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**IMPLEMENTING STRATEGIC PLANS & IT'S
IMPACT ON NON-GOVERNMENTAL
ORGANIZATIONS PERFORMANCE OPERATING
IN WEST BANK - PALESTINE**

By

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**This Thesis Was Submitted In Partial Fulfillment of the
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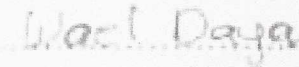
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DECLARATION

I am the undersigned Husam Isam Abu Baker, holder of ID Card No. (906847389), The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification.

Name: Husam Abu Baker

Signature: 

DEDICATION

I would like to dedicate this work to my father ... may Allah forgive him, who had always been a great support to me.

To my great mother ... may Allah extend her life, who taught me to trust in Allah all the time whatever the circumstances.

To my dearest brother & sisters, for your continued support, may Allah Bless you all.

To my beloved wife ... who leads me through the valley of darkness with light of hope and support.

To my beloved daughters (Yara, Leen & Tala), I wish you all a full life of happiness & may Allah bless you all.

To my dearest friends

To all of you I dedicate this work

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ABSTRACT

IMPLEMENTING STRATEGIC PLANS & IT'S IMPACT ON NON-GOVERNMENTAL ORGANIZATIONS PERFORMANCE OPERATING IN WEST BANK - PALESTINE

The challenges faced by the Non-Governmental organizations sector in the West Bank territories are significant, which clearly affects the performance of these organizations. This thesis aimed at measuring the impact of implementing strategic plans on NGOs performance operating in West Bank – Palestine, by measuring the degree of implementation NGOs strategic plans, to analyze the degree of efficiency and effectiveness of these plans on organization performance, and to which certain extent the correlation is between NGOs strategic plans & local community needs.

The main question of the study: What is the impact of implementing strategic plans on the NGOs performance are operating in West Bank – Palestine. The researcher revised many previous studies between local, Arab and foreign, 20 of these studies used for the literature review and most of the researchers confirmed the importance of strategic plans and their positive and vital role in the effectiveness of NGOs performance.

The researcher used a descriptive-analytical method, a questionnaire was designed to collect data, 400 questionnaires were distributed to NGOs that work in various fields in all West Bank governorates, only 224 questionnaires were valid for analysis, accounted for 56% from the distributed questionnaires. The researcher used the SPSS program to analyze the questionnaires collected by applying various statistical analyzes.

The study concluded that the preparation and implementation of strategic plans received wide attention by most NGOs, as 80% of the NGOs have their own strategic plans, 27% of the NGOs rely on external consultants to build their strategic plans, 75% of the NGOs strategic plans have a significant relationship with the country national & local needs, and 79% of the NGOs is committed to implement the strategies it's prepare.

The researcher concluded a set of recommendations, the most important are:

The importance of NGOs relying more on their human resources instead of external consultants in preparing their strategic plans, the necessity to involve more the local community during the preparation stage of NGOs strategic plans, the researcher also recommends that organizations should continue applying their strategic plans for their positive impact on their performance.

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CHAPTER ONE

THE PROBLEM AND IT'S BACKGROUND

1.1. Introduction:

The precious value of the strategic plan comes from its role that can play in the management of institutions, companies and even countries in the management of internal and external affairs.

“Strategic Plan a step by step guide, created by a business or organization, to map out how it will reach goals, and set a foundation so the entire company knows what will happen and what is expected of them (Mintzberg, 1987).” “Strategy is the direction and scope of an organization over the long-term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling the vision, goals and stakeholder expectations (Robinson & Scholes, 2007).”

“Implementation translating strategy into action. Involves organization of the firm's resources (programs, budgets, and procedures) and motivation of the staff to achieve objectives (Mintberg, 2004).” “The concept and practice of implementing strategic plans has been embraced worldwide and across various sectors because of its perceived contribution to organizational effectiveness (Thompson & Strickland, 2007).”

“Strategic planning its most basic formal requirement is a series of discussions and decisions among key decision-makers and managers about what is truly important for the organization. And those discussions are the big innovation that strategic planning brings to most organizations because in most organizations key decision-

makers and managers from different levels and functions almost never get together to talk about what is truly important (Fitzgerald, E. P. 1993).” “In day to day activities, managers are people who work through other people to coordinate their activities in order to accomplish their organizational goals (Robbins & Coulter, 2003).”

Strategic plans express the vision that organizations seek to achieve through the achievement of specific mission that reflects the values which are the soul of preparing organizations strategic plans.

Strategic plans implementation has a great particularity in Palestinian territories, given the many and dramatic variables that this region is subject to Internal and external factors and circumstances influencing the (NGOs) operations in Palestinian territories.

“Beside the private and public sectors, Non-governmental organizations are now recognized as key third sector actors on the landscapes of development, human rights, humanitarian action, environment, and many other areas of public action, NGOs are best-known for two different, but often interrelated, types of activity – the delivery of services to people in need, and the organization of policy advocacy, and public campaigns in pursuit of social transformation. NGOs are also active in a wide range of other specialized roles such as democracy building, conflict resolution, human rights work, cultural preservation, environmental activism, policy analysis, research, and information provision (Lewis, D. 2010).”

The Palestinian Central Bureau of Statistics (PCBS) published in 2017 the number of NGOs operating in the Palestinian territories, according to PCBS statistical report, 3,688 NGOs distributed among West Bank & Gaza, 2,364 in West Bank, and 1,324 in Gaza Strip.

Many internal & external challenges (occupation & political situation, the instability of socio-economic condition, limited financial resources, & and NGOs management and strategic thinking) hinder the continuation & the sustainability of NGOs services to the Palestinian society, it has become urgent for these organizations to implement strategic plans to help them deal with the different circumstances and to achieve the vision for which they were established, because strategic plans increases the dynamics of organizations in dealing with external factors and enhance the organizations performance to implement their programs effectively in order achieve their predetermined objectives.

1.2. Research Problem:

The challenges facing the Non-governmental organizations sector operate in West Bank territories are significant, the most important of which is the sustainability and continuity of the activities of these institutions due to the difficult political and economic conditions that the region is going through, many NGOs are severely underfunded to manage their activities and implement their programs, which have led to the closure of many NGOs due to their failure to continue to face various challenges.

Strategic plans are a key solution for the NGOs to work under uncertainty conditions particularly in Palestinian territories, as it is the only country in all over the world is still under occupation, and this context giving more added value to the strategic plans, because of its impact on the NGOs performance as it is providing more dynamic, sustainability & creativity to deal with this complicated context.

The researcher Besides checking their websites, he contacted Palestinian Central Bureau of Statistics (PCBS), Palestinian Economic policy Research Institute

(MAS) & Palestinian Non-Governmental Organizations Network (PNGO) and asked them for any statistics, studies & researches that measuring the number of NGOs of having their own strategic plans and the level of impact of those strategies on their performance, all of them confirmed that they did not conduct any researches in this field which is leading to have a gap of information in this regard.

In light of the above data and besides the literature review conducted in this regard, the researcher concludes that the studies conducted in the field of measuring the degree of preparing & implementing strategic plans by the NGOs operating in WB, and how these strategic plans impacting the NGOs performance during the implementation phase of their strategies, were rare and limited.

Many NGOs have their own strategic plans, but the researcher analyzed in this study, the degree of using these strategic by NGOs managers & directors, and measured also the application impact of these strategies on NGOs performance.

1.3. Main Goal:

The researcher main goal is to measure the impact of implementing strategic plans on NGOs performance operating in West Bank – Palestine, The sub goals of the study are:

1.4. Sub Goals:

- 1- To scan the level of planning at NGOs.
- 2- To analyze the efficiency and effectiveness of the NGOs plans.
- 3- To examine the relevance of these plans in light of community & national needs.
- 4- To assess the degree of implementing these plans.
- 5- To examine the effect of these plans on NGOs performance.

1.5. Research Question:

The main question of the study is: What is the impact of implementing strategic plans on the NGOs performance are operating in West Bank – Palestine?

The sub questions are:

- What is the level of planning at NGOs?
- To what extent the efficiency and effectiveness of the NGOS plans?
- To what extent these plans correlated to community & national needs?
- What is the degree of implementing these plans?
- How these plans affect NGOs performance?

1.6. Research Contribution:

The significance value of the research comes because it is one of the first studies that talks about the importance of strategic plans and measuring their influences on NGOs operations working in West Bank territories, through this study, the NGOs decision-makers will learn & understanding the role of strategic plans in managing their operations and activities and how to keep the sustainability of their operations.

Other institutions also will benefit from this study like PNGO, because it is a great opportunity to understand the level of implementing strategic plans between these NGOs, and exchanging the experiences and the lessons learnt they gained during the implementation phase of their strategies, and also to enhance their experience of managing the internal and external factors they may face in their daily operations.

1.7. Research Hypotheses:

Hypotheses One: The level of strategic planning has a positive impact on the Efficiency and Effectiveness of NGOs Performance.

Hypotheses Two: The Degree of Implementing NGOs Strategic Plans has a positive impact on the Efficiency and Effectiveness of NGOs Performance.

Hypotheses Three: The Relationship of The NGOs Strategic Plans with the Local and National Needs has a positive impact on the Efficiency and Effectiveness of NGOs Performance.

Hypotheses Four: The impact of implementing NGOs Strategic Plans has a positive impact on the Efficiency and Effectiveness of NGOs Performance.

1.8. Research Limitations:

Locative:

“Location is a critical component of the of data collection process (Gill, Stewart, Treasure, & Chadwick, 2008; National Science Foundation, 1997).” The number of NGOs is large and distributed in all West Bank cities and villages, which is creating difficulties to reach them to fill out the questionnaire.

The spread of COVID-19 pandemic in West Bank territories led to the complete closure of all NGOs for a period of not less than two months. These circumstances led to a delay in the process of data collection from NGOs and the response rate was less than expected, as well as the researcher's inability to conduct direct interviews with some organizations it was supposed to be taken as case studies.

In order to overcome these difficulties, the questionnaire distributed either e-mail or Google forums, making it easier to reach and contact them directly to ensure that the questionnaire was delivered & filled out on time.

Temporal:

The output of this research could be useful for a certain time because the information could be changing by time.

Topical:

Insufficiency of data is a potential problem and the researcher think the availability of accurate and relevant information will be a real challenge that could hinder data collection process, as example the list of NGOs provided by the Ministry of Interior is weak, as many of the contact details and information of the NGOs were not updated or included in the list.

NGOs commitment, Accurate & Relevant Information:

One of the expected constraints is that the selected sample maybe does not cooperate seriously in completing the questionnaire, this creates a state of inaccuracy in the information collected, and to overcome this problem we explained to them about the importance of this questionnaire and how the results that will greatly help them to develop their performance in the future.

1.9. Research Structure:

Chapter One:

The Introduction covers the background of the research, the research problem statement, main & sub goals, research question, research contribution, research hypothesis, & research limitations.

Chapter Two:

In this section, the researcher summarizes and presents the theoretical background and the literature review of this study.

The theoretical background explains the main concepts used in this research (strategy, planning, strategic planning, NGOs, strategic plans implementation & obstacles, performance, efficiency & effectiveness), it also presents the background & the context of the NGOs operating in Palestine.

The literature review summarizes the main Arabic & English studies reviewed that related to the subject of this research, were collected from different resources, to enhance the importance of this research.

Chapter Three:

The research methodology explains the methodology used in this research, (research design, procedures, data collection, thesis instrument, population, sampling, statistical approach, questionnaire validity & reliability).

Chapter Four:

This chapter deals with the research analysis, descriptive analysis & testing the validity of the research hypothesis.

Chapter Five:

The last chapter talks about the research conclusion and recommendations.

CHAPTER TWO

THEORETICAL BACKGROUND & LITERATURE REVIEW

2.1 Theoretical Background

Introduction:

In this section, the researcher presents the key words and concepts, which are the core of this study, by giving a background about these concepts.

Strategic planning is about giving and creating options & alternatives to the organization leaders & directors, to achieve the organizations objectives.

Strategic planning can be determined as a managing tool, and it is used to support organizations to do a better performance. Strategic planning gives the organization to be more focused on achieving their own vision and setting priorities according to the changes in the organization environment. Strategic plan is a key to communicate with all organization stakeholders, to guarantee that all followers are running in the same direction (Allison, M., & Kaye, J. 2011).¹

“Organizations perform their public services in more and more complex political, social and economic environment, the opportunities available change completely, and they are subject to unexpected pressures. Each Non-Profit organization faces a different of environmental forces that are unique, depending on its situation & context. All Non-Profit organizations are affected by a huge number of severe external situations that are complex and it is subject to change at any time, these situations could create opportunities and problems at the same time. Strategic planning includes

¹ Allison, M., & Kaye, J. (2011). Strategic planning for nonprofit organizations: A practical guide and workbook. John Wiley & Sons.

anticipating these problems and opportunities and employing the best thinking for the organization to address these problems and seize these opportunities (Siam, Ammal (2010).²

2.1.1 Strategy :

Strategy formulation involves building a mission statement and internal and external environmental survey, in a way that leads to the development of a unified set of strategic objectives and tactics that the organization must pursue.

The origin of the term strategy belongs to Greek, and it means the general's knowledge, as well It means leading the "art of war", The military forces in mid of 18th century used the concept of strategy to create different tactics of their military operations, so transferring the term to the field of administration will mean Clearly, "the art of leadership", strategy is an creative expression of management skill and planning, or it is the practical means that lead to achieving the preferred objectives (Bin Habtoor 2004: p. 47; Yassin, 2002: p. 27).³

Strategy is an important process needed for any organizational business, to improve its performance, and it is defining the organization success or failure. (Bryson, 2014). According to Aremu (2010), the need of strategy is to enhance the coordination between activities and focus efforts. We use strategy by creating plans to attain a specific goal. Wernham (2014).⁴

² Siam, Ammal (2010). Application of strategic planning & its relationship with performance of non-governmental organization in Gaza strip (Doctoral dissertation, Al Azhar University - Gaza

³ Siam, Ammal (2010). Application of strategic planning & its relationship with performance of non-governmental organization in Gaza strip (Doctoral dissertation, Al Azhar University - Gaza

⁴ Kefa, Philisilar, and Iravo, Mike (2018), Influence of Strategic Planning on Performance of Non-Governmental Organizations in Kenya, International Journal of Scientific and Research Publications, Volume 8, Issue 11

It is the organization's approach to move towards growth and expansion to achieve a competitive advantage by meeting the desires and needs of customers and facing the different environmental influences coming from the internal and external to achieve the organization goals, mission and vision (Thompson 2005).⁵

The core concepts of any strategy should include vision, mission, values, objectives, budget, timeframe, indicators, SOWT analysis, communication plan, and monitoring & evaluation; these are the main elements of formulating a successful strategy, to ensure the consistency and the integration between all strategy components.

2.1.2 Planning :

Today most of the NGOs use planning as a guide and tool to achieve the aspirations that they are looking for their beneficiaries in the future in light of contemporary life, as the world has become more intense & complicated, one of the main duties of management is planning, and it precedes other duties, and the manager as he/she is being the responsible person of planning the organization's activities and operations takes decisions that affect its future and also specifies the tasks and duties that must be accomplished in the future, by defining when & how.

(Orwick) says Planning is based on facts as it is not a guessing game, planning results from mental and logical behavior to manage things in an organized approach because it is a smart process, (Salem & others 1998). Planning works to achieve future goals in light of the available capabilities & resources, by drawing the most appropriate way to achieve the predetermined goals, taking into consideration the external factors.

⁵ Al Shikhly, Aseel (2013), "The impact of Strategic Planning on Performance Efficiency of Non-Profit Organizations in Jordan, and the Role of Entrepreneurial Orientation", Middle East University

(Al-Madi, 2006). Planning is also used to achieve pre-identified & specific objectives, by selecting the optimal option between different alternatives. (khamis 1999).⁶

Planning means anticipating what the future situation will be, and preparing for this the future, (Henri Fayol). (Kont) says planning as: "The report submitted includes what needs to be done, how it can be done, and who is doing the work. It covers the gap between what we are and what we want to reach."⁷

2.1.3 Strategic Planning :

“Effective strategic planning is essential for organizations to survive and make a concrete contribution to such an environment. However, while there have been significant developments in other areas, there has been no significant progress in strategic planning to enable organizations in general to respond effectively to the challenges posed by the current environment that are unfolding in those that existed. The investment before in strategic planning was limited in general compared to other areas of knowledge and practice (Patel, 2005).⁸”

Strategic planning helps organizations simulate different environments that may occur in the future. It enables the organization to know in advance the opportunities and threats for each environment separately, which helps organizations to respond effectively to opportunities and threats in the long run (Drucker, 1974:; Adair, 2002). Strategic planning aims to help the organization respond proactively to the challenges and opportunities presented by the work environment with a view to ensuring

⁶ Siam, Ammal (2010). Application of strategic planning & its relationship with performance of non-governmental organization in Gaza strip (Doctoral dissertation, Al Azhar University - Gaza

⁷ زعيبي, & رحمة. أثر التخطيط الإستراتيجي في أداء مؤسسات التعليم العالي الجزائرية

⁸ Patel, L. 2005. *The Master Strategist: Power, Purpose and Principle*. London: Arrow Books.

organizational, legal, and importance sustainability (Atack, 1999; Edwards, 1999; Cannon, 1999).⁹

Strategic planning enables leaders of organizations to take decisions related to the future of the organization and its development plans, where are done through the completion of many procedures and processes in a deliberate and systematic manner, in order to achieve the future aspirations of the organization, as the success of these plans depends on the measurement of the indicators were determined in advance. (PolICASTRO 2003).¹⁰

(AL Qahtani 2010) It depends on the organization's ability to match its capabilities with the opportunities or threats that may arise from the organization's external environment.¹¹

(Al Ghalbi & Al Sa'ad 2005) defined strategic planning is a systematic management process that reflects the perception of the future and the definition of its dimensions, through long-term goals that reflect the overall vision of the organization in the future environment.¹²

Strategic planning seeks to achieve harmonization between the organization mission, strengths and weaknesses, with opportunities and threats that come from the

⁹ Malunga, C. W. (2007). Improving the effectiveness of strategic planning in local NGOs in Malawi (Doctoral dissertation, University of South Africa)

¹⁰ PolICASTRO, Michael, (2003) "Introduction to strategic planning", SBA, U.S. Small Business Administration.

¹¹ الفحطاني، فيصل بن محمد بن مطلق الحنفري. 2010. "الإدارة الإستراتيجية لتحسين القدرة التنافسية للشركات وفقاً لمعايير الأداء الإستراتيجي و إدارة الجودة الشاملة"، رسالة ماجستير في إدارة الشركات غير منشورة، الجامعة الدولية البريطانية، كلية إدارة الأعمال، عمان، الأردن، ص08.

¹² (الغالبى، طاهر، السعد، مسلم) 1995 فلسفة التخطيط بين اسمرارية التصور و تجدد الاساليب "مجلة العلوم الاقتصادية، العدد 10

external environment of the organization, and this can only be done through an organized process (Yankey, 2006).¹³

The researcher concluded that strategic plan is the roadmap of achieving organization future objectives, which is including all the processes & the guidance that supporting the organizations leaders for decision-making.

