



**Arab American University**  
**Faculty of Graduate Studies**

**Strategic Planning and Fundraising in the Palestinian  
Cultural Sector: Centers working in Ramallah and  
Jerusalem as a case study**

By

**Marwa Soufan**

Supervisor

**Dr. Ayman Yousef**

Co-Supervisor

**Dr. Mahmoud Almanassra**

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requirement for the Master's degree in Strategic  
Planning and Fundraising**

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Marwa Jamil Soufan

This thesis was defended successfully on the 3<sup>rd</sup> of September 2018 and approved  
by:

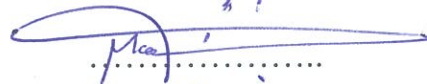
Committee members

Signature

1. Prof. Ayman Yousef (main supervisor)



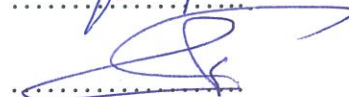
2. Dr. Mahmoud AlManassra (co-Supervisor)



3. Internal Examiner \ Dr. Mohammad Abu Sharbeh



4. External Examiner \ Dr. Abdel Rahman Al-Tamimi



**The Declaration**

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By this, I authorize the AAUP to photocopy my thesis in whole or in part to provide copies of it to individuals and institutions in accordance with the regulations and instructions of the AAUP after my personal approval.

**Marwa Jamil Soufan**

## **Acknowledgment**

**“One can only get knowledge after learning how to think”**

After thanking God, I would like to thank my thesis supervisors “Dr. Ayman Yousef” and “Dr. Mahmoud Almanasra”, for their continuous guidance and advice, my family and daughters for their encouragement and support, and I must express my very profound gratitude to my husband for providing me with unfailing support and endless encouragement throughout my years of study, and through the process of researching and writing this thesis.

This achievement would not have been possible without them.

**Thank you**



## **Abstract**

The objective of this research is to identify the contents of strategic planning in the Palestinian Cultural sector, its relationship to involving employees in the Strategic Planning process and developing fundraising plans. The researcher used the descriptive approach analysis, the questionnaire was used as a tool for collecting information, the research is a quantitative research, distributed 150 Questionnaire, 120 questionnaires were recovered which about 80%. The results of the research showed that: senior management in the Cultural sector and decision makers support the strategic planning process, however, they do not engage their employees enough through the creation process, knowing that they will implement the plans at the end. Moreover, there is a positive relationship between the organizations who have strategic plans and the amount of raised funds. And the results of the research indicated that around 34% of the sample is not fully satisfied and 15% are not satisfied at all with their organization's strategic plans, as there is no monitoring and evaluation for strategic plans as it should be. However, the results show that about 48% agreed that the plans' goals are measurable, specific, timely, achievable and realistic which is positive but there should be more focus on monitoring and evaluation process.

Moreover, the research showed that there is a shift behind the purpose of doing strategic plan during the previous 24 years, at the beginning; the purpose was only to satisfy donors and recruit funds, however nowadays organizations are convinced of its importance especially due to the high uncertainty surrounding these organizations.

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<b>The List of Abbreviations</b>	
<b>NGOs</b>	Non-profit Organizations that operates independently of any government
<b>OECD</b>	Organization of Economic Co-operation and Development
<b>UNESCO</b>	The United Nations Educational, Scientific and Cultural Organization
<b>PPAN</b>	Palestinian Performing Art Network
<b>PCF</b>	Palestinian Cultural Fund
<b>NRO</b>	Norwegian Representative Office

<b>Definition of Key Terms</b>	
<b>Nonprofit Cultural Organizations;</b>	this thesis is tackling the cultural organizations working in the Art, Crafts, Heritage, Museum, and Library Fields
<b>Comprehensive Development;</b>	which includes the Economics, Social, Cultural, and Political development. Any change in any aspects will definitely affect others.
<b>Culture;</b>	is social productions and spreading the identities, knowledge, principles, values, and attitudes.
<b>Cultural Development Plan;</b>	which is a strategic plans that guide the work of cultural organizations, to promote and support the cultural organizations' strategic plans, through using culture as a tool for development in Palestine.

<b>List of Appendices</b>	
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## **Chapter One**

### **1.1 Introduction**

Recently, cultural organizations in Palestine have been focusing on strategic planning and seeking to develop strategic plans, regardless of its actual usefulness for necessities of fundraising. There are many cultural non-profit organizations that do not have a clear vision, mission, and values due to the financing issues, and they can simply change their strategic statements to secure funding, in any way, even if it is not related to the National Culture.

