



Arab American University
Faculty of Graduates Studies

**The Impact of Strategic Planning on Performance of
Nonprofit Organization in Palestine**

By

Ranad Anton Goerge Naber

Supervisor

Dr. Mohammad Abu Sharbeh

**This Thesis was Submitted in Partial Fulfilment of The
Requirements for the Master's Degree in
Strategic Planning and Fundraising**

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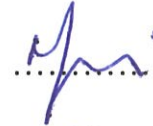
Approved by:

Committee members

Signature

1. Supervisor Name:

Dr. Mohammad Abu Sharbeh



2. Internal Examiner Name:

Dr. Sharif Abu Karsh



3. External Examiner Name:

Dr. Ahamd Harezallah



Declaration

I admit that I prepared this thesis that is presented to the Arab American University to get a master's degree. And what it contained was a result of my own study, except for what was mentioned. It had not been submitted to get any degree from any other university or institute.

Student name: Ranad Anton Naber

Signature:

Date:/...../.....

Dedication

I'd like to dedicate my work to...

My great husband, who have never stopped giving in countless ways,

My beloved my children, who always stand by my side,

My friends who encouraged and supported me,

And all the people who gave me positive energy.

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List of Abbreviations

NGO	Non-Government Organization
PNGOs	Palestinian Non-Government Organization
WB	West Bank
PA	Palestinian Authority
GS	Gaza Strip
EC	European Commission
OP	Organizational Performance
SPSS	Statistical Package for Social Science
HQ	Head Quarter
PLO	Palestinian Liberty Organization
IT	Information technology
KM	Knowledge Management
AAR	Against all Risk
ST	Strategic Thinking
SP	Strategic planning
SI	Strategic Innovation
SMEs	Small and Medium-sized Enterprises
OP	Operation Profit
HRM	Human Resource Management
UK	United Kingdom
PCBS	Palestinian Central Bureau of Statistics
PASSIA	Palestinian Academic Society for the Study of International Affairs
EU	European Union

Abstract

Nowadays the new era business, strategic planning, is a core asset in any company which is a good indication of development and renewal for sustainability. Organizations adapt strategic planning to improve their performance which avoid the organization from been distinct especially NGOs company which raising funds is one of its initial function. In the last years, there have been widely expansion of strategic planning in Palestine but the gap is still vast.

The purpose of this study is to analyse of strategic planning among Palestinian managers in non-profit organization, a study question was formed and the hypothesis was built to by examined by descriptive statistic, quantitative methodology, based on questionnaire that was distributed on managers in active NGOs organization in Palestine territories operating in different areas and serving different sectors (research population) that are totally 1,200 with 1080 active organization.154 questionnaires were distributed to managers or their representatives, 128 questionnaire were return and utilized, evaluating validity and reliability of data collection took place at first and was usable for the study of statistic, after that the researcher used SPSS (Statistical Package For Social Science) to test the research hypotheses.

The research result demonstrates that there is a significant and positive effecting relation between the strategic planning dimension and NGOs' performance which indicate that the strategic dimensions play the most important role in NGOs' performance in terms of financial stability, program performance and organization process, one of the research's result was that the largest beta coefficient is for 'Vision'.

This means, that this variable makes the strongest contribution when explaining NGO`s performance. The other beta coefficients are slightly lower; Goals, Mission and implementation has the lowest contribution from the dependent variables. Which open the way to conduct further research and investigation for the same strategic dimension, can be done.

As the research topic is still an essential core part in business world and which is utilised for a very large segment of people this study recommends to build culture of strategic planning and to join it in all directorates of education to facilitate its adaption.

Concerning the function of the NGO`s organization, on one hand, most of the NGOs organization relay on international partners and donors to support their project so these organization and the local community should work hand to hand to activate the local partnership and to try to work on changing the mentality toward charity work, on other hand these organization must work internally to cover some gaps addressed in promoting awareness and practices decision making with all of the employees in in the varies department of the organization, finally human resource department should focus on implementing all activities related to enhancing strategic planning.

Key words:

Strategic planning, non-profit organization, performance of NGOs, financial stability, project performance.

Chapter One

1.1 Introduction

Non-Governmental Organizations (NGOs) in the Palestinian territories have a central role in the economic and social life far more than the case in the Arabic country and even the middle east due to the political and history issues, which was clear after Oslo agreement (1993) the significance absents of central governing institutions capable of providing basic services to the population. (Analoui, F., & Samour, A. (2012)).

Analyzing the manager cultural strategic planning in Palestine provides an important contribution to the understanding of the development process in Palestine. Formal strategic planning is an explicit and ongoing organisational process that comprises of a number of components, such as the establishment of goals and the generation and evaluation of strategies. (Boyd, 1991).

Planning is the process of thinking about activities required to achieve a desire goal. Furthermore, strategic planning is the concept of planning and how it is actually unfolding within a community as shaped by its culture and influenced by its people moreover Planning culture is an international concept means management customs and practices related to institution activities. (Maroofi, F. (2015)).

NGO organization must start implementing strategic planning appropriate, output tracking and evaluation processes to ensure success especially in the last twenty years after the intifada which was noticed the rapid increase of non-governmental organization to provide the essential services even after the establishment of the Palestinian authority.

This will lead the organization to real practice of strategic planning management aspects with the PNGOs performance measurement in financial sustainability,

organization process and program performance and help PNGO companies of choosing their best practices and allocate experts, to reach innovation and to overcome the challenges and obstacles to reach to more efficiency and effective levels even if its association are characterize by their own non-profit motivation, their aim objective lead at the end to serve the society and focus on clear tasks. (Aboramadan, M., & Borgonovi, E. (2016)).

1.2 Research Problem

The important of NGOs organization in Palestine was noticed after Oslo agreement in 1993 external aid increase rapidly because the west bank was divided into three sectors A, B and C. area this area division with no control of the Palestinian authority on area c and most of area b have put the NGOs companies to be the third party for the government to help the authority in these areas and led these companies to play a significant role especially in economic and social life due to the Israeli occupation have made nonprofit organizations in Palestine have unique situation distinguish them from all the world.

Palestinian Non -Governmental Organization (PNGOs)play an essential part in many fields such as democracy promotion, human rights, woman rights and good governance. They support social services like education, rehabilitation services for people and special health care services (which is basic sector to provide in some region in area c as it is divided in Oslo agreement) also it has some project in agriculture, youth programs and environmental services and these organization are facing problem which can be divide to external problems due to the limited donors' resources on the other hand the donors are asking for an increase in financial accountability and clearer documents this

have led to improvement in strategic planning and approaches to meet the efficiency level that is expected from them, some of the internal problems arise in the NGO manager itself, the manager who left the organization their ideas training and accomplishment leave with them, that leads on the long run will to the loss of resources and valuable organization assets also, the average years of working within the non-governmental organization is very low comparing it with other fields this is due to the compensation labor law or due to some external issues, therefore long run strategy of the organizations is effected strongly by these constraints above all the strong want of effective strategic plan through implementing to goal accomplished arise from the company itself also the culture of managers toward strategic planning is widely used and expand towards NGO performance in Palestine literature reveal the importance of strategic planning as a tool of improving the performance of the organization.

Strategic planning for fill managers to stand for better levels toward developing and implementing strategies, this study is made to analyze and reveal to what level managers try to avoid, solve or manage important problems in functioning strategic planning dimensions by revealing the factors that affect managers this will give better idea where we are standing to further more to give us motivation to influence the attitude of managers to effect manager's skills also for the CEOs and HR department in the organization concerned about suitable allocation of resources, this will guide and improve the performance finally this research focus on NGOs managers for their high concern and awareness of strategic management process in Palestine .

Due to the rapid changes in our century and the changes in the behavior of manager and the other circumstances the question of our study have arisen and need to be answer "what is the impact of strategic planning on performance in nonprofit organization in

Palestine?" this question remain a challenge for the PNGOs origination and have to be answered with some other sub question and hypotheses

1.3 Research Questions

The main question of this study is "what is the impact of strategic planning on performance in nonprofit organization in Palestine?" this question is to be answered after answering these main and sub questions:

- 1 How strategic planning impact on NGO`s performance?

In terms of:

1.1 financial sustainability.

1.2 project performance.

1.3 organization process.

- 2 To what extant do strategic planning dimensions' influence manger`s performance?

In terms of:

2.1 financial sustainability.

2.2 project performance.

2.3 organization process.

HA) How efficiently adapting the strategic planning dimensions impact the attitude and performance of the strategic manager?

1.4 Objectives

The first objective of the study is to investigate in the role of cultural strategic planning manager in the performance of the Palestinian non-profit organization in Palestine.

Another sub-objective:

- To investigate the role of strategic manager on
 In terms of:
 - 2.1 financial sustainability.
 - 2.2 project performance.
 - 2.3 organization process.
- To investigate to what extend do Palestinian managers in non-profit organization implement strategic planning dimensions.
- To investigate to what extant using strategic planning dimension effects the performance of the financial sustainability on PNGOs organization.
- To investigate to what extant using strategic planning dimension effects the performance of the organization process on PNGOs organization.
- To investigate to what extant using strategic planning dimension effects the performance of the project performance on PNGOs organization.

1.5 Research Variables

The research components as follow:

Independent variable:

Strategic planning

1. Managers
2. Strategic Planning

Dimensions:

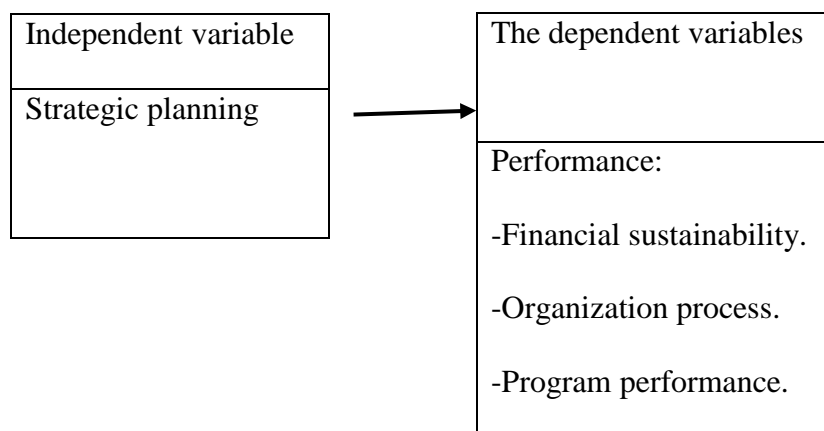
- Environmental scanning.
- SWOT analysis.
- Mission, Vision, Goals.

- Objectives, Tasks.
- Implementation, Alignment.

The dependent variables:

the PNGOs performance measurement indicator adopts in this study

1. Financial sustainability
 - Fundraising Efficiency.
 - Financial Transparency.
 - Programs Financial Efficiency
2. Organization process
 - Company structure.
 - Organizational Culture.
3. Project performance
 - Program outcome.
 - Program efficiency.
 - Recruitment of funds
 - Quality.



1.6 Importance of the Study

Based on the theoretical analyzes which makes connection between empirical studies to define and advance a theoretical study, we expect to contribute in filling the gap in the previous researches by providing results about the level of strategic planning and its rate of utilization. By defining the reasons, we will try to increase the level of awareness of strategic planning among Palestinian managers. Also, to avoid the constraints and focus on catalysts of positive thinking.

Due to the Palestinian situation, Non-Governmental Organizations (NGOs) in the Palestinian territories have a central role in the economic and social life far more than the case in the Arabic country and even the middle east due to the political and history issues which was clear after Oslo agreement (1993) the significance absents of central governing institutions capable of providing basic services to the population even after the establishment of P.A. even the number have increase rapidly eventually analyzing the external aid that is the third and active governance parity is essential due to the lack information and study from Oslo till now a day.

This study will focus on three levels axe, that are directly related with the behavior of managers within the organization and their relation with the strategic planning dimensions that measure the level of which managers in the NGOs companies are related with (environmental scanning, SWOT analysis, mission, vision, goals, implementation and alignment) to find how they are related with the three major variables (financial stability, organization process and program performance)

As a result of our research, we will quantify the level of strategic planning and describe what hinder the Palestinian managers from planning. Therefore, the expected outcomes may interest not only managers but all other functional levels among the institutions

because there is a significant association between initiating a strategic planning approach and strategic awareness of the managers in their business role. Furthermore, the awareness of strategic managers' and perception will come up with a more formal and comprehensive strategic planning approach with is considered as an impact on the success of the NGOs organizations.

To focus on the empirical side of the study that is based on data gathering and observing The managers attitude and decisions in the NGOs organizations with their significant role in their work as strategists that are concerned with suitable allocation of resources, human and many aspects this lead them to guide and improve the strategic performance for that reason the research core deals with revealing the level of strategies that is taking place now a day in reality to give and address the other department implication for selection, development and training for the managers in the NGOs sector.

Finally the original contribution of the research is the value that is added to the human resource management department in the recruitment process and evaluation of old managers and measuring the new applicants and the process of management development of managers hand to hand with the design makers the CEOs of the companies must have a back ground awareness of the level of strategic management in NGOs organization with the help of senior executive in forming analyzing, developing and implementing the strategy of the NGOs organization.

1.7 Study Hypotheses

The following hypothesis was subjected in order to reveal the answers on the question we had on this research:

HA: There is an impact between strategic planning manager and NGO`s performance.

In terms of:

H1A: financial sustainability.

H1B: organization processes.

H1C: project performance.

HB: There is an impact between the usage of strategic planning dimensions and PNGO`s performance.

In terms of:

H2A: financial sustainability.

H2B: organization process.

H2C: project performance.

H: PNGOs commitment to strategic planning in course of the manager`s work.