2.1.4 Non-Governmental Organizations :

Non-governmental organizations represent now one of the key actors in the world, are known now as a third sector work in different fields like development, human rights, humanitarian action, environment, and other areas of public action touching the community needs, NGOs recognized and best-known under two different, but often interrelated, types of activity – the delivery of services to people in need, and the organization of policy advocacy, and public campaigns in pursuit of social transformation (Farhad Analoui Akram Samour).¹⁴

Non-Governmental Organizations are also working and acting in other fields and a wide range of other specialized roles such as democracy building, conflict resolution, human rights work, cultural preservation, environmental activism, policy analysis, research, and information provision (Lewis, D. 2003).¹⁵

NGOs also called civil society organizations (CSOs), need strategic planning for the smooth running of operations as well as achieving visions by living in their

¹³ (John A. Yankey, 2006); :http://www.uncp.edu/home/marson/348_strategic_planning.html

¹⁴ Farhad Analoui Akram Samour, (2012), "Strategic management: the case of NGOs in Palestine", *Management Research Review*, Vol. 35 Iss 6 pp. 473 - 489

¹⁵ Lewis, D. (2003). Five years on the organizational culture saga revisited. *Leadership & Organization Development Journal*, 23(5), 280-287.

missions, a great implementation plan is not only creating an appropriate strategy succeed, but also prevent an inappropriate strategy (Hrebiniak, 2006).¹⁶

NGOs have other similar terms like NPO (Non-Profit Organization), PVO (private voluntary organization), NGDO (Non-Governmental Development Organization, GONGO (Government-Organized NGO), DONGO (Donor-Organized NGO), and CBO (Community Based Organization).¹⁷

The establishment of non-governmental organizations came to achieve the interests of the community, as this is the goal of establishing such organizations, NGOs operate in complete independence from government interventions and directions, as these organizations aim to solve the problems of poverty and marginalized groups in the local community, and to improve the standard of living of all community members, and to support many activities that achieving the public interest in a neutral manner without any intentions of getting profit from their activities. (Abed Hafeez, 2008).¹⁸

Non-profit organizations play an important voluntary and charitable role in the service of the international community in the field of human rights, as they monitor human rights violations through the interventions they make with the relevant authority, and with local and international public opinion, with a view to ending these violations, and it act as an observer of the rights of society and its members from unjust acts, and

¹⁶ Hrebiniak, L. G. (2006). Obstacles to effective strategy implementation. Organizational dynamics.

¹⁷ Gdrc.org. 2020. Keywords And Concepts Associated With Ngos. [online] Available at: <<https://www.gdrc.org/ngo/ngo-keywords.html>> [Accessed 7 August 2020].

¹⁸ عبد الحفيظ، علاء (2008). "دور المؤسسات الخيرية في تنمية العلاقات الدولية و تقوية المجتمع المدني العالمي"، مؤتمر العمل الخيري الخليجي الثالث للفترة 20-22 يناير، دائرة الشؤون الاسلامية و العمل الخيري بدبي، الامارات العربية المتحدة.

it make it efforts to defend everyone in the community to enjoy its recognized rights (Mo'amar 2011).¹⁹

The researcher concluded that most of the time the NGOs work under conflict situations, this is increasing the importance and the vitality of having their own strategies, in order to operate their activities effectively to achieve the main objective of their existence by enhancing the humanitarian situation of the vulnerable in all over the world, NGOs have to work independently & neutrality for the purpose of protecting people from violence.

2.1.5 Strategic Planning & Non-Governmental Organization :

This study is focusing to analyze the relation between strategic planning & it's impact on NGOs performance. Peirt (2000) says that the mechanism of the strategic planning process is democratic, participatory and innovative, which the senior management or the manager works with the most energetic and enthusiastic members to clarify the values & the believes of the organization, its mission, and vision, then setting out the organization plan & mechanisms of exchanging the information, so that the plan remains flexible and standby to any change in the organization position, and this process has to be completed through a set of successive steps as follows.²⁰

First: Clarifying the Organization Values & Believes:

External powers such as the government and donors are sometimes trying to create pressure on the organizations in order to let these organizations track the values & believes of the government & donors, to achieve different perspectives for their own

¹⁹ معمر، ابراهيم حسين (2011). "دور المنظمات الدولية غير حكومية في حماية حقوق الانسان" حالة تطبيقية على المنظمة العربية لحقوق الانسان (رسالة ماجستير غير منشورة) جامعة القاهرة، القاهرة، جمهورية مصر العربية.
²⁰ ببيرت م. ليكي، وآخرون، "إدارة الجمعيات الخيرية غير الهادفة للربح دليل الجمعيات في ظل الظروف المتغيرة"، ترجمة علا عبد المنعم عبد القوي، الدار الدولية للنشر والتوزيع، مصر 2000.

benefit, and this may lead, over time, to a shift in the organization's values without noticing that. Values are the basis and the spirit on which the organization policies depends on and they are stone of their broad goals, mission, and vision, vision is the foundation of the future of which the organization willing to reach, and when everyone in the organization agrees on the expressions of the organization's values, this step is considered as the first step that the organization takes towards reducing the gap of mistrust in the organization that arises when there is a difference between what the organization says and what it does, but it is very important in this regard that each organization creating their own indicators and criteria to measure the values that the organization believes From time to time, to ensure whether or not the organization is still working within the scope of her mission, vision, and goals.

Second: Clarifying the Organization Mission Statement:

It is always preferable to use a direct method that depends on participation and creating the feeling inside each organization member which is giving the sense of practical ownership of everyone, and the mission statement must be a part of this, setting the organization mission statement helping a lot that clarifies the organization's message as the roadmap of the life of the organization and includes the main values, believes and its goals that guide the decision-makers to take decisions related to the results of its activities and how to perform its operations.

Third: Create an Inspiring Vision:

While the mission statement is a focused statement that explains the organization's current identity and why it exists and created, the vision is the desire of what the organization wants to achieve in the future in the next three to five years.

This vision must not be outside the realm of possibilities in the sense that it is not an ideal dream vision that cannot be achieved or reached. It must also be taken into consideration that the term future vision is short, attractive, brief, and written in a manner that can be easily remembered, in order to become a living part of the culture of the organization.

Forth: Attracting Others to Work:

The writer notes here that resistance may appear on the time of developing an organizational plan, and by looking to the dynamics of the resistance this environment affects every step of the planning, therefore the writer advised giving some time to try to counter this resistance through some steps such as:

- To make participants listening & understanding the advantages of planning, and at the same time giving them the chance to listen to them and understand their resistance to the planning.
- Asking everyone to identify the defect they see is a real problem, by asking the question what happens if we don't plan.

Fifth: Analyzing the Relationship between the Organization And its Environment:

This includes not the external environment only, but also the internal environment of the organization, by analyzing deeply & careful consideration of the future and forecasting the changes that may happen to one or more elements of the external and internal environment, and what are the steps that the organization has to identify & implement as a response of these expected changes, to be protected and getting the best results of their activities.

Sixth: Use an Effective Planning Process:

The use of broad participation preserves people's interest in the process and employ their energies to serve the organization plans and processes. To have a successful plan, the plan has to have characteristics that combine all plans regardless of the degree of complexity of the plan as in the following :

- The first characteristic is the need to develop the expected results and outputs from executing the plan accurately.
- The second characteristic is identifying the critical events that need to be accomplished for each result .
- The third feature is the importance of setting the time it takes to achieve the overall vision and designing the timeline taken by each event that helps the implementation of the plan until the end.
- Finally, the importance of the resources must be allocated & provided to accomplish every event covered by the plan, to ensure the achievement of a successful plan.

Seventh: Plan Implementation, Data Collection & Monitoring and Evaluation:

Where managers need the information to be collected from different resources for the use of an ongoing basis to follow up on implementation and to reassess the group's course of action. The data collection does not require special technical expertise, but it relies more on the leaders of these organizations by asking the right questions to know the facts related to any situation before decision-making.²¹

²¹ ببيرت م. ليكي، وآخرون، "إدارة الجمعيات الخيرية غير الهادفة للربح دليل الجمعيات في ظل الظروف المتغيرة"، ترجمة علا عبد المنعم عبد القوي، الدار الدولية للنشر والتوزيع، مصر، 2000.

Beside the external & internal challenges mentioned before, NGOs also facing other internal issues, “Batti, R. C. (2014) summarized these challenges coming from the following:

- The capacity limitation within the organization in human resources.
- The accountability and transparency, as some NGOs sometimes fail to meet the requirements of donors or country regulations, not only this, and some NGOs have a lack of sound systems for financial management, program monitoring and evaluation and managing overall program performance that ensure they consistently earn stakeholders trust.
- Inadequate strategic and operational plans, no strategic plans that guide the organization to know what the objectives are and enable the organization identify the resources needed. Most strategic plans developed are for donor purposes only and do not reflect the actual needs to be addressed by the communities.
- Inadequate networking skills, many NGOs lack networking skills and instead are seen competing for resources than working together towards common interest.
- Inadequate awareness on available opportunities, there are windows of opportunities that exist within countries that sometimes NGOs fail to exploit due to lack of awareness that the opportunities exist.
- Governance, NGOs in many countries do not have effective governance structures and where a board exists, they are rarely effective in providing strategic leadership in ensuring resources are mobilized.
- Minimal communication and branding, many NGOs are not able to communicate effectively who they are, what they do, and their achievements. This inability to communicate means the visibility of the organization is poor and they are not able

to effectively market their programs. This eventually affects their capacity to mobilize resources.”²²

2.1.6 The Background & the Context of the NGOs in Palestine :

The majority of the NGOs operating in Palestine nowadays had created after the Israeli military forces occupied Palestine in 1967. “In 1970s, popular organizations in the form of civil societies were established, including women’s groups, students, and labor unions. In previous decades, many of the Palestinian NGOs established as a response to the different political and social circumstances in which they developed. The Palestinians believed more in self-reliance to obtain their rights after the Camp David peace agreement between Israel and Egypt, and the Palestinian expectations from Arab countries became less. As a result of that, establishing associations becoming more & more which was creating an effective resistance to occupation. In 1980s more organizations established were focusing on agriculture and health with donations received from the European and Arab donors (Payes, 2005). During the first Intifada (1987-1993) it had witnessed the highest increase in the number of NGOs working in Palestine. Around 30% of all active NGOs today were established during the period of the first Intifada. (Payes, 2005) says that it was not surprising that this number of NGOs was established during that time of crisis. The explanation of having this big increase during that time was related to different causes, because of the increasing challenges coming from poverty, health, education and job creation.”²³

²² Batti, R. C. (2014). Challenges facing local NGOs in resource mobilization. *Humanities and Social Sciences*, 2(3), 57-64.

²³ Payes, S. (2005). *Palestinian NGOs in Israel The politics of Civil Society* London, NewYourk, Tauris Acadmic Studies.

“Between 1994 -2000 witnessed the establishment of many new NGOs in areas of the Palestinian National Authority (PNA), the reason for establishing this number of non-governmental organizations was to try to overcome the various crises left by the occupation on the Palestinian territories, whether economic, social or psychological and to try to address other needs of Palestinian society, another reason was because of the much of financial resources increased during that period by many countries, mainly but not limited to the resources coming from the European Union and American government, to create an enabling environment for democracy, protecting the human rights of Palestinians, and giving more attention on women's rights and children's issues (Al-Taamimi, 2002).”²⁴

Between 2000 – 2003, around 657 NGOs established during the second Intifada, these NGOs worked to solve the issues raising up & coming out from this Intifada, such as the children's issues, social issues and relief issues, during this period the NGOs also had more interest in working in development projects & activities, as the Israeli military operations destroyed significantly the infrastructure of the Palestinians cities & villages (Samour, 2010).²⁵

Nowadays NGOs face a group of difficulties and challenges that make them always facing a challenge to continue to achieve their goals, and here are the main obstacles:

- Financial difficulties: the lack of sustainable funding for NGOs, limited local funding & support, and conditional external support from donors. It is one of the main difficulties facing NGOs, which makes some of these organizations

²⁴ Al Tameeme, S. E. z. (2002). The changeable role of NGOs in Khaleel Governoers Confrence of the Arab good.

²⁵ Samour, A. I. (2010). Strategic managment. The case of NGOs in Palestine (Doctoral dissertation, University of Bradford).

have big challenges to cover their administrative expenses, especially for organizations that totally depend on external funding resources to implement their projects & activities.

- Difficulties related to the local communities' culture, and the customs and traditions for some of the Palestinian communities, especially in the rural areas, which make the work of some NGOs difficult to implement their programs & activities.
- Political difficulties: the separation between West Bank and the Gaza Strip contributed to cancel and delay the implementation of some programs, and the impact of occupation on creating obstacles for NGOs to implement their programs in marginalized areas, especially in area C, such as destroying some projects and confiscating the necessary equipment to implement NGOs programs.
- The needs of the local communities are greater than the capabilities available to the NGOs, which has made these organizations unable to see the visibility and the impact of their activities and programs on those communities.
- The acquisition of financing by some large NGOs by creating consortiums among these organizations, which creates limited chances for small NGOs to get any external funding.
- The absence of the government's role in financing and supporting institutions.
- Lack of coordination and organization among NGOs in implementing programs that lead at the end to have duplication of their interventions, despite the existence of several organizations were established to play this role.

The researcher concludes that the NGOs in the Palestinian society play a crucial role in the social and economic life, in a way that exceeds the role that they play in

neighboring countries and countries with a similar level of development, one of the main reasons is the long occupation that the Palestinian peoples suffer from. “(Sullivan, 2001). Says that Palestinian NGOs played an interesting & important role in providing economic and social services to the poor and marginalized people in Palestine, and in building democratic institutions in the Palestinian society.”²⁶

NGOs carry out direct development activities to improve the quality of life for hundreds of thousands of citizens, especially the poor and vulnerable groups. Its activities include providing health, educational and social care services, in addition to activities directed to creating job opportunities, fighting poverty, providing very small lending, and operating safety networks for the various segments and classes of Palestinian society.

Beside their development activities, the NGOs in Palestine played a vital role in Relief and aid to the Palestinian people under difficult circumstances.

From this, strategic plans concept in Palestine has a great particularity, given the many and dramatic variables that this region is subject to Internal and external factors and circumstances affecting the activities of the non-governmental organizations (NGOs). Therefore, strategic thinking and using strategic management is something essential and a part of today’s NGOs reality (Linenberg, 2001).²⁷

²⁶ Sullivan, D. (2001). The World Bank and the Palestinian NGO Project: From Service Delivery to Sustainable Development. Jerusalem, PASSIA.

²⁷ Lindenberg, M. (2001), “Are we at the cutting edge or the blunt edge? Improving NGO organizational performance with private and public sector strategic management frameworks”, Non-profit Management and Leadership, Vol. 11 No. 3, pp. 247-70

The number of NGOs operating in the Palestinian territories is 3,688 distributed among 2,364 operating in the West Bank and 1,324 operating in the Gaza Strip, according to Palestinian Central Bureau of Statistics (PCBS, 2017).²⁸

This sector suffers from several internal and external factors that hinder the continuation of its services to the Palestinian society, it has become urgent for these organizations to implement strategic plans to help them deal with the different circumstances and to achieve the vision for which they were established, because strategic plans increases the dynamics of organizations in dealing with external factors and enhance the organizations performance to implement their programs effectively in order achieve their predetermined objectives.

2.1.7 Implementing Strategic Plans :

Strategy implementation is one of the stages in the strategic management process, and it's identified as one of the most difficult stages in this process. It requires affording resources (people, time, and money), engaging the entire organization, and achieving the organization objectives (Wanjiku & Ombui, 2013).²⁹

Strategy implementation is an approach of carrying out the essential activities to achieve what has been planned (Carpenter and Sanders, 2006).³⁰ Strategy implementation is a process of transforming strategic plans to set of actions and

²⁸ Pcbs.gov.ps. (2017). [online] Available at:

<http://www.pcb.gov.ps/Downloads/book2384.pdf> [Accessed 28 Mar. 2019].

²⁹ Wanjiku, J. N., & Ombui, K. (2013). Factors influencing implementation of strategic plans in public secondary schools in Lari District, Kiambu County. *International Journal of Science and Research*, 2(11), 23-58.

³⁰ Carpenter, M. A., & Sanders, W. G. (2006). *Strategic management: a dynamic perspective, concepts and cases*.

activities and asserts that are implemented in an appropriate manner to achieve certain objectives (Ehlers and Lazenby 2004).³¹

“(Willen and Hunger, 2010) stressed that when organization strategies and goals are clear, it has to put them into actions by developing operational objectives, programs, budgets and procedures.”³²

when the members of the organization do not have a common & clear understanding of strategic issues, this is for sure will create different obstacles & challenges to strategic implementation (Noble, 1999).³³

At the end, the researcher concludes, that strategy implementation is the translation of organizational strategy into actions on the ground, by executing the set of activities planned, as well as all the organization resources & capabilities have to be dedicated & integrated for the purpose of achieving organization future objectives.

2.1.8 Implementing Strategic Plans Drivers:

Implementing strategic plans including different drivers, most of the researchers agreed to respect certain drivers in order to have a successful strategy at the end.

The researcher concludes that some organizational drivers have affecting the success of implementing organizations strategies, such as: “organizational structure (Drazin and Howard, 1984), leadership (Gupta and Govindarajan, 1984; Nutt, 1983); (Wheelen and Hunger 2006) revealed that the process of strategy implementation contains changes in the culture, and finally (Waterman et al. (1980) who added beside

³¹ Ehlers, T., & Lazenby, K. (2004). Strategic management: Southern African concepts and cases. JL Van Schaik.

³² Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2010). Strategic management and business policy. Upper Saddle River, NJ: Prentice Hall.

³³ Noble CH. The eclectic roots of strategy implementation research. J Bus Res 1999;45:119 – 34.

what was mentioned before other factors, like staff & skills that are related to the organizations resources.³⁴”

According to the researcher understanding, analysis and based on literature review as explained above, here are the main four drivers have to be taken into consideration in order to have at the end a successful implementation of organizations strategies:

- Leadership: “Hitt et al. (2011) revealed that strategic leadership considerably contributes to strategy implementation and the overall performance of organizations. Leadership is the ability to inspiration individuals to achieve defined objectives.”³⁵

In the nonprofit sector, the success or failure of NGOs depends on the director and senior management team leadership style. As it plays an important role to show a commitment of implementing the strategy, engaging with relevant stakeholders in an appropriate manner, studying the environment, actively negotiating and attracting funding, and finally motivating others to achieve a desirable level of effectiveness (Fowler, 2001).³⁶

- Culture: organizational culture talking about behaviors, values of work, and beliefs. Schein (1995) pointed out that the strictness in the organization's structure and the unification of values and beliefs lead to a recognition culture, which will ultimately affect the organization.³⁷

³⁴ Ramadan, M. A. (2015). The impact of strategy implementation drivers on projects effectiveness in non-governmental organizations. *International Journal of Academic Research in Management*, 4(2), 35-47.

³⁵ Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2011). *Strategic management: Competitiveness and globalization* (9th Ed.). Mason, OH: Cengage Southwestern Publishing.

³⁶ Fowler, A. (2001). *A Guide to good governance of NGOs: NGO Leadership Development Series No. 1*, Nairobi: Kenya Council of NGOs

³⁷ Schein, E. H. (1995). *Organizational culture*. Frankfurt/New York: Campus Verlag.

Daft (2001) revealed that organizational culture develops coordination and communication, and it provides employees and leaders the ability to build a combined identity and direct daily relationships.³⁸

For NGOs (Welch 2005) said that they should integrate a set of beliefs, values, and standards into their performance measurement systems, in order to create a culture that supports the implementation of the strategy.³⁹

- Structure: Organizational structure recognized as one of the most important drivers as viewed by Olson et al. (2005).⁴⁰ The lack of fit between organization structure & their strategy will impact negatively the organization performance (Ehlers and Lazenby 2007).⁴¹

Some NGOs do not make changes on their organization structure to fit with the changes of their new strategies, because their concern is that these kind of changes will need time and resources, which they do not like to do so, as example it might be one of the implications of changing the organization structure is moving some team member from main to field offices which is not a favorable situation for most of the team.

- Resources Allocation: the scope of the organization strategy determine the size of financial & human resources need it for the organization. David (2011) considered resource allocation as a key management mechanism for

³⁸ Daft, R.L. (2001). Organization theory and design (7th Ed.). Canada: South-Western Thomson Learning.

³⁹ Welch, J. (2005). Winning. London: Harper Collins Publishers

⁴⁰ Olson, E. M., Slater, S. F., & Hult, G. T. M. (2005). The performance implications of fit among business strategy, marketing organization structure and strategic Behavior. Journal of Marketing, 69(3), 49-65.