Meanwhile, other organizations who stick to their own values, mission and vision, and take no consideration to donors point of view, especially if their principles are against the organization itself, regardless if they are right or wrong; they are facing real problems and awaiting their destiny, which might devolve to close these organizations. Or, they are simply not good enough to get the proposed grant, or else; competition plays the main role.

The motivations for this thesis are to acknowledge cultural nonprofit organization of the importance of strategic planning, and its benefit for the overall control and administrative regulation, to implement high -quality cultural programs and to use culture as a tool for development. Moreover, to find out whether a general strategic plan may help in compiling the overall form of the cultural puzzle, in order to achieve the Palestinian cultural development.

### **1.2 Justification**

It is worth to mention that the researcher's tendency to conduct a research, tackling this particular aspect, is her own work experience at Sareyyet Ramallah, that

witness a huge change after implementing its first strategic plan, and its impact on cultural activities and programs, in addition to its ideological aspects. Moreover, the researcher's observation of the prominent shift in quality and quantity for the cultural programs, which depends on fundraising process, by means; whenever funds and grants are available, programs are implemented with high efficiency. If not, organizations face the risk of closure.

Furthermore, the importance of strategic planning on the long-term, for the Palestinian civil society and the implications of planning on services. Therefore, it is a paramount issue that each cultural organization should be aware of the importance of developing their own strategic plan and ways to try to shrinkage the uncertainty and find ways for its sustainability. Moreover, to pay attention as to develop their plans according to the National Cultural plan that they participated in its development process as a main stakeholder.

### **1.3 Importance**

The importance of this research came through shedding light on the importance of strategic planning and its role in achieving comprehensive development, especially in a country that suffers from many problems at all levels, the most important of which are political, to preserve its history and disseminate its identity and to reduce hostile narratives.

Therefore, strategic planning should be used to achieve a cultural development plan, since it helps in using culture as a tool for development in a systematic way.



In addition to shedding light on the good side of the individuals and organizations achievements in the field of culture, art industry, and the provision of employment opportunities.

#### **1.4 Research Questions**

Several gaps are notable when examining the challenges facing cultural organizations, especially in strategic planning, fundraising, and communication with local community and donors. First, inspection of the academic literature reveals the need for more evidenced-based theory to define successful or effective strategic planning and fundraising in nonprofit organizations. Second, from a practice perspective, middle administrative officers of cultural organizations are calling for more knowledge at least so that they can be successful in delivering their mission, thus becoming more effective. In order to respond to these deficits in literature review and practice and to better understand the strategic planning process within the cultural sector in Palestine and why do Palestinian cultural organizations develop their own strategic plans and in which context. The research raises the following questions:

RQ1: Does strategic planning lead to the “cultural development”?

RQ2: Are the middle level management officer aware of/ understand the importance of strategic planning?

RQ3: Are cultural organizations moving towards strategic planning to meet their needs or to satisfy the donors' requirements?

RQ4: Does strategic planning ensure sustainability and provide new fundraising techniques?

## 1.5 Objectives of Research

Since a strategic plan is a procedure to achieve the desired vision, and in this research the main vision; is the cultural development, as culture stems from being a social capital that gives the individual and the society, the ability to cope with changes and difficulties and the energy to connect with life. Our culture, by its diversity, vitality, and ownership of the elements of accumulation and renewal, affects our ability to manage the struggle for liberation. However, culture plays a crucial role in the production and reproduction of the Palestinian identity in its pluralistic, national and progressive humanist sense. In this sense, the concept of culture converges with the concept of civilization. Moreover, in order to achieve this vision, a national cultural plan should be developed in cooperation with stakeholder (mainly the cultural organization who will actually achieve this plan through their cultural programs and resources). Thus, the researcher is focusing on this main stakeholder role and their real conviction of the strategic planning importance; in order to achieve the desired change the society needs. Thus, the research aims to:

1. Identify “Strategic planning” concept in general and within the cultural non-profit organization context, and its models.
2. Review theoretical models in strategic planning and fundraising in public and cultural institutions in particular.
3. Study the importance of using culture as a tool for development, and the importance of strategic planning in order to achieve this.
4. Know more about the cultural scene in Palestine (cultural programs, artistic productions, cultural events and festivals, etc...)

