Arab American University

Faculty of Graduate Studies

Analysis of the Internal and External Environment in Achieving the Strategic Objectives of the National Policies Agenda (NPA)

By
Baraah Omar Sharqia

Supervisor
Dr. Abdelrahman Alamarah (Tamimi)

This thesis was submitted in partial fulfillment of the requirements for the Master's degree in the Field of Strategic Planning and Fundraising Program

March / 2024

Thesis Approval

Analysis of the Internal and External Environment in Achieving the Strategic Objectives of the National Policies Agenda (NPA)
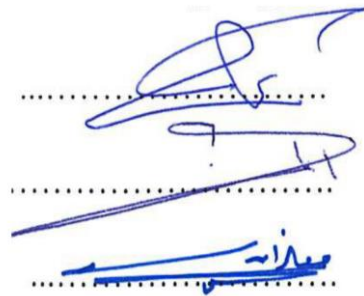
By

Baraah Omar Sharqia

This thesis was defended successfully on March 9th , 2024 and approved by:

Committee members   Signature

1. Dr. Abdelrahman Alamarah (Tamimi) : Supervisor

2.   Dr. Eyad Yaqoub Yaqoub :Internal Examiner

3. Dr. Muath Abu Saada :External Examiner

Declaration

I declare that this thesis was composed by myself, that the work contained herein is my own except where explicitly stated otherwise in the text, and that this work has not been submitted for any other degree or processional qualification except as specified.

The Name of The Student: Baraah Omar Sharqia

University ID: No. 201911695

Signature:

Date: 07/10/2024

Acknowledgment

I would like to acknowledge and give my warmest thanks to my supervisor Dr. Abdelrahman Tamimi who made this work possible. His Guidance and advice carried me through all the stages of writing my master thesis.

I would also like to thank my committee members for letting my defense be an enjoyable moment, and for your brilliant comments and suggestions.

I would also like to give a special thanks to my family as a whole for their continuous support and understanding when undertaking my research and writing my thesis. Your prayer for me was what sustains me this far.

Finally, I would like to thank God, for letting me through all the difficulties.

Abstract

This study aims to investigate the impact of the internal and external environment on the Palestinian national policies agenda for the period 2017-2022. The specific objectives include assessing the extent of the internal and external environments affecting the implementation of the national policy agenda and analyzing how the Palestinian authority addresses uncertainties in these environments. The research adopts a triangulation strategy, employing both qualitative and quantitative methods to enhance the validity and credibility of findings.

The research design incorporates diagnostic, descriptive, and correlational elements, providing a comprehensive analysis of the internal and external factors related to the National Policies Agenda (NPA). The implementation phase involves a desk review of available assessments, data collection through literature review, stakeholder meetings, and in-depth interviews. The study population consists of 29 individuals from various ministries, with diverse job titles and extensive experience.

The findings reveal a high awareness among ministry employees of the importance of having a strategic plan aligned with national goals. Despite encountering political and economic challenges, ministries strive to achieve a substantial portion of their strategic objectives. The study emphasizes the active contribution of ministry employees to shaping national policies and recommends maintaining the applicability of strategic goals in alignment with ministry capacities. It also suggests conducting research to identify obstacles hindering policy implementation, ensuring active participation of all segments of society in policy formulation, and enhancing the evaluation process.

In conclusion, the study provides valuable insights into the challenges and achievements of implementing the Palestinian national policies agenda. The recommendations aim to improve the effectiveness of strategic planning, enhance communication channels, and promote continuous research and analysis for informed decision-making.

Table of Contents

List of Tables

List of Figures

Chapter One

Proposal

The Palestinian Authority (PA) has engaged in a series of development plans aimed at addressing economic, social, and infrastructure challenges. One notable plan during the specified period was the Palestinian National Development Plan (2011-2013), which was part of a broader strategy to achieve sustainable development in the Palestinian territories (State of Palestine, 2014).

The Palestinian Authority (PA) grappled with economic, social, and infrastructure challenges in the politically charged context of the Israeli-Palestinian conflict, encompassing the West Bank and Gaza Strip. Factors such as political instability, restricted movement, and limited access to resources significantly hindered the PA's development efforts.

International collaboration played a pivotal role as the PA sought financial and technical support from international donors, development agencies, and organizations. Donor conferences were convened to secure pledges for financial aid, essential for implementing a range of projects aimed at addressing pressing issues.

Economic development goals were at the forefront of planning efforts, focusing on diversifying the Palestinian economy, reducing dependence on foreign aid, and fostering private sector growth. Infrastructure development, job creation, and improving living standards emerged as key priorities.

Institutional capacity building was underscored as a crucial aspect of the plans, emphasizing the need to strengthen Palestinian institutions. This approach aimed to enhance governance, transparency, and efficiency within government agencies, fostering their ability to formulate and implement policies effectively.

Social welfare and human development received considerable attention, focusing on initiatives to improve overall well-being. Prioritizing social development, education, and healthcare, the plans aimed to address issues such as poverty, unemployment, and social inequality.

Challenges persisted, rooted in the political situation marked by territorial fragmentation and restrictions on movement, posing significant hurdles to the effective implementation of development plans. The financial sustainability of these initiatives remained a persistent concern.

1.1 Research Problem

The 2017-2022 National Policy Agenda (NPA): Putting Citizens First, along with the Sectoral and Crosscutting Strategies, represents Palestine's fourth national plan. This agenda signifies a commitment to prioritizing the welfare of Palestinian citizens, aiming to enhance their quality of life through improved public services, private sector job creation, and the protection of vulnerable populations. The overarching goal is to address the multifaceted challenges faced by Palestine and advance its socio-economic development.

However, the planning and implementation of such national agendas are intricately tied to the internal and external environments. The Palestinian internal environment, encompassing political, economic, and social dimensions, is characterized by inherent uncertainties. Simultaneously, the external environment, influenced by factors such as funding availability and the agendas of donor countries, adds another layer of complexity to the planning landscape. These uncertainties create a highly intricate and challenging planning environment, making it crucial to understand the extent to which

these environments impact the realization of the strategic objectives outlined in the National Policy Agenda for 2017-2022.

The central issue at hand revolves around the question: To what extent has the internal and external environment affected the achievement of the strategic objectives outlined in the National Policy Agenda 2017-2022? The complexities within the internal environment, spanning political, economic, and social dimensions, coupled with the uncertainties tied to external factors like funding and donor country agendas, pose significant challenges to the successful implementation of national plans.

This research problem is inherently critical due to the unique and uncertain circumstances surrounding the Palestinian territories. Political instability, economic challenges, and social dynamics create a dynamic internal environment, while external influences, particularly funding availability and donor country priorities, introduce additional layers of unpredictability. Understanding the impact of these environments on the National Policy Agenda is essential for devising effective strategies, addressing obstacles, and maximizing the potential for successful outcomes.

Considering the intricacies within the internal and external environments and the uncertainty associated with them, this research aims to delve into specific research objectives and questions that seek to unravel the complexities, assess the role of stakeholders, and draw lessons for future national planning endeavors. Through a comprehensive analysis, this research aims to contribute valuable insights into crafting implementable and visionary national plans in the face of uncertain and challenging environments.

1.2 Research Significance and Justifications

The study of the impact of the internal and external environment on strategic plans and the ability to apply them is one of the most important steps in planning on the one hand and in strategic management on the other hand, the importance of studying the environment and external in the Palestinian case is increasing for the following reasons:

- Political and economic instability

- Weak governance in managing plans

- Instability of foreign funding

- Weak complementarily and integration among the governmental institutions

- Israeli obstacles and settlements

- Fluctuation of international policy towards the Palestinian issue

For the reasons mentioned above, the study of the components of the internal and external environment and its impact and benefiting from the lessons of the application of the of national policies agenda puts justification for a new roadmap for the mechanisms of dealing with these variables in the future to increase the ability to study the internal and external environment when planning to build implementable strategic plans or national policies agenda.

1.3 Research Objectives

The main research question is to investigate the impact of the internal and external environment on the Palestinian national policies agenda (2017-2022)

The specific objectives are:

- To what extent has the internal environment affected the implementation of the national policy agenda?

- To what extent has the external environment affected the implementation of the national policy agenda?

- To explore and analyze how the Palestinian authority treated the internal and external uncertainties?

Based on the lessons learned, what are the criteria for drafting, implementable (not wishful thinking) national plans, how to create, efficient visionary national institutions,

1.4 Research Questions

Based on the nature of the topic and the reviewed literature the following research questions have been formulated

Q1: How does the existence of a strategic plan for the ministry and the perceived importance of having one impact the overall approach to achieving the National Plan of Action (NPA)?

Q2: To what extent do the uncertainties of external and internal environment components have an impact on the implementation of the NPA?

Q3: To what extent (What are the weight) of each component of external and internal environment has impact on the implementation of NPA?

Q4: To what extent have obstacles hindered the implementation of the ministry's policy objectives?

Q5: What were the roles of primary and secondary stakeholders of the NPA?

Q6: To what extent do stakeholder perceptions regarding the achievability of the NPA?

Q7: What were the main lessons learnt?

Chapter Two

Literature Review & Theoretical Framework

2.1 Theories in Development

Development theories provide a conceptual lens through which one can analyze and understand the complexities associated with the process of societal advancement, economic growth, and the achievement of strategic objectives within a national policy agenda. In the context of the analysis of the internal and external environment for the National Policies Agenda (NPA), several key development theories offer valuable insights. These theories as follows (Shareia, 2020):

Modernization Theory

Modernization theory posits that societies progress through a series of stages, evolving from traditional to modern forms. Economic development, technological advancements, and social changes are seen as key drivers of modernization. In the context of the NPA, understanding the modernization process can shed light on how internal factors, such as political, economic, and social dynamics, contribute to or hinder development goals.

Dependency Theory

Dependency theory focuses on the unequal relationships between developed and developing nations. It argues that underdevelopment in certain regions is a result of the exploitation of resources by more powerful nations. Examining the external environment of the NPA, particularly regarding funding sources and donor country agendas, through the lens of dependency theory can provide insights into power dynamics and potential constraints.

Institutional Theory

Institutional theory emphasizes the role of formal and informal institutions in shaping societal behavior and development outcomes. Analyzing how the Palestinian Authority's institutions respond to and shape the internal environment is crucial for understanding the implementation of the NPA.

Political Economy Theory

Political economy theory explores the interplay between political and economic factors in shaping development outcomes. Examining the political dynamics within the Palestinian territories and their impact on economic policies can offer insights into the internal environment affecting the NPA.

2.2 Theories in Multisectoral Planning

Multisectoral planning involves the coordination and integration of activities across various sectors to achieve comprehensive and sustainable development goals. Theoretical frameworks in multisectoral planning help guide the understanding of complex interdependencies and interactions among different sectors (Helldén et al., 2023).

1. Integrated Development Planning: Integrated development planning emphasizes the need for a holistic approach to development that transcends sectoral boundaries. It focuses on coordinating policies and actions across sectors to address interconnected challenges.

2. Systems Thinking: Drawing from systems theory, multisectoral planning employs a system thinking approach, recognizing that each sector is interconnected and influences

the overall functioning of the system. This approach helps in understanding feedback loops and unintended consequences.

3. Institutional Theory: Institutional theory is crucial for understanding how formal and informal institutions shape the planning process. It explores the role of organizations, regulations, and governance structures in facilitating or hindering multisectoral coordination.

4. Network Governance: Network governance theory examines the collaborative relationships and networks formed among diverse stakeholders involved in multisectoral planning. It highlights the importance of partnerships and communication channels between government agencies, non-governmental organizations, and the private sector.

5. Policy Integration: Policy integration theory focuses on aligning policies and strategies across sectors to avoid conflicts and enhance synergies. It emphasizes the importance of coherence in decision-making to achieve overarching development objectives.

2.3 Theory in Comprehensive Approach for Sustainable Development

A comprehensive approach to sustainable development involves integrating economic, social, and environmental considerations to address complex challenges. Theoretical frameworks guide the understanding of the interconnections and interactions within this holistic approach (Shayan et al., 2022):

1. Sustainable Development Goals (SDGs): The SDGs provide a comprehensive framework for sustainable development, addressing various dimensions, including

poverty, inequality, climate change, and environmental sustainability. The interconnected nature of the SDGs emphasizes the need for a comprehensive approach.

2. Systems Thinking: Systems thinking, derived from systems theory, is essential for understanding the interdependencies and feedback loops within sustainable development. It recognizes that economic, social, and environmental systems are interconnected and influence each other.

3. Triple Bottom Line (TBL): The Triple Bottom Line approach emphasizes the consideration of three key dimensions: economic, social, and environmental. It encourages organizations and policymakers to assess the impact of their activities on people, planet, and profit.

4. Resilience Theory: Resilience theory focuses on building the capacity of systems to absorb shocks and adapt to changes. In the context of sustainable development, resilience theory addresses the need to create systems that can withstand environmental, social, and economic challenges.

5. Transition Management: Transition management theory explores the processes and strategies involved in transitioning towards sustainable development. It emphasizes the need for coordinated efforts to shift from unsustainable practices to more sustainable alternatives.

2.4 Background

- **National Policy Agenda**

The National Policy Agenda is founded on the National Vision and is structured around three pillars: Path to Independence, Government Reform, and Sustainable Development (Indriis & Primaina, 2015).

- **National Vision**

Despite the uncertainty regarding the duration of the journey and the specific route, the National Vision has remained steadfast since the declaration of independence in 1988 and the amendment of the Basic Law in 2003. The overarching vision is one of freedom and independence (Al-Botmeh et al., 2012).

- **Palestine's National Vision**

Palestine envisions itself as an independent Arab state with sovereignty over the West Bank and the Gaza Strip, based on the pre-June 1967 occupation borders, with East Jerusalem as its capital. It aspires to be a stable democratic state that upholds human rights, ensures equal rights and duties for all citizens, and fosters a safe and secure environment under the rule of law, promoting equality between men and women. It aims to be a state that highly values social capital, social coherence, and solidarity, identifying itself with Arab Palestinian culture, humanistic values, and religious tolerance. (Shoman, Sbaih, & Other's, 2017)Palestine envisions itself as a progressive state that values cordial relationships with other states and people in the global community. The Palestinian government aims to be open, inclusive, transparent, and accountable, responding to citizens' needs, delivering basic services effectively, and creating an enabling environment for a thriving private sector. The driving force for national development is seen in Palestine's human resources, with an open economy striving to produce high value-added, competitive goods and services. Over the long term, the goal is to transform into a knowledge-based economy (Ajlouni, 2011)

2.5 Pillar 1: Path to Independence

The National Vision, which envisions an independent Palestine coexisting peacefully alongside its neighbors, hinges on substantive progress along the path to independence. There is a recognition that breaching a certain threshold for a viable two-state solution may lead to an apartheid scenario, where millions of Palestinians lack basic human and democratic rights. To avert such a catastrophic outcome, the imperative is to replace Israel's "facts on the ground" with the recognition of the Palestinian State as a factual entity on the international stage (Khalil, 2010).