1.8 Significant of Study

The study aims in the first place to find out the repaid change in the Palestinian managers` attitude toward strategic management which are living under circumstances of occupation with three political actors in three political areas with the peace process on hold.

This study their importance lies in: analyzing the strategic planning of manager is a modern and emerging concept. Enriching and filling the gaps that literature didn`t cover yet, this research has contributed by studying the relationship between managers with their strategic planning attitude and performance in NGOs organization in Palestine. Considering this research one of its kind that build and examine the relation between the role of Palestinian manager and their impact in their performance on their organization in Palestine. also this thesis is expected to generate awareness by adding value for

spotting the light on to importance of Applying strategic planning and concentrate its importance, this will add important know-how into PNGOs because this study will go deeper in the process of strategic planning dimensions and related them with the activity and process of the organization, measuring the program process and the outcome all of this is related to the financial stability of the company. Finally, the study's findings are like a road map for further interested research in the same field. In addition, his study was made in the period of corona virus and its's effect on the world especially on this region which made all the world to look back and recalculate priorities especially in economic sector.

This study added theoretically and practically in the knowledge of this field, from the theoretical aspect, it is a first-time study about strategic planning in NGOs in Palestine, Also, it develops contextualizing the planning strategy for NGOs organization in Palestine and for those who work in these organizations form top managers (CEOs), senior managers to improve their skills in strategic planning practices, and strategic planning in NGOs particularly in Palestine to improve their skills in strategic planning practices. To generate it for all departments especially finance, human resource (recruiting and training of managers, choosing the best training programs that fits their ability and requirement), even the department that are related with implement programs. Practically it spots light on the effectiveness of practicing management knowledge in the cores of the Palestinian managers at their daily activity in their work. Finally, it presents guidelines for universities who are involved in teaching strategic planning in Palestine.

Chapter Two

Theoretical Background

This chapter will provide the research with understanding to build a full image of the fundamental information related to the subject which are divided to three main sectors.

Part 1

First general notions and definition related to strategic management, second the history and important of PNGOs in Palestine, finally literature review to have an expanded explanation for linking their function with their existence in Palestine.

2.1 Strategic Planning

Strategic planning is an organization process of defining strategy, direction and making decisions on allocating its resources throughout the process to implementing stages (Steiner, G. A. 2010).

Strategic planning means how to plan for several specific strategies and to implement these plans so as to achieve several goals.

Why is strategic planning important?

The aim of strategic planning is to put plans to strategies so as to implement them to reach the goal of the project or the organization ...etc).

Strategic planning helps every manger to track this process that where made be the managers, CEO or organization toward the goals so this way can enable everyone to track the progress. (Steiner, G. A. (2010)).

It focuses on challenges and crucial issues when the organization face any problem or even for evaluation to help out what should be done and there are many benefits of

planning which are mainly (planning eliminate stress, promotes in positive way and mindfulness boots productivity, finally help meet specific goals).

Strategic planning activities typically focus on three areas: business, corporate or functional. They break out as follows:

Business. A business-centric strategic plan focuses on the competitive aspects of the organization -- creating competitive advantages and opportunities for growth. These plans adopt a mission evaluating the external business environment, setting goals, and allocating financial, human and technological resources to meet those goals. This is the typical strategic plan and the main focus of this article.

Corporate. A corporate-centric plan defines how the company works. It focuses on organizing and aligning the structure of the business, its policies and processes and its senior leadership to meet desired goals. For example, the management of a research and development skunkworks might be structured to function dynamically and on an ad hoc basis. It would look different from the management team in finance or HR.

Functional. Function-centric strategic plans fit within corporate-level strategies and provide a granular examination of specific departments or segments such as marketing, HR, finance and development. Functional plans focus on policy and process -- such as security and compliance -- while setting budgets and resource allocations. (Vancil, R. F., & Lorange, P. (1997)).

In most cases, a strategic plan will involve elements of all three focus areas. But the plan may lean toward one focus area depending on the needs and type of business.

Strategic planning is mainly about effectively positioning your biasness in the

marketplace through analysis models and the main three model are:

- The balanced scorecard - which takes into account objectives, measures and initiatives.
- Strategy mapping - which visually communicates the strategic plan and high-level business goals.
- Strategic gap analysis - which looks at where your business is now, where it wants to be, and how to bridge the gap.

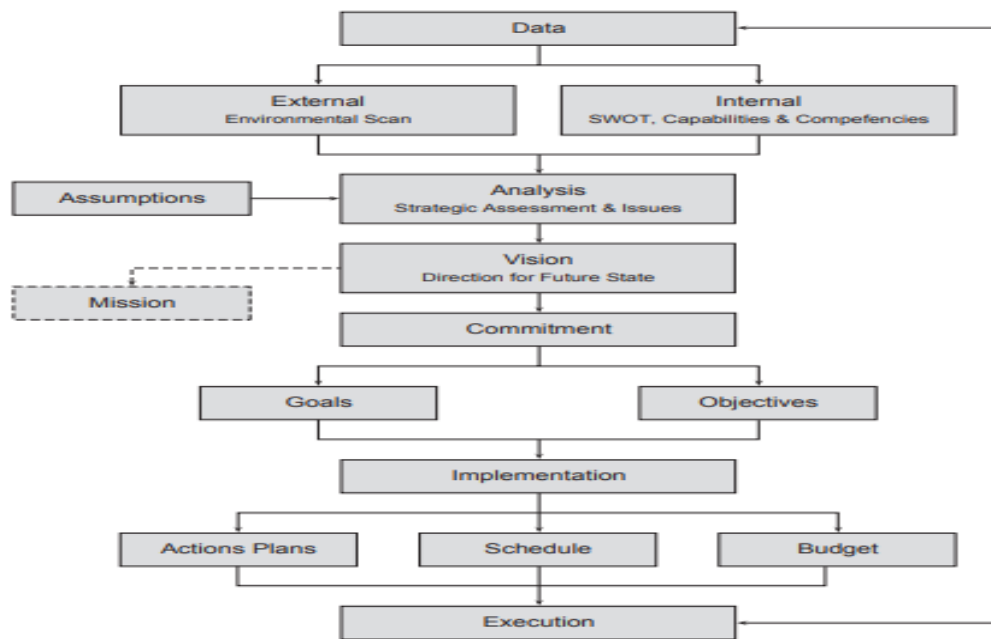
However, the three most popular planning models include SWOT analysis, PESTLE analysis and Porter's Five Forces framework. (Ronchetti, J. L. (2006)).

2.1.1 Strategic Planning Model

Strategic planning is widely used by organizations, as it is an integral part of strategy.

Nieboer, N. (2011) had mention in their study that deals with modeling the strategic planning model in public and nonprofit organizations as it is shown in figure 2.1. The strategic plan will outline new courses of action to ensure that the goals that emerge from strategic planning are met. These goals are:

- Growth – increase the number of participants.
- Competitive – simplify, modernize and align rugby offerings.
- Safety – minimize incidences.



Figuer1: Strategic Planning Model

2.1.2 Strategic Planning Among Managers

In 11 May 2015, Ratiba Bouhali and others wrote a paper that presents an integration of leadership roles for innovation by focus on strategic thinking and planning in an effort to make important connections and important distinctions.

Other think, it does not have to be that way. A sensible alternative is a well-tested process called strategic planning which is a step by step process with definite objectives and end products that can be implemented and evaluated. Very simply, it is a process by which we look into the future, paint a picture of that future based on current trends, and influence the forces that will affect us. Strategic Planning is a technical fix that gets at only part of the question of organizational effectiveness and only deals with some of the dilemmas of organizations. In the face of such realities, the notion of strategic thinking emerges to fill the gaps and overcome the limitations that experience with strategic planning has proven to exhibit, Bouhali, R. (2015).

2.2 NGOs in Palestine

2.2.1 The Historical Development of Ngos

From the announcement of “pilfore” promise to the time of the occupation of the Palestinian land by the Jewish NGOs activities began to support the Palestinian independency on their land. However, after 1948, it expands to be an organization for teachers, students and women but in that period variety of state govern them, beside the Palestinians, Jordan, Egypt and Israel.

In fact, the seventies were the real and effective existence of the NGOs company in Palestine but that period was not effective enough because all the aid focus on achieving independence and get rid of the Israeli occupation and ignoring development in main region like industry.

The establishment of PNGO occur in September 1993, with the need of variance sector in civil society which includes a lot of coordination, cooperation to the PNGOs. This result was due to Oslo agreement which make this sector a basic component in many area of the Palestinian society with all of the international, local and regional services as a coordination mechanism of NGO.

The law of NGOs organizations was signed by President Arafat delineating the cooperation between the Palestinian authority and non-governmental organizations in January 20, 2000. Which include many issues about the PNGOs performance and the relationship to this important sector.

Morris (2000) identified the third sector as an alternative to what the government is responsible for in order to reduce costs. While Musyula (2014) referred to the independent organization or group of individuals that have voluntary activities as non-profit organization.

Palestinian NGOs have played a central role in the occupation period to strengthen the Palestinian identity on the ground. They contribute in many fields such as health, education, industrial, agriculture, tourism, housing and public infrastructures. These institutions with the absence of the Palestinian authority played the governors role that emerged after Oslo agreement which took place in 1993 that later were considered as an expansion to the Palestinian Liberty Organization (PLO).

Many of the NGOs depend on American financial support, European and some Arab NGOs, most of the funds at first focus on primary health care services and secondly care services.

2.2.2 Statistical Overview of Aid to the West Bank & Gaza Strip

The estimates of the World Bank and the MoP differ significantly in some years (2002 and 2004) while closely aligning in others. As shows, the total amount of external aid to the WB&GS has been on a general incline over the last ten years. According to World Bank estimates, the amount of aid to the WB&GS has increased six-fold over the last decade alone (607 million in 1999 to 3.25 billion in 2008). The most noticeable ‘spikes’ in aid appear to occur in response to the Second Intifada and the emergence of the 12th Palestinian government. The difference between these two periods of rapid increase in aid is in the type of aid provided. Whereas the 2001 Intifada sparked a dramatic increase in emergency assistance at the expense of development spending, the 12th government

and the launching of the PRDP has shifted external aid toward longer term development (Figure 2).

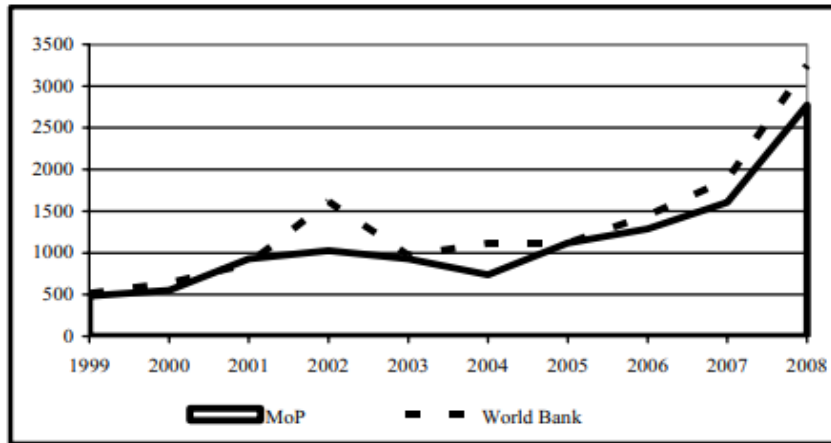


Figure 2: Total Disbursements to The WB & GS (1999-2008) World Bank and Palestinian Mop (Millions USD) (Palestinian Central Bureau of Statistics, 2019)

Though Palestine is unique in the level of external assistance received, the differences between donor commitments and donor disbursements are significant, not least of which to policy planners. A key component of the 2005 Paris Declaration on Aid Effectiveness is predictability, and as the following Figures 3.

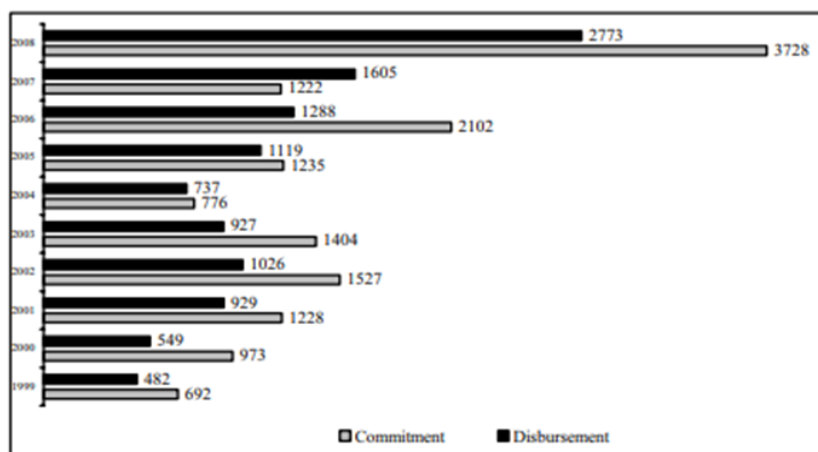


Figure 3: Commitments versus DISBURSEMENTS OF external AID (1998-2008) Ministry of Planning. (Palestinian Central Bureau of Statistics, 2019)

The amount of aid fluctuates during time also every year the type of aid varies, the figure gives the shifts that is happening in all these different types kinds of aids which here are concentrating on three types: Emergency Relief, Development and Budget Support.

It was nearly stable the ten years and then occurs a rapid change in favour to emergency assistance as it was in favour to development (for building the Palestinian authority) that was due to the second intifada which occur in 2000-2003 and then after than in 2003 it shifts back to development.