5. Know how the cultural organizations' staff plays a role in the strategic planning process.
6. Understand the importance of strategic planning in cultural organizations, based on the general trends formed by high and middle levels management's workers in these cultural organizations.
7. Recognize the importance of strategic planning and its positive impact, on the productivity of the institution materially, morally, culturally and nationally.
8. Study the impact of external support and foreign financing on the culture of strategic planning from the point of view of institutional workers, and develop scenarios to reduce the total dependence on external financing.

## **1.6 Hypotheses**

Hypotheses are an assumption made for sake of argument, and it is important to build the Hypotheses in the scientific research, with reference to previous literature and theoretical frameworks.

In this research as mentioned before, the researcher is focusing on one element of the national planning procedures, which are cultural organizations. Thus, this study is to investigate the reality towards strategic planning, and fundraising in these organizations. Therefore, and through previous literature, and the researcher observation, the following Null Hypothesis were developed:

1. The Cultural Organizations do not realize the importance of strategic planning.
2. Cultural Organizations do not engage the staff when developing their strategic plans.

3. Cultural organizations are moving towards the strategic planning just to satisfy the donors' requirement to ensure their access to the grants.
4. There is no relationship between having a strategic plan and the collected funds.

### **1.7 Research Methodology and Tools**

This research at the methodology level is a quantitative research, in terms of collecting data, in addition to reviewing primary data; gained from different international and local sources such as books, journals, magazines, websites, previous studies, related to the civil society organizations working in the cultural sector. However, few interviews<sup>1</sup> were conducted with: representative one from the Ministry of Culture, one of the biggest cultural organizations (A.M. Qattan Foundation), one with the smallest cultural organization in Jerusalem (The Palestinian National Theatre), and one of the international cultural organizations (British Council). In addition to the researchers' observations based on her daily work experience, and familiar with the presented phenomena; at a qualitative level. Moreover, collecting data at a Quantitative level through investigating the Hypotheses after analyzing the data collected from the questionnaire.

The researcher examined the hypotheses, as to gather an overall understanding whether cultural organization are convinced with the importance of strategic planning in cultural organizations, in terms of defining a clear vision and mission and setting goals and priorities, engaging employees in developing the strategic plans, and the information the workers know about their organizations' situations. This has been investigated through linking between dependent variable with the

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<sup>1</sup> The interviews' questions are attached as Appendix A, and Results are listed in Chapter four.

independent variables such as the organization's Location, which affects the amount of funds from the research point of view, and the organization's age, which reflects the organization's experience and thus moving toward the strategic planning based on their conviction and not the donor's requirements.

