



**Arab American University
Faculty of Graduate Studies**

**The Impact of the Security Strategies Implementation
on the Efficiency of the Security Performance in West
Bank**

**Case Study: Preventive Security
Organization/Headquarter in Ramallah**

By

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Supervisor

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

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I

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This thesis was defended successfully on 25th Feb 2020, and approved by

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Signature



Declaration

I, Enas Yahya declared that this Master's thesis has been provided by me unless otherwise referenced, and that this thesis is my original work and that it has not been presented and will not be presented to any other university for similar or any other degree award. I confirm that every used source was documented and cited, no other person's work was used without acknowledgement.

Signature: Enas Ahmad Yahya



Date: 25th Feb 2020

Dedication

This work was dedicated to my husband and partner, my beloved children Sedra and Ali, and to my mother, God bless her.

Acknowledgement

Actually, it is difficult to thank each person. Likewise, there are people who need special thanks.

My first sincere gratitude goes to the almighty God for good health and opportunity to finish this master's degree in strategic planning and fundraising program. Secondly, I would like to express my gratitude to my mother and my husband, Zafir Al Hamshari for their support emotionally and spiritually throughout my study at American University.

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Glossary of Terms and Abbreviations: -

- PRDP: Palestinian Reform and Development Plan
- MoP: Ministry of Planning
- MoF: Ministry of Finance
- MoI: Ministry of Interior
- SSSP: Strategic Security Sector Plan
- PA: Palestinian Authority
- PSO: Preventive Security Organization
- NPA: National Policy Agenda
- KPIs: Key Performance Indicators
- PLO: Palestinian Liberation Organization
- PNPA: Palestinian National Policy Agenda.

Abstract

This study aimed to explore the reality of the implementation of the strategic security plans and its impact on the performance of the Palestinian security organizations in West Bank, by Preventive Security Organization Headquarter in Ramallah as a case study.

A qualitative method of 27 interviews were conducted to collect information from 24 officers are holding different military ranks, distributed among all management levels as follow; (6) top managers, (8) middle managers, and (10) executive managers in the Preventive Security Organization, and three employees in the Ministry of Interior which is the supervisor of the implementation process evaluation, also distributed as one top manager, one middle manager, and one executive manager. As well as the researcher, hold one focused group with the employees in the Strategic Planning department in Preventive Security Organization, and one focused group with the employees in the Security Strategic Planning Unit in the Ministry of Interior.

The study depended on the descriptive analytical, historical; content analysis and comparative approaches to analyze the information were collected. The study addressed the security strategic plans between the periods, 2008-2010 to the 2017-2022, but the methodology depended on the 2017-2022 security strategic plans.

The findings of the study showed that: -

- 1) The implementation of security strategies is a crucial factor in improving the security performance in Preventive Security Organization.
- 2) There is a disparity on the efficiency of Palestinian security strategies implementation process in the Preventive Security Organization goes in favor to the central departments, and this disparity relates to different factors: -

1. Security strategies implementation is mostly weak on the ground, due to the weak culture of sense of importance of strategic planning and implementation adoption between the management levels; top, middle and executive.
2. The absence of the strategic management skills between the political and military leaders.
3. Most departments do its tactics and operations by daily routine and communications, rather than connecting them to the strategic goals in the security plan.
4. The Preventive Security Organization almost has the needed resources but they need to the effective allocation.
5. The unsuitability between the functional structure and the requirements of the implementation process.
6. Shortage of financial aids that control the continuity of the implementation of planned projects related to the security strategies.
7. The hard-political conditions are changing the path of the security strategies implementations to contingency plans, which are not in consideration; there is always changing at priorities due to the occupation control.

So, the study recommends: -

- 1- To develop and upgrade strategic planning department and should be started from developing the organizational structure to commensurate with the nature of the organization's work.
- 2- Exert more efforts to spread the culture of strategic planning among the staff, organize time and get rid of the daily work pressures and devote themselves to strategic planning.

- 3- Develop a plan to upgrade the level of efficiency of human cadres and develop their skills, their potential and expertise that need senior management support in order to encourage preparation for implementation of strategic planning.
- 4- Linking the tactical and operational actions adopted in the Preventive Security Organization, with the strategic goals of security sector, through deploying the culture of the strategic level between the employees.
- 5- Raising the level of communication and coordination between the Preventive Security Organization and the supervising ministry which is the Ministry of Interior in the context of planning, implementation monitoring and evaluation.

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Chapter One

Introduction and Literatures Review

Chapter One: Introduction and Literature Review

1.1 Background: -

The first form of implementation of strategic planning was attributed to the military long ago in early Greece. It was used in military science during the 2000 years leading up to World War II, which served as a reason for transforming the implementation of strategic planning into the business. (Nickols, 2016)

Until that, strategic planning implementation became an essential issue for the organization's future and considered as outcomes of numerous mutual efforts to execute the strategic choices to reach the organization's goal. (Al Jabouri, 2014, p.313).

The strategic plan implementation concentrates on the efficient allocation and optimization of the available resources, material, human, financial, technological, or cultural on all operational transactions into the organization to guarantee the proper implementation of the plan and achieve the strategic goals. (Al Ghalibi, Al Abadi, & Idrees, 2006)

It is essential to define strategy as a critical element of the organization's strategic management, which is translated into a functional policy that determines how resources will be allocated and how the organization's objectives should be implemented.

Strategic management can be summarized and defined as the art and science of formulating, implementing, and evaluating multifunctional decisions that enable an organization to achieve its objectives. (David, 2009, p.36 - 37).

Strategic management is an exciting and enjoyable journey that goes through stages and stations that deliver each other until the end of the tour and achievement of the goals.

Strategic management goes through three successive stages, formulation, implementation, and monitoring and evaluation. (Awad, 2007)

Hendry et al. in 2004 pointed out, almost all management functions - planning, control, organization, motivation, leadership, making direction, integration, communication, and innovation are applied to some extent in the implementation process. As Simons et al. said in 2000: to effectively guide and control the use of organization resources and mechanisms such as organizational structure, information systems, leadership styles, the appointment of key managers, budgetary rewards, and control systems are essential elements of strategy implementation, there should be specific ultimate time-based measured activities to be achieved by implementing strategies in pursuit of the company's objectives. (Robert, Daina, Isaiah, Gladys, & George, 2014)

Formulating a coherent strategy is a difficult task for any management team, but making it works and implementing it throughout the organization is more difficult (Burbank, 2006).

Countless factors can affect the process by which strategic plans transform into organizational actions. Implementation of the strategy is often as something of a craft rather than a science. Its research history has already been described as fragmented and selective, counter to strategy formulation. (Nobel C, 1999).

Therefore, the best-formulated strategies may fail to produce superior performance for the organization if they are not successfully implemented. (Tincher, 2009).

According to the "white paper" of Strategy Implementation of Chinese Corporations in (2006), strategy implementation has become "the most significant strategic management challenge which all kinds of organizations encounter at present, due to its interrelated success factors. (Mbala, & Mugambi, 2014)

Concerning the study's subject, strategic planning in the field of security is increasingly becoming more critical because security agencies are working today within open

systems that are influenced by the environment to achieve their social and security objectives. (Abu El Enein, 1994).

Strategic management became an essential part of organizations that operate within a dynamic and competitive environment. It consists of three separate processes that are interconnected and affect each other: strategic planning, strategic implementation, and strategic control.

Mostly the researches in this field showed that the most important and most appreciated part is strategy implementation, which is a challenge for today's organizations. It is a critical factor in improving the performance at all sectors, including the security sector, due to the multiplicity of the factors that affect the success of security strategy implementation that the researcher tried to prove in this study.

1.2 Study Problem: -

"The big challenge is not to build a good strategy but to guarantee its implementation effectively and to keep it monitored and evaluated along its defined time,"

The hardest stage within the strategic management process is implementing the plan correctly and effectively whereas the strategic implementation is a fundamental step in turning an organization's vision into reality.

This qualitative study explores the impact of the security strategies implementations on the efficiency of the security performance in headquarter of Preventive Security Organization in Ramallah.

Since the Palestinian state's institutions establishment time, the need for the security forces was urgent on the social, economic, political, etc. levels. In the beginning, the Palestinian security forces were created as a part of the new state's institutions that

lacked the strategic dimension of the functions' application. That case continued a long time, causing substantial challenges at the professional level that lead to fundamental mistakes, mostly related to the revolutionary mentality of the leaders.

Currently, despite the security strategic sector plan was founded for the first time in 2008, and the sequence of the professional security sector plans, the implementation success of these plans remains relative issue based on the degree of the implementation efficiency of these plans in the reality that refers to the characteristics of security forces whose functions depended mostly on the improvisation work rather than the strategies implementation.

This study will measure how effectively the security strategies are implemented and how it affects the efficiency of the security forces' performance in the West Bank through the period 2008-2018, considering the Preventive Security Organization Headquarter in Ramallah as a case study. The researcher excluded Gaza Strip as it currently is not under the control of the Palestinian Authority and does not pursue the Palestinian Security Sector Plan, so the researcher cannot measure the security strategies implementation process through the security apparatuses there.

1.3 Study Questions: -

The Central Question: -What is the impact of the security strategies implementations on improving the security institutions' performance efficiency in the West Bank, from the perception of the employees of headquarter of Preventive Security Organization in Ramallah?

The Sub Questions: -

The research depended on the Preventive Security Organization's employee's perceptions and their responses to the following questions to understand the role of the security strategies implementation in improving the performance of the organization: -

- What is the degree of the Preventive Security Organizations workers' culture about the importance of strategic planning?
- What is the senior management supporting degree for the security strategies implementation in the Headquarter of Preventive Security Organization in Ramallah?
- What are the characteristics of the strategic planning implementation in the Headquarter of Preventive Security Organization in Ramallah?
- What is the mechanism of the implementation process in the Headquarter of Preventive Security Organization in Ramallah?
- What are the challenges against security strategies implementation in the Headquarter of Preventive Security Organization in Ramallah?
- Is there continuous monitoring and evaluation system in the Headquarter of Preventive Security Organization in Ramallah?
- Is there a development in the performance efficiency of Preventive Security Organization's work in the Headquarter of Preventive Security Organization in Ramallah?
- What is the role of the security strategies implementations in improving the performance efficiency in the Headquarter of Preventive Security Organization in Ramallah?

1.4 Study Objectives: -

This study has two types of objectives: -

The Main Objective: -

Evaluate the impact of security strategies implementations on the efficiency of the security performance in West Bank from the perception of the workers in the Preventive Security Organization headquarter in Ramallah.

The Sub Objectives: -

1. Explore the role of senior management's support on the efficiency of the implementation process.
2. Explore the mechanism of security strategies implementation process in Preventive Security Organization.
3. Evaluate the development degree in the performance efficiency of preventive security organization's work.

1.5 Importance and Justifications of the Study: -

This study is a neutral historical description of the security forces in general and the PSO in particular, on the levels of functional, weaknesses and strengths points, failures and successes, the development of the performance, the nature of the work execution, so the significance of this study is due to: -

- The study focuses on the efficiency of security strategies implemented into PSO. The impact of this process in improving the effectiveness of the security work by studying:- the degree of the PSO participation in the implementation process, their culture about the importance of the implementation process, the senior management support to implement the security strategies, the characteristics of the security

strategies implementation, the challenges against security strategies implementation in PSO in Ramallah headquarter, the mechanism of the security strategies implementation, the existence of monitoring and evaluation system, and finally by investigating if there is a development in the PSO's performance.

- The study concentrated on spreading awareness about the importance of the real security strategies implementation into the security institution and on suggesting fit solutions to ensure the emergency of implementing the strategic security plan.
- The shortage of previous qualitative studies deal with the population of this study in detail, and the subject of security strategies implementation and its role in improving the work efficiency, so the researcher hopes to score scientific additions and to be as the start point and reference for similar studies into the security fields to enhance and promote the level of this field.
- The study's importance appears as the accelerated adoption of strategic planning in all life aspects. All types of institutions, civil or military, public or private, concentrate on the planning phase without real concentration on the implementation stage that transforms the strategies into reality to reach the desired efficiency, and achieving the goals of the institutions.
- The study seeks to trigger a sign for the security sector to depend on real implementation as a strategy to deliver efficient services for the people.
- After many years of security forces formation and the critical stages they passed, is the security management convinced with the strategic plan implementation process?
- The researcher chooses the preventive security forces to distinguish between the security forces' work before and after the implementation of security strategies.

Since the strategic planning is new in the Palestinian institutions, so the researcher aimed to shed light on the current status of the implementation of security strategies after some strategic security plans were written.

- And because of the Preventive Security Organization has the most significant role in saving the internal stability, the researcher can measure their implementation of the security strategies, and the impact on improving the efficiency of their work.

1.6 Study Methodology: -

To achieve the goals of the study, the researcher uses qualitative method, aims to analyze, compare, and interpret to explore the reality of the strategic planning implementation and its impact on the security performance efficiency in Preventive Security Organization's Headquarter in Ramallah, relying on two categories of information: -

- Primary data was collected from the PSO field by holding interviews and focused groups with the study sample, discharging their speeches, and analyzing them.
- The secondary data, including information was collected by reviewing the
 1. Past books, scholars, articles, etc. relating to the study subject, to cover the theoretical framework.
 2. Governmental security strategic sector plans from 2008-2010 plan to 2017-2022.
 3. Evaluation Reports of Key Performance Indicators of the plans from 2011-2013 to 2017-2018.

Study Tool: -

The researcher conducted the interviews by defining and preparing two categories of questions. One for the 27 personal interviews included top, middle, and lower

management levels. The other type for two focused groups: one with the strategic planning department's employees, who are responsible for the formulation of the PSO's strategic plan and decision-making on the security sector's strategic plans. And the other focused group with the Security Strategic Planning Unit's employees in Ministry of Interior, who are approving and following up the security strategies implementation process, mostly this focused group includes officers from PSO, as their respective role between the Ministry of Interior and the PSO.

The selection of the interviewees in the two categories was under the goals of the study. The researcher prepared a schedule containing the interviewees' names, their academic certificates, functional positions (top, middle, or low management), and their military ranks to meet the goals of the questions and achieve the study's objectives. The number of interviews was determined according to the number of PSO's workers and the departments into the Preventive Security Organization in headquarter. The type of data that will be generated is transcripts. The supervisor consulted interviews and focused groups' questions.

The Tool Procedure: -

The researcher conducted the interviews personally and prepared a set of relevant questions for each group of sample, closed-ended, and sometimes open-ended questions, which are the same as the study questions. The focused groups had their related questions to match their roles in the implementation process and the study's goals.

Data Analysis: -

The researcher uses several data analyzing methods that support the goals of the study.

The collected data were analyzed depending on the descriptive analytic approach that is a method of studying scientific phenomena or problems by doing a scientific description and then reaching logical explanations that give the researcher the ability to develop specific frameworks for the challenge. Al Agha (2000) defined the descriptive analytical as an approach that addresses the phenomena and practices are exist to be studied and measured without the researcher intervene. Still, he/she can interact with them and analyze them.

The researcher also uses the historical approach as a fundamental tool of analysis and is widely used by many social sciences and scientific domains. As Bohosh & Al Deebat (2001), pointed out, the historical approach in which the researcher studies the past, interprets and analyzes it scientifically. Finally, results and facts are generated to understand the present and predict the future. The researcher can explore the challenges into the study subject and form public insights of relations between the past and the present.

And the comparative analysis that starts with processing the text to extract key features, followed by reasoning and sense-making based on similarity comparison. As Hamzawi, & Abd Al Fattah (2012) pointed out, the comparative approach is conducted between two or more phenomena or whatever units to find the mutual or distinct features between the under examination units, to reach to specific results that contribute to the study goals success.

The content analysis method also used in this study to fit the study goals.

Krippendorff in 2004 defined the content analysis as a research technique for concluding replicable results and valid inferences from texts or whatever resource, verbal, visual, or written data. In order to link the results to their context or to the environment in which they were produced, and to describe, explore and quantify specific phenomena as Wambolt pointed out in 1992. (Bengtsson, 2016)

Research Design Appropriateness: -

The researcher used a qualitative approach because the method generates more profound and comprehensive information. As known, qualitative produces personal data that might not be collected through a quantitative approach. Using closed-ended and sometimes open-ended questions, the researcher could gather more reasonable information from respondents regarding the subject of the study.

Using a qualitative method helps the researcher gain a more comprehensive and more in-depth understanding of the whole complicated situation understudied. (Mason, 2002).

The nature of the study imposed a method that contributes to the goals of the study achievement. The argument about stages of the strategic planning implementation into the security institution, which is a modern phenomenon that has been applied for few years unevenly, makes the interviews is the best method to obtain a more reasonable explanation and interpretation about the conditions of the case study.

Community and Sample of the Study: -

The study population consisted of all employees responsible for security strategies implementation in the preventive security in West Bank (executors/ implementers). The researcher selected the Preventive Security Organization as a case study whose number

is about 3470 in West Bank, and about 1650 in Gaza, according to the human resources department.¹

The researcher used the stratified sampling method to determine the sample of the study that included 27 persons, 24 officers having different military ranks in headquarter in Ramallah whose number are 1000 employees, and three employees in the Ministry of Interior distributed as one is an executive manager, one is a middle manager, and one is a top manager. To generate information and perceptions from all PSO departments, the researcher depended on the officer's functional position sampling rather than his/her military rank.

The functional position includes almost all departments, technological, legal, international relations, strategic planning, and administrative affairs, analysis, and operations departments.

The study was applied to targeted officers in the top, middle, and lower levels management of the Preventive Security Organization, in headquarter in Ramallah, which is the central supreme administration includes the referenced offices and very suitable to apply the study tool and achieve its goals, and the monitoring and evaluation department's workers in the Ministry of Interior, which is the supervisor side.

The researcher selected respondents from each layer using random sampling depending on guiding sampling to choose executors directly involved in strategic security plans implementation in the agency. The directorates of the preventive security were excluded because of their significant number all around Palestine.

¹ Personal Interview with Vice Manager of the Human Resource Department in Preventive Security Organization, Headquarter in Ramallah, 4-8-2019.

Features of the Members of the Study Sample: -

The study sample comprises of the officers whose age and gender, qualification, experience years and their ranks as follow: -

Term	Range	Frequency
Age	30-40	6
	40-50	6
	50-60	15
Gender	Male	23
	Female	4
Qualification	Bachelor	17
	Masters	6
	PHD	4
Experience Years	15-20	17
	20-25	10
Rank	General	3
	Brigadier	3
	Colonel	14
	Lieutenant Colonel	4
	Civilian	3
Functional Organizational level	Top Management	7
	Middle Management	9
	Low Management	11

1.7 Literatures Review: -

1- The study of (Adel Mansour Sulieman Al Louh) is entitled: "The Impediments of the Strategic Planning Implementation in Palestinian Universities in Gaza Strip."

The study aimed to identify the impediments of the strategic planning implementation in Palestinian universities in the Gaza Strip. The sample of the study consisted of all the members of the university council, which is the president, his deputies, and their assistants, the deans of the faculties and their deputies, and heads of departments in the Palestinian universities in the Gaza Strip, namely the Islamic University, Al-Azhar University, and Al-Aqsa University.

The researcher used the descriptive analytical approach to reach the study results. The tool was a questionnaire applied to the study sample using a comprehensive survey of the sample.

The study concluded that 67.78% of respondents agreed that the requirements for the successful implementation of strategic planning in the Palestinian universities in Gaza Strip are available at an appropriate level but need development as follows: -

Efficient management information systems - Efficient organizational structure of the university - Providing a culture of strategic planning and sense of importance - Controlling daily work pressures and getting rid of routine work - Efficient administrative system and Availability of appropriate financial resources.

The study also revealed the difference between the Palestinian universities that each one has its specific constraints against the implementation process.

The study recommended: Developing and updating the information systems - Strengthening the organizational structure of PSO to commensurate the institution's work nature - Makes more efforts to spread the culture of strategic planning among the employees at the universities - Organizing time and get rid of the daily work pressures and devote themselves to the strategic planning implementation process - Developing a plan to upgrade the efficiency of the administrative system and the human cadres by developing their skills And finally, senior management's supporting for the preparation and implementation of strategic planning.(Al Louh,2007)

Al Louh study discussed the obstacles of the strategy implementation process, which is one of the questions of this study.

2- The study of (Isra' Riyad Akel) is entitled: "The Implications of Strategic Planning in the Palestinian Security Sector: Debating the View Point of Security Officers."

The study aimed to identify strategic planning elements in the Palestinian security sector and its relationship to developing Palestinian law enforcement agencies' performance. The researcher used the descriptive analysis approach, and used a questionnaire tool for collecting information, the researcher distributed 190 questionnaires, and 178 questionnaires were recovered.

The study results showed that: Senior management in the law enforcement agencies and decision makers support the strategic planning process and encourage some officers to participate in the strategic planning process to the extent they have their strategic plans - They depend on the analysis of the internal and external environment in determining their vision and mission - Not all officers who are working for the law enforcement

agencies know about strategic planning - The law enforcement agencies have strategic goals just as a concept because these goals are not smart, so we can't say that they are strategic goals - There is no monitoring and evaluation for strategic plans due to the absence of measurable indicators - But there is a positive relationship between operational plans and performance - The results showed flexibility in setting organizational structures for law enforcement agencies and their relation to performance development, which is positive but also showed that changing organizational structures does not affect financial matters and challenges, except in services that only deal with money.

The study recommended: Developing the strategic planning skills of senior management - Continue using and applying the strategic planning process, encouraging all the officers to participate in the strategic plan, learning lessons from the previous plans, and making implementation plans - Defining smart goals having performance indicators to determine the realistic performance for them and drew a comparison with what they achieved before. (Akel, 2018)

Akel's study addressed the relationship between the strategic planning elements and the performance of the security sector performance, but this study dealt with relationships between the implementation of strategic planning and performance efficiency of security sector.

3- The study of (Fadi Ghrouf) is entitled: "The Role of Strategic Planning in Improving the Efficiency of the Members of Security Service Employees in Ramallah and Al-Bireh Police Department."

The study aimed to identify strategic planning role in improving the security staff's efficiency in Police service. The research tool was used in data collection is a questionnaire.

This study's concluded: There are high levels of employee participation in setting strategic plans (77.6%) - Moreover, the main limitations of strategic planning reached (68%), The most top result range came from the lack of experience in planning and the lack of alternative plans in case of crises, Besides, the requirements for the success of strategic planning scored a high result (81.8%).

The study recommended: It is essential to increase the participation of the intermediate leadership in the Ramallah police in developing the strategic plan through decreasing the level of centralization of the planning and decision-making process in the Ramallah police department - The senior management responsibility is to motivate the employees to present their ideas and suggestions, and to show the plans to all the administrative units before they are approved - Also, all operational units should be asked and consulted to obtain data and information about the activities that are necessary to be developed to achieve the goals of the plan - There should be reliable communication channels between the senior management in the organization and the heads of the units and sections - Another essential recommendation related to developing strategic alternatives to be ready for changing circumstances in the work environment - But, the most important issue is to establish standards to measure the performance in the organization. (Ghrouf, 2018)

Ghrouf's study addressed the relationship between the strategic planning adoption and the efficiency of the security sector workers, but this study dealt with relationships between the implementation of strategic planning and performance efficiency of security sector.

4- The study of (Amal Seyam) is entitled: "Implementation of Strategic Planning and its Relationship with Performance of Non Governmental Organization in Gaza Strip."

The study aimed to identify the implementation of strategic planning and its relationship to women's NGOs' performance in the Gaza Strip. The researcher used the descriptive analytical method. She developed a questionnaire for data collection and conducted interviews and one focused group with the managers of women's NGOs and members of the board.

The results of the study showed that: There is a positive relationship between (support of senior management of strategic planning, strategic environmental analysis, the presence of strategic orientation's entities "vision, mission and objectives, the existence of a strategic plan, the implementation of the strategic plan, follow-up and evaluation of the strategic plan) on one side, and the performance of the NGOs on another side - The study also concluded that women NGOs administrations have a clear understanding and conviction of the strategic planning process and encourage employees to participate in strategic planning - NGOs define clear and specific strategy - NGOs develop written strategic and operational plans, chooses its strategy in line with its internal capacity and external circumstances, and is in line with its vision, mission, and goals - NGOs attract the human resources with the necessary expertise and skills to implement the strategic plan and at the same time, develops the capabilities of its employees to contribute to the

implementation of the strategic plan - And those women's NGOs choose their programs and activities in line with the needs of their target groups, that contributes to increase in demand for their services.

The study recommended that: The need to continue the implementation of strategic planning by women's institutions and to work to overcome the difficulties facing the process of strategic planning at all stages, through holding training courses in strategic planning for senior management of these institutions - Establishing a department for management information systems in women's institutions - There is a need for women institutions to adopt clear, written, and appropriate monitoring and evaluation systems to measure their performance indicators from time to time, to determine the degree of actual institutional performance. (Seyam, 2010)

Amal Seyam study coincided with this study at the general title, the implementation of strategic plans, and its impact on the performance and addressed the positive relationship between them. Still, the difference was in the result that revealed NGO's do an accepted level of strategic planning and implementation, through the senior management support.

5- The study of (Dr. Younis Ibrahim Ja'far) is entitled: "The Impact of Strategic Planning on Crisis Management, Applied Study: Public Institutions in the Jerusalem Suburbs."

The study aimed to identify the impact of strategic planning in reducing the crises facing the employees in public institutions, and to recognize the importance of strategic planning and the elements of effective strategic planning. Identify the factors that should be taken by the management and help in mitigating the effects of crises.

The descriptive analytical method was used based on a questionnaire as a data collection method, distributed to all the study sample of public sector employees in the suburbs of Jerusalem.

The study results showed that: Strategic planning in public institutions contributes to reducing potential problems - The lack of strategic plans for staff minimizes the effectiveness of crisis management - The staff exclusion in strategic planning is an obstacle to crisis solving, as it reveals the organization's strengths and weaknesses - Strategic planning provides useful information for decision-making and problem-solving and increases the visibility of crisis management personnel - The study results also showed that the implementation of strategic planning requires staff with high qualifications and long experience in strategic planning.

The study recommended: The need to adopt the strategy as a method and a pre-action, which could be the solution to emerging crises because it increases the visibility of crisis management personnel - The need in public institutions to adopt clear, comprehensive strategies include policies and systems to manage the crises, especially long-term, and utilizing the available resources - Public institutions, especially decision-makers should refer to competent and experienced staff at the development of the strategic plan, and to encourage the employees' participation throughout the management levels. (Ja'far, 2017)

Ja'far's study addressed the impact of strategic planning in reducing the crises facing the employees in public institutions, unlike this study that dealt with the implementation.

6- The study of (Adly Dawood Mohamed Al Shaer) is entitled: "Obstacles to the Implementation of Strategic Planning for the Principals of Public Schools in the Governorates of Gaza."

The study aimed to identify the obstacles of implementing strategic planning among the principals of public schools in Gaza governorates and ways to overcome them.

The researcher divided the obstacles into two categories, one related to the reality of the strategic planning and its nature, and the other were the obstacles related to all participants with the school principal in the process of strategic school planning in the study sample.

The researcher used the descriptive analytical approach to suit the study's subject and its objectives. The researcher designed a questionnaire and was applied to the study sample.

The researcher concluded that: About the obstacles related to the nature of school strategic planning; the results showed that an average percentage of respondents (64.9%) acknowledged that there are obstacles; the top of these constraints is the difficulty of predicting the impact of external variables on planned school activities.

For the obstacles related to the principal: the results showed that an average percentage of respondents (62.8%) have obstacles in this area, the top of these obstacles is the preoccupation of the principal with the problems of students and parents.

Obstacles related to the school and its staff showed that a high percentage of respondents (71.2%) have obstacles in this area, the top of these obstacles are the presence of joint schools in the same building and the lack of resources in the school.

As for the obstacles related to the higher education administration, the results showed that a high percentage of respondents (74.6%) have obstacles in this field; on top of

these obstacles is the adoption of automatic promotion and the principal's sudden transfer.

The obstacles related to the surrounding environment and the local community showed that a high percentage of respondents (76.8%) have obstacles in this field, the top is the performance of political organizations in light of the current situation and their impact on the educational process.

The most important of the study recommendations: Principals should work to consolidate the culture of strategic planning in schools and make it an integral part of these schools' general culture - Reducing the administrative burdens and clerical work of the principal by appointing a deputy director in each school - Reducing the teaching burden on the school development team and not to transfer the principal or any member of the school development team except in the necessary cases, or after the end of the planning session - The need to provide the required physical, human and organizational capabilities to implement the strategic planning - Each educational institution should have a strategic planning model that addresses its core problems and issues and is compatible with its current situation and future aspirations - The Ministry of Education in Gaza should adopt strategic planning seriously and practically. (Al Shaer, 2007)

The study of Al Shaer agrees with this study about the internal and external impediments against the strategies implementation. It relates to the prevailing culture, and the policies are applied to the Palestinian organizations, in addition to the poor prediction of the future, and weak strategic planning and implementation. One crucial issue is the centralization of administrative decisions in favor of leadership without deputing qualified persons.

7- The study of (Dr. Ra'd Al Zein) is entitled: "The Role of the Strategic Plan in Supporting the National Security and its Effect on the Political Stability."

The study aimed to link the relationship between national security and Arab nationalism with the strategic plans adopted, identify the strategic plans in Jordan; their advantages and disadvantages, the need to harmonize between the strategic analysis methods and national security goals, to face the crises resulting from the hard political circumstances, and ensures a state of national security, formulate a set of recommendations should be taken into account when developing future strategic plans.

The most prominent conclusions of the study are: The strategy is closely linked to national security on its comprehensive concept since it takes all future possibilities without separating it from the past, mobilizes all energies, and directs all resources of society towards the goal – The strategy is also closely linked to political, security, social, and political stability - Jordan's national security situation seems to be very mixed due to its strategic location, the surrounding countries, and Israel's proximity, so it has to deal with all issues without breaks - The military aspect is not a particular case that can be postponed, especially in light of the attempts of terrorism to raid it internally and externally.

The study included two types of recommendation: Internally:- The future visions of the Jordanian state should be determined through the use of scientific and methodological means to prepare short and medium-term plans for five years, and to develop and qualify strategic leaders in governance, opposition, and society to provide a national umbrella -To achieve the integration and coherence of governmental activity through the reformulation of legislation and policies that fit the national goals, I is necessary to

provide the conditions required to meet them, and provide an administrative body to efficiently implement the strategy, working at all levels, internally and externally.

On the external level, the study recommended: The need to formulate practical and decisive solutions to regional conflicts and disputes and avoid controversial issues - Resolve differences peacefully to prevent any external interventions that threaten the region's security and sovereignty, and prevent interference in the countries' policies and internal affairs, so they don't interfere in the affairs of Jordan - And working to devote the concepts of regional security among Arab countries to achieve an orderly balance. (Al Zein, 2016)

Al Zein discussed the national concept and what is the strategic plan role in supporting the national security and its Effect on the Political Stability, but this study discussed the internal security and its relation to the strategic plan implementation.

8- The study of (Jawad Sulaiman Al Gharabawi & Mo'yad Al Sa'adi) is entitled: "The Effect of Strategic Planning on the Effectiveness of Iraqi Ministry of Defense: A Survey Analytical Study For Sample of Iraqi Supreme Military Leader."

The study aimed to identify the role of the strategic planning in the efficiency of the Ministry of Defense, depended on the quantitative approach and designed a questioner to collect the information, and depended on the survey and experimental methods in analyzing the information.

The study concluded that: The strategic planning variables proved its impact on the efficiency of the Ministry of Defense significantly - The senior leaders emphasized presence of the Ministry of Defense's vision, but there is a moderate agreement on the

employees' sense of this vision - The study revealed that respondents confirmed that the ministry workers are aware of their message, but they are unevenly dissatisfied with it - The statistical results confirmed that the Ministry of Defense's core values are set, but there was no substantial impact on the overall behavior - The senior leadership of the Ministry of Defense confirmed that the ministry has clear goals and objectives, still, it has not agreed upon as smart goals due to the lack of strategic skills and creativity that minimizes the ability to forecast future five years later - Although the ministry is receiving significant political and financial support from the government, it has a problem with obtaining equipment and supplies. The researchers may explain this by fluctuating state's imports due to low oil prices or the international financial crisis that was reflected on a budget of the state, and reflects on its obligations of the Ministry of Defense - The study revealed most workers are not involved in the strategic planning process.

The most essential study recommendations: Developing the concept of the ministry's effectiveness on the theoretical and practical levels between the employees, especially the strategic minds who undertake the tasks of designing strategies for achieving the efficiency of the Ministry of Defense - The ministry has to reflect its vision for all attached administrations and departments to reach an agreement between leaders and workers - Reformulating the core values of the ministry to make an impact on workers' behavior by spreading these values by the practice of senior leaders and embodying them as a fundamental component of the ministry's culture - Redesigning the ministry's mission in a way that makes its goals and objectives realistic and measurable and achieve the desired effectiveness away from long-term planning, and replace it with a strategic plan based on short and medium goals appropriate to the accelerating

environmental changes - Review the strategic planning process on a daily, monthly or quarterly base and according to the situation requirements - The ministry has to try to obtain financial support from the state regardless of economic fluctuations and fluctuations in oil prices or other country's resources - The ministry has to go to universities and scientific institutions in contracting to attract qualified human resources scientifically, technically and administratively. (Al Gharabawi, & Al Sa'adi, 2010)

Al Gharabawi & Al Sa'adi identified the role of the strategic planning in improving the efficiency of the Ministry of Defense regarding its elements, unlike this study which concentrated on the strategic planning implementation impact on the efficiency of the security sector.

9- The study of (Dr. Robert Arasa & Professor Peter K'obonyo) is entitled: "The Relationship between Strategic Planning and Banking Firm Performance."

The study examined the relationship between strategic planning and banking firm performance in Nigeria, taking into consideration the strategic planning steps.

The primary data collection instrument was a questionnaire; top management was the study's key target respondents, and two interviews were conducted with two managers of the sample.

The study found that: A robust relation between strategic planning and firm performance efficiency - Furthermore, all strategic planning steps (identifying the company's corporate purpose, scanning the business environment, identifying strategic issues of the company, selecting strategy and developing implementation, evaluation, and monitoring systems) were found to be positively related to the company's performance.

The study suggested the significance of testing the impact of the intervening factors in translating strategic planning objectives into practice. (Arasa, & K'obonyo, 2012)

Arasa & K'obonyo identified the relationship between strategic planning steps and banking firm performance, unlike this study which concentrated on the strategic planning implementation impact on the efficiency of the security sector.

10- The study of (Ilori David Babafemi) is entitled "Corporate Strategy, Planning and Performance Evaluation: A Survey of Literature."

The study traced strategic planning and performance evaluation in literature reviews and identified the main vital planning elements in big organizations. These components include top-down corporate vision's communication, objectives, and key principles and values.

The study concluded that formal strategic plan formulation would not achieve effective performance, but proper implementation has a positive impact on performance - Moreover, strategic planning is essential to ensuring ongoing excellent corporate performance, and only those organizations that exercise some form of strategic planning will survive.

It recommends that: The process of strategic planning should be given a real consideration in terms of all the prescribed steps, planning, implementation, monitoring, and evaluation - Management should concentrate on the strategic problems and the company's significant issues as a whole, including the status and the suggested targeted situation. (Babafemi, 2015)

Babafemi identified the planning and performance evaluation in literature reviews and identified the main vital planning elements in big organizations.

11- The study of (Muendo Bonface Mbithi) is entitled: "Influence of Strategy Implementation on Performance of Kenya Bureau of Standards."

This study aimed to identify the factors that affect the implementation of the Kenya Standard Office's strategy and to demonstrate the impact of the implementation of the strategy on performance at the Kenya Standards Office.

The researcher interviewed five senior managers of the organization. And obtained qualitative data, content analysis was used to analyze this data, and to reach the results.

The study found that: Several factors influence the implementation of the strategy include; organizational structure, organizational culture, leadership style, communications, employee engagement, and internal communication technology infrastructure - Moreover, the study concluded that the strategy's implementation was a critical factor in improving performance through employee performance.

The study recommended: The administration have to develop effective communication to ensure communication between strategic issues in suitable and needed time to achieve the strategy - Objectives, culture, and strategy must be compatible with achieving high performance - And there is a need to clarify the core functions and tasks needed to implement the strategy successfully. (Mbithi, 2016)

The study of Meithei addressed the factors that affect the strategies' implementation process that affect the organization's performance. Organizational structure, organizational culture, leadership support are a group of these factors. This study also revealed the importance of these factors on the efficiency of the security strategies implementation process, which affects the security organization's performance.

12- The study (Jamil Sadeghifar, Mehdi Ja'fari, Shahram Tofighi, Hamid Rvaghi & Mohamad Reza Maleki) is entitled: "Strategic Planning, Implementation, and Evaluation Processes in Hospital Systems: A Survey from Iran."

This study aimed to investigate the strategic management process in Iranian hospitals.

The study was conducted in 24 teaching hospitals in Tehran; the data collection tool was a 130 questionnaire. This questionnaire measures the status of the formulation, implementation, and evaluation of the strategic plan. Explores the requirements and the benefits of strategic planning in the hospitals were studied such as: - management systems deployed in hospital, using a consultant in strategic planning, having a strategic planning committee, activation of strategic planning committee, having a documented strategic plan, reviewing the strategic plan, and incentive for developing a strategic plan, and its benefits in the studied hospitals.

The study concluded: The absence of appropriate internal incentives for formulating and implementing strategies made the hospitals start formulation strategic planning according to the legal requirements of the Ministry of Health - Although all the investigated hospitals had a documented strategic plan, the plan was not implemented efficiently, and an accurate evaluation of results was not yet achieved - The investigated hospitals have documented strategic plan to obtain points of accreditation. Hence, a strategic plan leads to performance improvement and an increase in hospitals' quality of care - However, levels of development, implementation, and evaluation of plans are moderate - The movement toward excellence, success, and favorable results depends on progress in these fields - The inappropriate status of strategic management in the studied hospitals can be attributed:- to inadequate knowledge about the process of strategic management, shortage of time to participate into planning and implementation, weak

beliefs on strategic management, insufficient administrative structure, the sub-culture about the strategic management, and severe defect in teamwork, distrust external environment, and the centralized structure of the ministry of health in the notification of the programs.

The study recommended: Acquiring the benefits of strategic management in hospital systems in middle-income countries, such as Iran and low-income countries - The authorities should attempt in short and long terms levels, to reduce many of the problems by creating the culture of strategizing the programs of the organization, started in the high management levels of the Ministry of Health, and then be flooded within the hospital systems - Provide sufficient and appropriate training on the concept of strategic management process then provide necessary financial and non-financial incentives to move hospitals towards centralized planning and strategic thinking - Encourage future studies on the identification of infrastructure required for strategizing hospitals and being successful in implementing a strategic management system.

Identifying the potential obstacles for the deployment of strategies and evaluating results was recommended. (Sadeghifar, Ja'fari, Tofighi, Rvaghi & Maleki, 2013)

"Sadeghifar, Ja'fari, Tofighi, Rvaghi & Maleki" study agrees with this study in the context of formulation of the strategic plan is a legal requirement of Ministry of Health. The wording of security strategies is a requirement of Ministry of Interior, with no commitment of the implementation and no accurate evaluation of results has achieved yet. This status can be attributed to inadequate knowledge about the process of strategic plan formulation and implementation, poor culture about strategic management, insufficient administrative structure, and centralized structure of the Ministry of Interior in the notification of the programs.

13- The study (Petri Altonen & Heini Ikavalko) is entitled "Implementing Strategies successfully."

The study aimed to explore how the strategies were communicated, interpreted, and adopted, and the effect of these strategies on organizational members' actions.

In each organization, questionnaires and interviews were designed, 12 service organizations were interviewed a total of 298 representatives from top management, middle management, and operative personnel.

The results of the study indicated that: many efforts to be done in communication strategies - Many of the interviewees linked the problems of implementing the strategy to the communication among members - A common concern should be paid to create a shared understanding of the strategy among Members - Although the vast amount of communication either written or oral, most of them were top-down, but often communicated information was not understood - The middle managers were often responsible for ensuring strategic information communications and guarantee to understand the strategy, but the study considered the informal communication between superiors and subordinates was considered more important than the formal notification of strategy - Interpretation and adoption of strategy among implementers are crucial - A poor understanding of strategy was one of the obstacles to strategy implementation observed in this study, problems in understanding arose when the strategic issues had to be applied in everyday decision-making - Objectives set for organizational units are essential for implementing strategy - In this research, the linking of strategy to goals and objectives was not enough, but transforming the strategy into real and tangible objectives was generally perceived as challenging. This problem increased when getting toward the goals of operational management - One of the most significant problems

reported by the top and middle managers were conflicting activities and events that diverted attention from strategy implementation - Daily routines and the lack of time were mentioned as prevention to the organizational members from thinking and acting strategically - The structure of the organization rarely hindered strategy implementation. Instead, a lack of alignment between strategy and the organizational compensation system was perceived as a significant problem for implementation. (Altonen, & Ikavalko, 2017)

There are similarities between this study and the study of Altonen, & Ikavalko. This study revealed the weak communication system among the management levels in the security organization, which definitely obstacles the strategies' understanding and adoption. This status affects the actions to be applied within the strategic plan and creates defects in the implementation process.