2.6 Pillar 2: Government Reform

The institutional development initiatives undertaken in the past decade have successfully established the national institutions necessary for the effective governance of an independent state. The 2017-22 National Policy Agenda, titled "Putting Citizens First," seeks to usher in the next phase of administrative reforms. These reforms are meticulously designed to reshape and institutionalize the government's interactions with, involvement in, and service delivery to its citizens (Paletinian investing Agency, 2021)

2.7 Pillar 3: Sustainable Development

The third pillar of this Agenda, Sustainable Development, encapsulates most Palestine's reform agenda. This pillar will be realized through five National Priorities and twenty National Policies.

Undoubtedly, for Palestinians, the concept of sustainability is intrinsically tied to independence. Discussions on long-term economic sustainability lose meaning if the

significant majority of our natural resources and land remain subject to exploitation by Israel. The same holds true if endeavors to expand businesses, export products, or construct vital infrastructure necessitate permits from the occupying authority, permits that are seldom granted (Zekjrovikj, 2019).

Social sustainability remains elusive as long as Palestinians endure a fractured existence, with our youth apprehensive about their future and doubtful about ever having a country to call their own. The persistence of occupation precludes the attainment of sustainable solutions (Fallah, 2014).

Nevertheless, incremental progress is imperative. Through Sector and Crosscutting Strategies, the measures required to enhance service delivery and improve the quality of life for our citizens will coexist with policies that can only be fully implemented upon the cessation of occupation. While the preceding two pillars focused on nation and government-wide reforms, this pillar constitutes the majority of sector-specific policy interventions (World Bank Group, 2018).

2.8 Poverty in Palestine

Poverty in Palestine will persist as long as the Israeli military occupation of the land, people, and resources continues. The challenge of poverty in Palestine will continue to be a central focus on national agendas, compounded by high population growth. Effective mitigation measures will remain elusive unless the occupation is brought to an end. Furthermore, the decline in international aid to Palestine since 2011 has significantly hampered the Palestinian government's capacity to implement more robust poverty reduction initiatives. The cessation of financial assistance by the United States to the Palestinian government, along with substantial cuts in aid to UNRWA, will

disproportionately impact the socio-economic well-being of impoverished and vulnerable families, particularly among refugees (Isaac & Hilal, 2011).

Despite these challenges, the Palestinian government is resolute in expanding its safety net and extending the reach of services to alleviate the plight of citizens affected by poverty. The government is actively enhancing its poverty records to conduct a more in-depth analysis of the root causes of poverty, aiming to enhance the effectiveness of poverty alleviation programs. A pivotal decision by the Palestinian government involves the establishment of a Unified Portal Gate for social assistance and services, facilitating coordination and minimizing inefficiencies and duplications in support programs, particularly between civil society and the government (Palestinian NatinaoL Voluantry, 2018).

Moreover, the government is committed to broadening economic and social integration programs for marginalized individuals, with a special emphasis on persons with disabilities. Additionally, there is a concerted effort to monitor the implementation of the government's decision to adapt public buildings to the specific needs of persons with disabilities.

2.9 Palestinian Government Efforts for Poverty

The Palestinian government has placed a significant emphasis on addressing poverty in its national policy agenda for the period 2017-2022. This focus stems from the recognition of the direct impact that poverty has on the well-being of the citizens, particularly in a society living under occupation, where high poverty rates can have profound implications for social coherence. The prevalence of poverty hampers

Palestinians' access to essential services, necessitating costly direct interventions by the government to alleviate these economic hardships.

The strategy for poverty reduction centers around rebuilding the resilience of impoverished and vulnerable households while simultaneously empowering them economically. Notably, the government and its partners have undertaken substantial efforts to implement social protection measures and facilitate the social and economic integration of individuals with disabilities. Alongside initiatives aimed at raising awareness of the rights of persons with disabilities, the government has introduced the disability card. This card grants individuals with disabilities access to a range of specialized services and medical instruments (Isaac, National Policy Agenda 2017-2022, 2016)

In order to enhance the inclusivity of persons with disabilities, the government actively supports vocational training programs and provides soft loans to enable them to establish income-generating businesses. The Ministry of Social Development, in collaboration with its partners, is currently engaged in a comprehensive review of existing laws pertaining to the rights of persons with disabilities. The objective is to amend and develop these laws to align with the principles outlined in the International Convention on Persons with Disabilities (Isaac, National Policy Agenda 2017-2022, 2016).

Presently, the Ministry of Social Development (MoSD) is actively implementing a poverty alleviation program that involves the direct transfer of regular quarterly funds to the most economically disadvantaged families in Palestine. Serving as a crucial safety net for those experiencing extreme poverty, the program extends its coverage to approximately 110,000 Palestinian families, with 70,000 located in the Gaza Strip. The

total annual expenditure for this initiative amounts to $130 million. This program plays a pivotal role in maintaining the national poverty record by gathering socio-economic data for over 600,000 individuals (Isaac, National Policy Agenda 2017-2022, 2016).

To enhance the effectiveness of the fund transfer program, the MoSD is undertaking initiatives such as digitizing the data management system, refining the targeting mechanism, and optimizing the case management system to enhance the impact of its interventions. Noteworthy beneficiaries of the cash transfers include 36,000 households headed by the elderly and 19,000 households led by individuals with disabilities. Concurrently, the MoSD is actively working towards establishing a social protection floor, beginning with allowances for the elderly and disabled populations (Isaac, National Policy Agenda 2017-2022, 2016).

A key project within the MoSD's initiatives is the micro-credit lending scheme tailored for people with disabilities, aiming to generate income and facilitate their social inclusion. Aligning with the vision of investing in impoverished communities to alleviate poverty, the MoSD has adopted a significant poverty alleviation facility, supported by the Islamic Development Bank in collaboration with UNDP. This initiative, known as the Palestinian Families' Economic Empowerment Program (DEEP), serves as a sustainable approach to tackling poverty. DEEP seeks to guide individuals out of poverty through their own initiatives (Fallah, 2014).

Since its commencement, DEEP has provided grants, microcredit, and various services to 27,827 impoverished households in the West Bank and Gaza, with 73% being male-headed households and 27% female-headed households. Among these beneficiaries, DEEP has facilitated income-generating projects for 15,000 households and generated approximately 50,000 job opportunities for families facing economic deprivation.

2.10 Introduction to Internal and External Environment

To effectively establish goals and define the mission of an educational institution, leaders and managers must broaden their focus beyond the internal environment alone. Acknowledging the dynamic impact of the external environment on the institution's operations is crucial (Shomar, Abu-Fakher, & Yahya, 2010). Leaders and decision-makers within educational institutions need to recognize, analyze, evaluate, diagnose, and respond to environmental forces, encompassing opportunities, risks, and threats that influence the organization, (Murdayanti, 2017). Two key environments significantly shape the outcomes of educational institutions:

2.10.1 Internal Environment

The internal environment is defined as the corporate setting within the organization, typically having direct and specific implications for the company. Owners/managers are tasked with scrutinizing the internal dynamics of the company to identify strategic factors—specifically, strengths and weaknesses—that will determine the company's ability to capitalize on opportunities while mitigating threats. Various perspectives exist on how companies should analyze their internal environment. According to scholars such as Pearce and Robinson, and Thomson & Strickland (2010), the analysis involves examining the company's resources, capabilities, and competencies, often referred to as the Resource-Based View (RBV) approach.(Idris & Primiana, 2015)

The RBV approach posits that a firm's resources hold greater significance than the industry structure in gaining and sustaining competitive advantages. According to this approach, the primary focus lies in a firm's resources and capabilities. Pearce and Robinson (2013: 164) categorize resources into three types: (1) Tangible assets encompass visible assets like production facilities, raw materials, financial resources,

and computers; (2) Intangible assets include brand, reputation, moral enterprise, technical knowledge, patents, trademarks, and the accumulated experience of a company; (3) Organizational capabilities refer to the skills and ability to combine assets, people, and processes that enable a company to transform inputs into outputs.

Another effective method for analyzing the strengths and weaknesses of an organization is through management theories that describe how organizations assess their strengths and weaknesses. For instance, Peters and Waterman introduced the concept of the seven S framework, while Porter proposed value chain analysis as an internal analysis method. Despite the diverse methods available, one of the simplest ways to observe and analyze the internal environment is through functional analysis, as suggested by.(Wheleen & David, 2012)

H.I. Ansoff emphasized that a company's expertise and resources should align with the appropriate competency profile in business functions such as marketing, finance, research and development, operations, human resources, information systems, and corporate culture. The internal factors, as identified by (Idris & Djalil, The effect of external and internal enviroment on cometitive strategy and its implication of the performance of small andd medium industry, 2018), include aspects of HR (managers and employees), financial aspects, technical aspects of production, and marketing aspects. Given this research background and the focus on small and medium enterprises (SMEs) in the craft sector, the dimensions of the internal environment relevant to this study encompass marketing, finance, operations, human resources, and information systems.

2.10.2 External Environment

The external environment comprises elements beyond the control of an organization or institution, wielding significant influence in managerial decision-making. This realm encompasses politics, government policies, social culture, and advancements in science and technology. If these factors contribute positively to the institution's success, they represent opportunities (Shamsuddin, Bilyamin, & Ilani, 2012). Conversely, if these factors impede success, they pose threats.

The external environment encompasses all external events that possess the potential to impact a company's operations. In today's globalized market, companies no longer solely contend within domestic borders. Technological advancements and enhanced information processing capabilities necessitate prompt and effective responses to competitive implementations. Sociological shifts across various countries influence employment, and consumer preferences for product attributes are becoming increasingly diverse. Government policies and laws delineate a company's strategic choices regarding where and how it competes. To thrive in the global economy, companies must remain vigilant and cognizant of the realities of this dynamic environment (Bin, Albulushi, Irtaimeh, & Khasawneh, 2020).

In strategically competitive organizations, company owners/managers seek patterns to comprehend their external environment, which may deviate from their expectations. Decision-makers, particularly in Small and Medium Enterprises (SMEs), should recognize that a profound understanding of their corporate environment contributes to enhancing the company's competitive position, operational efficiency, and success in the global economy (Hitt, Ireland, & Hoskisson, 2012).

(Wheleen & David, 2012) categorize the external environment into two facets: the social environment (Societal environment) and the task environment. The social environment encompasses overarching forces indirectly linked to short-term organizational activities, influencing long-term decisions. This includes economic forces, technological influences, political and legal dynamics, and sociocultural factors that shape values, traditions, and customs.

On the other hand, the task environment involves elements directly impacted by the company, such as government, local communities, suppliers, competitors, customers, creditors, labor, special interest groups, and trade associations. (Hitt, Ireland, & Hoskisson, 2012) further refine the external environment into three primary components: the general environment, industrial environment, and competitive environment.

The general environment encompasses factors within the broader community that can impact an industry and the companies within it. This includes demographic, economic, political/legal, socio-cultural, technological, global, and physical segments. The industrial environment comprises factors like the threat of new entrants, supplier and buyer power, threat of substitute products, and the intensity of competition among rivals. Competitor analysis is the process by which companies collect and interpret information about their competitors.

(Pearce & Robison, 2013) classify the external environment into the remote environment (macro environment) and the operating environment. The remote environment includes population demographics, socio-cultural elements, political and legal aspects, technological factors, and economic conditions. Meanwhile, the operating

environment consists of the power of buyers, suppliers, the threat of new entrants, the threat of substitute products, and the intensity of competition.

(Gamble, Strickland, & Thompson, 2010) divide the external environment into the macro environment (economic conditions, population demographics, technology, social values and lifestyles, regulations) and the industry/competitive environment (suppliers, customers, competitors, new entrants, substitute products).

For Small and Medium Enterprises (SMEs), the external environment, according to(Indris & Primiana, 2015), comprises the macro environment and microenvironment. The macro environment includes sociocultural, political, technological, demographic, and economic factors. The microenvironment involves actors directly involved with the company, such as suppliers, customers, intermediary agents, government institutions, and competitors.

(Munizu, 2012)identifies external environmental factors for SMEs, including government policies, sociocultural aspects, and economic factors, as well as the roles of institutions like governments, universities, the private sector, and NGOs. (Rufaidah, 2012) differentiates the external environment into macro and microenvironments. The macro environment, often termed remote or distant environments, includes PEST factors (Politics, Economics, Social and cultural, and Technology). The microenvironment comprises customers, competitors, suppliers (collaborators), and lenders (creditors).

External factors include (Tsai, 2011):

- **Government Policies:** Directives issued through legislation, government regulations, ministerial decrees, and other official channels are critical considerations

for organizations. These policies invariably impact the organization's human resource development programs.

- **Socio-Cultural Community:** The socio-cultural background of the community plays a pivotal role in influencing organizations. Since organizations are established for the benefit of people with diverse socio-cultural backgrounds, dealing with these differences poses a considerable challenge. Teaching staff and public relations departments must adapt to these diverse environments, necessitating careful consideration in human resource development programs.

- **Development of Science and Technology:** Rapid advancements in science and technology outside the organization necessitate the ability of non-formal education institutions to keep pace. However, not all emerging technologies are suitable for adoption, and the organization must discern and adapt accordingly. Once the organization embraces technology, human resources must possess the adaptability to thrive in the new conditions brought about by these changes.

2.11 The Impact of External Environment on Internal Environment

The external environment, particularly the Israeli occupation, plays a significant role in influencing the internal environment and overall developmental processes in the Palestinian territories, especially in the realm of local governance. The Palestinian situation serves as a unique example of the intertwined nature of political and developmental influences, creating a contentious context where political and developmental factors interact and mutually impact each other. This interaction is evident in the economic and social changes that have shaped the current state of the sector, influenced by political dynamics, and attempts to influence them since the

establishment of the Palestinian National Authority (Committee on the Exercise of the Inalienable Rights of the Palestinian People, 2023).

Political instability, Israeli occupation policies, the complexities of signed agreements, lack of clarity in the political horizon, Palestinian internal divisions, absence of national sovereignty, and limited national resources have collectively hindered the Palestinian government and various ministries from achieving their developmental goals and plans to a significant extent. Like other sectors, the local governance sector has been impacted positively or negatively by these various factors and influences, whether they are internal factors stemming from within the sector or external objective factors (Committee on the Exercise of the Inalienable Rights of the Palestinian People, 2023).

