identify the achievement of the strategic plan goals by adhering to the strategic outcomes framework approved by the General Secretariat of the Council of Ministers.

Chapter IV

Results and Recommendations

Results

Depending on the previous discussion of the data resulting from the statistical analysis; the degree to which the study's objectives were achieved will be assessed through answering the study's questions as following:

Question (1): "What are the orientations of the justice sector towards strategic planning?"

The previous discussion of the statistical findings related to the orientations of the justice sector towards strategic planning in tables (8); showed that regardless of the level of agreement the respondents agreed (with the Moderately high average percentage of { 82.4% } and an average mean of { 4.0 }) with the following (arranged in a descending order from the most highly agreed upon to the least):

1. The Justice Sector does believe in Strategic Planning.
2. Strategic Planning is mandatory in all of the justice sector institutions.
3. The different justice sector institutions do confer during the formulation of the Strategic Plan of the sector.

4. The justice sector institutions are committed to attending conferences and workshops specifically held for the formulation of the Strategic Plan.
5. The Strategic Plan of the Justice Sector is in harmony with national policies agenda.
6. Strategic plans for the different institutions of the Justice Sector emerge from its strategic plan.
7. The Strategic planning procedure is handled by specialized planning departments.

In addition, the previous discussion of the interviews showed that the higher percentage of the interviewed respondents also agreed that both the senior management of the justice sector institutions and the employees do believe in Strategic Planning which helps facilitate the process and gives motivation and a sense of belonging to the employees. They also agreed that the Strategic Plan of the Justice Sector is in harmony with the national policies agenda.

Both parties of the respondents agreed that there are moderately high orientations towards Strategic Planning in the sector; this is consistent with findings reached by (Abed Rabu, 2012), (Johnsen, 2016) and (Kiefer, 2016), and -agreed with- but higher than those of (Al-Samrae, 2015). However, this result disagreed with the study of (Twaij, 2017) which concluded that; "the rate of interest in adopting strategic planning by the senior management at Al-Najaf al-Ashraf Province Office was weak and poor".

Question (2): "What are the orientations of the justice sector towards the degree of implementing strategic planning within the justice sector institutions?"

According to the previous statistical analysis of variables related to the orientations of the justice sector towards the degree of implementing strategic planning within the justice sector institutions in tables (9) and regardless of the level of agreement, the respondents agreed (with the Moderate average percentage of {64.4%} and an average mean of {3.6}) that the following represents the Justice sector's implementation of Strategic Planning in its institutions (arranged in a descending order from the most highly agreed upon to the least):

1. The Justice Sector institutions are continuously committed to formulating a strategic plan.

2. An assigned team of employees from different departments of each institution is responsible for formulating its strategic plan.
3. The strategic plans of the institutions are written, clear and circulated.
4. The different departments of each institution consult during the formulation of its strategic plan.
5. Each institution commits to implementing the specified goals of its strategic plan.
6. The employees of the planning departments are efficient.
7. The capacities of the employees in the field of strategic planning are reinforced during the process.
8. Budgets needed for the strategic planning process are continuously monitored.
9. Experts in the field of strategic planning are hired to help with the process.

These findings of Moderate Degree of implementation agreed with results reached by (Hafi, 2012), (Abed Rabu, 2012), (Al-Batha, 2017) and (Bishara, 2017). It also agreed—in essence- with results found by (Hilary, 2018); concluding that strategic management can be used as a mechanism to provide guidance and coordination for the realization of institutional activities to achieve institutional goals. As for the previous discussion of the interviews, it is found that the higher percentage of the interviewed respondents agreed that although the previous strategic plans of their institutions did achieve the determined goals but this achievement was only a partial, due to different factors mainly including; the deficiency in the governmental financial resources, the Israeli Occupation, the lack of specialists (Human Resource) and expertise in the relevant field, and the conflicts of power between different institutions of the sector.

Question (3): "What are the orientations of the justice sector towards adherence to the strategic planning standards within its institutions in terms of: vision, mission, goals, objectives, policies and interventions?"