Another similarity between the two studies is the shortage of linking between the strategic goals and the objectives of the operational management level that accurately creates a conflict of the activities and leads to inadequate monitoring and evaluation process.

14- The study of (Manana Santos Robert, Okwisa Muhanga Daina, Mutiso Kole Isaiah, Kanyoro Nduta Gladys, Gongera Enock George) is entitled: "Critical Analysis of Strategic Plan Implementation on Organizational Performance: A Case of Kenya Police Service."

The study aimed to evaluate the implementation of strategic plans in security institutions (Kenya Police) and explore why it has not yet been realized.

The study adopted a descriptive research design; the researcher used both quantitative and qualitative approaches. And the target group was the executors comprised of top management, middle-level management, and low-level management. The data was collected by using a questionnaire, interview guide, and observational forms.

The study concluded that: Managerial skills & communication influence strategic planning implementation in the police service to a great extent - The study considered the communication and degree of innovativeness are a crucial success factor in strategic planning implementation - The study further concluded that the training affects strategic planning implementation. Its goal is to improve employee performance by increasing the employees' ability to perform, creating, and sharing an organizational goal acting as a role model - And finally, the study concluded that the organizational structure influences strategy implementation in the police service, through bureaucratic bottlenecks, the shortage of qualifications and capabilities.

The study recommended: Enhancing the level of managerial skills & communications in the organization; besides, promotion of shared vision, integrity, and promotion of innovations - The need to enhance communication among the management levels in the organization by empowering employees, freedom of expression, and shared conversation, which is a crucial success factor in the strategic planning implementation process - There is a need to hold training courses for employees to improve their performance by increasing their ability to perform and share an organizational goal – The need to create an organizational structure that supports strategic planning implementation. (Robert, Daina, Isaiah, Gladys, & George, 2014)

The study of "Robert, Daina, Isaiah, Gladys, & George," and this study considered that the managerial skills, communication, and degree of innovativeness are critical success

factors in strategic planning implementation. The strategic training courses, building suitable functional structure and getting rid of bureaucratic bottlenecks, and providing qualifications and capabilities surely support well strategy implementation.

1.8 Discussion of the Literature: -

Organizations from both private and public sectors are increasingly embracing the practice of strategic planning that will be translated to performance improvement. Past studies mainly focused on the direct relationship between strategic planning and performance. They did not pay attention to the specific processes that make up the comprehensive strategic planning process, formulation, implementation, and monitoring; to the extent, every method is practiced could affect the expected strategic planning results.

This study has similarities and differences with reviewed previous studies in terms of the subjects, the relationship between the strategic planning, the implementation, and the performance. This study is consistent with some studies in the security sector was considered, but it differs in the contents of the research and its research method.

Through a review of previous studies that addressed the topic of strategic planning in general, and its relation to the performance, the researcher noticed all of them were interested in highlighting the concepts of strategic planning, its importance and the main steps to do it, at the same time engaged in studying the reality of its application in different sectors and its impact on the performance, whereas" Isra' Riyad Akel discussed the elements of strategic planning in the Palestinian security sector and its relationship to develop the performance of Palestinian law enforcement agencies, "Fadi Grouf" discussed the strategic planning impact on the performance of the members of the

Police department, "Younis Ibrahim Ja'far" studied the effect of strategic planning on Crisis Management into the public institutions, "Ra'd Al Zein" examined the role of the strategic planning in supporting the national security through the security institutions and its effect on the political stability, "Robert Arasa& Professor Peter K'obonyo" studied the Relationship between Strategic Planning and Firm Performance in the banking sector. Jawad Sulaiman Al Gharabawi & Mo'yad Al Sa'adi studied the effect of strategic planning on the effectiveness of the Iraqi Ministry of Defense.

The researcher has noted from the previous studies that they all stemmed from the importance of the subject of strategic planning and stressed that it is an urgent necessity, and recommended to practice and apply it in an appropriate scientific manner to reap its benefits that reach to the performance efficiency.

As for the studies that addressed the relationship between strategic planning implementation and institutional performance, locally, they are few, according to the researcher's knowledge regarding the security sector, there is no local study.

The studies discussed the factors affecting the efficiency of the strategic plan implementation for different sectors and stressed on the significant influence of these factors on the strategy implementation process success, like the studies of ("Adel Al Louh," "Amal Seyam," "Adly Al Shaer," "Muendo Mbithi," "Jamil Sadeghifar, Mehdi Ja'fari, Shahram Tofighi, Hamid Rvaghi& Mohamad Maleki," Petri Altonen & Heini Ikavalko)

The study of "Manana Robert, Okwisa Daina, Mutiso Isaiah, Kanyoro Gladys, & Professor Gongera George," analyzed the factors are affecting security strategies implementation that directly affects the performance. The study also ensured the great

importance of elimination of the obstacles against proper strategy implementation to achieve the desired rate of the performance of security organizations.

Summary of previous studies and the advantage of this study:

- All previous studies indicated the importance of the strategic planning process as one of the critical administrative procedures in the for-profit and non-profit institutions, which guarantees its continuation and success.
- Previous studies considered that all institutions, whether profitable or not, seek to achieve quality in performance.
- This study is the first local study - according to the researcher's knowledge that studies the relationship between security strategies implementation with performance.
- The researcher used more than one data collection tool (interviews, focused groups), and more than one data analysis approaches (descriptive analysis, historical, and comparative, content analysis).
- The results presented in this study supported the claim of backers of implementing the strategic plans that the strategic plan implementation allows organizations to enhance expertise, improve service quality, simplify the process, reduce costs, reduce administrative burden and save time.
- It is noteworthy that the international studies that have been studied and discussed differ significantly from the Palestinian and Arab studies, as they went beyond the stage of preparation to develop the plan, and this is clear that strategic planning has reached advanced stages in foreign countries. The topics addressed in their studies were the development of strategic thoughts and their role to achieve success, efficient performance, progress, and growth. These studies dealt with the gap between theory

and practice. The difficulties faced the management in the of the plan implementation. Some studies have introduced new models for strategic planning implementation.

The researcher benefits from previous studies:

- To determine the axes of the study.
- To choose an appropriate method that fits the nature of the subject and presenting the theoretical framework.
- The researcher benefited from the references and books used in previous studies.

1.9 Limitations and Obstacles of the Study: -

- Time limit: The study will cover the period from 2008-2018, from the beginning of the strategic planning process until the last evaluation report in 2018.
- The spatial limit: This study was conducted in the Preventive Security Organization in headquarter in Ramallah. It is the center of the PSO directorates, and it includes all the management levels that are distributed in all branches.
- Human limit: This study was limited to the workers in Preventive Security Organization, from the low/executive, middle, and senior managers, because the case needs to investigate the security strategies implementation throughout all management levels.
- Institutional limit: The study was implemented in the Preventive Security Organization as one of the security institutions in Palestine and had a unique role in internal security maintenance.

The study faces many difficulties arising from the change in the Palestinian state's political, social, and economic reality. It puts the researcher in front of many obstacles

in drawing a real and comprehensive vision about the challenges facing the Palestinian Authority and its security apparatuses, transforming security strategies into practices on the ground, and measuring the impact of these strategies on the effectiveness of security work.

The modernization of planning in the security forces imposes on the leaders before building strategies to learn first how to develop and apply strategies, which are one of the most critical, factors that achieve the success of their plans.

1.10 Chapter One Summary: -

Preventive Security Organization is an executive side of the law in Palestine and has a sensitive role in keeping internal stability. In this chapter, readers are presented with an introduction to the study; the problem statement indicated that this study is concerned with the adoption of strategic planning implementation in security institutions and particularly in preventive security, as the strategic planning implementation is the most challenging stage in strategic management.

Chapter Two

Theoretical Framework

Chapter Two: Theoretical Framework

2.1 Introduction: -

The contemporary trend in the management of various organizations points to most business organizations that are successful in their operations and activities, continually struggling to build a strategic center of excellence that ensures its construction, growth, and performance improvement in the environment in which it operates. To achieve these goals, organizations need to have strategic vision. Therefore, the process of future thinking of the organization needs the study and analysis of environmental variables affecting the operations of the organization.

Organizations perform their public tasks in an increasingly complex political, social, and economic environment. The opportunities are changing day by day, and they are exposed to unexpected pressures. Each nonprofit association faces a different mix of environmental forces that are unique to their situation. All organizations are affected by a vast number of difficult external situations. All of these situations create opportunities and problems at the same time. Strategic planning involves anticipating these problems and opportunities and employing the best thinking of the association to address these problems and seize these opportunities. (PEMC Experts, 2006, p.40)

Therefore, the successful implementation of strategic planning is surely critical to the achievement of organization's objectives. (Elbanna, Thanos, & Colak, 2014; Schweiger & Sandberg, 1991).

Moreover, the implementation success is an important to public sector's organizations and those in the private sector. Only when the top management team plans are executed properly and integrally, it is possible to attribute good organizational performance

outcomes to the manager's decisions, and feel some confidence and satisfaction that public organizations are masters of their destiny. (Elbanna & Child, 2007)

Most organizations desire growth to prosper and not just to survive. Organizational growth differentiates under different organizations' visions. Indeed, the growth of the organization could be different from one organization to another. But the most meaningful criterion is performance progress to an organization's stated goals and whatever these goals. (Al Jabouri, 2014)

2.2 Strategic Planning: Concepts and Definitions: -

2.2.1 Planning Definition and Importance: -

Planning is a mentally organized process to choose the best possible alternative in the present for achieving defined goals in the future. (Hbiesh, 1991, p.45)

Planning is a science and mental process for future issues, involves compatibility between objectives and accessible resources, determination of practical decisions, and identification of qualitative goals to be accomplished within a particular period. (Unisom, 1973)

"Al Helo" mentioned that to plan forward-looking and perceived, consider all relevant circumstances, whether supportive or non-supportive, prepare policies, and implement strategies to achieve the goals within the constraints of schedule, budget, human and material resources. (Al Helo, 1987, p.262)

Meanwhile, the planning nature imposes analysis and evaluation of past and present information, forecasting future potential activities or events, and drawing up operational programs to assist the organization attains its objectives. (Al Shareef, 1998)

Planning helps organization to identify its goals, as it is one of the most critical roles of the senior management, where several possible options are developed for the future and then determining the mechanisms to reach the goals through the utilization of resources and possibilities. (Al Nimr et al., 1417 AH).

Undoubtedly, the organization's stability and functional efficiency for organization will be improved by planning, as it defines the workers' rights and responsibilities. Planning significance can be explained by the precise determination of accessible resources and the best way to invest them, as well as the psychological factors that play the role at the part of the planning process in reducing faults and multiplying attempts to improve productivity and boost effectiveness by:

- 1) Defining the probable challenges.
- 2) Coordination between the work departments.
- 3) Systematic implementation of operations.
- 4) Monitoring and evaluating the work are performed by assessing the proportion of goal accomplishment. (Yagi, 1987)

Despite different definitions of planning, they agree on the link between the past, the present, and the future to reach the organization's desired position. As it is a way of organized thinking before the execution stage, and generally finishes with groups of choices relating to the planned work. Starting from how to do it? When does it? What do we need to do it? Hence, planning is the primary step and component for the management process that encourages the other components of successful management process.

2.2.2 The Strategy: -

The first researches that discussed the strategy are Chinese during the period 400-200 B.C. Sun Tzu's wrote, "The Art of the War" in 400 B.C., which has been criticized as the best writing on the military strategy, even those which followed it centuries later. (Horwath, 2006)

Another literature mentioned that the term strategy linked to its military origin in the history of Greece long ago in 330 A.D, and defined as the science of planning and executing the military operations. It had referred to the compound Greek words "stratos" means the army, and "agein" means leader, then the Greek terms "strategos" was derived, which means the "army leader", and the "strategos" which means "general", the person in the past Greece era who had: -

- 1- The ability to choose the best decision relating to the battlefield means he had strategic thinking.
- 2- The ability to aware the impact of the other factors on his decision, means he took into consideration the intervening conditions on his decision, (internal and external conditions)
- 3- The ability to consider the time as an essential factor to the factory, in which he was able to execute his plans according to a defined suitable time. (Blackerby, 1994)

It is essential to appoint the strategy as an old military concept, which was used later in the political aspect that concerns the investing of the human, financial, material, technical, and information resources to achieve the supreme national goals. The use of the business organization's strategies is a contemporary concept compared with the military and political aspects. (Brarcker, 1980)

Currently, the strategy is defined as the process of mutual coordination and support between the organization's activities. (Hilal, 2007/2008, p.11)

On the detailed meaning, the strategy is the group of decisions and transactions to prepare and execute the organization's strategic plan to attain its long-term objectives and vision at a satisfactory level of effectiveness. (AL Karkhi, p.71)

According to Chandler (1962), the strategy is the organization's goals and objectives over the long term run by allocating available resources to achieve these goals and objectives.

Steiner & Miner (1980) defined the strategy as a group of thoughts, methods, and procedures necessary for organizations' success.

Al-Madi (2006, p.25) also defined the strategy as the means to achieve the goals.

Another definition stated that the strategy is the process of defining the organization's long-term goals, and the adoption of the functions and the distribution of resources necessary to achieve those goals. Strategies are long-term goals for which the organization strives in future conditions, and it works to live with and reach those goals. (Al Otaibi, 2005, p.141)

But Desller defined the strategy as a long-term master plan that covers many areas of the organization. It is concerned with determining the organization's main production line and how it will produce goods and services. (Desller, 1992, p.84)

Kvint (2009) defined the strategy as "a system for creating, formulating, and developing a doctrine that ensures long-term success if followed faithfully." When there is uncertainty in the organization, the strategy is an organizational compass, pointing the direction to where we should go without ignoring where we are or where we were. The

strategy is a crystal ball of the organization, where all elements of the company can focus and gather around.

From the above, it is clear that there are many definitions and concepts of the strategy. They mostly agree on the terminology, in which we find those who define it as long-term goals with means and transactions to achieve these goals, this definition is closer to the researcher's perception. In contrast, others describe it as a long-term plan with implementation details, while others define it as the means to achieve the goals.

2.2.3 Strategic Planning Concept and Levels: -

2.2.3.1 Levels of Strategic Planning: -

In any organization, planning can be done for many purposes right from reaching the vision to performing its regular activities. Still, planning names, ways, and techniques are different. Strategic planning, tactical and operational are levels of planning process performed by the senior, mid, and executive managers of the organization.

The strategic level configures the context within which the next levels will operate. Every level is considered an extension to the next one, corporate-level planning is called strategic planning, and functional planning is called operational planning. Tactical planning is an extension of strategic planning and created for all departments of the organization, to identify the specific steps necessary to implement the organization's strategic plan. These steps are the operational plan.

The organization usually chooses the type of planning that fits and matches the nature of its work, serves its purposes and achieves its objectives so that the planning can be divided into three categories :-(Al Karkhi, p.32)

1. Strategic planning.

2. Tactical planning.
3. Operational planning.

First: Strategic Planning: -

Because of its great importance, the method of strategic planning has high-level concerns around the world. Developed countries focus on the planning process and spend enormous amounts of money to create and expand the planning base to be a reliable tool for all categories of enterprises.

In recent years, the concept of strategic planning has increasingly been used within modern management concepts that the organization must adopt and apply in its management work if it wants to achieve the objectives for which it was established and to ensure its continuity and survival. The strategic planning focuses on the long-term relationship between the organization and the environment in which it operates. It includes a definition of the tasks and objectives that the organization seeks to achieve, through analyzing different environmental conditions and their use in the formulation and development and delivery of these goals. (Salem et al., 1998, p.99)

Strategic planning is the key to strategic management and refers to formulating or preparing a strategic plan that includes reviewing the organization's mission and objectives. Then agree on it, choose the appropriate strategy to achieve it, and create a conceptual framework that introduces elements of the internal and external environment; changes, and uncertainties in the process of making decisions within the institution, especially for the long term.

So, it is a process of making decisions regarding defining the organization's mission and objectives and determining the primary path an organization takes to achieve its goals in addition to distinguishing its style from other institutions. (Team Experts, 2000, p.19)

Strategic planning facilitates management success. It takes the plans out of the day-to-day activities within the organization and gives a complete picture of what you are doing and your future position. It provides a clear vision about where you want to reach and how you reach along with tactics and operations. (Shapiro, 2003, p.3)

Strategic planning identifies and differentiates the current situation, conditions, and capacities, and develops policies and strategies to achieve long-term goals at a high level of effectiveness under the available financial, human, and material resources. (Hilal, 2007/2008)

According to Scott (1995), Strategic planning is the organization's systematic method for determining alternatives relating to its continuity and long-term goals achievement. Strategic planning focuses on drawing up long-term strategies to provide information about its vision and goals and the organization's primary orientation in all activities.

The strategic planning is the convenience between the results of the internal performance evaluation process (available resources and capabilities), and the results of the external environment evaluation, to invest the chances to decrease the threats and utilizes the strength to decline the weaknesses. (Warner, 1983)

It is important to remember that strategic planning is a continuous operation and one of the main phases of strategic management that include preparation, execution, monitoring, and evaluation of plans, and done according to mental scientific efforts through committed management levels. (Manageware, 2004)

But, strategic planning does not ensure great success; instead, it is a tool that provides possibilities and choices that help to encourage chances of success. (Hilal, 2007/2008, p.54).

Therefore, strategic planning is the process and not a substitute for organized entrepreneurial management practice, where strategic planning is the decision-making process, not the work of the organization. (Strategic Planning for States, 2010)

Bin Habtoor spoke about a set of features for strategic planning: -

- It is an integrated system that is agreed upon it.
- A method for determining the organization's future course by identifying the areas of excellence of the organization in the future and the scope of its work.
- It is a reaction to the strengths and weaknesses of the management of the organization.
- It is a working method at the level of the Board of Directors and senior management.

(Bin Habtoor, 2004, p.44)

Strategic planning is a way of thinking and drawing a scope for work to bring change to a particular situation. Therefore, strategic planning does not adhere to sub-details, which are the responsibility of the tactical planning. Strategic planning is a supportive decision-making process to raise awareness of goals, means, options and alternatives used to achieve the goal. (Al Sa'bari, 2013)

Strategic planning is a planning process performed by senior management to determine where the organization wants to reach in the future? What should be done to follow the organizational vision, mission, and goals? It is an analytical process that examines the macro and micro environment of business, depending on the long term qualitative vision, using creativity in future forecasting. This process is used collaboratively rather

than individually to reach the ultimate goal and raise the efficiency of the organization's performance by utilizing the available resources. (Bobaker, 2016)

Strategic planning has many definitions and views, but most of all agree on some principles which are an introduction to defining plan: Where are we? Where do we want to reach? What is our goal? How will we reach there? What are the available resources? What is the due date to achieve our goals?

The researcher links the different definitions of strategic planning to summarize it as a sequential compound process consisting of sub-processes, each depending on the previous stage. Strategic planning is a method; leaders of an organization carry out by looking to the future. Describing their vision, long-term objectives, priorities, and the organization's values, identifying time-limited duties and operations to achieve long-term objectives and taking into account the available resources and the projections that could be realities both internally and externally.

Components of a Strategic Plan: - (Mikoluk, 2013)

1. A Vision, where does the organization want to be through a limited time?
2. A mission statement is a more realistic overview of the company's aim and ambitions through its existence.
3. Values, every organization has its values. These values will guide managers and affect employees in consistence with their long term objectives. But there is no template to follow when defining the values.
4. A strategy which is the group of the transaction to achieve the strategic goals.
5. Strategic goals "Statements of the important results you are working to accomplish, designed to foster clear and mutual understanding of what constitutes, expected

levels of performance and successful professional development." (University of California, 2016-2017)

But the strategic goals have to have specific characteristics could be epitomized into the word SMART. The acronym SMART was first written in November 1981 in Spokane, Washington. George T. Duran, a consultant and former director of corporate planning at Washington Water Power, published a paper entitled "There is S.M.A.R.T. way of writing goals and objectives." However, Duran explains, 'it must also be understood that the proposed abbreviation does not mean that each written target will have five criteria'. (Haughey, 2014)

Since then, Professor Robert S. Robin (the University of St. Louis) wrote on SMART in the journal "Industrial and Organizational Psychology." He stated that goals must be smart, SMART means, and implies different principles of defining strategic goals. (Content Team)

To write strategic goals are clear and accessible, each goal should be set according to the criteria for strategic goals: -

- ✓ Specific what will be accomplished? What actions will you take?
- ✓ Measurable what data will measure the goal? (How much? How well)?
- ✓ Achievable is the goal doable? Do you have the necessary skills and resources?
- ✓ Relevant how does the goal align with broader goals? Why is the result significant?
- ✓ Time-Bound what is the time frame for accomplishing the goal? (University of California, 2016-2017)

Professor Robin also said that the acronym SMART definition may need to be updated to reflect the importance of effectiveness and feedback. However, some authors have

expanded it to include additional focus areas; SMARTER, for example, provides evaluation and review. (Content Team)

Second: Tactical Planning: -

Tactical planning is a part of strategic planning that clarifies the progress of operations within the framework of strategic objectives and gives them flexibility in movement and behavior. It is usually designed to implement and reap the rewards in the medium term and the competence of senior management and middle management, such as the selection of types of equipment that support a particular production line. (Al Karkhi, p.32)

Tactical plans support strategic plans by translating them into specific plans related to one particular area of the organization. Tactical plans are concerned with the responsibility and functions of lower-level departments to fulfill the strategic plan's parts within medium-term, ranging from 3-5 years. If the Strategic Plan responds to (What), the tactical plan responds to (How). (Hilal, 2007, p.15)

Creating tactical plans is usually handled by mid-level managers. The company's tactical plan can include input from many of its departments. Once a tactical plan has been implemented, it should be visited regularly to verify that your company complies with the steps outlined. (Johnson, 2019)

Components of Tactical Plans: - (Mikoluk, 2013)

1. **Specific Goals with Fixed Deadlines**, whenever the strategic goals are defined, the tactical plan breaks down the strategic goals into actionable objectives, specific, having deadlines following the strategic goal deadlines.

2. **Budgets**, the tactical plan should list budgetary requirements to achieve the aims specified in the strategic plan.
3. **Resources**, the tactical plan should contain all resources necessary to achieve the organization's strategic goals.
4. **Marketing, funding**, the tactical plan should list the organization's available financing and marketing. Their scope should be aligned with the outlined objectives.

Third: Operational Planning: -

Operations plans are developed to effectively perform core business activities to achieve tactical objectives, conversely form the strategic plan; it concerns the internal organization's environment and undertaken to support the strategic plan. This plan is highly specific, emphasizing short-term goals, which is the responsibility of low-level managers and supervisors. (Blog, 2014)

According to various authors "Coulter (2013)", "Mateljack, & Mihanovic (2016)", "Kotler, Berger, & Bickhoff (2016)", the process which predetermines the day to day activities of the organization is known as operational planning. In this process, the organization's short-run objectives are determined as well as a means to achieve those objectives, reaching to the strategic goals.

Middle-level management draws up the operational planning process. And under this phase, the organization is classified into different departments and units, to perform the predefined activities and operations individually using available resources, within one year at maximum. These activities are aligned with strategic planning to reach the organization's vision. (Al Shobaki, Abu Amuna, & Abu Naser, 2016)

Operational planning describes milestones, factors of success, and explains in details of how any part of a strategic plan will be put into operation during a given operational period. An important issue about the operational plan is that it changes every year. (Johnson, 2019)

The following are the features of Operational Planning :-(Surbhi, 2018)

- ✓ Short run objectives need to be clearly defined.
- ✓ Achievement of the desired result.
- ✓ The activities are to be performed as decided.
- ✓ Monitoring of quality standards.
- ✓ Measuring performance.

Operational plans can be either single-use or ongoing, as described below :-(Mikoluk, 2013)

1. One use plans

These plans are often particular by which are created for events or activities with one occurrence. It can be a one-time sales program, a marketing campaign, a recruitment campaign.

2. Ongoing plans

These plans are created on an ad-hoc basis but can be repeated and changed as required.

They are used continuously and can be different types, such as:

- **Policy:** A policy is a general document that dictates how managers should approach a problem. It influences decision making at the micro-level. For example, specific plans on hiring employees, terminating contractors, are examples of policies.

- **Rule:** Rules are particular regulations according to which an organization functions. The rules are meant to be hardcoded and should be enforced stringently. "Employees must report by 9 a.m.", are two examples of practices rule.
- **Procedure:** A procedure describes a step-by-step process to accomplish a particular objective. For example, most organizations have detailed guidelines on hiring and training employees or sourcing raw materials; these guidelines can be called procedures.

The researcher describes the tactical plan is a derivative plan from the strategic plan to achieve the strategic goals. The operational is derived from the tactical plan as a roadmap to achieve the tactical goals within a realistic timeframe, and all of them are aligned to the strategic goal timeframe.

2.2.3.2 The Development of the Strategic Planning Concept: -

Strategic planning became the present notion commonly used in various fields without exception. Strategic planning is embraced as an ideal instrument to attain long-term goals. Therefore, it is essential to learn about this word's origin.

The concept of strategic planning originated from the military arts in the past, describing the processes adopted in the war to accomplish the factory. Strategic planning has evolved through ongoing human growth to interfere with all aspects of life, political, social, financial, safety, and education.

Particular pieces of literature described the development of the strategic planning concept and stated that it grew by the time to appear strongly in the 1960th. And it developed in the mid of 1960th, depending on the thoughts of the American researchers

and scholars, in 1970th the strategic planning had been vital commonly used subjectively among the organizations public and private, along the 1970 decade. After the intellectual, scientific, and practical accumulation of other types of planning, strategic planning has developed to form the final image of it. (Blackerby, 1994)

Al Karkhi in his book "strategic planning on results" described the development of strategic planning as follow: -

- It is a military concept since 500 before Christmas.
- The first edition in the strategic planning on business administration /Harvard type in 1920.
- The first type in strategic planning in manufacturing and marketing development was in 1950.
- A long-term plan is a strategy that achieves the ambitions of the institution, 1955-1960.
- Strategic planning was adopted as a management tool since 1960.
- Spreading the strategic plan rather than a long-term plan 1960-1965
- The strategic plan became a management tool for the public sector since 1980.
- New interpretations for strategic planning and some related sciences since 1986.
- Reusing strategic planning and appearance of strategic thinking as an alternative and a preceding step to the planning 1992-1996.
- Promoting strategic thinking on the other concepts as the starting point and the basis of the other procedures.
- The strategic planning settled to be the solution for the organizations, public or private, as it predicts the future considering the environment analysis as a central base. (Al Karkhi)

2.2.3.3 Phases of Strategic Planning: -

As the researcher mentioned, the strategic planning previously is a compound process, consist of sub-processes, so, to draw up a complete plan, defined steps must be followed. It should be emphasized that there is no standard template that unifies all writers and authors in management science about the stages and levels of strategic planning. Still, there are many methods used in determining these steps or phases.

Maher (2006) says strategic planning involves steps as next: -

- Assign an administrative team for strategic planning.
- Assign a consultant if needed.
- The confirmation of doing a plan in terms of responsibilities and the time-bounded.
- Collect the required information.
- Define the vision, mission, values, and strategic goals.
- Analyze the internal and external environment for the organization.
- Analyze the collected data using the SWOT technique.
- Define the initial plan.
- Review the plan in terms of the theoretical and practical framework.
- Implement the plan following the strategic goals.
- Monitor and evaluate, including communicating while execution and intervention as needed.

2.2.3.4 Types of Strategic Planning: -

First: The strategic plan divided into two main categories depending on how the plan is created in the organization: -

1. The organization's executive planning team determined a top-down strategic approach, planning, and evaluation strategies, sometimes in consultation with senior management, planning staff, and external consultants. Operational managers and their staff can be invited to provide information, but they are not involved in strategy formulation.

The executive team communicates strategy to middle managers, who then become tasked with executing that strategy through a low operational management level.

Although this approach produces corporate plans within its scope, it fails to build employee commitment to the plans. It allows for significant leaps in vision without actually testing internal capacity, credibility, or cultural relevance. (Eigerman, 1988).

2. In contrast, a bottom-up strategic planning approach, where individual operating units are responsible for developing their planning and evaluation strategies, in line with some general corporate guidelines. This approach takes advantage of employee creativity, generates ownership of strategy, and usually ensures that plans are consistent with the overall goal of the organization (Viljoen, 1991).

2.2.4 Security Planning: -

The researcher's different reading about strategic planning showed the great importance of strategic planning into all work fields and sectors; the security sector also needs strategic planning including preparing, execution, monitoring, and evaluation of the plan to maintain its goals.

Moharam1979 stated that planning-based science had become one of the most critical features of this era in the entire world and all sectors, including security sectors. Planning is the most crucial component of the management process for all industries. (Al Naser, 2003)

The security agency has two different types of responsibilities: to keep the safety and security of the state, and the other is to provide services for people, as an increasing of civilization prosperity. The planning and implementation is an urgent need to perform the security function at a high level of efficiency and a minimum level of faults and losses.

The implementation of well-defined strategic security plans, depending on the scientific method instead of random work increased among the last years, as the technological development in the telecommunication fields, which made the glob as a connected unit, accelerated the crimes and created different types of crimes.

Accordingly, security planning is a conscious and deliberate process with specific objectives that achieve the use of the various security forces, according to programs, and particular approaches to provide security, and achieve stability and safety of society. (Auji, 1988, p.27).

The effective security strategic plan formulation and implementation processes related to the prohibition of the crimes and the provision of the services for people, consider raising the productivity efficiency of the security agencies, enhances their standing, impose barriers against the perpetrators of the crimes, and decrease the resources used for fighting crimes. Effective security plan implementation needs monitoring and evaluation through stages of security work. (Al Nasser, 2003)

Comprehensive strategic planning, which including plans formulation and implementation, is the essence of the management process. And the management is the essence of the security operations so that there is an urgent need to adopt the strategic planning method in the comprehensive security process to achieve the goal that the state seeks to achieve. (Ibid, p. 61)

The comprehensive security process is integrated and communicated in all security agencies in the state with one supreme holly goal, state, and individual security. The security concept is an inclusive one that implies the safety from the fear, injustice, poorness, hungry, etc. So, the security elements may be classified as social, economic, political, religious, psychological, physical, mental, and atrophic. (AL Aboudi, 1994)

Strategic security planning aims to optimize the use of capabilities to achieve the objectives set. Perhaps the need for strategic planning in security organizations is multiplied, as a sound strategy doubles the efficiency of the use of physical and human resources to support the executing units and the support of moral force (Boufard, 1981, p.14).

Security agencies seek to achieve the maximum degree of functional performance efficiency that requires the identification of human and material resources and procedures that deliver security goals. Therefore, the strategic security planning is a collection of the methods and activities defined to achieve the security goal that is an integrated process between the different types of the security agencies to reach to the comprehensive security. (AL Radadi, 1988)

He added that Security planning is “the using of the rational scientific method to invest the human and material resources available to upgrade the security services level and

achieve containment and security control in both preventive and repressive with minimal losses of lives and equipment."

Security planning uses the scientific method to invest the human and material resources to produce security strategies and best alternatives that promote the level of security agency function and achieve security control in branches, the aggressive, and the prohibition. (Wilson)

The security planning has its importance due to the scientific method that enables the security agency to define their goals scientifically, so it is an alternative to diminishing randomness that reduces the efficiency of the results. (Rikabi, 1966).

It is clear the great importance of security strategy implementation, which starting from forecasting potential threats, determining the available and the needed resources for fighting crimes and services provision. Coordination involvement among all functional levels or operational departments imposes such monitoring and evaluation along the implementation stage.

2.2.5 Strategic Planning Implementation (Concepts and Procedure): -

Strategy implementation is the application of activities and actions following a detailed strategic plan to attain the ultimate objectives. Using the institution's culture, functional structure, and control system to maintain the strategy as a competitive factor leads to effective performance.

Friedman2006 pointed to the questions the senior management in the organization should ask to assess the extent of organization's readiness for strategic change, assuming that the strategic planning team has formed its strategic plan and its components, so it

has to respond to the following questions prior the implementation phase: - (Al Louh, 2007)

- Is there a control system that provides the required feedback?
- What changes are required from planning procedures? And how the strategy will integrate with long-term operating plans and budget processes?
- Is there leadership commitment and support for the strategy?
- Is there a system of rewards and motivations?
- Does the organization have a qualified management system?
- Do the management levels have a communication procedure?
- Does the organization have the strength and depth needed to implement this strategy?

Al Douri (2005) also stated that successful implementation depends on a set of essential determinants; all of them fall within the organization's internal environment:

1. Coherent organizational culture.
2. Coherent organizational structure.
3. Balanced allocation of resources for different operational activities.
4. An appropriate system of incentives and innovations.
5. Existence of effective management information systems.

Implementation of the strategy is translating strategy into actions. Involves utilizing of organization's resources, including programs, budgets, procedures, and motivation of the staff to achieve objectives. (Mintzberg, 2004).

Hussein also points out to the strategy implementation as, the process of putting the strategy into implementation through the development of programs, budgets and procedures, often implemented by middle management, lower management, and reviewed by senior management (Hussein, 2002, p.187)

Some authors consider the strategy implementation as the outcomes of the collective scientific process that is the planning, and the second stage within the strategic management, where the tactics in the strategic plan will be transmitted into real actions. (Al Husseini, 2000, p.32-33)

Implementation is also described as how an organization should evolve, utilize, and amalgamate organizational structure, control systems, and culture to follow policies that contribute to competitive advantage and better results. In short description, it is the tactics in the strategic plan will be transformed into actions or actual performance. (Belyh, 2017)

Meanwhile, the strategy implementation is an iterative process that includes policies, programs, and action plans that allow the organization to use its resources to take advantage of opportunities in a competitive environment. (Harrington, 2006).

A plan implementation concept is a group of activities and procedures that execute the plan throughout the executive programs, rules, resources, and transactions. (Samuel & Peter, 1997)

Implementation is the execution of the group of activities necessary to achieve the strategic goals that require success factors, including; planning for these activities, the senior leadership contribution and commitment to the plan, allocation of resources, and the comprehensive due to the implementation process throughout the management levels of the institution. (Al Sakarnah, 2015, p.292)

The literature on the implementation of the strategy remains fragmented and generally dispersed in general and specialized management documentation, with little systematic research of any of the critical themes of successful implementation (Bossidy & Charan, 2011; Elbanna, Thanos & Colak, 2014; Noble, 1999).

The researcher sees the implementation as the group the activities and choices required for the execution of a strategic plan; it is a process by which strategies and policies are implemented. And the implementation is the most critical and challenging part of the strategic management process and requires the use of the organization's resources in favor of proper implementation. The relationship between planning and implementation summarizes into planning is to clarify "what" and "why" the activities of the organization, while implementation is about how the events will be carried out, who will implement them, when and how they will be implemented, where they will be executed.

Thus, the planning and implementation processes integrate to define the success of the organization. In reality, the organization often can't do both methods accurately and adequately at the same time; there are cases of weak planning due to the weakness of forecasting the future and another case weak implementation due to the deficiency of human capabilities. Therefore, the two procedures regard the capacity to recover, the ability to challenge forecast, and complete each other in the way of achievement. (Al Sakarnah, 2015, p.295-296)

Taking these above definitions into account, we can define strategy implementation as a dynamic iterative and complicated process, which is comprised of a sequence of decisions and activities taken by top managers to low-level employees. It is affected by several interrelated internal and external factors to turn strategic plans into reality to achieve strategic objectives.

2.2.5.1 Factors Supporting Strategic Plan Implementation: -

Implementing the strategies effectively needs supporting factors. Most studies discussed this issue but with a simple difference between the names and categories of these factors.

According to (Alfred, 2014), implementing the strategy has become the most important management challenge facing all types of organizations at present. Some literature claims that from (50% - 80%) of strategy implementation processes fail, due to, strategy implementation is often the most difficult and time-consuming part of strategic management. (Li & Martin, 2008)

Hence, the implementation phase needs determining factors that assist the appropriate implementation and make the execution method integrated, comprehensive and inclusive.

Obviously, at first, a poor or ambiguous strategy can significantly reduce implementation success chances. Good implementation cannot overcome the shortcomings of a bad strategy. (Hrebiniak, 2006). Allio noted that good implementation begins naturally with the good strategic formulation: "only good soups like ingredients" (Allio, 2005).

Many authors ensure the features influence the strategy implementation process in the organizations. Best alternatives for the implementation referring to organizations' variables analysis success, such as procedures of production, types of services or products that contribute to the accomplishment of the objectives, and enforce the overall department's commitment to the implementation process. (David & Bourgeois, 1984, p.176-190)

According to Zaribaf & Bayrami (2010), most large organizations faced problems with strategy implementation. Unlike strategy formulation, strategy implementation cannot be achieved by senior management alone; it needs collective work to share all stakeholders inside and outside the organization. While formulating a strategy is usually a top-down process, mostly in the hands of the strategic management team, with senior management and key employees' aid. Implementation requires simultaneous top-down, bottom-up, and across efforts.

Strategy implementation is a linkage between management skills and formulation; Cater & Pucko (2010) stated that while 80% of firms have the right strategies, only 14% have the proper management to implement them well, which means successful management is a critical factor in the implementation process. Success management could include various elements that affect implementation success.

One of the management success factors is that the organizational structure, with boundaries of authority and responsibilities, must be clearly defined and emphasized in the hierarchy of leadership. Every member of the organization must know who is accountable and who is responsible. This tactic needs coordination between the senior leaders, functional cadres, strategic planning, and executive administrations. (Beer & Nohria, 2000).

Leadership or top management team should also define communication lines throughout the organization, facilitate effective communication between all management levels, and translate strategy into periodic implementation plans. Even those employees, on the lowest level of the organizational hierarchy, must be able to communicate with their supervisors and top management, and vice versa.

But, when information does not flow efficiently from the bottom to up, senior management may not be aware of problems that threaten implementation and are unable to provide a timely response. The information flow should not include only people communicating with each other but also information systems through which management is monitoring the implementation efforts. (Bryson, 2012).

The effective communication system helps the employees to understand the overall organization strategy and culture. It also explains how the employees contribute to the organization's goals achievement and ensure the accountability law. The communication system explores the departments and units contribution and performance toward the strategic plan implementation.

The cultural factor of an organization or the general atmosphere within the organization and its members plays a crucial role in proper strategy implementation. It represents an intricate pattern of beliefs, expectations, ideas, values, attitudes, and behaviors shared by the organization's members that evolve. (Trice & Beyer, 1993).

The organization should make its employees feel comfortable in their functional positions by ensuring that they are involved in the strategic implementation process and play a significant role. That can be done by a culture of responsibility and accountability for someone's actions and imposing appropriate incentives and penalties for good and poor performance. This will create an atmosphere in which everyone feels more motivated to contribute to the implementation of strategies. (Paul, 1989)

Consensus and understanding of the strategy by those involved in implementation are an essential key factor in achieving the goals effectively. Moreover, employees must be aware of their responsibilities to overcome the conflicts that may arise between implementing parties or activities. (Beer & Nohria, 2000).

If the organization's staff doesn't understand the overall strategy well, a low level of consensus will result. And if secret information passes through different management levels of the organization, a range of conflict will result and create obstacles to the successful implementation. (Nobel, 1999b).

Consensus and understanding are created whenever the employees have been engaged in the planning phase, in which it establishes commitment toward the strategy implementation. (Wilson, 2013).

Takeuchi, Shay & Li (2008) emphasizes, personnel involvement should be at all functional levels from the beginning step, which is the plan formulation to increase their commitment and understanding of their role in implementing the plan.

All researchers believe that a shared understanding and commitment of middle management and those at the operational level to the senior management team's strategic objectives is vital to effective implementation. (Rapert, Velliquette & Garretson, 2002).

Efforts to implement the strategy will fail if the strategy does not have the support and commitment of the majority of employees and middle management, and if it is not consulted during the development phase. (Heracleous, 2000). And if middle and low level managers are involved with implementation and planning, their commitment will likely increase. (Alexander, 1985).