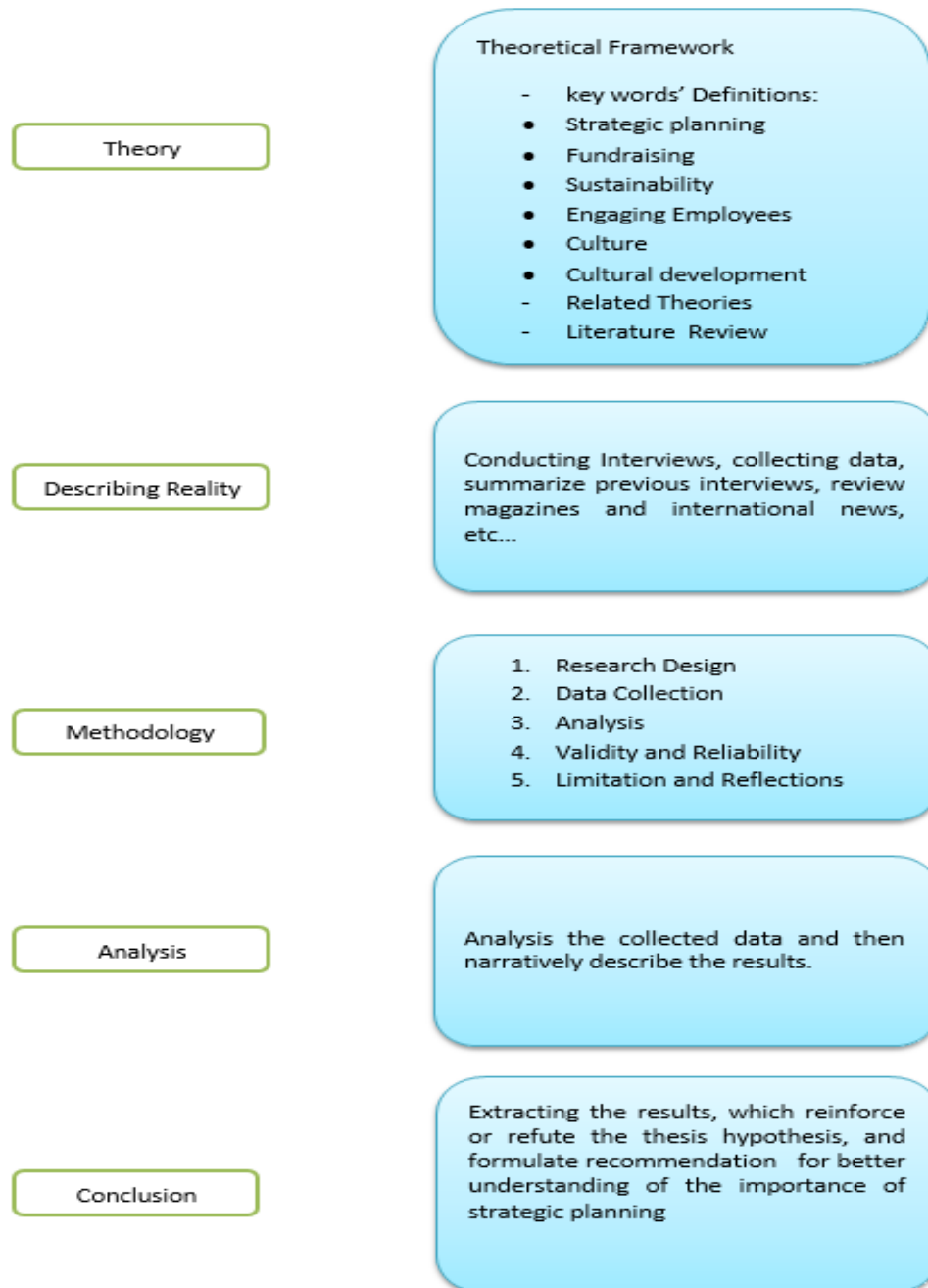
The questionnaire has been given out to employees in some of the cultural non-profit organizations, not only the ones registered in the Ministry of Culture. To build the survey, the researcher took advantage of previous surveys related to same topics, and the conducted interviews.

The research sampling method that has been used in this study is convenience sampling to obtain a scientific result that could be used to represent the population.

And a list of all cultural non-profit organizations was acquired via the registration files in the Ministry of Culture and the Palestinian statistic Bureau, which includes the contact details for all these organizations and their locations.

Data collection process has been conducted throughout the sample working hours from Mondays through Sundays in order to include both working and non-working institutions and employees. Through an online questionnaire, which contains information about independent variable such as age, the gender, and demographics as a background of the sample. It also has questions related to dependent variable, such as how important it is to have a strategic plan, in case they have, did they participated in developing these plans, ways for sustainability, obstacles that may face them when implementing the plan, a comparison before and after the plan in regards of fundraising, etc.

Eventually, the researcher took from the employees' involvement and knowledge, a tool to measure the organizations' conviction of their understanding of the strategic planning importance.



*Figure 1 Thesis Structure*

## **1.8 Population and Sample**

The research took place mainly in West bank, especially organizations working in Ramallah and Jerusalem. The number of the cultural organizations working in the west bank according to the Palestinian Ministry of Culture; the number of the registered organizations in the ministry is about 300, of which only 130 are active, and the researcher considered it as the research sample.

Therefore, the survey was distributed to active cultural non-profit organizations' staff, including: High-level administration including directors, and Board members. In addition to middle level administration, including administrative officers, public relations officers and fundraisers; the researcher wanted to measure, the understanding of the sample to the concept of strategic planning at first, then to measure whether the sample has a strategic plan or not, to measure their satisfaction with the strategic plan they have, and whether they participate in developing these strategic plan, or not, and did they really implemented these plans.

Moreover, to compare the amount of funds they received as to compare whether organization received more funds when they have strategic plans or not. Moreover do the employees really know their organization, since the researcher is discussing the cultural organizations, which are considered small organizations in Palestine, which includes the average of 5-6 administrative officers including directors. Thus, the researcher assumes employees do know their organizations well.