In 2007 there was also a problem that gives us a conclusion to spot a light on a very important issue that there is no continuance in this important sector (the PNGO) as it is the fact that face all the Palestinian economy due to the requirement of the political period and political changes.

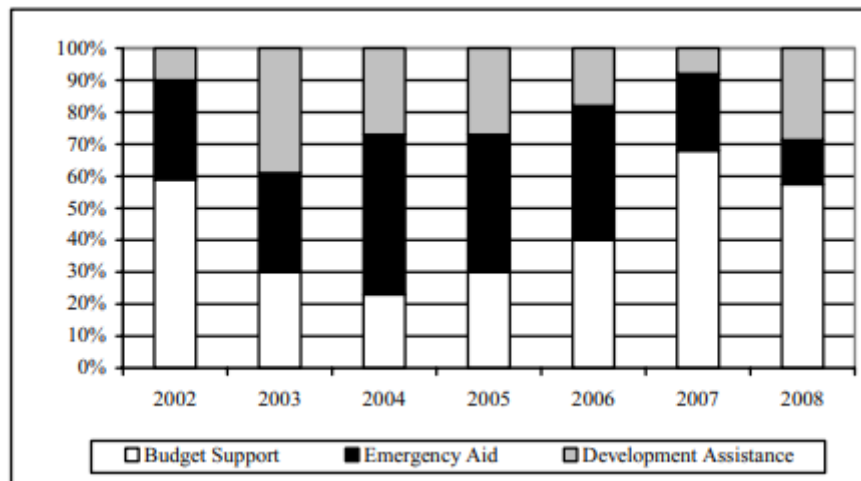


Figure 4: Type Of External Aid Disbursed. (Palestinian Central Bureau of Statistics, 2019)

The EC is the proposing legislation, implementing decision, upholding the EU treaties and general day to day running of the EU.

The EC is the largest donor since Oslo agreement which comprises 54% of the funds to the west bank and Gaza strip figure 5 show that the donor's organization are centralized and located in the middle of the west bank with nearly 84% in Ramallah and Jerusalem only which gives no mention to Jericho and as we notice a slight ration in the north 5.6% and in the south was about 5.3%, Gaza have 4.6% this ratios are in favour the two central region Ramallah and Jerusalem only with in a long period of time which is not a temporary situation.

This fact took place due to the restriction that is made by the military occupation (restriction of movement) not just against Palestinian but also against local and even international aid, on the other hand the comparison of the area Ramallah and Jerusalem which have the facility of movement through these checkpoints which raises a very important question on this content which is the efficiency and effectiveness of these companies working outside these two cities away from their head court and surrounded with lots of checkpoints, In 2006, PNGOs with HQs in Ramallah and Bireh received 71.4% of their funding from external sources. This is in stark contrast to more marginalized cities in the Northern or Southern West Bank. (do donors enjoy working just in these two cities due to the freedom of movement or it is just earlier for them maybe it is just political issues Furthermore, the two cities represent the political centres of Israelis and Palestinians.

According to our previous mappings, PNGOs working at the national and semi national levels are also overwhelmingly located in either Ramallah or Jerusalem.

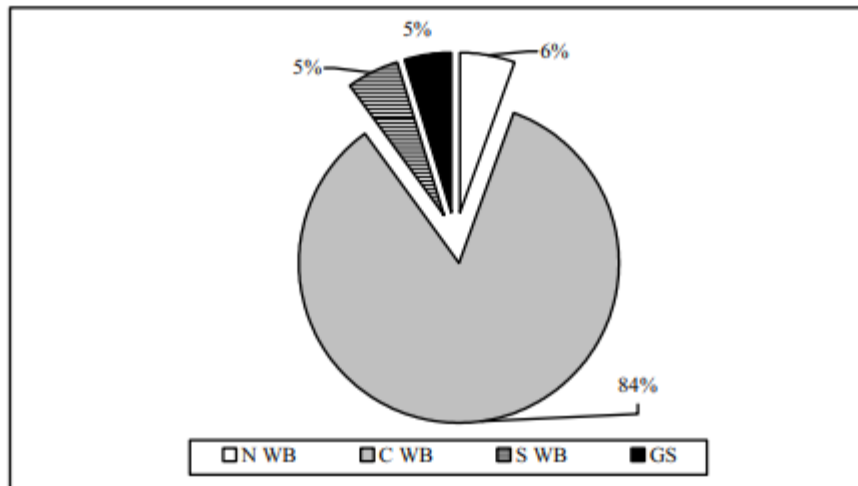


Figure 5: Location of International Aid Agencies by Region. (Palestinian Central Bureau of Statistics, 2019)

2.2.3 PNGO Relations

The relation between NGOs organization and Palestinian authority didn't have a sole director, Ramallah authority till today relied on number of components one of them are the donors which provided the nonprofit organization with the funds to cover certain activities in certain places that the government could not cover due to the economic or political due to lack of reaching these areas also the Palestinian Authority always supports the existence of the NGOs association in West Bank and Gaza Strip even in Jerusalem by support, licensing, recognition, and legal protection. "Most associations learned fairly quickly that it was futile to turn to the PNA for funding. However, the interdependence was not unlimited: while each side needed the other, both also had strong sources of independent support (especially financial) that prevented it from being captured by the other" (Brown, 2013).

Major relationships among PNGOs take the form of consultation and coordination, but Ladadweh and others, (2011) showed that consultation was the main link between these organizations, since it requires temporary agreements on immediate issues.

However, it should always be taken into consideration that coordination and links between NGOs in Palestine differ according to the size, structure, mission and structure of the NGO. Relationships can take many forms when societal development is the main focus of each.

Here, it should be noted that with recent political, social, economic and technological updates in the Palestinian society, new need areas have aroused in the recent five years that require consistent studies and funding but are not considered by many donors. They are still following their agendas and very few PNGOs can change their strategies accordingly. Political direction of governments also has its influence since most funds are controlled if not determined by the related governments. In this area, again the role of associations and networks comes essential in determining and demonstrating arising Palestinian needs to contribute to the wanted goals of NGOs.

2.2.4 Performance Measurement in NGOs

Organizations today have a unique challenge in forming the best strategic plan that is related to the internal and external environment, whether they are private, public or nonprofit organizations. Sometime it is difficult to adapt the appropriate approche for implementing special task even for the seasoned consultant, it seems to be much of the uncertainty, furthermore it is very difficult for the nonprofit organization (don t have profit margins or return on investment) to measure as in private organizations.

Strategic planning starts with identifying the mission and vision of the organization which are link directly with the financial and internal process(Kaplan&Norton,2004) that will be measure in this study. The first perspective, the Financial perspective, defines financial strategic objectives and financial performance measures that provide evidence of whether or not the company's financial strategy is yielding increased profitability and decreased costs. This view also captures how the organization must look to customers in order to succeed and achieve the organization's mission. In the private sector, achieving financial strategic objectives is the primary means to realize the company's mission. However, financial performance is complemented and impacted by three other perspectives: Internal Processes, Customers, and Learning and Growth. The second perspective, Internal Processes, represents the impact of product and service quality and helps identify which internal business processes must operate with excellence in order to satisfy customers. Internal process are then developed, which communicate the level of product quality through the monitoring of in-process, as well as measuring productivity associated with the number of units produced or services provided (Brown, 1996).

It is important and essential to classify performance of the NGOs company in Palestine (in various ways) because it cannot be measured or managed unless we can classify what performance means in the NGOs organizations.

Performance is defining nowadays for how much the companies, in relative to their administrative standers, meets their mission, goals, programs and objectives (strategic planning dimension) (Bray and Konsynski, 2015). It can be defining also as a multi-dimensional organizational factor that contains financial and non-financial indicators of

seventeen organizations, which seek to achieve goals, and to obtain results (Rukungu 2015).

The research is discussing that strategies like (planning strategy, implementation strategy) is expected to affect NGO`s performance dimensions which like financial sustainability and other that was recommended in other studies that they effect positively in with this research is tracing to which level the managers in the non-profit organization are using planning by analyzing their working culture in that way our study will focus on managers in the NGO companies in Palestine. In addition, Kaplan (2001) tried to apply the balanced scorecard methodology to several NGOs.

Many performance assessment systems concentrate on the performance of programs and neglected performance of management (Ramadan and Borgonovi, 2015).

Finally, In this research -through this study- suggested that the main three performance indicators to be used are the financial sustainability which is the ability of the organization to use multiple financial resources (the available ones and other that it can find)because full reliance on one source have very high risks, Process(function)is the second indicator which include human resources and organizational culture, The last one is to consider the project performance which is looking at efficiency(measuring and monitoring the performance), effectiveness(achieving the goals and objectives), quality (donor satisfaction and services provided),fundraising and available material(external and internal aid) and the impact of the project (long term accomplished goals).

2.2.5 Link Strategic Planning with the NGO Managers

Storey & Kahn (2010) indicated that personalization strategy may be more valuable in improving competitiveness than the codification strategy. Nonetheless, other researchers

find that the impact of a clear-cut strategy is greater than the tacit direction on firm performance (Maroofi et al., 2013).

2.3 Previous studies

In this part, most relative studies are reviewed on analyzing strategic planning among Palestinian managers in nonprofit organization which is divided through regions

2.3.1 Globally

Smith & Lumba (2008) focused on analysing management practices and problems in an international network of NGOs. case studies of two centres (one in Zambia and the other in the Netherlands) This study utilizing Holsapple and Joshi's (2004) knowledge management framework. And this framework provided guiding principles to describe factors affecting organizational knowledge management, knowledge resources, and knowledge processes. The study used both quantitative and qualitative data collected using questionnaires and interview schedules. The findings revealed that there are a variety of factors influence knowledge management behaviours (managerial influences, resource influences, and environmental influences). This study suggested some recommendations that could further strengthen the knowledge management practice include strengthened operational and support services.

Holzer et al. (2016) aimed at answering the main question: what incentives fostering knowledge sharing in NGOs. They suggested increasing understanding participants' motivations, how it can be triggered in a digital system, and how to transfer this motivation from the digital system to reality. At the end of this study showed that this paper is just a roadmap for this subject. And the scientific literature until now lacking to

understand how to motivate users to share knowledge. So they recommended that further research address this topic.

This study relates the urban planning and the culture of informality the finding recommends that there is a strong relation between local culture and urban planning due to analysing the influence of informality of both sides which the institution neglect them both (Cobbinah, P.B. 2020).

The purpose of this paper is twofold: (i) to analyze the influence of informality on urban planning and development in Kumasi, a rapidly urbanizing city in Ghana; and (ii) to explore how local people perceive and consider their culture of informality in the context of urban planning as a tool for development. Using mixed methods research approach (surveys, agency interviews, document review, and participant observation), findings indicate that four out of five identified values of the culture of informality have statistically significant positive influence on urban planning and development misunderstanding of the relevance of informality made the organization neglect them and the socio-economic challenges (e.g., slums proliferation, extinction of green spaces) in urban planning.

Muliro (2017) conducted a study at AAR Insurance, aimed at answering the main question: What is the effect of the main performance factors of strategic 'knowledge management' on organizational performance? Specifically examined how culture, people and structure related factors regarding strategic knowledge management influenced organizational performance. This study made use of questionnaires as the primary instruments of data collection. The findings indicate that culture, people and structure related factors in strategic knowledge management were critical areas in regards to organizational performance and productivity. And study recommended that

culturally related factors that affect employees should be taken into consideration. And also recommends that the organizations consider individuals as valuable assets to the organization. Lastly, recommends that the organizational structure be adapted to their strategies.

This study is generalizable to a dynamic industry context of small and medium- sized IT-firms operating in a small open economy, such as that of Finland, the results suggest that managers need to involve personnel in strategic planning to increase personnel commitment to strategy implementation. However, because participative strategic planning does not facilitate organisational learning, managers need to determine other ways to facilitate learning at an organisational level. Kohtamäki, M.,(2012).

2.3.2 Africa

Garcia (2014) assess the level of influence of the degree of organization in Non-Governmental Organizations (NGOs) performance by answering several questions: How do NGOs define performance? To what extent does the organizational internal structure influence the degree of an organization? What degree of organization is optimal for NGO performance? The study used descriptive research design by the use of a survey approach. The study concluded a number of results: NGOs don't consider internal structure when determining performance. It focuses more on the external results since they enable targets to be met. There is a dual impact of the internal structure in the degree of an organization. Also, the study found regarding performance with the degree of an organization had a significant influence but low correlation. And using questionnaires were collected data. This thesis recommended that NGOs should

consider their organizational internal structure when defining performance and not just the final product of their services. NGOs should be encouraging more training and development activities. This study also suggested further research, to substitute the concept of performance another one focused on the inside of the organization.

Tarekegn (2017) studied the relation between organizational culture and IT and organizational knowledge in Addis Ababa city in Ethiopia and the sample of the study was the international NGOs organization, this study data was revealed by the KM elements and their major impact on the performance the aim of this study to enhance the efficiency of these organization.

What is significant that south Asian countries have made and explore a lot in the subject related to our research. Khirfan, L. (2011).

Iran

Maroofi et al. (2013) focused on the influence of "knowledge management" strategies (codification and personalization) on organizational performance & innovation. Is checked by an approach to the survey, the sample was 195 Iranian organizations, using structural equation modelling. The performance was measured using these indicators: financial performance, procedure performance, and internal performance it noted that codification and personalization may have a greater impact on financial performance, accompanied by the performance of the procedure and internal performance.