Nobel 1 & Mokwa (1999) defined three dimensions of commitment that directly influence strategic implementation: a) Organizational commitment is defined as the extent to which a person identifies and achieves the goals and values associated with the organization. b) Commitment to strategy is defined as the extent to which the manager understands and supports strategic goals and objectives. c) A commitment to a role is

defined as the extent to which a manager is determined to perform individual execution responsibilities well.

The initiatives for implementation require the organizational and functional structure commitment to agree on the implementation process's priorities. Serious efforts may lead to creative roles that raise the efficiency of the implementation process. (David & Bourgeois, 1984)

Work relationships between the different departments and units in the organization have a significant influence on the implementation of successful results. Several studies dealt with types of relationships among units and departments and its effect on the strategy implementation success.

Walker & Ruekert (1987) divided business strategy stakeholder's behavior into three types: (prospectors, differentiated defenders, and low-cost defenders). And they said that the success of the implementation process is affected by several factors into the departments of the organization: - The autonomy of department that prohibits the roles overlapping, sharing programs, and the cooperation between these departments. But there are additional factors into different departments that affect the implementation success: - The functional competencies, allocation of resources, decision-making participation and influence, inter-functional conflict, and coordination may have vastly different effects on the implementation of different strategies that affect the performance of the organization.

Chimhanzi (2004) suppose that relationships among cross-unit working are crucial factors that affect the successful implementation, and implementation effectiveness is affected negatively by conflict and positively by communication and specifically

interpersonal. In turn, these interdepartmental dynamics are affected by senior management support, joint reward systems, and simple integration.

Entirely the effectiveness of the strategy implementation is influenced by the quality of the people who are involved in the process: Executors or implementers, who comprise all management levels in the organization top, middle, and low-level management. (Govindarajan, 1989)

Peng & Litteljohn (2001) argue that quality is explained by the skills, capabilities, experiences, attitudes, and unique people characteristics that fit a particular position in the organization.

Resources, either financial or not, are also crucial factors for implementation success. One of the primary activities in strategy implementation is the allocation of resources that are either available to the organization or unavailable but required for strategy implementation. The funds must meet the costs and expenses of the execution of the strategies. Another vital resource is the duration time of the activities that are going to be executed must be defined in the strategy. (Anstasia, 2017)

Statistical Information about the Implementation Process Weaknesses: - (strategic planning for states, 2010, p.24)

- 85% of the high-level leaders spend less than one hour monthly to analyze the strategy implementation degree.
- 60% of the organization disconnect between the strategy and the available resources.
- 5% of the employees understand the strategy of the organization.
- 25% of the managers have the motivation for executing the strategic goals.

2.2.5.2 Steps of Strategic Plan Implementation Process: -

The plan implementation process needs to specific steps to overcome probable mistakes that could emerge out of several sources. Implementation process requires the commitment and cooperation from functional levels of the organization to execute the following steps: - (Naylor, 1980; Al Mursi et al., 2007)

1- The strategic plan is developed during the strategy formulation phase. However, there is still a need to evaluate the plan, particularly concerning initiatives, budgets, and performance. There are always inputs that will appear during the evaluation and are missed during the formulation of the strategy; here are several sub-steps to be undertaken.

First, check that the plan's strategies are following the same path leading to the organization's vision and strategic goals.

Financial assessments are conducted prior will provide an insight on budgetary issues. You have to evaluate how these fiscal issues will impact the attainment of objectives, and ensure that the budget offers sufficient support for it. If there are budgetary constraints, they must first be addressed before starting entirely into implementation mode.

Communicate and clarify the goals, objectives, and strategies to all members of the organization. Regardless of their position in the organization's hierarchy, everyone must know and understand the organization's goals and the strategy that will be employed to achieve them.

2- Review of the general framework of the defined plan, review of the organization's current status concerning its capacity to implement the plan, the resources available, weaknesses and strengths, the organization's external environment, including relations

with other organizations, external threats and opportunities, the organization's priorities, and its vision.

3- Test the strategic objectives in terms of the suitability of these objectives for the organization's vision and mission, test the objectivity, and invest the strengths and opportunities available and address the weaknesses and threats to deal up them effectively.

4- Review the organization's culture in terms of values, beliefs, traditions, norms, symbols of standards, and rituals, which the employees are sharing them. The harmony of the culture among the functional levels is a crucial factor in the implementation process. It is also considered developing and changeable culture to meet the changes in the work environment, either external or internal. The culture contains the moral, behavioral, and material sides that configure every unique institution's culture.

5- Configure the organization environment for implementation.

The definition of the organizational environment is the general framework within which the organization moves and transacts and interacts with it to achieve its goals, including competitors, beneficiaries, workers, and internal and external influencing groups. Hence, the working environment is the group of variables, limitations, attitudes that are controlled or not controlled by the organization. (Al Jabouri, 2014, p.327)

The organizational environment is one of the success factors of the implementation method, which continually changes, and affecting the effectiveness of policies and procedures.

Hence, there is a need to study and evaluate the environment to accommodate the organization's inner capacities and external requirements for the organization to perform the implementation process effectively. The organization's environment includes the

internal factors, which are the private elements inside the organization. External factors, which are the elements outside the organization, mutual with other organizations and divided into two categories; 1- the public environment includes: political, economic, social, technological, legal 2- the private/direct environment includes competitors and beneficiaries.

6- Prepare the time frame for the implementation process, the importance of translating the goals into scheduled programs is to define the human, monetary, material, information, technological, organizational infrastructure development requirements of the implementation process, as well as to determine the programs' activities within a specific time frame, and responsibilities, that require determination of the policies, stages, time, and process-related parties

2.2.5.3 Factors Affect the Security Strategic Plan Implementation: -

The strategies are the policies and procedures of the organizations to accomplish their goals. (Al-Jahani,) pointed out to the elements of the environment will affect the security strategies, either internal or external, among the two phases, the planning, and the implementation: -. (Al Naser, 2003, p.62-64)

1. Political factors:

The security strategy must achieve the general state policy and be committed to the political system and its regulations and laws.

2. Social factors:

The security forces are original parts of the society, and they must care about and abide by:

- Norms and traditions.

- Prevailing values
- Religious system and its relation to the laws.
- Judiciary system and its relationship to the security agencies.
- The social levels that affect the style of the crime.
- The migrations, which affect the conditions of the crimes, either increase or decrease.

3. Geographic station:

The security plan should consider the geographic station, where the plan is drawn up and implemented, differentiate the safety operations by area and the natural circumstances, mountainous, coastal, desert, flatten, and population density.

4. The trending of the population:

The approach must take into account the nature of the population's thinking, and deal with the differences in thinking and behavior between individuals in society to ensure the stability of the relationship with them in the light of their political, ethical, legal trend.

5. The economic factors:

The plan's economic range has to consider its financial capabilities defined in the budget section and care about the restrictions on the economic situation in the security organization.

6. Other factors:

Including territorial disputes and competitions, global events, technological growth, and crime trends, which affect the security plan according to the significance of the factor in particular land, region, and its degree of effect on social lives?

2.2.5.4 Security Strategic Planning Implementation Rules: -

Security planning and implementation need specific guidelines to promote performance efficiency: - (Al Aboudi, 1994, p.57-58)

1- In implementing the plan, flexibility and movement must be taken into account. The continuous change in society usually taking place and not defined in the planning phase must be followed by the plan modification in its activities relating to the changes as an alternative plan. The movement is the security plan's ability to continue its creation or planning process and interact with variables in the presence of monitoring, reviewing, and modification when needed.

2- The depth of the security plan is to concentrate on the community elements, touching their real requirements and objectives.

3- The clarity of the plan and its objectives encourages executers to be involved efficiently.

4- The realistic plan, which means defining reasonable goals, care about society's abilities, natural, human, and time resources.

5- The accuracy of material and human resources data to identify precise and realistic security objectives.

6- Accurate, appropriate, and a flexible limited-time plan is necessary to consider the execution process within a reliable timeframe to achieve the objectives. And keep the organization away from faults and waste of time and money.

7- The integrity of all organizational attempts and functional operations is necessary to create an effective plan and to implement the plan properly.

8- Planning and implementation should rely on one technique, such as planning based on the objectives, which are lucrative and productive, by making the objectives the basis and priority for defining the plan's processes.

The Security Strategic Plan Implementation Requires Two Considerations: - (Ez Al Dein, 1410AH, p.23-24)

- The procedural side: the operations defined by the plan to avoid oblique conduct must comply with the ethical and legal guidelines.
- The moral side: the security organization's qualifications and capabilities to perform the procedural side to achieve security goals.

2.3 Productivity, Performance and Efficiency Concepts: -

Productivity is defined as the relationship between the organization's inputs and outputs; the inputs are the organization's capabilities and resources, while the outputs are the organization's production amount. (Al Naser, 2003, p.73)

Production efficiency is defined as the relationship between output and all the production elements used to obtain it. (Al Ali, 1983, p.22)

In the light of this concept, productivity rises if output increases with input stability or output volume increase with low input volume.

Performance is the outputs or objectives that the system seeks to achieve. It is a concept that reflects both the goals and the means necessary to achieve them. That is an idea links activity with the goals that these activities seek to deliver within the organization. (Abdel Mohsen, 1997, p. 3)

Performance is also defined as the achievement of organizational objectives using resources efficiently and effectively. Institutional performance requires a focus on the unique elements that distinguish between entities, which is the focus of evaluation of financial and non-financial indicators, measurement of tangible and intangible assets broad conditions of corporate, strategy, operations, and human resources. (Ayesh, 2008, p.44)

The concept of performance links to both the behavior of the individual and the organization. It occupies a special place within any organization as the final product of all activities at the individual, the organization, and the state (Al Othman, 2003, p.73).

There have been many trends in measuring individual performance, most recently comparing individual performance with the objectives expected to be achieved by the individual and agreed upon it. He/she knows whether his behavior corresponds to his goal or not to determine what he/she has gained from these goals.

Individual performance measurement is an oversight exercised by the direct manager to determine the proper functioning of an individual in his or her management. (Mokhaimeret al., 1999, p.10)

The performance of an individual in an organizational setting may be defined as the output delivered by an individual to a given role during a particular period under the set of circumstances operating at that point at the same time. (Bhosle, 2012)

Institutional performance is the organization's overall performance in light of its internal and external interactions. In this sense, it has three dimensions. (Mokhaimeret al., 1999, p. 16)

The organizational unit's performance is the work carried out to perform its role, which is expected to be implemented in the organization, to achieve the operational objectives

set for it in light of the strategic objectives of the organization and tactical objectives. It is evaluated by senior management and internal oversight bodies, and measured by economic and administration effectiveness. The indicators of measurement are the degree of division of labor, degree of specialization, degree of mechanism, output production systems, degree of centralization and penal systems, gradation, and the effectiveness of communications. So we can categorize the performance into three types as follow:

- Performance of individuals in their organizational unit.
- Performance of organizational units within the overall framework of the organization.
- The institution's performance in the context of the external environment (economic, social, cultural, etc.). (Ibid)

Efficiency refers to the economic way the processes related to objectives are accomplished. Efficiency is usually expressed by the ratio of outputs to inputs. (Al Mughrabi, 1998, p.39)

Performance efficiency is obtained at a high level by raising customer satisfaction, productivity, and application scalability within defined response-time and efficient use of processing or storage resources. The Performance efficiency of an execution relates to individual performance components, and with the influence of every component on the behavior of the whole chain of elements consisting of one transaction. (Al Ali, 1983).

2.3.1 Relationship between Productivity, Performance with Strategic Planning and Implementation: -

The optimal use of resources to achieve the goals of the organization leads to efficient performance. Good strategic planning guarantees addressing the organization's resources and the proper implementation of the strategic plan guarantees the proper use of the resources of the organization.

If there is a flaw in the strategic plan, efficiency will not be achieved no matter what means are used to implement the strategy. A clear definition of the strategic plan is important and helps identify the proper ways and methods of implementation, thus achieving the organization's efficiency. A specific message, defined goals, and well-planned resource utilization through activities in the organization, so that performance and production reach the highest efficiency. (Al Naser, 2003, p.73)

Thus, productivity refers firstly to the excellent organization strategic goals; secondly, the productivity improvement implies the proper execution of the strategic goal through two levels of defined goals:

- A tactical goal is responsible for the mid-management of the organization and relates to the medium-term plan lasts for one or two years, depending on the connection between budget plans, and the functional structure of the organization.
- Operational goals that are the responsibility of the executive level (low level) of the organization, it is a short term among short seasonal plan. The operational goals depend on the technical, organizational, and managerial factors into all departments and sub-departments into the organization. (Al Jabouri, 2014, p.77-82)

The operational plan execution has a minimum level of risk due to routine functions and operations. The managers at this level have the information needed to perform the goal.

The programs, rules, policies, and budgets are defined at the higher management levels as guidelines. Therefore, the productivity and performance efficiency is undoubtedly related to the planning and implementation phases and increase through the implementation phase as the operational goals are correctly executed.

2.3.2 Relationship between Productivity, Performance and Monitoring of Strategic Plan implementation: -

The monitoring phase is considered a tool that makes the senior leader and the planning team continuously edit and correct the strategic alternatives. It is also a tool to test the consistency degree between the plans, policies, and programs on one side with variables into the internal and external environment. (Al Jabouri, 2014)

The measurement of productivity or performance needs the comparison between the inputs and the outputs, which means measuring the outputs to the real used human or material resources within a defined period through the plan execution process, which is the efficiency.

The monitoring is charged to monitor the two, internal operations into the implementation process, which is related directly to the performance and productivity, and external environment to avoid the inconsistency of the external variables and the organization's operations, to be edited if necessary, and elaborate probable threats. The monitoring guarantees the correct execution of the plan that led to the desired productivity and performance efficiency.

2.3.3 Relationship between Productivity, Performance and Evaluation of Strategic Plan Implementation: -

The evaluation of the plan implementation is done by measuring the performance indicators and how much plans and strategies are successful in reaching the goals.

Most researches showed the importance of human resources for increasing productivity or performance efficiency into organizations. The concern of the workers' performance enhances the chance to increase the organization's effectiveness. (Abdel Moneim, 1987, p.83).

The organization will raise its performance once they effectively adopt strategic planning. Execution of the sequential steps in the strategic planning process is expected to facilitate organizational effectiveness achievement, provides direction to the organization, imposes and enhances coordination and control of organization activities. It is clear that strategic planning guides the organization in setting out its strategic intentions and priorities and refocus towards achieving them.

An objective analysis of external and internal environments facilitates the foundation of the organization's suitable environment for effective decision-making. Strategic alternatives analysis and selection facilitate the preparation of efficient resources allocation, sustainable competitive advantage, and improve innovation.

It is also proved that the development of monitoring, and evaluation systems facilitates the smooth execution and implementation of the planned tactics and operations.

Traditional criteria for measuring the security organization's productivity or performance are shown below: - (Al-Mahisi, 2009).

1- Real output will be measured. For instance, the number of offenders is caught, the amount of criminal activities is interrupted and frustrated, which relies on the nature of the procedure being performed.

2- The size of the work is measured by the number of hours spent performing the function or mission. If the job is accomplished in fewer hours, it is effective performance but is generally not evidenced.

3- The service level will be offered, relative periodic comparison between the quality of the service and the people satisfaction are measurements for the service quality level.

2.4 Chapter Two Summary: -

This chapter presents theoretical information of strategic planning, strategic plans implementation, security planning, security strategies, alongside historical follow up of the strategic planning and implementation. Moreover, the researcher provides up-to-date information about the relationship between them.

Chapter Three

Palestinian Security Agencies

Chapter Three: Palestinian Security Agencies

3.1 Introduction: -

After different political systems governed Palestine many years ago, starting from the Othman era, to the British mandate, then the Israeli occupation that incorporated West Bank and East Jerusalem to Jordanian rule, and Gaza strip to the Egyptian government, the security status pertained each era of those systems

In 1993, the Palestinian and Israeli sides signed the Oslo Agreement, which was supposed to be the transitional stage to finish the occupation and establish a Palestinian authority, which owns autonomy, rule, and management. And one of the most challenging issues is security. The agreement indicated that the Palestinians have the right to create police forces to ensure internal safety. Still, it gave the Israeli side the right to have a full defense for Israeli security threats.

Strategic planning has been perceived as an essential management practice through all work fields in the Palestinian institutions for many years. However, evidence of its application in security organizations in Palestine is limited. This study investigated the strategic planning implementation process adoption in the Preventive Security Organization.

In this chapter, the researcher introduces historical information about the foundation of the Palestinian security agencies, the agreements and laws that organize the security work, and a wide picture about the Preventive Security, its functional structure, its roles, and duties.

3.2 The Political System in Palestine after Oslo Accords: -

The formation of the Palestinian Authority in Gaza Strip and West Bank, that achieved by the subsequent Palestinian- Israeli agreements, imposed new conditions and atmosphere that changed the work nature of the Palestinian Liberation Organization leaders.

Thousands of refugees returned from the Diasporas to the home Palestine, and many of them awarded the elite political positions in the new Palestinian Authority.

Despite the positive results of Oslo, the government failed on essential issues that have affected political stability. The new authority ended the role of the Palestinian Liberation Organization as a unique resistant organization. It had been replaced by the Palestinian Authority that, from the beginning, committed with the agreements and defended them by overriding the other political factions. (Hussein, 2007)

As well as, the politically resistant affiliates to the PLO changed to be the leaders in the new institutions and had the role in defending the new political order.

According to (Jamil Hilal) The Israeli and United States recognition of the Palestinian Authority changed the relations between regional and international societies on one side and Palestinian Authority on the other side. (Hilal, 1998)

The Palestinian security institution under the control of the political level, from the beginning, has taken in charge of maintaining the Palestinian citizen's security, protecting the signed accords from internal and external threats, and responding to the security needs of neighboring countries.

The signing of the Oslo Accords and the Palestinian National Authority's establishment in 1994 in the West Bank and Gaza Strip is a significant turning point in the history of Palestine; it is the beginning of a new era. Opinions have varied between optimistic and

pessimistic of its repercussions on the Palestinian people who are either satisfied with its provisions or categorically rejecting them, and this debate continues to this day.

Palestinian leaders' loyalty to the head of the Palestinian's revolution "Yasser Arafat, and transforming from revolutionary to institutional work, formed new behaviors of the institutions' leaders, including the managers of the security. And increased the severity of the failure and accelerated the adverse conditions, until the political and geographical division between Gaza and West Bank in 2007. (Al Shuaibi, 2009)

Hence, it is possible to say there was a lack of the strategists who can read the future and draw the political strategies that could decrease the harmful consequences of mismatching between the past, the present, and the future.

"Since the 1993 Oslo Accords through to the present, the role of the Palestinian Authority's security agencies has transformed according to the evolution of political changes, conflict dynamics, and changes in the composition of the Palestinian leadership, its strategies, and security doctrines. Those transformations have remained within the framework of the Oslo Accords and its security arrangements, which intended to protect mutual Israeli and Palestinian security, and maintain law, order, and stability in the occupied Palestinian Territory." (Al Masri, 2008)

3.3 The Formation of Palestinian Security Agencies: -

The Palestinian security forces consist of three agencies: Nationals security forces, General Intelligence, and Internal Security, and each of them has several general directorates. (Law of service in the Palestinian security forces no. (8) For the year 2005)

Security control is defined as law enforcement's ability by officials of all security forces, and to enforce and apply the law within a geographic and statutory jurisdiction defined by the constitution. (Al Demeri, 2009)

The formation of the Palestinian security forces was a clause and priority for both Palestinian and Israeli sides to complete the transitional phase of the Oslo Agreement. According to Oslo, in 1993, police forces were formed to maintain and save security and regulation in the West Bank and Gaza Strip. The security arrangement decided that the police were the only security forces, but the number of security forces increased and extended according to the subsequent agreements.

3.3.1 Agreements of Palestinian Security Agencies Formation: -

Sequential political accords defined the overall image of security agencies in Palestinian lands and identified the responsibilities and constraints for these agencies' roles:

1- Oslo Agreement, or "Declaration of Principles" was signed in Washington in 1993 set out the style of the security forces under the title: "public regulations and security arrangement", which stated: to ensure internal security in the West Bank and Gaza Strip, the Palestinian Authority has to form the police force. On the other hand, Israel maintained the right to defend against external threats, save its borders with Jordan and Egypt, and defend against air and nautical threats to safeguard Israel's individuals and settlements. (Oslo, Declaration of Principles, 1993)

2- The Cairo Agreement in 1994 is known as "Gaza Jericho First", was considered as the executive framework of Oslo. Under the title of "Palestinian Police Directorate.", the agreement defined the rules for the redeployment of Israeli armed forces, including the recession of Israeli troops from parts in Gaza and Jericho to transfer them to

Palestinian control. The agreement stated the formation of "Palestinian Police Directorate" with the determination of its roles. Under the agreement West Bank and Gaza Strip police forces were established consist of 9000 members were distributed to four primary security troops; civil police, general security, general intelligence, civil defense, and the following duties:

- Save the internal security and general regulation application.
- Protect the people and their properties.
- Prohibit crimes.
- Protect the public and private places.
- Supply the feeling of security and contentment. (Cairo Agreement, 1994)

3- The 1995 Washington Agreement "Oslo 2" is the transitional stage agreement signed in Washington in 1995, which divided Palestinian lands in West Bank and Gaza Strip into three areas A, B, C each with its security laws limitations. (A): The Palestinian Authority has the full administrative and security terms of references, "B": The Palestinian Authority has just the supervisory responsibility, and "C": Israel has the administrative and security liability. The second section of Article 14 included conditions on the formation of the Palestinian police: -

1. The Palestinian police consist of six forces as one unit under the control of the Palestinian authority: the national security, the civil police, the preventive security, the general intelligence, civil defense, the presidential guard.
2. The number of Palestinian police members with its formations in the West Bank and Gaza Strip was determined to be 30,000.
3. Coordination between the two parties was achieved through eight Direct Coordination Offices in West Bank and two offices in Gaza Strip, 25 police

stations in (B) areas were founded, where both parties Israeli and Palestinian share governing cities and villages into these areas.

4. The Palestinian police have a navy unit.
5. There will not be any security or military services except the police service.
6. The agreement reaffirmed the police responsibilities set out in the Cairo Agreement and added points linked to: -

- Ensuring terrorism fighting.
- Violent acts fighting.
- Prohibit harassment and aggressive pressure. (Washington Agreement, 1995)

4- Wyes River agreement in 1998 concentrated on the procedures of fighting terrorism and violent acts through the mutual security committee comprising Palestinian, American, and Israeli sides. (Wyes River, 1998)

5- Sharm Al-Sheikh conference concentrated on terrorism fighting after the Palestinian freedom fighters' threats into the Israeli society, and collectively the presence condemned the terror whatever the circumstances. (Sharm Al-Sheikh, 1998)

The division of the Palestinian lands after the signing of the previous agreements was as follow: -

- 1- Only 18 % of the West Bank and Gaza Strip were under Palestinian security and civilian control, called "Region A."
- 2- 21% of West Bank and Gaza Strip lands where the Palestinian Authority has only civil intervention, while the security affairs stayed under Israeli control.
- 3- 61% of West Bank and Gaza Strip lands stayed under Israeli security and civil control. (Khatabah, 2013)

The general image of the security sector was formed when the Palestinian and Israeli sides signed the peace agreements, and the security agencies started to impose the security within the Palestinian society. Exceptionally protect the political system, the public order, and the peace agreements from internal threats which were emerged from various political parties.

That case made a contrast situation between the security forces and the people, and the Israeli procrastination to apply the agreements that widened the gap between the people and the security sector. Some opinions outweighed this gap to the lack of future forecasting from the political leaders, and the shortage of strategic security planning through this stage accelerated the unfortunate conditions to be more durable and influential.

3.4 The Security Sector Reformation Process: -

The reform calls of the Palestinian Authority organizations, including security institutions, started in 1996 when the first report about the corruption was issued by "General Oversight Authority, which is a constitutional body formed according to presidential decree in 1994. The president of the authority formed a committee and recommended to study the report. The Legislative Council formed a select committee from among its members to review the report, which ended in submitting another report that emphasized the deficiencies mentioned in the report of the "General Oversight Authority." (Abu Dieh, 2004)

The Palestinian Authority reformation calls from different local official and private parties, and the international pressure from America to create a new political and economic system by a reformation of the structure of the PA, translated actually to the

formation of the "Quartet" in July 2002", as a support body for the peace process in the Middle East and to support and develop a comprehensive reform plan for Palestinian political, economic and security reforms. (Ibid)

The Quarter formed two teams. The local group working on Palestinian reform dealt with the program of "Strengthen the Palestinian Public Institutions," which is an assessment of the Palestinian institutions in terms of the structure, procedures, capacities, resources, principles of transparency and accountability. The other team is formed from supporting countries, involves the United States, Russia, United Nations, United Europe), responsible for the reform process through seven areas, financial accountability, markets, judiciary, public administration, elections, local government, and civil society. (The Ministerial Committee for Reform, 2002-2003).

In 2002 after the Israeli invasion and destruction of the security headquarters in West Bank and Gaza Strip, caused disability of the security institutions to provide the services for people and the increase of the international pressure. So, the President launched a plan to reform the Palestinian governmental institutions, including the security institutions that started with appointing Minister of Interior to be accountable and responsible for the forces of the internal security. The second step was taken, financial reform that allowed the military salaries to be received by banks. Subsequent President "Mahmoud Abbas" continued the reform process, he issued a decree that organizes the service into the security forces and reset the security forces structures. Finally, the reform process produced the first strategic plan 2008-2010, known as the Palestinian Reform and Development Plan, which includes reformation of the security sector. (Abdullah, 2018)

Many reports helped the reformation process starting from the report of "Rocard" refers to the French prime minister "Michel Rocard" who served as a member Societal Party. The report sets out the security institution reform recommendations. It stated the necessity of subjection of all security agencies to the civil authority and political control, to clarify the chain of commands and regulations governing the security agencies' work, and prevents its members from collecting imports, taxes and commercial activity except under the law. (Sayegh & Shikaki, 1999)

"Rocard" report lead to the Quarter Committee foundation in 2002 and ensured the importance of creating a single planning body, which is the Ministry of Planning. And International Cooperation is the link between donor countries and all ministries and institutions. (Ibid)

The report of legislation Council issued in 2002 recommended the internal security reformation emergency and stated the reconstruction of unifying the security institutions and activation of the role of the Ministry of Interior and respecting the law. (Declaration of the Palestinian Legislative Council for the Development and Reform of PNA Institutions, 2002)

The Palestinian government's 100 - Day reform plan for the institutions, was prepared by the Ministerial Committee, and formed by Presidential Decree 2002. The reformation plan was drawn from several ministerial proclamations and the announcement of the Legislative Council for reform. The program included a commitment to the Palestinian government to implement a series of reforms within a maximum period of 100 days from the date of the plan approval. Regarding the internal security, it is urgent to rebuild and unify the security forces and activate the

Ministry of Interior's role and respecting the law. (100-Day Plan for the Palestinian government, 2002)

Since then, other documents and plans presented from internal and external parties insisted on the importance of the reform process to maintain the peace and the Palestinian state stability.

3.5 The Law of the Palestinian Security Agencies: -

The fundamental Palestinian law had been inherited from the eras before the Palestinian authority. Although most of the laws had been issued through the Othman, and British mandate eras were canceled, some groups of rules and regulations were still valid and applicable until now, which are: The British Mandate law of the penal code for 1936. The Jordanian law of the criminal code for 1960, the Jordanian general security law Num. (38) for 1965. The Egyptian Decree Num. (6) for 1963 relating to the police. Some laws were inherited from the Palestinian Liberation Organization, which are the revolutionary laws of the criminal trial for 1979, and the revolutionary law of the penal code for 1979. Laws organize the structure of the security agencies, and their relations with the judiciary, executive and legislative authorities were issued by the Palestinian Authority. (Fredrek, Lethold, & Melhem, 2008, p.18)

The Palestinian basic law organizes the security sector that was issued in 2002 and modified several times in 2003 and 2005. However, from 2003 till now, the basic law still lacks many points relating to organizing the security sector due to the Legislative Council's absence.

The Palestinian basic law for (2003, states in the article Num. 84, the police and the security forces are regular armed forces in the country. Their functions are limited to the

state defending, people protecting and serving, maintaining the public order, keeping safety and security and morals, performing their tasks according to the laws, and respecting human rights. The Civil Police were responsible for maintaining the public order and prohibit the crimes. Under the absence of the police laws, the Jordanian and Egyptian laws form the fundamental law for the work of the Civil Police. (Ibid)

In the context of the modification of the security laws, the PA issued four laws in 2004 2005; organize the human resources in the security sector for the first time. And in the context of the institutionalization of security agencies, the PA undertook projects laws formulation to organize every service separately. (Awad, 2015)

But, the first law has some weaknesses and gaps, where some rules of it contrast with current legislations, like the security forces service law Num. 8 for 2005. Somewhere the main law rules are incompatible between them at the roles and duties of the security forces and the mutual responsibilities between the Ministry of Interior and the President. (Ibid)

The fundamental law article Num. 82 for 2005 stated that the President is the supreme leader for the Palestinian security agencies. According to Article Num. 86, the President is entitled to decide on matters of general concern and the right under Article 90 to employ or fire the supreme militarist. (Fredrek, Lethold, & Melhem, 2008)

The article Num. 69 in the basic law for 2005 stated that keeping the public order and security is the responsibility of the Minister's Council that was modified after forming the prime minister rank. The prime minister and the National Security Council are responsible for the security forces; according to the article Num.70 paragraph

Num.7 :- (Ibid)

1. The council of the ministers is responsible for protecting the overall system and internal security.
2. The national security and the police are the armed forces and responsible for defending the land and the people serving.
3. The work of the national security and the police are arranged according to article 84 of the primary law.
4. Two official institutions control the security institutions; the council of ministers and the council of the national security, but without definition of the duties and terms of references.
5. The national security comprises the prime minister, minister of interior, foreign affairs minister, and financial minister, the chairman of the national council, the president and his deputy id the prime minister.
6. The head of the national security and general intelligence have the right to present the minister's council's meetings in the context of security issues.
7. The law of the service in the security facilities Num. 8 was issued in 2005, which stated the main points of the work into security forces, and noted that the security forces consist of the National Security, the internal security, and the General Intelligence and any created facility will be under these services.
8. The law for 2002 Num. 12 stated the annexation of preventive security, civil defense, and civilian police to the Ministry of Interior

The poor security administration refers to the weakness of the basic law of defining the regulation of security forces' duties and responsibilities raised the overlap of the work within different security forces.

3.6 The Palestinian Security Sector Components: -

The law of service in the security forces Num. 8 of 2005 Article Num.3 defines the conditions of service in the security forces in general, which consist of the National Security Forces, the Internal Security Forces, and the General Intelligence, and any other power that exist or are created within one of the three forces. (Security Forces Service Law Num. 8 of 2005)

The components of the security sector: -

First: The security forces that maintain security and stability in Palestinian lands are divided into: - (Ibid)

1- The Internal Security is a regular security organization that performs its functions and exercises its competencies under the chairmanship of the Minister of Interior and under the leadership of the Director of Internal Security, who issues the necessary decisions to manage its work and regulate all its affairs. A decision of the President appoints the Director of Internal Security. Upon the recommendation of the Council of Ministers, the appointment of the Director of Internal Security is for three years, and may be extended for one year only.

Internal security general manager, department heads, directorates' directors appointment will be made under recommendations of the Minister of Interior, Internal Security Director-General, and Officer's Committee. The internal security consists of:

- Preventive Security Organization is a regulatory body under its law issued by Presidential Decree Num. 11 in 2007. PSO has a mutual responsibility for keeping internal security with other services, which are the General Intelligence, and the Civil Police. Still, it has a unique role that focuses on collecting data

essential in the context of taking preventive procedures against probable threats among the Palestinian society and its official institutions.

- The civil police are a regulatory body, formed under the Oslo Accords, and exercise its duties according to Presidential Decree Num. 23 for 2017. Police are responsible for: - providing public safety, accountable for imposing the order and application the laws, fight against offenses that threaten people's security; it is divided into directorates, traffic police department, criminal investigation unit, riot division, and drugs control unit, prison administration unit, music unit, investigation unit which includes: fingerprint unit, laboratory, counterfeit currency detector unit.
- Civil defense established in 1994 and operates according to its Law Num. 3 in 1998. Civil Defense is responsible for: - providing public safety, rescue processes in the hard conditions could emerge in case of natural disasters, public awareness mission about the importance of civil defense, the preventive function in transportation safety, the protection of buildings by providing procedures of public safety that protect civilians and their families.
- Customs control is responsible for the control and monitoring of the Palestinian government's financial assets, taxation, or customs, monitoring the application of boycotting Israeli settlement goods and ensuring the quality of products, all of which contribute to the stability of economic security. Customs control has its decision by law Num. 3 for 2016.

2- The National Security is a natural military body, which carries out its functions and exercises its competencies under the chairmanship of the Minister of National Security, the leadership of the Commander in Chief, who issues the decisions necessary to

manage its work. National Security regulates all its affairs, by the provisions of the law and regulations published according to it. A choice of the President shall appoint the Commander in Chief. The commander's appointment shall be for three years, and it may be extended for one year only.

It became an alternative to the PLO's army after the establishment of Palestinian Authority and the incorporation of Force 17 and the President's Guard into the new body, which includes several formations and other organizations under his banner. National security comprises the following services: -

- The National Security service is considered the army of the states known all over the world. Still, the private security political case in Palestine limited the functions of the National Security to be the supporting service for the rest of the security forces and its primary duty, which is keeping the borders of the Palestinian areas and maintaining the national security. The national security service prepared its Law Project to the minister's council and is waiting for approval.
- Military intelligence is the accountant and monitoring side of the workers' practices in the security forces, including accounting the military members who make functional violations. The Military intelligence service prepared its Law Project to the ministers' council and is waiting for approval
- The Presidential Guard security is responsible for all security issues relating to the "President" personality. The Presidential Guard has the role in protecting the President's life internally and externally, protecting the official delegations in the Palestinian areas, and providing the protection for the Prime Minister and some ministers according to their ministries' privacy, the foreign persons and delegations

who visit these ministries continuously. Lastly, the roles of the presidential guard expanded to include riot control and the illegal weapons confiscation.

- Also, the Military Police is a part of the National Security under the general commander's authority.

At the Oslo agreement, the national security included additional two military services; navy and air forces in the Gaza strip, but currently, they are inactive due to the political situation.

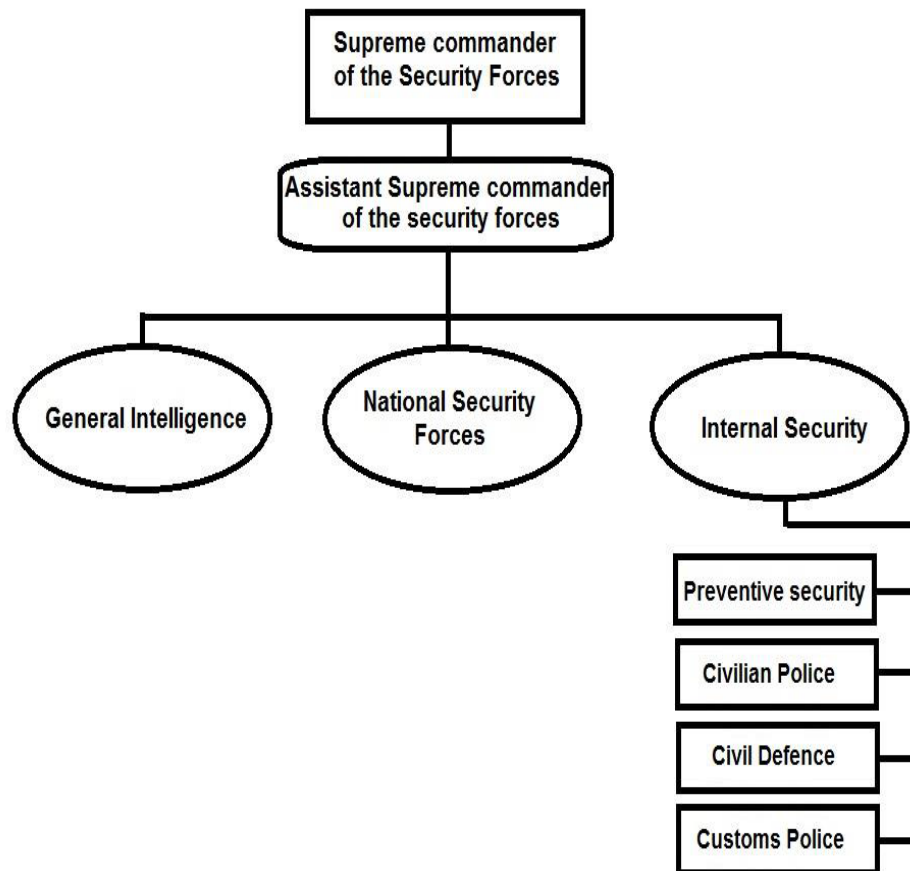
3- General Intelligence Service has an independent statutory security agency affiliated with the President, who performs its functions and exercises its competencies under his chairmanship. The President's decision appoints the Chief of General Intelligence for three years, and it may be extended for one year only. He issues decisions necessary to manage its work and regulate all its affairs. The Deputy Chief of General Intelligence is appointed by a decision of the President and the Chief of General Intelligence's recommendation.

General Intelligence performs its functions under the law approved in 2005 to do the following: -

- It is responsible for the exercise of security missions outside the borders of Palestine.
- It is responsible for the security missions inside Palestine's borders to complete activities initiated outside the borders.
- Collecting information about internal and external threats, which threaten internal security, such as conspiracy, espionage, and sabotage.
- Cooperation and coordination with counterparts in friendly countries to combat mutual security threats.

Second: Bodies and directorates that support the work of the security agencies under the control of the government. The appointment of heads of departments and directors of branches shall be by a decision of the Minister of Interior and upon the Director-General of Internal Security's recommendation upon the recommendation of the Officer's Committee. The bodies include: -

1. Military Training Body.
2. Logistics Commission.
3. Military Financial Administration.
4. Military Liaison Apparatus.
5. Central Arming Directorate.
6. Administration and Organization Body.
7. Security Forces Judicial Body.
8. National & Political Steering Body.
9. Military Medical Services Directorate. (Palestinian Reform and Development Plan 2008-2010).



The Structure of the Palestinian Security Forces as shown in 'Isra' Akel' Thesis

3.7 Composition Nature of Palestinian Security Services since the Establishment: -

The Palestinian security forces were formed in the context of quantum leap, from the revolutionary resistance institution which is PLO, to the institutional work.

Following the sequential accords, the Palestinian Authority began developing security forces by a minimum level of strategic planning, and undertook the development of extra security forces that haven't been indicated yet in the signed agreements.

The number of the security agencies reached to 17 security apparatus and conducted their tasks without relying on the legal base, because of their creation before the identification of the laws that organize their jobs, which led to internal dispute and contradiction between the various security forces and society. The legislature and the judiciary sides' lack of surveillance led to the weakness of the security sector in the framework of law and the monitoring of human rights.

The significant number of security agencies workers at the beginning stage was a tactic process and a political decision. The Late "Yasser Arafat", the Past Palestinian President, tended to do for political reason, which is to engage "the Fatah" party's members, either activists or prisoners, or return to the security work under official control.

The President intended to provide them job opportunities as an award for their fighting and a dissociation of the military cells that were formed in the first Intifada. This scheduled action was proactive thinking.

"Yasser Arafat" and the "Fatah" leaders had a revolutionary mind, so involving them is proactive action to maintain them under control. But this did not continue for a long time as the Second Intifada started; the whole scenario worsened. Many security workers were disconnected from their apparatuses and engaged in military work against Israel.

The composition of the security agencies at the beginning stage harmonized with the activists' functional nature through the revolution stage. (Abu Eram & Al Masri, 2004)

- The Preventive security formed from activists, liberators, and the armed groups of local "Fatah" cadres.

- The General Intelligence was formed from the United Security Council, and the Central Security forces for the Palestinian revolution were established in 1973.
- The National Security was formed from the military cadres in the Palestinian Liberation Organization, who experienced military fieldwork.

3.8 The Preventive Security Organization: -

3.8.1 The Formation of Preventive Security Organization: -

The preventative security organization was founded in 1993 formally under the President's decision before the Israeli rescission and the establishment of the Palestinian Authority. Preventive Security Organization started practically from Jericho, on 1.Feb. 1994 to be the internal security agency charged to keep the new political system and protect the agreements, considering the General Intelligence is responsible for the external issues, the Police keep the citizens' safety, and the National Security protects the borders. Thus, the PSO has established, but it has not been a part of the underlying agreement (Oslo 1). Later, and under the "Washington agreement, "the PSO was one of the security forces defined in the agreement. It stated that all security forces are under one integrated unit, the "Palestinian Police."(Al Masri, 2008)

In 2000, the leadership moved from Jericho to Ramallah; this is a quantum leap that involved a new functional framework and practical programs, contributed to the definition of the PSO roles, which is centralized on the protection of the new political system, as it was a part of the national project. It keeps the institutions and the people from any internal or external material or moral damage, keeps the stability of the security situation. However, the preventive forces extended its functional levels to include economic social, political, psychological, and legal alongside its primary role.