⁴¹ Ehlers, M. B., & Lazenby, J. A. A. (2007). Strategic management: Southern African concepts and cases (2nd Ed.). Pretoria: Van Schaik.

implementing the strategy, which should include financial, material, human and technological resources.⁴²

In case the NGOs do not have the capacity to have sufficient financial & human resources for the use of their strategies, this will affect significantly the implementation of their own strategies. As explained by (Robson 1997) a good strategy must fit with available resources in the organization and use it strategically to obtain needed resources that are not available.⁴³

2.1.9 Strategic Planning Obstacles :

Despite the interest of many organizations in the concept of strategic planning and their awareness about the importance of strategic planning for the implementation and management of their programs, there are many obstacles that may hinder the implementation of strategic plans in an effective manner.

And with these obstacles in place, organizations must strive to overcome these obstacles and overcome them, because surrendering to these obstacles represents a real threat to these organizations to perform of the services that were established for, and threatening their opportunities to obtain funding to support their projects and activities which is the core of keeping these organizations sustainable in long term.

PEMEC experts (2006) summarized the obstacles to strategic planning as follows:

- The culture of the organization does not encourage participation.
- Leaders have a lack of capacity & experience in strategically planning.

⁴² David, F. R. (2011). Strategic management: Concepts and cases. New Jersey: Pearson Education.

⁴³ Robson, W. (1997). Strategic management and information systems. Edinburgh: Prentice Hall.

- The lack of basic resources, capabilities, and capacities.
- Internal conflicts.
- The lack of sufficient information for strategic planning.
- Misfit between the organization's mission & vision statements.
- Carry out programs and activities do not respond to the organization's mission and its strategic decisions.
- Lack of Monitoring & Evaluation.
- External environment stress & threats.
- Lack of communication with Organization beneficiaries & stakeholders.⁴⁴

2.1.10 Performance :

The concept of performance is considered one of the most common and used concepts, as it has received wide attention by researchers and thinkers, especially in economics.

“Performance is itself a very amorphous concept open to a multitude of operational definitions and may be measured and interpreted in a variety of ways by different stakeholders (Moynihan, 2008; Newcomer, 1997, 2008).”⁴⁵

(Al Dawi 2010) defined performance is the outcome and the result of the interaction of two basic elements: the method in the use of the institution's resources and that means efficiency, and the results achieved from that use and means the effectiveness.⁴⁶

⁴⁴ خبراء بيمك : (2006) المشرف العلمي عبد الرحمن توفيق، التخطيط الاستراتيجي للجمعيات الأهلية، مركز الخبرات المهنية ل لإدارة) بيمك(، الطبعة الأولى، القاهرة، مصر.

⁴⁵ Moynihan D. 2008. The Dynamics of Performance Management: Constructing Information and Reform. Georgetown University Press: Washington, DC.

⁴⁶ الداوي، الشيخ". (2010) تحليل الأسس النظرية لمفهوم الأداء"، مجلة الباحث. جامعة قاصدي مرباح.كلية العلوم الإقتصادية والتجارية وعلوم التسيير، ورقلة، ع

(AL Ribaq 2004) defined performance, it is the interaction between behavior and achievement that states the sum of actions and results together.⁴⁷

Al Dori defined organization performance as an integrated process for the production of the work of the organization in the light of its interaction with elements of its internal and external environment (Al Dori, 2007).⁴⁸

Al Ali & others, 2006, defined organization's performance is the achievement of organization objectives by using the resources in an efficient way, and the organization has to use their unique skills and qualities of their individuals which makes differentiation from others, as it is the main element of measuring the organization performance, by using pre-identified financial & non-financial.⁴⁹

Therefore the researcher concludes despite the numerous studies that dealt with the organization's performance, it was not reaching a specific definition of the concept of organization performance, but the researcher understands that performance is the result of interaction between a set of activities taking into consideration the external and internal environment of the organization, and this performance has to be measured based on pre-identified criteria, which is determining the success or failure of the organization strategies.

⁴⁷ محمد الربيق، محمد بنابر اهيم". (2004). العوامل المؤثرة في فاعلية الأداء الوظيفي للقيادات الأمنية: دراسة تطبيقية على الضباط العاملين في قيادة قوات أمن المنشآت والقوات الخاصة لأمن الطرق. "رسالة ماجستير في العلوم الإدارية) غير منشورة)، جامعة نايف للعلوم الامنية، المملكة العربية السعودية.

⁴⁸ الدوري، زكريا. (2007). الادارة الاستراتيجية مفاهيم و عمليات و حالات دراسية. دار اليازوري العلمية للنشر، الاردن

⁴⁹ النجار، فايز، و العلي، عبد الستار. (2006). الريادة و ادارة الاعمال الصغيرة. ط1. دار حازم للنشر و التوزيع، الاردن.

2.1.11 Efficiency :

(Al Saleh, 2006) defined efficiency by doing business in a correct way and it thus indicates the economic way in which the work and activities are carried out and the exploitation of available resources. It also means obtaining the largest amount of outputs (results) for the use of the least amount of resources or the least cost, and this fulfills keeping Costs are minimal and profits are maximized, so efficiency is a concept that connects outputs with inputs. The more outputs are greater than inputs, the more the institution is judged to be efficient.⁵⁰

Farrell (1957) described technical efficiency as the ratio of the firm's observed output and the maximum obtainable output on the frontier given observed factor utilization (Farrell, 1957).⁵¹

Efficiency is the expression of the optimal use of the organization financial and human resources to reach the organization goals, and that the organization implements its activities at costs that are well-matched with the outputs, and the outputs of the organization activities and programs are consistent with the size of the inputs to these activities, and that they are implemented at the specified and sufficient time to implement these activities & programs.

The researcher concludes the term efficiency means the best use of available resources, by maximizing the outputs by using the least amount of inputs (time, money & efforts).

⁵⁰ جيلح، الصالح". (2006). أثر القيادة الإدارية على أداء العاملين :د راسة حالة مجمع صيدال"، رسالة ماجستير في إدارة الأعمال (غير منشورة) ، جامعة الجزائر، كلية العلوم الاقتصادية والتسيير، قسم إدارة أعمال، ص13.

⁵¹ Farrell, M. J. (1957). The measurement of productive efficiency. Journal of the Royal Statistical Society: Series A (General), 120(3), 253-281.

2.1.12 Effectiveness :

The term effectiveness has been used as a performance measurement of NGOs.

“According to Soal et al. (2003), NGO effectiveness can be separated into organizational effectiveness and project / program effectiveness. Organizational effectiveness is related to structure, processes, management systems, and other organizational functions. Project effectiveness can be defined as a measure that aims to determine how the project can successfully achieve the set objectives.”⁵²

It is the process of achieving the organization objectives through the optimal and balanced use of available internal and external resources, in order to increase the market share, achieve satisfaction and growth. Effectiveness focusing on comparing the achieved results with the goals and the required standards as an indicator to measure the performance of the organization (Simons, Robert, 2000).⁵³

The organization might be effective but does not mean that it is efficient, as the effectiveness taking care of doing the right things to achieve the organization objectives regardless the efficiency of using the organizations resources.

Many studies described how strategic planning is critical to ensure a successful implementation. “Preparing action plans can help implementers to transform strategies into shorter-term and focused plans (Hrebiniak and Joyce, 1984; Pinto and Prescott, 1990)”.

⁵² Soal, S, James, R, Goold, L & Ogara, W. 2003. OD Consultant Formation in Africa: Reflections from Practice. Johannesburg: CDRA

⁵³ Simons, Robert, (2000), “Performance Measurement & Control System for Implementing Strategy” Prentice-Hall, Inc.

Al Derawi, Ayman (2017), studied “The Correlation between Strategic Planning and the Non-Governmental Organizations’ Performance in the Gaza Strip.” Similarly, in this study, the researcher distributed a questionnaires NGOs manager & employees, the study confirmed the positive relationship between all strategic planning dimensions (goals, structure, regulation, implementation, monitoring and evaluation of the strategic planning) and organizations’ performance.

Another study conducted in Jordan where it investigated “The Impact of Strategic Planning on Performance Efficiency of Non-Profit Organizations in Jordan and the Role of Entrepreneurial Orientation.” The researcher used the same methodology of this study by distributing a questionnaire among employees working with NGOs operating in Jordan. The researcher concluded that there is a significant impact of Strategic Planning on Performance Efficiency in Non-profit Organizations in Jordan with existing of Analysis and Futurity Entrepreneurial Orientation (Al Shikhly, Aseel. 2013).

The determinants of strategy implementation impact on NGOs performance & effectiveness where examined also by Abu Ramadan, Mohammed (2015), the researcher studied “The Impact of Strategy Implementation Drivers on Projects Effectiveness in Non-Governmental Organizations in Poland.” And this is one of the drivers were examined by the researcher of this study. A quantitative approach was used in this research by distributing a questionnaire to the NGOs operating in the city of Warsaw. The study revealed that strategy implementation drivers (including leadership, culture, structure and resources allocation) have strong positive impact on projects effectiveness.

It is clear that interest in strategic planning and implementation of strategies received great attention from many researchers around the world, in different countries and different work environments, ONGONGE, Julian (2013), studied “The Relationship between Strategic Planning and Organization’s Performance in Non-Governmental Organizations (NGOs) in Kenya.” And this is one of the main drivers were the researcher measured in this study. The researcher conducted interactive interviews management staff and organizations partners. The study confirmed the positive relationship between strategic planning & organization performance in relevant to the Kenya National Strategy according to the country priorities and this is another driver was examined by the researcher in this study to measure the degree of correlation between NGOs plans and community needs, another conclusion the researcher reached out that there is a difference between the results & approaches of measuring strategic planning effectiveness & organization performance, and confirm selecting a right method to measure relationship between strategic planning & organization performance It must be done with caution.

Other studies examined the importance of strategic planning on the performance of other sectors, as the importance of implementing strategic planning is not only for NGOs, Al Zoibe, Rahma (2014), examined “The Impact of Strategic Planning on the Performance of Algerian Higher Education Institutions.” This study aimed to measure the effect of strategic planning on the level of performance of the University, similarly to this study, a quantitative approach used in this study by distributing a questionnaire between the university staff. This study confirmed the significant importance of strategic planning on the university performance.

Another study highlighted the importance and impact of strategic planning on performance, which intersect with the aim of this study, where conducted by Veskaisri,

K., Chan, P., & Pollard, D. (2007), where they analyzed “The Relationship between Strategic Planning and SME success in Thailand.” By determining the linkage between strategic planning and growth of SMEs in Thailand, also the researchers examined the factors that influence SME decision-makers to use strategic planning. The study confirmed & proved that there is a positive and significant relationship between Strategic Planning & SMEs performance, and some certain demographic factors have positively influenced the decision-makers to use strategic planning in their business.

2.2 Literature Review

In this section, the researcher presents and summarizes the secondary data were collected from different authorized resources related to the topic of this study, about strategic planning & its impacts on Non-Governmental organization, in order to have an overview about other researcher conclusions & their recommendations for future studies. Another objective the researcher aimed to achieve from reviewing these previous studies, was to find the knowledge gap was not examined or analyzed before by any researcher.

The researcher reviewed many Arabic & foreign researches in order to have a better understanding of the impact of strategic on NGOs performance in different contexts, and he found the topic of strategic planning and organization performance have the attention of many researchers, as many of their studies emerged through masters & PHD thesis.

At the end of this section, a conclusion was written by the researcher talking about the main aim of this research & how this research is different from previous studies.

2.2.1 Arabic Studies :

(Farhad Analoui, Akram Samour. 2012) examined “whether Non-Governmental organizations' (NGOs') managers think and use strategy in their daily operations, to assess the impact of its applications on the performance of NGOs and to test the validity of the “dynamic model of strategic management.” that originally used for small and medium-sized enterprises (SMEs) in the Gaza Strip.” The researchers distributed a questionnaire between the NGOs managers located on Gaza. The conclusion of this research that most of NGOs that used strategic management systems

and perceived strategic management, they agreed that strategic planning is an important tool for increasing the quality of service delivery, achieving goals and increasing overall organizational performance.

Another one examined to identify “the implementation of strategic planning and its relationship with the performance of woman NGOs in Gaza strip.” The researcher distributed 69 questionnaires and 67 received back, the researcher also conducted 5 interviews and one focus group with women NGOs managers & Board of Directors. The researcher concluded that there is a positive relationship between top management support to strategic planning & the performance of women NGOs in Gaza. (Siam, Ammal. 2010).

Wady, R.A. and El-Ashgar, A. (2009), studied “the reality of implementing the scientific concept of strategic planning in the non-governmental organizations operating in Gaza strip.” They also studied the obstacles that might face strategic planning from organization managers’ point of view, the researchers distributed questionnaires to 133 organizations and they received back 109. The study concluded that 66.7% from NGOs managers have understand the scientific concept of strategic planning, and they do not see in general the obstacles presented in the questionnaire could create real challenges in implementing strategic planning, but they see other obstacles creating the challenge during the implementation phase like the team turnover, weak financial capacity & the weak support received from the Palestinian authority.

Al Derawi, Ayman (2017), studied “the correlation between the strategic planning and the non-governmental organizations’ performance in the Gaza strip.” The researcher distributed 255 questionnaires and 227 of them were completed & received

back. The study revealed that there is a positive relationship between all the strategic planning dimensions (goals, structure, regulation, implementation, monitoring and evaluation of the strategic planning) and organizations' performance with score of (75.1%).

Al Shikhly, Aseel (2013), have studied "the impact of Strategic Planning on Performance Efficiency of Non-Profit Organizations in Jordan, and the Role of Entrepreneurial Orientation." The researcher distributed questionnaires among 139 employees working with 6 NGOs operating in Jordan. The researcher concluded that there is a significant impact of Strategic Planning (Environmental Scanning Intensity, Planning Flexibility, Planning Horizon and Locus of Planning) on Performance Efficiency in Non-profit Organizations in Jordan with existing of Analysis and Futurity Entrepreneurial Orientation.

ABU NADA, Younis (2006), studied "The Barriers of Using & Practicing Formal Strategic Planning in Non-Profit Organizations in Gaza Strip." The number of organizations participated in this study were 647, the study concluded that the main obstacles of not practicing strategic planning are related to the degree of the board of director commitment of applying strategic planning, the availability of the organizations' resources (human, financial & time), the degree of strategic planning culture embedded inside the organization, and finally the degree of understating the organization's strategic planning by its employees.

Abu Naseeb, Arafah (2013), "focused to understand the concept of strategic planning and its impact on the performance of employees of service-rendering institutions." The researcher had used Sudan University of Science and Technology as a case study of his research, the study aimed to explore the impact of strategic planning

on employees' performance as well as identifying their benefits and application in service-rendering institutions, to build self-confidence in the workplace to improve performance. The study revealed that The University employees have a good understanding about the concepts of strategic planning as well as they understand its importance of strategic planning and its impact on employee performance, and the researcher found the lack of linkage between strategic planning and employees' requirements as the university does not engage their employees during the preparation phase of its strategic plan.

Nsirat, Farid & Al Khatib Saleh (2005), examined "the reality of strategic planning in the Jordanian public pharmaceutical companies." In terms of understanding the concept of strategic planning and the degree of its practice within companies, information sources and parties involved in strategic planning, environmental factors that were taken into consideration when carrying out strategic planning & analyzing the relationship between the reality of strategic planning and institutional performance in Jordanian pharmaceutical companies, the researchers targeted 50 managers formulating the Jordanian pharmaceutical companies, and they concluded that 52% of the managers do not have the correct concept of strategic planning, and 56% of them they do not participate during the preparation phase of formulating the company's strategic plans as the board of directors of these companies is taking the responsibility on that, the last conclusion the researchers did not find a strong relation between strategic planning & the performance of these companies by measuring the returned on assets & the market values of these companies.

Al Zoibe, Rahma (2014), studied "The Impact of Strategic Planning on the Performance of Algerian Higher Education Institution.", This study aimed to analyze the directions of the administrative staff at Biskra University was selected as a case

study to measure the effect of strategic planning on the level of performance of the University and test the differences in those directions according to the difference of the staff personal and functional characteristics, the researcher distributed 180 questionnaires between the university staff, 103 questionnaires were completed & returned back. The researcher concluded that strategic planning has a significant impact on university performance.

Jarad, Diab & Dwikat, Said (2013), studied “Measuring the Relationship between The Elements of Strategic Planning and Performance Excellence In the Palestinian Pharmaceutical Factories.” This study aimed to analyze the relationship between strategic planning and both qualitative and quantitative performance excellence in the Palestinian pharmaceutical industry, the researchers distributed 78 questionnaire to strategic planning managers including Board members, CEOs and executive officers, 72 % of the distributed questionnaires were completed & received back. The study concluded that there is a significant relationship between strategic planning and qualitative performance excellence in terms of labor, customer and society satisfaction.

Falah, Sa’ran & Ben Damkh (2017), examined “The impact of institutional strategic planning on developing general education.” This study aimed to measure the effect of institutional strategic planning in developing general education in the Kingdom of Saudi Arabia, the population of this study consists of 300 persons are school leaders in all stages of general education in Hafar Al-Batin Governorate, the researchers distributed a questionnaire among the selected sample consisting of 178 person, the study revealed that institutional strategic planning gives a wide scope for creativity and innovation, with the aim of being able to adapt to the requirements of change, in addition the study confirmed the number of those qualified in the field of

institutional strategic planning for formulating plans is limited which represents the most important obstacles to institutional planning.

2.2.2 Foreign Studies :

In the research of Malunga, C. W. (2007) “set out to investigate factors influencing the effectiveness of strategic planning processes among local NGOs in Malawi.” The researcher used a qualitative approach to understand the factors influencing the strategic planning process and the roles and responsibilities played by the board, management, donors, consultants and communities respectively in five selected local NGOs. “The study revealed that the level of implementation of the strategic plans was low, the major causes of the low implementation were the local NGOs’ inadequate financial independence from donors to respond effectively and autonomously to the needs and priorities of their beneficiaries; and inadequate capacity for the boards, management, donors, consultants and communities to effectively go through the strategic planning process.”

Abok, A. M. (2014) studied “to investigate the factors affecting the implementation of strategic plans.” The researcher distributed 258 questionnaires were selected from a population frame of 2588 NGOs operating in Nairobi, working in different sectors (Youth, Relief, Micro-Finance, Welfare and Health). “The study revealed that management styles, organization culture, stakeholders and organization resources had a great significance on strategic plans implementation while communication had some significance but not as strong as the other variables.”

Abu Ramadan, Mohammed (2015), studied “The Impact of Strategy Implementation Drivers on Projects Effectiveness in Non-Governmental Organizations in Poland.” The researcher used a quantitative approach by distributing a questionnaire

to a sample consisting of 25 NGOs operating in the city of Warsaw. “The study revealed that strategy implementation drivers (including leadership, culture, structure and resources allocation) have strong positive impact on projects effectiveness.”

Kefa, Philisilar, and Iravo, Mike (2018), they focused to measure “the Influence of Strategic Planning on Performance of Non-Governmental Organizations in Kenya (A Case of One-Acre Fund Agriculture Project).” The study aimed to examine the existence of strategic plans and how they influence the performance of Non-Governmental Organizations, the researchers selected a population consist of 350 from different categories (senior, middle and supervisory level management), A sample size of 186 respondents selected from the mentioned categories. “The study concluded that decisions, direction, and setting of objectives at One Acre Fund had a strong positive significant influence on strategic planning on performance of non-governmental organizations.”

ONGONGE, Julian (2013), examined “The Relationship between Strategic Planning and Organization’s Performance in Non-Governmental Organizations (NGOs) In Kenya.” the main goal of the study was to analyze how strategic planning has supported Action Aid Kenya (AAK) to improve the performance of its programs. The researcher collected the data by conducting 12 interactive interviews with 12 management staff and 5 partner organizations. The study concluded that strategic planning & organization performance in Action Aid Kenya is relevant to the country National Strategy according to the country priorities, another conclusion the researcher reached out “that there is a difference between the results & approaches of measuring strategic planning effectiveness & organization performance, and confirm selecting a right method to measure relationship between strategic planning & organization performance It must be done with caution.”