2.3.3 Arab Countries

We went deep towards the Arab country we found some reference that deals with our main topic but only few researches that are directly related to our research problem in

Palestine and the Palestinian planning and some are directly and in directly related to associations and NGOs such as:

In Alyaman, AlQershi, N. (2021) had defined strategists' people that have unique skills and abilities to connect the past and the present in order to predict what might happen in the future. The current study is the culmination of a number of research ideas in the field of Strategic Thinking (ST), Strategic Planning (SP) and Strategic Innovation (SI) in relation of Human Capital (HC). The survey method was used to collect data from 235 SMEs in the manufacturing industry of Yemen. Results indicate that ST, SP and SI have a significant effect on HC. The mediating effects of HC on the relationship between ST, SP and SI and SMEs' performance were also examined. Results indicate that HC mediates the relationship between ST, SP and SI and firm performance. The findings of this study offer important insights for managers of SMEs, researchers and policymakers to further understand the effects of ST, SP SI, HC and SMEs' performance. SMEs should also be encouraged to develop their ST, SP, SI and HC to improve their performance. Finally, this study serves not only to clarify the mechanism between HC and SMEs' performance, but also to generalize the ST, SP and SI results in the Yemen and Middle East context.

This population of the study was from Dubai police organizations the result was that all proposed hypotheses were supported and confirmed the positive and significant relationships between strategic planning, strategy implementation, organisational excellence and OP. Statistical findings using SEM-partial least square also confirmed the mediating role of organisational excellence as a mechanism between strategic planning, strategy implementation and OP. The current study is one of the most important empirical studies to analyse and examine the relationships between strategic

planning, strategy implementation organisational excellence and business performance. In addition, this study is one the rare studies that involve excellence as a practice when implementing strategic planning process. (Al-Dhaafri, H., & Alosani, M.2020).

Locally

In 2012 a research was made on strategic management and it's present contribution in the knowledge of NGOs organization and managers in Gaza Strip in Palestine the research findings were about the quality of service delivered which was basically depending on S.M system moreover it is an essential tools that leads us to the effectiveness of achieving goals, it was discovered that most NGOs used strategic management systems and perceived strategic management as an important tool for increasing the quality-of-service delivery, achieving goals and increasing overall organizational performance. Analoui, F., & Samour, A. (2012). Furthermore, the same author added in another study that the organization distribution in strategic development and manager characteristic arises in the awareness of the strategic management processes in Palestinian NGOs. It has a particular value for human resource management (HRM) decision processes towards recruitment, selection and management development of the managers.

Also in Gaza, Mohammad wrote in 2020 Strategic Sensitivity and Its Impact on Boosting the Creative Behaviour of Palestinian NGOs.that result with the need for civil organizations in Gaza Strip to seek funding from external countries in order to provide self-income for associations to face crises and give them independence Mechanism in order to keep them to carry out their role in society, the need to follow up the strategic

plan of civil organizations using e-mails as they pave the way to reach excellence and creativity in the field of work. Muhammad, H. K., (2020).

In 2010 Rana Al-Kourdi aimed to test the effect of gender, experience, job title, qualification, and the location of the directorate of education variables on the degree of applying of the strategic planning. the study population consist of all employees in the directorates of the west bank in education sector. The research recommended the need to build a culture of strategic planning and to disseminate it in all directorates of education and schools to facilitate its adaptation when it needs to work with strategic planning also there is a need to train staff on strategic planning skills and how to prepare strategic plans.

A study that explored the Proposed Model for Multi-Level Strategic Development Planning in Palestine found out that the problem was the lack of systemic planning linkages between the national, the regional, and the local levels. This research had taken a case study Nablus Governorate. (Tasbeeh Khayyat - 2015)

An important study was made which is very close to our contribution targeted local and international NGO company in Palestine The study recommends that decision-makers in NGOs in Palestine should apply knowledge management strategies as a means of increasing organizational performance. (ALNATSHEH, A.,)

Ramadan & Borgonovi (2017) purposed it is to investigate the impact on the financial and non-financial results of NGOs by each of the strategic management practices (environmental scanning, strategy formulation, strategy implementation, and strategy evaluation-monitoring). A survey methodology is used to check it, the sample constituted of 237 questionnaires were distributed in international NGOs in Palestine.

The results show that strategic management practices affected financial performance and nonfinancial performance in NGOs positively and significantly.

Furthermore, in 2016 Based on a review of prior studies, this research seeks to enrich the management literature by examining and empirically testing the impact of each of the strategic management practices (environmental scanning, strategy formulation, strategy implementation, and strategy evaluation-monitoring) on financial and non-financial performance of non-governmental organizations (NGOs). A questionnaire was developed and validated to measure strategic management practices and NGOs financial and nonfinancial performance. Questionnaires were distributed to projects coordinators, programs officers and administration officers of seventy-nine international NGOs operating in the Palestinian Territories. 237 questionnaires were distributed and 160 questionnaires were returned and were usable for statistical analysis. The research results demonstrate that strategic management practices have positive impact not only on financial performance but on non-financial performance of these organizations. Moreover, the research recommends that NGOs rely on strategic management as a means to achieve high performance. Was made by University of Pavia, Italy. Aboramadan, M., & Borgonovi, E. (2016).

Leila Farsakh is associate professor of political science at the University of Massachusetts Boston and a research fellow at the Centre for Development Studies at Birzeit University wrote After the Oslo peace process got underway in the early 1990s, international donors allocated billions of dollars in aid to the occupied Palestinian territories to kick-start the process of economic development deemed necessary to state building. such projects have contributed to the ongoing fracturing of Palestinian politics

and the growing authoritarianism of the Ramallah government, leaving the Palestinian economy less viable and more dependent on Israel than ever.

Most of studies regarding strategic planning in small businesses and its relationship with performance were carried out in the US and very few were undertaken in other developed countries such as the UK (e.g. Falshaw et al., 2006; Kraus; 2006; French et al., 2004; Griggs 2002; Berry, 1998; Peel and Pridge, 1998; Kargar and Parnell, 1996; Schwenk and Shrader 1993; Baker et al., 1993; Shuman et al., 1985; Robinson and Pearce 1984). Very little attention has been given to the study of strategic planning in small businesses in the Middle East context in general and in Jordan in particular. Although, Aldehayyat (2011), Elbanna (2007), Dincer, Tatoglu and Glaister (2006), Al-Shaikh (2001), Al-Shaikh and Hamami (1994), have studied strategic planning in a Middle East context, they did not give much attention to small firms. Also, none of them studied the effect of strategic planning on corporate performance.

Therefore, this research aims to fill the gap in the literature and provide new empirical evidence about strategic planning manager characteristics in Palestine NGOs firms and to examine their relationship with what hinder the Palestinian managers from planning to increase the level of awareness in planning culture among Palestinian managers in non-profit organization. This study is one of the first of its type in the Middle East context.

2.4 Comment on Previous Studies

- Nowadays the new era business, strategic management and planning, is a core asset in any company which is a good indication of development and renewal for sustainability. Organizations adapt strategic planning to improve their

performance which avoid them from been distinct especially NGOs company which raising funds are one of its initial function.

- In the last years, there have been widely expansion of strategic planning in Palestine but the gap is still vast, as planning strategy among managers is still a growing subject, it needs further investigation and researches.

2.5 Summary of Previous Studies

The studies indicate that the active PNGO distributed in West Bank and Gaza Strip are inefficiency aspects include:

- 1- The tendency to work in fields that are not related lacking focus on specific goals, objectives and programs is a major issue for WBGS NGOs. In other words, most of these PNGOs are not specialized in specific areas but tend to deal with wide varieties of missions and goals.
- 2- Weakness in the internal management of PNGOs especially in the area related to planning. A percentage of 17.6% of PNGOs do not draw a timetable for the implementation of its programs, which shows the lack of clear and specific vision of its role in serving the society.
- 3- There is no high correlation with the degree of need for the implemented projects in many areas.

2.6 Distinguish the Study from Previous Studies

This study is related to previous study that is concern of strategic planning and managers in NGOs organization but it has choose the planning dimensions as a tool to

conduct this study also the result will be compare to the studies that been mention in this chapter so as to regect, agree or even add on and to try to Improve Strategic Planning Practice in NGOs sector in Palestine toward the performance of their organization which was based on several dimensions (mission, vision, goals and implementation), using these dimensions in strategy and how managers should react to all these activies related to strategic planning.

Finally, to Spot the light on the concept that organizational plan strategy must be adapt to organizational structure.

Chapter Three

3.1 Introduction:

This chapter shows a detailed discussion about the research process design that used to answer the research questions which has been clarified previously in chapter one. This chapter will illustrate the research methods, instruments applied, internal validity and reliability, population, sample, data collection and analysis.

3.2 Method:

Creswell (1994) said that the quantitative research is a method use gathering numerical data to explain a phenomenon based on mathematical method. In this research a quantitative method was chosen to test the hypotheses to summarize the impact of strategic planning on enhancing the PNGOs performance. This study adopts a simple random sample, where the researcher gather data from sample drawn from specific geographic area with in a specific time (Visser et al, 2000). To conduct the study, the researcher basically relied on the questionnaire tool to test and evaluate the hypothesis mentioned above in this research design.

3.3 Population, Sample and Data Collection:

The research population consists of the active local and international NGOs in the Palestinian territories working in different areas and serving different sectors, totalling 1,200. It must be indicated here that total registered NGOs 3,688 civil society, local and international NGOs according to the Palestinian Central Bureau of Statistics. But the target populations in this research just the local and international NGOs in Palestine which totals 1,200. The active local NGOs are 1,080 according to Palestinian Non-

Governmental Organizations Network PNGO, while international NGOs are 120 according to the Palestinian Academic Society for the Study of International Affairs (PASSIA).

The sample method was chosen to be simple random sample that best represents the study populations. A total number of (123) questionnaires (with confidence interval 95% and margin of error 5%) were distributed randomly in Jerusalem, Ramallah, Nablus, Jericho, Bethlehem and Gaza. The only method of data collection was used: paper questionnaire and it took around seven weeks to distribute and collect the data.

3.4 Research Instrument Applied:

The research instrument that used in this study was a questionnaire, it divided to four parts with (38) items. The first part in this instrument survey was customized to the demographic profile about the NGO's Organization namely (foundation activities, region, the year of foundation, number of employees at the organization), and managers profile (gender, age, highest educational qualification, job title, and years of experience). The second part listed various practices in NGO's Organization departments, was allocated to collect the data about the management strategies, and it divided into four dimensions: Vision, mission, goals, and implementation. The third part was used to measure the PNGOs performance, it contains three parts: first, financial sustainability with three dimensions: (fundraising efficiency, financial transparency, programs financial efficiency). Second, organization process/ function, with two dimensions: (organization structure human resources and organizational culture). The third part, program/project performance with four dimensions: (programs outcomes, programs efficiency, fundraising, available materials and quality). All these questions in

questionnaire depend on the literature review when written. The questionnaire has to be designed in a way that it can precisely measure the dependent and independent variables in this research.

According to Malhotra & Birks (2007) said that “Likert scales allows the respondent to choose the degree of agree or disagree with each item in questionnaire when it comes to the stimulus purpose, the different factors were measured on 5- point Likert scale to check the participant’s degree of convenient with the statement or not, as below:

1- Strongly disagree (SD)

2- Disagree (D)

3- Neutral (Ne)

4- Agree (A)

5- Strongly Agree (SA)

We will use the following scale to consider the level impact mean scores degree to assess the level of strategic planning; and NGOs performance, this scale depends on interval length=range/number of intervals, interval length= $(5-1)/3=1.33$. The following scale represents the result: 1-less than 2.33 is low; 2.33- less than 3.66 is medium and 3.66-5 is high.

3.5 Internal Validity and Reliability:

According to (Oluwatayo, 2012) define validity as “the accuracy of an assessment” in another word it means does the used instruments measure what supposed to measure?, and to have the confidence about the validity of the questionnaire before distribute it to the last respondent, it has been sent to be evaluated by number of external evaluator’s, the evaluator reviews the questionnaire for readability, clarity, and

comprehensiveness and provides a level of consensus on which items should be included in the final questionnaire.

While reliability mean the consistency of assessment and free of error, (Kamberi, L. (2013), which mean that all items in the instrument measure the same construct, and to measure the reliability or consistency of the instrument a statistical tool was used called Cronbach Alpha, this tool developed by Lee Cronbach in 1951 to achieve the purpose mentioned before, and it is expressed with numerical value located between 0 and 1, if the score of alpha was more than 0.7 this clarify that the questionnaire is reliable and vice versa if the result was less than 0.7 this mean the questionnaire not reliable and need to be modified.

To check the validity and reliability of the instrument, pilot testing was used. A sample of (20) sample (which were not included among the total) of the study questionnaires were distributed randomly in NGO's Organization departments out of the sample but from the population, the purpose of this testing is to make sure that the respondents have no problem with questions in questionnaire, and after analysed these data the researcher found that each dimension had a high value of Cronbach's alpha, and the overall it was 0.936 which exceeded the 0.70 level indicating high reliability of high internal consistency:

Table 1: Reliability Statistics (n=20)

Variable	Cronbach's Alpha	N of Items
Vision	.865	3
Mission	.708	3
Goals	.739	3
Implementation	.809	3
Strategic planning	.824	12
Financial sustainability	.781	8
Organization process/ function	.912	6
Program/project performance	.803	12
Performance	.917	26
The tool	.936	38

Source: SPSS outcome.

Which in turn proved that, the used tool measures the impact of strategic planning on enhancing the PNGOs performance, and we could distribute the tool on the selected sample.

3.6 Factor Analysis

Factor analysis is used to minimize the numbers of components, as Pallant (2005) explain that the ideal sample size should be more than 100 responses. Thus, the results of factor analysis can also be used for another analysis called multiple regression (Cicenaite et al, 2012).