In 2007 in the light of the modified law of 2003 and 2005, the Palestinian President issued decree Num. 11, stated that PSO is a public security administration among internal security, reporting to the Ministry of Interior. Charged of protecting the internal security of the lands under Palestinian control, the follow up of the crimes threaten the internal security, protecting the governmental institutions. The President assigned the General Director for four years, which can be extended to one year. (Fredrek, Lethold, & Melhem, 2008, p.276)

The decree stated that the Minister's Council approved the Preventive Security's organizational structure, defined the headquarters in Jerusalem, and two directorates Ramallah and Gaza. (Ibid)

The number of PSO workers is about 3470 in West Bank and about 1650 in Gaza, according to the human resources department in PSO.²

3.8.2 Preventive Security Organization's Functional Structure: -

Preventive security passed variety changes from the initiation to the second Intifada, affected the internal status, and encouraged the leaders to create departments of jurisdiction.

The success of the security process depends on the expertise of the employees and the quality of the security work regarding the capacity to detect and prevent the hazards and threats that caused crimes in society.

² Personal Interview with Vice Manager of the Human Resource Department in Preventive Security Organization, Headquarter in Ramallah, 4-8-2019.

After failure and loss of people's trust, the reform of the prior status was imposed as a presidential decision; the new structure was created to satisfy changing political circumstances and the development of the crime conditions.

Currently, PSO has a fixed and stable functional structure inherited specific characteristics from the earlier phase and created an advanced feature to adapt to the development of telecommunications technology that facilitates crime.

The functional structure of the PSO is divided into fourteen central administrations that each has its duty. Integrate with the other department in the same administration, and communicate vertically to exchange the information that collected and analyzed until it reaches the head of the PSO, who interacts with the political level to keep the public order.

The functional departments of the PSO as follow:-³

1. The divan is responsible for follow up on all the institution's tasks.
2. The international relationship is the channel between the PSO leaders and the external parties, either Arabic or foreign.
3. Public relations are the channel between the members of PSO and the people, who have the role in building ties, trust, and confidence, and in being as the media introduces the PSO work to the public.
4. The operations are the field administration; they have departments responsible for analyzing the received information and distributing it to PSO's relevant departments to be used and monitored. The operations administration has specialized departments: -
 - Economic security.

³ Personal Interview with Vice Manager of the Human Resource Department in Preventive Security Organization, Headquarter in Ramallah, 4-8-2019.

- Political security.
- Institutions security.
- Combat department.
- Huge crimes department.
- Investigations department.
- Electronic Crime Prevention department.
- Cyber for monitor and control social networking sites.

5. The training which is responsible for the preparation of all PSO employees, it has skilled trainers who introduce various advanced and beginner science courses, information technology, political sciences, communications abilities. It also offers external training according to PSO's requirements in different countries in different fields.

6. Administrative affairs which are responsible for the arranging issues of all employees and the institutions.

7. Finance is accountable for the PSO budget and expenditure.

8. Strategic planning is responsible for follow up on the formulation and implementation of the strategic sector plan.

9. The security researches accountable for the security researches, it has researchers in the titles relate to the political variables, either internal or external.

10. Technology is responsible for all technological issues in the headquarters and directorates and sometimes in separate ministries, procurement process, training, networking, maintenance.

11. Institution's security is Responsible for the safety and security of PSO quarters and directorates and staff against illegal and unethical activities.

12. The executive force is the field employees who execute the fieldwork.
13. The monitoring of the procedures and functions of PSO's employees.
14. The legal administration which is responsible for all legal issues into the PSO.

The above administrative structure is designed to suit each soldier and worker's job description based on the task he/she has and the conditions of reference provided to each job description.

3.8.3 Preventive Security Responsibilities: -

The preventive security roles are both comprehensive and specialized in the context of internal security, involve the protection of the public order against any materialistic or morality damage that could threaten the properties and stability of the state, so the researcher mentions the duties of the PSO into categorized manner:-⁴

- Political Security is keeping and safeguarding the stability of the extensive political process, which includes the overall political system, the constitution, the legitimacy of the governance, and the legality of the governance system from all political parties' interference, and illegally infringing from those sides.
- Economic security creates a secure industrial atmosphere with formal jurisdiction ministries to meet the primary requirements; food safety, residence, and clinical therapy, monitor the market and institutional violations. Guarantees implementation of legislation linked to these issues, ensures a minimum standard of living, such as licensing firms, to contribute to economic development by defending national products from manipulation and fraud in

⁴ Personal Interview with Vice Manager of the Divan in Preventive Security Organization, Headquarter, Ramallah, 14-7-2019.

Palestinian markets and institutions and by promoting Palestinian products by tracking and protecting financial institutions.

- Security of institutions which is liable for the protection of governmental, private, or non-governmental organizations in terms of the secure application of the laws of those institutions and the primary laws performed in Palestine and the accounting of illegal and unethical transactions and procedures that may happen within the institution by staff or institutions.
- The combat includes fighting against spyware in favor of opposed or hostile parties, and leaking the Palestinian lands for the Israeli side.
- Enormous crimes include observing and preventing the offenses defined in the primary Palestinian legislation. And those who commit these offenses, such as murder, trafficking in arms, trafficking in narcotics, unlawful ownership of weapons, and security chaos.

3.8.4 Three Critical Stages of the Preventive Security Organization: -

PSO passed critical phases from the initiation to the present moment. These phases ranged from falling to rising, because of the political scenario that influenced the economic, legal, ethical, and social elements and eventually formed the final image of preventive security with its negativity and positivity. These stages can be categorized into three primary phases, based on the PSO scenario:-⁵

1- The 1993-1995 initiation and implementation stage, attempts have been focused on the construction of PSO infrastructure, including buildings quarters, recruitment of troops, and qualifying them to begin their new task, since they are all from the local

⁵ Personal Interview with Previous Manager of Security Strategic Planning Unit in the Ministry of Interior, Ramallah, 23-7-2019.

"Fatah" cadres, inner militant activists, and inmates of liberation who have a revolutionary mind without good experience about the new stage.

Later this was the cause of the failures of the PSO on the Professional level, where the work was traditional and did not have the strategic dimensions to control the internal Palestinian environment.

2- The stage of real and severe work 1996-2000 when the PSO units placed themselves on the floor owing to their practical, sensitive security work at a local and global level. At that time, PSO earned a reputation, right name and standing, because of their work, and PSO was able to gain the Israeli recognition in "Taba Conversations" in 1999.

3- The stage throughout the second "Intifada" from 2000 -2014, when the political situation descended, and consequently, the overall Palestinian local condition was negatively accelerated. The PSO imposed on working, although the enormous pressure upon it universally and locally. The people's satisfaction and trust were declined to the minimum level, the Israeli army damaged the PSO's buildings, and members were killed and imprisoned. The core work focused on protecting the general status on the ground, with no real security work, and no alternatives could rescue the situation.

This problematic stage changed the institutional preventive missions to military work, and the PSO members were fighting against the Israeli army, side by side, the soldiers of the political parties. They are initially the opposite of Oslo.

These three stages have formed the preventive security's general picture, aggravated the situation, trended leaders towards the external political scenario, forgot the internal political chaos, and caused the standing PSO to weaken as a domestic security institution and created the following issues:

- The preventive security was under the pressure of the occupation and the Intifada. It failed to play the role of a security force and a fighter against the occupation.
- The internal contradiction into the PSO increased the bad status and created splits into the thoughts and views.
- The logistic and material capabilities damaged.

But few years ago, the leadership started to gain security scores at the local and international level during the successes at the internal security goals achievement. The cooperation between the PSO, local institutions and friend countries put the PSO into the first rows of the successful countries at internal security maintaining until present days.

3.9 Chapter Three Summary: -

The Preventive Security Organization is one of the security institutions in the security sector; it deals with internal security maintenance since its formation. They ranged from success to failure from the beginning. But a real achievement and tangible progress in the context of internal security is witnessed by internal and external parties in the world.

Chapter Four

Study Methodology

Chapter Four: Study Methodology

“A strategy, even great doesn’t implement itself “

4.1 Introduction: -

This chapter addresses the methodology of the research, describes the procedures used to perform the methodology in order to achieve the goals of the study, which aimed to analyze the reality of the security strategies implementation and its impact on the security performance efficiency in Preventive Security Organization's headquarter in Ramallah, as a case study.

4.2 Historical Analysis of Strategic Security Sector Plans: -

Collected information obtained from the security sector plans throughout 2008-2017 was analyzed. The researcher divided the analysis into two intervals, one is before 2008, and the other is from 2008, to pursue the gradual development of the implementation process into the security institution supervised by Ministry of Interior.

This study focuses on the plan implementation stage because of its strong relations to the evaluation of the performance. Therefore, the evaluation of security strategies' implementation into the Palestinian Security Sector Institutions has to start from the beginning point which is the Strategic Planning. Since the strategic planning is contemporary into the Palestinian organization, so it is priority to show its status before going to the next stage after planning.

The researcher conducted analytical description about the planning development and implicitly, the plans implementation.

The security institution which started the work by the revolutionary mentality, faced challenges and obstacles to reach its short term goals, which is the security and stability maintaining on the lands under the Palestinian authority.

The planning process into the Palestinian organization passed several stages of the development to reach the current humble situation of comprehensive planning process adoption: -

- 1- Before 2008 the Palestinian Authority had been received the donations from the countries of the world to start the development process. The work of the institutions depended on the random functions and operations, in which the priorities were undefined and the work was according to the needs of that stage, "shopping list", material or financial resources were defined by the top managers of the institutions.⁶

Palestinian organization called "Pecdar" institution was considered as the planning ministry. It was responsible about the budget, which was categorized into items of needs, called "Budget Items" without participation from the official side of the Ministry of Finance, and with no planning, and with no real interaction between the budget and the planning. So, there is nothing to be implemented during that period, except the random decisions relating to the execution of the institutions functions, either civil or security.

The relevant new institutions at that stage, lacked the coordination process on the planning level, each institution identify its requirements separately.

- 2- From 2008 -2010 "**Palestinian Reform and Development Plan**"⁷ the start point of the strategic planning institutionalization was during the hard political conditions relating to the division between West Bank and Gaza Strip ruling. When the national reformation process was approved by the President, and the government intended moving toward the strategic planning. Especially after the recommendation of the

⁶Personal Interview with Manager of Monitoring and Evaluation Department in the Ministry of Interior, Ramallah, 23-7-2019.

⁷Palestinian Reform and Development Plan 2008-2010.

committees were charged with follow up of reformation process, the researcher mentioned in details in the second chapter.

The "**Palestinian Reform and Development Plan**" depended on government strategic "Medium Term Expenditure Framework" through which the resources were allocated according to medium term national priorities.

It was based on sector basis to facilitate the prioritization and harmonization of policies and imposes fiscal discipline. **PRDP** set out the agenda for all sectors' reform and development, provided basis for PA's resource allocation. It was based on integrated policy making and planning and mid-term budgeting process.

The plan was led by Ministry of Planning and Ministry of Finance, and was supposed to be implemented by **PRDP** implementation team that included two teams the core team was located into Ministry of Planning and Ministry of Financial, and counterpart teams were located in all ministries and agencies.

PRDP is bottom-up planning, all ministries and agencies submitted detailed plans and budgets, defined their strategic goals, capital and developing expenditures, and performance indicators and targets to assess progress of goals achievement. These submissions were reviewed by **MOP and MOF**, to ensure they linked to the **Palestinian National Policy Agenda**, and resources allocation was developed according to planned results, and to guarantee the activities and expenditures are not overlapped.

PRDP is strategic framework, depended on national policy agenda's principles, identified three levels of goals, first national goals, second: objectives which are primary and intermediate, third: policies areas which had defined activities. Each Goals

level was more specific than its prior, and each level achievement would contribute to attain to prior goal level.

PRDP intended to improve the transparency, accountability, coordination and communication, included an introduction to improve the performance management system.

The security sectors reformation project in this plan was through "The Security Sector Reformation and Transformation Program" under the Ministry of Interior overseeing. The program contained activities to develop the laws organizing the security forces, policy capacity management, restructuring the security agencies into three branches, Police, National Security and the Intelligence, rightsizing the security sector with its fiscal needs, building sustainable security infrastructure, equipping and training the security forces, and strengthening civil police with no differentiation between the roles of the different security roles.

The overall realistic cost of the security program development was available with the support of the donor community. It also reflects the implementation capacity of the program.

These programs are designed to provide a basis for planning and implementing the projects needed to achieve progress towards the national goals and objectives set out in the PNPA. But the security program included into **PRDP** encompassed general objectives with unclear and inaccurate formulated performance indicators. The objectives were as much as public for all security agencies, their contribution to the national goals somehow poor and made overlapped roles.

The plan supposed to include collective implementation process comprised the Palestinian institutions, international community and the political and security relations with Israel.

During the PRDP, progress was achieved in the work of the security sector, where the regime has been imposed and the law is respected by ending the security chaos phenomenon, providing security and safety for the citizen, and creating a safe investment climate. The security sector has carried out successful work on the level of reorganization, restructuring and development of the security establishment in accordance with Palestinian priorities consistent with law and order, in addition to the development of working methods, in order to provide security and safety and services efficiently and effectively.

It also worked with limited self-capabilities, to deploy security forces in the cities of the West Bank, and opening new police stations in more than twenty villages.

The progress in the security sector is not limited to the operational level, but achieved progress in the strategic aspects that affect the structure of organization of the security institution and security doctrine, in addition to the work to provide legislation and laws governing the work of the security sector.⁸

The key performance indicators were aligned to main objectives level with poor contribution to the national goals. But coherent comprehensive monitoring and evaluation process to measure, evaluate and reporting the progress against objectives was supposed to be developed to be applied through 2008-2009. In which all ministries and agencies had to report about financial and operational performance. These reports had to be published for transparency and accountability about the resources use. But no

⁸Strategic Plan for Security Sector2 011-2013.

real and practical procedures related to the monitoring and evaluation had been implemented for several factors:

- Technical factors that related to M&E implementation system was very weak.
- The institutions' unawareness about the importance of applying such procedure of monitoring and evaluation is poor.
- Time of implementation was short to apply such a system.
- The shortage of the qualified human resources to apply such a system.

The absence of security sector strategic plan for the period 2008-2010 lead to the absence of strategic plan derived from the sector plan in the branches of security institution, so, it is sure there were no any reports of monitoring and evaluation.

In reference to the PSO in the general picture , through this period there had not been scientific strategic plan, but PSO tried to formulate its own strategic plan after the division between West Bank and Gaza, the trials were on the departments and units level, and generally, the security work depended upon tactic policies , that summarizes the current status and perform the procedures and activities in favor of the security work , in a manner that every unit into the security institution did its work.

3- **2011-2013 Strategic Security Sector plan,**⁹ derived from **National Plan 2011-2013**. It was the first security sector plan, including the security apparatuses and institutions control these apparatuses. The plan formulated under the Ministry of Interior supervision, by strategic team, depended on the strategic planning method, that addresses three main steps:

a- Where is standing identification by using SWOT analysis?

⁹Strategic Plan for Security Sector 2011-2013.

That investigates the weaknesses and strengths into the security institutions, and defining threats and opportunities in the external environment for the security sector.

- b- Where will reach including defining the vision, mission, values, goals and policies in addition to the performance indicators at the strategic goals level.
- c- Finally, how will you reach by identifying the programs and projects?
- d- These programs and projects encompassed all security sector institutions, related to the public policies that related to the strategic goals, and based on the principles of Paris Accord, which are: prosperity, transparency, leadership, harmonization, accountability, and alignment.

In regard to the prosperity and participation policy, the plan was formulated by team of strategic planning for security sector composed of (the national team and the technical team), consisted of the cadres working in the Ministry of Interior, the security institutions, and governmental partners (29% from civil sector, 71% from security sector).

The planning work had been done by meetings between the cadres of the two teams by holding workshops and meetings with security institution, governmental partners, civil society, and donors.

Performance indicators for evaluating strategic goals were identified in the plan, and there would be a mechanism through which the achievement of the sub-objectives matrix. Joint responsibility of all partners in their respective areas of competence, but there is a key role for the Planning and Development Unit in the Ministry of Interior, and similar units in the security agencies.

The monitoring process would take place during the period of implementation of the plan to improve its overall structure and implementation, by providing raw data to

answer questions regarding progress, constraints, challenges and any problems encountered in the implementation or success of the plan. Data collection takes place periodically and regularly, whether through reports or meetings.

The evaluation of the sector plan would be carried out by judging what programs and projects had been implemented based on the indicators of measurement at the strategic goals level. The objective of the evaluation process was to learn lessons and propose improvements to the sector plan to help achieving the vision and mission of the security sector.

The monitoring and evaluation process is supposed to be done by cooperation between the Ministry of Interior and the strategic units in the security agencies. And to be performed based on time frame built on the indicators, through periodic reports of the progress and challenges, and financial reports determining the expenditures costs percentage to the budget.

A team consisted of the representatives of the security agencies and the strategic team supposed to be supervisor about the monitoring and evaluation process and charged to present reports to Ministry of Interior about the process.

Monitoring and evaluation process was conditional to: -

- The ability of security agencies to formulate their own strategic plan based on sector plan. The planning team had to guarantee this process.
- The ability of security agencies to report their performance.

The communication process supposed to be through workshops and meetings, between the stakeholders of the plan.

During this period there had been relevant implementation, some projects and programs had executed according to the tactical and operational levels, with no real monitoring

and evaluation. Due to the poor coordination between the supervisor ministry and the security apparatuses, as well as weak technical procedures to conduct the evaluation, in addition to the unawareness of the importance of the evaluation process in the success of strategic planning implementation process¹⁰

An evidence proves the weak of the monitoring and evaluation, through the researcher reading the 2014-2016 plan, she noticed the evaluation of the achievements in the past plan 2011-2013, did not tracked all the objectives stated in the plan, there were missing objectives to be evaluated.

The evaluation process depended on the few information available relevant to some projects and programs, rather than the performance indicators' feedback and judgment of what really done according to the criteria / KPIs.

From above the researcher concluded that the first strategic security plan has defined for 2011-2013, which is considered efficient initiative built on the principles of scientific strategic plan and included real items of the strategic plan.

It focused on the structure rather on the implementation of the main goals, in addition to the clear weakness in using the performance indicators, which were defined with the strategic level ignoring the other two levels of objectives.

- 4- The Strategic Plan for Security Sector 2014-2016.¹¹ The plan was defined under the supervision of Ministry of Interior, which assigned sector team composed of managers of strategic planning units in the security institutions, the main supervisor governmental partners, and the technical team composed of the workers in the strategic planning units in the security institutions, who directly contributed the sector plan formulation.

¹⁰Focused Group with Security Strategic Planning Unit in the Ministry of Interior, 1-8-2019.

¹¹The Strategic Plan for Security Sector 2014-2016.

The planning efforts concentrated on the harmony between the National Development Plan and the security sector plan, and the other strategic sector plans by applying unified method prepared by Ministry of Planning.

The planning method included the review of the past 2011-2013 plans as a main entrance to the security institution environment analysis, to define the gaps in the implementation, and assess what had been achieved, and the effectiveness of the strategic goals.

The sector team believed the past strategic goals still have the effectiveness of processing problems in the security institution, but have to reformulate the goals orientation and priority to meet the occurring variables.

Moreover, most policies or sub-objectives still have the ability to achieve the strategic goals and respond to forecasted variables, but some policies need reformulation to be clearer in relation to the strategic goals.

After defining the strategic goals, policies and programs and indicators of the 2014-2016 plan consultation with partners had been conducted through workshops with governmental side, donors, and civil society.

The implementation plan supposed to be developed by cooperation between stakeholders of security plan, to define the programs to be implemented for achieving the policies that led to achieve strategic goals.

The implementation would also include a reporting template and mechanism which imposed security institutions to report on a monthly achievements or challenges related to the implementation of the Security Sector Strategic Plan. This process would contribute to a yearly review of the SSSP by the Ministry of the Interior.

The implementation plan would include programs and projects and the source security institution of them, time frame for implementing these projects, resource allocation, and specific indicators would measure the financial expenditure and the impact of the activities related to specific institution.

The performance indicators connected to the strategic goals level only, ignoring the other two levels of objectives. KPIs were clear for most security institutions to illustrate its contribution to achieve the strategic goal, but they were not inclusive for all objectives.

Despite the coherent supposed monitoring and evaluation, there was no effective monitoring and evaluation of the implementation at all types of institutions.

The absence of feedback reports from security institution including preventive security caused the absence of Preventive security indicators into the evaluation reports in 2014-2016. This is due to that PSO has not been prepared its own developing strategic plan yet. This manner didn't cancel the real development and achievement of the preventive security at that time at all levels, human resources, infrastructure.¹²

The Preventive security organization shared the preparation and formulation of the previous two plans, through the involvement in the meetings, and the real participation.

5- **Strategic Security Sector Plan 2017-2022**¹³ is an elaboration as a continuation of the security institution's approach of building on past achievements and to improve the services provided to the citizens.

¹² Personal Interview with Manager of Monitoring and Evaluation Department in the Ministry of Interior, Ramallah, 23-7-2019.

¹³ Strategic Security Sector Plan 2017-2022.

SSSP is derived from National Policy Agenda (**NPA**) and harmonized with it and with other sector plans. The aim is to build state's institutions in accordance with specific legal rules and clear alignment of roles.

The security institutions developed the **SSSP 2017-2022** based on the methodology approved by the Secretariat General of the Council of Ministers and the Ministry of Finance and Planning (MOFP). The **SSSP** development teams were comprised of representatives from the security agencies. The powers and responsibilities of the teams tasked to the development of the **SSSP**.

Monitoring and Evaluation: -

By reviewing the SSSP 2014-2016, it is clear that the monitoring and evaluation process is one of the weaknesses of the planning processes in the security establishment. Therefore, the security sector sought to develop monitoring and evaluation systems to strengthen the planning process, in addition to develop sector-level strategies, programs and projects, as well as taking correct measures to deal with deviations if they exist.

Implementation plan supposed to be developed in the relation to enhance the monitoring and evaluation process, which requires security sector's environment reviewing and define the data needed for indicators, such as the baseline, as well as defining the target for each indicator.

Management Plan: -

The security institutions formed a number of groups for managing the activities related to the development of the SSSP; and they intended to keep these groups to follow-up and coordinate the activities related to implementation of the plan, as well as developing projects and their oversight mechanisms.

The security institutions also intended to work on institutionalizing the process of updating strategic plans, so that the process is conducted on an annual basis in line with the activities related to the preparation of the general budget to ensure the compatibility of the strategic plan with the budget.

The security institution supposed to develop monitoring and evaluation systems throughout the period of the plan and defines the responsibilities related to implementation to ensure the implementation of the plan's inputs, achieve its aims appropriately and within the set time frame.

During the SSSP 2014-2016, the security establishment worked on developing the action plan of the strategy. In this context, the Ministry of Interior developed a priority list of projects for the security institutions, which contributed to facilitating the task of preparing development budgets, promoting work mechanisms with international donors, and improving the quality and the effectiveness of projects and their connection to the strategic plan.¹⁴

Administrative Programs: -

In order to improve the security institution's ability to manage the SSSP, a set of administrative programs have been developed to organize the process of implementing and follow-up activities through eleven administrative programs, each program is composed of group of goals regards the whole sector.

After reviewing the above, it is clear that the period of the plan became longer term, has the scientific strategic components of the plan. Also it prepared for good monitoring and evaluation system. The same as the previous plans, they had a good structure

¹⁴Personal Interview with Manager of Monitoring and Evaluation Department in Security Strategic Planning Unit in the Ministry of Interior, 23-7-2019.

comparatively with scientific method, but still the strategic plan lacks the SMART goals that connect to key performance indicator. In the previous security strategic plans, the indicators are connected to only one level of objectives.

Through this period, the PSO developed the first strategic plan according to unified template into the security institutions in which the Ministry of Interior laid out the main points of developing strategic plans which harmonized with the national policies. But also the strategic plan defined the indicators for the strategic goals.

4.3 Historical Analysis of Palestinian Security Strategic Key Performance

Indicators 2011-2013 to 2017-2022: -

Historical analysis of Key Performance Indicators evaluation reports, from 2011- 2018 was performed to explore the reality of the implementation and evaluation process into the security institution:¹⁵

After reviewing the SSSP, the weaknesses in SSSP for 2011-2013, SSSP for 2014-2016, SSSP for 2017-2022, the KPIs only were defined for the strategic level goals, ignoring the two levels of the objectives which are called Policies and Interventions.

The most challenging issue is the implementation of the plan, monitoring and evaluation process in the security context are still not matured, faces different problems that slow the progress in the implementation process. And this what the researcher explored in the next section.

Since 2008-2010 PRDP the performance indicators were defined, in which the supervision side which was Ministry of Strategic Planning identified public KPIs that expressed all security sector with no specification and no highlights showed the

¹⁵ Evaluation Reports of Key Performance Indicators Obtained from the Ministry of Interior.

relations between the indicators and their source institution. Throughout this period 2008-2010, the evaluation process was deactivated due to the chaos case in the Palestinian institution.

From 2011-2017, the security sector by the supervision party started to assign public subjective smart performance indicators on the level of the strategic goals to measure goals achievement percentage and to facilitate the evaluation process.

But, problems appeared in evaluating these KPIs. The governmental evaluation of KPIs is done for all security sector components. The general KPIs in the security sector plans from 2011-2017, are smart enough to measure the strategic goals achievement, without stepping downward to the two levels of objectives. KPIs are completely clearly referenced to group of security institutions, and other security institutions are not involved in the evaluation report, Like PSO does not have their own portion of KPIs evaluation.

According to the monitoring and evaluation documents for strategic plans from the 20011-2013, 2014-2016, to 2017-2018, the KPIs had been developed collectively by all security sector institutions' participation, made them comprehensive, in which they provide indication about the performance of all security institutions. That could be interpreted by overlapped missions between the security forces, which led to the overlapped indicators because of the unclear laws organizing the security service functions.¹⁶

The historical analysis for the reports of the evaluation for 2011-2018, showed that the baseline year had been adopted into the evaluation process in the strategic plan 2011-2013, 2014-2016; 2017-2022 depended on the availability of information about the achievements of the security institutions of the strategic goals at the operational level.

¹⁶Personal Interview with Manager of Security Strategic Planning Unit in the Ministry of Interior, 3-8-2019

The researcher noticed one of the problems facing the evaluation process is the shortage of information feed backed from the stakeholders of the plan implementation.

The 2012 and 2013 reports adopted 2010 as base line, 2014, 2015 reports adopted 2012 as base line, and 2018 report adopted 2016 base line. It is clear there had been some problems in the adoption of the base lines, as the unavailability of accurate information.¹⁷

Another problem, appeared into the evaluation reports, there was not evaluation of all KPIs were determined in the plans. Always there had been lack in the evaluation process that relates to the availability of the needed information from all security forces, in addition to lack of monitoring and evaluation system in these services.

In reference to the Preventive Security institution, there is clear absence of the name of PSO in the reports of evaluation, that interpreted by the overlapped missions between the security institutions, but that doesn't cancel PSO's big role of the SSSP implementation process. PSO has its own contribution into the goals achievement. They performed wide range of the programs and projects related to the strategic goals. But as their functions depended on the private secret manner, there has not procedure to deploy their evaluation into the reports yet. As well as, the absence of real monitoring and evaluation of the implementation into PSO, due to the late formulation of the PSO's development plan, that was developed for the first time in 2017.¹⁸

4.4 Analysis and Discussion of the Interviews: -

In order to explore the impact of security strategies implementation, on the efficiency of the security work, the researchers conducted interviews to investigate the perceptions of

¹⁷Evaluation Reports of Key Performance Indicators Obtained from the Ministry of Interior.

¹⁸Personal Interview with Manager of Monitoring and Evaluation Department in Security Strategic Planning Unit in the Ministry of Interior, 23-7-2019.

the PSO's officers about the security strategies implementation and its influence on the work efficiency in Preventive Security in Headquarter in Ramallah. In doing so, this section of the study was conducted based on the last strategic sector plan for the security sector 2017-2022, and assumption that the PSO formulated their strategic plan.

This section includes content analysis of the transcript obtained from the interviews, and divided into determined subtitles, explains the study purpose, and answers the study questions as follow: -

A. There is strategic planning importance culture into the Preventive Security

Organization: -

Before 2017 the PSO has a weak culture about the importance of the strategic planning and implementation processes. For long time the security institution used to perform its functions according to operational and temporary plans without analyzing the present and prospecting the future.¹⁹

This situation created semi-permanent behavior related to the mentality of the security officer that focused on the tactics and operations as a work mechanism, to the extent some of security agencies did not have units of strategic planning, and other planning units overlapped with other functional units into some security agencies. The case before 2017 somehow was chaos of the plans that were lacked the strategic dimension.²⁰

It is possible to say the weak understanding of strategic planning importance culture among the employees formed a special case into PSO management levels are split into two categories, one that understands the security strategies and implement it according to the instructions of the senior management, and political level, another category that

¹⁹Personal Interview with Manager of the Divan in Preventive Security Organization Headquarter, Ramallah, 13-7-2019

²⁰Personal Interview with Employee in Strategic Security Department in the Ministry of Interior, Ramallah, 3-8-2019.

does not understand the security strategies and implement their tactical plans according to the operations and activities defined by them in accordance with the top management instructions. The two categories do real implementation that affect the security performance positively. This interprets the disparity case in PSO at the strategic planning implementation level; there are ranges of understanding and commitment of the strategic planning implementation.²¹

B. The Preventive Security Organization's senior leadership supporting degree for the security strategies implementation that is investigated through specific points: -

1. Senior management has a clear understanding of the strategic planning and implementation processes.

The strategic planning was not a priority to the senior leadership, they have had a sense of strategic planning, but it is not belief. Their culture concerned about tactical planning, and didn't have the strategic level. But the case started to change, the unit of strategic planning developed the first strategic plan in 2017 depended on the scientific method.²²

Because of the current leadership's support for strategic plans implementation, the situation became better on the functional level. Moreover, many employees are aware of their responsibilities roles and their functional positions. This case helped to overcome the conflicts that may arise between implementers of activities.²³

²¹Personal Interview with Project Manager in Strategic Planning Department, Ramallah, 15-7-2019.

²²Personal Interview with Manager of Crises Document, Ramallah, 11-7-2019.

²³Personal Interview with Head of Unit in Strategic Planning Department, Ramallah, 15-7-2019.

2. The senior management conviction of the importance of strategic planning and implementation practice on the ground.

The senior leadership in PSO has convinced about the importance of the strategic planning and implementation, but the overlapped hard political conditions causes obstacles against real adoption of the strategic planning implementation, especially the satisfaction of Palestinian political mentality about the privacy of the security functions.²⁴

It is long time of operational implementation, and they need time to reach mature stage at the strategic plans implementation that need institutionalization of the comprehensive strategic planning process and its crucial phases.²⁵

3. Senior management is committed to strategic plan implementation to improve Preventive Security Organization's performance.

The senior leadership in PSO is committed to the strategic plan implementation adoption to develop the organization's performance, but the culture of the workers in the PSO impedes the progress of the comprehensive strategic planning process. The employees used to do their functions in routine operations.²⁶

4. The senior management encourages employees to participate in strategic planning and implementation, to the extent the Preventive Security Organization is aware of the need to involve their employees in the strategic planning and implementation processes.

²⁴Personal Interview with Manager of International Relationships Department, Ramallah, 13-7-2019.

²⁵Personal Interview with Vice Manager of the Divan in Preventive Security Organization, Headquarter, Ramallah, 14-7-2019.

²⁶Personal Interview with Manager of the Divan, Ramallah, 13-7-2019.

The PSO now is holding a series of training courses and workshops for qualifying the cadres, to redevelop the organizational, legal frameworks, human resources, and technical issues, that contribute to the strategic planning and implementation improvement, it is a building stage.²⁷

Advanced strategic planning workshops and training are being conducted for the key employees with partnership of Ministry of Interior to encourage the workers to apply the strategic planning in their functions, especially in the last three years, and spreading a culture of strategic planning adoption among all management levels.²⁸

The top management imposes the incentives and accountability principle, to involve all employees into the new process and encourage the initiatives to contribute in completing the image of the strategic planning implementation processes.²⁹

5. The senior management provides the necessary human and logistic resources for strategic planning implementation process.

The senior management tries to provide the logistic, human and financial resources needed for strategic planning implementation, but the limited development budget constraints the leadership to allocate financial resources for the strategic planning implementation.³⁰

²⁷Personal Interview with Manager of Crises Document, Ramallah, 11-7-2019.

²⁸Personal Interview with Manager of Technology Department, Ramallah, 14-7-2019.

²⁹Personal Interview with Manager of Crises Document, Ramallah, 11-7-2019.

³⁰Personal Interview with Manager of International Relationships, Ramallah, 13-7-2019.

C. The characteristics of the strategic planning implementation into the Preventive Security Organization: -

1. There is a development strategic plan with clear vision, mission and strategic goals.

The first strategic development plan for PSO was developed in the end of 2017 according to the SSSP, which emerged according to NPA. PSO's strategic plan is considered late plan, and weakly took its place among the PSO departments. Since 2017, the plan has not strongly deployed among the management levels. That could be ensured by another perception, strategic plan was deployed to the whole PSO departments but with no feedback from them, likely the mentality of the leaders slew down the work according to the strategic plan.³¹

The development strategic plan is a response to the security sector strategic plan was developed collectively between all security agencies with Ministry of Interior supervision.³²

The mentality of the security officer from the beginning created a doctrine and a belief of the efficiency of the operational functions rather the strategic planning that needs more skills and experts are not available for long time. The current PSO's strategic plan has been produced as an outcome of the strategic planning department efforts but almost with no participation of the workers.³³

Currently, the orientation of the PSO's lower, middle and top managers after the plan of 2017-2022 is the working according to strategic vision, mission and goals. Almost all departments into PSO have its own tactical short term plan meets the security environment's variables, that always changes according to different factors, political,

³¹Personal Interview with Manager of Strategic Planning Department, Ramallah, 15-7-2019.

³²Personal Interview with Project Manager in Strategic Planning Department, Ramallah, 15-7-2019.

³³Personal Interview with Manager of Divan, Ramallah, 13-7-2019.

economic, social and the interconnection between these factors make them influenced by each other. Tactical plans are contributing to SSSP's goals that raise the performance efficiency of the security functions.³⁴

2. Simultaneous top-down, bottom-up and across participation at implementation of security strategies process.

Before 2017-2022 SSSP, PSO did attempts of achieving the strategic goals according to political level instructions and the Ministry of Interior through management levels without connection to Security Sector Plan in the absence of PSO's strategic plan, and a weak culture of strategic plan implementation importance.³⁵

The implementation of the security strategy needs all management levels participation and absolute belief of the importance of the strategy implementation in raising the performance efficiency. Every department in PSO has its responsibilities and functions, a good percentage of the departments aware the security strategies defined in the SSSP, and implement these strategies by their tactical and operational plans.³⁶

But a few departments aware of PSO's strategic plan as a base of tactics and operations they implement to achieve security goals that definitely derived from the strategic goals and implemented according to political level instructions to the officers of PSO.³⁷

Tactical security plans are developed at the middle management level in most PSO's departments, set up the medium term objectives to be achieved by daily activities defined into operational plans which are implemented between functional units into one

³⁴Personal Interview with Manager of Cyber Department, Ramallah, 24-7-2019.

³⁵Personal Interview with Previous Manager of Security Strategic Planning Unit in Ministry of Interior, Ramallah, 23-7-2019.

³⁶Personal Interview with Manager of Cyber, Ramallah, 24-7-2019.

³⁷Personal Interview with Manager of Technology Department, Ramallah, 14-7-2019.

or more departments. This procedure meets the nature of the security work that has political, economic, and social problems.³⁸

3. There are lines of communication throughout the organization's departments through the implementation process.

In the context of the PSO, the absence of documented communication plan has been the current situation, because of the privacy of the security work, rather a constant communications take place between the projects executors, and feedback information run between the PSO and in the Ministry of Interior.³⁹

Another perception points to the communication system is weak between the departments and the strategic planning unit, but it is good at the middle management level vertically and weak horizontally.⁴⁰

4. There are initiatives for implementation that raise the efficiency of the implementation process.

Personal initiative are the principle of the strategic work in PSO under senior leadership support, it plays a big role in the strategic planning institutionalization process, where serious efforts to build a base of the strategic planning are taking place.⁴¹

Entrepreneurial employees do their best to enhance the planning and implementation processes, by trying to spread the awareness and understanding of the security strategic plan of PSO, and to involve all management levels into implementation process.⁴²

³⁸Personal Interview with Manager of Cyber, Ramallah, 24-7-2019.

³⁹Personal Interview with Project Manager in Strategic Planning Department, Ramallah, 15-7-2019.

⁴⁰Personal Interview with Vice Manager of the Human Resource Department in Preventive Security Organization, Headquarter in Ramallah, 4-8-2019.

⁴¹Personal Interview with Manager of Professional Office, Ramallah, 29-8-2019.

⁴²Personal Interview with Manager of Crises Document, Ramallah, 11-7-2019.

D. The mechanism of security strategies implementation process: -

1. The organization commitment with defined clear values and principles.

The PSO is committed to the national values in addition to the professional values appears at the great keenness of the institution to adopt a set of values and principles that control the work, the behavior that increase the satisfaction of society and its beneficiaries.⁴³

Meanwhile, the policy of the PSO is to ensure these values as a path leads to the efficient performance, in addition to the ethical and legal responsibilities commitment to which the military law is liable.⁴⁴

2. The strategies of the Preventive Security Organization are suitable for its available capacities and harmonize with its vision, mission and goals.

The strategies of the PSO stated in strategic development plan and are originally derived from the SSSP, which is developed collectively with the consultation of the institutions of the security sector, whereas every institution contributes of these strategies achievement. PSO developed strategies into its strategic plan that fit the available resources and capabilities, and harmonize with the vision, mission, and the goals.⁴⁵

3. There are action plans comprise of tables of activities, time, and budget.

In the beginning of 2017, the Ministry of Interior approved action plan containing all projects which were defined in accordance with all institutions of security sector, and

⁴³Personal Interview with Vice Manager of the Divan in Preventive Security Organization, Headquarter, Ramallah, 14-7-2019.

⁴⁴Personal Interview with Manager in the Divan Office, Ramallah, 15-7-2019.

⁴⁵Personal Interview with Project Manager in Strategic Planning Department, Ramallah, 15-7-2019.

arranged according to their priorities of the budgets from the governmental and donor sides.⁴⁶

Parts of those projects are supposed to be directly involved into the development strategic plan of PSO, at the tactical plan, and to be translated into activities on the operational plans level.⁴⁷

According to most of low interviewed managers, it is clear that most central PSO's departments have operational plans, that consist of detailed tables include the activities to be implemented, the cost, the duration time, the owners of the activity and the desired outcomes, and all of these plans are developed according to the recommendations of middle management where tactical plans are developed. This Procedure is not new, but it is a common procedure suitable for the type of the security functions.⁴⁸

The main function of the PSO is maintaining the public order and ruling system, so it is a political mission at the first level, the implementation of the political goals is often being achieved by the tactical plans that formulated according to the political level's vision, which is the founder of the National Policies Agenda that is considered the base of all sector plans.⁴⁹

E. challenges against security strategies implementation success: -

1. Appropriateness of the plans implementers who are charged to perform the plan.

The capabilities in the strategic department lacked some specific needed skills and qualifications that relate to strategic dimension, so the concern with the human

⁴⁶Personal Interview with Security Consultant in the Ministry of Interior, Ramallah, 11-7-2019.

⁴⁷Personal Interview with Previous Manager of Security Strategic Planning Unit in the Ministry of Interior, Ramallah, 23-7-2019.

⁴⁸Personal Interview with Manager of Political Security Department, Ramallah, 19-8-2019.