Israeli occupation and settlement expansion stand out as the most significant impediments to genuine developmental progress in Palestinian society as a whole. The period from 2018 to 2020 witnessed a continuation and escalation of restrictions and obstacles imposed by the Israeli military occupation, characterized by accelerated settlement construction in the West Bank, annexation of Jordan Valley and other Palestinian territories, construction of the annexation and separation wall, ongoing blockade of Gaza, annexation of Jerusalem and its Judaization, control over Palestinian natural resources, deployment of military checkpoints in the West Bank, and the unveiling of the 2020 "Deal of the Century," all of which further entrenched Israeli hegemony and biased American policies that ignore Palestinian rights (Committee on the Exercise of the Inalienable Rights of the Palestinian People, 2023).

Israeli occupation practices continue to undermine achievements, with the demolition of numerous projects and infrastructure funded by Palestinian or international capital, demolition of buildings and homes, especially in threatened areas and East Jerusalem,

directly affecting citizens, local governance sectors, and institutions. The period also witnessed increased Israeli pressure, including withholding tax revenues, using electricity and water debts incurred by local authorities and service providers as leverage, and creating internal Palestinian crises, prompting the Palestinian government and ministry to prioritize addressing local authority debts as a top priority. This issue remains a top priority for the government and ministry in the foreseeable future (Committee on the Exercise of the Inalienable Rights of the Palestinian People, 2023). Another significant issue caused by the occupation is the limited jurisdiction of the local governance sector in Palestine due to the lack of national sovereignty over land, restricted to areas classified as "A" and "B." Consequently, the implementation and success of sectoral strategies will remain limited, particularly in areas threatened by the occupation and border crossings (Committee on the Exercise of the Inalienable Rights of the Palestinian People, 2023).

The impact of external factors on internal affairs, especially under occupation, is profound and multifaceted. Political developments, both domestic and international, play a crucial role in shaping the environment within which local governance operates (Ministry of Local Governance, 2021).

1. **National Policy Shifts**: The Palestinian government has pursued national policies aimed at economic disengagement from the occupation and asserting state sovereignty. Initiatives such as the Ministry of Local Government's efforts to abolish existing land divisions and promote unity in territorial management reflect this agenda. Structural planning and project implementation have aimed to integrate previously divided areas, alongside collaboration with local entities to stimulate economic development based on each region's relative advantages.

2. **Economic Challenges**: Palestinian rejection of the "deal of the century" has led to various sanctions, including the withdrawal of financial support from the US and other donors. These sanctions have exacerbated financial crises within the Palestinian government, undermining its ability to meet various financial obligations, including those to local authorities. Insufficient financial resources and reduced central government support have significantly impacted local governance, hindering service delivery and development programs.

3. **Internal Political and Administrative Division**: Ongoing political and administrative division between northern and southern provinces continues to present challenges to local governance. This division has led to disparities in resource allocation, capacity building, and institutional support between the two regions. The lack of balance in institutional capacities hinders effective planning and coordination, especially in addressing complex and interconnected challenges and bridging developmental gaps between the two regions.

4. **Legislative Environment**: The legislative process in Palestine has been significantly disrupted, particularly following political divisions. Legislative paralysis in the wake of political divisions has resulted in executive bodies, especially in northern provinces, resorting to expedited legislative measures through emergency decrees. Conversely, legislative bodies in southern provinces have taken unconstitutional measures, passing laws that often contradict existing legislation. This legislative turmoil has hampered comprehensive legislative review, updating, and harmonization, affecting policy planning and implementation within the local governance framework.

In conclusion, external pressures, internal divisions, and legislative disruptions pose significant challenges to local governance under occupation. Addressing these challenges requires not only resilience and adaptability but also strategic planning and coordinated efforts to navigate the complex political, economic, and legislative landscape.

2.12 Alignment Between National Policy Agenda and Strategic Goals

The foreign policy stands as a fundamental pillar in the overall public policy of the State of Palestine, particularly in achieving national objectives. This pertains specifically to the realms of external diplomatic efforts and safeguarding the interests of the State of Palestine and Palestinians abroad. This is facilitated through executive arms, such as embassies, consulates, Palestinian missions abroad, and the Palestinian International Cooperation Agency. The ministry is committed to supporting the Palestinian government's endeavors in developing international relations, promoting investment, and fostering developmental cooperation, aiming to bolster public revenue and achieve sustainable development across vital sectors(National strategy to combat multidimensional poverty 2023-2030, 2021):

Table (2.1): Strategic Goals for the Ministry

National Objectives	National Policies	Policy Interventions	Strategic Goals for the Ministry
Realizing an Independent State and Ending Colonization	- Escalating national and international efforts to end colonization. - Activating mechanisms for holding colonization accountable.	- Enhancing Palestine's regional and international status to serve Palestinian foreign policy objectives. - Protecting national interests. - Mobilizing international support for legitimate Palestinian rights and internationalizing the conflict. - Utilizing legal, economic, and popular pressure tools locally and internationally. -Holding Israel accountable globally and before national and international courts.	First Goal: Enhancing Palestine's international standing and bilateral, multilateral, and public diplomacy relations.
Achieving National Unity	- Caring for the interests of Palestinians abroad.	- Strengthening communication channels with refugees and ensuring their needs are met by urging relevant international institutions to fulfill their responsibilities towards them. - Monitoring and addressing the needs of expatriates. - Collaborating with international institutions and host countries to ensure proper protection and services	Third Goal: Caring for the interests of Palestinians abroad.

		for Palestinians abroad.	
Building an Economically Independent Palestine	- Constructing the foundations of the Palestinian economy. - Attracting and encouraging Palestinian capital abroad and foreign investments domestically.	- Expanding the scope of Palestinian trade with global countries through joining relevant international platforms. - Collaborating with local partners to enhance Palestine's economic capacity and attract investment. - Providing suitable employment opportunities. - Creating job opportunities through partnerships and investment projects via the Palestinian International Cooperation Agency.	Second Goal: Enhancing areas of developmental cooperation and creating an attractive investment environment.
Developing Institutional and Human Capacities	- Supporting the launch of pioneering projects for employing graduates. - Attracting expatriates and businesspeople to invest in Palestine. - Working to enhance	- Reinforcing the economic, trade, and developmental empowerment of Palestine.	Fourth Goal: Supporting the launch of pioneering projects for employing graduates, attracting expatriates, and enhancing economic, trade, and developmental empowerment for sustainable development.

	economic, trade, and developmental empowerment for sustainable development.		
A Resilient and Developing Society	- Protecting presence, identity, and Palestinian cultural heritage. - Collaborating with international organizations concerned with protecting Palestinian heritage.	- Reinforcing Palestinian identity in the diaspora through electronic and digital citizenship and other modern technological means. - Organizing tours for foreign diplomats and international figures to marginalized areas targeted by settlements.	First Goal: Enhancing Palestine's international standing and bilateral, multilateral, and public diplomacy relations.

2.13 The Impact of Corruption and Governance on Economic Development:

A Cross-Country Analysis

Introduction

Research examining the nexus between corruption, governance, and economic growth is becoming increasingly relevant, seeking to identify the institutional underpinnings of economic development. This study explores the correlation between corruption, poor

governance, per capita income, and the United Nations Human Development Index (HDI).

Main Findings:

1. **Correlation with Economic Status:** Measures of corruption and governance exhibit a correlation with per capita income, indicating that wealthier countries generally experience lower reported corruption and more effective governance.

2. **Human Development Index (HDI):** Similarly, countries with higher levels of HDI, encompassing health, education, and income measures, tend to exhibit lower corruption levels. Notably, very high human development is associated with significantly reduced corruption.

3. **Corruption and Human Development:** Conversely, high levels of corruption are prevalent across a wide range of countries with varying levels of human development, suggesting a complex relationship between corruption and socio-economic indicators.

2.14 Policy Implications

The findings challenge a simplistic view that policymakers should solely prioritize economic growth over governance improvements. Instead, the evidence indicates that poor governance is not just a consequence but a potential cause of economic underdevelopment.

1. **Questioning the Luxury Good Hypothesis:** Contrary to the notion that good governance is a "luxury good" only pursued by prosperous nations, the data suggests that addressing governance issues is integral to fostering economic growth, especially in struggling economies.

2. **Contested Views on Causation:** While it remains a topic of debate, statistical evidence, notably from Kaufmann and Kraay (2002), supports the idea that poor governance contributes to the economic struggles of some nations. Importantly, their findings show no evidence of a positive feedback loop from higher incomes leading to improved governance.

3. **Challenge of Reform:** The study highlights the challenge of reform in corrupt environments. Corrupt rulers may resist prosperity to avoid demands for greater democracy and transparency. This underscores the need for concerted efforts to tackle corruption and improve governance.

In conclusion, the interplay between corruption, poor governance, and economic development is intricate. While demands for better governance often emerge with rising income levels, corrupt regimes may resist such changes. Policymakers must recognize that addressing governance issues is not just a consequence of economic prosperity but a prerequisite for sustained development and improved human well-being.

Mancur Olson's influential paper in 1996 highlighted the inadequacy of economic measures alone in explaining the disparities in growth rates, prompting a shift towards investigating the role of institutions in economic development. Concurrently, cross-country data assessing institutional quality and political science metrics of democratization became available, leading to a substantial body of literature emphasizing the critical importance of institutions in shaping economic outcomes. While I won't delve into an exhaustive summary of this literature, I align with Dani Rodrik's perspective that fundamental economic principles don't neatly align with singular policy prescriptions. Moreover, he posits that initiating growth and sustaining it require distinct policy approaches.

This discussion narrows its focus to research incorporating corruption measures, recognizing that such indices extend beyond quantifying bribes, encapsulating broader aspects of state-business-society relations. Transparency International (TI), an organization advocating global anti-corruption efforts, has been publishing cross-country corruption data since 1995. The data, derived from surveys capturing business and expert perceptions of corruption, also include inquiries about the overall business environment, encompassing red tape and the quality of courts. Respondents rank countries on a scale from excellent to poor. The annual TI indices amalgamate corruption scores averaged over three years, presenting ordinal rankings without specifying the volume, incidence, or impact of corruption. Given variations in underlying surveys, the data isn't conducive to time-series analyses.

The World Bank (WB) has utilized TI's underlying indices to construct its own "graft" index, employing a different aggregation method and encompassing a broader array of countries. Despite some variations in country rankings between the two indices, they exhibit high correlation. While both indices offer valuable insights into the challenges of conducting business globally, caution is warranted in making precise bilateral comparisons between closely ranked countries due to potential shifts in underlying conditions or perceptions. The stability of rankings provides a rough measure of cross-country business difficulties, offering valuable insights into the complex interplay between corruption, institutions, and economic development.

Research utilizing these datasets has consistently revealed a negative correlation between high levels of corruption and diminished investment and economic growth. Corruption has been identified as a deterrent to both capital inflows and foreign direct investment(Mustafa, 2021). According to Wei, an escalation in corruption levels, such

as the transition from relatively clean Singapore to relatively corrupt Mexico, is tantamount to a more than 20-percentage-point increase in the tax rate. This statistical association is observed not only in East Asian countries but also across the broader sample.

Corruption exerts detrimental effects on productivity, hampers the efficacy of industrial policies, and encourages businesses to operate in the informal sector, breaching tax and regulatory laws indicate that a one-point improvement in a country's Transparency International (TI) corruption score leads to a 4% increase in GDP productivity and a 0.5% rise in net annual capital inflows as a percentage of GDP. While extrapolations based on corruption scores should not be interpreted too rigidly due to the complexity of underlying conditions, they underscore the significance of the institutional environment in achieving economic success. For instance, if a country like Tanzania could attain the corruption score of the United Kingdom, its GDP could potentially surge by over 20%, accompanied by a 3% increase in net annual per capita capital inflows as a percentage of GDP (Khalil, 2010).

2.15 Sectoral Strategy for Local Governance: A Case Study

Local governance plays a crucial role in the overall development agenda, with strategic objectives aimed at addressing local needs while contributing to national policy agendas and sustainable development goals. This study explores the strategic objectives of local governance, their policy interventions, and their alignment with national policy agendas and sustainable development goals.

2.16 Strategic Objectives and Their Alignment

Local governance plays a pivotal role in fostering sustainable development, with strategic objectives aimed at addressing local needs while contributing to national policy agendas and sustainable development goals. The strategic objectives encompass various dimensions, including legislative and institutional modernization, empowerment of local authorities, and the development of integrated urban systems (Ministry of Local Governance, 2021).

One of the primary strategic objectives is the development of a modern legislative and institutional framework. This involves organizing regular democratic elections at all levels, reforming the local governance sector, and integrating gender into government policies, programs, and budgets. These efforts aim to enhance decentralization in service delivery, promote civil peace and public security, and ensure respect for principles of diversity, equality, and non-discrimination (Ministry of Local Governance, 2021).

Empowering local authorities to be more financially sustainable and stable is another key objective. This entails expanding the powers of local authorities in tax collection and management of local resources, developing effective systems for transferring tax revenues to local authorities, and strengthening public financial management. The objective also emphasizes human resource development in the civil service sector and the creation of effective, transparent, and accountable institutions at all levels (Ministry of Local Governance, 2021).

Developing integrated urban systems responsive to urban growth requirements and capable of addressing political challenges is also essential. This objective focuses on comprehensive and effective land management, optimal land use, and supporting local

financial resource mobilization methods. It aims to improve services provided to citizens at various levels, with a particular focus on marginalized areas threatened by settlements and East Jerusalem. Additionally, it promotes economic and social positive linkages between urban and peri-urban areas and rural areas, facilitating sustainable and inclusive urbanization and human settlement planning and management (Ministry of Local Governance, 2021).

In conclusion, strategic objectives in local governance are closely aligned with national policy agendas and sustainable development goals. By addressing local needs and challenges while contributing to broader development objectives, these objectives play a crucial role in fostering sustainable development and enhancing the effectiveness of local governance structures.

2.17 Missing Components and Evaluation Methods in the Strategic Plan

The strategic plan for local governance outlines several important sections, including an introduction, analysis of the current situation, review of policies and performance, vision for the future, strategic objectives and outcomes, alignment with national policy agendas and sustainable development goals, and budgeting programs. However, there are some notable gaps and areas where further refinement could enhance the plan's effectiveness.

One significant missing component is a detailed section on stakeholder engagement and participation. While the plan briefly mentions partner analysis, it lacks a comprehensive strategy for engaging key stakeholders, including local communities, civil society organizations, and private sector entities. Inclusive stakeholder engagement is crucial

for ensuring that the strategic objectives reflect the needs and priorities of all relevant actors and for building broad-based support for plan implementation.