Kaiser-Meyer-Olkin (KMO) is used to check the adequacy of the sample, depending on the correlation between all variables and it should be between 0 and 1 (Pallant, 2005).

Field (2005) set that KMO values between 0.5 and 0.7 are moderate, values between 0.7

and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are excellent. In this research the KMO equals to 0.819 which represents a satisfactory result (Table 2). Also, the Bartlett's test result showed in the same table, this test identifies the identity of the correlation matrix, the spherical significance should be statistically significant in $P < 0.05$, in this research the P value is equal to 0.000. Thus, the factor analysis is convenient.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.819
Bartlett's Test of Sphericity	Approx. Chi-Square	2361.891
	df	325
	Sig.	0.000

Source: SPSS outcome.

An eigenvalue rule or the Kaiser's criterion is one of the most common techniques. Appendix1 presents all the eigenvalues of the components (1-38), as assumed seven factors should be retained (Table 2). Therefore, for further investigation not all 38 components can be retained. The eigenvalue of a factor indicates the total variance explained by that factor (Pallant, 2005). As shown in the below table, factor 1 has the highest score (12.827), thus, this factor reports the most variance and explains 33.755% of the total variance. Therefore, seven components with the eigenvalue above than one explain 69.093% of the variance. This means that these seven factors should be retained for rotation.

Table 3: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.827	33.755	33.755	12.827	33.755	33.755
2	4.539	11.945	45.7	4.539	11.945	45.7
3	2.543	6.692	52.392	2.543	6.692	52.392
4	1.992	5.241	57.633	1.992	5.241	57.633
5	1.757	4.623	62.255	1.757	4.623	62.255
6	1.364	3.589	65.845	1.364	3.589	65.845
7	1.234	3.248	69.093	1.234	3.248	69.093

Extraction Method: Principal Component Analysis.

Source: SPSS outcome.

However, in order to make better judgment and choose the proper number of the factors, also the Scree Plot should be used. Based on below Graph 1, as is clear that from factor number seven, the line is getting straight.

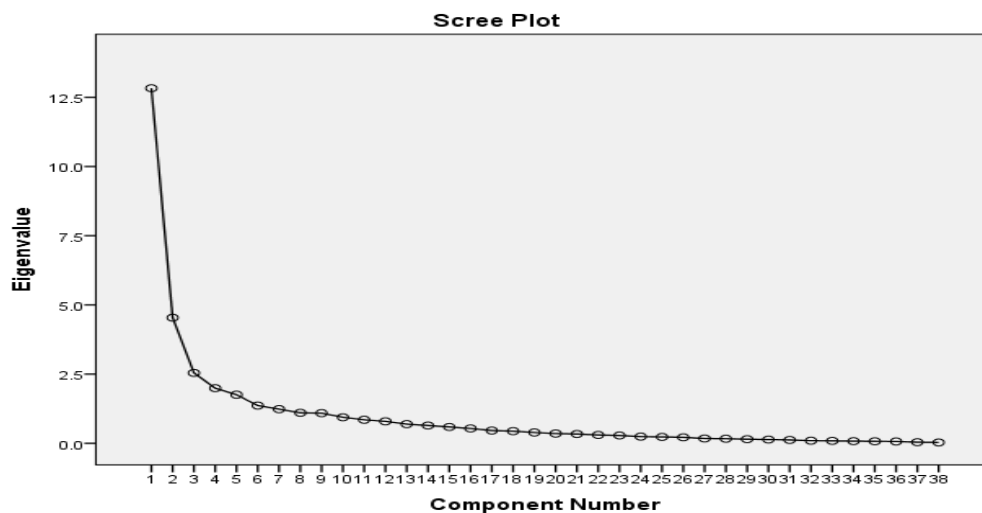


Figure 6: Scree Plot of Combined data

Source: SPSS outcome

This indicates that each consecutive factor is the calculation of smaller quantities of the total variance. It should be noted that the researcher run factor analysis for 7 factors. Since the results of factor analyses for 7 factors give clear solutions generated by SPSS. As the number of the factors has been determined, they have to be ‘rotated’ in order to start interpretation, rotation does not change anything but it make the translation of the analysis easier, it used to decrease the number of variables which have high loads on each factor (Pallant, 2005). Table 2 presents the loadings of the different variables as well as in which factor it belongs.

Table 4: Rotated Component Matrix

items	Component						
	1	2	3	4	5	6	7
Decision makers participate in the development of the strategic plan for the organization							0.84
The organization’s programs contribute to achieving targeted development							0.816
The organization offers quality programs that effects local community							0.708
The organization achieves high response rate from donors to funding proposals.						0.428	
the company’s employees have good knowledge of the principles of strategic planning and building plans						0.687	
The organization provides in novation’s service and activities						0.634	
The organization has clear strategic plans to define its goals				0.535			
The outputs of the programs you offer are consistent with the objectives of the strategy for which they were developed				0.82			

the programs and activities it offers are targeted and have an impact on society			0.798
The organization ensures correct, timely preparation and submission of the financial reports to the concerned donors.			0.791
Harmonize the volume of activity based on the allocated budget			0.754
The institution uses effective models in evaluating its programs and activities			0.637
The organization writes effective funding proposals.	0.743		
Institutions rely on internal funding to finance their activity	-0.564		
The organization commits to the international standards of accounting and financial reporting.	-0.392		
The organization ensures accurate and up to date financial records.	-0.454		
The organization declares annual financial reports audited by public qualified accountants.	0.577		
Financial reports are audited by certified accountants	0.837		
The programs of The organization are financially resourced in an adequate manner to enable the achievement of the desired outputs.	0.631		
The organization monitors the budget statements of the projects and programs to ensure that the expenditures are in line with budgets.	0.727		
The organization has specific factional structure	0.728		
The organization has independent department concerned with finical resources	0.833		

The organization has training program to build the capacity of the employee	0.755		
the Organization promotes spreading awareness of the culture of strategic planning among managers and employees	0.853		
The organization has a unit specialized in writing reports	0.478		
The organization has a unit specialized in the fundraising methods	0.844		
The organization has the financial resources capable of implementing its programs offered by the implementing its programs and activities	0.765		
The programs offered by the institution are compatible with the strategic plan that it has set	0.568		
The organization adheres to a timetable for achieving program outputs	0.614		
The programs offered by the foundation target a specific segment of society	0.64		
the organization's programs contribute to achieving the general goal of the foundation	0.63		
The organization's programs are effective in creating indirect effects on the local community	0.834		
the organization relies on building local partnerships to finance its activities	0.773		
The organization attracts local partners to implement its programs	0.813		
The organization relies on international partners and donors to raise funds to support projects	0.695		
The organization adheres to quality standards in evaluating its programs	0.655		

The organization offers programs that are commensurate with the vision and instructions of the donors	0.535		
The organization good relations with local community	0.654		

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

Source: SPSS outcome.

An Oblimin with Kaiser Normalization rotation method discover the seventh factors with 38 items, and the most important items in each factor. As showed in table 4 the 38 items in the study instruments had been loaded on the seventh factors, this is depending also on communalities analysis, the communalities also showed the variables that fitted well together (Wiseman, J., Edwards, T., & Luckins, K. (2013).), Below table (5) represents the factors in this research and the decision to retain or not:

Table 5: factors retained

Label	Component number	Eigen value	Decision
Organization process/function	1	12.827	Retain
Financial sustainability	2	4.539	Retain
Program/project performance	3	2.543	Retain
Goals	4	1.992	Retain
Implementation	5	1.757	Retain
Mission	6	1.346	Retain
Vision	7	1.234	Retain

Source: SPSS outcome.

3.7 Data Analysis:

The Statistical Package for Social Science (SPSS 25.0) was used to analyse the collected data. Multiple regression analysis using the SPSS software used to analyse data collected and Pearson correlation to test the significance for the relationship hypothesis.

3.7 Conclusion:

This chapter has identified the methodological approach selected for this thesis study.

- in this research a quantitative method was chosen to test the hypotheses to summarize the impact of strategic planning on enhancing the PNGOs performance.
- This study adopts a simple random sample, where the researcher gather data from sample drawn from specific geographic area with in a specific time.
- To conduct the study, the researcher basically relied on the questionnaire tool to test and evaluate the hypothesis which was divided into 4 section with 38 items.
- The active local NGOs are 1,080 according to Palestinian Non-Governmental Organizations Network PNGO, while international NGOs are 120 according to the Palestinian Academic Society for the Study of International Affairs (PASSIA).
- The sample method was chosen to be simple random sample that best represents the study populations.
- A total number of (123) questionnaires (with confidence interval 95% and margin of error 5%) were distributed randomly in Jerusalem, Ramallah, Nablus,

Jericho, Bethlehem and Gaza. The only method of data collection was used: paper questionnaire and it took around seven weeks to distribute and collect the data.

Chapter Four

Data Analysis & Results

4.1 Introduction:

In this chapter, the researcher presents analysis using SPSS25, to answer the questions and reject or fail to reject the hypothesis. This chapter will separate into 4 parts, the first one: demographic analysis, the second part is the descriptive analysis, and then the third part is the correlation analysis, while regression will be done in the final part to check the effect of strategic planning on performance.

4.2 Demographic Analysis

A total of (123) collected responses using a printed questionnaire, and the results of the sample details as follows:

Table 6: Demographic Characteristics Of Respondents

Demographics	Answers	Frequency	Percent (%)
Organization Profile			
Foundation activities	Cultural	34	28
	Social	43	35
	Agricultural	37	30
	Scientific	9	7
Total		123	100
Region	Jerusalem	32	26
	Ramallah	42	34
	Jericho	20	16
	Nablus	2	2
	Bethlehem	12	10
	Gaza	15	12
Total		123	100

Foundation Year	Up to 10	15	12
	between 10 and less than 15	28	23
	between 15 and less than 20	47	38
	20 and more	33	27
Total		123	100
Number of employees	Up to 10	55	45
	between 10 and less than 20	49	40
	20 or more	19	15
Total		123	100
Respondent profile			
Gender	Male	84	68
	Female	39	32
Total		123	100
Age	Up to 25 years	11	9
	Between 25-45 years	25	20
	Between 35-45 years	79	64
	More than 45 years	8	7
Total		123	100
Qualification	Secondary school	17	14
	Diploma	93	76
	Bachelor	4	3
	Master	9	7
Total		123	100
Job title	Director general	37	30
	Team manager	60	49
	Middle manager	14	11
	Other	12	10
Total		123	100
Years of experience	Up to 5	23	19
	between 5 and 10	28	23
	between 10 and 20	29	24
	20 and more	43	35
Total		123	100

Source: SPSS outcome.

- 1- Foundation activities: the highest of the sample size was cultural activities with percentage of (35%), while (28%) cultural activities and (7%) were scientific.
- 2- Region: the sample was distributed according to Ramallah (34%), Jerusalem (26%), Jericho (16%), Gaza (12%), Bethlehem (10%), and Nablus (2%).
- 3- Foundation year: the highest of the sample size interval was between 15 and less than 20 years with percentage of (38%), while (10%) up to 10 years.
- 4-Number of employees: the highest of the sample size interval was up to 10 employees with percentage of (45%), while (15%) represents the interval 20 or more employees.
- 5- Gender: the majority of sample was male as the percentage of (68%), while female percentage was (32%).
- 6- Age: The majority of sample respondents aged between 35-45 years old with (64%), but the lowest period of respondents aged more than 45 years old with (7%)
- 7 - Qualification: the education level for the sample was distributed as following: (76%) Bachelor degree, (14%) Diploma, (7%) Doctorate, and (3)% Mater degree.
- 8- Job title: the majority of the sample working as team managers with percentage of (49%), followed by director managers with (30%), while the least one was others with percentage of (10%).
- 9- Years of experience: 20 years or more has the highest percentage of the sample size with (35%), (24%) between 10 and 20 years of experience, while up to 5 was the lowest with (19%)

These information's show us several indication:

- ✓ The number of the males is more than female employed.

- ✓ The sample distribution focused mainly in middle regions due to several problems we have discussed in chapter 2.
- ✓ Most of the organization were found after the second intifada (2000).
- ✓ The age of the employment indicates that there is some problem in retirement for non-profit organization in Palestine.

4.3 Descriptive Statistics:

The descriptive analysis part describes the gathered numerical data to make it easier when explain; also descriptive analysis results show the mean and standard deviation for each statement to determine the items that has the highest and lowest mean in each factor. The purpose of this analysis to identify the central tendency of the responses through mean results and the spread of a set of observations through the standard deviation results which means when the standard deviation is low it expressed that most of the respondents had the same opinion (concentrated) toward the same statement while when the score of standard deviation is high it means that the respondents had a different opinion toward the same statement (Cicenaite, et al. 2012). The 5-point Likert scale was used, where 5 means strongly agree and 1 means strongly disagree.

The first main Question: What is the level impact of strategic planning in enhancing the PNGOs performance among the Palestinian managers in Palestine?

In order to answer the above question we consider the following questions:

Q1-what is the level of the strategic planning dimensions in the Non-Governmental Organizations (NGOs) in the Palestinian territories?

To answer this question, the means and standard deviations are calculated to know the level of the strategic planning dimensions in the Non-Governmental Organizations (NGOs) in the Palestinian territories

Table 7: Descriptive Statistics of Strategic Planning Dimensions Level

Dimensions	Mean	Standard Deviation	Level
Vision	3.79	0.97	High
Mission	4.13	0.69	High
Goals	4.00	0.72	High
Implementation	4.17	0.64	High
Average	4.01	0.55	High

Source: SPSS outcome.