⁴⁹Personal Interview with Manager of Political Security Department, Ramallah, 19-8-2019.

resources that are involved into the strategic planning and implementation increased as a response of internal initiatives from some key employees.⁵⁰

The strategic planning department faces some problems impedes its mission to be more efficient in the strategic planning implementation, there is shortage of some logistics, financial resources, advanced experts at the strategic planning process.⁵¹

The strategic planning department has to be empowered to communicate with all management levels to coordinate and play its role at the departments' level into PSO, and between the PSO and the supervisor side which has the role of monitoring and controlling.⁵²

2. There is effective system of resources allocation.

The qualified resources allocation procedure into PSO faces big challenge due to the weak of some policies and regulations into law for service into security forces #8 for 2005, where the human resources allocation is according to the high military ranks rather than skills and capabilities and academic criteria.⁵³

Despite the serious effective performance and productivity of the PSO, it needs to raise the optimization of human resources which depends on amending the law of security work, or the work according the amended laws seriously, to allow for allocating these qualified human resources. The problem is the resources allocation, more than shortage of the resources.⁵⁴

⁵⁰Personal Interview with Manager of Crises Document, Ramallah, 11-7-2019.

⁵¹Focus Group with Employees in the Strategic Planning Department, Ramallah, 21-8-2019.

⁵²Personal Interview with Manager of Technology Department, Ramallah, 14-7-2019.

⁵³Personal Interview with Manager of International Relationships Department, Ramallah, 13-7-2019.

⁵⁴Personal Interview with Vice Manager of the Human Resource Department in Preventive Security Organization Headquarter in Ramallah, 4-8-2019.

3. There are tools and systems support strategy implementation.

An important issue, relates to the weakness of the PSO at the implementation process is the documentation of the achieved projects, despite their defined action plans in most departments.

The documentation of the security plans implementation is a basic need to start the right analysis, especially the PSO owns stable and strong database and technological experts of the information exchanging process, as mentioned previously the matter is to allocate the available resources, not the shortage of resources.

The strategic security plan needs allocation of advanced technological system and human resources to serve the strategic formulation and implementation through all departments.

4. The Preventive Security Organization develops suitable functional structure for implementation process.

As PSO transformed from revolutionary to institutional work, and the progress from the routine work to strategic planning, the current challenge relates to the importance of developing suitable structure able to overcome the obstacles of the security function.

As we know the beginning of strategic planning process into Palestinian institutions was the donors' demands and not proactive sense from the leaders. In PSO the status is still at the beginning and the functional structure needs to be changed to provide a range of skilled and qualified staff able to plan and implement security strategies.⁵⁵

⁵⁵Personal Interview with Vice Manager of the Human Resource Department in Preventive Security Organization, Ramallah, 4-8-2019.

Somewhere in the PSO departments, the current functional structure doesn't fit the strategic plan implementation requirement. A large part of the strategic planning and implementation is initiatives are performed by the help of the Ministry of Interior.⁵⁶

The PSO functional structure is often contingent to the military ranks, but the current orientation is promotion of the functional structure as a requirement of the PSO leaders. The functional structure has affected the implementation of the projects and programs. Unsuitable human resources distribution somewhere slew down the performance efficiency of project implementation. Demands from PSO have been raised to the political level to change some regulations and policies that allow the modification of the functional structure.⁵⁷

5. Weak laws, regulations, and policies that affect the implementation of the strategic security plan.

The security institution needs a group of political decisions able to change and influence strategic decision making process, in favor of the performance efficiency raising into the security institution.

The planners, facilitators and leaders, often do not have the decision making ability, they are controlled by some current regulations and policies, which have a big influence on the implementation process. Therefore, strategic plan implementation needs serious strategy to finish the pending issues, since some of strategic goals are some of pending issues.⁵⁸

⁵⁶Personal Interview with Manager of Strategic Analysis Department, Ramallah, 29-8-2019.

⁵⁷Personal Interview with Manager of Legal Department, Ramallah, 5-8-2019.

⁵⁸Personal Interview with Manager of Crises Document, Ramallah, 11-7-2019.

As an example, the policy of the high military ranks that sometimes hinders the required changes in the organizational structure. This policy needs to political decision.⁵⁹

Another example of the inefficient laws that play a role in slowing down the strategic goal, the law of the retirement, which prohibit changing the structure of the PSO leads to decrease the performance efficiency, and impedes goals achievement. So the modification of some military laws is more urgent and important than anything in the current time.⁶⁰

The problem of human rights and weak laws and the centralization of decisions making is also considered security laws that impede the implementation process.⁶¹

6. Centralized decision making and planning.

The centralization of planning and decision making constraints the initiatives into the environment of work, these initiatives need support from the high to low management level and decision makers , and this issue needs decision making at the political level to change the unsuitable governmental policies.⁶²

7. There is shortage of funds.

The projects and programs' activities implementation depends on the outside funding, and the governmental budget which are controlled by political situation in Palestine, whereas the American fund was about 53% of the whole security budget. That situation creates a system of trade off put the projects which have high priority under execution,

⁵⁹Personal Interview with Previous Manager of Strategic Planning Unit in the Ministry of Interior, Ramallah, 23-7-2019.

⁶⁰Personal Interview with Manager of Legal Department, Ramallah, 5-8-2019.

⁶¹Personal Interview with Manager of Technology Department, Ramallah, 14-7-2019.

⁶²Personal Interview with Manager of Crises Document, Ramallah, 11-7-2019.

and delay other projects to the next plans, to the extent some projects until now have waited to be implemented since 2011.⁶³

The planning needs a development budget, because the financial resources play a critical role in the implementation of any decided projects.⁶⁴

The financial support is still unsuitable for the requirements of the implementation stage, leads to unlimited time for activities execution. The plan has stopped on some programs, and will not be implemented completely due to the stop of funds exception for the administrative programs.⁶⁵

Analysis of the work environment is the most important step in the strategic planning, in the security sector context; there is continuous threat into the security institution, which is the lack of the financial resource that relates to the vulnerability political condition. Shortage of fund inevitably, influences the strategic goal, so the adopted tactical method fits the security work in the current time rather strategic method that meet the strategic goals related to the administrative needs.⁶⁶

8. Political circumstances affect the strategy implementation.

The political conditions, which include the Israeli occupation practices influence the internal situation and impedes the path of the plans among all departments and enforce changing the priorities defined into the strategic plan. As a real example "Deal of the Century" affected the security strategies implementation process and changed the priorities of the security projects that are at implementing stage to favor of more important core issues, which definitely affected the security strategic goals

⁶³Personal Interview with Security Consultant in Ministry of Interior, Ramallah, 11-7-2019.

⁶⁴Personal Interview with Manager of Technology Department, Ramallah, 14-7-2019.

⁶⁵Personal Interview with Manager of International Relationships Department, Ramallah, 13-7-2019.

⁶⁶Personal Interview with Manager of Political Security Department, Ramallah, 19-8-2019.

implementation process .Another important factor plays a critical role on implementing the security strategies is the geographical borders that prevent the plan implementation in the Palestinian context, the areas are not under PA's control form a weakness at the security strategies implementation process. The strategic security goal should include every area in the state, whereas the Israeli aggressive occupation practices raise the risk of the failure of the Palestinian security strategies implementation. ⁶⁷

F. The existence of continuous monitoring and evaluation system: -

1. The Preventive Security Organization defines key performance indicators.

In the security sector the evaluation process started practically in the plan of 2011-2013 and since that time there has been weak monitoring and evaluation process due to the absence of or weak performance indicators for some security institutions.⁶⁸

The PSO developed its strategic plan depending on the scientific method, includes the core components, vision, mission, goals, and relevant KPIs at late time of 2017, that led to the absence of the indicators for PSO in the reports of the evaluation in 2018, in addition to the lack of monitoring and evaluation unit into PSO, and the shortage of the feedback information from PSO to the Ministry of Interior, which is justified that PSO is an intelligence institution doesn't abandon its secret information easily, which are derived as outputs of the security functions.⁶⁹

⁶⁷Personal Interview with Manager of International Relationship, Ramallah, 13-7-2019.

⁶⁸Personal Interview with Security Consultant in Ministry of Interior, Ramallah, 11-7-2019.

⁶⁹Personal Interview with Manager of Security Strategic Planning Unit in the Ministry of Interior, 3-8-2019.

So, it is common to express the evaluation of the PSO's projects implementation by general indicators of the internal security projects measurement comprising other security institutions.⁷⁰

2. The PSO perform monitoring and evaluation process on implementation process.

The debates about the challenges of the implementation process almost agree on the same issues. The PSO lacked the documentation system despite the developed information technology system. The lack of the documentation of implemented work caused defect of the monitoring process, and a shortage of the feedback about the PSO's projects and evaluation process which lead to absence of the PSO's contribution in strategic goal achievement.⁷¹

The PSO currently builds a system of monitoring and evaluation with coordination of Ministry of Interior to overcome the faults and defects in the evaluation reports.⁷²

The monitoring and evaluation process is the most complex and weakest stages at the strategic planning in security sector and particularly into PSO. The absence of monitoring and evaluation unit weakens the implementation process and creates a gap between the planning and implementation, there would not be learned lessons, reviewed steps and changed activities to meet the new conditions and no risk evaluation.⁷³

⁷⁰Personal Interview with Manager of Monitoring and Evaluation Department in Security Strategic Planning Unit in the Ministry of Interior, 23-7-2019.

⁷¹Personal Interview with Manager of Strategic Analysis, Ramallah, 29-8-2019.

⁷²Focus Group with the Strategic Planning Department, Ramallah, 21-8-2019.

⁷³Personal Interview with Manager of Security Strategic Planning Unit in the Ministry of Interior, 3-8-2019.

G. The reality of performance efficiency development into the preventive security organization: -

1. The PSO achieves its goals which are contributing in achieving security strategic goals.

Regarding the security strategies implementation success and the goals achievement, the PSO was able to reach its goals relating to different axes and measured by quantitative and qualitative methods.⁷⁴

PSO achieved quantitative progress in tactical security goals that contribute to the security sector strategic goals achievement, in the context of the first strategic goal,

"Strengthen security and safety for the homeland and citizen", the PSO achieved:⁷⁵

1. Developing systems and procedures for dealing with crimes, PSO developed systems in detecting cybercrime that is raising the rate of crimes detecting before and after its occurrence, which increases the performance efficiency, and decrease the number of such crimes and increase the opportunity to punish the offenders.
2. Commitment to human rights is achieved, when carrying out security operations, there is continuous reports and follows up with human rights bodies that ensured the PSO's commitment.
3. Strengthening the international cooperation mechanism at the civil protection, by which the scope of cooperation has expanded in many countries and the fields of cooperation with them have expanded.
4. PSO developed the local relationship extent between its employees and people, in the field of the communication technique with people to create intimacy.

⁷⁴ Personal Interview with Manager of Legal Department, Ramallah, 5-8-2019.

⁷⁵ Personal Interview with Manager of Legal Department, Ramallah, 5-8-2019.

In the context of the second strategic goal "**Governance of Security Establishment**" the PSO achieved:-⁷⁶

1. The PSO finished developing its own Project Law, and has approved by the President in 2007.
2. The PSO is going to ensure the strategic planning adoption at all management levels, by approving project of completing the procedures of establishing monitoring and evaluation system guarantees the sustainability of the strategic work.
3. PSO adopted the system of the control and accountability since years, and this could be proved by the procedures of accounting their members according to the military courts.
4. PSO is responsible for complaints against its workers, about 99% of the complaints from "Independent Organization for Human Rights" against PSO's members were responded and handled.

In the context of the third strategic goal, "**Capacity enhancement and ensuring the optimal use of resources**" the PSO achieved:-⁷⁷

1. Human resources development by recruiting new number of competencies, about 110 employees were distributed on all PSO's directorates at the mid of 2019.
2. Enhancing the participation of women in the security forces, the last employment courses in 2019 included about %15 feminist competencies at all aspects, especially the technological. Note that about 4.2 is the percentage of the feminist working in the

⁷⁶Personal Interview with Manager of Legal Department, Ramallah, 5-8-2019.

⁷⁷Personal Interview with Manager of Technology Department, Ramallah, 14-7-2019, Personal Interview with Manager of Administrative Affairs, Ramallah, 15-7-2019, Personal Interview with Vice Manager of Human Resources Department, Ramallah, 4-8-2019.

security institution according to Vice of Manager of Human Resources Department, in the last statistics.

3. The development of the structure of PSO in the context of the categorization and specializations.
4. Development of the centers of training like the Security Academy in Jericho.
5. Development of the capacities and skills by holding continuous courses fit all academic levels of employees.
6. Development of the constructions and buildings in the terms of the technical tools are needed for implementation of security strategies in the quarters and directorates, PSO uses high technological and communicational tools and software that guarantee the sustainability of the functions.
7. Development of the internal situation in terms of the stability of the processes and tasks performed.

H. The role of security strategies implementation in improving the performance efficiency of Preventive Security Organization: -

1. There is a change in the efficiency of the work.

The PSO do perform real successful achievements on the internal security maintaining, in which strengthening the international and regional cooperation mechanisms by high level of functionality in the field of terror fighting, spyware, land leaking, huge crimes like murdering, whereas the PSO frustrated many terror operations, killing, as it never done before , and at minimum level of loses.⁷⁸

The Preventive Security Organization is working among leadership framework to develop the relationships with the globe in accordance with the available resources and

⁷⁸Personal Interview with Manager of Operations Department, Ramallah, 11-7-2019.

capabilities. There is progress in marketing the PSO for the external world through tactics and operations are implemented. The achievements in some PSO departments, where high level of technological tools are used ,scored high rate of performance efficiency on the activities implementation, sometimes the outcomes overridden the expected outcomes.⁷⁹

2. There is conviction from the public and formal sides about the security forces.

There is satisfaction of the people and formal institutions about the PSO. The PSO achieved proved and recognized progress in its security duties especially the terror fighting regionally and internationally, to the extent some Arabic and international countries declared about the notable progress in the context of external terror fighting.⁸⁰

According to some countries the PSO is categorized in the same line of successful security apparatuses in the world.⁸¹

The PSO provides locally consultations and technical assistances to other establishments either governmental or private on the technical and technological levels on Cyber, and many courses of training are conducted to several governmental and private sectors in the context of internal institutional cooperation.⁸²

4.5 Chapter Four Summary: -

It is anticipated that the study shed the light on the impact of the security strategies implementation on the performance efficiency of Preventive Security Organization.

⁷⁹Personal Interview with Manager of Cyber, Ramallah, 24-7-2019.

⁸⁰Personal Interview with Manager of Cyber, Ramallah, 24-7-2019.

⁸¹Personal Interview with Manager of International Relationships Department, Ramallah, 13-7-2019.

⁸²Personal Interview with Manager of Technology Department, Ramallah, 14-7-2019.

The study aimed to influence policy and decision makers in the Palestinian institutions and political level after exploring the real role of the strategy implementation on improving the efficiency.

Chapter Five

Conclusions and Recommendations

Chapter Five: Conclusions and Recommendations

5.1 Introduction: -

Based on the field study has conducted by the researcher, the impact of the implementation of security strategies on the performance of security institutions in the West Bank. The study concluded a set of results through the analysis of data collected from the interviews and the two focus groups carried out, and the results were revised and interpreted.

In this chapter the most important findings of the study were drawn as well as the most important recommendations:

5.2 Results of the Study: -

The general objective of this study was to determine the Impact of the Security Strategies Implementation on the performance Efficiency of the Security Work in West Bank illustrated by a case study of Preventive Security Organization.

The researcher reached the following results throughout the analysis of the collected data:

- 1- The results related to the first question of the study, which stated: What is the degree of the culture of workers about the importance of strategic planning in the Headquarter of Preventive Security Organization in Ramallah's?
 - As it was proved in the study methodology, the strategic planning process adoption is modern procedure in the PSO, in the past, strategic planning is a requirement of the supervision party of the Preventive Security Organization. This manner created a case of strategies implementation disparity on the ground, especially after a long time of improvisation methodology was adopted in the

security institution. Means that there is a weak culture about the strategic planning and implementation adoption.

2- The results related to the second question, which stated: What is the senior management degree of supporting the security strategies implementations in Preventive Security Organization in headquarter in Ramallah?

- Currently, although the senior management has the full understanding and conviction about the importance of security strategies implementation, strongly focuses on the strategic planning process as a tool to promote the efficiency of the security work and is committed to it and always tries to supply the human and material resources, but the strategic level in the execution of the security jobs is mostly weak, due to the absence of the strategic management through the political and military leaders.

3- The results related to the third question, which stated: What are the characteristics of the strategic planning implementation into the Preventive Security Organization in headquarter in Ramallah?

- Central departments in the PSO understand the importance of security strategies commitment and participation; because of their role impose the real adoption of the strategic level. They apply the tactics and operations level to reach the strategic level, and do best initiatives to encourage the strategic level performance. Although most departments do the tactics and operations without connecting them to the strategic goals in the security plan, but with daily routine functions and communication, which may be interpreted by the late formulation of a strategic plan for PSO, and the absence of a solid communication system among management levels.

4- The results related to the fourth question, which stated: What is the mechanism of implementation process in the Headquarter of Preventive Security Organization in Ramallah?

- PSO develops action plans, which are done according to the security strategies, and under the control and recommendation of political level to hold the national and ethical values, and are performed by coordination with the Ministry of Interior. The action plan fits the PSO's goals and capabilities that mostly have a high level of experience and skills, but it needs the utilization of these resources.

5- The results related to the fifth question, which stated: What are the challenges against security strategies implementation in Preventive Security Organization headquarter in Ramallah?

- Although there are qualified human and material resources, there is a disparity of performance through the security strategies implementation almost related to the group of internal and external factor directly influence the implementation process that in its turn influence the performance.
- There is a centralization of the decision, which constraints the initiatives into the environment of security work, the initiatives need commitment from high to low management levels and internal or external decision makers, within security sector.
- There is no suitability between the functional structure and the requirements of the implementation, due to the applicable weak law which relates to the political decision.
- The study revealed that the resources allocation process plays a big role in the improvement of the strategic implementation in the case of the security

organization. The PSO almost has the needed resources but they need to the effective allocation process, this point somehow relates to the modification of the security laws.

- There are external factors affecting the implementation of the security strategies even if all internal factors are available relate to: -
 - ✓ Financial aids that control the continuity of the implementation of planned projects related to the security strategies.
 - ✓ The political hard conditions also strongly slew the path of the security strategies implementation to emergent implementation which are not in consideration, there are always changing in priorities due to the occupation control.
- 6- The results related to the sixth question, which stated: Is there continuous monitoring and evaluation system?
- The PSO developed its strategic plan depending on the scientific method, includes the core elements, vision, mission, goals, and relevant KPIs at late time of 2017 that led to the absence of the indicators for PSO in the reports of the evaluation.
 - There is no monitoring and evaluation system, created a gap in the strategic planning process, and connection between the planning and the implementation.
- 7- The result related to the seventh question, which stated: Is there a development in performance efficiency of Preventive Security Organization's work in headquarter in Ramallah?
- The PSO achieved its goals which are contributing in achieving security strategic goals that involves three strategic goals. The PSO reached a notable

degree in the context of the first strategic goal, enhancing the security and safety of the country and the citizen, the second strategic goal, which is governance of Security Forces, and the third strategic goal, strengthen capacity and ensure optimal use of resources.

8- The results related to the eighth question, which stated: What is the role of the security strategies implementation in improving the performance efficiency in PSO in Ramallah headquarters?

- The security strategies implementation is a critical factor in improving the performance efficiency of the security work, among the different levels of the management, senior, middle, and low in PSO headquarter in Ramallah. There are real successful achievements on the internal security maintaining, in which strengthening the international and regional cooperation mechanisms in the field of terror fighting, spyware, land leaking, huge crimes like murdering at high level of functionality, to the extent some Arabic and international countries declared about the notable progress in the context of external terror fighting, and preventive procedures more than expected.
- There are notable improvements in the services the PSO present to the people in the political, social, economic, institutional fields, to the extent of some outputs overridden the expectations. All of these fields are supported by high technological level, based on the tools and expert human resources.

5.3 Recommendations of the Study: -

The recommendations directly relate to each point in the results of the study: -

1. The emergency of spreading the culture of strategic planning and implementation among the different management levels of the PSO, in order to expand the employee's participation into the strategic planning and implementation.
2. The necessity to increase the senior management support for the strategic planning comprehensive process, to overcome the external and internal obstacles relating to provision and allocation of needed resourced.
3. The need to strongly generalization and explaining the strategic plan for all departments into management levels to involve and allocate them into the strategic implementation process.
4. The necessity of utilization of the available resources to implement the action plan properly, by effective resources allocation.
5.
 - a- The security institutions need a group of political decisions able to change the current status of the centralization of decision making and planning and to build suitable functional structure to increase the efficiency of the strategic alternatives in the strategic sector plans.
 - b- The need to modify some regulations and policies in the security forces law, that obstacles the progress of the strategic planning implementation process.
 - c- The need to find a strategic financial alternative to compensate the financial support for the implementation process.
 - d- The emergent to establish strategic alternatives when planning, to meet the potential emerging factors.

- 6- The need to establish a system of monitoring and evaluation to measure the real achievements of PSO, and cover the lack of the KPIs for the PSO in the evaluation reports.
- 7- The continuity of holding advanced training in comprehensive strategic planning, from formulation to evaluation stages, for senior management and staff to develop their skills in this sector.
- 8- The emergent need to strengthen the coordination and cooperation between the PSO and Ministry of Interior in the details are relating to the strategic planning and implementation process.
- 9- The emergent to establish alternative strategies to meet the potential emerging factors.

5.4 Proposed Future Studies: -

The researcher concerns about the study of the relationship between the cultural factor and the implementation process success.

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205. Personal Interview with Head of Unit in Strategic Planning Department, Ramallah, 15-7-2019.
206. Personal Interview with Manager in International Relationships Department, Ramallah, 11-7-2019.
207. Personal Interview with Manager in the Divan Office, Ramallah, 15-7-2019.
208. Personal Interview with Manager of Administrative Affairs Department, Ramallah, 15-7-2019.
209. Personal Interview with Manager of Crises Document, Ramallah, 11-7-2019.
210. Personal Interview with Manager of Cyber Department, Ramallah, 24-7-2019.
211. Personal Interview with Manager of International Relationships department, in Ramallah. 13-7-2019.
212. Personal Interview with Manager of Legal Department, Ramallah, 5-8-2019.
213. Personal Interview with Manager of Legal Department, in Ramallah. 5-8-2019.
214. Personal Interview with Manager of Monitoring and Evaluation Department in Security Strategic Planning Unit in the Ministry of Interior, 23-7-2019.
215. Personal Interview with Manager of Operations Department, Ramallah, 11-7-2019.
216. Personal Interview with Manager of Political Security Department, Ramallah, 19-8-2019.
217. Personal Interview with Manager of Professional Office, Ramallah. 29-8-2019.
218. Personal Interview with Manager of Security Strategic Planning Unit in Ministry of Ministry, 3-8-2019.
219. Personal Interview with Manager of Security Strategic Planning Unit in Ministry of Interior, 3-8-2019.

220. Personal Interview with Manager of Strategic Analysis Department, Ramallah, 29-8-2019.
221. Personal Interview with Manager of Strategic Planning Department, Ramallah, 15-7-2019.
222. Personal Interview with Manager of Technical Setting, Ramallah, 21-8-2019.
223. Personal Interview with Manager of Technology, Ramallah, 14-7-2019.
224. Personal Interview with Manager of the Divan, Ramallah, 13-7-2019
225. Personal Interview with Manager of Vice of Institutional Security Department, Ramallah, 16-7-2019.
226. Personal Interview with Previous Manager of Security Strategic Planning Unit in the Ministry of Interior, Ramallah. 23-7-2019
227. Personal Interview with Project Manager in Strategic Planning Department, Ramallah. 15-7-2019.
228. Personal Interview with Security Consultant in the Ministry of Interior, in Ramallah, 11-7-2019
229. Personal Interview with Vice Manager of the Divan in Preventive Security Organization Headquarter, Ramallah, 14-7-2019.
230. Personal Interview with Vice Manager of Human Resources Department, Ramallah, 4-8-2019.
231. Focused Group with Security Strategic Planning Unit in Ministry of Interior, 1-8-2019.
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Appendices / (KPIs Evaluation Reports)

المؤشرات الخاصة بقطاع الامن وتحديد الأهداف الإستراتيجية وتحليل اسباب الانحراف عن الاستهداف

للعام 2014 م

1- مؤشر عدد الجرائم لكل 100 ألف من السكان

الانحراف عن الاستهداف للمؤشر	القيمة الحقيقية 2014	الاستهداف المحدد سابقا 2014	سنة الاساس	خط المرجع	المؤشر	الهدف الاستراتيجي
لم يتم تحقيق الاستهداف	892	1- %	2012	670	عدد الجرائم لكل 100 ألف من السكان	توفير الامن والامن للوطن والمواطن

وصف المؤشر :

يعطي المؤشر لمحة عن الحالة الأمنية التي تعيشها فلسطين ومستوى الجريمة في المجتمع الفلسطيني .

قيمة المؤشر:

يتم احتساب قيمة المؤشر من خلال اعتماد سجلات الشرطة الفلسطينية المدنية للجرائم والجنح بمختلف أنواعها

ودرجاتها والتي تمت في الضفة الغربية، ولا تشمل هذه الأرقام الجرائم التي تقع ولا يتم إبلاغ الشرطة عنها.

نتيجة المؤشر:

بلغ معدل الجريمة لكل 100 ألف من السكان خلال العام 2014 (892) جريمة ، مقارنة بالعام 2012 الذي سجل (670)

جريمة لكل 100 ألف مواطن. بينما سجل المؤشر للعام 2013 (886) جريمة لكل 100 ألف مواطن . اي ان هناك ارتفاع

في معدل الجريمة بنسبة 33.4% عن خط المرجع .

ومن هنا نلاحظ ان مجموع عدد الجرائم المرتكبة في العام 2014 (25275) جريمة ، مقارنة مع العام 2013 حيث بلغ عدد الجرائم الكلي في الضفة الغربية (24110) جريمة ، بينما بلغ في العام 2012 (17748) جريمة.

نلاحظ من خلال تقارير الشرطة ان هناك :

- ارتفاع في معدل الجريمة مقارنة بالاعوام الثلاث 2012.2013.2014 .
- متوسط عدد الجرائم الكلي للأعوام الثلاث 22374.7

ارتفاع في نوعية الجرائم المرتكبة ضد حياة الاشخاص او ما يتعلق بالنفس (القتل العمد وغير العمد ، الشروع بالقتل ، التهديد، الضرب، المشاجرات ، الايذاء) .وبالتالي فقد بلغ عدد الجرائم المرتكبة ضد حياة الاشخاص (11860) جريمة في العام 2014 بينما بلغ (11732) جريمة في العام 2013 وبلغ (7828) جريمة في العام 2012 . أي ان هناك ارتفاع بنسبة 51.5% عن خط المرجع 2012 .

ويعود الارتفاع في معدل الجريمة للعام 2014 الى مجموعة من الاسباب اهمها:

- عدم السيادة الفلسطينية على كافة المناطق .
- الظروف الاقتصادية وارتفاع نسبة البطالة .
- طول الإجراءات القضائية وعدم سرعة البت بالقضايا .
- تدخل العشائر وحل الإشكال عن طريق صك وكال صلح .
- قبول المحاكم بخروج المتهم بالكفالة رغم جسامة الفعل الذي قام به مما يدفع اصحاب الحق لأخذ القانون بأيديهم .

2- مؤشر معدل وقت الاستجابة للحوادث في جهاز الشرطة

الهدف الاستراتيجي	المؤشر	خط المرجع	سنة الاساس	الاستهداف المحدد سابقا 2014	القيمة الحقيقية 2014	الانحراف عن الاستهداف للمؤشر
توفير الامن والأمان للوطن والمواطن	معدل وقت الاستجابة للحوادث في الشرطة	7.2 دقيقة	2012	7 دقيقة	9.5 دقيقة	لم يتم تحقيق الاستهداف

وصف المؤشر :

يعطي المؤشر لمحة عن الوقت المستغرق من وقت تلقي الشرطة بلاغ من مواطن يستدعي تدخل الشرطة حتى وصول دورية الشرطة للمكان المحدد .

قيمة المؤشر:

يتم احتساب قيمة المؤشر من خلال أخذ عينات من النماذج التي يتم تعينتها في عمليات الشرطة من لحظة تلقي البلاغ إلى لحظة الوصول إلى مكان الحادث ويتم احتساب وقت الاستجابة من تكرارات الاحداث مقسوم على عدد

الاحداث

نتيجة المؤشر:

سجل مؤشر معدل وقت الاستجابة للحوادث في الشرطة (9.5) دقيقة في العام 2014 ، بينما سجل المؤشر (7.2) دقيقة في العام 2012 ، بينما بلغ (8.4) دقيقة في العام 2013 . أي ان هناك ارتفاع في معدل وقت الاستجابة للحوادث في الشرطة ب 2 دقيقة عن خط المرجع .

ويرجع ذلك حسب تقارير الشرطة أن التحول من النظام التقليدي اليدوي إلى النظام الالكتروني المحوسب المؤرشف الكترونياً ، ودقة الرصد والقياس كان من أهم الأسباب التي أدت زيادة معدل الاستجابة لعام 2014 بالإضافة إلى إدخال المنطقة (ب) ضمن المعدل.

3- مؤشر وقت الاستجابة للحوادث في جهاز الدفاع المدني

الهدف الاستراتيجي	المؤشر	خط المرجع	سنة الاساس	الاستهداف المحدد سابقا 2014	القيمة الحقيقية 2014	الانحراف عن الاستهداف للمؤشر
توفير الامن والأمان للوطن والمواطن	معدل وقت الاستجابة للحوادث في الدفاع المدني	15 دقيقة	2012	14 دقيقة	12 دقيقة	تم تحقق الاستهداف

وصف المؤشر :

يوفر المؤشر لمحة عن الانجازات والخدمات التي يقوم بها جهاز الدفاع المدني للمواطنين من خلال حماية الأرواح والممتلكات العامة والخاصة وحماية الموروث الثقافي في فلسطين .

قيمة المؤشر

يتم احتساب قيمة المؤشر من خلال تقسيم السنة الى اربع ارباع ويتم اخذ عينة عشوائية خلال كل ربع من كل مركز ومديرية ويتم تجميعها وتقسيمها على اربعة وهذا ينطبق على كافة المراكز والمديريات يتم بعد ذلك تجميع اوقات الاستجابة لكافة المراكز والمديريات وتقسيم الناتج على عددها .

نتيجة المؤشر:

نلاحظ من خلال المؤشر ان هناك انخفاضاً في معدل وقت الاستجابة مقارنة بالعام 2012 حيث سجل المؤشر في العام 2012 (15) دقيقة وفي العام 2014 سجل المؤشر (12) دقيقة وبالتالي تم تحقيق الاستهداف للمؤشر أي ان هناك انخفاض 3- دقيقة عن خط المرجع 2012 .

وبالتالي هناك مجموعة من النشاطات التي ساهمت في تخفيض وقت الاستجابة للحوادث في جهاز الدفاع المدني منها :

- افتتاح عدد من المراكز الخاصة بالدفاع المدني وبلغ عددها 12 مركز موزعة على المحافظات (قلقيلية ، الرام ، قباطية ، بلاطة ، ميثلون ، عناتا ، عبوين ، يعبد ، فقوعة ، حجة ، دير استيا ، الياسرية)
- زيادة التعاون والتنسيق مع المجالس المحلية والبلدية والمجتمع المحلي لافتتاح عدد من مراكز الدفاع المدني ومراكز المتطوعين
- التدريبات المستمرة لطواقم الدفاع المدني والتي تؤدي الى تحسين كفاءة العاملين ورفع فعالية التعامل مع الحوادث
- استبدال عدد من المعدات القديمة بمعدات حديثة والحصول على معدات لم تكن بالخدمة سواء للإنقاذ أو الإطفاء وغير ذلك
- المشاركة في عدد من الورشات والندوات الخارجية والعالمية منها مما أدى الى نقل عدد كبير من الخبرات والتجارب من خلال كوادر الدفاع المدني المشاركة
- الاستفادة من مفهوم التطوع ورفع عدد المتطوعين ليصبح 3292 متطوع وزيادة عدد الفرق العاملة لتصبح 130 فرقة بالميدان ورفع كفاءتهم وتزويدهم ببعض المعدات البسيطة للاستجابة الأولية
- تجهيز عدد من سيارات الإطفاء والإنقاذ وغيرها وإدخالها في الخدمة
 - استلام سيارات إطفاء جديدة لمركز مرج بن عامر الجديد
 - استلام 5 سيارات شيفرليت وتحويلها الى سيارات تدخل سريع إطفاء وإنقاذ
 - استلام سيارة بيجو مجهزة لتعبئة أسطوانات الأكسجين وتستخدم في الحوادث الكبرى .
 - تصنيع 7 كاسحات ثلوج محلياً بتمويل من الحكومة .
 - عدد المراكز العاملة حتى نهاية 2014 هو 42 مركز بالإضافة الى وحدات الاسناد الثلاث .

4- مؤشر عدد الشكاوي الواردة على المؤسسة الأمنية ومنتسبيها

الهدف الاستراتيجي	المؤشر	خط المرجع	سنة الاساس	الاستهداف المحدد سابقا 2014	القيمة الحقيقية 2014	الانحراف عن الاستهداف للمؤشر
تقديم الخدمات بكفاءة وفاعلية وعدالة	عدد الشكاوي الواردة على المؤسسة الأمنية ومنتسبيها	1455	2012	1400	919	تم تحقيق الاستهداف

وصف المؤشر :

يوضح مدى ثقة الجمهور بالمؤسسة الأمنية وجهاز الاستخبارات العسكرية بشكل خاص من خلال التوجه لتقديم الشكاوى. ويقوم المؤشر بقياس حالة الانضباط في المؤسسة الأمنية من خلال رصد الشكاوي المقدمة من المواطنين بحق أفراد المؤسسة الأمنية.

قيمة المؤشر:

يتم حساب قيمة المؤشر من خلال تقسيم عدد الشكاوي المقدمة من المواطنين ضد المؤسسة الأمنية والواردة لجهاز الاستخبارات العسكرية، على عدد منتسبي قوات الأمن.

نتيجة المؤشر:

بلغ عدد الشكاوي الواردة على المؤسسة الأمنية بشكل عام 1084 شكوى وهي على النحو التالي:

- شكاوي مقدمة من مدنيين بحق عسكريين وقد بلغت عدد هذه الشكاوي 919 شكوى.
- شكاوي مقدمة من عسكريين بحق مدنيين وقد بلغت عدد هذه الشكاوي 97 شكوى.
- شكاوي مقدمة من عسكريين بحق عسكريين وقد بلغت عدد هذه الشكاوي 68 شكوى.

نلاحظ من خلال المؤشر ان هناك انخفاض في قيمة المؤشر بنسبة %36.8 عن خط المرجع فقد بلغ عدد الشكاوي 1455 شكوى في العام 2012 بينما بلغ عدد الشكاوي 919 شكوى في العام 2014 من مدنيين بحق عسكريين أي ان هناك انخفاض ملحوظ في عدد الشكاوي المقدمة ضد المؤسسة وأفرادها وهذا الانخفاض يعود الى عدد من الاسباب منها :

- الارتفاع في مستوى الانضباط في المؤسسة الأمنية عبر اتخاذ الإجراءات القانونية المتخذة بحق المخالفين.
- قرار فخامة الرئيس بإعطاء جهاز الاستخبارات العسكرية صفة الضابطة القضائية .
- التدريب والتطوير لدى افراد المؤسسة الامنية الامر الذي انعكس ايجابا على السلوك العام للإفراد
- زيادة الوعي لدى الناس ولدى منتسبي الاجهزة الامنية بالقانون وحقوق الانسان .
- متابعة القضايا المرتبطة بالعسكريين انسجاما مع تطبيق سياسة التخصص بالعمل.
- التنسيق بين كافة الاجهزة الامنية والإجراءات مما أدى الى انخفاض عدد المخالفات التي تم صدها .
- دور الاستخبارات العسكرية في متابعة الشكاوي من طرف القضاء العسكري والأجهزة الأخرى .
- استقرار الوضع الاقتصادي وخاصة فيما يتعلق باستمرارية صرف الرواتب .

5- مؤشر عدد القضايا المحولة للمحاكم العسكرية

الهدف الاستراتيجي	المؤشر	خط المرجع	سنة الاساس	الاستهداف المحدد سابقا 2014	القيمة الحقيقية 2014	الاتحراف عن الاستهداف للمؤشر
تقديم الخدمات بكفاءة وفاعلية وعدالة	عدد القضايا المحولة للمحاكم العسكرية	797	2012	800	2204	لم يتم تحقيق الاستهداف

وصف المؤشر:

يوضح هذا المؤشر مدى التزام المؤسسة الأمنية في التعامل مع التجاوزات داخل المؤسسة الأمنية من خلال اتخاذ الإجراءات القانونية بحق مرتكبي المخالفات. ويوضح حالة الانضباط في المؤسسة الأمنية.

قيمة المؤشر:

يتم احتساب قيمة المؤشر من خلال مراجعة سجلات القضاء العسكري لعدد الأحكام الصادرة بحق منتسبي الأجهزة الأمنية خلال العام.

نتيجة المؤشر:

هذه الاحصائيات تدل على ان هناك ارتفاع في عدد القضايا المحولة للمحاكم العسكرية فقد بلغت قيمة المؤشر 2204 قضية في العام 2014 بينما بلغ قيمة المؤشر 797 قضية في العام 2012 أي ان هناك ارتفاع بنسبة 183% عن خط المرجع .

ويعود هذا الارتفاع في عدد القضايا وعدد الشكاوي المقدمة لدى هيئة القضاء العسكري الى :

- زيادة ثقة المواطن بالقضاء العسكري نتيجة الجهود التي بذلت على ارض الواقع على مدار سنة كاملة في سبيل تحقيق الامن والأمان والطمأنينة .
 - أصبحت الأجهزة الأمنية تمارس عملية الانضباط أكثر في تطبيق الإحالات إلى النيابة.
 - تقليل القضايا التي يتم حلها داخل الأجهزة.
 - النيابة قللت من تطبيق العقوبات الانضباطية بحيث أصبحت تحيلها للمحاكم تطبيقا للعدالة.
- وبالتالي دعم هذا التوجه الارتفاع في عدد القضايا التي يتم تحويلها للقضاء العسكري.

6- مؤشر رضا المواطنين عن الخدمات التي تقدمها وزارة الداخلية

الهدف الاستراتيجي	المؤشر	خط المرجع	سنة الاساس	الاستهداف المحدد سابقا 2014	القيمة الحقيقية 2014	الانحراف عن الاستهداف للمؤشر
توفير الامن والامن للوطن والمواطن	رضا المواطنين عن الخدمات التي تقدمها وزارة الداخلية	73%	2012	75%	87%	تم تحقيق الاستهداف

نتيجة المؤشر:

نلاحظ من خلال نتيجة المؤشر ان هناك ارتفاع ملحوظ في قيمة المؤشر فقد بلغت نسبة المؤشر 87.2% في العام 2014 مقارنة بالعام 2012 والذي بلغ 73% . أي ان وزارة الداخلية نجحت في رفع مستوى الرضا عن الخدمات التي تقدمها للمواطنين بقيمة 19% من خلال العديد الانشطة والتدخلات والمشاريع اهمها :

- في العام 2014 استمرت الوزارة في تأهيل وتطوير المديریات حيث تم الانتهاء من إعادة تأهيل وترميم كل من (مديرية طوباس ، ابو ديس ، مبنى الوزارة) .
- وضع وتطوير أدلة الإجراءات الخاصة بالخدمات المقدمة وخصوصا ادلة الاجراءات الخاصة بالأحوال المدنية والجوازات وهذا أدى الى تسهيل عملية انجاز المعاملات.
- افتتاح مكتب جديد تابع لوزارة الداخلية في منطقة بدو عن طريق النافذة الموحد بحيث ينعكس ايجابيا على رضا المواطنين عن طريق تخفيض الابعاء عليهم .
- تلقي الموظفين في الواجهة الامامية دورات في مجال خدمات الجمهور والذي انعكس ايجابا على سلوك سلوك الموظفين العاملين اتجاه متلقي الخدمة .
- شراء عدد من المعدات الالكترونية الحديثة التي تساعد في تطوير العمل وسرعة انجاز المعاملات.

تقرير المتابعة للخطوة الإستراتيجية لقطاع الأمن الفلسطيني للعام 2013

يأتي هذا التقرير في إطار سعي وزارة الداخلية الفلسطينية لقياس مدى التقدم الحاصل في تنفيذ الخطوة الإستراتيجية لقطاع الأمن الفلسطيني للعام 2013-2011 والتي تسعى من خلالها لتطوير المؤسسة الأمنية والانتقال إلى مؤسسة أمنية تعمل وفق النظام والقانون. وذلك من خلال المؤشرات التي يتم إصدارها من سجلات المؤسسة الأمنية لقياس مدى التقدم في الأداء والذي تحقق من خلال عشرات المشاريع التي وفرت البنية التحتية والمعدات والتدريب المتخصص لمؤسسات قطاع الأمن المختلفة.