Another area that requires attention is the inclusion of specific targets and performance indicators for each strategic objective. While the plan outlines strategic objectives, it does not provide clear benchmarks or metrics for measuring progress towards achieving these objectives. Establishing SMART (Specific, Measurable, Achievable, Relevant, Time-bound) targets and performance indicators is essential for tracking progress, identifying areas for improvement, and ensuring accountability.

Furthermore, the plan could benefit from a more robust evaluation framework to assess the effectiveness of implemented strategies and initiatives. This framework should include regular monitoring and evaluation mechanisms to track progress, evaluate outcomes, and identify lessons learned. Additionally, it should incorporate feedback loops to facilitate continuous improvement and adaptation to changing circumstances.

In conclusion, while the strategic plan for local governance provides a solid foundation for guiding future development efforts, there are opportunities to strengthen its effectiveness. By addressing the missing components outlined above and implementing robust evaluation methods, the plan can better achieve its objectives and contribute to sustainable development at the local level.

2.18 Previous Studies

Sitepu et al. (2023): The Use of Internal and External Environmental Analysis in Strategic Management at SMPN 1 Laubaleng, North Sumatra Province

The primary objective of this study was to analyze the utilization of internal and external environmental analysis in strategic management at SMPN 1 Laubaleng in

North Sumatra Province. Employing descriptive qualitative research methods, including document analysis, observations, interviews, and literature studies, the research focused on SMPN 1 Laubaleng, comprising 566 students and 31 teachers. The results highlighted weaknesses in harnessing internal and external environmental analyses, leading to suboptimal educational quality at SMPN 1 Laubaleng.

Johnsen (2023): Strategic Planning in Turbulent Times: Still Useful?

The objective of this study was to analyze the design and use of strategic planning in public sector organizations in Norway over the past four years and understand how managers perceived its usefulness. Utilizing survey data from 144 public sector organizations, the methodology encompassed examining strategic planning design, usage, and perceived usefulness. The sample comprised 144 public sector organizations in Norway. The results indicated that most central and local government organizations engaged in strategic planning, and managers perceived the net benefit as positive. A multivariate regression analysis revealed positive correlations between perceived usefulness and factors such as prospector adaptation, stakeholder participation, use of management tools, and the ease of the strategic planning process.

Mohammed (2023): The Effects of Strategic Planning on Institutional Performance in Human Resource Management: Case Study at The University of Baghdad

The thesis explores the effects of strategic planning on institutional performance in human resource management at the University of Baghdad. The study uses a survey technique, collecting data from 400 academic and administrative staff. The research examines various dimensions, including the impact of strategic vision, internal and external environment, and monitoring on organizational performance. Results support the positive and significant influence of strategic planning on organizational

performance. The study provides valuable insights into the alignment between strategic planning, institutional performance, and human resource development at the University of Baghdad.

Ahmed (2023): The Effect of Strategic Planning on The Success of E-Learning: Al-Nisour University College as A Case Study

This study investigates the effect of strategic planning on the success of e-learning, using Al-Nisour University College as a case study. The study employs a descriptive analytical approach, utilizing questionnaires and interviews with a sample of 60 teaching staff. The dimensions of strategic planning, including strategic orientation, strategic analysis, and strategic choice, are assessed along with personal, environmental, and system dimensions in e-learning success. Statistical methods, such as the arithmetic mean, standard deviation, and multiple linear regression coefficients, are employed. The findings emphasize the instrumental role of strategic planning in the success of e-learning at Al-Nisour University College. The study contributes to the understanding of strategic planning's relevance in the context of e-learning initiatives.

Abraheem (2022): The Impact of Strategic Planning on Improving Job Satisfaction: A Case Study of University of Misan

This paper aimed to highlight the impact of strategic planning on improving job satisfaction at the University of Misan. The methodology involved investigating the impact of strategic planning on job satisfaction, considering personal characteristics such as sex, age, academic achievement, and years of experience. The sample consisted of members of the research sample at the University of Misan. The results emphasized the role of strategic planning in enhancing job satisfaction, with no statistically significant differences observed based on personal characteristics. The findings

provided insights that could be used to conceptualize improvements in staff job satisfaction at the University of Misan, contributing to overall organizational performance.

Astika & Suharyo (2021): Internal and External Environmental Strategy Analysis using SWOT Matrix and QSPM.

The research aimed to develop internal and external environmental strategies applicable to the Primary Naval Cooperative Institutions company (PNCI). Using the SWOT matrix and Quantitative Strategic Planning Matrix (QSPM), the methodology focused on formulating alternative strategies to maintain PNCI's image, facilities, product quality, consumer attraction, management and cooperation improvement, service delivery, technological utilization, and market segmentation. The study did not specify a sample but concentrated on proposing strategies for PNCI. The results recommended a set of strategies for PNCI, emphasizing image maintenance, quality service, management improvement, and technological utilization.

Ramzaeva et al. (2021): Analysis of the Internal and External Environment Affecting the Company's Financial Strategy.

This study aimed to conduct a comprehensive analysis of internal and external factors influencing a company's financial strategy. The methodology employed a combination of PEST and SWOT analysis, alongside stress testing, to evaluate the internal and external environmental factors affecting financial strategies. While the study did not specify a sample size, it focused on the conceptual analysis of financial strategy. The results underscored the necessity for companies to prioritize external factors due to their unpredictable nature. The study recommended a systematic integration of methods for a more effective assessment of financial strategies.

Rusu (2021): The Effect of Internal and External Factors on Strategic Management for Innovation Processes at The Company Level

Rusu's study explores the effect of internal and external factors on strategic management for innovation processes at the company level. The methodology identifies structural interactions of internal and external factors within the context of strategic management for innovation processes. Though the study does not specify a sample, it concentrates on the company level. The results contribute by establishing a hierarchy for factors originating from the internal and external environment within the strategic management framework for innovation processes at the company level.

Dowsett (2020): Global University Rankings and Strategic Planning: A Case Study of Australian Institutional Performance

Dowsett's (2020) study focused on the impact of strategic planning tools on institutional performance, specifically in the context of international universities aiming to boost their global rankings. The research explored the strategic approaches of selected universities in responding to annual rankings. The findings suggested that strategic direction changes could significantly enhance a university's market position and rating. Dowsett's contribution lies in the exploration of how strategic planning tools can positively influence institutional performance, particularly in the realm of academic classifications. The study involved querying employees and administrators to develop administrative methods supporting the university's academic goals.

Shatilo (2020): The Impact of External and Internal Factors on Strategic Management of Innovation Processes at Company Level

Shatilo's study focuses on examining the impact of external and internal factors on the strategic management of innovation processes at the organizational level. The

methodology investigates the organizational impact of these factors, emphasizing the necessity for strategic management of innovation processes. While the study does not specify a sample, it centers on the organizational level of companies. The results highlight the determination of structural interactions between external and internal factors and the construction of a classification of these factors within the context of strategic management of innovation processes.

Haraj & Hameed (2019): Impact of Strategic Planning on Human Resources Management Practices: An Empirical Study of Iraq

Haraj and Hameed's study investigates the impact of strategic planning on human resources management (HRM) practices, focusing on the Ministry of Electricity in Iraq. The objectives include examining the relationship between strategic planning and HRM practices, with specific constructs like strategic analysis, strategic attitude, strategic selection, selection, training, incentives, and performance evaluation. The study employs a quantitative approach, distributing 100 questionnaires among managers and analyzing the data using SPSS software. The findings reveal a significant positive relationship between strategic planning and HRM practices, emphasizing the importance of effective strategic planning for enhanced HRM practices.

Indris & Primiana (2015): Internal and External Environment Analysis on The Performance of Small and Medium Industries (SMES) In Indonesia

This study sought to determine the influence of internal and external environmental analyses on the performance of Small and Medium Industries (SMEs) in Indonesia. Utilizing a theoretical approach and secondary data from existing literature, the study did not specify a sample but provided theoretical evidence indicating a significant relationship between internal and external analyses and SME performance in Indonesia.

Khan Et Al. (2015): A Critical Analysis of Internal and External Environment of Apple Inc

This study aimed to conduct a critical analysis of the internal and external environment of Apple Inc., focusing on governance, social responsibilities, and conflict resolution in business strategies. The methodology employed various tools, including SWOT analysis, PESTLE analysis, BCG matrix, and Porter's five forces model, to comprehensively evaluate Apple Inc.'s corporate governance, corporate social responsibility, and strategies. The study did not specify a sample but centered on the critical analysis of Apple Inc. The results underscored strategic values, weaknesses in corporate governance, social responsibility issues, and provided recommendations for improvement, including intensive investment, decreased product prices, increased market share, and diversified board membership.

Kraja& Osmani (2015): Importance of External and Internal Environment in Creation of Competitive Advantage to SMEs (Case of SMES, in the Northern Region of Albania)

The main objective of this research was to demonstrate the importance of external and internal factors in creating a competitive advantage for SMEs in the Northern Region of Albania. Using a combination of qualitative and quantitative methods, including regression analysis, the study involved a sample of 460 participants from various small and medium enterprises in Northern Albania. The results revealed that both external and internal factors positively influenced the competitive advantages of SMEs, with external factors exerting a greater impact than internal factors on SME success.

Dominic& Theuvsen (2015): The Impact of External and Internal Factors on Strategic Management Practices of Agribusiness Firms in Tanzania

Dominic and Theuvsen's study set out to investigate the impact of external and internal factors on the strategic management practices of agribusiness firms in Tanzania. The methodology integrates insights from industrial organization and resource-based views, utilizing empirical data from a sample of 229 agribusiness firms in Tanzania. The results reveal that effective strategic actions are closely tied to the capabilities of firm managers, with external factors, such as access to public infrastructure, showing a less significant influence on strategic management practices within the context of Tanzanian agribusiness firms.

Cania (2014): The Impact of Strategic Human Resource Management on Organizational Performance

Cania's research utilized strategic planning for human resources to evaluate organizational performance. The study emphasized the importance of aligning human resource strategy with organizational goals. Strategic human resource management emerged as a detailed approach linked to overall organizational strategy. The research emphasized the critical role of HR strategy in talent acquisition, with a notable impact on organizational performance. The findings revealed a significant improvement in performance for firms implementing strategic human resource management. This research contributes to understanding the impact of human resource strategy on universities and explores the potential for enhancing university performance through strategic HR activities.

Mahmood (2012): Contextual Factors Influencing Strategic Decision-Making Processes: A Critical Analysis.

Mahmood's work is a comprehensive review of empirical and theoretical studies focusing on the impact of contextual factors on strategic decision-making processes. The study aims to determine the real impact of contextual factors, such as cognitive conflict, cognitive diversity, industry characteristics, and organizational dimensions, on the strategic decision-making process. Mahmood critically assesses existing literature, highlighting contradictions and limitations in previous findings related to these contextual factors. The research contributes to a deeper understanding of the nuances surrounding strategic decision-making processes and the diverse contextual elements influencing them.

Türkay et al. (2011): Strategic Analysis of The External Environment and The Importance of The Information: Research on Perceptions of Hotel Managers

Türkay and colleagues investigate the strategic analysis of the external environment and the importance of information, with a specific focus on hotel managers' perceptions. The methodology involves a research approach to gather hotel managers' perceptions regarding different types of information from the external environment. The sample consists of hotel managers. The results underscore the crucial importance of information gathering for competitive advantage, particularly highlighting the significance of technological environment information and customer satisfaction levels for hotels.

Young (2009): Strategic planning in education in Manitoba

Young's study explored the application of strategic planning in business science and its feasibility in the education sector, focusing on schools in Winnipeg. The research assessed the compatibility of school department activities with the strategic planning

cycle. The findings indicated that strategic planning is effective in Winnipeg school districts. Young's contribution extends to analyzing the broader role of strategic planning in education, spanning from schools to universities, and evaluating its overall impact on the educational landscape.

Gasparotti (2009): The Internal and External Environment Analysis of Romanian Naval Industry with SWOT Model

Gasparotti's study aims to conduct a comprehensive internal and external environment analysis of the Romanian naval industry, employing the SWOT model. The methodology involves the strategic use of SWOT analysis to identify potential, set priorities, and create a shared vision for the industry's development strategy. Although the study does not specify a sample, it centers its analysis on the Romanian naval industry. The results underscore the critical importance of SWOT analysis in evaluating internal and external factors, particularly in the economic, social, political, legislative, and pressure group aspects, providing valuable insights for informed strategic decision-making in the industry.

Chang (2008): Strategic Planning in Education: Some Concepts and Methods. In Directions in Educational Planning: Symposium to Honour The Work of Françoise Caillods

Chang's research aimed to enhance national education systems strategically, employing strategic planning to identify objectives, outputs, strategies, responsibilities, and timelines. The study emphasized the intricate nature of educational issues, asserting that strategic planning concepts and procedures are enablers but not sufficient on their own. Governments need restricted educational policies and specific tactics to address wide social needs effectively. The study's contribution lies in recognizing the role of strategic

planning in education and its limitations, encouraging a more nuanced approach to address complex educational challenges.

2.19 Comparative Analysis and Unique Aspects of the Current Study

Commonalities Across Studies:

1. **Focus on Strategic Planning:**

   - Most of the previous studies, as well as the current one, center around the impact and effectiveness of strategic planning in various contexts.

2. **Utilization of Environmental Analysis:**

   - Previous studies, such as Sitepu et al. (2023) and Mohammed (2023), have explored the utilization of internal and external environmental analyses. This aligns with the focus on the internal and external environment in the current study.

3. **Application of Strategic Management:**

   - Many studies, including Shatilo (2020) and Dominic & Theuvsen (2015), delve into the strategic management of innovation processes, echoing the strategic focus of the current study.

4. **Empirical Research Methods:**

   - Both the current study and several previous studies, like Haraj & Hameed (2019) and Gasparotti (2009), employ empirical research methods such as surveys, interviews, and data analysis to draw conclusions.

2.20 Points of Divergence:

1. **Contextual Differences:**

   - Each study operates within a specific context, whether it's the educational sector, naval industry, or human resource management. The differences in contexts contribute to varied findings and recommendations.

2. **Geographical Variation:**

   - Studies vary geographically, encompassing regions such as North Sumatra Province, Iraq, Indonesia, Norway, and Palestine. This geographic diversity introduces different political, economic, and cultural factors influencing strategic planning.

3. **Sector-Specific Analyses:**

   - Gasparotti (2009) and Shatilo (2020) focus on specific industries (Romanian naval industry and organizational innovation, respectively), while the current study concentrates on national policies in Palestine. This divergence indicates a varied application of strategic planning across sectors.

Unique Aspects of the Current Study:

1. **National Policy Agenda (NPA):**

   - The current study uniquely centers around the National Policy Agenda (2017-2022) in Palestine, specifically evaluating the impact of internal and external environments on its strategic objectives. This focus on national policies adds a governmental and policy-making dimension to the research.