We notice that the level of the strategic planning dimensions in the Non-Governmental Organizations (NGOs) in the Palestinian territories (Likert scale was used, where 5 means strongly agree and 1 means strongly disagree) is high, the mean score equals (4.01), the highest mean score equals (4.17) related to "implementation" dimension with a high level. The lowest mean score related to the "vision" dimension with mean score (3.79) and a high-level.

In order to know more about the level of statements for every dimension of strategic planning table (3) illustrates the result:

Table 8: Descriptive statistics show the level of strategic planning statements distributed by dimension

Statements	Mean	Standard Deviation	Level
Decision makers participate in the development of the strategic plan for the organization	3.77	1.22	High
The organization's programs contribute to achieving targeted development	3.99	0.87	High
The organization offers quality programs that effects local community	3.61	1.16	Medium
average score of vision	3.79	0.97	High
The organization achieves high response rate from donors to funding proposals.	4.33	0.78	High
the company's employees have good knowledge of the principles of strategic planning and building plans	4.13	0.93	High
The organization provides in novation's service and activities	3.93	0.89	High
Average score of mission	4.13	0.69	High
The organization has clear strategic plans to define its goals	4.27	0.70	High
The outputs of the programs you offer are consistent with the objectives of the strategy for which they were developed	4.08	0.79	High
the programs and activities it offers are targeted and have an impact on society	3.64	1.12	Medium
average score of goals	4.00	0.72	High
The organization ensures correct, timely preparation and submission of the financial reports to the concerned donors.	4.40	0.52	High
Harmonize the volume of activity based on the allocated budget	4.24	0.59	High
The institution uses effective models in evaluating its programs and activities	3.86	1.04	High
average score of implementation	4.17	0.64	High
Strategic planning average score	4.01	0.55	High

Table (8) represents the level of strategic planning statements descriptive statistics. The statement represents 'the organization ensures correct, timely preparation and submission of the financial reports to the concerned donors' has a highest mean score

(4.40) with a high level, and it shows that, most of the respondents positively agree with this statement while the lowest mean score (3.61) related to ‘the organization offers quality programs that effects local community’, with a medium level which explain that respondents not sure that the statement actually done.

Q2-What is the level of PNGOs performance dimensions among the Palestinian managers in the Palestinian territories?

To answer this question, the means and standard deviations are calculated to know the level of PNGOs performance dimensions among the Palestinian managers in the Palestinian territories.

Table (9): Descriptive statistics of PNGOs performance dimensions

Dimension	Mean	Standard Deviation	Level
Financial sustainability	4.27	0.47	High
Organization process function	3.99	0.78	High
Project performance	4.19	0.47	High
Average	4.17	0.48	High

Source: SPSS outcome.

We notice from table (9), that the level of PNGOs performance among the Palestinian managers in the Palestinian territories is high, the mean score equals (4.17), the highest mean equals (4.27) related to "financial sustainability" dimension with a high level. The lowest mean score related to the “organization process function” dimension, the mean score equals (3.99) with a high-level.

To know more about the level of PNGOs performance statements for every dimension the following tables (5, 6, 7) illustrate the results:

Table 10: Descriptive statistics show the level of financial sustainability statements

Statements	Mean	Standard Deviation	Level
The organization writes effective funding proposals.	3.88	0.93	High
Institutions rely on internal funding to finance their activity	4.38	0.70	High
The organization commits to the international standards of accounting and financial reporting.	4.39	0.62	High
The organization ensures accurate and up to date financial records.	4.29	0.70	High
The organization declares annual financial reports audited by public qualified accountants.	4.41	0.72	High
Financial reports are audited by certified accountants	4.10	0.93	High
The programs of The organization are financially resourced in an adequate manner to enable the achievement of the desired outputs.	4.31	0.70	High
The organization monitors the budget statements of the projects and programs to ensure that the expenditures are in line with budgets.	4.44	0.68	High
average score	4.27	0.47	High

Table (10) represents the level of financial sustainability statements descriptive statistics. ‘The organization monitors the budget statements of the projects and programs to ensure that the expenditures are in line with budgets’ has a highest mean

score (4.44) with a high level, and it show that most of the respondent positively agree with this statement, while the statement related to ‘the organization writes effective funding proposals’ has the lowest mean score (3.88), with a high level.

Table (11): Descriptive Statistics Show the Level of the Organization Process Function Statements

Statements	Mean	Standard Deviation	Level
The organization has specific factional structure	4.07	0.89	High
The organization has independent department concerned with finical resources.	3.94	0.94	High
The organization has training program to build the capacity of the employee.	3.85	0.91	High
The Organization promotes spreading awareness of the culture of strategic planning among managers and employees.	3.75	1.23	High
The organization has a unit specialized in writing reports.	4.20	0.68	High
The organization has a unit specialized in the fundraising methods.	4.15	0.92	High
average score	3.99	0.78	High

Table (11) shows the level of organization process function statements descriptive statistics. ‘The organization has a unit specialized in writing reports’ has a highest mean score (4.20) with a high level, and it shows that most of the respondent positively agree with this statement while the statement represents ‘the organization promotes spreading awareness of the culture of strategic planning among managers and employees’ has the lowest mean score (3.88), with a high level.

Table (12): Descriptive Statistics Show the Level of the Organization Process Function Statements

Statements	Mean	Standard Deviation	Level
The organization has the financial resources capable of implementing its programs offered by the implementing its programs and activities	4.25	0.71	High
The programs offered by the institution are compatible with the strategic plan that it has set	4.10	0.88	High
The organization adheres to a timetable for achieving program outputs	3.31	1.39	Medium
The programs offered by the foundation target a specific segment of society	4.26	0.71	High
the organization's programs contribute to achieving the general goal of the foundation	4.30	0.56	High
The organization's programs are effective in creating indirect effects on the local community	4.11	0.95	High
the organization relies on building local partnerships to finance its activates	4.09	0.85	High
The organization attracts local partners to implement its programs	4.07	0.92	High
The organization relies on international partners and donors to raise funds to support projects	4.49	0.56	High
The organization adheres to quality standards in evaluating its programs	4.46	0.58	High
The organization offers programs that are commensurate with the vision and instructions of the donors	4.41	0.68	High
The organization good relations with local community	4.46	0.67	High
Average score	4.19	0.47	High

Table (12) shows the level of organization process function statements descriptive statistics. 'The organization relies on international partners and donors to raise funds to support projects' has a highest mean score (4.49) with a high level, and it shows that most of the respondent positively agree with this statement while the statement takes

about ‘The organization adheres to a timetable for achieving program outputs’ has the lowest mean score (3.31), with a medium level.

4.3 Testing the Assumptions:

The researcher tested the assumption through (Normality) to make sure which testing hypothesis needed (parametric or nonparametric).

To check the normality test Kolmogorov-Smirnov test is used, the following table shows the result:

Table (13) Kolmogorov-Smirnov test for normality

Test	Test value	Significance	Result
Kolmogorov-Smirnov	1.121	0.162	Accept

Our assumption is the data distributed normally, referring to the significance=0.162 > 0.05, we accept the assumption, which means that we will use the parametric tests.

4.4 Testing Hypothesis:

4.4.1 Correlation Hypothesis

(H1), The usage of strategic planning manager positively correlated with NGO's performance

The researcher was curious to see if there was a significant correlation between the usage of strategic planning manager and NGO's performance, Pearson correlation was found in order to know the result. Table (14) shows the answer:

Table (14): Pearson Correlation Between the Usage of Strategic Planning Manager and NGO`S Performance

Dimension	<i>NGO`s performance</i>	
<i>The usage of strategic planning manager</i>	Pearson Correlation	0.79**
	Sig. (2-tailed)	0.00
	N	123

*Source: SPSS outcome, ** sig ($\alpha \leq 0.01$)*

From table (14) the researcher accept the alternative hypothesis, the significant level is less than 0.01, which means, the usage of strategic planning manager positively correlated with NGO`s performance, the correlation between the strategic planning manager and NGO`s performance equals (0.79) and significant.

Table (15): Pearson Correlation Between the Usage of Strategic Planning Manager and organization performance (Financial Sustainability, *The organization process* and *program/project performance*)

Organization performance	The usage of strategic planning manager	
Financial sustainability	Pearson Correlation	0.90**
	Sig. (2-tailed)	0.00
	N	123
The organization process	Pearson Correlation	0.87**
	Sig. (2-tailed)	0.00
	N	123
Program/project performance	Pearson Correlation	0.87**
	Sig. (2-tailed)	0.00
	N	123

*Source: SPSS outcome, ** sig ($\alpha \leq 0.01$)*

(H1.a), the usage of strategic planning manager positively correlated with financial sustainability.

The researcher was curious to see if there was a significant correlation between the usage of strategic planning manager and financial sustainability, Pearson correlation was found in order to know the result.

Table (15) shows the significant level of Pearson correlation between the usage of strategic planning manager and financial sustainability, which is less than 0.01, then we accept the alternative hypothesis, which means, the usage of strategic planning manager positively correlated with financial sustainability, the correlation between the usage of strategic planning manager and financial sustainability equals 0.90 and significant.

(H1.b), the usage of strategic planning manager positively correlated with the organization process.

Also the researcher was curious to see if there was a significant correlation between the usage of strategic planning manager and the organization process, Pearson correlation was found in order to know the result.

Table (15) shows the significant level of Pearson correlation between the usage of strategic planning manager and the organization process, which is less than 0.01, then we accept the alternative hypothesis, which means, the usage of strategic planning manager positively correlated with the organization process, the correlation between the usage of strategic planning manager and financial sustainability equals 0.87 and significant.

(H1.c), the usage of strategic planning manager positively correlated with program/project performance.

The researcher was curious to see if there was a significant correlation between the usage of strategic planning manager and program/project performance, Pearson correlation was found in order to know the result.

Furthermore, table (15) shows the significant level of Pearson correlation between the usage of strategic planning manager and program/project performance, which is less than 0.01, then we accept the alternative hypothesis, which means, the usage of strategic planning manager positively correlated with program/project performance, the correlation between the usage of strategic planning manager and program/project performance equals 0.87 and significant.

H2), The usage of strategic planning manager dimensions positively correlated with NGO`s performance

The researcher was curious to see if there was a significant correlation between the usage of strategic planning manager dimensions and NGO`s performance, Pearson correlation was found in order to know the result. Table (16) shows the answer:

Table (16): Pearson Correlation Between the Usage of Strategic Planning Manager Dimensions and NGO`S Performance

Dimension	<i>NGO`s performance</i>	
<i>The usage of strategic planning (Vision)</i>	Pearson Correlation	0.73**
	Sig. (2-tailed)	0.00
	N	123
<i>The usage of strategic planning (Mission)</i>	Pearson Correlation	0.55**
	Sig. (2-tailed)	0.00
	N	123
<i>The usage of strategic planning (Goals)</i>	Pearson Correlation	0.51**
	Sig. (2-tailed)	0.00
	N	123
<i>The usage of strategic planning (Implementation)</i>	Pearson Correlation	0.37**
	Sig. (2-tailed)	0.00
	N	123

Source: SPSS outcome, ** sig ($\alpha \leq 0.01$)

From table (16) the researcher accept the alternative hypothesis, the significant level is less than 0.01, which means, the usage of strategic planning manager dimensions

positively correlated with NGO`s performance, the correlations between the strategic planning manager dimensions and NGO`s performance are between (0.37-0.73) and significant.

(H2.a), the usage of strategic planning manager dimensions positively correlated with financial sustainability.

The researcher was curious to see if there was a significant correlation between the usage of strategic planning manager dimensions and financial sustainability, Pearson correlation was found in order to know the result. Table (17) shows the answer:

Table (17): Pearson Correlation Between the Usage of Strategic Planning Manager Dimensions and Financial Sustainability

Dimension	<i>financial sustainability</i>	
<i>The usage of strategic planning (Vision)</i>	Pearson Correlation	0.66**
	Sig. (2-tailed)	0.00
	N	123
<i>The usage of strategic planning (Mission)</i>	Pearson Correlation	0.52**
	Sig. (2-tailed)	0.00
	N	123
<i>The usage of strategic planning (Goals)</i>	Pearson Correlation	0.47**
	Sig. (2-tailed)	0.00
	N	123
<i>The usage of strategic planning (Implementation)</i>	Pearson Correlation	0.23**
	Sig. (2-tailed)	0.01
	N	123

Source: SPSS outcome, ** sig ($\alpha \leq 0.01$)

From table (17) the researcher accept the alternative hypothesis, the significant level is less than or equals 0.01, which means, the usage of strategic planning manager dimensions positively correlated with financial sustainability, the correlations between

the strategic planning manager dimensions and financial sustainability are between (0.23-0.66) and significant.

(H2.b), the usage of strategic planning manager dimensions positively correlated with the organization process.

The researcher was curious to see if there was a significant correlation between the usage of strategic planning manager dimensions and the organization process, Pearson correlation was found in order to know the result. Table (18) shows the answer:

Table (18): Pearson Correlation Between the Usage of Strategic Planning Manager Dimensions and the Organization Process

Dimension	<i>the organization process</i>	
<i>The usage of strategic planning (Vision)</i>	Pearson Correlation	0.83**
	Sig. (2-tailed)	0.00
	N	123
<i>The usage of strategic planning (Mission)</i>	Pearson Correlation	0.37**
	Sig. (2-tailed)	0.00
	N	123
<i>The usage of strategic planning (Goals)</i>	Pearson Correlation	0.37**
	Sig. (2-tailed)	0.00
	N	123
<i>The usage of strategic planning (Implementation)</i>	Pearson Correlation	0.50**
	Sig. (2-tailed)	0.00
	N	123

Source: SPSS outcome, ** sig ($\alpha \leq 0.01$)

From table (18) the researcher accept the alternative hypothesis, the significant level is less than 0.01, which means, the usage of strategic planning manager dimensions positively correlated with the organization process, the correlations between the strategic planning manager dimensions and the organization process are between (0.37-0.83) and significant.