Kiliko, Jonathan M M (2000), focused “to measure Strategic Planning within Non-Governmental Organizations (NGOs) In Kenya.” The data was collected by developing a questionnaire were completed by 32 NGOs operating in Kenya by contacting the senior managers of these organizations, the objectives of the study were to investigate and document the state of strategic planning, and analyze and document the factors that influence strategic planning within NGOs in Kenya, the research findings concluded that most NGOs in Kenya were generally involved in formal strategic planning practices, using these practices as a tool in trying to position themselves in a changing donor-dependence environment, another conclusion, the study confirmed that NGOs operating in Kenya are still using long term planning & and there is little evidence of using strategic planning as the main approach of managing the implementation of their programs.

Dubihlela, J., & Sandada, M. (2014) examined “The Impact of Strategic Planning on Small and Medium-Sized Enterprises’ (SMEs) Performance.” the main objective of the study was trying to understand the influence of strategic planning aspects, namely employee participation, implementation incentives, and evaluation and control on business performance, the sample size selected by the researchers was 200 SMEs in Gauteng, South Africa. The study concluded “that strategic planning, in the form of employee participation, implementation incentives, and its evaluation and control, influences business performance has a significant way.”

Veskaisri, K., Chan, P., & Pollard, D. (2007), focused to analyze “The Relationship between Strategic Planning and SME success in Thailand.” this study aimed to determine the linkage between strategic planning and growth of SMEs in Thailand, beside that the researchers seek to explore the factors that influence SMEs decision makers to use strategic planning. The conclusion of “this study proved that

there is a significant relationship between Strategic Planning & SME performance, and certain demographic factors like age & education level have positively influencing the decision makers to use strategic planning in their business.”

Taiwo, A. S., & Idunnu, F. O. (2007) studied “The Impact of strategic planning on organizational performance and survival.” the study aimed to re-evaluate the planning-performance relationship in organization and determine the extent to which strategic planning affects performance in an organization, the researcher took First Bank of Nigeria, PIC (FBN) as case study, the researcher followed a quantitative approach by distributing 100 questionnaires between the bank senior & junior positions, 80 of them were completed & returned back. The study concluded & confirmed that strategic planning enhances better organizational performance, strategic planning has a positive impact on the organization survival in the long run.

Conclusion:

After completing this chapter, it is clear that most researchers pointed to the importance of strategic planning in terms of creating multiple options & alternatives for dealing with the changing environment & complex situation, the positive impact of strategic planning in enhancing the organization's performance, and the extent of the impact of strategic planning on strengthening the relationships and the communication with the organizations stakeholders & beneficiaries in order to move in the same direction as indicated by (Allison, M., & Kaye, J. 2011).

In addition, strategic planning is the best mechanism to address the organization threats & opportunities and employing the best thinking following a participatory approach for the benefit of the organization as mentioned by (Siam, Ammal 2010).

Strategy is important to enhance the coordination between the organization, activities, employees, and efforts, to ensure success and the achievement of the organization-specific objectives as highlighted by (Wernham (2014).

The theoretical framework of this chapter emphasizes & enhance the importance of this research in terms of strategic plans and the impact of its implementation on the organization performance, including Non-Governmental organizations, which constitute a large sector operating in most of the world, particularly in the marginalized countries that suffer from multiple and various crises, and Palestine is one of these countries.

As NGOs playing a vital role in the Palestinian community, ensuring the effectiveness and the efficiency of their strategic plans are very important, as these NGOs are working & operating in different fields includes and not limited to health, educational and social care services, employment job creation, fighting poverty, providing very small lending, and operating safety networks for the various segments and classes of Palestinian society.

The researcher benefited from this literature review and concludes that several researchers endorsed the positive impact of applying Strategic Planning on the Performance of Non-Governmental & other institutions, by increasing the quality of service delivery, achieving goals and increasing overall organizational performance, which is in line & matching the title of this study, but none of them applied in the context of West Bank.

In addition, how the management support is playing a significant role in increasing the level of strategic planning and implementations among organizations & other institutions, and how strategic planning increasing the resilience & the

sustainability of the institutions to overcome the difficulties and obstacles facing these institutions in an efficient and effective way, as this is one of the main variables measured by this study.

Following to this literature review, as far as the researcher knows, that none of the researchers talked about our research topic & examined “The Impact of Applying Strategic Planning on the Performance of Non-Governmental Organizations Operating in WB”, the aim of this research is identify the role of strategic planning on developing the capabilities & the performance of the NGOs operating in West Bank, and measuring the extent of contribution of applying strategic planning in achieving NGOs objectives & sustainability, another conclusion that this is the first study implemented in the context of West Bank. Another important conclusion the researcher found it out, that none of the previous studies measured in the Palestinian context the degree of relevancy between NGOs strategic plans in light of community & national needs, which examined and take it into consideration by this study.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction:

In this chapter, the researcher describes the research design, sampling and population, the thesis instrument and tools used for data collection, and the data analyses of this research in order to get the answers of the questions and the hypotheses validity of this research.

3.1 Research Design:

The researcher adopted in this study a descriptive-analytical approach; as this approach is more coherent and suitable following the nature of the research objectives.

In this study a quantitative research method selected; “As it is one of the tools that could be used to illustrate a specific phenomenon is the questionnaire, the questionnaire is quantitative research method focus on collecting numerical data to illustrate a specific phenomenon (Singh, 2007).”

The descriptive-analytical approach, which tries to describe and evaluate the reality of “The Impact of Implementing Strategic Plans on NGOs Performance Operating in West Bank”, the descriptive analytical approach tries to compare, interpret and assess in the hope of reaching generalizations that has meaning to increase the knowledge on the thesis subject.

3.2 Procedures of the Study:

First: Writing thesis proposal and requesting approval from the Faculty of Graduate Studies to start the study.

Second: Designing the data collection tool & asking the validity of the questionnaire from recognized researchers.

Third: Taking permission from the Faculty of Graduate Studies to the Ministry of Interior in Ramallah, which offered the permission to get the needed information about the list of the NGOs are operating in West Bank.

Fourth: Identifying and selecting the samples of the study, for the purpose of completing the designed questionnaire.

Fifth: Writing & completing the Theoretical framework and the literature review of this study.

Sixth: The researcher himself distributed copies of the questionnaire among NGOs managers & staff were completely given the freedom to answer the questions.

Seventh: After receiving the completed questionnaire, the data were entered in SPSS software.

Eighth: Analyzing data statistically using the statistical package of social sciences (SPSS).

Eighth: Completing & writing up the thesis including the study outcomes, conclusions & recommendations.

3.3 Data Collection:

In order to achieve the research objectives, the researcher collected two types of data, from Primary & Secondary resources, the Primary resources collected by

designing and distributing a structured questionnaire were distributed between the employees working with NGOs are operating in West Bank in order to measure the factors that influencing NGOs performance following the implementation of NGOs strategic plans.

For Secondary resources, the researcher collected & reviewed different previous studies, reports & articles, were discussed & analyzed the relationship between strategic planning & Non-Governmental Organizations, in order to get the benefit from these studies and to have a general understanding about the recent researches were completed in this field.

3.4 Thesis Instrument:

A structured questionnaire developed to collect data from the NGOs operating in West Bank, the questionnaire included different sections that were answered from respondents, some questions related to their general information, and others related to the independent & dependent variables that influencing the implementation of NGOs performance.

The questionnaire was chosen for this study, because they are a reliable and quick method to collect information from multiple respondents in an efficient and timely manner.

The research variables in the questionnaire measured by using a Likert scale, with a scale from 5 to 1 (5= Strongly agree & 1= Strongly disagree).

The questionnaire consists of 80 questions divided into 6 main areas as in the following:

- **Part one:** General information related to the respondent information, including but not limited to the gender, experience, age, field of work, location, qualifications. This part consists of 10 questions.
- **Part Two:** To measure the Level of the Strategic Planning in the Non-Governmental Organizations, including but limited to the organization participatory approach, skills & capacities, and the level of understanding the concept of Strategic Planning. This part consists of 13 questions.
- **Part Three:** To measure the degree of Relationship of the Non-Governmental Organizations Strategic Plans with the Local and National Needs, including but limited to the organization external environment, local community needs & priorities, & local community engagement & participation. This part consists of 9 questions.
- **Part Four:** To measure The Degree of Implementation of The Organization Strategic Plans, including but limited to the organization strategies commitments, implementation monitoring & evaluation, & the level of support from organization member & beneficiaries. This part consists of 18 questions.
- **Part Five:** To Measure The Impact of Implementing Strategic Plans on The Organization, including but not limited to the organization overall performance, accountability & responsibility, organization visibility & communication, & the level of achieving the organization objectives. This part consists of 17 questions.
- **Part Six:** To measure The Impact of Strategic Plans on The Efficiency and Effectiveness of Non-Governmental Organizations Performance, including but not limited to the organization sustainability, the organization capabilities &

management of using their resources, and the organization flexibility to adapt & manage to external environment variations. This part consists of 13 questions.

3.5 Population of the Study:

The target population consists of all local & international NGOs registered and operating in West Bank territories that work under the umbrella of the Palestinian Ministry of Interior, the list of the NGOs names was obtained from the General Manager of the Non-Governmental & Public Affairs department in the Ministry of Interior.

The questionnaire distributed among managers & employees are working with NGOs located in all West bank districts, which have used or not strategic planning as a part of their management technique.

3.6 Sample of the Study:

A probabilistic sampling mechanism selected for this study, this mechanism provides an equal opportunity of selection from the selected community, this is a guarantee that that the researcher obtained unbiased representative sample, and prove that the researcher has no intentions in choosing specific samples in this study.

The sampling of our study selected randomly from the list of the Non-Governmental Organizations are operating in West Bank, (400) questionnaires distributed among the NGOs who have used or not strategic planning as a part of their management technique, only (224) questionnaires had completed & returned.

3.7 Questionnaire Response Rate:

The questionnaire was distributed via Google forms to the research sample due to the COVID-19 pandemic and social distancing laws, 400 questionnaires were sent and 224 were collected with a response rate of 56%.

3.8 Statistical Approach:

The data collected analyzed by using a descriptive Hypothesis testing software SPSS (Statistical Packages of Social Sciences), all questionnaire questions were coded for analysis, in order to get the answer to our research question by writing a self-report questionnaire.

3.9 Questionnaire Validity:

The researcher reviewed the questionnaire as it was presented to a group of academic researchers experienced in the questionnaire design, and are specialized in strategic planning field.

Their names & titles as in the following:

#	Name	Tile
1	Dr. AbdelRahman Tamimi	Director of Palestinian Hydrology Group for Water and Environmental Resources Development
2	Dr. Mohammed Abu sharbeh	Dean Assistant /Head of finance department Arab American University
3	Dr. Raed Iriqat	Assistant Professor Arab American University

The researcher had modified and added necessary parts in the questionnaire in response to the arbitrators' comments & feedbacks, and accordingly the questionnaire was finalized as in appendix # Two.

Following the questionnaire validity, it was tested by distributing the questionnaire among 10 NGOs in order to ensure the good understanding of the questionnaire sections, instructions & the questions mentioned in the questionnaire.

3.10 Questionnaire Reliability :

In order to measure the degree of the questionnaire reliability, it was tested by using Chronbach Alpha formula, as an indicator of measuring the consistency of the questionnaire as a whole.

Table (3.1) below provides the result of Chronbach Alpha formula for the whole questionnaire:

Table (3.1): Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.977	0.978	70

Table (3.2) below provides the result of Chronbach Alpha formula of each questionnaire section:

Table (3.2): Reliability Statistics

Section Name	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
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The Level of Strategic Planning In the NGOs	0.924	0.927	13
Relationship of The NGOs Strategic Plans With the Local And National Needs	0.853	0.858	9
The Degree of Implementation of The Organization Strategic Plans	.953	.954	18
The Impact of Implementing Strategic Plans on The Organization	.964	.964	17
The Impact of Strategic Plans on The Efficiency And Effectiveness of NGOs Performance	.930	.930	13

The tables above indicate the reliability coefficients are high. Thus, these results are appropriate for the study purposes.

3.11 Demographics:

In this section the researcher analyzed the Characteristics of the sample of the study; the demographic variables were divided into ten topics as follows:

3.11.1 Distribution of the Sample With Respect To Gender.

A descriptive frequency analysis of the demographic data for the research sample showed that with regard to gender (sex), males form (n=101, 45.1%), and females form (n=123, 54.9%) of the research sample as shown in table (3.3) and figure (3.1).

Table (3.3): Distribution of the Sample With Respect To Gender (Sex).

Variable	Variable level	Frequency	Percentage
	Male	101	45.1%

	Female	123	54.9%
	Total	224	100%

Source: researcher's analysis

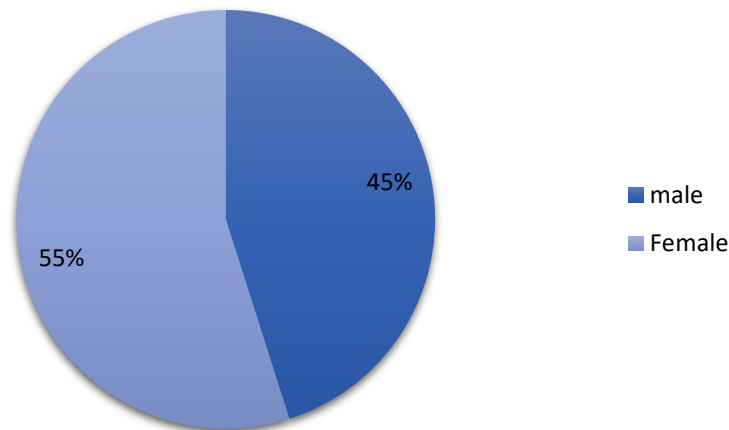


Figure (3.1): Distribution of the Sample With Respect To Gender (Sex)

3.11.2 Distribution of the Sample With Respect To Age.

A descriptive frequency analysis of the demographic data for the research sample showed that with regard to age the largest group was between (26-35) years of age with (n=77,34.4%), followed by individuals between (36-45) years of age with (n=72, 32.1%), the third group was individuals older than 46 years with (n=59, 26.3%), and the smallest group was individuals younger than 25 years with (n=16, 7.1%) as shown in Table (3.4) and figure (3.2) below.

Table (3.4): Distribution of the Sample With Respect To Age

Variable	Variable level	Frequency	Percentage
	less than 25 years	16	7.1%
	between 26-35 years	77	34.4%
	Between 36-45 years	72	32.1%

	more than 46 years	59	26.3%
	Total	224	100%

Source: researcher's analysis

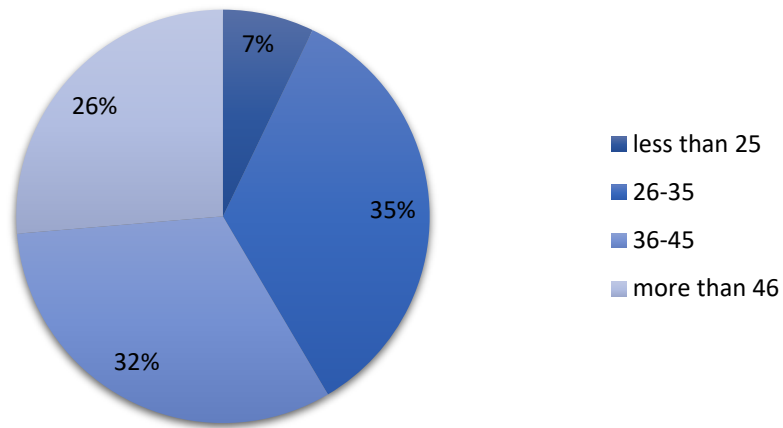


Figure (3.2): Distribution of the Sample With Respect To Age

3.11.3 Distribution of the Sample With Respect To Qualification

A descriptive frequency analysis of the demographic data for the research sampled showed that with regard to education (n= 107, 47.8%) hold a bachelor's degree, and (n=89, 39.7%) hold a master's degree, and (n=16, 7.1%) hold a diploma, and (n=12, 5.4%) hold a PHD, as shown in both Table (3.5) and Figure (3.3).

Table (3.5): Distribution of the Sample With Respect To Qualification

Variable	Variable level	Frequency	Percentage
	Diploma	16	7.1%
	BA	107	47.8%
	Masters	89	39.7%
	PHD	12	5.4%
	Total	224	100%

Source: researcher's analysis

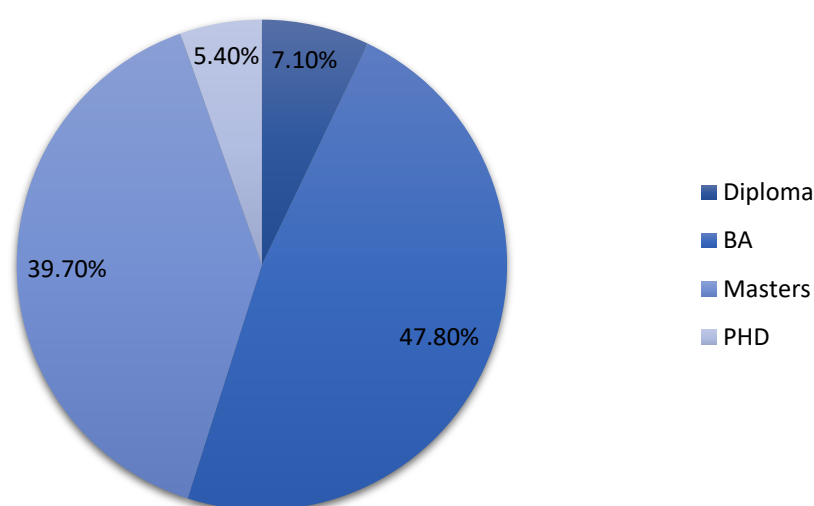


Figure (3.3): Distribution of the Sample With Respect To Qualification

3.11.4 Distribution of the Sample With Respect To Years of Experience.

A descriptive frequency analysis of the demographic data for the research sample showed that with regard to years of experience the largest group had more than 11 years of experience (n=110, 49.1%), the second group had between 7-10 years of experience (n=43, 19.2%), the third group had 3 years or less of experience (n=38, 16.9%), the smallest group was with 3-6 years (n=33, 14.7%) as shown in Table (3.6) and Figure (3.4).

Table (3.6): Distribution of the Sample With Respect To Years of Experience

Variable	Variable level	Frequency	Percentage
	3 years or less	38	16.9%
	between 3-6 years	33	14.7%
	between 7-10 years	43	19.2%
	more than 11 years	110	49.1%
	Total	224	100%

Source: researcher's analysis

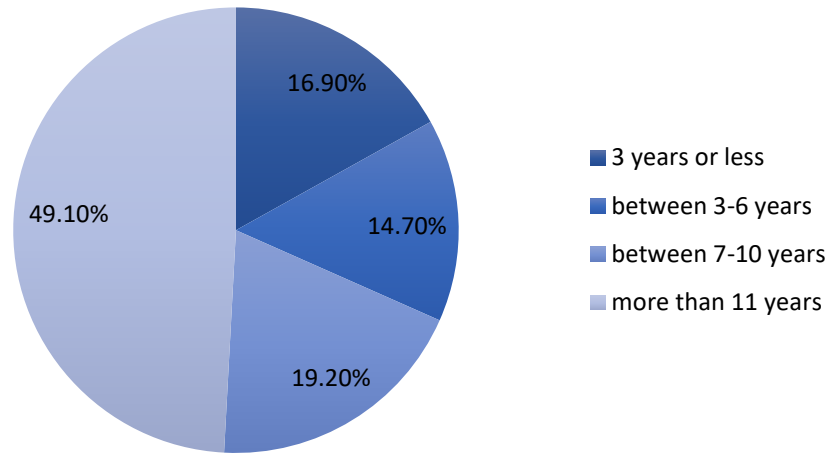


Figure (3.4): Distribution of the Sample With Respect To Years of Experience

3.11.5 Distribution of the Sample With Respect To Job Title.

A descriptive frequency analysis of the demographic data for the research sample showed that with regard to job title the largest group were employees (n=88, 39.3%), the second group were heads of departments (n=63, 28.1%), the third group were in deferent positions (n=35, 15.6%), the fourth group were general managers (n=34, 15.2%), and the smallest group were chairmen (n=4, 1.8%) as shown in Table (3.7) and Figure (3.5).