Depending on tables (10) and the previous discussion of the statistical findings related to variables of the orientations of the justice sector towards adherence to the strategic planning standards within the sector

institutions in terms of: vision, mission, goals, objectives, policies and interventions; it is found that regardless of the level of agreement² the respondents (with the Moderate average percentage of {74.6% } and an average mean of {3.9}) with the following (arranged in a descending order from the most highly agreed upon to the least):

1. The mission reflects the justifications why the institution exists and is achievable if the needed requirements are available.
2. The vision and the mission of the institution are clear and written.
3. The goals are "realistic, achievable and are within a specified time frame".
4. The institutional behavior is governed by generalized (principles and values) to which the strategic goals (that can be interpreted into specific detailed goals) adhere.
5. The institution adopts a strategic planning framework encompassing "clear, written and specified" strategic goals.
6. The vision of the institution is "short, clear, motivating and is an achievable dream".
7. The progress in achieving any of the determined goals is measurable.
8. The institution analyzes both of its internal and external environments to come up with a strategic plan that can be interpreted into "a detailed, written" executive plan.
9. The institution commits to implementing its strategic plan and to raising the funds needed to do so. Sometimes, however, the institution modifies its strategic plan to accommodate the requirements of a specific phase.
10. The institution continuously monitors the phases of its strategic plan implementation through periodical reports submitted by the different departments, measuring its progress through Key Performance Indicators (KPI's) adhering to a specified time frame.

Looking at the previous discussion of the interviews; it is found that the vast majority of the interviewed respondents agreed with the previous points representing the adherence of the justice sector institutions to

strategic planning standards. Nonetheless, a moderate percentage of these respondents pointed out a problem facing the strategic planning process in their institutions which is the lack of a written clear plan of communication between the actors of the development of the strategic plan.

Concluded findings regarding orientations of the justice sector towards adherence to strategic planning standards agreed—in essence—with results emphasizing "the important role that developing Key Performance Indicators (KPI's) have in ensuring effective implementation of strategic planning" reached by (Arasa, K'Obonyo, 2012) and (Ridwan, 2015).

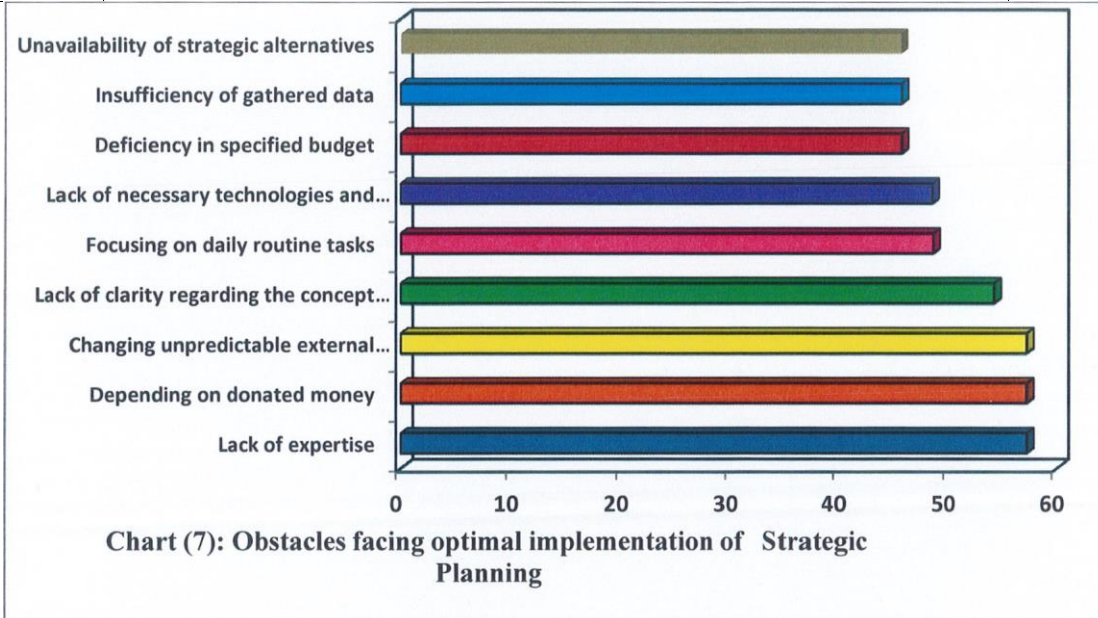
Question (4): "What are the obstacles facing optimal implementation of strategic planning within the justice sector institutions?"

According to the previous statistical analysis of the part concerned with the obstacles facing optimal implementation of strategic planning within the institutions of the justice sector (table I 1); the respondents agreed that the obstacles summarized in Table (21) & Chart (7) are the most prominent ones that could impede the optimal implementation of strategic planning within the institutions of the justice sector, with lack of expertise, depending on donated money and a changing unpredictable external environment being at the top of the list.