أولاً: المؤشرات :

- شهد العام 2013 ارتفاعاً في معدل الجريمة في فلسطين بقيمة 30% حيث سجل المؤشر 886 جريمة لكل 100 ألف مواطن، مقارنة بالعام 2010 الذي سجل 678 جريمة لكل 100 ألف مواطن.
- في العام 2013 كانت نسبة الوفيات من الإصابات المتحققة نتيجة الحوادث والحرائق 4% مسجلاً ارتفاعاً مقارنة بالعام 2010 التي سجل فيها المؤشر 3.2%.
- في العام 2013 سجل ارتفاعاً فيعدد المنشآت الملتزمة بإجراءات السلامة العامة التي تم ترخيصها بنسبة 0.5% والذي سجل 17329 منشأة مقارنة بالعام 2010 الذي سجل 17237 منشأة .
- انخفاض نسبة الشكاوي المقدمة بحق منتسبي الأجهزة الأمنية بنسبة 18.3% من 5.7 شكاوى في العام 2010 إلى 4.7 شكاوى لكل في العام 2013.
- أصدرت المحاكم العسكرية الفلسطينية في العام 2013 (1102 حكماً قضائياً) بحق منتسبي الأجهزة الأمنية بارتفاع 207 % عن العام 2010.
- انخفاض معدل وقت الاستجابة للشرطة الفلسطينية في العام 2013 في المناطق أ إلى 8.4 دقيقة مقارنة بالعام 2010 والذي بلغ (10.6) دقيقة .
- انخفاض معدل وقت الاستجابة للحوادث في الدفاع المدني إلى 15 دقيقة في العام 2013 مقارنة بالعام 2010 والذي بلغ (17) دقيقة .

ثانياً: أهم العقبات

وتتركز أهم العقبات التي ما زالت تحد من تقدم المؤسسة الأمنية :

- التحدي السياسي والأمني المتمثل بالاحتلال الإسرائيلي. والذي يتركز في عدم السيطرة الأمنية على كافة المناطق والحاجة إلى تنسيق مسبق للقيام بالمهام خارج مناطق (أ)، والذي من شأنه إضعاف قدرة الأجهزة الأمنية في التعامل مع الحوادث والجرائم بشكل مهني وفعال. ويؤثر بشكل سلبي على كل من معدل الجريمة ووقت الاستجابة، إضافة إلى التأثير السلبي على تنفيذ أحكام القضاء.
- ضعف إمكانيات جهاز الدفاع المدني حيث ما زال هناك ارتفاع في معدل وقت استجابة الدفاع المدني للحوادث والحرائق، وذلك نتيجة قلة مراكز الدفاع المدني وعدم انتشارها بالشكل المطلوب لتغطية التجمعات السكنية وكذلك قدم المعدات ونقص الكادر البشري .
- استمرار الحاجة إلى تطوير التشريعات القانونية في العديد من المجالات التي تعمل المؤسسة الأمنية من خلالها
- تطوير التشريعات المتعلقة بالسلامة العامة.
- نظام الكفالة المعمول به حالياً ولا يتناسب مع الوضع الأمني القائم.
- تطوير التشريعات المتعلقة بنظام الصلح العشائري.
- عدم التطبيق الكامل للإجراءات القانونية المتعلقة بالمخالفات العسكرية وإحالة كافة المخالفين للنيابة العسكرية.

ثالثاً: تحليل انجاز المؤشرات :

الهدف الاستراتيجي	المؤشر	سنة الأساس 2010	القيمة 2012	نسبة التغير
توفير الأمن والأمان للوطن والمواطن	عدد الجرائم لكل 100 ألف من السكان	678	886	30.7%

وصف المؤشر :

يعطي المؤشر لمحة عن الحالة الأمنية التي تعيشها فلسطين ومستوى الجريمة في المجتمع الفلسطيني .

قيمة المؤشر:

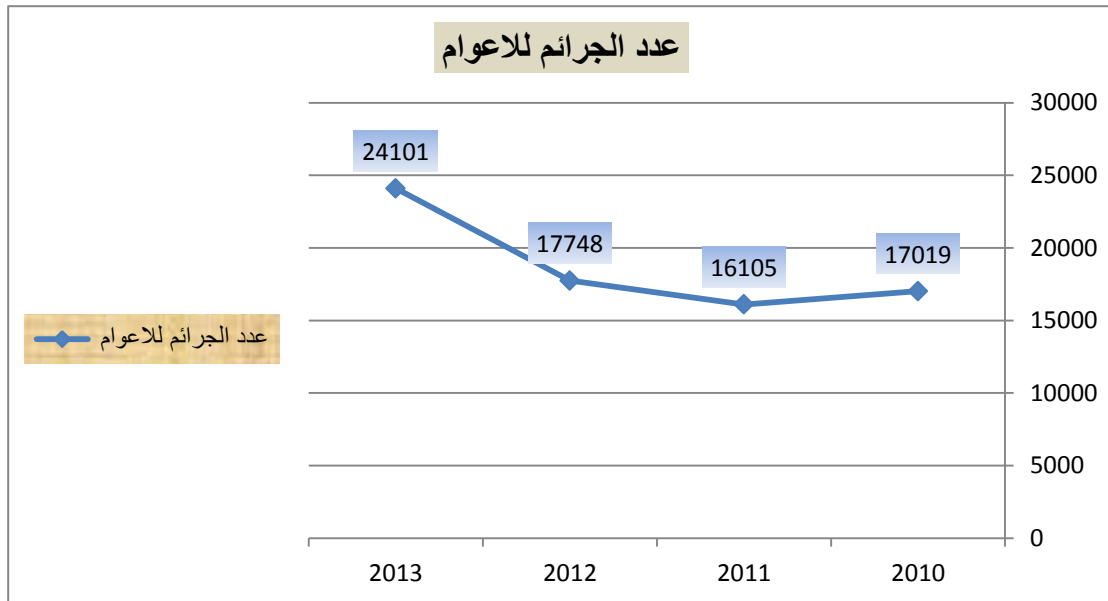
يتم احتساب قيمة المؤشر من خلال اعتماد سجلات الشرطة الفلسطينية المدنية للجرائم والجنح بمختلف أنواعها ودرجاتها والتي تمت في الضفة الغربية ، ولا تشمل هذه الأرقام الجرائم التي تقع ولا يتم إبلاغ الشرطة عنها.

نتيجة المؤشر:

في العام 2013 تم تسجيل ارتفاع في قيمة المؤشر حيث سجل المؤشر 886 جريمة لكل 100 ألف مواطن مقارنة بالعام 2012 الذي سجل 670 جريمة لكل 100 ألف مواطن. بينما سجل المؤشر للعام 2011 مقارنة مع مؤشر 2012 (660) جريمة .

وبلغ عدد الجرائم المرتكبة (24101) جريمة ، مقارنة مع عام 2012 حيث بلغ عدد الجرائم الكلي في الضفة الغربية ما يقارب (17748) جريمة.

ويوضح الرسم البياني التالي عدد الجرائم المرتكبة للأعوام 2010.2011.2012.2013

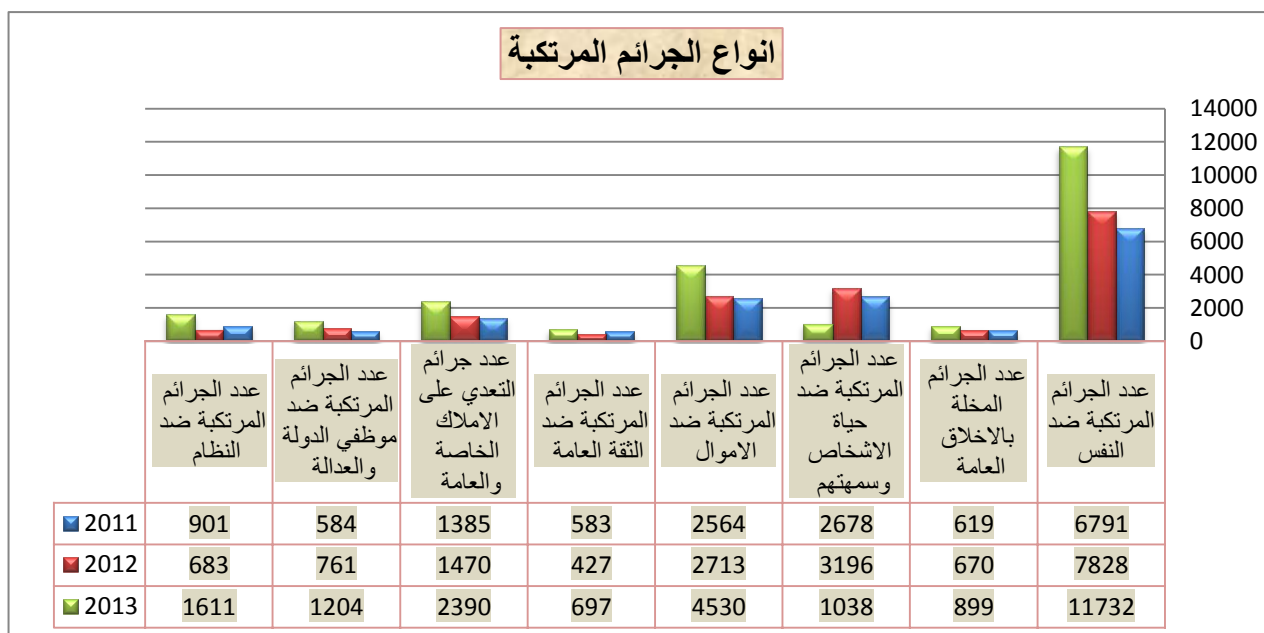


ويظهر من خلال الرسم البياني متوسط عدد الجرائم المرتكبة للأعوام الثلاثة حيث بلغ متوسط عدد الجرائم الموضحة أعلاه (19318) جريمة، حيث بلغ عدد الجرائم في العام الحالي (24101) جريمة ، أي بزيادة بنسبة (24.8) % عن المعدل العام للأعوام الثلاثة ، وبزيادة بنسبة (35.8) % عن العام 2012 .

ويوضح الجدول التالي مقارنة بين أنواع الجرائم المرتكبة خلال الفترة 2011.2012.2013

المؤشر	2011	2012	2013
عدد الجرائم المرتكبة ضد النفس	6791	7828	11732
عدد الجرائم المخلة بالأخلاق العامة	619	670	899
عدد الجرائم المرتكبة ضد حياة الأشخاص أو سميتهم	2678	3196	1038
عدد الجرائم المرتكبة ضد الأموال	2564	2713	4530
عدد الجرائم المرتكبة ضد الثقة العامة	583	427	697
عدد جرائم التعدي على الأملاك الخاصة والعامة	1385	1470	2390
عدد الجرائم المرتكبة ضد موظفي الدولة والعدالة	584	761	1204
عدد الجرائم المرتكبة ضد النظام	901	683	1611
المجموع	16105	17748	24101

ويوضح الرسم البياني أنواع الجرائم للأعوام الثلاث للأعوام 2011.2012.2013



يظهر من خلال الرسم البياني والجدول أعلاه أن هناك ارتفاع في عدد الجرائم المرتكبة ضد النفس وكذلك حرية الآخرين ويعود ذلك إلى مجموعة من الأسباب منها :

- عدم السيطرة الكاملة على كافة المناطق .
- الظروف الاقتصادية وارتفاع نسبة البطالة .
- طول الإجراءات القضائية وعدم سرعة البت بالقضايا .
- تدخل العشائر وحل الإشكال عن طريق صكوك الصلح .
- قبول المحاكم بخروج المتهم بالكفالة رغم جسامته الفعل الذي قام به يدفع صاحب الحق لأخذ القانون بيده لشعوره بعدم اخذ حقه
- أكثر الأسباب شيوعا حسب قراءة الشرطة لأسباب هذه الجريمة: الخلافات المالية والحقوقية والعائلية

أما من حيث الإجراءات التي تراها الشرطة مناسبة لخفض نسبة الجرائم ضد النفس وحرية الآخرين :

- التنسيق بين الجهات القضائية لعدم الإفراج عن مرتكبي الجرائم بالكفالة وخاصة من تتكرر جرائمه والاستناد لرأي الشرطة في موضوع الخروج بكفالة
- أن تكون أحكام القضاء رادعة .(مراجعة القوانين الخاصة بالعقوبات)
- نشر الوعي عن طريق وسائل الإعلام والمدارس والإرشاد الديني ، وتوعية الأهل لمراقبة أولادهم على التلفاز والانترنت .
- سرعة الفصل بالقضايا من قبل المحاكم.

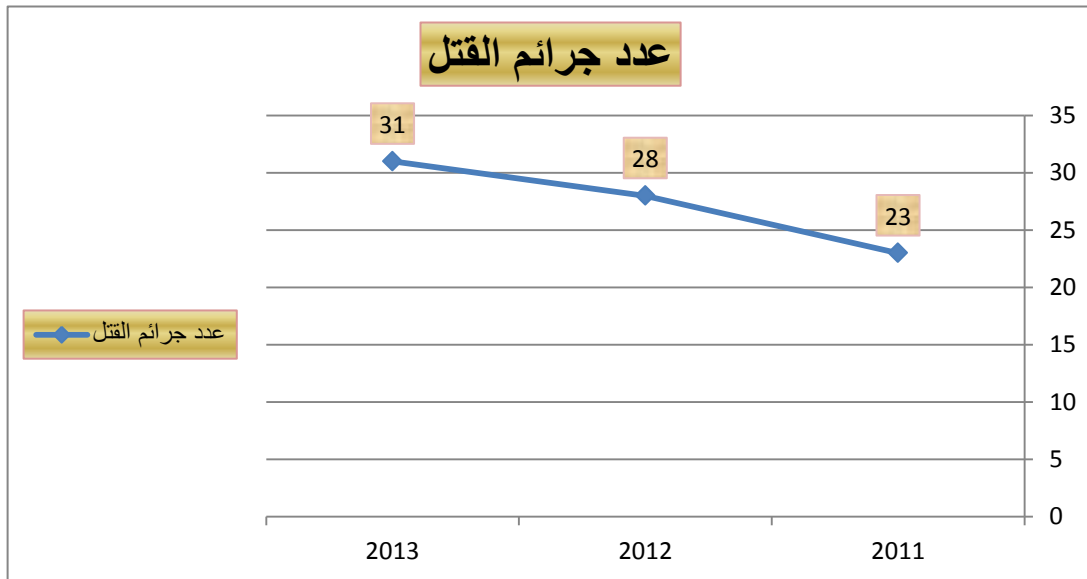
وبالنسبة للإجراءات التي تقوم بها الشرطة لمنع الجريمة :

- تكثيف التواجد الشرطي في المناطق السكنية .
- متابعة المشبوهين وأصحاب السوابق .
- المتابعة والتحري .
- تكثيف الدوريات الراجلة والمحمولة .
- سرعة الاستجابة لنداء الطوارئ.

- يتم التعامل مع جميع البلاغات الواردة للشرطة على محمل الجد ، ويتم اتخاذ الإجراء القانوني المناسب حسب الأصول .
- تنفيذ المذكرات القضائية حال وصولها .
- بناء مراكز جديدة سينعكس ايجابيا في انخفاض معدل الجريمة من خلال :
 - سرعة الوصول للحدث .
 - تسهيل متابعة أصحاب السوابق والمشبوهين.
 - التسهيل على المواطنين لمراجعة الشرطة .
 - زيادة شعور المواطن بالأمان .

ويظهر من خلال المؤشر أيضا أن هناك ارتفاع في عدد جرائم القتل مقارنة بالأعوام الثلاث السابقة كما هو مبين في الرسم البياني حيث سجل في العام 2011 (23) جريمة قتل اما في العام 2012 فقد سجل (28) جريمة وفي العام الحالي سجل (31) جريمة قتل أما بخصوص عدد جرائم القتل للأعوام الثلاث فقد بلغ متوسط عدد جرائم القتل (27) جريمة ، أي بزيادة بنسبة (14.8) % عن المعدل العام للأعوام الثلاثة وبزيادة بنسبة (10.7) % عن العام 2012 .

الرسم البياني لجرائم القتل للأعوام 2011.2012.2013



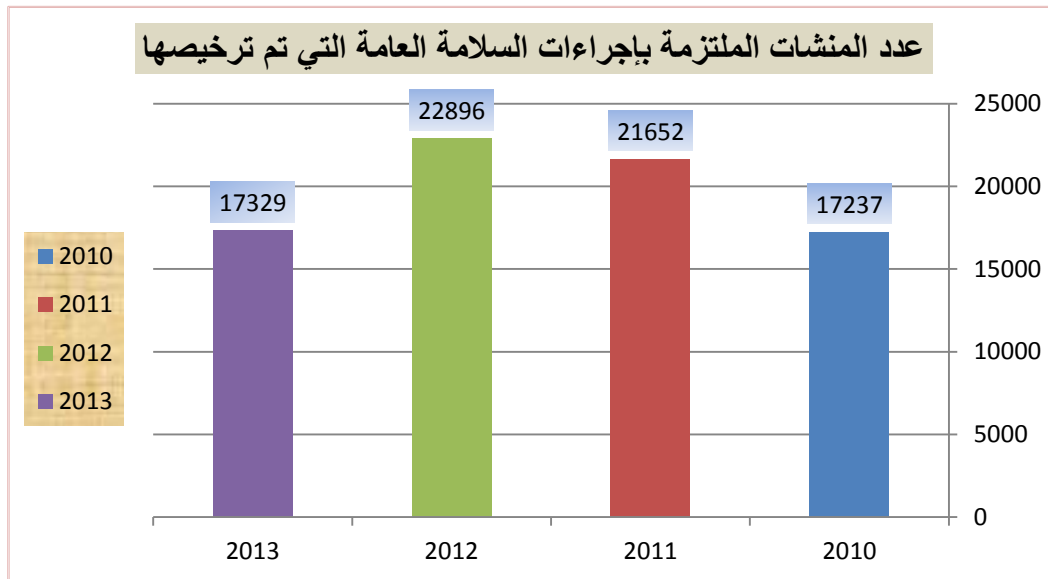
الهدف الاستراتيجي	المؤشر	سنة الأساس	القيمة	نسبة التغير
		2010	2013	
توفير الأمن والأمان للوطن والمواطن	عدد المنشآت الملتزمة بإجراءات السلامة العامة التي تم ترخيصها	17237	17329	%0.5

سجل المؤشر نقص في عدد المنشآت مقارنة بالعام الماضي ويعود ذلك إلى عدد من الأسباب منها :

- مشاريع الضواحي والمدن السكنية التي ترخص لمره واحده ولا تتكرر في السنوات اللاحقة .
- الوضع الاقتصادي في عام 2013 ومؤشرات الركود الاقتصادي على مستوى الوطن .
- تراجع الإمكانيات لدى الدفاع المدني من وسائل حركه ومحروقات .
- فتح مراكز دفاع مدني جديدة وبالتالي نقل أفراد من دائرة الوقاية والسلامة في المحافظات لإشغال هذه المراكز (نقص الكادر) .
- ضعف الالتزام بشروط السلامة العامة والوقاية في العديد من المؤسسات

ويوضح الشكل التالي بالرسم البياني عدد المنشآت الملتزمة بإجراءات السلامة العامة التي تم ترخيصها عن

الأعوام 2010.2011.2012.2013



الهدف الاستراتيجي	المؤشر	سنة الأساس 2010	القيمة 2013	نسبة التغير
توفير الأمن والأمان للوطن والمواطن	نسبة الوفيات من الإصابات الناجمة عن الحوادث والحرائق	3.2	4	%33.4

وصف المؤشر :

يعطي المؤشر قراءة لقدرة الدفاع المدني على التعامل مع الحوادث، بمهنية وفاعلية من خلال القدرة على توفير الحماية للأرواح وتقليل الأضرار الناتجة عن هذه الحوادث.

قيمة المؤشر:

يتم احتساب قيمة المؤشر من خلال أخذ نسبة الوفيات من عدد الإصابات التي وقعت نتيجة الحوادث والحرائق ، وتعتمد البيانات على سجلات الدفاع المدني.

نتيجة المؤشر :

- ولوحظ من خلال الإطلاع على المؤشر أعلاه أن نسبة الوفيات من الإصابات قد انخفض وهذا يعود إلى :
- تطور الإمكانيات الخاصة بالدفاع المدني خلال العام 2013 من حيث الآليات ، المعدات الخاصة بالإنقاذ والإطفاء .
 - زيادة عدد مراكز الدفاع المدني وبالتالي زيادة الوصول إلى حوادث بشكل اكبر من السابق وتسجيلها في سجلات الدفاع المدني وزيادة الاتصال لطلب النجدة من الجهاز.
 - الاستفادة من مفهوم التطوع والمتطوعين وأنصار الدفاع المدني

الجدول التالي يبين مقارنة المتغيرات في الأعوام (2012.2013) في الدفاع المدني :

المتغيرات	2012	2013
عمليات الإطفاء	5396	6922
عمليات الإنقاذ	3011	13406
الإصابات	1709	1850
الوفيات	73	79
عدد المستفيدين من الدورات من المجتمع المدني	1088	1510
ترخيص منشآت	22896	17329
الزيارات الميدانية	43548	51169
الإيراد المالي (الشيقل)	3276275	2971822

ويظهر من خلال المتغيرات أن هناك :

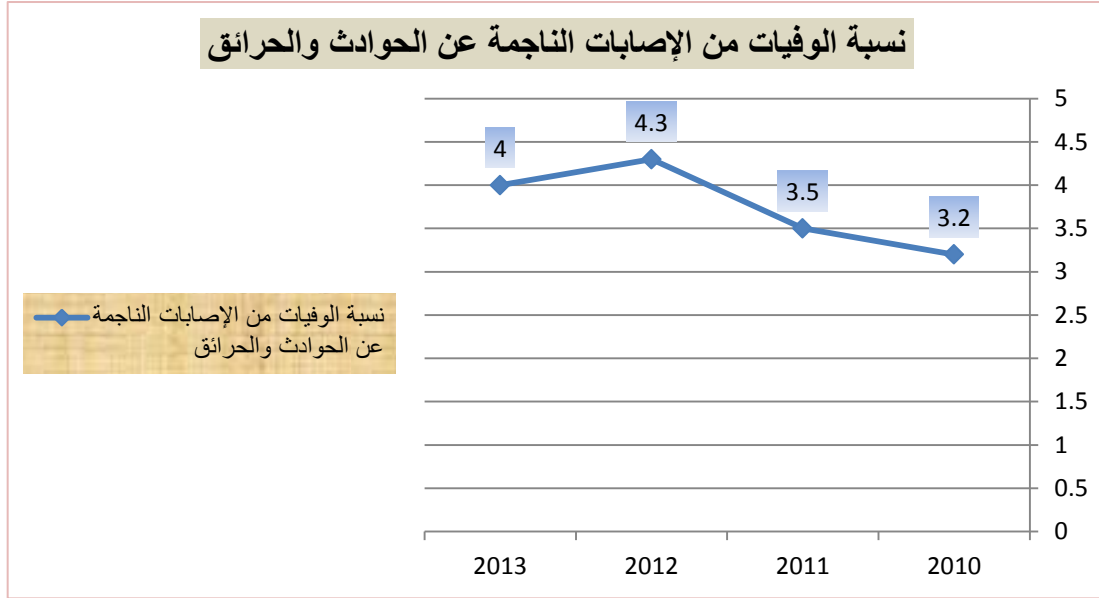
- ارتفاع في عدد حوادث الإنقاذ بنسبة 345% عن العام المنصرم
- ارتفاع في عدد حوادث الإطفاء بنسبة 28% عن العام المنصرم
- ارتفاع نسبة الإصابات بنسبة 1.41% عن العام المنصرم
- ارتفاع نسبة الوفيات بنسبة 6.8% عن العام المنصرم
- انخفاض في حجم الإيرادات المالية بنسبة 3% عن العام المنصرم
- ارتفاع حجم التدريب ورفع الوعي المجتمعي بنسبة 88% عن العام المنصرم
- ارتفاع في عمليات الإنقاذ بنسبة كبيرة عن العام السابق ويعود هذا الارتفاع الى المنخفض الجوي العميق الذي ضرب البلاد .

وأما بخصوص الارتفاع عن العام 2013 في عمليات الإنقاذ والإطفاء وغيرها من المتغيرات فن ذلك يعود الى مجموعة من الأسباب وهي :

- افتتاح مراكز دفاع مدني جديدة عدد 6 في المحافظات وهي (بيرنبالا، بني نعيم، بيت لقياء، الرام، بلاطة، عنبتا)
- افتتاح مركز البحث والإنقاذ الدولي في أريحا والمباشرة في تدريب الطواقم
- تجهيز 12 سيارة تدخل سريع وتوزيعها على المحافظات .

- المشاركة في دورات وورش ومؤتمرات خارجية وعالمية .

- والرسم البياني يبين نسبة الوفيات والإصابات من الحوادث للأعوام 2013.2012.2013



ولكن بالرغم من التطورات التي حصلت على الدفاع المدني إلا أن هناك مجموعة من المعوقات التي تؤدي إلى

انخفاض إنتاجية العمل على مستوى الجهاز وتعود هذه الأسباب إلى :

- الإعاقات الإسرائيلية المتكررة للعمل
- انخفاض مستوى الوعي في كيفية التصرف أثناء الكارثة
- تشتيت المؤسسات وإهمال دورها في إعداد الخطط اللازمة لمواجهة الكوارث
- عدم الوعي مفهوم الحماية المدنية والقصور في تقديم المساعد له .

الهدف الاستراتيجي	المؤشر	سنة الأساس 2010	القيمة الحقيقية 2013	نسبة التغير
بناء مؤسسة أمنية مهنية ورشيدة	نسبة الشكاوى المقدمة من المواطن ضد المؤسسة الأمنية ومنتسبيها، (نسبة الشكاوي لعدد أفراد المؤسسة الأمنية).	5.7%	4.7%	18.3%-

وصف المؤشر :

يوضح مدى ثقة الجمهور بالمؤسسة الأمنية وبجهاز الاستخبارات العسكرية بشكل خاص من خلال التوجه لتقديم الشكاوى. ويقوم المؤشر بقياس حالة الانضباط في المؤسسة الأمنية من خلال رصد الشكاوي المقدمة من المواطنين بحق أفراد المؤسسة الأمنية.

قيمة المؤشر:

يتم حساب قيمة المؤشر من خلال تقسيم عدد الشكاوي المقدمة من المواطنين ضد المؤسسة الأمنية والواردة لجهاز الاستخبارات العسكرية، على عدد منتسبي قوات الأمن.

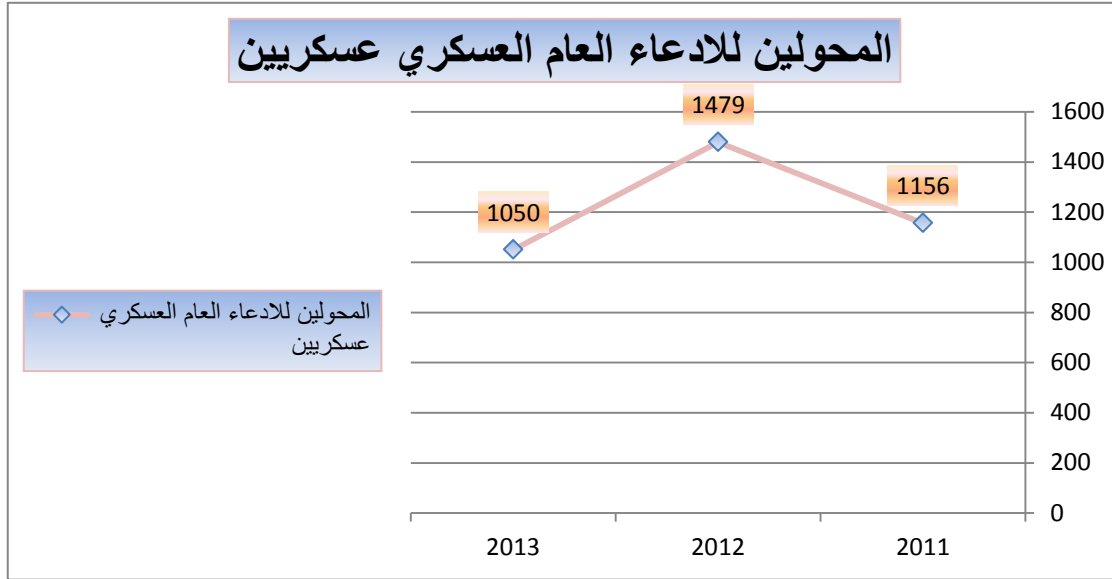
نتيجة المؤشر:

تظهر نتيجة المؤشر أنه وردت لجهاز الاستخبارات العسكرية خلال العام 2013 (4.7 شكوى) . مسجلا انخفاضاً بقيمة 18.3% عن العام 2010. وعلى رغم الانخفاض الكبير في قيمة المؤشر إلا أن هذا الرقم ما زال يعتبر مرتفعاً.

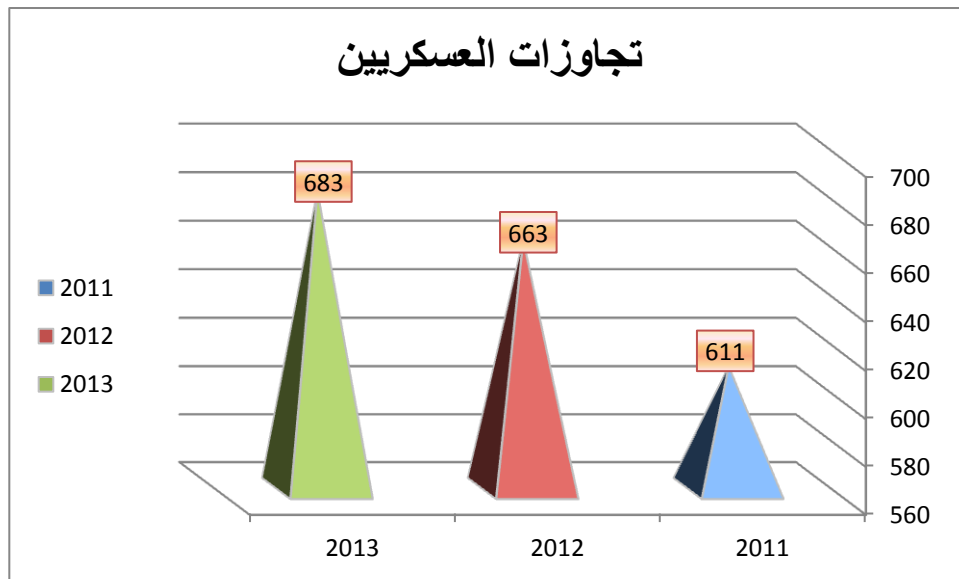
نلاحظ من خلال المؤشر أن هناك :

- انخفاض عدد الشكاوي المقدمة ضد منتسبي قوى الأمن الفلسطينية من المواطنين المدنيين بنسبة 18.3% وارتفاع عدد المستدعين بناء على تلك الشكاوي بنسبة 20% خلال العام وارتفاع عدد المحالين إلى النيابة العسكرية من جهاز الاستخبارات العسكرية خلال العام 2013.

ويوضح الرسم البياني عدد المحولين للدعاء العام العسكري للأعوام 2011.2012.2013



ويوضح الرسم البياني تجاوزات العسكريين للأعوام 2011.2012.2013



- ويلاحظ أيضا هذا الارتفاع الكبير في حالات الفصل من الخدمة والذي بلغ (793) مقارنة بالأعوام السابقة والتي بلغت في العام 2012 (733) والعام 2011 (172) .

الهدف الاستراتيجي	المؤشر	سنة الأساس 2010	القيمة 2013	نسبة التغير
بناء مؤسسة أمنية مهنية ورشيده	عدد الأحكام الصادرة عن المحاكم العسكرية .	359	1102	207%

وصف المؤشر:

يوضح هذا المؤشر مدى التزام المؤسسة الأمنية في التعامل مع التجاوزات داخل المؤسسة الأمنية من خلال اتخاذ الإجراءات القانونية بحق مرتكبي المخالفات. ويوضح حالة الانضباط في المؤسسة الأمنية.

قيمة المؤشر:

يتم احتساب قيمة المؤشر من خلال مراجعة سجلات القضاء العسكري لعدد الأحكام الصادرة بحق منتسبي الأجهزة الأمنية خلال العام.

نتيجة المؤشر:

بلغ عدد الأحكام الصادرة عن مختلف المحاكم العسكرية في العام 2013 (1102) حكا قضائيا أي بنسبة 207% عن العام 2010 وسجل المؤشر في العام 2012 (564 حكما قضائيا) بارتفاع بنسبة 57% عن العام 2010. أي أن هناك ارتفاع في عدد الأحكام القضائية الصادرة عن المحاكم العسكرية لذا فإن إتباع الإجراءات القانونية بالتزام المؤسسة الأمنية بتطبيق الإجراءات القانونية بإحالة القضايا الخاصة بتجاوزات العسكريين إلى القضاء العسكري، وتقليل الإجراءات المخالفة للقانون بالفصل في القضايا وحلها داخليا ضمن المؤسسة حيث أن الكثير من هذه القضايا هي جرائم وليس من صلاحية المؤسسات في قطاع الأمن والقانون الزم بإحالتها إلى النيابة العسكرية للتصرف فيها وفق القانون والتطبيق الكامل لهذه الإجراءات القانونية سيؤدي إلى التسجيل الحقيقي والدقيق لعدد المخالفات المرتكبة من قبل العسكريين ونوع المخالفات وبالتالي ستظهر الحالة الحقيقة لمستوى الانضباط في المؤسسة

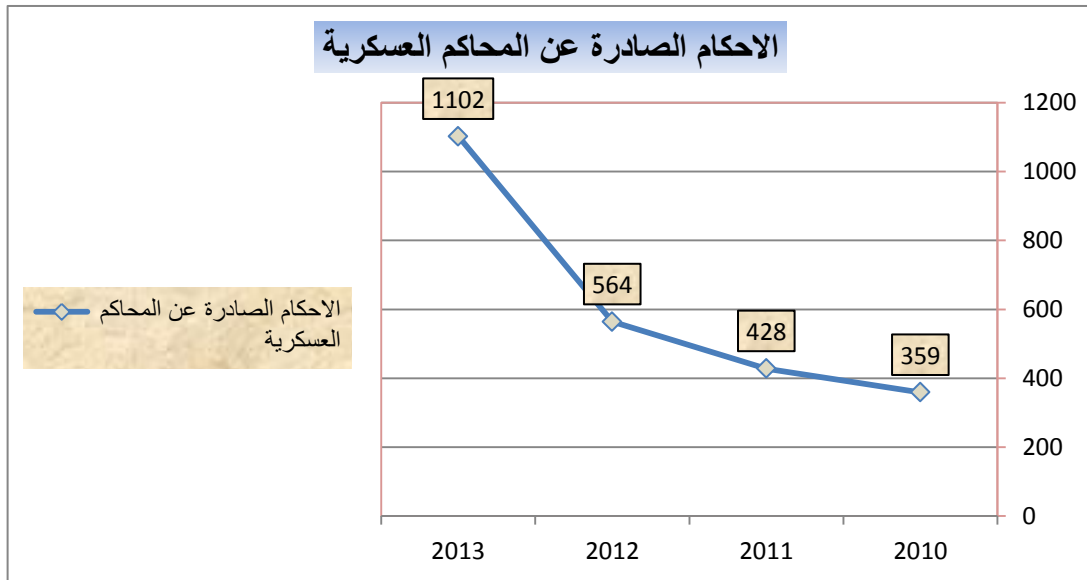
الأمنية، بالإضافة إلى أن الإحالة إلى النيابة العسكرية والقضاء العسكري سيرفع من مستوى الانضباط نظرا لكون الإجراءات القانونية عقاب رادع للمخالفة العسكرية.

وأیضا هناك مجموعة من الأسباب التي تعود إلى الارتفاع في عدد الأحكام الصادرة منها:

- ثقة المواطن بعمل وأداء هيئة القضاء العسكري والأجهزة الأمنية في تحقيق العدالة
- تعاون المؤسسة الأمنية (الضابطة العدلية وهي الاستخبارات العسكرية) بالحد من سلوكيات منسبي الاجهزة الامنية مع القضاء العسكري
- معظم الجرائم التي ترد إلى القضاء العسكري تتعلق بالأمور المالية لمنتسبي الأجهزة الأمنية مثل (إصدار شيكات بدون رصيد) بالإضافة إلى الجرائم الجنحية و الجنائية (كالإيذاء والشروع بالقتل وتعاطي المخدرات) وغيرها من الجرائم .

ويوضح الرسم البياني الأحكام الصادرة ع المحاكم في القضاء العسكري خلال الأعوام: 2010.2011.2012.

2013



الهدف الاستراتيجي	المؤشر	سنة الأساس 2010	القيمة 2013	نسبة التغير
تقديم الخدمات بكفاءة وفاعلية وعدالة.	معدل وقت الاستجابة للحوادث	10.6	8.4	-21.1%

وصف المؤشر :

يعطي المؤشر لمحة عن الوقت المستغرق من وقت تلقي الشرطة بلاغ من مواطن يستدعي تدخل الشرطة حتى وصول دورية الشرطة للمكان المحدد .

قيمة المؤشر:

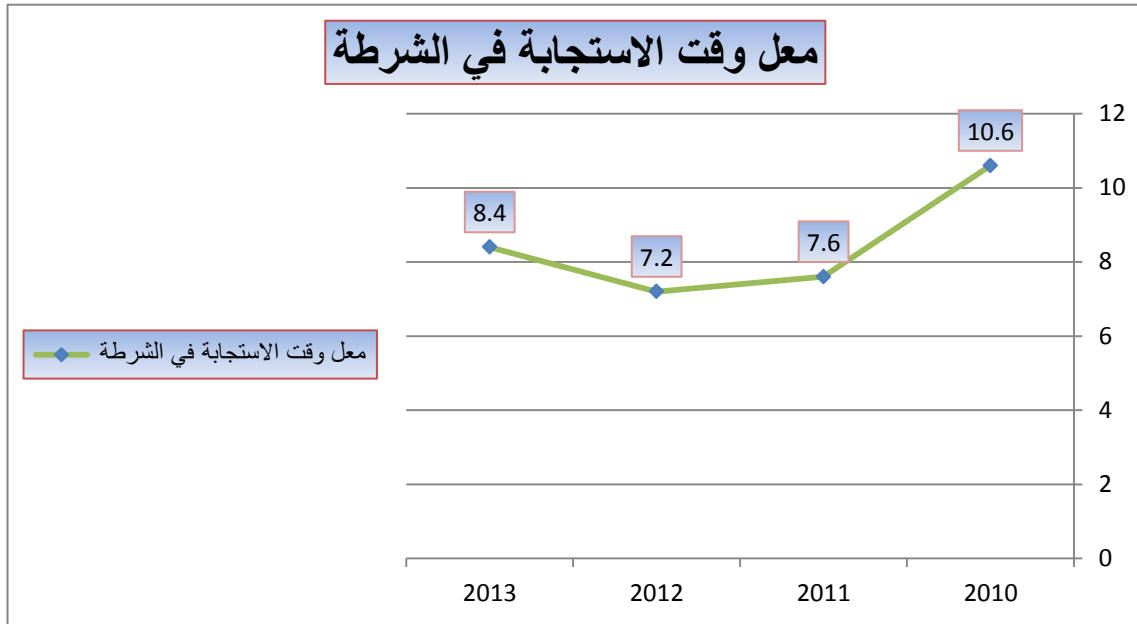
يتم احتساب قيمة المؤشر من خلال أخذ عينات من النماذج التي تتم تعيبتها في عمليات الشرطة من لحظة تلقي البلاغ إلى لحظة الوصول إلى مكان الحادث، ويتم حساب المتوسط الحسابي للوقت المستغرق.

نتيجة المؤشر:

سجل مؤشر وقت الاستجابة للشرطة في مناطق السلطة الفلسطينية (أ) للعام 2013 (8.4) دقيقة مقارنة بالعام 2012 الذي سجل (7.2) دقيقة أي أن هناك زيادة في معدل الاستجابة ويرجع ذلك حسب تقارير الشرطة أن التحول من النظام التقليدي اليدوي إلى النظام الإلكتروني المحو سبالمؤرشف الكترونياً كان من أهم الأسباب التي أدت زيادة معدل الاستجابة لعام 2013 بالإضافة إلى إدخال المنطقة (ب) ضمن المعدل.