Table (3.7): Distribution of the Sample With Respect To Job Title

Variable	Variable level	Frequency	Percentage
	Employee	88	39.3%
	Head of Department	63	28.1%
	General Manager	34	15.2%
	Chairman	4	1.8%
	Other	35	15.6%
	Total	224	100%

Source: researcher's analysis

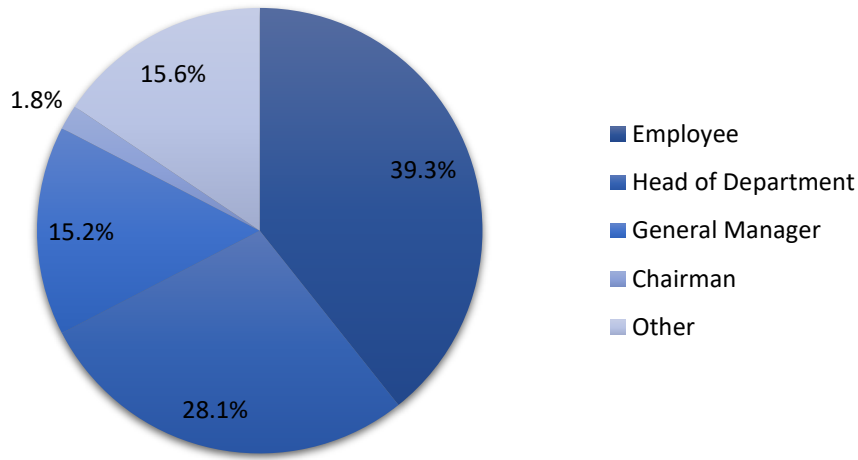


Figure (3.5): Distribution of the Sample With Respect To Job Title

3.11.6 Distribution of the Sample With Respect To the Age of the Organization.

A descriptive frequency analysis of the demographic data for the research sample showed that with regard to the age of the organization the largest group worked in organizations older than 11 years ($n=160$, 71.4%), followed by individuals working in organizations between (6-10) years of age with ($n=44$, 19.6%), and the smallest group was individuals that worked in organizations younger than 5 years with ($n=20$, 8.9%) as shown in Table (3.8) and figure (3.6) below.

Table (3.8): Distribution of the Sample With Respect To the Age of the Organization

Variable	Variable level	Frequency	Percentage
	less than 5 years	20	8.9%
	between (6-10) years	44	19.6%
	more than 11 years	160	71.4%
	Total	224	100%

Source: researcher's analysis

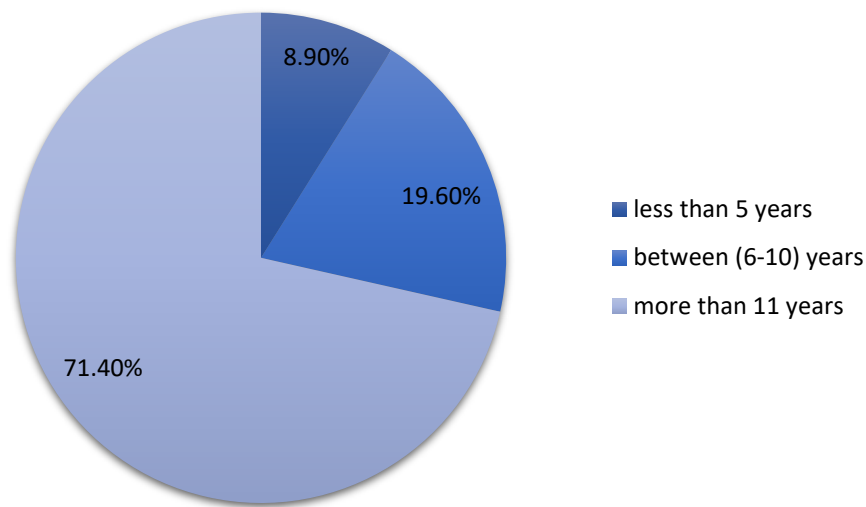


Figure (3.6): Distribution of the Sample With Respect To the Age of the Organization

3.11.7 Distribution of the Sample With Respect To Organization Type.

A descriptive frequency analysis of the demographic data for the research sample showed that with regard to organization type, individuals working at local organizations form (n=170, 75.9%), and individuals working at international organizations form (n=54, 24.1%) of the research sample as shown in table (3.9) and figure (3.7).

Table (3.9): Distribution of the Sample With Respect To Organization Type

Variable	Variable level	Frequency	Percentage
	Local	170	75.9%
	International	54	24.1%
	Total	224	100%

Source: researcher's analysis

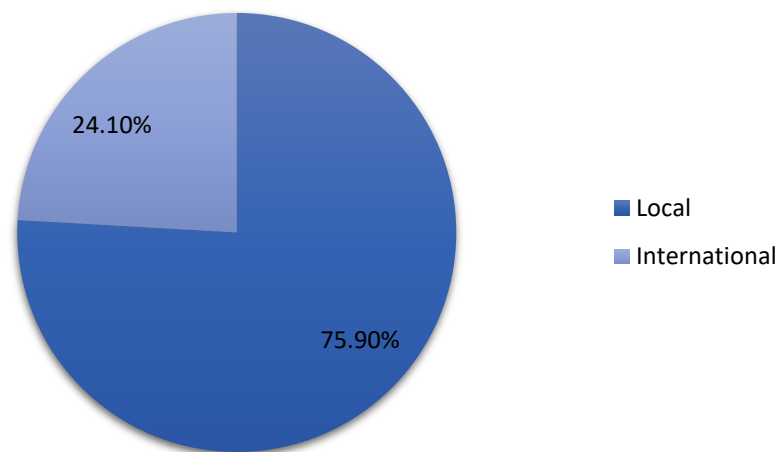


Figure (3.7): Distribution of the Sample With Respect To Organization Type

3.11.8 Distribution of the Sample With Respect To Number of Employees.

A descriptive frequency analysis of the demographic data for the research sample showed that with regard to number of employees the largest group worked in organizations that had more than 15 employees (n=127, 56.7%), the second group worked in organizations that had between 6-10 employees (n=47, 21.0%), the third group worked in organizations that had between 11-15 employees (n=28, 12.5%), the smallest group worked in organizations with less than 5 employees (n=22, 9.8%) as shown in Table (3.10) and Figure (3.8).

Table (3.10): Distribution of the Sample With Respect To Number of Employees

Variable	Variable level	Frequency	Percentage
	Less than 5	22	9.8%
	between 6-10	47	21%
	between 11-15	28	12.5%
	more than 15	127	56.7%
	Total	224	100%

Source: researcher's analysis

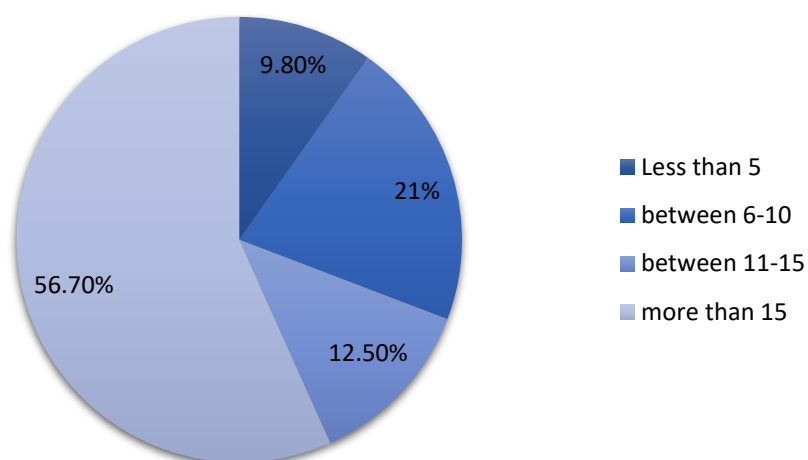


Figure (3.8): Distribution of the Sample With Respect To Number of Employees

3.11.9 Distribution of the Sample With Respect To Geographical Location.

A descriptive frequency analysis of the demographic data for the research sample showed that with regard to Geographical location, the sample was distributed from largest to smallest as follows; Ramallah (n=114, 50.9%), Jerusalem and Qalqilia and Nablus (n=25, 11.2%), Tulkarm (n=14, 6.3%), Bethlehem (n=8, 3.6%), Hebron (n=7, 3.1%), Jericho (n=3, 1.3%), Jenin and Tubas and Salfit (n=1, 0.4%) as shown in both Table (3.11) and Figure (3.9).

Table (3.11): Distribution of the Sample With Respect To the Geographical Location

Variable	Variable level	Frequency	Percent
	Jerusalem	25	11.2%
	Bethlehem	8	3.6%
	Hebron	7	3.1%
	Jericho	3	1.3%

Nablus	25	11.2%
Jenin	1	0.4%
Tubas	1	0.4%
Ramallah and Al-Bireh	114	50.9%
Qalqilia	25	11.2%
Salfit	1	0.4%
Tulkarm	14	6.3%
Total	224	100%

Source: researcher's analysis

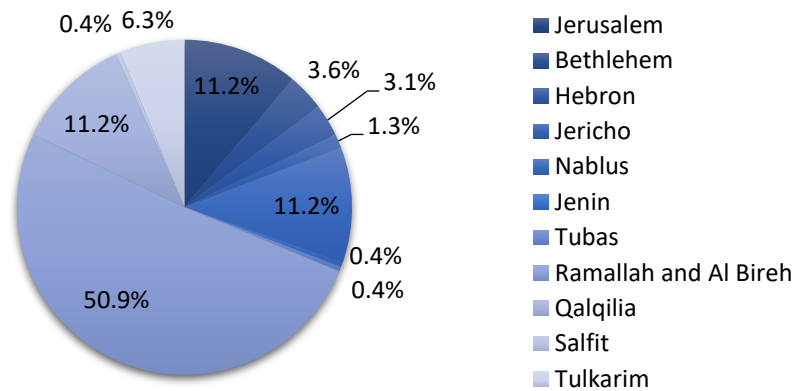


Figure (3.9): Distribution of the Sample With Respect To Geographical Location

3.11.10 Distribution of the Sample With Respect To the Field of Work of the Organization.

A descriptive frequency analysis of the demographic data for the research sample showed that with regard to the field of work of the organization, the largest group worked in the development and empowerment fields (n=67, 29.91%) and the smallest group worked in environmental field (n=4, 1.79%) all the other fields ranged between (2.23%-14.29%) as shown in both Table (3.12) and Figure (3.10).

Table (3.12): Distribution of the Sample With Respect To the Field of Work of the Organization

Variable	Variable level	Frequency	Percent
	Development and empowerment	67	29.91%
	Educational / Vocational	32	14.29%
	Human Rights	21	9.38%
	Health	18	8.04%
	Cultural / artistic	16	7.14%
	Relief	11	4.91%
	Industrial/commercial / financial	11	4.91%
	Agricultural	6	2.68%
	Sport	6	2.68%
	Communications and technology	5	2.23%
	Environmental	4	1.79%
	others	27	12.05%
	Total	224	100%

Source: researcher's analysis

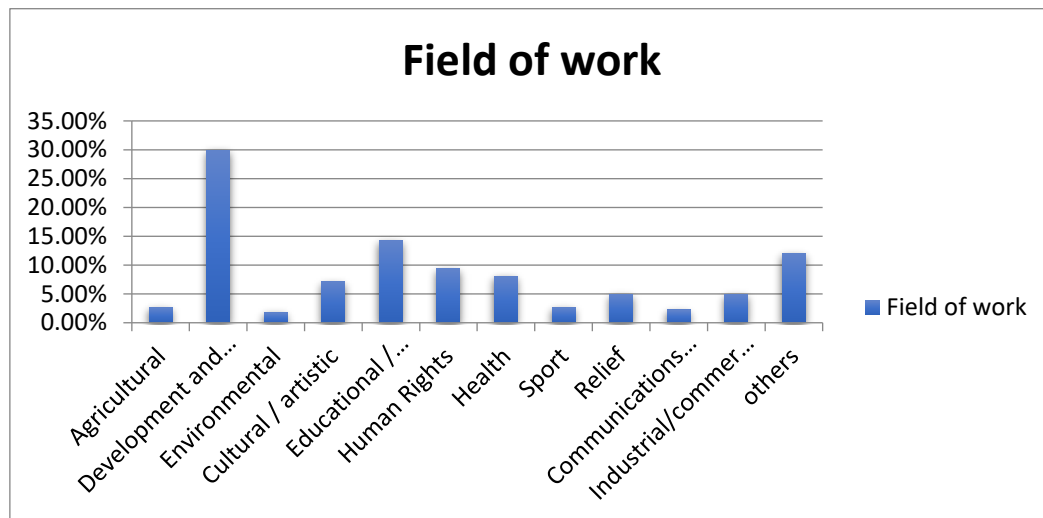


Figure (3.10): Distribution of the Sample With Respect To the Field of Work of the Organization

CHAPTER FOUR

ANALYSIS AND DISCUSSION

4.1 Overview:

After collecting data via a questionnaire prepared for testing the research model, in this chapter that data was analyzed and the results were reported, the research hypothesis was tested using SPSS 23.

4.2 Hypothesis:

Hypotheses One: The level of strategic planning has a positive impact on the Efficiency and Effectiveness of NGOs Performance.

Hypotheses Two: The Degree of Implementing NGOs Strategic Plans has a positive impact on the Efficiency and Effectiveness of NGOs Performance.

Hypotheses Three: The Relationship of The NGOs Strategic Plans with the Local and National Needs has a positive impact on the Efficiency and Effectiveness of NGOs Performance.

Hypotheses Four: The impact of implementing NGOs Strategic Plans has a positive impact on the Efficiency and Effectiveness of NGOs Performance.

4.3 Pearson Correlation Test:

Table (4.1) shows the results of Pearson correlation test between the study's constructs as follows:

Table (4.1): Pearson Correlation

	A1	A2	A3	A4
level of strategic planning	1			
The Relationship of The NGOs Strategic Plans with the Local and National Needs	.716 _*	1		
Degree of Implementing NGOs Strategic Plans	.672 _*	.751 _*	1	
impact of implementing NGOs Strategic Plans	.526 _*	.539 _*	.526**	1

Efficiency and Effectiveness of NGOs Performance	.619 _*	.657 _*	.678**	.705 _*
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From the table (4.1) it is clear that all the variables are positively and significantly correlated at significance level $p \leq 0.01$, which indicates that the research model has discriminate validity and that it's suitable to test what it was designed to test.

4.4 Explanatory Value of the Independent Variables:

The coefficient of determination (R^2) is the most popular indicator for evaluating the structural model, this indicator tests the predictive strength of the model, the criteria for this indicator is shown in Table (4.2) below.

Table (4.2) criteria for Coefficient of determination R^2

	Range	Value
	above 0.67	high
	between 0.33-0.67	moderate
	between 0.19-.033	weak
	below 0.19	not acceptable

Source: (Cohen, 1988)

The researcher found that R^2 for the model for this research was 64.8% as shown in table (4.3) below, which means that 64.8% of the Efficiency and Effectiveness of NGOs Performance was explained by the independent variables, and that is considered according to table (4.2) of moderate explanatory value.

Table (4.3): coefficient of determination

	R^2	Adjusted R^2	Result
Efficiency and Effectiveness of NGOs Performance	0.648	0.641	Moderate

Source: researcher's analysis

4.5 Questionnaire Descriptive Analysis:

The questionnaire was divided into five sections; each with a number of paragraphs related to a certain variable, in this section the researcher determines the Mean, Std. Deviation, relative weight, and the degree of each paragraph using SPSS 23.

For estimating the degree of each paragraph the researcher depended on the criteria shown in table (4.4) below.

Table (4.4): Likart Scale Criteria

Range	Degree
1-2.33	Weak
2.34-3.67	Moderate
Above 3.67	High

A. What is the level of the strategic planning in the Non-Governmental /Non Profit organizations working in Palestine?

Table (4.5): Shows means, standard deviation, and relative weight for The Level of the Strategic planning In the Non-Governmental /Non Profit Organizations from the samples point of view

Paragraph	Mean	Std. Deviation	Relative weight
The organization prepares strategic plans regularly.	4.18	.846	83.66%
I participate in the preparation of the strategic plan in my organization.	3.93	1.094	78.57%
My organization has a clear vision.	4.21	.852	84.29%
The concept of strategic planning is clear to me.	4.21	.780	84.29%
The employees are committed to participate in the workshops of preparing the strategic plans of the organization.	3.92	.972	78.39%
The organization relies on external consultants to prepare its own strategic plans.	3.65	1.174	72.95%
The organization dedicates sufficient time to prepare its strategic plans.	3.81	1.016	76.25%
The organization has sufficient skills and experiences to prepare its strategic plans.	3.78	.985	75.63%
My organization has a clear mission.	4.33	.798	86.70%

The organization takes into consideration its values and principles while preparing its strategic planes.	4.21	.871	84.20%
The organization has specific and clear goals.	4.26	.846	85.27%
All activities and projects implemented by the organization are based on studied strategic plans.	3.93	.880	78.57%
The organization develops a written strategic plan.	4.17	.892	83.39%
Average	4.05	.923	80.93%

Source: researcher's analysis

The level of the strategic planning in the Non-Governmental /Non Profit Organizations according to Table (4.5) is (80.93%) with a mean of (4.05) and a Std. Deviation of (0.923), which indicates a High level of strategic planning, the members of the sample on average see that The organization relies on external consultants to prepare its own strategic plans, this paragraph had the lowest degree and a mean of (3.65), as for the highest paragraph related to this factor with a mean of (4.33), the members of the sample saw that their organizations has a clear mission.

B. What is the Relationship of the Non-Governmental / Non Profit organizations strategic plans with the local and national needs?

Table (4.6): Shows means, standard deviation, and relative weight for The Relationship of the Non-Governmental / Non Profit Organizations Strategic Plans With the Local and National Needs from the samples point of view

Paragraph	Mean	Std. Deviation	Relative weight
The organization takes into consideration the needs of the local community while preparing its strategic plan.	4.16	.887	83.13%
The organization studies the surrounding external environment at the time of preparing its strategic plans (political, social, economic, legal, environmental and technological).	4.07	.891	81.43%
The organization engages local community at the time of preparing its strategic plans.	3.44	1.031	68.84%
The organization prioritizes the needs of the local community.	3.78	.948	75.63%
The strategic plans prepared by the organization are derived to the country national strategy.	3.64	0.913	72.77%
The organization takes into consideration all comments and ideas proposed by the local community.	3.60	.992	72.05%

The goals set by the organization in its strategic plans intersect with the goals and needs of the local community.	3.84	.948	76.79%
The organization's strategic plans committed to achieve the goals of the local community, rather than to the goals of the donors of its programs.	3.67	1.050	73.30%
The organization implements programs and projects outside the framework of its strategic plan.	3.37	1.076	67.32%
Average	3.73	.971	74.58%

Source: researcher's analysis

Relationship of the Non-Governmental / Non Profit Organizations strategic plans with the local and national needs according to Table (4.6) is (74.58%) with a mean of (3.73) and a Std. Deviation of (0.971), which indicates a high level relationship between the strategic planning process of these organizations and the local and national needs, the members of the sample saw that their organizations implement programs and projects outside the framework of its strategic plan, this paragraph had the lowest degree and a mean of (3.37), as for the highest paragraph related to this factor with a moderate impact having a mean of (4.16), the members of the sample on average find that their organizations consider the needs of the local community while preparing the strategic plan.