Table 21 : Obstacles facing optimal implementation of strategic planning

	Obstacle	Percentage of Agreement
1st	Lack of expertise in identifying opportunities and threats influencing the implementation of the strategic plan	57.2
2nd	Depending on donated money for the implementation of the strategic plan	57.2
3rd	Changing unpredictable external environment	57.2
4th	lack of clarity regarding the concept of strategic planning	54.2
5th	Focusing on daily routine tasks	48.6
6th	The lack of technologies and technical approaches necessary for the strategic planning process	48.5
	Deficiency in the budget specified for the strategic planning process	45.7

8th	Insufficiency of data gathered about strategic variables in surrounding environment	45.7
9th	Unavailability of strategic alternatives that assure achieving the desired results in case that the circumstances changed	45.7



Those concluded obstacles agreed with those of; "legal and organizational environment is insufficient for the strategic planning process, no financial budgets are allocated to implement the strategic plans as required, and the lack of consultants and experts in the field of strategic planning" determined by (Malak, 2016). However, recognizing "lack of expertise in identifying opportunities and threats influencing the implementation of the strategic plan" as one of the most prominent obstacles contradicted with the study of (Al-Husseini, 2014) in which it came last.

According to the previous discussion of the interviews; the higher percentage of the interviewed respondents also agreed that both the changing unpredictable external environment and depending on donated money for the implementation of the strategic plan are the most prominent obstacles facing optimal implementation of strategic planning within the institutions of the justice sector. These respondents consider the Israeli Occupation to be the major factor giving rise to both obstacles due to its

consequences of; political subordination, lack of security control over specific regions of the area, and what taking a patriotic stand against this occupation leads to of foreign donors' withdrawal.

In addition, a moderate percentage of the interviewed respondents agreed that the current health situation caused by Corona (COVID-19) epidemic and declaring a state of emergency are -at present- major obstacles facing optimal implementation of strategic planning.

Question (5): "Are their significant statistical differences at ($\alpha < 0.05$) for the reality of the implementation of strategic planning in the institutions of the justice sector deriving mainly from the control variables of respondents?"

Before answering this question using One-Way ANOVA test results; it is worth mentioning that a moderately-high percentage of (71.4%) of the respondents had 10 years or more of experience in the field which is a very good result regarding the experience factor within the justice sector.

As for the One-Way ANOVA test results for all of the study dimensions' variables upon selected control variables of the respondents' (that are; educational degree, years of experience and job title) detailed in tables (12-20) and their previous discussion; it is shown that the sig. P-values for the vast majority of the statements are higher than ($\alpha < 0.05$) and even though, very few statements had sig. P-values of less than ($\alpha < 0.05$) upon different control variables, still those results are not of significance due to discrepancy in the numbers of respondents under the different categories of these control factors, and so the differentiation can be attributed to the coincidence factor.

It is then concluded that "there are no statistical differences indication between the means of the respondents' answers regarding variables related to the different dimensions of the study upon the selected control variables of educational degree, years of experience and job title", these finding agreed with those of (Hafi, 2012), (Najim, 2018) and (Al-Hayek, 2018) but disagreed with results reached by (Abu Ajmia, 2013) regarding different demographic factors and those found by (Al-Samrae, 2015) upon the experience factor.

Recommendations

Depending on the results and solutions suggested by the respondents; the following are the most important recommendations of the study:

- s/ The need to hold workshops and training courses to improve and increase the knowledge of employees on the strategic planning process and clarify their understanding of its concepts.
- ∨/ The need to involve and engage all employees of different managerial levels within the different departments of the Justice Sector in the strategic planning process with the use of a system that assures efficient communication among those employees. One approach to achieve this good communication can be through the use of electronic applications and networks (digital communication) available for all employees.
- ∨/ To activate and improve the existing "Monitoring & Evaluation departments" within the different institutions of the Justice Sector in a manner that assures the implementation of an efficient and effective strategic plan evaluation system.
- ✓ To build cooperation with expert and specialized parties in the field of strategic planning in order to train and enhance the skills and experience of employees of different departments within the justice sector institutions.
- ∨/ To create and develop new Palestinian financial resources to replace the dependence on foreign donors and by doing so overcoming the deficiency in the budget. One approach to achieve that is through enabling and assisting small investors and small enterprises.
- v/ To invest in providing the justice sector institutions with technologies and technical approaches necessary to facilitate the strategic planning process.
- ✓ To conduct workshops and training courses that change the concentration of the employees from that confined daily routine tasks to one more concerned with future performance improvement.