2. **Triangulation Strategy:**

- The current study employs a triangulation strategy, combining qualitative and quantitative methods to enhance validity. This approach distinguishes it from studies that may solely rely on one method.

3. **Lesson Learning and Criteria for National Plans:**

- The inclusion of objectives related to extracting lessons learned and identifying criteria for drafting implementable national plans sets the current study apart. This forward-looking aspect contributes to the practicality and applicability of the research.

4. **Mixed Research Design:**

- The proposed mixed research design in the current study, incorporating diagnostic, descriptive, and correlational approaches, offers a comprehensive framework for addressing the research problem.

In summary, while the current study shares commonalities with previous research in terms of its strategic focus and empirical methods, its unique focus on a national policy agenda, triangulation strategy, and specific objectives related to lesson learning and criteria for national plans distinguish it within the academic landscape. The geographical and sectoral diversity across studies enriches the collective understanding of the nuances of strategic planning in different contexts.

Chapter Three

Methodology

3.1 Research Strategy

Explanation of Triangulation Strategy: Triangulation strategy involves the utilization of multiple datasets, methods, theories, or investigators to address a specific research question. In the context of this study, employing triangulation aims to enhance the validity and credibility of the findings. The strategy encompasses both qualitative and quantitative methods, creating a mixed approach for a more comprehensive understanding.

Advantages of Triangulation in Enhancing Validity and Credibility: Triangulation offers several advantages in the research process. By combining various sources and methods, it helps to validate and cross-verify research findings, reducing the likelihood of bias. The inclusion of diverse perspectives and approaches enhances the robustness of the study, contributing to the overall credibility of the research outcomes.

3.2 Research Approach

Planning for Data Collection, Analysis, and Interpretation: The research approach entails meticulous planning for every aspect of the study, from data collection to analysis and interpretation. This includes outlining the methods and tools for gathering data, determining the analytical techniques, and establishing frameworks for interpreting the results. The approach ensures a systematic and organized execution of the research process.

Consideration of Research Problem Nature in Approach Selection: The selection of the research approach is contingent upon the nature of the research problem. Understanding

the intricacies of the issue at hand is crucial in determining the most suitable methods for investigation. The approach adopted aligns with the specific characteristics and requirements of the research problem to ensure relevance and effectiveness.

3.3 Research Design

Definition and Purpose of Research Design: Research design serves as the blueprint for the study, outlining the overall structure and organization. It defines the objectives of the research, methods of data collection, and the framework for analysis. The purpose is to harmonize the understanding of the research aim and provide a structured guide for conducting the study.

Mixed Design Incorporating Diagnostic, Descriptive, and Correlational Research: The proposed research design for this study is a mixed design, integrating diagnostic, descriptive, and correlational research elements. This inclusive design allows for a multifaceted exploration of the internal and external environment related to the National Policies Agenda (NPA). Diagnostic components help identify issues, descriptive elements provide a detailed account, and correlational aspects establish relationships between variables, collectively offering a comprehensive analysis.

3.4 Application of the Methodology

3.4.1 Preparation Phase

Initial Meetings with Primary Stakeholders: The preparation phase initiates with crucial engagements through initial meetings with primary stakeholders. These stakeholders include ministries and official experts involved in the formulation of the National

Policies Agenda (NPA). The primary objectives of these meetings are to assess the availability of relevant documents and initiate the process of initial literature collection.

Purpose: Assessing Document Availability and Initial Literature Collection: During the initial meetings, the focus is on evaluating the accessibility of pertinent documents related to the NPA. This involves discussions with key stakeholders to understand the scope and availability of relevant materials. Simultaneously, the phase initiates the collection of initial literature to lay the foundation for the subsequent stages of the study.

Preparation of Research Protocol: A pivotal step in the preparation phase involves the development of a comprehensive research protocol. This document incorporates literature, reports, and guidelines for knowledge production. It serves as a roadmap, outlining the procedures for data collection, analysis, and interpretation, ensuring a systematic and structured approach to the research.

3.4.2 Implementation Phase

Desk Review of Available Assessments: The implementation phase commences with a desk review of available assessments. This involves a meticulous examination of reports, theoretical articles, and previous national plans. The aim is to gather comprehensive insights into the existing knowledge landscape and to identify gaps that will guide the subsequent research activities.

Data Collection through Review of Reports, Theoretical Articles, and Previous National Plans: Building on the desk review, data collection involves a thorough examination of reports, theoretical articles, and past national plans. This process

contributes to the accumulation of relevant information, setting the stage for a nuanced understanding of the internal and external environment in relation to the NPA.

Identification of Knowledge Gaps Based on Literature Review: The literature review guides the identification of knowledge gaps. By synthesizing information from various sources, the study aims to pinpoint areas where existing knowledge is insufficient or unclear. This step is crucial for refining the research focus and ensuring that the study addresses pertinent gaps in the current understanding.

Stakeholder Meetings: Stakeholder engagement includes semi-structured interviews with a diverse group, comprising experts, officials, representatives from non-governmental organizations (NGOs), and the private sector. These meetings provide valuable perspectives, ensuring a holistic exploration of the internal and external factors influencing the NPA.

Data Processing and Knowledge Management

In-Depth Analysis of Indicators (Political, Social, Economic, and Environmental Tensions): The data processing and knowledge management stage involve an in-depth analysis of indicators related to political, social, economic, and environmental tensions. This analytical process aims to derive meaningful insights from the collected data, enabling a nuanced understanding of the complexities surrounding the NPA and contributing to the formulation of informed recommendations.

Interview Design

The interviews were divided into two parts, a section for ministries sectoral policies and a section on non-governmental organizations (NGOs). The interviewees were asked some questions about their sectoral policy, opinion, and suggestions regarding their achievements on the strategic objectives of the National Policies Agenda (NPA). Then,

through previous studies, several important factors in the Palestinian context were collected for the success of the implementation of the policies in achieving the strategic objectives of the National Policies Agenda (NPA), It was discussed with experts if it achieves the strategic objectives or not.

The interviewees were asked to categorize the goals and assess the obstacles that might affect the implementation of the plans.

3.5 Study Population and Sample

A convenience sample of 29 people, who were employees of different ministries, was chosen to meet the study's objectives. The sample's attributes are illustrated in the subsequent tables:

Table (3.1): Samples Attributes of the Study Sample.

Items	Frequency	Percent
General Secretariat for the Council of Ministers	1	3.6%
The Ministry of Public Works and Housing	1	3.6%
Ministry of Agriculture	3	10.7%
The Ministry of Tourism and Antiquities	1	3.6%
Palestinian Electricity Transmission Company	1	3.6%
Ministry of Finance	1	3.6%
Supreme Council for Youth and Sports	1	3.6%
West Bank Water Department	1	3.6%
Energy and Natural Resources Authority	2	7.1%
Water Authority	2	7.1%
Local Authorities Development and Lending Fund	1	3.6%

Council of Ministers	1	3.6%
Land and Water Settlement Authority	1	3.6%
Anti-Corruption Commission	1	3.6%
Ministry of National Economy	1	3.6%
Ministry of Social Development	1	3.6%
Ministry of Local Government	6	21.4%
Ministry of Labor	2	7.1%
Total	**29**	**100%**

Table (3.2): Job Title of the Participants

Items	**Frequency**	**Percent**
Manager	2	7.1%
Director of Project Management	1	3.6%
Planning Director	1	3.6%
Director of Planning and Programs	1	3.6%
Director of the Infrastructure Department	1	3.6%
Director of the Planning Department	1	3.6%
Director of the Strategic Planning Department	1	3.6%
Director of the Planning and Training Department	1	3.6%
Director of the Projects Department for Ramallah and Al-Bireh Governorate	1	3.6%
Director of the Grants and Foreign Aid Department	1	3.6%
Director of the Water Department	1	3.6%
Director general	6	21.4%
Director General of Planning and Policies	1	3.6%

Director General of Planning and Information	1	3.6%
Director General of Financial and Administrative Affairs	1	3.6%
Advisor to the Minister on reform issues	1	3.6%
Planning unit coordinator	1	3.6%
Planning Engineer	1	3.6%
administrative employee	2	7.1%
Planning officer	1	3.6%
Assistant Undersecretary	1	3.6%
Total	**29**	**100%**

Table (3.3): Years of Experience for the Sample

Items	**Frequency**	**Percent**
less than five years	2	7.1%
5-10	3	10.7%
11-16	5	17.9%
17-22	2	7.1%
more than 22 years	17	57.1%
Total	**29**	**100%**

The data collection tool was through studies and interviews with five experts and persons specialized in the field of strategic planning for ministries sectoral strategies. These interviews identified the analysis of the internal and external environment in achieving the strategic objectives of the national policies agenda (NPA). The interviews were as follows:

Table (3.4): Information of Interviewees

No.	Organization	Participants	Job tittle
1.	Ministry of Local Governance (MOLG)	Eng. Ohoud Inayah	Director of the Strategic Planning Department
2.	Ministry of Agriculture (MOA)	Mr. Hassan Ashqar	Director of the Strategic Planning Department
3.	Environmental Quality Authority	Mrs. Shereen Zeidan	Director of the Strategic Planning Department
4.	Prime Minister's office	Dr. Stephan salameh	Advisor to the Prime Minister for Planning and Aid Coordination Affairs
5.	Ministry of economy	Rashad Yousef	Director of the Strategic Planning Department

3.6 Statistical Methods

To verify the research questions, the researcher utilized the Statistical Package for the Social Sciences (SPSS), specifically version 26, employing frequencies.
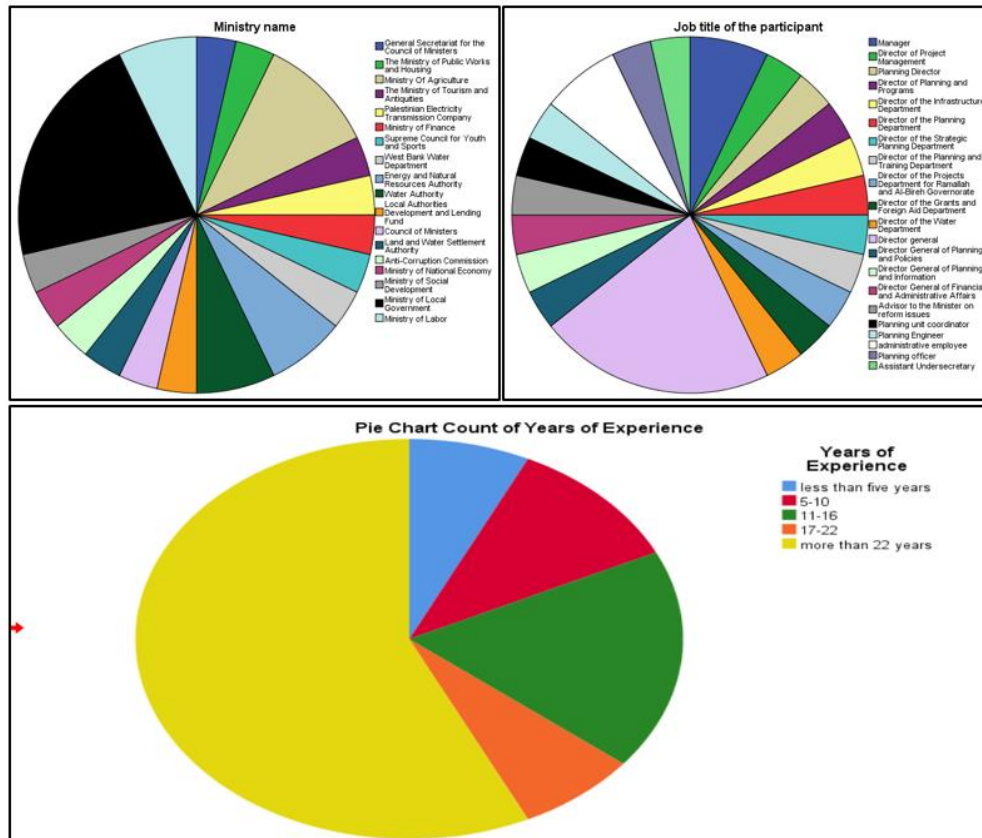
Figure (3.1): The Demographic Distribution of Sample Characteristics Includes the Name of the Ministry, Job Type, and Years of Experience.

Chapter Four

Data Analysis & Results

4.1 Questionnaire Results

- Q1: How does the existence of a strategic plan for the ministry and the perceived importance of having one impact the overall approach to achieving the National Plan of Action (NPA)?

Table (4.1): The answers of Q1 part 1.

Is there a strategic plan for the ministry?

Items	Frequency	Percent
Yes	29	100%

Table (4.2): The Answers of Q1 Part 2.

How Important is it to have a Strategic Plan for the Ministry?

Items	Frequency	Percent
Slightly unimportant	1	3.6%
Important	7	25.0%
very important	21	71.4%
Total	**29**	**100%**

Table (4.1) shows that the ministry has a strategic plan in place, as evidenced by 100%of affirmative responses. Additionally, Table (4.2) shows how important respondents believe having a strategic plan to be, with 71.4% of them ranking it as very important. This shows that the overall strategy for accomplishing the National Plan of Action (NPA) is positively shaped by the presence of a strategic plan and its perceived

importance. This aligns with previous research that emphasized the crucial role of strategic planning in accomplishing organizational goals.

In conclusion, the questionnaire results indicate a strong alignment between the existence of a strategic plan for the ministry and its perceived importance, with all respondents affirming the presence of such a plan and a significant majority (71.4%) considering it to be very important. This underscores the pivotal role of strategic planning in shaping the overall approach to achieving the National Plan of Action (NPA) within the ministry. As a researcher, these findings highlight the critical importance of strategic planning as a foundational element in guiding organizational efforts towards accomplishing overarching objectives. Moreover, it underscores the need for continued emphasis on strategic planning practices to ensure effective implementation of national-level initiatives and optimize organizational performance.

- Q3: To what extent do the uncertainties of external and internal environment components have an impact on the implementation of the NPA?

Table (4.3): The Answers of Q3.
A large Percentage of the Strategic Objectives Contained in the Ministry's Strategic Plan have been Achieved.

Items	Frequency	Percent
Disagree	1	3.4%
Neutral	7	24.1%
Agree	21	72.4%
Total	**29**	**100%**

According to Table 8, the Ministry's strategic plan's goals have been significantly met. More specifically, 72.4% of respondents concur that a sizable portion of these goals

have been reached, with only 3.4% disagreeing. This information suggests that the National Plan of Action's (NPA) effective implementation has not been severely hampered by uncertainties in either the internal or external environment components, this contrasts with findings by Sitepu et al. (2023), who noted suboptimal outcomes due to weaknesses in internal and external environmental analyses. The positive outcomes in this study suggest that the ministry has effectively navigated uncertainties, showcasing adaptability in NPA implementation.