C. To what degree is the implementation of The Organizations Strategic Plans?

Table (4.7): Shows means, standard deviation, and relative weight for the degree of the implementation of The Organizations Strategic Plans from the samples point of view

Paragraph	Mean	Std. Deviation	Relative weight
The organization is committed to implement the strategies it's prepare.	3.97	.780	79.46%
The organization is committed to implement its strategic plan within its timeframe.	3.79	.872	75.71%
The organization holds regular meetings to follow the implementation of its strategic plans.	3.78	.948	75.63%
The organization forms a committee that supervises the implementation of its strategic plans.	3.55	.983	70.98%

The organization employees are committed to implement the goals of their strategic plans.	3.93	.769	78.66%
The Board of Directors follows the implementation of the organization strategic plans.	3.81	.961	76.25%
The organization prepares regular reports on the follow-up and evaluation of its performance, using predefined criteria.	3.80	1.015	75.98%
The organization prepares a communication plan with all partners to implement its strategic plan.	3.76	.921	75.18%
The organization is committed to modify its strategic plan when needed, to ensure its success.	3.88	.934	77.50%
Employees have a complete understanding of the organization's strategic plan.	3.64	0.960	72.86%
The employees have sufficient skills to implement the strategic plan of the organization.	3.70	.861	73.93%
The organization dedicates all capabilities to implement its strategic plan.	3.91	.886	78.13%
The organization promotes among its employees a culture of commitment, and the importance of implementing its own strategic plans.	3.83	.892	76.61%
Partners and beneficiaries are committed to support the organization's strategic plans.	3.80	.815	75.98%
Commitment to the organization structure approved in the organization's strategic plan.	3.90	.878	78.04%
The organization benefits from the results of the evaluation in the development of its work.	3.82	0.995	76.43%
The management uses clear performance indicators to monitor the implementation of its strategic and operational plan	3.76	.973	75.18%
The organization has a clear and written Monitoring and Evaluation system.	3.67	1.046	73.30%
Average	3.79	.916	75.88%

Source: researcher's analysis

The degree of the implementation of The Organizations Strategic Plans according to Table (4.7) is (75.88%) with a mean of (3.79) and a Std. Deviation of (0.916), which indicates a high degree of implementation of The Organizations Strategic Plans, the members of the sample on average saw that the lowest paragraph is that their organizations form a committee that supervises the implementation of its strategic plans, this paragraph had the lowest degree and a mean of (3.55), as for the highest paragraph related to this factor with a moderate response having a mean of

(3.97), the members of the sample saw that the organization is committed to implement the strategies it prepares.

D. What is the Impact of Implementing Strategic Plans on The Organization?

Table (4.8): Shows means, standard deviation, and relative weight for The Impact of Implementing Strategic Plans on the Organization from the samples point of view

Paragraph	Mean	Std. Deviation	Relative weight
The implementation of strategic plans enhances the performance of the organization in implementing its programs.	4.09	.853	81.79%
The implementation of strategic plans enhances the accountability and responsibility methods inside the organization.	4.04	.849	80.80%
Implementation of strategic plans increases the transparency of the organization towards the local community.	4.11	.842	82.23%
The preparation of strategic plans increases the organization chances of obtaining external funding.	4.13	.937	82.68%
Having a strategic plan for the organization enhances the communication mechanism with partners.	4.14	.877	82.86%
Having a strategic plan for the organization enhances the communication mechanism within the organization.	4.08	.893	81.52%
Preparing strategic plans enhances the organization's capacity to implement their mission.	4.25	.813	84.91%
Having a strategic plan increases the organization's capacity to identify their strengths.	4.25	.813	84.91%
Having a strategic plan increases the organization's capacity to identify their weaknesses.	4.24	.823	84.82%
Having a strategic plan increases the organization's capacity to identify external opportunities.	4.26	.789	85.18%
Having a strategic plan increases the organization's capacity to identify their external threats.	4.21	.827	84.11%
The existence of the strategic plan enhances the organization's ability to monitor and evaluate its performance.	4.27	.853	85.45%
Preparing strategic plans enhances setting goals that are in harmony with the organization's vision.	4.23	.842	84.64%
Preparing strategic plans enhances setting goals that are in harmony with the organization's values.	4.21	.834	84.20%
Implementing the organization's strategic plans develops the skills of its employees.	4.06	.962	81.16%
Preparing strategic plans enhances preparing plans that are matching with the size and capabilities of the organization.	4.15	.833	83.04%

The existence of a strategic plan enhances the visibility of the organization.	4.09	.823	81.87%
Total	4.17	.851	83.30%

Source: researcher's analysis

The Impact of Implementing Strategic Plans on the Organization according to Table (4.8) is (83.30%) with a mean of (4.17) and a Std. Deviation of (0.851), which indicates a high level of Impact, the members of the sample on average saw that the implementation of strategic plans enhances the accountability and responsibility methods inside the organization was with the lowest impact with a mean of (4.04), and that the existence of the strategic plan enhances the organization's ability to monitor and evaluate its performance had the highest impact between the paragraphs with a mean of (4.27).

E. What is the impact of strategic plans on the efficiency and effectiveness of

Non-Governmental / Non Profit Organizations performance?

Table (4.9): Shows means, standard deviation, and relative weight for The Impact of Strategic Plans on the Efficiency and Effectiveness of Non-Governmental / Non Profit Organizations Performance from the samples point of view

Paragraph	Mean	Std. Deviation	Relative weight
It contributes to achieve the mission for which the organization was established.	4.20	.753	84.04%
The organization achieves its long-term strategic goals.	3.99	.849	79.82%
The organization achieves its specific goals.	4.04	.773	80.81%
The organization achieves the desired changes in the life of its target groups.	4.02	.785	80.45%
The organization makes optimal use of its financial to achieve its public and private goals.	4.03	.867	80.63%
The organization carries out its activities at an appropriate cost matching with the outputs of these activities.	4.03	.862	80.63%
Increase the chances of organization sustainability in the implementation of its programs.	4.12	.776	82.42%
Increases the organization's flexibility to manage and adapt to external conditions variations.	4.07	.768	81.43%
Increases the organization's capacity to provide its services with quality to their beneficiaries.	4.09	.791	81.88%

Develop the organization relationship with other organizations related to the nature of its work.	4.13	.775	82.60%
It contributes to the mission for which the organization was found.	4.18	.750	83.59%
The organization makes optimal use of its human resources to achieve its public and private goals.	3.94	.901	78.83%
The organization has the ability to recruit the necessary funds to carry out its activities.	3.78	.897	75.52%
Total	4.05	.811	80.97%

Source: researcher's analysis

The Impact of Strategic Plans on the Efficiency and Effectiveness of Non-Governmental / Non Profit Organizations Performance according to Table (4.9) is (80.97%) with a mean of (4.05) and a Std. Deviation of (0.811), which indicates a High level of impact, the members of the sample on average see that the organization has the ability to recruit the necessary funds to carry out its activities, this paragraph had the lowest degree and a mean of (3.78), as for the highest paragraph related to this factor with a mean of (4.20), was that the strategic plan contributes to achieve the mission for which the organization was established.

4.6 Hypothesis Testing:

In this section the researcher tests the study's hypothesis using simple linear regression through SPSS23, Table (4.10) below shows the results of the regression and ANOVA test:

Table (4.10): Linear Regression Results for the study's hypotheses

Hypothesis	β Coefficient	Std. Error	DF	F	R^2	T-Value	P-Value
H1: level of strategic planning → Efficiency and Effectiveness of NGOs Performance	0.619	0.047	1	137.61	0.384	9.459	0.0001
H2: The Relationship of The NGOs Strategic Plans with the Local and National Needs → Efficiency and	0.657	0.046	1	167.87	0.432	10.505	0.0001

Effectiveness of NGOs Performance							
H3: Degree of Implementing NGOs Strategic Plans→ Efficiency and Effectiveness of NGOs Performance	0.678	0.043	1	188.2 2	0.46 0	10.8 51	0.000 1
H4: impact of implementing NGOs Strategic Plans→ Efficiency and Effectiveness of NGOs Performance	0.705	0.042	1	218.3 1	0.49 7	8.26 8	0.000 1

Source: researcher's analysis

From Table (4.10) we can state that all the independent variables have a moderate explanatory value, where the level of strategic planning explains 38.4% of the dependent variable, and the relationship of the NGOs strategic plans with the local and national needs explains 43.2% of the dependent variable, and the degree of implementing NGOs strategic Plans explains 46% of the dependent variable, while the impact of implementing NGOs strategic plans has the highest explanatory value of 49.7% of the dependent variable.

The study's hypotheses test results are as follows:

A. Hypothesis One: The level of strategic planning has a positive impact on the Efficiency and Effectiveness of NGOs Performance.

From the results obtained by conducting simple linear regression shown in Table (4.10) we accept the hypothesis that states that the level of strategic planning has a positive and significant impact on the efficiency and effectiveness of NGOs performance which has a T-value of (9.459) significant at P-value ($0.0001 \leq 0.05$), with a degree of freedom of (1) and F-value of (137.61), this means that the efficiency and effectiveness of NGOs performance increases with the increase of the level of strategic planning by (0.619).

B. Hypothesis Two: The Degree of Implementing NGOs Strategic Plans has a positive impact on the Efficiency and Effectiveness of NGOs Performance.

From the results obtained by conducting simple linear regression shown in Table (4.10) we accept the hypothesis that states that the degree of implementing NGOs strategic plans has a positive and significant impact on the efficiency and effectiveness of NGOs performance which has a T-value of (10.505) significant at P-value ($0.0001 \leq 0.05$), with a degree of freedom of (1) and F-value of (167.87), this means that the efficiency and effectiveness of NGOs performance increases with the increase of the degree of implementing NGOs strategic plans by (0.657).

C. Hypothesis Three: The Relationship of The NGOs Strategic Plans with the Local and National Needs has a positive impact on the Efficiency and Effectiveness of NGOs Performance.

From the results obtained by conducting simple linear regression shown in Table (4.10) we accept the hypothesis that states that the relationship of the NGOs strategic plans with the local and national needs has a positive and significant impact on the efficiency and effectiveness of NGOs performance which has a T-value of (10.851) significant at P-value ($0.0001 \leq 0.05$), with a degree of freedom of (1) and F-value of (188.22), this means that the efficiency and effectiveness of NGOs performance increases with the increase in the relationship of the NGOs strategic plans with the local and national needs by (0.678).

D. Hypothesis Four: The impact of implementing NGOs Strategic Plans has a positive impact on the Efficiency and Effectiveness of NGOs Performance.

From the results obtained by conducting simple linear regression shown in Table (4.10) we accept the hypothesis that states that the impact of implementing NGOs strategic plans has a positive and significant impact on the efficiency and effectiveness

of NGOs performance, which has a T-value of (8.268) significant at P-value ($0.0001 \leq 0.05$), with a degree of freedom of (1) and F-value of (218.31), this means that the efficiency and effectiveness of NGOs performance increases with the increase of the impact of implementing NGOs strategic plans by (0.705).

CHAPTER FIVE

CONCLUSIONS & RECOMMENDATIONS

5.1 Introduction:

Based on the field study conducted by the researcher on implementing strategic plans & it's impact on non-governmental organizations performance operating in West Bank – Palestine, the study concluded a group of results through the data collected by the researcher from the questionnaire, in this chapter the researcher presents the most important conclusions and recommendations as in the following:

5.2 Conclusions:

The research revealed a group of results and conclusions as in the following:

- The research variables are positively and significantly correlated at significance level $p \leq 0.01$, which indicates that the research model has discriminate validity and that it's suitable to test what it was designed to test.
- The level of the strategic planning in the Non-Governmental /Non Profit Organizations is high, as more than 80% of the NGOs have their own strategic plans.
- The level of employees' participation & commitments during the preparation phase of the strategic planning is high, as 78% of the NGOs employees have strong participation & commitments towards their NGOs strategic plans.
- 27% of the NGOs rely on external consultants to build their strategic plans.
- More than 75% of the NGOs have sufficient skills and experience to build their own strategic plans.
- Around 83% of the NGOs have a written & a documented strategic plan.

- The study revealed that 79% of the NGOs their projects and activities implemented in correlation with their strategic plans.
- Around 85% of the NGOs have clear vision, mission and clear understanding of strategic planning concept.
- The research presents that 76% of the NGOs dedicate sufficient time and have sufficient skills to design their own strategies.
- The research proves that 75% of the NGOs strategic plans have a significant relationship with the country national & local needs.
- The research reveals that 81% of NGOs implement PESTEL framework analysis (Political, Economic, Social, Technological, Environmental and Legal factors), to study the surrounding external environment at the time of preparing their strategic plans.
- There is a moderate engagement & participation from local communities during the preparation phase of NGOs strategic plan.
- The study proves that around 76% of the NGOs setting their priorities of intervention in their strategies according to the local communities' priorities.
- 73% of the NGOs present the commitment of achieving the goals of the local communities rather than donor goals.
- The study prove the 67% of the NGOs implement programs & activities are outside the framework of their approved strategic plans.
- The degree of implementation of NGOs strategic plans is high, as 76% of the NGOs implementing their designed strategies with a mean of 3.79.
- 76% of the NGOS present their commitment to implement their strategies within its timeframe, and hold meetings in regular basis to follow the implementation of its strategic plans.

- Only 71% of the NGOs forms committees to follow the implementation of its strategic plans.
- Around 79% of the NGOs committed to achieve the goals of their strategic plans.
- 76% of the NGOs board of directors have a close follow up to the implementation of their strategies.
- 75% of the NGOs prepare regular reports to evaluate their performance using a predefined criteria.
- Only 73% of the NGOs have a written monitoring & evaluation system.
- 78% of the NGOs committed to update & modify their strategic plans to ensure the success of their strategies.
- Around 77% of the NGOs promotes among their employees a culture of commitment, and the importance of implementing their own strategic plans.
- More than 75% of the NGOs create their communication plans with partners, and the partners present their commitments & support to implement the NGOs strategies.
- 78% of the NGOs respect to implement the organizational chart approved in their strategies.
- 75% of the NGOs adapt clear key performance indicators (KPIs), to monitor the implementation of their strategies.
- The implementation of NGOs strategic plans have a significant impact on NGOs performance with a mean of 4.17, which represents 83% of the NGOs examined in this study.
- The accountability & and the responsibility of 81% of the NGOs enhanced, after the implementation of their strategic plans.

- 82% of the NGOs transparency increased towards their local communities following the implementation of their own strategies.
- 83% of the NGOs their chances of getting external funding increased, following the preparation of their own strategies.
- NGOs strategic plans enhanced significantly the communication mechanism with their local partners and within the organization.
- NGOs strategic plans increased significantly their capacities to identify their strengths, weaknesses, opportunities & threats.
- NGOs strategic plans enhanced significantly their capacities to implement their own mission.
- The existence of NGOs strategic plans enhanced significantly their abilities to monitor and evaluate their performance.
- The existence of NGOs strategic plans enhanced significantly their abilities identify goals are in harmony with NGOs vision & values.
- Implementing NGOs strategic plans contribute to the development of their employees skills.
- The existence of NGOs strategic plans enhanced their capacities to prepare plans matched with their capacities and sizes, and increased the visibility of the organization.
- Strategic plans have a significant impact on the efficiency & effectiveness of NGOs performance with a mean of 4.05.
- Strategic plans contribute to achieve the organizations mission, strategic goals and specific goals in efficient & effective way.
- NGOs Strategic plans have a positive contribution to achieve the desired changes in the life of targeted groups & communities in efficient and effective ways.

- Strategic plans enable the NGOs to achieve the optimal use of their financial & human resources in an efficient & effective way.
- NGOs strategic plans increase the sustainability of their programs & interventions in an effective & efficient way.
- NGOs strategic plans increase the level of relationship & communication between each other in an efficient & effective way.
- NGOs strategic plans increase their abilities to manage & adapt the changes in the external environment in an efficient & effective way.

5.3 Discussion of the Main Results:

The researcher discussing here the most important results of this study following to his understanding of the NGOs context operating in West Bank territories.

- The study presents that many NGOs rely on external consultants to prepare their strategies, but at the time, the study proves that most of the NGOs their human resources have sufficient skills and experience to build their own strategic plans, this is creating a contradiction, as the NGOs also do not have an enough financial resources to cover the cost of their external consultants.
- The moderate engagement of the local communities during the preparation phase of the NGOs strategic plans, has a negative impact on considering all local communities comments & feedback, this is might be lead at the end of designing activities and interventions are irrelevant to these communities, or discovering some challenges and obstacles might be occurred during the implementation phase of their activities, were considered at the beginning as an assumption instead of a challenge.

- The study proves that many NGOs do not form committees to supervise the implementation of their strategies, it is looking clearly through the results of this study that most of the NGOs relying more on their Monitoring & Evaluation department (MEAL) to take the lead of supervising the implementation of their strategies, as the study presents that most of the NGOs have their own & documented a monitoring & evaluation system, and through their regular meetings they have the discussion about the progress and the achievements of their strategic plans.
- Having strategic plans increasing NGOs opportunities to get external funding from donors, as one of their main requirements is having strategic plans, in order to understand the mission of their applicants before signing grants or financing agreements, and the study confirmed this, as most of the NGOs acknowledged the importance of having strategic plans to increase their external funding resources.
- The study presents that most of the NGOs confirm the significant importance of having strategic plans, as it is increasing their level of sustainability, building up their capacities to manage their internal & external challenges, and increasing the quality of their performance as confirmed by many researchers (Siam, Ammal. 2010), (Al Derawi, Ayman 2017), (Al Shikhly, Aseel 2013), (Kefa, Philisilar, and Iravo, Mike 2018).

5.4 Recommendations:

Recommendations related to question number one of the study **“What is the level of the strategic planning in the Non-Governmental /Non Profit organizations working in Palestine?”**

The study recommends that NGOs should rely more on their teams to prepare their own strategies rather than asking external resources and consultants to prepare their strategies, as the organizations teams and employees are more aware about the internal environment (strengths and weaknesses) and the external environment of their organizations (threats & opportunities) than the external consultants. Increasing the level of participation of organizations employees during the preparation phase of NGOs strategic plans, will increase their employees level of commitments, responsibility and loyalty, and will enable the organization to have more relevant and deep analysis of the NGOs current environments.

Recommendations related to question number two of the study **“What is the Relationship of the Non-Governmental / Non Profit organizations strategic plans with the local and national needs?”**

The study recommends that NGOs should have more engagement with their local communities during the preparation phase of their strategies, as these NGOs established to cover the different needs of their local communities. Having a weak engagement with local communities will impact negatively on the NGOs interventions and weak understanding of the local communities’ needs and priorities.

The Study recommends that NGOs should analyze the national study of the country, in order to harmonize their interventions matching with the national strategy,

as at the end, all NGOs strategies have to achieve the overall objective of the country national strategy.

The study recommends that NGOs should keep coherent with their strategic plans, to implement the activities & programs were planned and approved in their strategies only. Implementing activities out of the NGOs strategic plan might lead at the end to achieve other objectives than the one planned in the strategy, and might also achieve objectives that were not derived from the NGOs mission & values that are the baseline of building the organization strategies.

Recommendations related to question number three of the study **“To what degree is the implementation of The Organizations Strategic Plans?”**

The study recommends that NGOs should forms a committee that supervise & monitor the implementation of their strategic plans, these committees will support positively the NGOs board of directors & managers in order to ensure a good implementation of their strategies, by providing in regular basis reports the present the current situation of the level of implementation of NGOs strategies.

The study recommends that NGOs should arrange different workshops and printing materials for their staff, in order to create a clear understanding of their strategies to their staff, as this will enhance the level of implementation of NGOs strategies, as it will direct the efforts of their employees towards the achievement of NGOs strategic objectives.