أما بخصوص معدل الاستجابة في مناطق (ب) فقد بلغ معدل وقت الاستجابة (12.2) دقيقة

والرسم البياني يوضح معدل وقت الاستجابة في الشرطة للأعوام 2010.2011.2012.2013



الهدف الاستراتيجي	المؤشر	سنة الأساس 2010	القيمة 2013	نسبة التغير
تقديم الخدمات بكفاءة وفعالية وعدالة.	معدل وقت الاستجابة للحوادث	17 دقيقة	15 دقيقة	-12%

وصف المؤشر :

يوفر المؤشر لمحة عن الانجازات والخدمات التي يقوم بها جهاز الدفاع المدني للمواطنين من خلال حماية الأرواح والممتلكات العامة والخاصة وحماية الموروث الثقافي في فلسطين".

قيمة المؤشر

يتم احتساب قيمة المؤشر من خلال أخذ عينة عشوائية من جميع مراكز الدفاع المدني وإيجاد المتوسط الحسابي

للوقت المستغرق في هذه العينات

نتيجة المؤشر:

سجل مؤشر وقت الاستجابة للدفاع المدني في مناطق السلطة الفلسطينية انخفاضا بقيمة 12% عن عام 2010 حيث بلغ قيمة المؤشر للعام الحالي 2013 (15) دقيقة .

ولوحظ من خلال المؤشر أن وقت الاستجابة للحوادث في الدفاع المدني سجل نفس العام السابق بالرغم من عدد المراكز التي تم افتتاحها هذا العام وهذا أدى إلى :

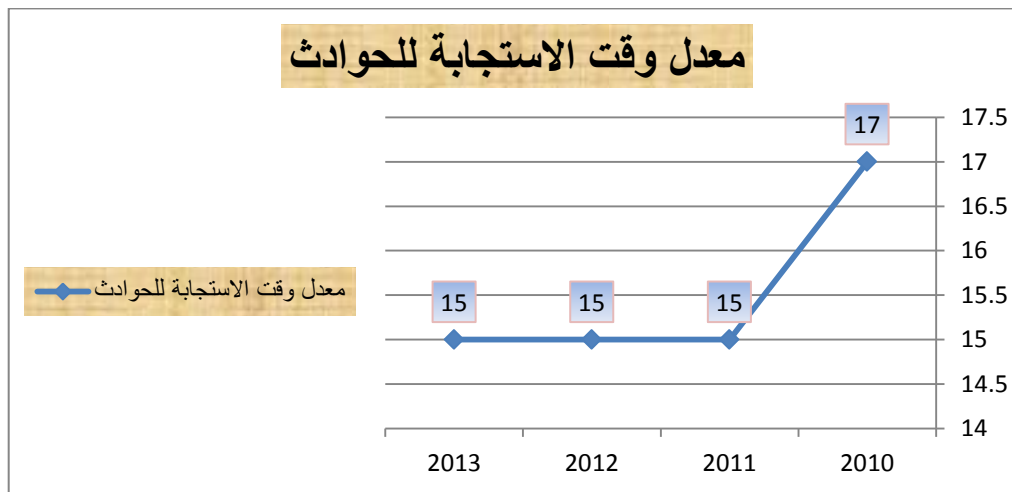
- تخفيض المسافات التي تتحرك خلالها طواقم الدفاع المدني وتقليل وقت الاستجابة.
- استبدال بعض المعدات القديمة بمعدات جديدة كسيارات الإطفاء .
- تزويد مراكز الدفاع المدني بعدد من سيارات الاستجابة السريعة والتي تتحرك بسرعة تسبق سيارات الإنقاذ والإطفاء .

- التدريبات التي يتم تقديمها للطواقم العاملة والتي تؤدي إلى تحسين كفاءة العاملين والتعامل مع الأحداث.

إلا أن الدفاع المدني ما زال يواجه الصعوبات في تقليل وقت الاستجابة

- المعوقات والحوادث الإسرائيلية تعيق حركة طواقم الدفاع المدني في بعض المناطق وخاصة المناطق خارج السيطرة والتغطية الأمنية والمناطق القريبة من المستوطنات.
- المعدات القديمة ما زالت في الخدمة مما يؤثر سلبا على سرعة الوصول حيث أن القديم يصل بسرعة قصوى تصل إلى 70 كيلو متر في الساعة مقارنة مع الجديد الذي يصل بسرعة 100 كيلو متر في الساعة.

ويوضح الشكل التالي معدل وقت الاستجابة للحوادث للأعوام 2010.2011.2012.2013



تقرير المتابعة للخطة الإستراتيجية لقطاع الأمن الفلسطيني للعام 2012

يأتي هذا التقرير في إطار سعي وزارة الداخلية الفلسطينية لقياس مدى التقدم الحاصل في تنفيذ الخطة الإستراتيجية لقطاع الأمن الفلسطيني والتي تسعى من خلالها لتطوير المؤسسة الأمنية والانتقال إلى مؤسسة أمنية تعمل وفق النظام والقانون. وذلك من خلال المؤشرات التي يتم إصدارها من سجلات المؤسسة الأمنية لقياس مدى التقدم في الأداء والذي تحقق من خلال عشرات المشاريع التي وفرت البنية التحتية والمعدات والتدريب المتخصص لمؤسسات قطاع الأمن المختلفة.

أولاً: المؤشرات

- شهد العام 2012 تراجعاً في معدل الجريمة في فلسطين بقيمة 1,2% حيث سجل المؤشر 670 جريمة لكل 100 ألف مواطن، مقارنة بالعام 2010 الذي سجل 678 جريمة لكل 100 ألف مواطن.
- في العام 2012 كانت نسبة الوفيات من الإصابات المتحققة نتيجة الحوادث والحرائق 4.2%، مسجلاً ارتفاعاً مقارنة بالعام 2010 التي سجل فيها المؤشر 3,2%.
- انخفاض نسبة الشكاوي المقدمة بحق منتسبي الأجهزة الأمنية بنسبة 17,4% من 5.7 شكوى لكل 100 عسكري في العام 2010 إلى 4,7 شكوى لكل 100 عسكري في العام 2012.
- أصدرت المحاكم العسكرية الفلسطينية في العام 2012، (564 حكماً قضائياً) بحق منتسبي الأجهزة الأمنية بارتفاع 57% عن العام 2010، حيث أصدرت المحاكم 359 حكماً.
- سجل مؤشر نسبة القضايا المنجزة من القضايا الواردة لأقسام التنفيذ في الشرطة الفلسطينية ارتفاعاً بنسبة 10,9%.
- انخفاض معدل وقت الاستجابة للشرطة الفلسطينية في العام 2012 في المناطق أ إلى 7,2 دقيقة مقارنة بالعام 2010.
- انخفاض معدل وقت الاستجابة للحوادث في الدفاع المدني إلى 15 دقيقة في العام 2012 مقارنة بالعام 2010.

ثانياً: أهم العقبات

وتتركز أهم العقبات التي ما زالت تحد من تقدم المؤسسة الأمنية :

- التحدي السياسي والأمني المتمثل بالاحتلال الإسرائيلي. والذي يتركز في عدم السيطرة الأمنية على كافة المناطق والحاجة إلى تنسيق مسبق للقيام بالمهام خارج مناطق (أ)، والذي من شأنه إضعاف قدرة الأجهزة الأمنية في التعامل مع الحوادث والجرائم بشكل مهني وفعال. ويؤثر بشكل سلبي على كل من معدل الجريمة ووقت الاستجابة، إضافة إلى التأثير السلبي على تنفيذ أحكام القضاء.
- ضعف إمكانيات جهاز الدفاع المدني حيث ما زال هناك ارتفاع في معدل وقت استجابة الدفاع المدني للحوادث والحرائق، وذلك نتيجة قلة مراكز الدفاع المدني وعدم انتشارها بالشكل المطلوب لتغطية التجمعات السكنية وكذلك قدم المعدات ونقص الكادر البشري .
- استمرار الحاجة إلى تطوير التشريعات القانونية في العديد من المجالات التي تعمل المؤسسة الأمنية من خلالها
- تطوير التشريعات المتعلقة بالسلامة العامة.
- نظام الكفالة المعمول به حالياً ولا يتناسب مع الوضع الأمني القائم.
- تطوير التشريعات المتعلقة بنظام الصلح العشائري.
- عدم التطبيق الكامل للإجراءات القانونية المتعلقة بالمخالفات العسكرية وإحالة كافة المخالفين للنيابة العسكرية.

ثالثاً: تحليل انجاز المؤشرات :

الهدف الاستراتيجي	المؤشر	سنة الأساس	القيمة	نسبة التغير
		2010	2012	
توفير الأمن والأمان للوطن والمواطن	عدد الجرائم لكل 100 ألف من السكان	678	670	-1.2%

وصف المؤشر :

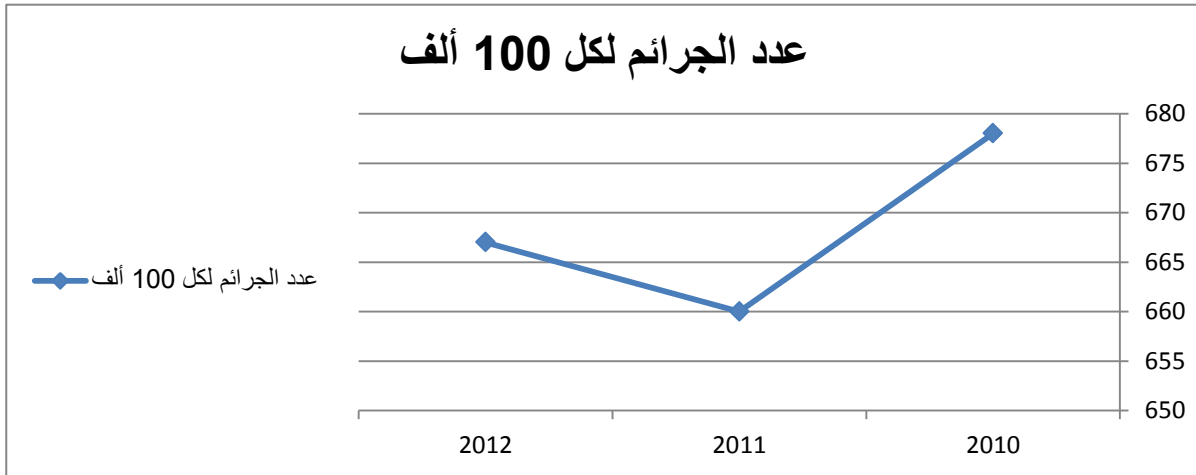
يعطي المؤشر لمحة عن الحالة الأمنية التي تعيشها فلسطين ومستوى الجريمة في المجتمع الفلسطيني .

قيمة المؤشر:

يتم احتساب قيمة المؤشر من خلال اعتماد سجلات الشرطة الفلسطينية المدنية للجرائم والجنگ بمختلف أنواعها ودرجاتها والتي تمت في الضفة الغربية ، ولا تشمل هذه الأرقام الجرائم التي تقع ولا يتم إبلاغ الشرطة عنها.

نتيجة المؤشر:

في العام 2012 تم تسجيل انخفاض في قيمة المؤشر حيث سجل المؤشر 670 جريمة لكل 100 ألف مواطن مقارنة بالعام 2010 الذي سجل 678 جريمة لكل 100 ألف مواطن. بينما سجل المؤشر للعام 2011 مقارنة مع مؤشر 2012 (660) جريمة .



بلغ عدد الجرائم المرتكبة (17748) جريمة ، مقارنة مع عام 2011 حيث بلغ عدد الجرائم الكلي في الضفة الغربية ما يقارب (16105) جريمة . وقد سجل عام 2012 انخفاضاً لبعض أنواع الجرائم تركزت في قضايا السرقة حيث بلغ عدد جرائم السرقات (2151) جريمة ، فيما بلغت العام الماضي (2246) جريمة، أي انخفاض بنسبة (4) % عن العام الماضي .

ويوضح الجدول التالي مقارنة بين أنواع الجرائم المرتكبة خلال الفترة 2011 – 2012

م	نوع الجريمة	السنة		نسبة الزيادة والنقصان	النسبة المئوية من الجرائم للعام 2012	عدد الجرائم المرتكبة لكل 100,000
		2012	2011			
1	عدد الجرائم المرتكبة ضد النفس .	7828	6791	15+	44	291.6
2	عدد الجرائم المخلة بالأخلاق العامة .	670	619	8+	308	25
3	عدد الجرائم المرتكبة ضد حياة الأشخاص وسمعتهم .	3196	2678	19+	18	119.1
4	عدد الجرائم المرتكبة ضد الأموال.	2713	2564	5.8+	15.4	101.1
5	عدد الجرائم المرتكبة ضد الثقة العامة	427	583	26.8-	2.4	15.9
6	عدد جرائم التعدي على الأملاك الخاصة والعامة .	1470	1385	6+	8.3	54.8
7	عدد الجرائم المرتكبة ضد موظفي الدولة والعدالة .	761	584	30+	4.3	28.4
8	عدد الجرائم المرتكبة ضد النظام .	683	901	24-	3.8	25.4
المجموع		17748	16105	10+	%100	661.3

سبب الارتفاع الجرائم المرتكبة ضد النفس وكذلك حرية الآخرين :

- عدم السيطرة الكاملة على كافة المناطق .
- الظروف الاقتصادية وارتفاع نسبة البطالة .
- طول الإجراءات القضائية وعدم سرعة البت بالقضايا .
- تدخل العشائر وحل الإشكال عن طريق صكوك الصلح .
- قبول المحاكم بخروج المتهم بالكفالة رغم جسامه الفعل الذي قام به يدفع صاحب الحق لأخذ القانون بيده لشعوره بعدم اخذ حقه .
- أكثر الأسباب شيوعاً: الخلافات المالية والحقوقية والعائلية التي هي من اختصاص المحاكم.

الإجراءات التي تراها الشرطة مناسبة لخفض نسبة الجرائم ضد النفس وحرية الآخرين :

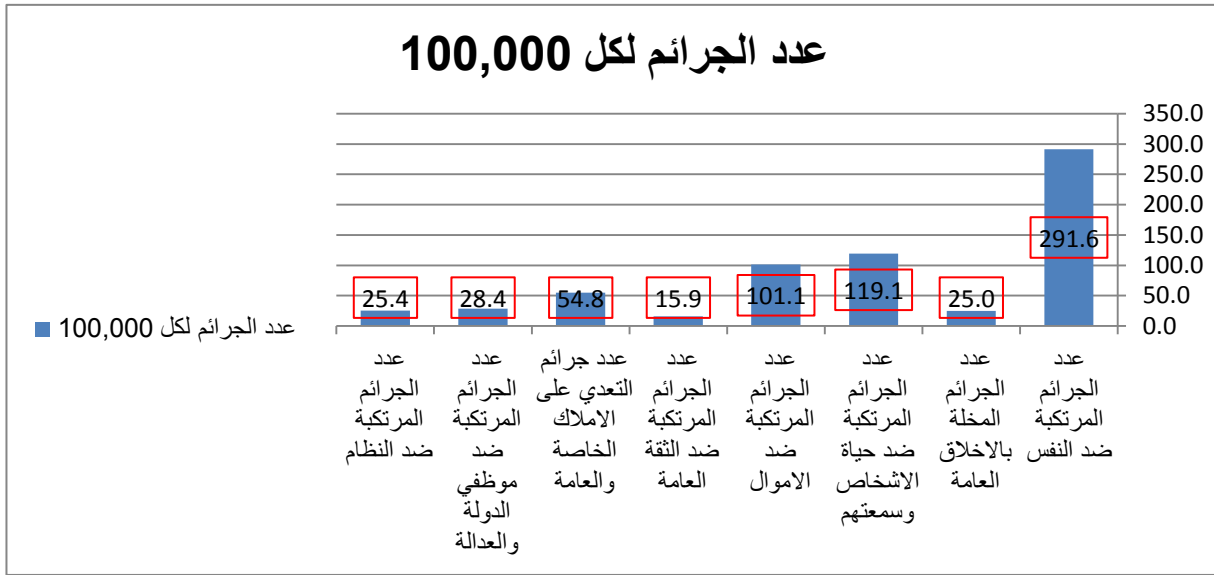
- التنسيق بين الجهات القضائية لعدم الإفراج عن مرتكبي الجرائم بالكفالة وخاصة من تتكرر جرائمه والاستناد لرأي الشرطة في موضوع الخروج بكفالة .
- أن تكون أحكام القضاء رادعة .
- نشر الوعي عن طريق وسائل الإعلام والمدارس والإرشاد الديني ، وتوعية الأهل لمراقبة أولادهم على التلفاز والانترنت .
- أن يتم التنسيق مع مجلس القضاء على أن لا يتم إنهاء ملف القضية عند وقوع المصالحة قبل الوقوف على ملابساتها لكي يتم محاسبة الجناة بناء على ذلك .
- سرعة الفصل بالقضايا من قبل المحاكم.

الإجراءات التي تقوم بها الشرطة لمنع الجريمة :

- تكثيف التواجد الشرطي في المناطق السكنية .
- متابعة المشبوهين وأصحاب السوابق .
- المتابعة والتحري .
- تكثيف الدوريات الراجلة والمحمولة .

- سرعة الاستجابة لنداء الطوارئ.
- يتم التعامل مع جميع البلاغات الواردة للشرطة على محمل الجد ، ويتم اتخاذ الإجراء القانوني المناسب حسب الأصول .
- تنفيذ المذكرات القضائية حال وصولها .

الشكل (2): عدد الجرائم (حسب فئاتها) لكل 100 ألف من السكان.



معدل الجريمة في الضفة الغربية لكل 100,000 مواطن حسب المحافظة للعام 2012

م	المحافظة	عدد الجرائم	عدد السكان	معدل الجريمة
1	الخليل	3175	641,170	500
2	القدس	618	396,710	170
3	نابلس	2893	356,129	810
4	رام الله والبيرة	2221	319,418	700
5	جنين	2165	288,511	750
6	بيت لحم	1163	199,463	580
7	طولكرم	1339	172,224	780
8	قلقيلية	1460	102,649	1420
9	سلفيت	1219	66,119	1840
10	طوباس	722	58,586	1230
11	أريحا والأغوار	773	48,041	1610
	الضفة الغربية	17748	2649020	670

• تأثير بناء مراكز جديدة على انخفاض معدل الجريمة :

- سرعة الوصول للحدث .
- تسهيل متابعة أصحاب السوابق والمشبوهين.
- التسهيل على المواطنين لمراجعة الشرطة .
- زيادة شعور المواطن بالأمان .

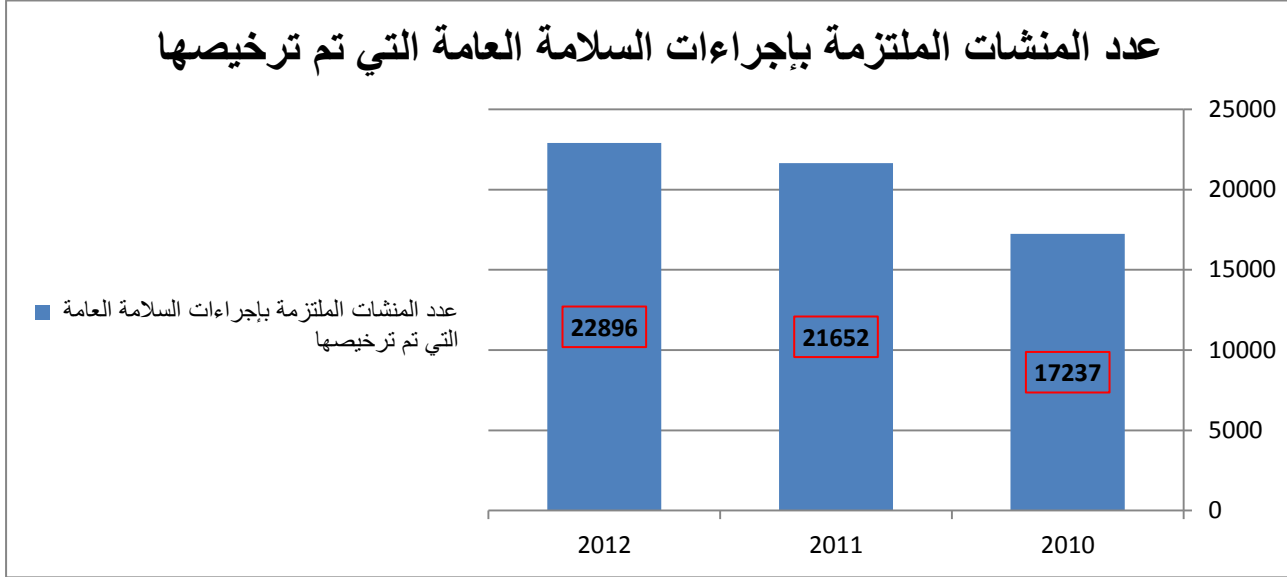
الهدف الاستراتيجي	المؤشر	سنة الأساس 2010	القيمة 2012	نسبة التغير
توفير الأمن للوطن والمواطن	عدد المنشآت الملتزمة بإجراءات السلامة العامة التي تم ترخيصها	17237	22896	%33

سجل المؤشر زيادة في نسبة أعداد المنشآت التي تم ترخيصها وترجع الزيادة إلى :

- زيادة عدد العاملين المهنيين في الدفاع المدني والذين يعملون في السلامة العامة حيث كان عدد العاملين في الإدارة في العام 2011 ما يقارب 70 شخص مقارنة بالعام الحالي 2012 الذي سجل ما يقارب 300 شخص .
- تزويد الإدارة بالإمكانيات اللوجستية من سيارات ومعدات.
- زيادة الوعي المجتمعي وازدياد طلب المواطنين على فحص منشآتهم وترخيصها للسلامة .
- افتتاح مراكز جديدة أدى إلى ارتفاع نسبة وصول الدفاع المدني إلى مناطق جديدة لم يكن يغطيها سابقا.
- ولأهمية العمل على ترخيص إجراءات السلامة في المنشآت المختلفة في مجال الحد من الحوادث:
- ما زال هنالك حاجة للمزيد من الطواقم العاملة في مجال السلامة العامة والوقاية وتوزيعهم بالتخصصات حسب إجراءات السلامة في المؤسسات
- تطوير الإطار القانوني بما يخص إجراءات السلامة الوقائية .

- ويوضح الشكل التالي عدد المنشآت الملتزمة بإجراءات السلامة العامة التي تم ترخيصها عن الأعوام

2012، 2011، 2010



الهدف الاستراتيجي	المؤشر	سنة الأساس	القيمة	نسبة التغير
توفير الأمن والأمان للوطن والمواطن	نسبة الوفيات من الإصابات الناجمة عن الحوادث والحرائق	2010	2012	
		3.2	4.3	34.4

وصف المؤشر :

يعطي المؤشر قراءة لقدرة الدفاع المدني على التعامل مع الحوادث، بمهنية وفاعلية من خلال القدرة على توفير الحماية للأرواح وتقليل الأضرار الناتجة عن هذه الحوادث.

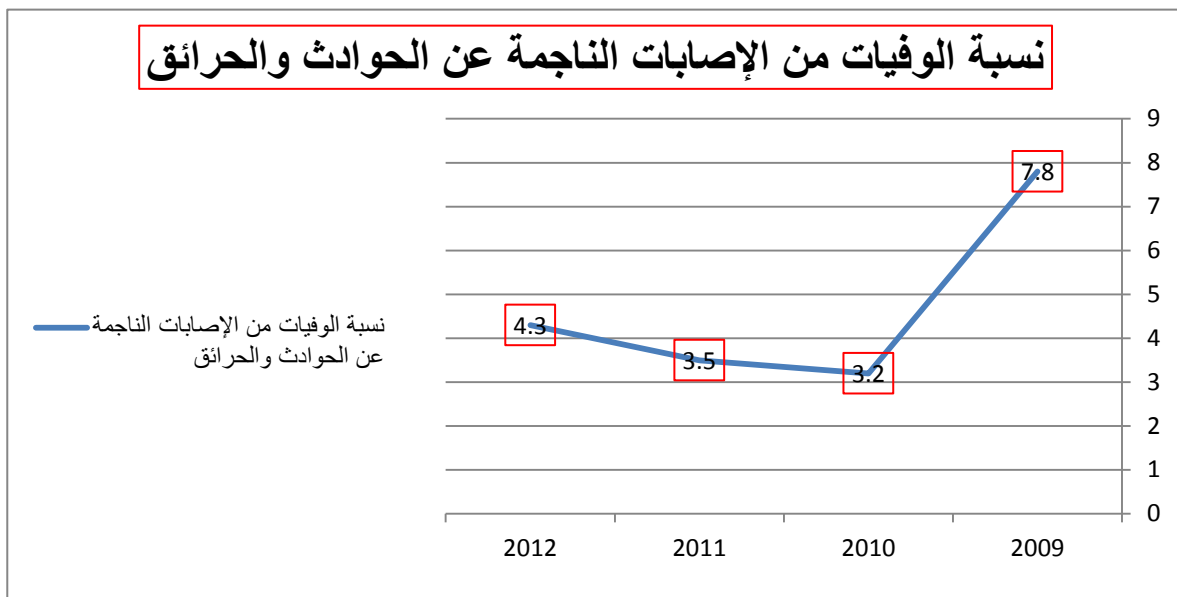
قيمة المؤشر:

يتم احتساب قيمة المؤشر من خلال أخذ نسبة الوفيات من عدد الإصابات التي وقعت نتيجة الحوادث والحرائق، وتعتمد البيانات على سجلات الدفاع المدني.

تحليل أسباب التغير بمؤشر نسبة الوفيات من الإصابات الناتجة عن الحرائق :

ارتفعت قراءة المؤشر لهذا العام حيث بلغت (4.3%) في حين سجلت في العام 2010 (3.2%)، وإذا ما قارنا نتيجة المؤشر للعامين 2010 و2012 مع العام 2009 الذي سجلت قراءة المؤشر (7.8) نلاحظ نجاح الدفاع المدني في رفع مستوى المهنية في التعامل مع الحوادث خلال السنوات الثلاث السابقة والمحافظة على استقرار نسبي في قيمة المؤشر كما يوضح الشكل رقم (1).

الشكل(1): نسبة الوفيات من الإصابات الناجمة عن الحوادث والحرائق.



على الرغم :

- من تطور الإمكانيات الخاصة بالدفاع المدني خلال العام 2012 من حيث الآليات ، المعدات الخاصة بالإنتقاذ والإطفاء، زيادة عدد الكادر البشري، التدريب المتخصص الذي توفر للدفاع المدني .
- زيادة عدد مراكز الدفاع المدني وبالتالي زيادة الوصول إلى حوادث بشكل اكبر من السابق وتسجيلها في سجلات الدفاع المدني وزيادة الاتصال لطلب النجدة من الجهاز. وارتفاع في تسجيل الحوادث عن الأعوام السابقة حيث كان عدد المراكز في العام 2010 (26) مركز ووصول عددها في نهاية 2012 إلى (36) مركز.

عمليات الإطفاء والإنقاذ والإصابات والوفيات الناجمة عنها.

فإن مؤشر نسبة الوفيات من الإصابات في العام 2012 سجل ارتفاعاً لهذا العام وذلك للأسباب التالية:

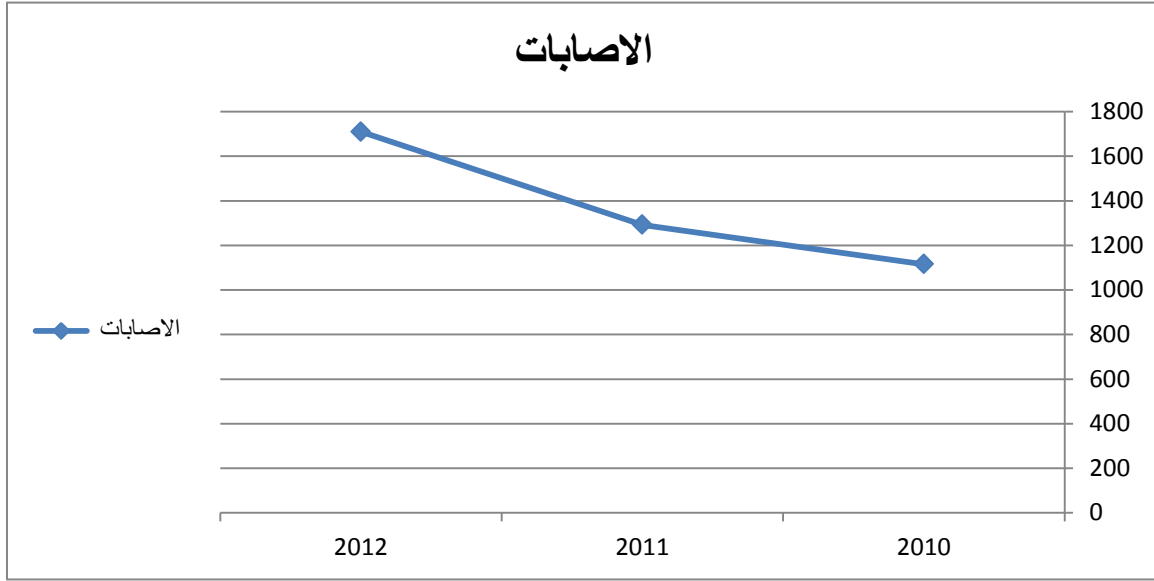
- الحوادث الخارجة عن المعتاد ونسبة الوفيات العالية فيها، ومن هذه الحوادث (جبع: حادث جبع الذي نتج عنه 41 إصابة و9 أطفال في حادث حريق وانقلاب الباص الخاص بأطفال المدرسة في أجواء كانت ماطرة جداً ، طولكرم: حادث سير نتج عنه 4 حالات وفاة، بني نعيم: حادث سير بالقرب من بلدة بني نعيم في الخليل والذي نتج عنه 4 حالات وفاة، حاث سير في بيرزيت نتج عنه 2 حالة وفاة) وهي في مجملها حوادث سير قام الدفاع المدني بالمشاركة في عملية الإنقاذ وتسجيلها كوفيات في سجلات الدفاع المدني.

جدول يوضح عدد حوادث الإنقاذ والإطفاء في السنوات الثلاث السابقة.

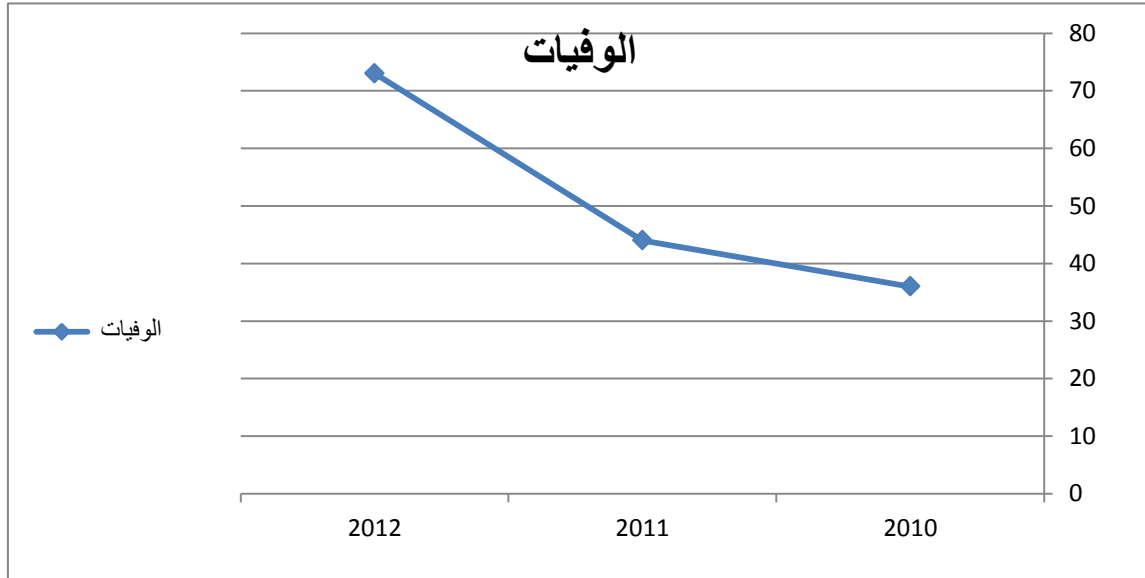
2012	2011	2010	
5396	5587	6702	عمليات الإطفاء
3011	1815	2175	عمليات الإنقاذ
1709	1292	1115	الإصابات
73	44	36	الوفيات

ويظهر الجدول السابق الارتفاع المستمر خلال الأعوام السابقة في عدد الإصابات والوفيات الناجمة عن الحرائق والحوادث على الرغم من الثبات النسبي في عدد الحرائق أو الحوادث (الارتفاع الكبير في عدد حوادث الإنقاذ في العام 2012 ناتج عن العاصفة التي ضربت فلسطين هذا العام ونفذ خلالها الدفاع المدني المئات من عمليات الإنقاذ)

الشكل(2): الإصابات الناجمة عن الحرائق والحوادث



الشكل(3): الوفيات الناجمة عن الحرائق والحوادث



- الاستجابة في المناطق غير المغطاة بشكل كامل من قبل مراكز الدفاع المدني يقلل من فاعلية الدفاع المدني في التعامل مع الحوادث غير الاعتيادية.
- حسب خطة الدفاع المدني في تغطية السكان والتعامل معهم فان هدف الدفاع المدني هو الوصول إلى مركز لتقديم الخدمة لكل 30,000 ألف مواطن ، في حين أن الوضع الحالي يقدم الدفاع المدني الخدمة لما

يقارب 70,000 مواطن لكل مركز. وبالتالي فإن المركز يعمل 200% من الطاقة الخدماتية وينتج عنه ضعف في التغطية لعدد اكبر من المواطنين. وبالمقارنة مع العام السابق تحسنت نسبة التغطية ولكن بما أن التغطية دون المعايير المعتمدة للحماية المدنية فإنه يؤثر على فاعلية طواقم الدفاع المدني في التعامل مع الحوادث وخاصة غير الطبيعية والتي تتطلب استجابة سريعة للحدث بالإضافة إلى أفضل الإمكانيات مما يرفع نسبة الوفيات .

- المعدات والآليات والقدرات المتوفرة في المراكز معدات قديمة في معظمها وبحاجة إلى استبدال وتطوير، وبحاجة إلى رفع قدرات الطواقم العاملة في الحماية المدنية .
- المراكز التي تم تشغيلها هذا العام 2012 تم تزويدها بالمعدات والآليات من المعدات المتوفرة في المراكز الأخرى ولم يتم تزويدها بمعدات جديدة .

الهدف الاستراتيجي	المؤشر	سنة الأساس 2010	القيمة 2012	نسبة التغير
بناء مؤسسة أمنية مهنية ورشيده	نسبة الشكاوى المقدمة من المواطن ضد المؤسسة الأمنية ومنتسبيها، (نسبة الشكاوي لعدد أفراد المؤسسة الأمنية).	5.7%	4.7%	-17.4%

وصف المؤشر :

يوضح مدى ثقة الجمهور بالمؤسسة الأمنية وبجهاز الاستخبارات العسكرية بشكل خاص من خلال التوجه لتقديم الشكاوى. ويقوم المؤشر بقياس حالة الانضباط في المؤسسة الأمنية من خلال رصد الشكاوي المقدمة من المواطنين بحق أفراد المؤسسة الأمنية.

قيمة المؤشر:

يتم حساب قيمة المؤشر من خلال تقسيم عدد الشكاوي المقدمة من المواطنين ضد المؤسسة الأمنية والواردة لجهاز الاستخبارات العسكرية، على عدد منتسبي قوات الأمن.

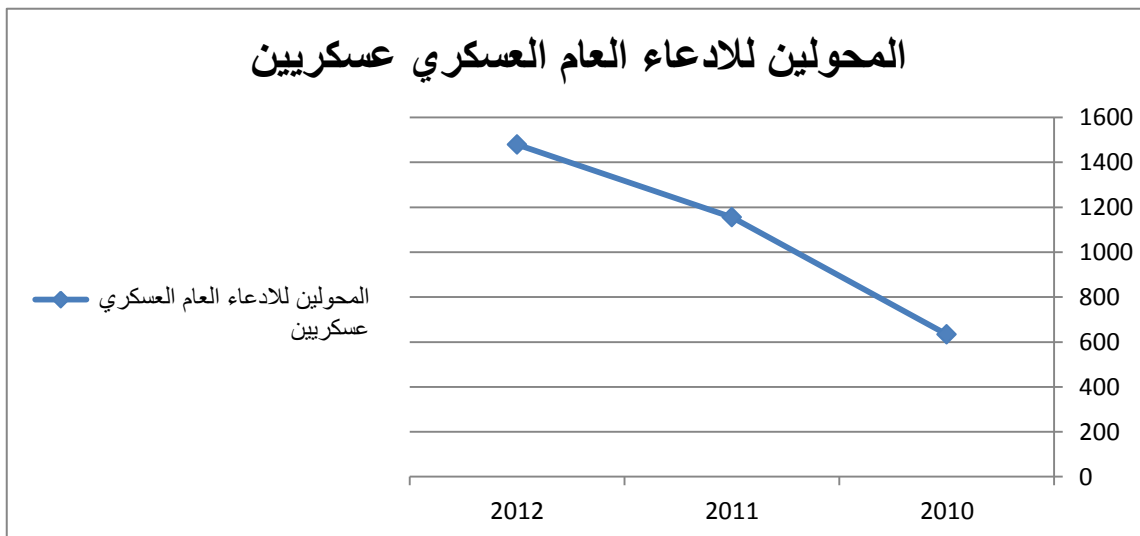
نتيجة المؤشر:

تظهر نتيجة المؤشر أنه وردت لجهاز الاستخبارات العسكرية خلال العام 2012، (4,7 شكوى) لكل 100 منتسب من أفراد المؤسسة الأمنية. مسجلاً انخفاضاً بقيمة 17.4% عن العام 2010. وعلى رغم الانخفاض الكبير في قيمة المؤشر إلا أن هذا الرقم ما زال يعتبر مرتفعاً.