In conclusion, the findings from the analysis of Q3 suggest that the uncertainties of both external and internal environmental components have not significantly hindered the implementation of the National Plan of Action (NPA). The majority of respondents (72.4%) agree that a substantial portion of the Ministry's strategic plan objectives have been achieved, indicating successful progress towards NPA goals. This contrasts with previous research by Sitepu et al. (2023), highlighting the ministry's effective management of uncertainties and its ability to adapt to changing circumstances. As a researcher, these results underscore the importance of robust strategic planning processes and organizational resilience in overcoming environmental challenges and driving successful implementation of national initiatives. Additionally, they emphasize the need for ongoing monitoring and evaluation to ensure continued alignment with strategic objectives and optimize outcomes.

- Q4: To what extent (What is the weight) of each component of external and internal environment has impact on the implementation of NPA?

Table (4.4): The answers of Q4
The Implementation of the Strategic Plan is Evaluated through:

Items	Frequency	Percent
External evaluator	11	39.3%
Internal evaluator	18	60.7%
Total	**29**	**100%**

Table 9 indicates that internal evaluators carry out 60.7% of the strategic plan's evaluation processes, while external evaluators finish the remaining 39.3% of the activities. This distribution suggests that using the internal entity's experiences and expertise should be given more weight when assessing the effectiveness of implementation. It emphasizes the relevance of internal forces and their major impact on attaining the objectives of the National Plan of Action (NPA).

Supporting the findings of Mahmood (2012) and Dominic & Theuvsen (2015), who underlined the role of internal elements in strategic decision-making processes and strategic management techniques, respectively.

In conclusion, the results from the analysis of Q4 highlight the significant role of internal evaluators in assessing the implementation of the strategic plan, comprising 60.7% of the evaluation processes compared to 39.3% conducted by external evaluators. This distribution underscores the importance of leveraging internal expertise and insights in evaluating the effectiveness of NPA implementation efforts. As a researcher, these findings emphasize the value of utilizing internal resources effectively and recognizing the expertise within the organization when evaluating strategic initiatives. Additionally, they suggest the need for organizations to prioritize internal evaluation mechanisms to optimize strategic planning and implementation processes.

- Q5: To What Extent have Obstacles Hindered the Implementation of the Ministry's Policy Objectives?

Table (4.5): The Answers of Q5.

To What Extent/Extent do Obstacles Impede the Implementation of the Ministry's Policy Objectives?

Items	Frequency	Percent
30-50%	5	17.2%
50-70%	21	72.4%
70-100%	3	10.3%
Total	**29**	**100%**

Based on Table 10, a substantial majority of survey respondents, constituting 72.4%, perceive obstacles to have a noteworthy impact, ranging from 50 to 70%. In contrast, 17.2% of participants express the view that obstacles moderately impede implementation, falling within the range of 30 to 50%. Additionally, 10.3% of survey participants assert that obstacles pose a significant barrier, falling within the higher range of 70 to 100%. These findings underscore the challenges faced in achieving the policy objectives of the ministry, illustrating the considerable influence of hindrances on the implementation process of the National Plan of Action (NPA). This aligns with the challenges outlined in the study conducted by Ramzaeva et al. (2021), which emphasized the need to address both internal and external obstacles to ensure the successful implementation of policies.

In conclusion, the analysis of Q5 reveals the significant hurdles encountered in the implementation of the ministry's policy objectives. The majority of respondents perceive obstacles to have a substantial impact, with 72.4% indicating that impediments

range from 50 to 70%. This highlights the considerable challenges faced by the ministry in executing its policy objectives effectively. As a researcher, these findings underscore the importance of recognizing and addressing obstacles to enhance the success of policy implementation efforts. Moreover, they emphasize the need for proactive strategies to overcome barriers and ensure the realization of the National Plan of Action (NPA) objectives.

- Q6: What were the role of primary and secondary stakeholders of the NPA?

Table (4.6): The Answers of Q6 Part 1
Does the Ministry Participate in Preparing the National Policy Agenda?

Items	Frequency	Percent
Yes	25	85.7%
No	4	14.3%
Total	29	100%

Table (4.7): The Answers of Q6 Part 2.
Is There A Consultative Approach with the Ministry in Developing the National Policy

Agenda?

Items	Frequency	Percent
Yes	26	89.7%
No	3	10.3%
Total	29	100%

According to Table 11, the Ministry actively contributes to creating the national policy agenda, as indicated by the strong majority of 85.7%. This outcome is consistent with the research conducted by Dowsett (2020) and Kraja & Osmani (2015), which

highlighted the importance of stakeholder engagement in gaining a competitive edge and improving institutional performance.

Furthermore, Table 12 shows that 89.7% of respondents indicated that a consultative approach is used in the development of the national policy agenda. These results underscore the importance of a consultative and inclusive approach in the policy development process and the cooperative efforts and involvement of stakeholders, both inside and outside the ministry, in shaping the NPA.

In line with the findings of Kraja & Osmani (2015) and Dowsett (2020), emphasizing stakeholder involvement in creating a competitive advantage and enhancing institutional performance.in line with the findings of Kraja & Osmani (2015) and Dowsett (2020), emphasizing stakeholder involvement in creating a competitive advantage and enhancing institutional performance line with the findings of Kraja & Osmani (2015) and Dowsett (2020), emphasizing stakeholder involvement in creating a competitive advantage and enhancing institutional performance line with the findings of Kraja & Osmani (2015) and Dowsett (2020), emphasizing stakeholder involvement in creating a competitive advantage and enhancing institutional performance.

In conclusion, the findings from Q6 underscore the active role of both primary and secondary stakeholders in shaping the National Plan of Action (NPA). The Ministry's high participation rate in preparing the national policy agenda, as evidenced by 85.7% of respondents, underscores its commitment to contributing to the policy-making process. Additionally, the overwhelming majority (89.7%) indicating a consultative approach in developing the national policy agenda emphasizes the importance of inclusivity and collaboration among stakeholders. As a researcher, these results underscore the significance of stakeholder engagement in policy development,

highlighting the need for continued efforts to foster cooperation and involvement among

stakeholders to ensure the effectiveness and inclusivity of policy initiatives.

- Q7: To what extent do stakeholder perceptions regarding the achievability of the NPA?

Table (4.8): The Answers of Q7 Part 1.
To What Extent/Scope do You Think the Ministry's Strategic Objectives are Achievable

Items	Frequency	Percent
Slightly unimportant	2	7.4%
Average importance	11	37.0%
Important	15	51.9%
very important	1	3.7%
Total	**29**	**100%**

Table (4.9): The answers of Q7 Part 2.
To What Extent does the Ministry's Strategic Plan Align with the National Policy

Agenda?

Items	Frequency	Percent
30-50%	1	3.4%
50-70%	10	34.5%
70-100%	18	62.1%
Total	**29**	**100%**

Table (4.10): The Answers of Q7 Part 3.

The Ministry's Participation is Effective and has an Impact in Writing the National

Policy Agenda.

Items	Frequency	Percent
Disagree	1	3.4%
Neutral	8	27.6%
Agree	17	58.6%
Strongly agree	3	10.3%
Total	**29**	**100%**

According to Table 13, 51.9% of respondents believe that it is critical to make the ministry's strategic objectives attainable, highlighting the need of establishing realistic goals in order to guarantee successful execution. Table 14 shows that 62.1% of respondents think there is a 70–100% alignment between the ministry's strategic plan and the national policy agenda. This demonstrates cooperation in efforts and deeds to fulfill the National Plan's goals.

According to Table 15, 58.6% of respondents said the ministry has a significant and effective influence on the national policy agenda. This affirmative confirmation highlights the ministry's effective influence in establishing the directions and guidelines of national policies, highlighting the significance of the ministry's role in developing action plans and shaping national policies.

In summary, the findings from Q7 shed light on stakeholders' perceptions regarding the achievability of the National Plan of Action (NPA) and the alignment of the Ministry's strategic objectives with the national policy agenda. The majority of respondents emphasized the importance of setting realistic goals, with over half (51.9%) considering it important to ensure the attainability of the Ministry's strategic objectives. Moreover, a

significant percentage (62.1%) indicated a high level of alignment (70-100%) between the Ministry's strategic plan and the national policy agenda, underscoring collaborative efforts towards achieving common goals.

Furthermore, stakeholders perceive the Ministry's participation as effective in shaping the national policy agenda, with 58.6% expressing agreement or strong agreement. This highlights the Ministry's influential role in guiding the direction of national policies and underscores the significance of its contributions to the development and implementation of the NPA. As a researcher, these findings underscore the importance of stakeholder engagement and cooperation in driving policy effectiveness and achieving national development objectives.

- Q8: What were the main lessons learnt?

Table (4.11): The Answers of Q8 part 1.
How Often has the Implementation of the Strategic Plan Been Monitored?

Items	Frequency	Percent
Only when the implementation phase is completed	10	35.7%
every year	15	50%
Every six months	4	14.3%
Total	**29**	**100%**

Table (4.12): The Answers of Q8 Part 2.

How do you Deal with Final Evaluation and Monitoring?

Items	Frequency	Percent
Considering the recommendations contained in the upcoming strategic plan	28	96.6%
Change the implementation model	1	3.4%
Total	**29**	**100%**

Table (4.13): The Answers of Q8 Part 3.

How is Effectiveness Measured?

Items	Frequency	Percent
Cost versus benefit indicators	2	7%
Values achieved	16	56%
Sustainability	5	16%
Long term effect	2	7%
Other	4	14%
Total	**29**	**100%**

Table (4.14): The Answers of Q8 Part 4.

Do they inform the Ministry of the Latest Developments When the Implementation

Phase Begins?

Items	Frequency	Percent
Yes	27	93.1%
No	2	6.9%
Total	**29**	**100%**

Table 14.4 provides insights into the effectiveness metrics, with a significant emphasis

on values achieved at 56%. This signifies a concentration on tangible outcomes and

impact, while considerations of sustainability, long-term effects, and other indicators contribute to a comprehensive assessment.

Concluding the analysis, Table 19 highlights that a substantial majority (93.1%) of stakeholders communicate the latest developments to the Ministry at the initiation of the implementation phase, underscoring the crucial role of communication and collaboration throughout the implementation process. These collective findings underscore a dedication to continuous improvement, adaptability, and stakeholder involvement in the ongoing evaluation and learning processes.

Although all government agencies carry out the strategic planning process, there are impediments in the internal and external environment that limit the realization of the plans' strategic objectives, such as:

1- Within the internal environment:

The analysis shows that a high percentage believes that planning is very important, but the internal environment does not help in implementing the plan due to a different understanding of the nature of goals and, to some extent, a lack of implementation between activities and plans due to external factors and funding availability.

According to the findings, 27.5% of respondents disagree or are unsure if the strategic goals are being met. This represents a diverse internal environment in comprehending the outcomes of the plans. According to the data, 74.4% feel the results were attained.

This demonstrates that 89.6% feel that the plans represent at most 7% of the goals.

2- External factors like as funding and political objectives might hinder strategy planning and implementation.

- Funders' inability to stick to grant timeframes causes significant confusion in assessment and follow-up strategies.

- There are significant differences in pledged and actual funds, resulting in the failure to implement the national agenda as anticipated.

- Political developments have resulted in a lack of concordance between bankers' ambitions and the national agenda, reflecting and increasing social, economic, and political uncertainties.

- The performers believe that it is impossible to attain all of the aims, with a 44.4% percentage. They discovered the percentage to be disproportionate, which was reflected in the responses of the principal actor.

(The government).

The number of neutrals who believe that involvement in drafting the national agenda is important and effective is high, which indicates either their belief of incapacity or their lack of understanding about the national agenda.

The troubling aspect is that the follow-up and assessment procedure occur at the conclusion of each step of the plans, despite the fact that follow-up must be periodic in order to remedy aberrations before they become irreversible.

The criteria used in review and follow-up do not rely on indicators on a regular basis, which means we measure indicators over a lengthy period to evaluate how they are changing, particularly sustainability sub-indicators.

4.2 Interviews Results

The Ministry of Local Government is one of Palestine's most important ministries.

The researcher held an interview with the Ministry's General Director of Policies and Planning and asked her several questions in this context before opening the door for dialogue and discussion. First, we discussed the ministry's strategy and vision, which is

centered on building good governance, involving the community in decision-making, and providing services that are transparent and just for all.

The researcher inquiries about the ministry's strategic goals, the general director explained that the ministry has five strategic goals that deal with financial aspects, the local economy, legislative and policy reform, as well as urban planning, providing services, and getting closer to citizens, and they are as follows:

(1) "Developing a modern legislative and institutional framework"

(2) "Enabling local authorities to be more sustainable and financially stable"

(3) "An integrated urban system responsive to the requirements of urban growth and capable of facing political challenges."

(4) "Local authorities play a catalytic and supportive role in stimulating local economic development."

(5) "Improving the quality of services provided to citizens"

However, she said that the ministry employs a variety of techniques relating to each strategic axis of its operations, such as:

- "Accountability Guide and Tools," a participatory development planning tool, is used to guide development activity.

- On the financial front, there is the read budget, as well as the disclosure of both.

- In the economic area, "Guidelines and Regulations" are tools to stimulate public-private partnerships (local authorities).

The researcher required to gain insight about the most significant challenges that the ministry faced in accomplishing the strategic objectives of the national policy agenda. There are various levels of obstacles, some of which are external.

1- Occupation: "Control of the land prevents planning and expansion of cities/projects are prevented and threatened in Area C and behind the wall...etc."

2- Fluctuation of external funding: A large part of achieving development goals depends on external funding, which has been declining for some time due to funding transfers to other regions and countries on the one hand, and financing of the local government sector is linked to strategies carried out by each supporting institution, which may change in the next strategy. For example, the sector has seen the departure of US investment for political reasons, and we are currently experiencing the shift of Japanese funding to new projects.

3- Social and cultural influences: whether by local governments and their willingness to embrace reforms or implement new regulations, or by citizens in terms of awareness.

4- The partners' varied priorities and cooperation issues

Internal difficulties are related to:

Low financial capacity - The Ministry's lack of technological capabilities and logistics (such as moving vehicles...)

We mentioned effective resources in developing the ministry's policy in this regard.

The Ministry bases its policy on studying and diagnosing reality and the problem. Local authorities and implemented projects are critical sources of lessons gained that drive the Ministry's guidelines. Another source of policy guidance is the national plan, cross-sectoral plans, and government decisions.