- ✓ To adopt the Change and Conflict Management approach by the different institutions of the Justice Sector in order to overcome any management conflicts that may hinder the strategic planning process.
- ✓ To carry out future more in-depth research in the strategic planning field.

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Appendices

➤ Appendix(1): Questionnaire

الجامعة العربية الأمريكية
ARAB AMERICAN UNIVERSITY



FACULTY OF GRADUATE STUDIES
Master in Strategic Planning & Fundraising

Dear Respondent,

The researcher is conducting this study titled:

"The Reality of the Implementation of Strategic Planning in the Justice Sector
Institutions and the Obstacles confronting it"

In order to identify reality of the implementation of Strategic Planning in the Justice Sector institutions and the obstacles facing it. This study will be submitted as a fulfillment of the requirements for the Degree of Master of Strategic Planning & Fundraising at Arab American University.

Please take few minutes to answer this questionnaire. Your honest opinions are very important to help achieve the goals of the study. Please be assured that your individual answers will not be disclosed and will only be used for academic purposes.

Thank you in for your interest and cooperation

Researcher: Ibaa Mansour

Supervisor: Dr. Ahmad Herzallah

Dear respondent, please take the following instructions into consideration through answering the questionnaire:

v/ Please read headlines and explanations.

v/ Please mark the most suitable choice according to your expertise in the field of the study with a (V) sign.
v/ Please read carefully.

Part I: Personal Information

This part inquires some of your personal information, please mark the most suitable choice with a (V) sign:

- Ministry \ Governmental Department:

- Educational Degree:

Bachelor degree or less [] High Diploma [] Master Degree [] PHD []

- Years of Experience:

Less than 5 years [] 5 to less than 10 years [] 10 years or more []

- Job Title:

Undersecretary of the Ministry or an equivalent title []
General Manager [] Manager \ Head of the unit [] Head of the
department [] Others;

Education []

Training courses []

Public or social activities []

Practical experience []

Self-education []

Other methods;

•The method by which
knowledge about planning was
_____ acquired:

•Did you participate in the
formulation of your institution's Strategic Plan for the year (2016 — 2020)?

Yes []

Part II: Dimensions of the study

Please determine your level of agreement with the following statements regarding the reality of the implementation of Strategic Planning in the Justice Sector institutions and the obstacles facing it by marking the suitable choice with a (V) sign.

1st Dimension: the orientations of the Justice Sector towards Strategic Planning						
No.	Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
1.	The Justice Sector believes in Strategic Planning					
2.	Strategic Planning is mandatory in all of the Justice Sector Institutions					
3.	The Strategic planning procedure is handled by specialized planning departments					
4.	The different Justice Sector Institutions confer during the formulation of the sector's Strategic Plan					
5.	The Justice Sector Institutions are committed to attending conferences and workshops specifically held for the formulation of the Strategic Plan					
6.	The Civil Society Institutions participate in formulating the Strategic Plan of the Justice Sector					
7.	The Justice Sector Institutions are monitored in order to assure their adherence to the Strategic and Executive Plans					
8.	The Strategic Plan of the Justice Sector is in harmony with national policies agenda					
9.	Strategic plans for the different institutions of the Justice Sector emerge from its strategic plan					
10.	The institution spreads the strategic planning culture upon its employees					
11.	The institution encourages its employees to participate in the strategic planning process					
12.	The institution works on raising funds necessary for the strategic planning process					

1st Dimension: the orientations of the Justice Sector towards Strategic Planning

2nd Dimension: the orientations of the Justice Sector towards the degree of implementing Strategic Planning in the institutions of the Justice Sector						
No.	Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
1.	The institution is continuously committed to formulating a strategic plan					
2.	An assigned team of employees from the different departments is responsible for formulating the strategic plan					
3.	Experts in the field of strategic planning are hired					
4.	Employees of the planning departments have the ability to be creative					
5.	Employees of the planning departments are efficient					
6.	strategic plan is written, clear and generalized					
7.	The different departments consult during the formulation of the strategic plan					
8.	The institution holds workshops (for its management and employees) for the purpose of formulating the strategic plan					
9.	The institution commits to implementing the specified goals of the strategic plan					
10.	The employees' strategic planning abilities are reinforced					
11.	Budgets needed for the strategic planning process are monitored					
12.	The institution's internal control system assures adherence to the strategic and executive plans					
13.	Achievement of the strategic goals is measured using Key Performance Indicators (KPI's)					