The analyzed data reflect the belief of the organization in the importance of strategic plan, and not developing these plans only for donors and fundraising process.

The researcher used combined means to provide other quantitative data such as observation and attaining cultural events, which discussed the cultural situation in Palestine.

### **1.9 Limitations**

A number of challenges were encountered regarding data reliability and validity, which can be viewed in three major dimensions: Population, sample, online survey and interviews.

The survey faced some challenges before and while distributing it, since the period in which the researcher distribute the survey, between March and May, was a very busy period for cultural organizations; where they were organizing many cultural organization such as; Al-Kamanjati organization in Ramallah, Yabous Organization in Jerusalem, The A.M.Qattan Foundation in different areas in the West bank among other organizations.

Moreover, there are no valid statistics for the number of cultural institutions operating in Palestine - in the West Bank and Gaza Strip-, in addition to trying to send surveys to the cultural organization in Gaza but no one cooperated in this regards. The researcher thought, that this can be due to “The return marches” in Gaza Strip, which began after the announcement of the USA embassy transfer to Jerusalem. Therefore, the research took from the organization working in the West Bank only, excluding organizations working in Gaza Strip.

In addition, to the Conflicting information regards the number of active cultural organizations in Palestine. Which according to the director of the “Planning department” at the Ministry of Culture, the number of the cultural organizations is



around 600 organizations. While according to Ms. Iman Odeh, the one responsible for the cultural organizations in the Ministry, the number is around 300 organizations, and only 133 organizations are active. However, there are other active organizations registered in other Palestinian Ministries, such as the interior ministry, and the Ministry/ Authority of Youth and sport.

However, according to the Palestinian central Bureau of Statistic (PCBS), which shows the number of the cultural organizations, which is 625 cultural centers operating in Palestine in 2017.<sup>2</sup> However, when the researcher, asked formally the PCBS for this information, the formal reply, was 177 organizations in Gaza Strip and West Bank.

Therefore, the sample was randomly selected, based on the information from the Palestinian Bureau. (223 employees on all management levels, distributed in 33 organizations, located in Tolkarem, Nablus, Ramallah and Al-Bireh, Jerusalem and Hebron. Thus, the sample should be 142, nevertheless the researcher could not reach this number of surveys, and she only collected 120 surveys).

Moreover, according to Odeh, the Ministry lack access to cultural organization in Gaza Strip due to the separation, the coordinate with individuals and some cultural organization, just like Palestinian they lack access to cultural activities due to checkpoints and living conditions.

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<sup>2</sup> *Palestinian Central Bureau of Statistics* . March 13.  
<http://www.pcbs.gov.ps/post.aspx?lang=en&ItemID=3078>.

### **1.10 Chapter Plan**

Chapter 1: Introduction: The introduction chapter identifies the objective of this study, key word definition, importance of this study, and the research hypotheses.

Chapter 2: Theoretical Framework and literature review: This is the structure that can support the study through a collection of interrelated concepts.

Chapter 3: The reality of cultural institutions, where the research discuss the reality of culture in Palestine, prospects and challenges and the importance of using culture as a tool for development, and using strategic planning to ensure the organizations' sustainability and ensure better fundraising.

Chapter 4: Linking concepts together, in addition to statistical analysis and interpretation of results: giving meaning to the study and survey results, within the overall context of the study.

Chapter 5: Conclusion, Discussion and Recommendations for Future Research.

## **Chapter Two**

### **Theoretical Framework and Literature Review**

This chapter founds the theoretical context of the research and provides the groundwork for the following chapters to address the various research concerns. For this aim, strategic planning works of literature are appraised in its historical and conceptual perspective. There is a huge number of researchers on strategic planning while this review is intended to briefly introduce the most important matters of strategic literature relevant to the research problem.

This chapter begins with defining strategic planning and its evolution and the adaptation of the concept in several fields, review the strategic planning steps and procedures, reveals the important elements to ensure a successful strategic planning, moreover it shows the importance of strategic planning in general, and to nonprofit organizations especially cultural organizations, and its effects on the organization performance.

In addition to the importance of engaging employees, in the process of strategic planning formation, this chapter revises funding concept, and the relationship between strategic planning and fundraising approaches, to ensure the organization's sustainability.