In addition, she stated that the key actors in policy formulation are primarily representatives of the Prime Ministry, the General Secretariat, and planning departments at government institutions at the national level. The Ministry also works with local

government sector partners such as the Local Governments Development and Lending Fund, the Palestinian Local Governments Union, and local governments directly. Representatives from the local community and academic institutions play an essential part in consultations and discussions about local governance policy.

It is necessary to know the number of strategic objectives that have been achieved in the plan, but her answer was that it can be said that more than 85% of the activities included under the strategic objectives have been achieved, but it must be said that the strategic objectives were closer to the permanent work axes of the Ministry and had no Measuring indicators are at the level of the goal itself, but rather at the level of activities, so it is difficult to estimate the achievement of the goals, and it can only be indicated that there has been significant progress in 4 goals and a decline in one goal (the financial goal).

The financial aim was affected by complicated external and internal causes, resulting in a considerable deterioration, which was the reason for not meeting the targets indicated in the strategic plan. On the one hand, there was a financial crisis initially at the level of the government and agencies affected by the Israeli side's unfair measures and the restrictions imposed on all aspects of life, and there is also an escalation in poverty and unemployment rates, which affected citizens' ability to pay service dues, in addition to internal factors related to weak financial management in rationalizing expenditures and collection and being affected by the Covid19.

When we inquired if the Ministry was involved in developing the national policy agenda, we were told that it was. Those in charge of planning in the Prime Ministry use a variety of tools for participation, including correspondence with all public entities to identify existing deficiencies. Priorities are also discussed via email, and written

response is obtained. A draft plan as well as measurement indicators are supplied. During the planning process, ministries are also asked to consultative meetings at various levels.

There is a participatory approach with the Ministry in preparing the national policy agenda. It is a work mechanism summarized in a procedural guide that shows how to prepare the national plan, cross-sectoral plans, and sectoral plans, which were recently updated to become ministerial plans linked to budgets.

The ministry's participation is regarded as effective and has an impact on the writing of the national policy agenda, but not all general observations raised are taken into account, but rather according to what those responsible for preparing the national plan see, but in general, comments on matters pertaining to the local government sector are responded to.

The ministry participates in accordance with the protocols that have been followed and stated, which include the following stations: the stage of notes on diagnosis, the stage of notes on priorities, providing strategic suggestions for interventions, and comments on the final document.

The Ministry is kept up to date on the latest developments during the implementation phase by completion reports such as the mid-term report, to which all institutions contribute.

In addition, an interview with the Ministry of Agriculture was undertaken to enquire about some of the primary questions that influence this research. Meanwhile, Mr. Hassan Al-Ashqar was approached to respond to our inquiries.

The interview began with a general inquiry on the ministry's policy, to which he responded, that in general, the Ministry of Agriculture is tasked with improving the

agricultural industry's behavior as a socioeconomic sector and assisting farmers and other practitioners in increasing their resilience and livelihood. In order to find out more about the ministry, the researcher asked about the ministry's strategic plan objectives. Mr. Hassan stated the institution's objectives and organized them as follows:

1. The resilience of female and male farmers on their lands is enhanced.

2. Food self-sufficiency and disengagement from the Israeli domination over trade and markets are enhanced.

3. Natural and agricultural resources is managed sustainably and better adapted to climate change.

4. The production, productivity, and competitiveness of the Palestinian agricultural sector is enhanced.

5. Access for female and male farmers and entrepreneurs to quality agricultural services needed for increasing value along the agricultural value chains is improved.

6. Effective and efficient institutional and legal frameworks are developed.

When questioned about the most effective tools in the ministry's policy, human resources, district offices, donor relations, and non-governmental organization relations were mentioned.

The researcher referred to the hurdles to the ministry's policy objectives and concluded that the Israeli occupation and control over natural resources, as well as denied access to agricultural areas and overseas, were the causes.

Referring to the real actors in the ministry's policy are Ministry's Technical Departments, Districts Offices, Gov. Institutions (PQA, EQA, MoSS, PQA), NGOs, local communities (Farmers Cooperatives, CSOs)

We discussed the amount of objectives that have been completed and worked on, and he said that the ministry's strategic goals have not yet been met, Lack of funding, emergency situations, and occupation have been given as reasons for not meeting those objectives.

He emphasized that the ministry attends and participates in the agenda-writing process, but their presence is merely a formality, and they are not informed of the entire process, only the final version.

Mrs. Sherine Zaidan was contacted by the Environmental Quality Authority in another context. Initially, the discussion focused on the Ministry's policy, to which she responded that the environment is an authority that is cross-sectoral, similar to women's and youth ministry, and it is related to the policy priority that leads to ensuring the sustainability of the environment (which falls under the national priority, which is -a resilient society- as one of the priorities of the sustainable development axis) which is one of the three main axes on which the agenda is based.

She continued on to say that environmental policies help and overlap with all sectors, such as: 1. Encouraging and supporting social and volunteer efforts and economic empowerment projects that promote a sustainable environment and green jobs, particularly those that target women and youth.

2. Transforming information into environmentally friendly conduct, as well as increasing environmental knowledge and awareness in classroom and extracurricular education activities.

3. An interest in scientific and applied environmental research.

4. Integrating the environment into school and university courses in a systematic and integrated manner.

5. Promoting green building in educational institutions and facilities.

6. Enforcing rules and procedures governing the handling of medical, hazardous, and solid waste, as well as radiation legislation.

7. Creating and implementing processes for linking diseases to the sources of environmental contaminants.

8. Promote green development in hospitals and health care facilities.

9. Implementation of the Arab Health and Environment Strategy.

10. Promoting natural heritage values and aspects.

11. Promoting the environmental culture of the community.

12. Include an environmental component in cultural activities and events.

13. Promoting the preservation of historical cultural assets inside Palestinian cities and towns, as well as their rehabilitation in accordance with environmental norms.

14. Enforcing rules and regulations governing the licensing of industrial and commercial operations in compliance with environmental standards and conditions.

15. Encouraging the use of the concept of sustainable production and consumption in industrial facilities.

Natural resource management that is sustainable.

17. Considering green building and sustainable building standards in the development of industrial cities.

18. Promoting the issue of green certificates to local enterprises in order for them to enter global markets that are concerned with green industries.

19. Rationalizing and improving the efficiency of agricultural water availability.

Increase the usage of organic farming.

We discussed the strategic objectives of the ministry.

1. Defending the environment against pollution in all of its forms and manifestations

2. Public health and social welfare protection.

3. Incorporate environmental protection concepts into economic growth strategies and encourage sustainable resource development while considering future generations' rights.

4. Conservation of biodiversity, protection of environmentally sensitive areas, and restoration of environmentally damaged places.

5. Promoting the gathering and transmission of various environmental data, as well as raising public awareness of environmental issues.

Concerning the obstacles to the ministry's policy objectives, its response was due to several factors, including a lack of strong enforcement and legislation, a lack of environmental awareness among Palestinian citizens, and poor behavior that appreciates, respects, and preserves the environment. Aside from the overlap and overlap - and occasionally conflict - in the tasks, responsibilities, and powers of the appropriate authorities (governmental and non-governmental).

Poor communication and coordination between civil society institutions and government agencies, as well as a lack of balance between private sector and investor requirements and goals on the one hand, and environmental norms and specifications on the other. Government budgets for the environment are inadequate.

At the level of the five goals of the Ministry's strategic plan, there was achievement in varied degrees.

She informed us that the ministry is involved in the development of the national policy agenda and that they were consulted during the planning stage, And their engagement is fruitful. And The Ministry is notified of the latest developments.

In order to formulate the national policy agenda, an interview with an influential person is required. In this regard, the researcher decided to conduct an interview with the Prime Minister's Advisor for Planning and Aid Coordination Affairs, Dr. Estefan Salama from the Prime Minister's Office, and we first asked him, "What is the difference between the cluster plan and the plan Previous strategic development?"

The strategic planning process is linked to methodologies and instruments that are reported in the context of the planning process's goal and purpose. The Palestinian government's strategic planning process evolved in stages based on lessons learned and best practices in this field.

He explained that the cluster plans adopted in the 2021-2023 plan represent a systematic addition to planning that allows for vertical depth in planning for specific economic sectors that provide analysis and diagnosis in addition to proposing solutions based on value chains in a specific sector or industry, taking advantage of the advantage. In relation to a certain region in a specific area or business. In order to enhance the production base and achieve economic disengagement from the occupation, the government has designated a collection of clusters with an economic dimension (agricultural, tourism, industrial, etc.).

The relationship between the development plan and the cluster plan is complementary rather than diametrically opposed, and the cluster plans bear a systematic difference manifested in their focus on specific sectors, particularly economic ones, in addition to the vertical nature of cluster planning, while the national development plan represents the comprehensive incubator of national development priorities.

What are the primary future aims in studying the internal and external environments in order to achieve the strategic goals of the national policy agenda, the researcher asked.

The process of analyzing and evaluating the progress of work to achieve the specified goals, including the internal and external environment, serves as a foundation and basic input for the session planning process. Understanding the environment surrounding a sector is an important key to setting objective and realistic objectives and targets. Identifying and understanding the determinants in the internal and external environment first helps to set more realistic goals in terms of the ability to apply that take into account the expected effects of these risks. Furthermore, the analysis of the internal and external environments enables the development of appropriate solutions to deal with its determinants in order to turn it from a source of weakness into one that serves and improves the workflow to reach the goals. For example, if there is a challenge in the internal environment, such as the legal and regulatory framework or the coordination and cooperation processes across institutions, steps must be taken to address it.

Mr. Rashad Youssef, the Palestinian Ministry of Economy's representative for strategic issues, was interviewed by the researcher.

He was questioned about the ministry's policy in general to begin the conversation, and he said that the economic condition is a variety of different ministries (such as commerce, industry, and finance). Not to mention the precious metals sector and the issue of consumer protection, which raises numerous tasks that fall on the ministry's shoulders and are stated in the ministry's policy.

In general, and in summary, the ministry's policy is to implement development strategies in order to achieve a sustainable Palestinian economy.

While explaining that the ministry's strategic objectives are an independent Palestinian economy, a comprehensive business environment for investment, a pioneering and

competitive Palestinian industry (the focus of the ministry's work), internal market organization, and Palestinian consumer protection,

Annual executive plans, financial resources, and the ministry's interventions (as part of the Ministry of Finance, direct initiatives with donors), as well as interaction with partners, are useful tools in the ministry's policy.

What are the obstacles to achieving the ministry's policy objectives? The occupation, with its obstacles and control over trade and crossings, the blockade of Gaza and the inability to enter raw materials, and the decline in international aid as a result of the Corona pandemic and the Trump administration. Nothing has reached support for the 2020 budget (impact on government-granted development initiatives for ministries).

Aside from the division between the West Bank and Gaza, as well as the differences in the judicial systems.

Agriculture and industry: labor and wage disparities; service industries such as cafes and restaurants.

What are the ministry's policy's effective resources? One of the most basic resources is an educated population. In addition to its history and geographical position, Palestine is seen as an appealing feature in terms of investment, despite its difficult political situation, and investors prefer to invest in it.

Technological infrastructure, new legislation and laws, and the most important law, the new company law, which was established at the end of 2020 and considerably boosted investment, are all examples of this.

Industrial property laws, corporate competition law, fair competition, and market regulation. The Federation of Chambers of Commerce, the Palestinian Federation of

Industry, the Federation of Specialized Industries, PalTrade for export, and the Businesswomen's Forum are the key private sector partners.

In addition to donors, universities, civic sector entities, and consumer protection organizations are involved.

The strategic goals that have been achieved in the ministry's strategic plan, the ministry prepares a performance indicator report that shows the percentage of goals that have been achieved, knowing that in light of the crises that occurred (Corona pandemic, Russian-Ukrainian war, and then the clearing crisis).

Because of the Corona pandemic, the fourth goal received 80% of the attention.

The third target was met with 75% success.

The second target was met with 65%-70% success.

The first aim was met by 50%-60%.

He emphasized the ministry's participation in preparing the national policy agenda, each according to his work, and those who participate in policy preparation are the upper category, that is, undersecretaries of ministries, and it takes place in the Prime Minister's office, and work is currently being done on a new policy 2024-2029.

Furthermore, there is a participatory approach and consultations with the ministry about the formulation of the national policy agenda, in which the methodology is decided and the issues within the priorities are formulated following consultation with the other ministries.

He informed us that writing and preparation are not the responsibility of the ministry, but rather of the Prime Minister's Office (priorities are on basic issues, and participation in the review is limited).

Is the ministry kept up to date on the latest developments while the project is being implemented? Following approval of the agenda, the implementation phase will commence through the Prime Ministry's Office of the General Secretariat, with completion reports due by the end of the year. A general evaluation is conducted, as well as performance indicator reports.

Table (4.15): Interviews Analysis

Question	Answers	Comments	Explanation
1.What are the practical tools in your ministry's policy?	Participatory approach and stakeholders' consultation	Detailed needs assessment should be done	Donor impact of the policy high level
2.What are the obstacles that face the objectives of the ministry's policy?	Socioeconomic uncertainties' Fragmentation of geographical areas	No coping mechanisms	The plan assumptions (business as usual)
3.What are the effective resources in ministry's policy?	Financial and lack of proper legislation	Donors' political agenda	Risk analysis plan should be on the table
Question	Answers	Comments	Explanation
4. who are the real actors in your policy	Donors, citizens, LGU	Citizen focused plan should be implemented	Usually, donor driven plans unstable
5.How many strategic goals were set in the plan that were achieved?	Three strategic goals	Too ambitious	Donor driven planning not useful

6.What is the reason for not achieving the goals set in the strategic plan	Financial resource's Institutional fragmentation	Poor planning in particular lack of external environment analysis	Fragmentation of policy makers
7.What is the reason for not achieving the goals set in the strategic plan?	Lacking financial resources Political issues	LGUs lack of capacity	Clustering of planning is a must
8.Does the ministry participate in preparing the national policy agenda?	Yes, but not enough consultation	Planning should be integrated with multisector approach	Integrated planning approach is missing
9.Is there a participatory approach with the ministry in preparing the national policy agenda (consultation	Yes, but not regularly	Who should participate?	Participation is not gathering the people should be multi specialization persons
10.Is the ministry's participation effective and has an impact on writing the national policy agenda?	Lack of proper and sustainable consultation	Rarely	Participation is processing not only meetings

11.Does the ministry participate in the whole process?	Yes, but not regularly	Effective participation is not applied	Participation should be relied on background on the field analysis
12.Do they inform the ministry of the latest developments when they are in the implementation phase	Yes, but no proper evaluation	Monitoring and evaluation rarely done	M& E should be process and constructive feed back should be always taken into consideration

Chapter Five

Conclusions and Recommendations

5.1 Conclusions

The study findings underscore the awareness among employees in Palestinian ministries regarding the crucial role of having a strategic plan. This plan serves as a guiding tool, assisting them in identifying priorities and requirements essential for realizing the institution's vision. The plan's significance emanates from the vital roles and importance of these institutions. Employees within ministries strive to select strategic goals that align with their capacities and financial resources. Approximately 62% of the study sample affirmed that this strategic plan corresponds to the national policy agenda by 70-100%, addressing the aspirations of various sectors within Palestinian society.