3rd Dimension: the orientations of the Justice Sector towards adherence to the Strategic Planning standards within the sector institutions in terms of; vision, mission, goals, objectives, policies and interventions						
No.	Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
1.	The institution adopts strategic planning framework					
2.	All employees of different managerial levels participate in the formulation and determination of the vision, mission and strategic goals					
3.	"The vision and the mission" of the institution are clear and written					
4.	The vision of the institution is "short, clear, motivating and is an achievable dream".					
5.	The mission reflects the justifications why the institution exists					
6.	The mission can be achieved if the needed requirements are available					
7.	The institutional behavior is governed by generalized (principles and values)					
8.	The strategic goals are "clear, written and specified"					
9.	The progress in achieving any of the determined goals is measurable					
10.	The goals are "realistic, achievable and are within a specified time frame"					
11.	The goals adhere to the vision, mission, goals and values of the institution					
12.	The strategic goals can be interpreted into specific detailed goals					

3rd Dimension: the orientations of the Justice Sector towards adherence to the Strategic Planning standards within the sector institutions in terms of; vision, mission, goals, objectives, policies and interventions						
No.	Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
13.	The institution analyzes both the internal and external environments by which it's influenced					
14.	The strategic plan can be interpreted into "a detailed, written" executive plan					
15.	The institution commits to implementing the strategic plan					
16.	The institution raises funds needed for the implementation of the strategic plan					
17.	The institution continuously monitors the phases of the strategic plan implementation					
18.	There is "a clear, written" monitoring and evaluation plan to which the strategic plan submits					
19.	Key Performance Indicators (KPI's) are specified, measurable, achievable, adhere to the plan and are within a specified time frame					
20.	The institution continuously monitors the progress made in achieving the strategic plan					
21.	The strategic plan is modified in accordance to the requirements of the phase					
22.	Periodical reports (quadrant, semi-annual and annual) are submitted by all departments of the institution in order to monitor the implementation of the strategic plan goals					
23.	The institution uses specific forms for the evaluation of the strategic plan					
24.	Out-sourced specialists are hired to evaluate the institutions performance in implementing the plan					

4th Dimension: the obstacles facing optimal implementation of Strategic Planning in the institutions of the Justice Sector						
No.	Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
1.	The employees' lack of clarity regarding the concept of strategic planning					
2.	The determined strategic goals are unclear and unachievable					
3.	The top management's lack of interest in the strategic planning process					
4.	The lack of "experts and competencies" specialists in the strategic planning field					
5.	The deficiency in the budgets specified for the strategic planning process					
6.	Depending on donated money for the implementation of the strategic plan					
7.	The lack of technologies and technical approaches necessary for the strategic planning process					
8.	Lack of expertise in identifying opportunities and threats influencing the implementation of the strategic plan					
9.	The institution's external environment is changing and unpredictable					
10.	Insufficiency of data gathered about strategic variables in surrounding environment					
11.	Unavailability of strategic alternatives that assure achieving the desired results in case that the circumstances changed					
12.	The strategic planning process is limited to top management					
13.	Non-involvement of the employees in the strategic planning process					

4th Dimension: the obstacles facing optimal implementation of Strategic Planning in the institutions of the Justice Sector						
No.	Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
14.	The strategic plan is inconsistent with the institution's environment (internal and external)					
15.	Carless evaluation of the available resources (financial and human) during the strategic planning process					
16.	The lack of flexibility and of centralization hinders the decision making process of the strategic plan					
17.	Focusing on daily routine tasks					
18.	Insufficient time for strategic planning					
19.	The employees' lack of belief in the feasibility of strategic planning					
20.	Lack of clarity in determining responsibilities during the implementation phase of the strategic plan					
21.	Inadequacy of the system used for the monitoring and evaluation of the strategic plan					

Part III: 5th Dimension: Suggested solutions for overcoming problems facing strategic planning

THANK YOU FOR YOUR TIME & COOPERATION

➤ Appendix (2): Interview questions

1. What are the trends of the justice sector towards strategic planning?

- How does the conviction of employees and senior management with strategic planning affects the strategic planning process therein?
- Is sufficient attention given to strategic planning within the institution?
- How do donors impact the strategic planning process, and what are their intervention mechanisms in the strategic plan?
- How does the strategic plan contribute to the implementation of the national policies agenda?