(H2.c), the usage of strategic planning manager dimensions positively correlated with the project performance.

The researcher was curious to see if there was a significant correlation between the usage of strategic planning manager dimensions and the project performance, Pearson correlation was found in order to know the result. Table (19) shows the answer:

Table (19): Pearson Correlation Between the Usage of Strategic Planning Manager Dimensions and The Project Performance

Dimension	<i>the project performance</i>	
<i>The usage of strategic planning (Vision)</i>	Pearson Correlation	0.48**
	Sig. (2-tailed)	0.00
	N	123
<i>The usage of strategic planning (Mission)</i>	Pearson Correlation	0.56**
	Sig. (2-tailed)	0.00
	N	123
<i>The usage of strategic planning (Goals)</i>	Pearson Correlation	0.49**
	Sig. (2-tailed)	0.00
	N	123
<i>The usage of strategic planning (Implementation)</i>	Pearson Correlation	0.23**
	Sig. (2-tailed)	0.01
	N	123

*Source: SPSS outcome, ** sig ($\alpha \leq 0.01$)*

From table (19) the researcher accept the alternative hypothesis, the significant level is less than or equals 0.01, which means, the usage of strategic planning manager dimensions positively correlated with the project performance, the correlations between the strategic planning manager dimensions and the project performance are between (0.23-0.56) and significant.

4.4.2 Regression Analysis

(H3), the usage of strategic planning dimensions by manager has statistically significant impact on NGO`s performance.

Regression analysis were used to examine the impact of the usage of strategic planning manager dimensions on NGO`s performance, a multiple regression is used, and it is generally used to discuss how much the variation of independent variables (strategic planning dimensions) can be clarified by the dependent variable (NGO`s performance), for example, the researcher through the multiple regression test will find how much the (vision, mission, goals and implementation), will explain the variation of NGO`s performance (dependent variable). The below table represents the variable entered for multiple regression analysis using enter method:

Table (20): Multiple Regression – R and R Square (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.810a	0.655	0.644	0.28483

a Predictors: (Constant), implementation, mission, goals, vision

From table (20), the predictors (strategy planning dimensions) explain (64.4%) of the dependent variable: (NGO`s performance), to evaluate how this model fits the analysis, it is useful to test the ANOVA Table (21).

Table (21): Multiple Regression - ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.212	4	4.553	56.121	.000b
	Residual	9.573	118	0.081		
	Total	27.785	122			

a Dependent Variable: NGO`s performance

b Predictors: (Constant), implementation, mission, goals, vision

In this case, the model fits very well, since the statistical significance is scored below 0.05. More precisely, the model is scoring 0.000, the researcher accepts the alternative hypothesis, which means, the usage of strategic planning dimensions by manager has statistically significant impact on NGO`s performance.

Because it is interesting to compare the contribution of each independent variable to predict NGO`s performance, beta values should be also taken into account Table (22).

Table (22): Multiple Regression – Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.64	0.24		6.88	0.00
	Vision	0.26	0.03	0.52	7.80	0.00
	Mission	0.14	0.05	0.21	3.06	0.00
	Goals	0.15	0.04	0.23	3.53	0.00
	Implementation	0.09	0.05	0.12	1.95	0.05

It can be noticed that the largest beta coefficient (0.26) is for ‘Vision’. This means, that this variable makes the strongest contribution when explaining NGO`s performance. The other beta coefficients are slightly lower; ‘Goals’ (0.15), “Mission” (0.14), “Implementation” (0.09), has less contribution with the dependent variable.

(H3, a), the usage of strategic planning dimensions by manager has statistically significant impact on NGO`s financial sustainability.

The below table represents the variable entered for multiple regression analysis using enter method:

Table (23): Multiple Regression – R and R Square (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.735a	0.541	0.525	0.3269

a Predictors: (Constant), implementation, mission, goals, vision

From table (18), the predictors (strategy planning dimensions) explain (52.5%) of the dependent variable: (*NGO`s financial sustainability*), to evaluate how this model fits the analysis, it is useful to test at the ANOVA analysis Table (24).

Table (24): Multiple Regression - ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.848	4	3.712	34.734	.000b
	Residual	12.61	118	0.107		
	Total	27.458	122			

a Dependent Variable: NGO`s financial sustainability

b Predictors: (Constant), implementation, mission, goals, vision

In this case, the model fits very well, since the statistical significance is scored below 0.05. More precisely, the model is scoring 0.000, the researcher accepts the alternative hypothesis, which means, the usage of strategic planning dimensions by manager has statistically significant impact on NGO`s financial sustainability.

Because it is interesting to compare the contribution of each independent variable to predict NGO`s financial sustainability, beta values should be also taken into account Table (25).

Table (25): Multiple Regression – Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.28	0.27		8.35	0.00
	Vision	0.26	0.04	0.53	6.81	0.00
	Mission	0.13	0.05	0.18	2.33	0.02
	Goals	0.14	0.05	0.22	2.92	0.00
	Implementation	-0.02	0.05	-0.02	-0.30	0.77

It can be noticed that the largest beta coefficient (0.26) is for ‘Vision’. This means, that this variable makes the strongest contribution when explaining NGO’s financial sustainability. The other beta coefficients are slightly lower; ‘Goals’ (0.14), “Mission” (0.13), “Implementation” (-0.02), negative and not significant contribution on the dependent variable.

(H3, b), the usage of strategic planning dimensions by manager has statistically significant impact on NGO`s organization process.

The below table represents the variable entered for multiple regression analysis using enter method:

Table (26): Multiple Regression – R and R Square (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853a	0.727	0.718	0.41658

a Predictors: (Constant), implementation, mission, goals, vision

From table (27), the predictors (*strategic planning dimensions*) explain (52.5%) of the dependent variable: (*NGO`s organization process*), to evaluate how this model fits the analysis, it is useful to test the ANOVA analysis Table (29)

Table (27): Multiple regression - ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.575	4	13.644	78.622	.000b
	Residual	20.477	118	0.174		
	Total	75.052	122			

a Dependent Variable: *NGO`s organization process*

b Predictors: (Constant), implementation, mission, goals, vision

In this case, the model fits very well, since the statistical significance is scored below 0.05. More precisely, the model is scoring 0.000, the researcher accepts the alternative hypothesis, which means, the usage of strategic planning dimensions by manager has statistically significant impact on NGO`s organization process.

Because it is interesting to compare the contribution of each independent variable to predict NGO`s organization process, beta values should be also taken into account Table (28).

Table (28): Multiple Regression – Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.281	0.348		0.809	0.420
	Vision	0.569	0.048	0.705	11.800	0.000
	Mission	-0.004	0.069	-0.003	-0.057	0.954
	Goals	0.144	0.062	0.132	2.321	0.022
	Implementation	0.239	0.066	0.195	3.606	0.000

It can be noticed that the largest beta coefficient (0.569) is for ‘Vision’. This means, that this variable makes the strongest contribution when explaining *NGO’s organization process*. The other beta coefficients are lower; ‘Implementation’ (0.239), “Goals” (0.144), “Mission” (-0.004), negative and not significant contribution on the dependent variable.

(H3, c), the usage of strategic planning dimensions by manager has statistically significant impact on NGO’s project performance.

The below table represents the variable entered for multiple regression analysis using enter method:

Table (29): Multiple Regression – R and R Square (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659a	0.434	0.415	0.359

a Predictors: (Constant), implementation, mission, goals, vision

From table (29), the predictors (*strategic planning dimensions*) explain (41.5%) of the dependent variable: (*NGO’s project performance*), to evaluate how this model fits the analysis, it is useful to test the ANOVA analysis Table (30).

Table (30): Multiple Regression - ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.678	4	2.92	22.599	.000b
	Residual	15.244	118	0.129		
	Total	26.923	122			

a Dependent Variable: *NGO’s project performance*

b Predictors: (Constant), implementation, mission, goals, vision

In this case, the model fits very well, since the statistical significance is scored below 0.05. More precisely, the model is scoring 0.000, the researcher accepts the alternative hypothesis, which means, the usage of strategic planning dimensions by manager has statistically significant impact on NGO`s project performance.

Because it is interesting to compare the contribution of each independent variable to predict NGO`s project performance, beta values should be also taken into account Table (31).

Table (31): Multiple Regression – Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.89	0.30		6.28	0.00
	Vision	0.10	0.04	0.21	2.44	0.02
	Mission	0.23	0.06	0.34	3.89	0.00
	Goals	0.16	0.05	0.24	2.95	0.00
	Implementation	0.08	0.06	0.11	1.42	0.16

It can be noticed that the largest beta coefficient (0.23) is for ‘Mission’. This means, that this variable makes the strongest contribution when explaining *NGO`s project performance*. The other beta coefficients are lower; ‘Goals’ (0.16), “Vision” (0.10), “Implementation” (0.08), not significant contribution on the dependent variable.

4.5 Conclusions

HA: There is an impact between strategic planning manager and NGO`s performance: the researcher accepts the alternative hypothesis, the significant level is less than 0.01, which means, the usage of strategic planning manager positively correlated with NGO`s

performance, the correlation between the strategic planning manager and NGO's performance equals (0.79) and significant.

H1A: financial sustainability : the usage of strategic planning manager positively correlated with financial sustainability, the correlation between the usage of strategic planning manager and financial sustainability equals 0.90 and significant.

H1B: organization process : the usage of strategic planning manager positively correlated with the organization process, the correlation between the usage of strategic planning manager and financial sustainability equals 0.87 and significant.

H1C: project performance : the usage of strategic planning manager positively correlated with program/project performance, the correlation between the usage of strategic planning manager and program/project performance equals 0.87 and significant.

HB: There is an impact between the usage of strategic planning dimensions and PNGO's performance is positively related the correlation between the strategic planning manager dimensions and NGO performance are between (0.37-0.73)and significant.

In terms of:

H1A: financial sustainability: the usage of strategic planning manager positively correlated with financial sustainability, the correlation between the usage of strategic planning manager and financial sustainability equals 0.90 and significant.

H2B: organization process : the usage of strategic planning manager positively correlated with the organization process, the correlation between the usage of strategic planning manager and financial sustainability equals 0.87 and significant.

H2C: project performance: the usage of strategic planning manager positively correlated with program/project performance, the correlation between the usage of strategic planning manager and program/project performance equals 0.87 and significant.

It can be noticed that:

- 1- The largest beta coefficient (0.26) is for 'Vision'. This means, that this variable makes the strongest contribution when explaining NGO's financial sustainability. The other beta coefficients are slightly lower; 'Goals' (0.14), "Mission" (0.13), "Implementation" (-0.02), negative and not significant contribution on the dependent variable.
- 2- The largest beta coefficient (0.569) is for 'Vision'. This means, that this variable makes the strongest contribution when explaining NGO's organization process. The other beta coefficients are lower; 'Implementation' (0.239), "Goals" (0.144), "Mission" (-0.004), negative and not significant contribution on the dependent variable.
- 3-It can be noticed that the largest beta coefficient (0.23) is for 'Mission'. This means, that this variable makes the strongest contribution when explaining NGO's project performance. The other beta coefficients are lower; 'Goals' (0.16), "Vision" (0.10), "Implementation" (0.08), not significant contribution on the dependent variable.

Chapter Five

Discussion and conclusions

This chapter include the findings of the research discuss with comparison with earliest findings that were mention in chapter two, after that gathering the findings and conduct them with recommendation to have a lighter view for further field of research.

5.1 Discussion of the Findings

After what the research have covered in chapter two about the literature of strategic planning and focus on local studies of the NGOs organization we could clearly state that the research is one of its kind that by joining all Palestinian territories including Jerusalem also study the connection and how strong the relation between strategic planning dimensions and the NGOs organization performance.

The key goal of this research is to examine the role of strategic planning in refer to the Palestinian managers in NGOs organization (Mission, Vision, Goals and implementation) and also connect them with financial sustainability, Organization process and program performance, these are the body knowledge of the research.

Through the analysis that was made in chapter 3 and testing hypotheses in chapter four the purposes of the research has been fulfilled and spots the main research result in this chapter furthermore comparing result with other relative studies in the field, finally to give some recommendations to all relative partners in this field and suggests what can be done further in this field of study.

For the previous studies, unfortunately, there were few studies in the field that concern the relation between the managers in the NGOs organizations in Palestine and the

management behaviour in strategic planning with relation to their field of work so this study seeks to narrow the gap in literature in the first place.

The result of the of the demographic characteristics of the respondents show that the managers wherewith highly present having B.A. degree and more, age between 35 to 45 years old, with 20 years of experience, the findings show that there is a gap between years of experience and job title due to the organization strategy or culture or even the recruiting law which switch lights on to future research study related to this subject, also nearly one third of them were females (which is against the NGOs organization strategy that supposed to have equal opportunity in hiring for both male and female gender especially in high position). This results were close to what Rana al-kourdi had recommended in her research that aim to test the effect of gender experience job title and qualification variable on the degree of applying of the strategic planning. The research recommends to build a culture of strategic planning and to direct it in all directorates of education and school to facilitate strategic management adaption.

For the multiple regression analysis, the results in chapter four table (27) showed the largest beta coefficient (2.6) is for vision when explaining NOGs financial sustainability (fundraising efficiency, financial transparency and program financial efficiency), and the question that had highest descriptive statistics (the organization monitors the budget statement of the project to ensure that the expenditures are in line with budgets). it is found that NGOs organizations boost their financial performance to set a good vision and strategy for income when it comes to raising fundraising which is based on charring knowledge between individuals whereas the study that was made in this field which support our finding was with Aboramadan, M., &Borgonovi, E. (2016). In a study that was made by the university of Pavia, Italy result that strategic management practices

have positive impact not only on financial performance but on non-financial performance of seventy-nine international NGOs organization in Palestine.