The study recommends that all NGOs should have their own written procedures of their monitoring & evaluation system, this system will enhance the level of implementation of NGOs strategic plans, as it is creating the link between the

implementers & decision-makers of the NGOs, and to focus on the progress of the implementation of their strategies, whether if it is on track or not, and what are the corrections measures should be done accordingly.

Recommendations related to question number four of the study **“What is the Impact of Implementing Strategic Plans on The Organization?”**

The study recommends that NGOs should keep going implementing their strategic plans, as it has a positive impact on NGOs performance, by enhancing their capabilities of responsibility, accountability & transparency.

The study recommends that NGOs should keep going implementing their strategic plans, as it increases their opportunities of getting funding from external donors, which is enhancing the degree of successes of achieving the NGOs strategic objectives.

The study recommends that NGOs should keep going implementing their strategic plans, as the implementation has a positive impact of creating a strong relationship & communication with their partners & within the organization.

The study recommends that NGOS should keep building their strategic plans, as this is increases the NGOs & their employee’s skills, experiences & capabilities of identifying the internal & external factors affecting the organization performance, and increasing their capacities of monitoring & evaluating the performance of their activities.

Recommendations related to question number five of the study **“What is the impact of strategic plans on the efficiency and effectiveness of Non-Governmental / Non Profit Organizations performance?”**

The study recommends that NGOs should keep building their strategic plans, as this is increasing the efficiency & effectiveness of using & optimizing their financial & human resources, to achieve the organizations mission & objectives.

The study recommends that NGOs should keep designing their strategic plans, as this is increasing the efficiency & the effectiveness of the quality of the services they provide to their beneficiaries, by achieving the desired changes to the life of these beneficiaries.

The study recommends that NGOs should implement their strategies in an efficient & effective way, as this is increasing their flexibility to adapt & manage the external environment variations, which is at the end having a positive impact of keeping these NGOs sustainable of implementing their programs & interventions.

5.5 Prospected Studies:

- The relationship between strategic planning and human resources development in Non-Governmental organizations.
- The relationship between strategic planning and financial resources sustainability in Non-Governmental organizations.
- Measuring the quality of strategic plans prepared by external consultants & it's impact on Non-Governmental organizations performance.

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APPENDIXES

Appendix One: Original Questionnaire



الجامعة العربية الأمريكية - فلسطين

كلية الدراسات العليا

التخطيط الاستراتيجي وتجديد الأموال

أخي الموظف/ أختي الموظفة

تحية طيبة ،،،

تهدف هذه الدراسة إلى التعرف على اثر تطبيق الخطط الاستراتيجية على اداء المنظمات الغير حكومية العاملة في الضفة الغربية - فلسطين. وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في التخطيط الاستراتيجي وتجديد الأموال، في كلية الدراسات العليا ، الجامعة العربية الأمريكية- فلسطين، راجياً من حضرتكم التكرم بالإجابة على فقرات الاستمارة بكل صدق و موضوعية. علماً بأن البيانات و المعلومات المستخلصة من استمارة الدراسة سوف تستخدم لأغراض البحث العلمي فقط.

شاكرين لكم حسن تعاونكم معنا،،،

الباحث : حسام ابو بكر

اشراف: د. نضال الجيسي

القسم الأول: معلومات عامة: الرجاء التكرم بوضع إشارة (X) أمام الاختيار المناسب.

P1	أنثى <input type="checkbox"/> ذكر <input type="checkbox"/> الجنس :
P2	46 سنة فأكثر <input type="checkbox"/> سنة) 36-45 (<input type="checkbox"/> سنة) 26-35 (<input type="checkbox"/> 25 سنة فأقل <input type="checkbox"/> الفئة العمرية :
P3	المؤهل العلمي : <input type="checkbox"/> دبلوم فأدنى <input type="checkbox"/> بكالوريوس <input type="checkbox"/> ماجستير <input type="checkbox"/> دكتوراه

P4	سنوات الخبرة في العمل بمنظمات غير حكومية: <input type="checkbox"/> 3 سنوات فأقل <input type="checkbox"/> 3-6 سنوات <input type="checkbox"/> 7-10 سنوات <input type="checkbox"/> 11 سنة فأكثر
P5	المسمى الوظيفي: <input type="checkbox"/> موظف <input type="checkbox"/> رئيس قسم <input type="checkbox"/> مدير دائرة <input type="checkbox"/> مدير عام <input type="checkbox"/> رئيس مجلس إداره <input type="checkbox"/> غير ذلك/حدد.....
P6	اسم المنظمة:
P7	عمر المنظمة بالسنين: <input type="checkbox"/> أقل من خمس سنوات <input type="checkbox"/> من 6 الى 10 سنوات <input type="checkbox"/> 11 سنة فأكثر
P8	نوع المنظمة: <input type="checkbox"/> محلي <input type="checkbox"/> دولي
P9	عدد الموظفين في المنظمة : <input type="checkbox"/> أقل من خمسة موظفين <input type="checkbox"/> من 6 الى 10 موظفين <input type="checkbox"/> من 11 الى 15 موظفين <input type="checkbox"/> 15 فأكثر
P10	الموقع الجغرافي: <input type="checkbox"/> محافظات الشمال <input type="checkbox"/> محافظات الوسط <input type="checkbox"/> محافظات الجنوب
P11	مجال عمل المنظمة: <input type="checkbox"/> زراعي <input type="checkbox"/> تنمية وتمكين <input type="checkbox"/> بيئي <input type="checkbox"/> ثقافي / فني <input type="checkbox"/> تعليمي / مهني <input type="checkbox"/> حقوق انسان <input type="checkbox"/> صحي <input type="checkbox"/> رياضي <input type="checkbox"/> اغاثي <input type="checkbox"/> اتصالات و تكنولوجيا <input type="checkbox"/> صناعي/ تجاري/ مالي <input type="checkbox"/> غير ذلك

القسم الثاني : العوامل المختارة Selected Factors: الرجاء التكرم بوضع إشارة (X) أمام الاختيار المناسب.

الرقم	العبارة	موافق بشده	موافق	محايد	غير موافق	اعارض بشدة
مستوى التخطيط الاستراتيجي في المنظمات الغير ربحية						
A1.1	تقوم المنظمة باعداد الخطط الاستراتيجية بشكل دوري.					
A1.2	تحفز المنظمة جميع الموظفين على المشاركة في اعداد خططها الاستراتيجية.					
A1.3	لدى المنظمة رؤية واضحة تسعى الى تحقيقها من خلال خططها الاستراتيجية.					
A1.4	يعتبر مفهوم التخطيط الاستراتيجي واضح لدى جميع الموظفين.					

					A1.5	يلتزم الموظفون بالمشاركة بورشات اعداد الخطط الاستراتيجية للمنظمة.
					A1.6	تعتمد المنظمة على مستشارين خارجيين لاعداد الخطط الاستراتيجية الخاصه بها.
					A1.7	تخصص المنظمة الوقت الكافي لاعداد الخطط الاستراتيجية الخاصة بها.
					A1.8	تتوفر لدى المنظمة المهارات و الخبرات الكافية لاعداد خططها الاستراتيجية.
					A1.9	لدى المنظمة رسالة واضحة تستند عليها عند اعداد خططها الاستراتيجية.
					A1.10	تستند المنظمة على القيم التي انشئت من اجلها عند اعداد خططها الاستراتيجية.
					A1.11	تتمتع المنظمة باهداف واضحة تساعد في اعداد خططها الاستراتيجية.
					A1.12	تستند جميع النشاطات و المشاريع التي تنفذها المنظمة على خطط استراتيجية مدروسة.
					A1.13	تطور المنظمة خطة استراتيجية مكتوبة.
الرقم	العبارة	موافق بشده	موافق	محايد	غير موافق	اعارض بشدة
علاقة الخطط الاستراتيجية للمنظمات الغير ربحية بالاحتياجات المحلية و الوطنية						
					A2.1	تراعي المنظمة عند اعداد خططها الاستراتيجية احتياجات المجتمع المحلي.
					A2.2	تقوم المنظمة بدراسة البيئة الخارجية المحيطة بها عند اعداد خططها الاستراتيجية (سياسية، اجتماعية،اقتصادية، قانونية، بيئية و التكنولوجية).
					A2.3	تقوم المنظمة باشارك افراد من المجتمع المحلي في اعداد خططها الاستراتيجية في جميع المراحل.
					A2.4	تراعي المنظمة عند تحديد احتياجات المجتمع المحلي بترتيبها حسب الاولوية.

A2.5	تقوم المنظمة بعقد ورشات عمل تدعو فيها اعضاء و مؤسسات من المجتمع المحلي تشاركها في اعداد الخطط الاستراتيجية.					
A2.6	ترتبط الخطط الاستراتيجية التي تعدها المنظمة مع الاستراتيجية الوطنية للحكومة.					
A2.7	تأخذ المنظمة عند اعداد خططها الاستراتيجية بعين الاعتبار جميع الملاحظات و الافكار التي يقترحها المجتمع المحلي.					
A2.8	تتقاطع الاهداف التي ترسمها المنظمة في خططها الاستراتيجية مع اهداف و احتياجات المجتمع المحلي.					
A2.9	ترتبط الخطط الاستراتيجية للمنظمة بتحقيق اهداف المجتمع المحلي اكثر من ارتباطها باهداف الممولين لبرامجها.					
A2.10	تنفذ المنظمة برامج و مشاريع خارج اطار خططها الاستراتيجية.					
A2.11	تقوم المنظمة باشارك اعضاء من المجتمع المحلي خلال مراحل تنفيذ خططها الاستراتيجية.					
A2.12	تعمل المنظمة وفق رؤية واضحة للمحافظة على واستثمار نقاط القوة والتقليل من نقاط الضعف.					
الرقم	العبارة	موافق بشده	موافق	محايد	غير موافق	اعارض بشدة
درجة تنفيذ الخطط الاستراتيجية للمنظمة						
A3.1	تلتزم المنظمة بتنفيذ الاستراتيجيات التي تعدها.					
A3.2	تلتزم المنظمة بتنفيذ خططها الاستراتيجية ضمن اطارها الزمني.					
A3.3	تعقد المنظمة اجتماعات دورية تتابع تنفيذ خططها الاستراتيجية.					
A3.4	تشكل المنظمة لجنة تشرف على تنفيذ خططها الاستراتيجية.					

					A3.5	يلتزم موظفي المنظمة بتنفيذ اهداف خططهم الاستراتيجية.
					A3.6	يتابع مجلس الادارة تنفيذ الخطط الاستراتيجية للمنظمة.
					A3.7	تعد المنظمة تقارير دورية عن متابعة و تقييم ادائها في تنفيذ خططها الاستراتيجية باستخدام معايير محددة مسبقا.
					A3.8	تقوم المنظمة باعداد خطة تواصل مع جميع الشركاء لتنفيذ خططها الاستراتيجية.
					A3.9	تلتزم المنظمة بتعديل خططها الاستراتيجية عند الحاجة لضمان نجاحها.
					A3.10	لدى الموظفين الفهم الكامل للخطة الاستراتيجية للمنظمة.
					A3.11	لدى الموظفين المهارات الكافية لتنفيذ الخطة الاستراتيجية للمنظمة.
					A3.11	تسخر المنظمة جميع الامكانيات لتنفيذ خططها الاستراتيجية.
					A3.12	تعزز المنظمة بين موظفيها ثقافة الالتزام و اهمية تنفيذ الخطط الاستراتيجية الخاصه بها.
					A3.13	يلتزم الشركاء و المستفيدين بدعم الخطط الاستراتيجية للمنظمة.
					A3.14	الالتزام بالهيكلية الادارية و المعتمده في الخطة الاستراتيجية للمنظمة.
الرقم	العبارة	موافق بشده	موافق	محايد	غير موافق	اعارض بشدة
أثر تنفيذ الخطط الاستراتيجية على المنظمة						
					A4.1	يعزز تنفيذ الخطط الاستراتيجية من اداء المنظمة في تنفيذ برامجها.
					A4.2	يعزز تنفيذ الخطط الاستراتيجية من مبدأ المحاسبة و المسؤولية داخل المنظمة.
					A4.3	تنفيذ الخطط الاستراتيجية يزيد من مبدأ الشفافية لدى المنظمة تجاه المجتمع المحلي.

A4.4	يزيد اعداد الخطط الاستراتيجية من فرص المنظمة على الحصول على تمويل خارجي لتنفيذ برامجها.				
A4.5	وجود خطة استراتيجية للمنظمة يعزز من آليه التواصل مع الشركاء.				
A4.6	وجود خطة استراتيجية للمنظمة يعزز من آليه التواصل داخل المنظمة.				
A4.7	اعداد الخطط الاستراتيجية يعزز من قدرة المنظمة على تنفيذ الرسالة التي أنشأت من اجلها.				
A4.8	وجود خطة استراتيجية يزيد قدرة المنظمة على تحديد نقاط القوة.				
A4.9	وجود خطة استراتيجية يزيد قدرة المنظمة على تحديد نقاط الضعف.				
A4.10	وجود خطة استراتيجية يزيد قدرة المنظمة على تحديد الفرص الخارجية.				
A4.11	وجود خطة استراتيجية يزيد قدرة المنظمة على تحديد التهديدات الخارجية.				
A4.12	يعزز وجود الخطة الاستراتيجية على قدرة المنظمة من المتابعة و التقييم لادائها.				
A4.13	يعزز اعداد الخطط الاستراتيجية من وضع اهداف تتناغم مع رؤية المنظمة.				
A4.14	يعزز اعداد الخطط الاستراتيجية من وضع اهداف تتناغم مع قيم المنظمة.				
A4.15	ينمي تنفيذ الخطط الاستراتيجية للمنظمة من مهارات موظفيها.				
A4.16	يعزز اعداد الخطط الاستراتيجية من رسم خطط تتناسب مع حجم و قدرات المنظمة.				
A4.17	يعزز وجود خطط استراتيجية من ابراز الدور الاعلامي للمنظمة.				
الرقم	العبارة	موافق بشده	موافق	محايد	غير موافق
					اعارض بشدة

أثر الخطط الاستراتيجية على كفاءة و فعالية أداء المنظمات الغير ربحية

					A5.1	تساهم في تحقيق الغايات/الرسالة التي وجدت المنظمة من أجلها.
					A5.2	تحقق المنظمة أهدافها الإستراتيجية طويلة الأجل.
					A5.3	تحقق المنظمة أهدافها المحددة.
					A5.4	تحقق المنظمة التغيير المطلوب في حياة الفئات المستهدفة لها.
					A5.5	تستغل المنظمة مواردها المالية والبشرية بطريقة مثلى لتحقيق أهدافها العامة والخاصة.
					A5.6	تنفذ المؤسسة أنشطتها بتكلفة مناسبة تتناسب مع مخرجات هذه الأنشطة.
					A5.7	تزيد فرص المنظمة من تحقيق مبدأ الاستمرارية في تنفيذها برامجها.
					A5.8	تزيد من مرونة المنظمة على المواجهة والتكيف مع التقلبات في الظروف الخارجية.
					A5.9	تزيد من قدرة المنظمة على تقديم خدماتها للمستفيدين بطريقة نوعية.
					A5.10	تطوير علاقة المنظمة مع المؤسسات ذات العلاقة بطبيعة عملها.

النهاية

Appendix Two: Validated Questionnaire



الجامعة العربية الأمريكية- فلسطين

كلية الدراسات العليا

التخطيط الاستراتيجي وتجديد الأموال

أخي الموظف/ أختي الموظفة

تحية طيبة ،،،

تهدف هذه الدراسة إلى التعرف على اثر تطبيق الخطط الاستراتيجية على اداء المنظمات غير حكومية العاملة في الضفة الغربية - فلسطين. وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في التخطيط الاستراتيجي وتجديد الأموال، في كلية الدراسات العليا ، الجامعة العربية الأمريكية- فلسطين، راجياً من حضرتكم التكرم بالإجابة على فقرات الاستمارة بكل صدق و موضوعية. علماً بأن البيانات و المعلومات المستخلصة من استمارة الدراسة سوف تستخدم لأغراض البحث العلمي فقط.

شاكرين لكم حسن تعاونكم معنا،،،

الباحث : حسام ابو بكر

اشراف: د. نضال الجيوسي

القسم الأول: معلومات عامة: الرجاء التكرم بوضع إشارة (X) أمام الاختيار المناسب.

P1	أنثى <input type="checkbox"/> ذكر <input type="checkbox"/> الجنس :
P2	46 سنة <input type="checkbox"/> سنة (36-45) <input type="checkbox"/> سنة (26-35) <input type="checkbox"/> 25 سنة فأقل <input type="checkbox"/> الفئة العمرية : فأكثر
P3	المؤهل العلمي : <input type="checkbox"/> دبلوم فأدنى <input type="checkbox"/> بكالوريوس <input type="checkbox"/> ماجستير <input type="checkbox"/> دكتوراه

P4	سنوات الخبرة في العمل بمنظمات غير حكومية: <input type="checkbox"/> 3 سنوات فأقل <input type="checkbox"/> 3-6 سنوات <input type="checkbox"/> 7-10 سنوات
P5	المسمى الوظيفي: <input type="checkbox"/> موظف <input type="checkbox"/> مدير دائرة <input type="checkbox"/> مدير عام <input type="checkbox"/> رئيس مجلس إداره <input type="checkbox"/> غير ذلك/حدد.....
P6	عمر المنظمة: <input type="checkbox"/> أقل من خمس سنوات <input type="checkbox"/> من 6 الى 10 سنوات <input type="checkbox"/> 11 سنة فأكثر
P7	نوع المنظمة: <input type="checkbox"/> محلي <input type="checkbox"/> دولي
P8	عدد الموظفين في المنظمة : <input type="checkbox"/> أقل من خمسة موظفين <input type="checkbox"/> من 6 الى 10 موظفين <input type="checkbox"/> من 11 الى 15 موظفين <input type="checkbox"/> 15 فأكثر
P9	الموقع الجغرافي للمنظمة: <input type="checkbox"/> القدس <input type="checkbox"/> بيت لحم <input type="checkbox"/> الخليل <input type="checkbox"/> أريحا <input type="checkbox"/> نابلس <input type="checkbox"/> جنين <input type="checkbox"/> طوباس <input type="checkbox"/> رام الله و البيرة <input type="checkbox"/> قلقيلية <input type="checkbox"/> سلفيت <input type="checkbox"/> طولكرم
P10	مجالات عمل المنظمة: <input type="checkbox"/> زراعي <input type="checkbox"/> تنمية و تمكين <input type="checkbox"/> بيئي <input type="checkbox"/> ثقافي / فني <input type="checkbox"/> تعليمي / مهني <input type="checkbox"/> حقوق انسان <input type="checkbox"/> صحي <input type="checkbox"/> رياضي <input type="checkbox"/> اغاثي <input type="checkbox"/> اتصالات و تكنولوجيا <input type="checkbox"/> صناعي/ تجاري/ مالي <input type="checkbox"/> غير ذلك

القسم الثاني : العوامل المختارة Selected Factors: الرجاء التكرم بوضع إشارة (X) أمام الاختيار المناسب.

الرقم	العبارة	موافق بشده	موافق	محايد	غير موافق	اعارض بشدة
مستوى التخطيط الاستراتيجي في المنظمات غير ربحية						
A1.1	تقوم المنظمة باعداد الخطط الاستراتيجية بشكل منتظم.					
A1.2	أشارك في اعداد الخطة الاستراتيجية في منظمتي.					
A1.3	لدى منظمتي رؤية واضحة.					
A1.4	مفهوم التخطيط الاستراتيجي واضح بالنسبة لي.					
A1.5	يشارك الموظفون في ورشات اعداد الخطط الاستراتيجية للمنظمة.					