2. What are the trends of the justice sector towards the degree of practice of planning within the justice sector institutions?

- Is the justice sector ahead of the remaining public institutions in the field of strategic planning, in what respect?
- What is the role of the institution in the sectoral strategic planning process?
- Is the implementation of the previous strategic plans achieved the goals contained therein? If not, why?
- Who are the actors of the strategic planning process, and what are their roles?

3. What are the trends of the justice sector towards adhering to the strategic planning standards within the sector institutions in terms of: vision, mission, objectives, goals, policies and interventions?

- Is there a written and approved strategic plan for the sector?
- Is there an (annual) implementation plan derived from the sector strategic plan?
- Is the strategic plan developed regularly and continuously?
- Is the strategic plan directly associated with the vision, mission and values of the institution?
- Does the sector develop clear and written strategic goals?
- Does the institution commit to the timeline set for the implementation of the activities and goals of the plan?
- Is the environment analyzed in the process of strategic planning?
- Are there strategies built by the analysis of the environment?
- Are all departments involved in the strategic planning process?

- Are the stakeholders involved in the strategic planning process (academics and experts, civil society organizations, partner institutions, donors ... etc)?
- Is a communication plan developed among the actors of the strategic plan?
- Is the plan monitored and evaluated, and is transparency taken into account therein?

4. What are the obstacles facing the best implementation of strategic planning within the justice sector institutions?

- Is the institution interested in and convinced with strategic planning?
- Does the senior management hold experience in strategic planning?
- Is the responsibility of strategic planning within the institution clear?
- Are the employees aware of and educated about the importance of strategic planning?
- Are the administrative employees involved in the strategic planning process? How so?
- Are the strategic planning goals clear and recognized?
- Does the institution have the necessary resources for the implementation of the strategic planning process?
- How do instability and environmental change affect the implementation of the strategic plan?
- Is the monitoring and evaluation plan adhered to in order to identify the degree of achievement of the strategic plan goals?

➤ Appendix (3): Arbitrators Committee

Name	University\ Institutions
Dr. Abedelrahman Tamimi	Al-Quds University
Dr. Majeed Mansour	Arab American University
Dr. Dalal Iriqat	Arab American University
Dr. Nasser Jardat	Al-Quds University
Dr. Mansour Gharabeh	Al-Quds University
Ahmed Al Kelani	Director Of Follow up Dept. - General Personnel Council

➤ Appendix (4): Details of Respondents

Name	Job Title
Mahmoud AlKhalili	Director General of the Administrative & Financial Affairs, Public Prosecution.

Yasser Hammad	Deputy Attorney General and Head of the Planning Department, Public Prosecution.
Samah Nasser	Head of Planning Department, Ministry of Justice.
Nihaya Assi	Director of Monitoring & Evaluation, Planning Unit, Ministry of Justice.
Hanan Yaghi	Director General of Software and Information, Ministry of Justice.
Shareef AlQawasmi	Director General of Financial & Administrative Affairs, High Judicial Council.
Mahmoud Sbeihat	Director of Planning Department, High Judicial Council.
Lamya' Assi	Head of Monitoring & Evaluation Section, High Judicial Council.
Yahya Fahmawi	Director of Bureau of Constitutional Court Chief.
Dr. Rola Harb	Officer of Planning and Projects, Constitutional Court.
Na'ela Younes	Director General of Training Department, Judicial Institute.
Linda Nasser	Director of Planning, Judicial Institute.
Rasem Aslan	Director of Planning & Policies, Advisory & Legislation Bureau.

تطبيق--وحواءو. (أنتي تواجهه)

ノ引ノ_____に心ノ

المشرف: د. أحمد حرز الله

ملخص الدراسة

الغاية من هذه الدراسة هي وصف واقع التخطيط الإستراتيجي في مؤسسات قطاع العدالة وتحديد المعوقات التي تواجهه. اتبعت الدراسة المنهج الوصفي التحليلي باستخدام اساليب كمية ونوعية. جمعت بيانات الدراسة من

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