As for table (30) in chapter four shows that the result of multiple regression: the largest beta coefficient is for vision with the strongest contribution for NGOs performance (human resources and organizational culture) with slightly higher from the other which explain that all the strategic planning dimension effect the NGOs performance and the question that had highest descriptive statistics was (the organization promotes spreading awareness of the culture of strategic planning among managers and employees has the lowest mean score which pay our attention to a point that these organizations must give a lot of attention to enhance this point in their organization. as for Garcia (2014) the study recommended encouraging more training and developing activities, this study also suggested to substitute the concept of performance to another one focused on the inside of the organization.

In table (33) chapter four mission had highest beta coefficient with contribution for NGOs project performance (program outcome, program efficiency, fundraising and available materials and quality) and the question that had highest descriptive statistics “the organization relies on international partners and donors to raise funds support projects” it is noticed that most of the NGOs organization in Palestine depend mostly on outside donors which give an attention to improve ability to conduct more external donors and to activate the inside local community to work starting for schools to universities, hand to hand trying to increase local community work gathering between local governmental and nongovernmental organizations to produce activities which aim to high our internal economic situation.

The research finds that the question “organization adhere to quality standards in implementing its programs” have a significant level, this, indicate that they are strongly related because the nature of the environment which NGOs organizations work in for the case of reviewing and developing their strategy in hence to focus on programs they conduct and the outcomes they perceive. Muliro (2017) which specifically examined how culture, people and structure related factors regarding strategic planning that influence organization performance. The findings indicate that people and structure are related factors in strategic planning with critical areas in regards to organizational performance and activity also recommends that the organizations consider individuals as a valuable asset to the organization. Which was very close to the research finding?

In another study that farhad analoui, 2012. It was discovered that most of the NGOs organization used strategic management system and perceived strategic management as an important tool for increasing quality for the service delivered. Moreover, the principles of the dynamic model develop for SMEs applicable to the NGOs in Palestine. Also the environment and the nature of the NGOs organizations force them to develop and review the strategic planning they had and implement them with great consideration for quality. That led to better program efficiency outcomes and quality to reach the requirement of the donors.

As in table 7 chapter four implementation have the highest mean over all the strategic planning dimensions that means that the organization are aware of the important of implementation from all of the other planning strategy dimensions.

5.2 Summary of study findings

- In general, there were few studies in the field that concern the relation between manager in the PNGOs organizations and the management behaviour in strategic planning with relation to their field of work so this study seeks to narrow the gap in literature in the first place.
- After what the research have covered in chapter two about the literature of strategic planning and focus on local studies of the PNGOs organization we could clearly state that the research is one of its kind by conducting, how strong the relation between strategic planning dimensions and the NGOs organization performance.
- Internal the PNGOs organization problem arises for the lack of training program to build the capacity of the employees, hand to hand, with the problem of not having alternative for the retirement of high titled managers from the same organization which lead to a waist in resources, also the statistics show a gap between years of experience and job title.
- nearly one-third of the work force of this segment were females (which is against the NGOs organization strategy that supposed to have equal opportunity in hiring for both male and female gender especially in high position).
- nearly all the NGOs organization have high respective to the financial issues that are commits to the international standards of accounting, financial report, correct and timely preparation.

5.3 Contribution to the Research

In the last years there have been a lot of studies in the field of planning management and culture of managers in NOGs organizations in Palestine but the gap remains high with

the fast growing of strategic planning throughout all the districts around us. The study attempts to investigate strategic planning and its relation with NGOs managers in Palestine trying to fill in literature. Furthermore, to enrich the literature contributing in the body of knowledge in related studies, add to previous studies that are mostly adopted in sociology, ethical and economic approaches but not in management sector that have few.

This research shed light on NGOs manager's performance indicator that have valuable results to them, pointed firstly at the low female component of the work force in this segment especially high job titles in NGO organization in Palestine.

Encourage the workforce in this segment to expand their strategic planning awareness and practices also to inquire higher academic titles in this field.

As it was noticed that there is a gap between years of experience and job title due to the organization strategy or culture or even the recruiting law which switch lights on to future research study related to this subject.

It was found in the analysis in chapter four of the fundraising efficiency that nearly all the NGOs organization have high respective to the financial issue that is commits to the international standards of accounting, financial report, correct and timely preparation and finally the submission of the financial reports in addition to stage of monitoring the budget which had a mean of 1.42 which is consider high in the same level we could find the variable financial record up to date.

In program outcome variable it is noticeable that the NGOs organization put effort in having clear strategic plans to define its goals but the lack in implementing these goals and nearly all of them doesn't have specialized unit in writing reports feed back to what is going on the ground.

The variable that has the highest mean grade for 3.93 was “the NGO`s organizations don’t promote awareness of strategic planning culture among managers and employee’ hand to hand with the fact that decision makers practice in development of the strategic plan of the organization and share it with other employees.

Other problem arises that there is a lack of training program to build the capacity of the employees, hand to hand, with the problem of not spreading information to other managers and employees, also a problem which we have already discussed, that the organization couldn’t have alternative for the retirement of high titled managers from the same organization (this problem was mention briefly in chapter 3).

Program performance was grated to by good in all its variables related to the managers who have filed the questionnaire but there are some gaps related to program performance in the

effectiveness of the programs on the local community and as they though there is a problem related to the quality of the program on local community and that is another problem revealed that takes into consideration in future related study.

Finally, most of the organization relies on international partners and donors to support their project and to help them in their program and it is found that organization will have better performance using strategic planning dimension in terms of financial and non-financial performance. It will perform better by utilizing funds and conducting financial resources effectively and efficiently to achieve required activity and planned outputs to satisfied the requirement of the NGOs donors, furthermore, organization should work on activating the role of local community and focus on changing the mentality of charity work.

5.4 Recommendations

- Encourage the workforce in this segment to expand their strategic planning awareness and practices also to inquire higher academic titles in this field.
- The research recommends to build a culture of strategic planning and to direct it in all directorates of education and school to facilitate strategic management adaption.
- To activate the inside local community to work starting for schools to universities, hand to hand trying to increase local community work gathering between local governmental and nongovernmental organizations to produce activities which aim to high our internal economic situation.

5.5 Improving Strategic Planning Practices

This study has a lot of finding that is important in term of strategic management (in NGOs sector in Palestine) toward the performance of their organization which was based on several dimensions (mission, vision, goals and implementation), using these dimensions in strategy was found to be positively influence and related with the NGOs performance nowadays in Palestine. Therefore, managers should enhance all activities related to strategic planning.

Moreover the organization must focus on the activity related to implementation stage, managers should enhancing practices associated with using strategic planning by focusing group based on conversation that aim to share information with the related field of the strategic planning dimension (mission, vision, goals and implementation)between individual creating larger knowledge, holding routine meetings is a must for each department in the same organization to discuss the progress

of the program and projects sharing the ideas and experience on the other hand allowing other members from different department to share the existing knowledge and share new ones.

Finally, to Spot the light on the concept that organizational plan strategy must be adapt p organizational structure.

5.6 Determination of the Study

Some of the obstacles and difficulties:

- ✓ The main obstacles that the focus of the study is in the Palestinian territories, where there is no stability in addition to many constrains due to the Israeli occupation.
- ✓ The other main difficulty is corona various which prevent us from reaching easily inside the NGO`s departments (the questionnaire were distributed in December 2021).
- ✓ The absent and busyness of the managers themselves.
- ✓ Refusing to reveal their phone number and the overflowing of the manager e-mails, was the unexpected obstacle so we have to distribute the questionnaire by hand.
- ✓ Also busywork load, sensitivity and confidentiality of NGOs, wherefore, provided an official letter by the university.

5.7 Future Researches

- ✓ Conducting researches on the same study must be made locally and in other countries to compare different environment, organization and culture.

- ✓ Focus on the finding of this study and undertake replicative research in the same region Palestine.
- ✓ To promote research that contributes with new knowledge and innovation in strategies to strengthen NGOs organizations and operational image also their public trust.

5.8 Conclusion

The environment of the NGOs sector force their managers and the working in these organization comparing to private and governmental sector to improve and assess their performance and strategies within the four indicator that we have measured before the mission vision goals of the organization also the way they implement their programs whereby to take improvement of performance in other indicator which includes financial sustainability, organization process and program performance as a method to evaluate.

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Appendices No (1)

Arab American University
Faculty of Graduate Studies



الجامعة العربية الأمريكية
كلية الدراسات العليا

2021-12-15

الى من يهمة الامر

تسهيل مهمة بحثية

تحية طيبة وبعد،

تهديكم الجامعة العربية الأمريكية أطيب التحيات، وبالإشارة الى الموضوع أعلاه، تشهد كلية الدراسات العليا في الجامعة أن الطالبة رند أنطوان جورج التير والتي تحمل الرقم الجامعي 201812624 هي طالبة ماجستير في الجامعة العربية الأمريكية تخصص التخطيط الاستراتيجي وتجديد الاموال، وتعمل على دراسة علمية حول:
" اثر التخطيط الاستراتيجي على المؤسسات الغير ربحية في فلسطين"، تحت اشراف د. محمد أبو شربة، علماً ان المعلومات ستستخدم لغاية البحث فقط وسيتم التعامل معها بغاية السرية، وقد أعطيت هذه الرسالة بناء على طلبها.

وتفضلوا بقبول فائق الاحترام

عميد كلية الدراسات العليا

شاهيناز نجار



Page 1 of 1

الملخص

في الوقت الحاضر ، تعتبر أعمال العصر الجديد والإدارة الإستراتيجية والتخطيط أساسياً في أي شركة وهو مؤشر جيد على التطور والتجديد من أجل الاستدامة. تستخدم المنظمات التخطيط الاستراتيجي لتحسين أدائها الذي يتجنب المنظمة من التميز وخاصة المنظمات غير الحكومية التي يعد جمع الأموال إحدى وظائفها الأولية.

في السنوات الأخيرة ، كان هناك توسع كبير في التخطيط الاستراتيجي في فلسطين ولكن الفجوة لا تزال واسعة.

الغرض من هذه الدراسة هو تحليل التخطيط الاستراتيجي بين المدراء الفلسطينيين في المنظمات غير الهادفة للربح ، وتم تشكيل سؤال دراسة وتم بناء الفرضية من خلال الدراسة الإحصائية الوصفية ، والمنهجية الكمية ، بناءً على استبيان وزع على مديريين في منظمات غير حكومية نشطة في الأراضي الفلسطينية تعمل في مناطق مختلفة وتخدم قطاعات مختلفة (مجتمع بحثي يبلغ مجموعها 1200 منظمة نشطة و 1080 منظمة فاعلة). 154 استبيان تم توزيعها على المديرين أو ممثليهم ، تم إرجاع 128 الاستبيان واستخدامها ، لتقييم الصلاحية والموثوقية تم جمع البيانات في البداية وكانت قابلة للاستخدام في دراسة الإحصاء ، وبعد ذلك استخدم الباحث SPSS الحزمة الإحصائية للعلوم الاجتماعية لاختبار فرضيات البحث.

تظهر نتيجة البحث أن هناك علاقة مؤثرة معنوية وإيجابية بين بعد التخطيط الاستراتيجي وأداء المدراء في المنظمات غير الحكومية ، مما يشير إلى أن الأبعاد الاستراتيجية تلعب الدور الأهم في أداء المنظمات غير الحكومية من حيث الاستقرار المالي وأداء البرامج وعملية التنظيم. من نتيجة البحث نستخلص أن أكبر معامل بيتا هو لـ "الرؤية". وهذا يعني أن هذا المتغير يقدم أقوى مساهمة عند شرح أداء المنظمات غير الحكومية. معاملات بيتا الأخرى أقل قليلاً ؛ الأهداف والرسالة اما التنفيذ لها أقل مساهمة من المتغيرات التابعة. مما يفتح الطريق لإجراء مزيد من البحث والاستقصاء لنفس البعد الاستراتيجي.

نظراً لأن موضوع البحث لا يزال جزءاً أساسياً أساسياً في عالم الأعمال والذي يتم استخدامه لشريحة كبيرة جداً من الأشخاص ، توصي هذه الدراسة ببناء ثقافة التخطيط الاستراتيجي والانضمام إليها في جميع مديريات التعليم لتسهيل تكيفها.

فيما يتعلق بوظيفة منظمة المنظمات غير الحكومية ، فمن ناحية ، تعتمد معظم المنظمات غير الحكومية على الشركاء الدوليين والمانحين لدعم مشروعهم ، لذلك يجب على هذه المنظمات والمجتمع المحلي العمل جنباً إلى جنب لتفعيل الشراكة المحلية ومحاولة العمل على تغيير العقلية تجاه العمل الخيري ، ومن ناحية أخرى ، يجب أن تعمل هذه المنظمة داخلياً لتغطية بعض الثغرات التي تمت معالجتها في تعزيز الوعي وممارسات صنع القرار مع جميع الموظفين في الأقسام المختلفة بالمنظمة ، وأخيراً يجب أن يركز قسم الموارد البشرية على تنفيذ جميع الأنشطة المتعلقة بتعزيز التخطيط الاستراتيجي.

الكلمات المفتاحية:

التخطيط الاستراتيجي، مؤسسات غير ربحية، أداء المؤسسات الغير ربحية، الاستقرار المالي، أداء البرامج، عمليات المنظمة، أبعاد التخطيط الاستراتيجي