Nevertheless, the Palestinian Authority encounters substantial political and economic challenges that complicate the implementation of these goals. These obstacles have a notable impact, ranging from 50-70%. Despite these difficulties, Palestinian ministries exert efforts to achieve a substantial portion of these strategic goals. A consensus of 72% among ministry employees indicates that significant progress has been made in attaining these objectives.

Employees in Palestinian ministries actively contribute to shaping national policies, serving as an integral part of Palestinian society. Their ample expertise enables them to select policies that align with national objectives, working collaboratively and seeking consultation in the process of choosing effective national policies. The study underscores the importance of monitoring and evaluation to enhance these policies when necessary. To ensure transparency and integrity, the strategic plan's

implementation is assessed by both internal and external evaluators, with a predominant reliance on internal evaluation at 60.7%.

The study further highlights that, following the evaluation process, all lessons learned are considered, leading to recommendations for constructing a more effective and improved strategic plan. The researcher attributes this outcome to the consideration that changing the implementation model proves costly for institutions and may not yield desired results, potentially exposing them to a state of uncertainty that organizations aim to avoid, safeguarding the continuity of their operations.

However, employees in Palestinian ministries indicated that the evaluation process is conducted at a rate of 50% annually. This indicates a lack of responsiveness to address external challenges and risks, hindering the effective implementation of strategic goals. Therefore, there is a need to enhance communication between evaluators and those responsible for implementing these goals, obtaining indicators regularly.

5.2 Recommendations

This study recommends:

- Maintaining the Applicability of Strategic Goals in Alignment with the Capacities and Resources of Palestinian Ministries.
- Conducting research to identify the most significant obstacles hindering the implementation of policies and strategic goals, aiming to mitigate their impact on the ministry's policy execution.
- Ensuring the active participation of employees in ministries in formulating national policies and guaranteeing the involvement of all segments of society in shaping

national policies, not only employees in Palestinian ministries or specialists in strategic planning.

- Ensuring the evaluation process to occur at all stages of implementing the strategic plan, not just annually, as indicated by the study sample. This involves taking indicators and implementing continuous improvement on the strategic plan.

- The monitoring and assessment process must be long-term, with indications being compared over time.

- To gain insight on indicator behavior in planning...

- Provide indicators for each ministry separately, followed by the national indicators.

5.3 Proposals for Research Projects

- Implementing national indicators to track progress towards national policy objectives.

- Evaluation and follow-up serve as a national indication of funder commitment.

- Forward-thinking aims to create a development model that is not dependent on the external environment.

References

Abraheem, M. K. (2022). The Impact of Strategic Planning on Improving Job Satisfaction: A Case Study of University of Misan. Akkad Journal of Multidisciplinary Studies, 1(1), 18–38. https://doi.org/10.55202/ajms.v1i1.29

Ahmed, H. A. (2023). The effect of strategic planning on the success of e-learning: Al-Nisour University College as a case study. International Journal of Professional Business Review, 8(3), 01-22.

Ajlouni, N. (2011). Ecotourismnand cultural landscpae Conseration (Bani nai'm wilderness/ Hebron). Ramallah: Birzeit University.

Al-Botmeh, R., Siam, A., Tunise, L., Mahanna, A. A.-F., Hamdan, J., & Bailey, S. (2012). A Review of Palestinian Legislation from A Women's Rights Perspective [PDF]. Retrieved from https://www.undp.org/sites/g/files/zskgke326/files/migration/ps/UNDP-papp-research-Legislative-english.pdf.

Astika, I. M. J., & Suharyo, O. S. (2021). Internal and External Environmental Strategy Analysis using SWOT Matrix and QSPM. International Journal of Progressive Sciences and Technologies, 25(1), 507. https://doi.org/10.52155/ijpsat.v25.1.2826

Bin, I., Albulushi, A., Irtaimeh, H., & Khasawneh, M. (2020). The Impact of External Environment Factors on Business Continuity Management to Promoting the Higher Education Excellence in Oman. European Journal of Scientific Research 156(3), pp. 327-340.

Cania, L. (2014). The impact of strategic human resource management on organizational performance. Economia. Seria Management, 17(2), 373-383.

Chang, G.-C. (2008). Strategic planning in education: some concepts and methods. in directions in educational planning: symposium to honour the work of françoise caillods.

Committee on the Exercise of the Inalienable Rights of the Palestinian People. (2023). Study: Legality of the Israeli Occupation of the Occupied Palestinian Territory, Including East Jerusalem.

Dominic, T., & Theuvsen, L. (2015). The impact of external and internal factors on strategic management practices of agribusiness firms in Tanzania. RePEc: Research Papers in Economics. DOI: 10.22004/ag.econ.197072

Dowsett, l. (2020). Global university rankings and strategic planning: a case study of australian institutional performance. Taylor francis online 42, 478-494.

Fallah, B. (2014). Mapping Toursim in palestine analytical Report. Ramalllah: The center for development studies, Birzeit University.

Gamble, J., Strickland, A., & Thompson, A. (2010). Crafting and executing strategy. New york: McGraw Hill.

Gasparotti, C. (2009). The internal and external environment analysis of Romanian naval industry with SWOT model. Management & Marketing, Economic Publishing House, 4(3), Autumn. DOI: N/A

Group W. B. (2018). Improving public sector Performance through Innovation and ntre- agency coordination. World bank group.

Haraj, A. H., & Hameed, M. M. (2019). Impact of strategic planning on human resources management practices: An empirical study of Iraq. The Journal of Social Sciences Research, 53, 626–633. https://doi.org/10.32861/jssr.53.626.633

Helldén, D., Sok, S., Chea, T., Nordenstedt, H., Kuruvilla, S., Alvesson, H. M., & Alfvén, T. (2023). Sustainable development goals and multisectoral collaborations for child health in Cambodia: a qualitative interview study with key child health stakeholders. BMJ open, 13(11), e073853. https://doi.org/10.1136/bmjopen-2023-073853

Hitt, M., Ireland, D., & Hoskisson, R. (2012). Strategic management: Cometitiveness and Globalization. Texas: Cengage Southwestern Publishing co.

Idris, S., & Djalil, M. (2018). The effect of external and internal enviroment on cometitive strategy and its implication of the performance of small andd medium industry. University if Syiah kuala.

Idris, S., & Primiana, I. (2015). Effect of strategy and partnership strartegy for small industry performance. United Kingdom: Journal of Economic, commerce and management.

Indris, S., & Primiana, I. (2015). Internal and External Environment analysis on the performance of Small and medium Industries (SMES) in Indonesia. International Journal of Scientific & Technology Research, 4(4), 188–196.

Isaac, J. (2016). National Policy Agenda 2017-2022. State of Palestine.

Isaac, J., & Hilal, J. (2011). Landscape and the Israeli - PAlesrinian Conflict. bethlehem: Research institute.

Khalil, Z. (2010). Investment Opportunities for small and medium Enterprises (SMEs) in the Palestinian transportation sector. Ramallah: (SMEs).

Khan, U., Alam, M. N., & Alam, M. S. (2015). A Critical Analysis of Internal and External Environment of Apple Inc. International Journal of Economics, Commerce and Management, 3(6), 955–967.

Kraja, Y. B., & Osmani, E. (2015). IMPORTANCE OF EXTERNAL AND INTERNAL ENVIRONMENT IN CREATION OF COMPETITIVE ADVANTAGE TO SMEs. (CASE OF SMES, IN THE NORTHERN REGION OF ALBANIA). European Scientific Journal, ESJ, 11(13). https://eujournal.org/index.php/esj/article/download/5641/5467

Mahmood, N. (2012). Contextual factors influencing strategic decision-making processes: A critical analysis. Journal of Business Studies, 15(3), 275-291.

Ministry of Local Governance. (2021). Sectoral Strategy for Local Governance 2021-2023. Prime Minister's Office/National Development Plan 2021 - 2023. Sectoral Strategy for Local Governance - 2021-2023.

Mohammed, Z. (2023). The effects of strategic planning on institutional performance in human resource management: Case study at the University of Baghdad. (Master's thesis). Karabuk University Institute of Graduate Programs, Department of Business Administration.

Munizu, M. (2012). The Influence of External and Internal Factors on the Performance of Micro and Small Enterprises (UMK) in South Sulawesi. Journal of management and entrepenuership, 12(1): 33-41.

Murdayanti, Y. (2017). Transperency and Accountability of financial Management in pesantren (Islamic Education Institute). Ramallah: Journal of Computational and Therorettical nanoscience.

Mustafa, E. (2021). The relationship between perceived corruption and FDI: a longitudinal study in the context of Egypt. TRANSNATIONAL CORPORATIONS, 18(2), pp. 97-129.

National strategy to combat multidimensional poverty 2023-2030. (2021). Ministry of Social Development.

Palestinian national voluntary review on the implementation of the 2030 agenda. (2018). State of Palestine.

Paletinian investing Agency. (2021). Investing in palestine: Invenster -Roadmap. Ramallah: Palestinian investing Prommotion Agency.

Pearce, J., & Robison, R. (2013). strategic Management: formulation, implemenation and control. Newyork: McGraw Hill.

Ramzaeva, E. P., Kravchenko, O. V., & Gorbunova, O. (2021). Analysis of the internal and external environment affecting the company's financial strategy. The European Proceedings of Social and Behavioural Sciences. https://doi.org/10.15405/epsbs.2021.04.02.135.

Rufaidah, P. (2012). Dimensions of city marketing. Indonesia: The Global advance research Conference on management and business studies.

Rusu, D. (2021). The Effect of Internal And External Factors On Strategic Management For Innovation Processes At The Company Level. Proceedings of the INTERNATIONAL MANAGEMENT CONFERENCE, 15(1), 408-418, November.

Shamsuddin, S., Bilyamin, N., & Ilani, S. (2012). Walkable Environment in increasing the livability of a city. Thailiand: Scirese Science Direct.

Shareia, B. (2020, September). Theories of development. International Journal of Language and Linguistics, 2(1), 78-90.

Shatilo, O. (2020). The impact of external and internal factors on strategic management of innovation processes at company level. Ekonomika, 98(2), 85–96. DOI: 10.15388/ekon.2019.2.6

Shayan, N. F., Mohabbati-Kalejahi, N., Alavi, S., & Zahed, M. A. (2022). Sustainable Development Goals (SDGs) as a framework for Corporate Social Responsibility (CSR). Sustainability, 14(3), 1222. https://doi.org/10.3390/su14031222

Shoman, S., Sbaih, L., & Other's, &. (2017). A Spatial vision for Palestinian state. Ramallah: Birzeit University.

Shomar, B., Abu-Fakher, S., & Yahya, a. N. (2010). Assessment of General water Quality in the Gaza strip Palestine using GIS Mapping. Ramallah: Journal of water Resource and protection.

Sitepu, R. H., Nasution, H. S., Daryanto, E., & Rosnelli. (2023). The use of internal and external environmental analysis in strategic management at SMPN 1 Laubaleng, North Sumatra Province. East Asian Journal of Multidisciplinary Research, 2(1): 81–94. https://doi.org/10.55927/eajmr.v2i1.2275.

Tsai, Y. (2011). Relationship between organizational Culture, leadership behavior and Job satisfation. Bmc health serivces.

Türkay, O., Solmaz, S. A., & Şengül, S. (2011). Strategic analysis of the external environment and the importance of the information: Research on Perceptions of Hotel Managers. Procedia - Social and BehavioralSciences, 24, 1060–1069. DOI: 10.1016/j.sbspro.2011.09.103

Wheleen, T., & David, H. (2012). Concepts in strategic management and business policy Toward Global sustainability. Prentice.

Young, D. Y. (2009). Strategic planning in education in manitoba.

Zekjrovikj, E. (2019). Sustainable develeopment Goals. Ukrane: State Statistical office.

الملخص

تهدف هذه الدراسة إلى دراسة تأثير البيئة الداخلية والخارجية على أجندة السياسات الوطنية الفلسطينية للفترة 2017-2022. وتشمل الأهداف المحددة تقييم مدى البيئات الداخلية والخارجية التي تؤثر على تنفيذ أجندة السياسة الوطنية وتحليل كيفية معالجة السلطة الفلسطينية لأوجه عدم اليقين في هذه البيئات. يعتمد البحث استراتيجية التثليث، باستخدام الأساليب النوعية والكمية لتعزيز صحة ومصداقية النتائج.

يتضمن تصميم البحث عناصر تشخيصية ووصفية وارتباطية، مما يوفر تحليلا شاملا للعوامل الداخلية والخارجية المتعلقة بجدول أعمال السياسات الوطنية. وتشمل مرحلة التنفيذ استعراضا مكتبيا للتقييمات المتاحة، وجمع البيانات من خلال استعراض الأدبيات، واجتماعات أصحاب المصلحة، والمقابلات المتعمقة. يتكون مجتمع الدراسة من 29 فردا من وزارات مختلفة، مع مسميات وظيفية متنوعة وخبرة واسعة.

وتكشف النتائج عن وجود وعي كبير بين موظفي الوزارة بأهمية وجود خطة استراتيجية تتماشى مع الأهداف الوطنية. على الرغم من مواجهة التحديات السياسية والاقتصادية، تسعى الوزارات جاهدة لتحقيق جزء كبير من أهدافها الاستراتيجية. وتؤكد الدراسة على المساهمة الفعالة لموظفي الوزارة في صياغة السياسات الوطنية وتوصي بالحفاظ على إمكانية تطبيق الأهداف الاستراتيجية بما يتماشى مع قدرات الوزارة. ويقترح أيضا إجراء بحوث لتحديد العقبات التي تعوق تنفيذ السياسات، وضمان المشاركة الفعالة لجميع شرائح المجتمع في صياغة السياسات، وتعزيز عملية التقييم.

في الختام، تقدم الدراسة رؤى قيمة حول تحديات وإنجازات تنفيذ أجندة السياسات الوطنية الفلسطينية. تهدف التوصيات إلى تحسين فعالية التخطيط الاستراتيجي، وتعزيز قنوات الاتصال، وتشجيع البحث والتحليل المستمر لاتخاذ القرارات المستنيرة.