#### **2.1 Theoretical Framework and Literature Review**

For reader to understand the term of strategic planning; main concepts should be defined starting with Planning which is a basic management function involving formulation of one or more detailed plans, to achieve optimum balance of needs or

demands with the available resources. The planning process first; identifies the goals or objectives to be achieved, second; formulates strategies to achieve them, third; arranges or creates the means required, and fourth; implements, directs, and monitors all steps in their proper sequence.<sup>3</sup>

Strategy is a method chosen to bring about a desired future, such as achievement of a goal or solution to a problem, and it is the art and science of planning and organizing resources for their most efficient and effective use.<sup>4</sup>

After defining these two terms Planning and Strategy, it should be easier to try link the two concepts and understand this compound term "Strategic Planning" which is a systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them. And it can be defined as "the process of determining the mission, major objectives, strategies, and policies that govern the acquisition and allocation of resources to achieve organizational aims".<sup>5</sup>

In contrast to long-term planning, (which begins with the status and lays down a path to meet estimated future needs), strategic planning begins with the desired-end and works backward to the status. At every stage of long-range planning the planner asks, "What must be done here to reach the next (higher) stage?" But, at every stage of strategic-planning the planner asks, "What must be done at the

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<sup>3</sup> *Business Dictionary*. <http://www.businessdictionary.com/definition/planning.html>.

<sup>4</sup> *Business Dictionary*. <http://www.businessdictionary.com/definition/strategy.html>.

<sup>5</sup> Daniel Ebner. 2013. *Formal and Informal Strategic Planning*. Austria: Springer Gabler. 14-22

previous (lower) stage to reach here?" that is strategic planning looks at the wider picture and is flexible in choice of its means.<sup>6</sup>

The absence of united statehood of the Palestinian Territories (West Bank, Gaza Strip and East Jerusalem) impacts strongly on cultural activities in Palestine and consequently on the role of culture, since these territories are subjected to the law of different governing bodies. Due to the limited political and financial power of the Palestinian National Authority (PNA) with its Ministry of Culture (MC), responsibility for international cultural relations rests mainly with civil society. Culture is considered to be an essential tool in the battle for identity as nationality and self-pride. In this view, every manner of cultural expression serves the purpose of achieving the aim of an independent Palestinian State.<sup>7</sup>

During the 1990s, international donors committed billions of dollars to the Palestinian Authority (PA) to promote Peace process. In the 2000s, donors were caught between trying to support and develop Government institutions, or to promote PA legitimacy, while not undermining the non-governmental organizations (NGOs), which are considered as the primary agent for development.<sup>8</sup>

Because of the unique political situation in Palestine, there is a lot of uncertainty, thus a strategic planning is vital to fight uncertainty, and steer the organization toward successfully achieving its mission, vision, and goals. It is the frame that determines the organization's' priorities, moreover, determine how it is

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<sup>6</sup> *Business Dictionary*. <http://www.businessdictionary.com/definition/strategic-planning.html>.

<sup>7</sup> Dr. Mirjam Scheider. 2014. *Palestine Country Report*. The European Union. [http://ec.europa.eu/assets/eac/culture/policy/international-cooperation/documents/country-reports/palestine\\_en.pdf](http://ec.europa.eu/assets/eac/culture/policy/international-cooperation/documents/country-reports/palestine_en.pdf).

going to achieve its mission. It is the process that leads to the right decisions, and improve the effectiveness of nonprofit organization.

Since soft messages delivered through culture are needed to help in telling the full story of Palestine, thus the sustaining of culture and -related activities is important. That is why nonprofit organization needs to consider building its own strategic planning to ensure its sustainability and its continuous development.

### **2.1.1 Conceptualizing of strategic planning**

A Strategic Plan is a plan and it is strategic. A plan by means it is a way of setting out how we will deal with the future; such as contacting a new partner, strengthening the organization's position in the field, decreasing budget, and extending services to rural areas. It is an idea we think about, figure out ways to implement our goals, and bring in needed resources to achieve it, such as money, staff, skills, and time.

Whereas, Strategy is about securing and maintaining our attentiveness in the face of opponents or obstacles; additionally it is about resolving and dealing with variables, uncertainty and risks; through predicting every detail that might appear in the future. Strategy therefore is flexible and responsive, but always constant with one's values, vision and mission.