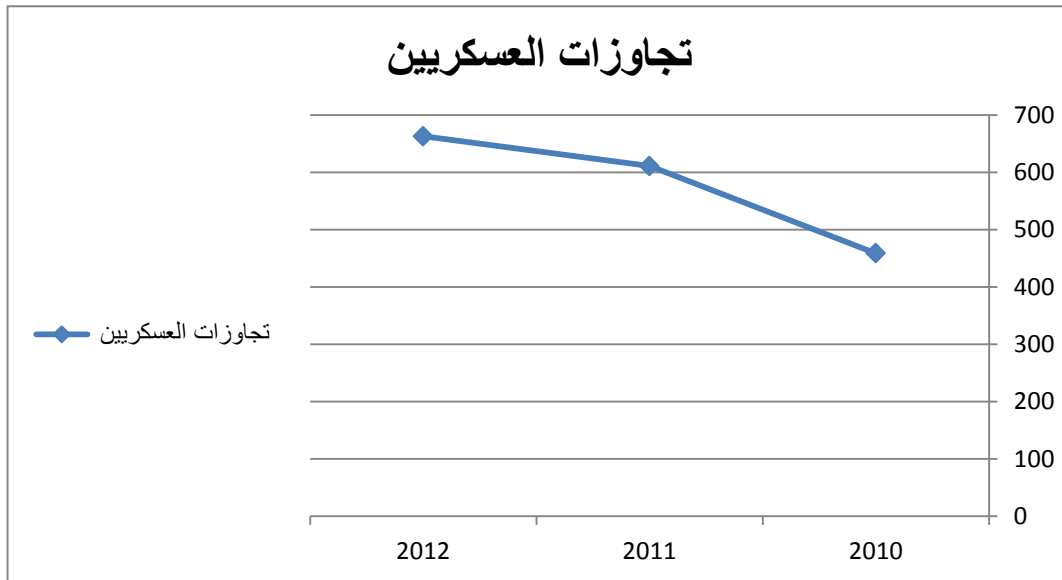
نلاحظ من خلال المؤشر أن هناك :

- انخفاض عدد الشكاوي المقدمة ضد منتسبي قوى الأمن الفلسطينية من المواطنين المدنيين بنسبة 17.4% وارتفاع عدد المستدعين بناء على تلك الشكاوي بنسبة 20% خلال العام وارتفاع عدد المحالين إلى النيابة العسكرية من جهاز الاستخبارات العسكرية بنسبة 7% خلال العام 2012. ويعود هذا الانخفاض إلى:

- ارتفاع الالتزام بحقوق الغير من قبل قطاع الأمن الفلسطيني. واستمرار نهج اعتماد القضاء العسكري للتعامل مع قضايا وتجاوزات العسكريين. والذي يشكل أحد الأدوات التي ساهمت في الارتفاع المستمر في مستوى الانضباط في المؤسسة الأمنية

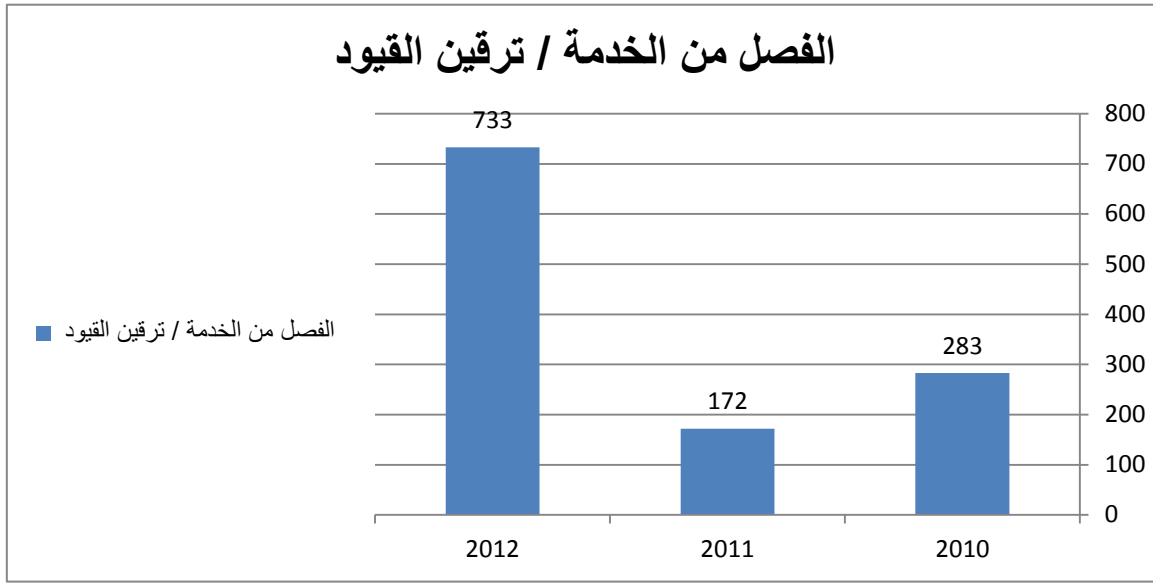


- وتركيز جهود الاستخبارات العسكرية في مجال متابعة القضايا المرتبطة بالعسكريين انسجاماً مع تطبيق سياسة التخصيص بالعمل، وتحويل المعتقلين المدنيين إلى جهات الاختصاص مما أدى انخفاض عدد المعتقلين المدنيين بنسبة 67%. وانخفاض عدد المستدعين بنسبة 37%.
- استمرار الجهود والإجراءات الكفيلة بالحفاظ على الضبط والربط العسكري، مما أدى إلى زيادة عدد المخالفات التي تم رصدها ومحاسبة مرتكبيها في ظل الظروف الاستثنائية وتم الحفاظ على مستوى 50 تجاوز شهرياً. وكذلك تعزيز الإجراءات الكفيلة بضبط الحالات المناهضة للسياسة العامة وإحالتها إلى جهات الاختصاص. وكذلك استمرار التنسيق والعمل المشترك بين كافة أذرع المؤسسة الأمنية في جهود الانضباط العسكري.



- ارتفاع نسبة الوقف عن العمل خلال العام 2012 بسبب الغياب وعد الالتزام الناتج عن الأزمة المالية التي ألقت بظلالها على درجة الانضباط لدى منتسبي المؤسسة الأمنية الفلسطينية .
- ويلاحظ هذا العام الارتفاع الكبير في حالات الفصل من الخدمة (733)، مقارنة بالأعوام السابقة كما يظهر الشكل (1).

الشكل(3): عدد المفصولين من الخدمة



وارتفاع العدد للعام الحالي ناتج عن:

- 1- الفرار من الخدمة في الرتب الدنيا نتيجة الوضع الاقتصادي وعدم انتظام دفع الرواتب.
- 2- اعتقال عدد كبير من منتسبي الأجهزة الأمنية خلال الحملة الأمنية التي شملت معظم المحافظات لمنع الفلتان الأمني وجمع الأسلحة والذخيرة غير الشرعية.
- 3- ضبط حالات من الاختراق الأمني داخلي وخارجي في صفوف منتسبي الأجهزة الأمنية.

والجدول التالي يوضح المقارنات بين الأعوام السابقة 2011 ، 2012

المتغيرات	2010	2011	2012
تجاوزات العسكريين	459	611	663
الشكاوى من مدنيين ضد عسكريين	1600	1553	1455
قضايا أمنية / تخابر واختراق سياسي	12	2	5
المحولون للدعاء العام العسكري عسكريون	634	1156	1479
الفصل من الخدمة / ترقين القيود	283	172	733
مجموع المستدعين للاستخبارات عسكريين	1437	1743	2276

الهدف الاستراتيجي	المؤشر	سنة الأساس 2010	القيمة 2012	نسبة التغير
بناء مؤسسة أمنية مهنية ورشيقة	عدد الأحكام الصادرة عن المحاكم العسكرية .	359	564	%57

وصف المؤشر:

يوضح هذا المؤشر مدى التزام المؤسسة الأمنية في التعامل مع التجاوزات داخل المؤسسة الأمنية من خلال اتخاذ الإجراءات القانونية بحق مرتكبي المخالفات. ويوضح حالة الانضباط في المؤسسة الأمنية.

قيمة المؤشر:

يتم احتساب قيمة المؤشر من خلال مراجعة سجلات القضاء العسكري لعدد الأحكام الصادرة بحق منتسبي الأجهزة الأمنية خلال العام.

نتيجة المؤشر:

بلغ عدد الأحكام الصادرة عن مختلف المحاكم العسكرية في العام 2012 (564 حكماً قضائياً) بارتفاع بنسبة 57% عن العام 2010. لا يمكن تحديد إذا ما كان السبب في الارتفاع يعود إلى ارتفاع تحويل القضايا للنيابة العسكرية كجهة فصل، أو ارتفاع عدد المخالفات وضعف حالة الانضباط العسكري.

لذا فإن إتباع الإجراءات القانونية بالالتزام المؤسسة الأمنية بتطبيق الإجراءات القانونية بإحالة القضايا الخاصة بتجاوزات العسكريين إلى القضاء العسكري، وتقليل الإجراءات المخالفة للقانون بالفصل في القضايا وحلها داخليا ضمن المؤسسة حيث أن الكثير من هذه القضايا هي جرائم وليس من صلاحية المؤسسات في قطاع الأمن والقانون الزم بإحالتها إلى النيابة العسكرية للتصرف فيها وفق القانون.

والتطبيق الكامل وهذه الإجراءات القانونية سيؤدي إلى التسجيل الحقيقي والدقيق لعدد المخالفات المرتكبة من قبل العسكريين ونوع المخالفات وبالتالي الحالة الحقيقية لمستوى الانضباط في المؤسسة الأمنية، بالإضافة إلى أن الإحالة

إلى النيابة العسكرية والقضاء العسكري سيرفع من مستوى الانضباط نظرا لكون الإجراءات القانونية عقاب رادع للمخالفة العسكرية.

ويوضح الجدول التالي القضايا المنجزة من قبل المحاكم العسكرية

عدد الأحكام	السنة	المحكمة
20	2012	المحكمة العسكرية الخاصة
105	2012	المحكمة العسكرية الدائمة وسط
132	2012	المحكمة العسكرية الدائمة شمال
136	2012	المحكمة العسكرية الدائمة جنوب
66	2012	المحكمة العسكرية المركزية وسط
18	2012	المحكمة العسكرية المركزية جنوب
87	2012	المحكمة العسكرية المركزية شمال
564	المجموع	

نسبة التغير	القيمة 2012	سنة الأساس 2010	المؤشر	الهدف الاستراتيجي
10.9%	66%	59.5%	نسبة القضايا المنجزة من القضايا الواردة إلى قسم التنفيذ في الشرطة	التكامل بين قطاع الأمن والعدل

وصف المؤشر :

يعطي المؤشر لمحة عن حالة التعاون بين القضاء الفلسطيني والشرطة من خلال استجابة الشرطة للقضايا المحمولة من القضاء.

قيمة المؤشر:

يتم احتساب قيمة المؤشر من احتساب نسبة القضايا المنجزة من نسبة القضايا الواردة إلى أقسام التنفيذ بالشرطة

الفاستينية

خلال نفس الشهر التي وردت فيه

نتيجة المؤشر :

نلاحظ من خلال المؤشر الأتي أن نسبة القضايا المنجزة من القضايا الواردة إلى قسم التنفيذ سجل ارتفاعا عن الأعوام السابقة حيث سجل في عام 2010 ما يقارب (59%) وسجل في عام 2011 ما يقارب (54%) وسجل في عام 2012 (66%)

وبلغ عدد القضايا الواردة إلى قسم التنفيذ خلال عام 2012 (149097) قضية بلغ عدد القضايا التي أنجزت منها في نفس الشهر التي وردت فيه إلى أقسام التنفيذ (97886) قضية. والقضايا التي لم تنجز يستمر العمل عليها وإنجازها فور تمكن جهاز الشرطة من ذلك ، وقد تم خلال العام الحالي انجاز من نسبته 90% من القضايا التي وردت إلى أقسام التنفيذ خلال هذا العام .

- توجيهات قيادة الشرطة بعدم التهاون في تنفيذ المذكرات .
- كفاءة الطواقم العاملة في أقسام التنفيذ ، وكذلك بسبب الخبرة المكتسبة ومعرفتهم بالمناطق والأشخاص .
- نشر قائمة بأسماء المطلوبين للقضاء على المراكز والمخافير والدوريات عمل حواجز وكمانن للمطوبين .
- التعاون بين مدراء أقسام التنفيذ القضائي بين المحافظات .
- إتباع نظام الأرشفة الالكترونية مما ساعد في سرعة البحث عن الأشخاص المطلوبين.
- إجراء التنسيق اللازم مع الارتباط للتحرك خارج مناطق (أ) لتنفيذ المذكرات .
- تعاون المواطنين (أصدقاء الشرطة) مع طواقم التنفيذ .
- استقرار الوضع الأمني ساهم في زيادة تنفيذ المذكرات .
- تكاملية الأداء مع الأجهزة الأمنية و تحويل المذكرات القضائية التي تخص أشخاص عسكريين لجهات الاختصاص وتنفيذها من طرفهم.
- زيادة التنسيق بين الشرطة والمحكمة والنيابة العامة .

- زيادة ساعات الدوام الرسمي لأقسام التنفيذ .
- التعاون مع وزارة الداخلية للاستيضاح عن الأسماء المجهولة العنوان بغرض تحديد أماكن سكنهم .

الهدف الاستراتيجي	المؤشر	سنة الأساس 2010	القيمة 2012	نسبة التغير
تقديم الخدمات بكفاءة وفعالية وعادلة.	معدل وقت الاستجابة للحوادث	10.6 دقيقة	7.2	-32.1%

وصف المؤشر :

يعطي المؤشر لمحة عن الوقت المستغرق من وقت تلقي الشرطة بلاغ من مواطن يستدعي تدخل الشرطة حتى وصول دورية الشرطة للمكان المحدد .

قيمة المؤشر:

يتم احتساب قيمة المؤشر من خلال أخذ عينات من النماذج التي تتم تعيبتها في عمليات الشرطة من لحظة تلقي البلاغ إلى لحظة الوصول إلى مكان الحادث، ويتم حساب المتوسط الحسابي للوقت المستغرق.

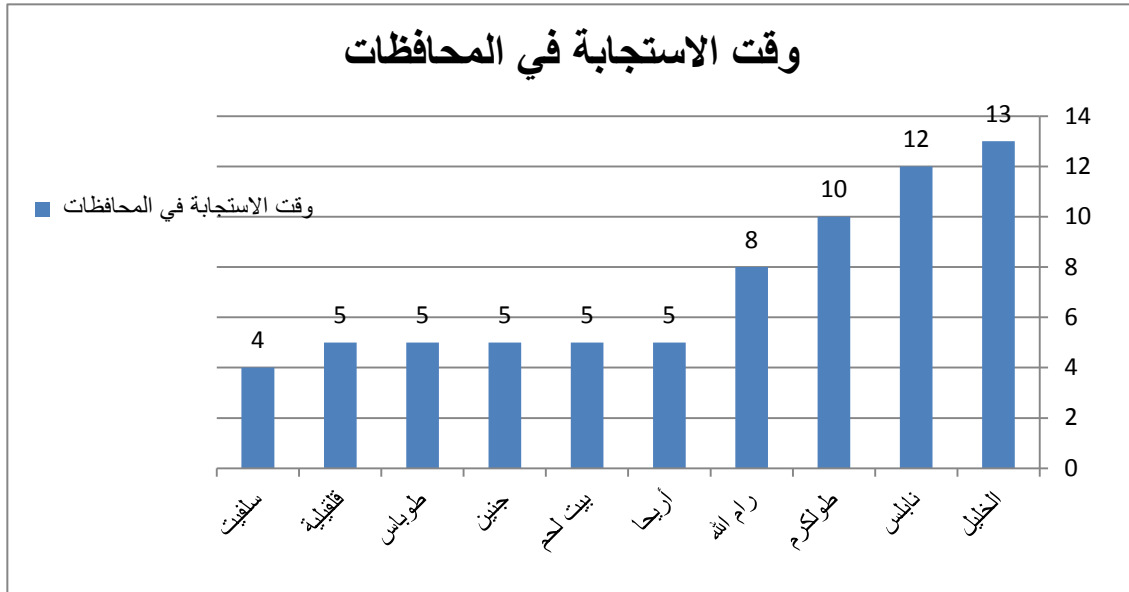
نتيجة المؤشر:

سجل مؤشر وقت الاستجابة للشرطة في مناطق السلطة الفلسطينية انخفاضاً بقيمة 32% عن عام 2010 حيث بلغ معدل الوقت المستغرق (10.6 دقيقة) ، وبلغت قيمة المؤشر للعام الحالي 2012 (7.2 دقيقة)

ويظهر الشكل (معدل وقت الاستجابة في المحافظات المختلفة وكانت القيمة الأعلى في محافظة الخليل (13 دقيقة) والقيمة الأقل في محافظة سلفيت (4 دقائق)

من المتوقع أن تبدأ الشرطة خلال الفترة القادمة العمل على احتساب وقت الاستجابة بطريقة إلكترونية وبالتالي ارتفاع مستوى الدقة في احتساب الوقت المستغرق للاستجابة.

الشكل(1): معدل وقت الاستجابة للشرطة المدنية في المحافظات.



انخفاض زمن الاستجابة:

- 1- توزيع دوريات الشرطة وفق خطة أمنية تغطي كافة المناطق.
- 2- تحديد مناطق اختصاص وخطوط سير الدوريات العاملة.
- 3- التطور في إمكانيات الشرطة الفلسطينية من حيث المركبات والمعدات وأجهزة الاتصال وكذلك التدريب المتخصص والخبرات المتراكمة.

الهدف الاستراتيجي	المؤشر	سنة الأساس 2010	القيمة 2012	نسبة التغير
تقديم الخدمات بكفاءة وفاعلية وعدالة.	معدل وقت الاستجابة للحوادث	17 دقيقة	15 دقيقة	-12%

وصف المؤشر :

يوفر المؤشر لمحة عن الانجازات والخدمات التي يقوم بها جهاز الدفاع المدني للمواطنين من خلال حماية الأرواح والممتلكات العامة والخاصة وحماية الموروث الثقافي في فلسطين".

قيمة المؤشر

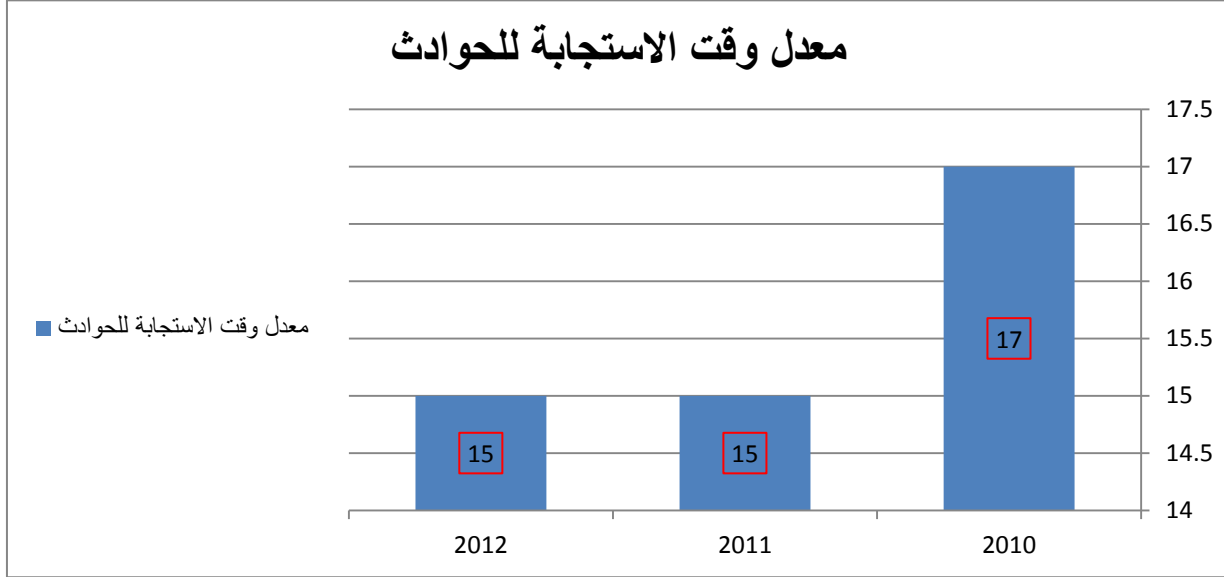
يتم احتساب قيمة المؤشر من خلال أخذ عينة عشوائية من جميع مراكز الدفاع المدني وإيجاد المتوسط الحسابي للوقت المستغرق في هذه العينات

نتيجة المؤشر:

على الرغم من ازدياد عدد مراكز الدفاع المدني خلال العامين السابقين

- مما أدى إلى تخفيض المسافات التي تتحرك خلالها طواقم الدفاع المدني وتقليل وقت الاستجابة.
 - استبدال بعض المعدات القديمة بمعدات جديدة كسيارات الإطفاء .
 - تزويد مراكز الدفاع المدني بعدد من سيارات الاستجابة السريعة والتي تتحرك بسرعة تسبق سيارات الإنقاذ والإطفاء .
 - التدريبات التي يتم تقديمها للطواقم العاملة والتي تؤدي إلى تحسين كفاءة العاملين والتعامل مع الأحداث.
- إلا أن الدفاع المدني ما زال يواجه الصعوبات في تقليل وقت الاستجابة**
- رغم زيادة مراكز الدفاع المدني إلا أن مساحة التغطية لكل مركز ما زالت عالية حيث يجب أن يعمل المركز في عام 2012 نسبة 200% من الطاقة التي يفترض أن يعمل بها. .
 - المعوقات والحواجز الإسرائيلية تعيق حركة طواقم الدفاع المدني في بعض المناطق وخاصة المناطق خارج السيطرة والتغطية الأمنية والمناطق القريبة من المستوطنات.
 - المعدات القديمة ما زالت في الخدمة مما يؤثر سلبا على سرعة الوصول حيث أن القديم يصل بسرعة قصوى تصل إلى 70 كيلو متر في الساعة مقارنة مع الجديد الذي يصل بسرعة 100 كيلو متر في الساعة.
 - القدرات البشرية: حسب عدد المراكز العاملة حاليا في تقديم الحماية المدنية يجب أن يكون عدد أفراد الدفاع المدني حوالي 1600 عنصر أما العدد الحالي فهو حوالي 1100 وذلك يعني أن هناك نقص في طواقم الدفاع المدني نسبة إلى المراكز العاملة (الفرد يعمل 150%) من طاقته.

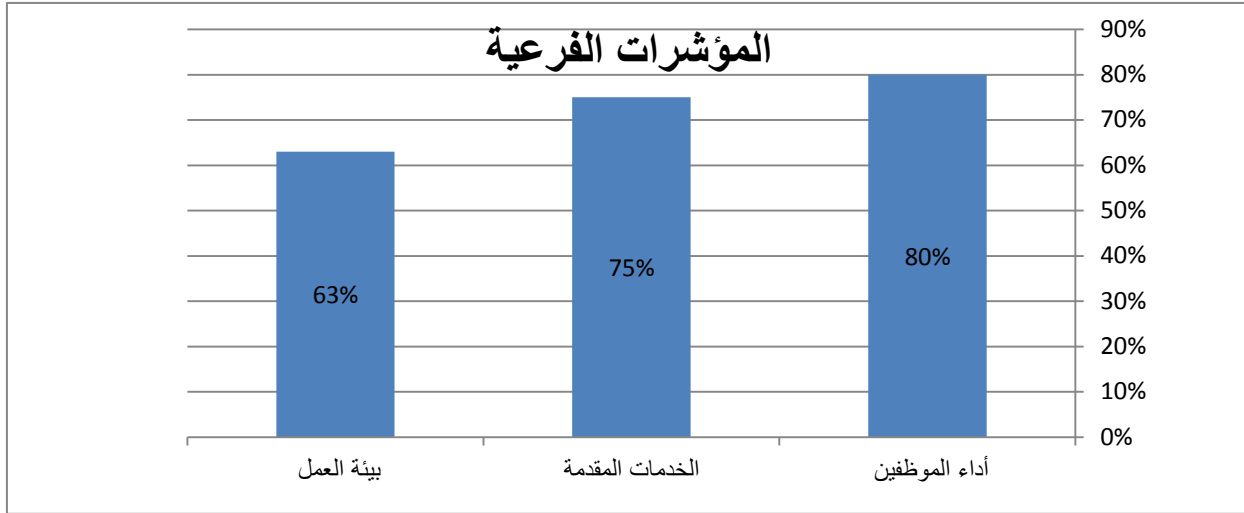
ويوضح الشكل التالي معدل وقت الاستجابة للحوادث :



الهدف الاستراتيجي	المؤشر	سنة الأساس 2010	القيمة 2012	نسبة التغير
تقديم الخدمات بكفاءة وفاعلية وعادلة.	رضى الجمهور عن الخدمات المقدمة من وزارة الداخلية	%69.5	%73	%5

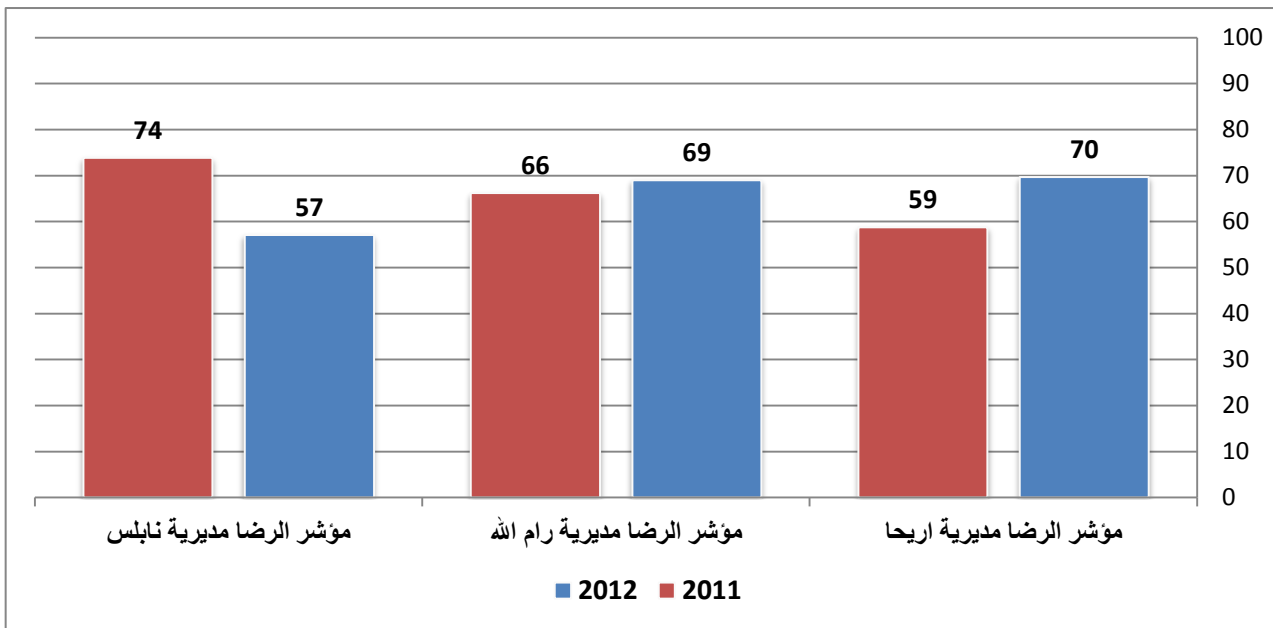
نجحت وزارة الداخلية في رفع مستوى الرضى عن الخدمات بين العام 2010 والعام 2012 بقيمة 5% ، وذلك من خلال العديد من التدخلات والمشاريع التي تم تنفيذها خلال العامين السابقين. وتعتبر عملية إعادة تأهيل المديرية من أهم الأنشطة التي تقوم بها الوزارة حاليا في مجال تحسين الخدمات المقدمة للمواطنين. ففي العام 2012 استمرت الوزارة في تأهيل وتطوير المديرية حيث تم الانتهاء من إعادة تأهيل وترميم كل من مديرية: دورا، نابلس، طولكرم، مكتب يطا، وقاعة الاستقبال في مكتب الرام. وكذلك بدأ العمل على إعادة تأهيل مديرتي قلقيلية ورام الله.

ويعتبر إجراء هذا الاستطلاع أحد انجازات الوزارة لهذا العام، حيث أن استطلاع العام 2011 تم تنفيذه في ثلاثة مديريات فقط هي (رام الله، نابلس، أريحا). وتظهر نتائج الاستطلاع لعام 2012 أن قيمة المؤشر العام للرضى عن أداء وزارة الداخلية بلغ (73%). بارتفاع بقيمة 5% عن عام 2010.



ويظهر الشكل (2) نتائج الرضى في بعض المديريات الرئيسية في العامين 2011 و 2012 حيث يظهر أثر عملية التأهيل التي تمت في مديرية أريحا خلال العام 2011 والتي أدت إلى الارتفاع الملحوظ في مستوى رضى المواطن عن الخدمات، في حين نلاحظ تراجع مستوى الرضى في مديرية نابلس وعدم ارتفاعه في مديرية رام الله (لم يكن قد تم البدء بإعادة تأهيلها أثناء تنفيذ الاستطلاع للعام 2012)

ويتضح من الشكل (2) التالي نتائج المسح الميداني في الثلاث مديريات للعام 2011 والعام 2012 كما يلي:



المؤشرات الخاصة بقطاع الامن وتحديد الأهداف الإستراتيجية وتحليل اسباب الانحراف عن الاستهداف

للعام 2015 م

7- مؤشر عدد الجرائم لكل 100 ألف من السكان

الهدف الاستراتيجي	المؤشر	خط المرجع	سنة الاساس	الاستهداف المحدد سابقا 2014	القيمة الحقيقية 2015	الانحراف عن الاستهداف للمؤشر
توفير الامن والأمان للوطن والمواطن	عدد الجرائم لكل 100 ألف من السكان	670	2012	1- %	905	لم يتم تحقيق الاستهداف

نتيجة المؤشر:

بلغ معدل الجريمة لكل 100 ألف من السكان خلال العام 2015 (905) جريمة، مقارنة بالعام 2012 الذي سجل (670) جريمة لكل 100 ألف مواطن. بينما سجل المؤشر للعام 2014 (892) جريمة لكل 100 ألف مواطن. أي أن هناك ارتفاع في معدل الجريمة بنسبة عن خط المرجع.

ومن هنا نلاحظ أن مجموع عدد الجرائم المرتكبة في العام 2015 (26552) جريمة، مقارنة مع العام 2014 حيث بلغ عدد الجرائم الكلي في الضفة الغربية (25275) جريمة، بينما بلغ في العام 2012 (17748) جريمة.

نلاحظ من خلال تقارير الشرطة أن هناك :

- ارتفاع في معدل الجريمة مقارنة بالاعوام الثلاث 2012.2013.2014 .
- بلغ متوسط عدد الجرائم للأعوام الثلاث (50274) جريمة .
- بلغ عدد الجرائم الجنائية المرتكبة لعام 2015م (26552) جريمة انجز منها (22832) جريمة

- بلغت نسبة الانجاز (86)% فيما بلغ عدد الجرائم قيد المتابعة (3720) جريمة شكلت ما نسبته (14)% من عدد الجرائم المرتكبة .

ويعود الارتفاع في معدل الجريمة للعام 2015م الى مجموعة من الاسباب اهمها:

- عدم السيادة الفلسطينية على كافة المناطق .
- الظروف الاقتصادية وارتفاع نسبة البطالة .
- قبول المحاكم بخروج المتهم بالكفالة رغم جسامة الفعل الذي قام به مما يدفع اصحاب الحق لأخذ القانون بأيديهم .

8- مؤشر معدل وقت الاستجابة للحوادث في جهاز الشرطة

الهدف الاستراتيجي	المؤشر	خط المرجع	سنة الاساس	الاستهداف المحدد سابقا 2015	القيمة الحقيقية 2015	الانحراف عن الاستهداف للمؤشر
توفير الامن والأمان للوطن والمواطن	معدل وقت الاستجابة للحوادث في الشرطة	7.2 دقيقة	2012	6.8	8.7	لم يتم تحقيق الاستهداف

نتيجة المؤشر:

سجل مؤشر معدل وقت الاستجابة للحوادث في الشرطة (8.7) دقيقة في العام 2015م ، بينما سجل المؤشر (7.2) دقيقة في العام 2012م . بينما بلغ (9.5) دقيقة في العام 2014م. أي ان هناك ارتفاع في معدل وقت الاستجابة للحوادث في الشرطة ب 1 دقيقة عن خط المرجع . وهناك انخفاض في معدل الاستجابة عن العام 2014م ويرجع ذلك التطور الملحوظ في جهاز الشرطة والدعم من قبل وزارة الداخلية .

بينما بلغ معدل وقت الاستجابة في جهاز الشرطة في مناطق (ب) الى 11.7 دقيقة .

9- مؤشر وقت الاستجابة للحوادث في جهاز الدفاع المدني

الهدف الاستراتيجي	المؤشر	خط المرجع	سنة الاساس	الاستهداف المحدد سابقا 2015	القيمة الحقيقية 2015	الانحراف عن الاستهداف للمؤشر
توفير الامن والامن للوطن والمواطن	معدل وقت الاستجابة للحوادث في الدفاع المدني	15 دقيقة	2012	13.5 دقيقة	12 دقيقة	تم تحقق الاستهداف

نتيجة المؤشر:

نلاحظ من خلال المؤشر ان هناك انخفاضاً في معدل وقت الاستجابة مقارنة بالعام 2012 حيث سجل المؤشر في العام 2012 (15) دقيقة وفي العام 2015 سجل المؤشر (12) دقيقة وبالتالي تم تحقيق الاستهداف للمؤشر أي ان هناك انخفاض 3- دقيقة عن خط المرجع 2012 .

وبالتالي هناك مجموعة من النشاطات التي ساهمت في تخفيض وقت الاستجابة للحوادث في جهاز الدفاع المدني منها :

- افتتاح عدد من المراكز الخاصة بالدفاع المدني وبلغ عددها 4 مركز موزعة على المحافظات
- زيادة التعاون والتنسيق مع المجالس المحلية والبلدية والمجتمع المحلي لافتتاح عدد من مراكز الدفاع المدني ومراكز المتطوعين
- التدريبات المستمرة لطواقم الدفاع المدني والتي تؤدي الى تحسين كفاءة العاملين ورفع فعالية التعامل مع الحوادث .
- ارتفاع فرق المتطوعين في الدفاع المدني
- رفع نسبة الوعي المجتمعي في مواضيع السلامة العامة .

- استبدال عدد من المعدات القديمة بمعدات حديثة والحصول على معدات لم تكن بالخدمة سواء للإنقاذ أو الإطفاء وغير ذلك
- المشاركة في عدد من الورشات والندوات الخارجية والعالمية منها مما أدى إلى نقل عدد كبير من الخبرات والتجارب من خلال كواد الدفاع المدني المشاركة .

10- مؤشر عدد الشكاوي الواردة على المؤسسة الأمنية ومنتسبيها

الهدف الاستراتيجي	المؤشر	خط المرجع	سنة الأساس	الاستهداف المحدد سابقا 2015	القيمة الحقيقية 2014	الانحراف عن الاستهداف للمؤشر
تقديم الخدمات بكفاءة وفعالية وعدالة	عدد الشكاوي الواردة على المؤسسة الأمنية ومنتسبيها	1455	2012	1350	1301	تم تحقيق الاستهداف

نتيجة المؤشر:

بلغ عدد الشكاوي الواردة على المؤسسة الأمنية بشكل عام 1084 شكوى وهي على النحو التالي:

- شكاوي مقدمة من مدنيين بحق عسكريين وقد بلغت عدد هذه الشكاوي 1301 شكوى.
- شكاوي مقدمة من عسكريين بحق مدنيين وقد بلغت عدد هذه الشكاوي 106 شكوى.
- شكاوي مقدمة من عسكريين بحق عسكريين وقد بلغت عدد هذه الشكاوي 70 شكوى.

نلاحظ من خلال المؤشر ان هناك انخفاض في قيمة المؤشر بنسبة 36.8% عن خط المرجع فقد بلغ عدد الشكاوي 1455 شكوى في العام 2012 بينما بلغ عدد الشكاوي 1301 شكوى في العام 2015 من مدنيين بحق عسكريين أي ان هناك انخفاض ملحوظ في عدد الشكاوي المقدمة ضد المؤسسة وأفرادها وهذا الانخفاض يعود الى عدد من الاسباب منها :

- الارتفاع في مستوى الانضباط في المؤسسة الأمنية عبر اتخاذ الإجراءات القانونية المتخذة بحق المخالفين.
- ثقة المواطنين بجهاز الاستخبارات كضابطة قضائية وهي جهة الاختصاص التي تعمل على تطبيق القانون على منتسبي المؤسسة الامنية .
- زيادة نسبة الوعي لدى المواطنين بالإجراءات القانونية ومعرفتهم بالتوجه لجهة الاختصاص لاسترداد حقوقهم .
- التدريب والتطوير لدى افراد المؤسسة الامنية الامر الذي انعكس ايجابا على السلوك العام للإفراد
- دور الاستخبارات العسكرية في متابعة الشكاوي من طرف القضاء العسكري والأجهزة الأخرى .

11- مؤشر عدد القضايا المحولة للمحاكم العسكرية

الانحراف عن الاستهداف للمؤشر	القيمة الحقيقية 2015	الاستهداف المحدد سابقا 2015	سنة الاساس 2012	خط المرجع 797	المؤشر عدد القضايا المحولة للمحاكم العسكرية	الهدف الاستراتيجي تقديم الخدمات بكفاءة وفاعلية وعدالة
تم تحقيق الاستهداف	1150	800	2012	797	عدد القضايا المحولة للمحاكم العسكرية	تقديم الخدمات بكفاءة وفاعلية وعدالة

نتيجة المؤشر:

هذه الاحصائيات تدل على ان هناك ارتفاع في عدد القضايا المحولة للمحاكم العسكرية فقد بلغت قيمة المؤشر حيث بلغ قيمة المؤشر 797 قضية في العام 2012 أي ان هناك ارتفاع بقيمة المؤشر حيث بلغ في العام 2015 (1150) قضية .

ويعود هذا الارتفاع في عدد القضايا وعدد الشكاوي المقدمة لدى هيئة القضاء العسكري الى :

- زيادة ثقة المواطن بالقضاء العسكري نتيجة الجهود التي بذلت على ارض الواقع على مدار سنة كاملة في سبيل تحقيق الامن والأمان والطمأنينة .

- أصبحت الأجهزة الأمنية تمارس عملية الانضباط أكثر في تطبيق الإحالات إلى النيابة.
- تقليل القضايا التي يتم حلها داخل الأجهزة.
- النيابة قللت من تطبيق العقوبات الانضباطية بحيث أصبحت تحيلها للمحاكم تطبيقاً للعدالة.

الملخص

هدفت هذه الدراسة إلى استكشاف واقع عملية تنفيذ الخطط الأمنية الإستراتيجية وأثرها على أداء الأجهزة الأمنية الفلسطينية في الضفة الغربية، من خلال المقر الرئيسي لجهاز الأمن الوقائي في رام الله كدراسة حالة.

اعتمدت الباحثة طريقة البحث النوعي، حيث أجرت 27 مقابلة لجمع المعلومات من 24 ضابطاً يحملون رتباً عسكرية مختلفة، موزعة على جميع مستويات الإدارة على النحو التالي؛ (6) كبار المدراء، و (8) المدراء المتوسطين، و (10) مدراء تنفيذيين في جهاز الأمن الوقائي، وثلاثة موظفين في وزارة الداخلية، وهي الجهة المشرفة على تقييم عملية التنفيذ، وهم أيضاً موزعين كآلاتي: كمدير من الإدارة العليا، ومدير في الإدارة الوسطى، ومدير تنفيذي واحد. بالإضافة إلى أن الباحث عقد مجموعة مركزة مع الموظفين في قسم التخطيط الاستراتيجي في مؤسسة الأمن الوقائي، ومجموعة مركزة مع الموظفين في وحدة التخطيط الأمني الاستراتيجي في وزارة الداخلية الفلسطينية.

اعتمدت الدراسة على المنهج الوصفي التحليلي والتاريخي والمقارن وتحليل المحتوى لتحليل المعلومات التي تم جمعها، وركزت الدراسة على الخطط الإستراتيجية الأمنية بين الفترات من 2008-2010 حتى 2017-2022.

أظهرت نتائج الدراسة ما يلي: -

(1) يعد تنفيذ الاستراتيجيات الأمنية عاملاً حاسماً في تحسين الأداء الأمني في جهاز الأمن الوقائي.
(2) وجود تباين في فعالية عملية تنفيذ الاستراتيجيات الأمنية الفلسطينية في جهاز الأمن الوقائي لصالح الدوائر المركزية، وهذا التباين يتعلق بعوامل مختلفة: -

1. تنفيذ الاستراتيجيات الأمنية ضعيف في الغالب على أرض الواقع، بسبب ضعف ثقافة الإحساس بأهمية التخطيط الاستراتيجي وتبني التنفيذ بين مستويات الإدارة؛ الأعلى والمتوسطة والتنفيذية.

2. غياب المهارات الإدارية الاستراتيجية بين القادة السياسيين والعسكريين.

3. تقوم معظم الإدارات بتكتيكاتها وعملياتها من خلال الاتصالات الروتينية اليومية، بدلاً من ربطها بالأهداف الاستراتيجية في الخطة الاستراتيجية الأمنية.

4. يمتلك جهاز الأمن الوقائي تقريباً الموارد اللازمة لكنها تحتاج إلى تخصيص وتحصيص فعال.

5. عدم الملاءمة بين الهيكل الوظيفي ومتطلبات عملية التنفيذ.
6. نقص المساعدات المالية التي تتحكم في استمرارية تنفيذ المشاريع المتعلقة بالاستراتيجيات الأمنية.
7. إن الظروف السياسية الصعبة تغير مسار تنفيذ الاستراتيجيات الأمنية إلى خطط طوارئ ، التي لم يتم أخذها في الاعتبار ؛ هناك دائما تغيرات في الأولويات بسبب سيطرة الاحتلال. لذا توصي الدراسة بما يلي: -
- 1- تطوير قسم التخطيط الاستراتيجي ورفع مستواه ويجب البدء في تطوير الهيكل التنظيمي بما يتناسب مع طبيعة عمل الجهاز.
- 2- بذل المزيد من الجهود لنشر ثقافة التخطيط الاستراتيجي بين الموظفين وتنظيم الوقت والتخلص من ضغوط العمل اليومية وتكريس أنفسهم للتخطيط الاستراتيجي.
- 3- وضع خطة لرفع مستوى كفاءة الكوادر البشرية وتطوير مهاراتهم وإمكاناتهم وخبراتهم التي تحتاج إلى دعم الإدارة العليا لتشجيع التحضير لتنفيذ التخطيط الاستراتيجي.
- 4 - ربط الإجراءات التكتيكية والتشغيلية المعتمدة في جهاز الأمن الوقائي ، مع الأهداف الاستراتيجية للقطاع الأمني ، من خلال نشر ثقافة المستوى الاستراتيجي بين الموظفين.
- 5- رفع مستوى الاتصال والتنسيق بين جهاز الأمن الوقائي والوزارة المشرفة وهي وزارة الداخلية في سياق التخطيط والمتابعة والتنفيذ.

انتهى بحمد الله