					A1.6	يتم الاستعانة بخبراء خارجيين لاعداد الخطة الاستراتيجية.
					A1.7	تخصص المنظمة الوقت الكافي لاعداد الخطط الاستراتيجية الخاصة بها.
					A1.8	تتوفر لدى المنظمة المهارات و الخبرات الكافية لاعداد خططها الاستراتيجية.
					A1.9	لدى منظمتي رسالة واضحة.
					A1.10	تستند المنظمة على قيمها التي انشئت من اجلها عند اعداد خططها الاستراتيجية.
					A1.11	لدى المنظمة اهداف واضحة و محدده.
					A1.12	تستند جميع النشاطات و المشاريع التي تنفذها المنظمة على خطط استراتيجية مدروسة.
					A1.13	نقوم بتطوير خطة استراتيجية مكتوبة.
الرقم	العبارة	موافق بشده	موافق	محايد	غير موافق	اعارض بشدة
علاقة الخطط الاستراتيجية للمنظمات غير ربحية بالاحتياجات المحلية و الوطنية						
					A2.1	تراعي المنظمة عند اعداد خططها الاستراتيجية احتياجات المجتمع المحلي.
					A2.2	تقوم المنظمة بدراسة البيئة الخارجية المحيطة بها عند اعداد خططها (سياسية، اجتماعية،اقتصادية، قانونية، بيئية و التكنولوجية).
					A2.3	يتم مشاركة المجتمع المحلي عند اعداد الخطط الاستراتيجية.
					A2.4	يتم ترتيب احتياجات المجتمع المحلي حسب الاولوية.
					A2.5	تستمد الخطط الاستراتيجية التي تعدها المنظمة مع الاستراتيجية الوطنية للحكومة.
					A2.6	تاخذ المنظمة بعين الاعتبار جميع الملاحظات و الافكار التي يقترحها المجتمع المحلي.

					A2.7	تتقاطع اهداف المنظمة الاستراتيجية مع اهداف و احتياجات المجتمع المحلي.
					A2.8	ترتبط خطط المنظمة بتحقيق اهداف المجتمع المحلي اكثر من ارتباطها باهداف الممولين لبرامجها.
					A2.9	تنفذ المنظمة برامج و مشاريع خارج اطار خططها الاستراتيجية.
الرقم	العبارة	موافق بشده	موافق	محايد	غير موافق	اعارض بشدة
درجة تنفيذ الخطط الاستراتيجية للمنظمة						
					A3.1	تلتزم المنظمة بتنفيذ الاستراتيجيات التي تعدها.
					A3.2	تلتزم المنظمة بتنفيذ خططها الاستراتيجية ضمن اطارها الزمني.
					A3.3	تعقد المنظمة اجتماعات دورية تتابع تنفيذ خططها الاستراتيجية.
					A3.4	تشكل المنظمة لجنة تشرف على تنفيذ خططها الاستراتيجية.
					A3.5	يلتزم موظفي المنظمة بتنفيذ اهداف خططهم الاستراتيجية.
					A3.6	يتابع مجلس الادارة تنفيذ الخطط الاستراتيجية للمنظمة.
					A3.7	تعد المنظمة تقارير دورية عن متابعة و تقييم ادائها باستخدام معايير محددة مسبقا.
					A3.8	تقوم المنظمة باعداد خطة تواصل مع جميع الشركاء لتنفيذ خططها الاستراتيجية.
					A3.9	تلتزم المنظمة بتعديل خططها الاستراتيجية عند الحاجة لضمان نجاحها.
					A3.10	لدى الموظفين الفهم الكامل للخطة الاستراتيجية للمنظمة.
					A3.11	لدى الموظفين المهارات الكافية لتنفيذ الخطة الاستراتيجية للمنظمة.

					A3.12	تسخر المنظمة جميع الامكانيات لتنفيذ خطتها الاستراتيجية.
					A3.13	تعزز المنظمة بين موظفيها ثقافة الالتزام و اهمية تنفيذ الخطط الاستراتيجية الخاصة بها.
					A3.14	يلتزم الشركاء و المستفيدين بدعم الخطط الاستراتيجية للمنظمة.
					A3.15	الالتزام بالهيكلية الادارية و المعتمدة في الخطة الاستراتيجية للمنظمة.
					A3.16	تستفيد المؤسسة من نتائج التقييم في تطوير عملها.
					A3.17	تستخدم الإدارة مؤشرات أداء واضحة لمراقبة تنفيذ خطتها الإستراتيجية والتنفيذية.
					A3.18	لدى المؤسسة نظام مراقبة وتقييم واضح ومكتوب.
الرقم	العبارة	موافق بشده	موافق	محايد	غير موافق	اعارض بشدة
أثر تنفيذ الخطط الاستراتيجية على المنظمة						
					A4.1	يعزز تنفيذ الخطط من اداء المنظمة في تنفيذ برامجها.
					A4.2	يعزز تنفيذ الخطط من مبدأ المحاسبة و المسؤولية داخل المنظمة.
					A4.3	تنفيذ الخطط يزيد من مبدأ الشفافية لدى المنظمة تجاه المجتمع المحلي.
					A4.4	يزيد اعداد الخطط من فرص الحصول على تمويل خارجي.
					A4.5	وجود خطة للمنظمة يعزز من آلية التواصل مع الشركاء.
					A4.6	وجود خطة للمنظمة يعزز من آلية التواصل داخل المنظمة.
					A4.7	اعداد الخطط يعزز من قدرة المنظمة على تنفيذ رسالتها.

					A4.8	وجود الخطة يزيد قدرة المنظمة على تحديد نقاط القوة.
					A4.9	وجود الخطة يزيد قدرة المنظمة على تحديد نقاط الضعف.
					A4.10	وجود الخطة يزيد قدرة المنظمة على تحديد الفرص الخارجية.
					A4.11	وجود الخطة يزيد قدرة المنظمة على تحديد التهديدات الخارجية.
					A4.12	يعزز وجود الخطة قدرة المنظمة من المتابعة و التقييم لادائها.
					A4.13	يعزز اعداد الخطط من وضع اهداف تتناغم مع رؤية المنظمة.
					A4.14	يعزز اعداد الخطط من وضع اهداف تتناغم مع قيم المنظمة.
					A4.15	ينمي تنفيذ الخطط للمنظمة من مهارات موظفيها.
					A4.16	يعزز اعداد الخطط من رسم خطط تتناسب مع حجم و قدرات المنظمة.
					A4.17	يعزز وجود الخطط من ابراز الدور الاعلامي للمنظمة.
الرقم	العبارة	موافق بشده	موافق	محايد	غير موافق	اعارض بشدة
أثر الخطط الاستراتيجية على كفاءة و فعالية أداء المنظمات غير ربحية						
					A5.1	تساهم في تحقيق الغايات التي وجدت المنظمة من أجلها.
					A5.2	تحقق المنظمة أهدافها الإستراتيجية طويلة الأجل.
					A5.3	تحقق المنظمة أهدافها المحددة.
					A5.4	تحقق المنظمة التغيير المطلوب في حياة الفئات المستهدفة لها.
					A5.5	تستغل المنظمة مواردها المالية بطريقة مثلى لتحقيق اهدافها العامة و الخاصة.

					A5.6	تنفذ المؤسسة أنشطتها بتكلفة مناسبة تتناسب مع مخرجاتها.
					A5.7	تزيد الفرص من تحقيق مبدأ الاستمرارية في تنفيذها بramerها.
					A5.8	تزيد من المرونة على المواجهة و التكيف مع التقلبات الخارجية.
					A5.9	تزيد من قدرة المنظمة على تقديم خدماتها للمستفيدين بطريقة نوعية.
					A5.10	تطوير علاقة المنظمة مع المؤسسات ذات العلاقة بطبيعة عملها.
					A5.11	تساهم في تحقيق الرسالة التي وجدت المنظمة من أجلها.
					A5.12	تستغل المنظمة مواردها البشرية بطريقة مثلى لتحقيق اهدافها العامة و الخاصة.
					A5.13	المنظمة لديها القدرة على تجنيد الأموال اللازمة لتنفيذ وأنشطتها.

النهاية

Appendix Three: English Version of the Questionnaire



ARAB AMERICAN UNIVERSITY – PALESTINE

College of Graduate Studies

Strategic Planning & Fundraising

Dear Employee

After Greetings,

This study aims to clarifying the **Implementation of Strategic plans & its Impact on of the Performance of the Non-Governmental Organizations Operating in West Bank - Palestine**. In order to complete the requirements for obtaining my master degree in Strategic Planning and Fundraising, at the College of Graduate Studies, Arab American University – Palestine.

It would be highly appreciated if you could answer the below questionnaire with all honesty and objectively. For your knowledge, the data and information which will be extracted from this questionnaire will be used for scientific research purposes only.

Thanks for Your Cooperation,

Researcher Name: Husam Abu Baker

Supervisor: Dr. Nedal Jayousi

Section One: General Information: Please kindly put an X in front of the proper choice

P1	Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female
P2	Age: <input type="checkbox"/> 25 years or less <input type="checkbox"/> 26- 35 years <input type="checkbox"/> 36-45 years <input type="checkbox"/> 46 years or more

P3	Qualification: <input type="checkbox"/> Diploma or lower <input type="checkbox"/> BA <input type="checkbox"/> Master <input type="checkbox"/> PHD
P4	Years of experience working with NGOs: <input type="checkbox"/> 3 year or less <input type="checkbox"/> 3 - 6 years <input type="checkbox"/> 7- 10 years <input type="checkbox"/> 11 years or more
P5	Job title: <input type="checkbox"/> Employee <input type="checkbox"/> Head of Department <input type="checkbox"/> General Manager <input type="checkbox"/> Chairman of the Board of Directors <input type="checkbox"/> Others
P6	Age of organization in years: <input type="checkbox"/> less than 5 years <input type="checkbox"/> 6 - 10 years <input type="checkbox"/> 11 years or more
P7	Organization Type: <input type="checkbox"/> Local <input type="checkbox"/> International
P8	The number of employees in the organization: <input type="checkbox"/> less than five <input type="checkbox"/> 6 -10 employees <input type="checkbox"/> 11 – 15 employees <input type="checkbox"/> 15 or more
P9	Geographical location: <input type="checkbox"/> Jerusalem <input type="checkbox"/> Bethlehem <input type="checkbox"/> Hebron <input type="checkbox"/> Jericho <input type="checkbox"/> Nablus <input type="checkbox"/> Jenin <input type="checkbox"/> Tubas <input type="checkbox"/> Ramallah and Al Bireh <input type="checkbox"/> Qalqilia <input type="checkbox"/> Salfit <input type="checkbox"/> Tulkarim
P10	The field of work of the organization: <input type="checkbox"/> Agricultural <input type="checkbox"/> Development and empowerment <input type="checkbox"/> Environmental <input type="checkbox"/> Cultural / artistic <input type="checkbox"/> Educational / Vocational <input type="checkbox"/> Human Rights <input type="checkbox"/> Health <input type="checkbox"/> Sport <input type="checkbox"/> Relief <input type="checkbox"/> Communications and technology <input type="checkbox"/> Industrial /commercial / financial <input type="checkbox"/> other

Section Two: Selected Factors: kindly put an (X) in front of the proper choice

#	Description	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The Level Of the Strategic Planning In the Non-Governmental / Non Profit Organizations						
A1.1	The organization prepares strategic plans regularly.					
A1.2	I participate in the preparation of the strategic plan in my organization.					
A1.3	My organization has a clear vision.					
A1.4	The concept of strategic planning is clear to me.					
A1.5	The employees are committed to participate in the workshops of preparing the strategic plans of the organization.					
A1.6	The organization relies on external consultants to prepare its own strategic plans.					
A1.7	The organization dedicates sufficient time to prepare its strategic plans.					
A1.8	The organization has sufficient skills and experiences to prepare its strategic plans.					
A1.9	My organization has a clear mission.					
A1.10	The organization takes into consideration its values and principles while preparing its strategic planes.					
A1.11	The organization has specific and clear goals.					
A1.12	All activities and projects implemented by the organization are based on studied strategic plans.					
A1.13	The organization develops a written strategic plan.					

#	Description	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The Relationship Of The Non-Governmental / Non Profit Organizations Strategic Plans With the Local And National Needs						
A2.1	The organization takes into consideration the needs of the local community while preparing its strategic plan.					
A2.2	The organization studies the surrounding external environment at the time of preparing its strategic plans (political, social, economic, legal, environmental and technological).					
A2.3	The organization engages local community at the time of preparing its strategic plans.					
A2.4	The organization prioritizes the needs of the local community.					
A2.5	The strategic plans prepared by the organization are derived to the country national strategy.					
A2.6	The organization takes into consideration all comments and ideas proposed by the local community.					
A2.7	The goals set by the organization in its strategic plans intersect with the goals and needs of the local community.					
A2.8	The organization's strategic plans committed to achieve the goals of the local community, rather than to the goals of the donors of its programs.					
A2.9	The organization implements programs and projects outside the framework of its strategic plan.					
#	Description	Strongly agree	Agree	Neutral	Disagree	Strongly disagree

The Degree of Implementation of The Organization Strategic Plans						
A3.1	The organization is committed to implement the strategies it's prepare.					
A3.2	The organization is committed to implement its strategic plan within its timeframe.					
A3.3	The organization holds regular meetings to follow the implementation of its strategic plans.					
A3.4	The organization forms a committee that supervise the implementation of its strategic plans.					
A3.5	The organization employees are committed to implement the goals of their strategic plans.					
A3.6	The Board of Directors follows the implementation of the organization strategic plans.					
A3.7	The organization prepares regular reports on the follow-up and evaluation of its performance, using predefined criteria.					
A3.8	The organization prepares a communication plan with all partners to implement its strategic plan.					
A3.9	The organization is committed to modify its strategic plan when needed, to ensure its success.					
A3.10	Employees have a complete understanding of the organization's strategic plan.					
A3.11	The employees have sufficient skills to implement the strategic plan of the organization.					
A3.12	The organization dedicates all capabilities to implement its strategic plan.					

A3.13	The organization promotes among its employees a culture of commitment, and the importance of implementing its own strategic plans.					
A3.14	Partners and beneficiaries are committed to support the organization's strategic plans.					
A3.15	Commitment to the organization structure approved in the organization's strategic plan.					
A3.16	The organization benefits from the results of the evaluation in the development of its work.					
A3.17	The management uses clear performance indicators to monitor the implementation of its strategic and operational plan					
A3.18	The organization has a clear and written Monitoring and Evaluation system.					
#	Description	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The Impact of Implementing Strategic Plans on The Organization						
A4.1	The implementation of strategic plans enhances the performance of the organization in implementing its programs.					
A4.2	The implementation of strategic plans enhances the accountability and responsibility methods inside the organization.					
A4.3	Implementation of strategic plans increases the transparency of the organization towards the local community.					
A4.4	The preparation of strategic plans increases the organization chances of obtaining external funding.					

A4.5	Having a strategic plan for the organization enhances the communication mechanism with partners.					
A4.6	Having a strategic plan for the organization enhances the communication mechanism within the organization.					
A4.7	Preparing strategic plans enhances the organization's capacity to implement their mission.					
A4.8	Having a strategic plan increases the organization's capacity to identify their strengths.					
A4.9	Having a strategic plan increases the organization's capacity to identify their weaknesses.					
A4.10	Having a strategic plan increases the organization's capacity to identify external opportunities.					
A4.11	Having a strategic plan increases the organization's capacity to identify their external threats.					
A4.12	The existence of the strategic plan enhances the organization's ability to monitor and evaluate its performance.					
A4.13	Preparing strategic plans enhances setting goals that are in harmony with the organization's vision.					
A4.14	Preparing strategic plans enhances setting goals that are in harmony with the organization's values.					
A4.15	Implementing the organization's strategic plans develops the skills of its employees.					
A4.16	Preparing strategic plans enhances preparing plans that are matching					

	with the size and capabilities of the organization.					
A4.17	The existence of a strategic plan enhances the visibility of the organization.					
#	Description	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The Impact of Strategic Plans on The Efficiency And Effectiveness of Non-Governmental / Non Profit Organizations Performance						
A5.1	It contributes to achieve the mission for which the organization was established.					
A5.2	The organization achieves its long-term strategic goals.					
A5.3	The organization achieves its specific goals.					
A5.4	The organization achieves the desired changes in the life of its target groups.					
A5.5	The organization makes optimal use of its financial to achieve its public and private goals.					
A5.6	The organization carries out its activities at an appropriate cost matching with the outputs of these activities.					
A5.7	Increase the chances of organization sustainability in the implementation of its programs.					
A5.8	Increases the organization's flexibility to manage and adapt to external conditions variations.					
A5.9	Increases the organization's capacity to provide its services with quality to their beneficiaries.					

A5.10	Develop the organization relationship with other organizations related to the nature of its work.					
A5.11	It contributes to the mission for which the organization was found.					
A5.12	The organization makes optimal use of its human resources to achieve its public and private goals.					
A5.13	The organization has the ability to recruit the necessary funds to carry out its activities.					

The End

الملخص

أثر تطبيق الخطط الإستراتيجية في أداء المنظمات غير حكومية العاملة في الضفة

الغربية – فلسطين

إن التحديات التي يمر بها قطاع المنظمات غير الحكومية في أراضي الضفة الغربية كبيرة و التي تؤثر بشكل واضح في أداء هذه المنظمات. هدفت هذه الأطروحة إلى التعرف على أثر تطبيق الخطط الإستراتيجية في أداء المنظمات غير الحكومية العاملة في الضفة الغربية – فلسطين، لقياس مدى استخدام و تطبيق الخطط الإستراتيجية من قبل المنظمات غير الحكومية، و تحليل مدى كفاءة هذه الخطط و فعاليتها و انعكاسها في أداء هذه المنظمات، و مدى ارتباط هذه الخطط باحتياجات المجتمع المحلي.

و السؤال الرئيسي لهذه الدراسة: ما هو أثر تطبيق الخطط الاستراتيجية في أداء المنظمات غير الحكومية العاملة في أراضي الضفة الغربية – فلسطين. حيث قام الباحث بدراسة العديد من الأدبيات و الدراسات السابقة ما بين محلية و عربية و أجنبية، استخدم منها الباحث 20 دراسة كتب من خلالها الادب السابق، و معظم الباحثين أكدوا على أهمية الخطط الإستراتيجية و دورها الإيجابي و الحيوي في أداء المنظمات غير الحكومية بفعالية.

استخدم الباحث الأسلوب الوصفي التحليلي، و صُممت الإستبانة خصيصاً لجمع البيانات، حيث وُزعت 400 إستبانة على منظمات غير حكومية تعمل في مجالات مختلفة في جميع محافظات الضفة الغربية و استُردت 224 إستبانة، أي ما نسبته

56%، و قد استخدم الباحث برنامج SPSS لتحليل الاستبانات التي تم جمعها بتطبيق التحاليل الإحصائية المختلفة.

و قد خُصت الدراسة إلى أن إعداد الخطط الإستراتيجية و تطبيقها حظي بإهتمام واسع من قبل معظم المنظمات غير الحكومية، حيث أن 80% من المنظمات غير الحكومية لديها خططها الإستراتيجية الخاصة بها ، و 27% من المنظمات غير الحكومية تعتمد على مستشارين خارجيين لبناء خططها الإستراتيجية، و ان 75% من المنظمات غير الحكومية خططها الاستراتيجية لها علاقة وثيقة بالاحتياجات الوطنية والمحلية، وتلتزم 79% من المنظمات غير الحكومية بتنفيذ الاستراتيجيات التي تعدها.

و خُص الباحث إلى مجموعة من التوصيات أهمها: على ضرورة و أهمية إعتداد المنظمات غير الحكومية بشكل أكبر على مواردها البشرية في اعداد خططها الاستراتيجية بدلا من المستشارين الخارجيين، و ضرورة إشراك المجتمع المحلي بشكل أكبر من قبل المنظمات غير الحكومية أثناء إعدادها لخططها الإستراتيجية ، كما يوصي الباحث بأن تستمر المنظمات في تطبيق خططها الإستراتيجية لما لها من تأثير ايجابي على أدائها.