Developing a strategic plan, means we have a clear and well-defined long-term Goals, Vision and Mission, thus we might have to conform our procedures in order to attain them. Strategic Planning is a tool for changing and motivating

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<sup>8</sup> Denis J. Sullivan. 2002. *Structural Flaws in the middle East Peace Process*. Springer

companies, government agencies and nonprofit organizations. Moreover, to guide the organization to fulfill its mission with maximum effectiveness and impact, in order to reach its vision and accomplish its goals.<sup>9</sup> “It defines where an organization is going at least over the next three years, how it is going to get there and who will be involved, furthermore how it will measure if it got there or not”. There are a diversity of perceptions, models and approaches used in strategic planning, depending on the culture, environment, size of beneficiaries, and the size of the organization itself.<sup>10</sup> Usually, plans are developed based on specific beliefs about future. Thus, the need for strategic-planning is highly recommended as it is built on prediction. Eventually, it is all about “getting hands dirty digging for ideas and real strategies are built from the nuggets they uncover”.<sup>11</sup>

### **2.1.2 The derivation and Expansion of Strategic Planning Concept**

“From the art of war to the war for talent, strategy has been evolving for centuries”.<sup>12</sup>

Military Origin; by tracking back the concept "strategy", the book titled “The Art of war” written by Sun Tzu, in which it comes over all aspects of conducting war and offers amounts of strategic and philosophical advice, that is still being used as a

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Nature. 11-16

<sup>9</sup> Richard A. Mittenenthal, 2002. *Ten Keys to Successful Strategic Planning for Nonprofit and Foundation*. New York : TCC Group.1-12

<sup>10</sup> Carter McNamara,2008. *Field Guide to Leadership and Supervision for Nonprofit Staff*. USA: Authenticity Consulting, LLC.1: 16-20

<sup>11</sup> Henry, Mintzberg. 1994. "Strategic Planning." *Harvard Business Review*.  
<https://hbr.org/1994/01/the-fall-and-rise-of-strategic-planning>.

<sup>12</sup>, <sup>11</sup>, <sup>13</sup> John Aurik , Martin Fabel , and Gillis Jonk . 2014. *The History of Strategy and its Future prospects*. Korea: A.T.Kearney Korea LLC. 1-14

source of inspiration for leaders. Moreover, peacemakers have long appreciated the strategic and tactical fruitfulness of how not to go to war.<sup>13</sup>

Adaptation in the business world; the strategy developed in the business context through the 1800s mostly turned around building exclusivity and dominations. Furthermore, many consultancies that are active nowadays were often referred to as “business engineers”, and by time, scientific management made way; for more all-inclusive standpoints that pushed the boundaries of operations, by considering all features of productivity and efficiency. Moreover, these standpoints had been converted to become inputs for true strategic analyses and planning, shaping a new era of strategy development.<sup>14</sup>

Usually the concept “strategic plan” is commonly known in business; as to maximize profits; finding a new business or even bring in changes such as a new product, or a new service. In business; goals are simple; bigger profits, bigger dividends and staying in business. Moreover, factors in business such as opposition and obstacles including market competition; can be predicted easily.<sup>15</sup>

**Transfer to the public nonprofit sector;** Although nonprofit<sup>16</sup> sector including cultural organizations is facing varied and complex challenges,

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<sup>14</sup> Thanos Kriemadis and Elena Theakou. 2007. "Strategic Planning Models in Public and Non-Profit Sport Organizations." *Sport Management International Journal* 3. 1-11

<sup>15</sup> Henry, Mintzberg. 1994. "Strategic Planning." *Harvard Business Review*.  
<https://hbr.org/1994/01/the-fall-and-rise-of-strategic-planning>.

<sup>16</sup> Non-Governmental Organizations (NGOs) are voluntary and independent organizations whose life subsists between people and serve them. NGOs are sometimes confused with Community-Based Organizations (CBOs) which only benefit their own members. NGOs, however, service all citizens and play important roles in addressing socio-economic matters. They operate programs in art, sport, education, health, social welfare and economic fields. In Palestine, NGOs works in highly uncertain and unstable situations due to political matters, this forces organization towards strategic planning as to predict challenges and try to solve them, moreover enhance its performance to provide citizens with better services.



competition, crisis ,and difficulties, due to external environment such as; the Arab Spring, economic crises and wars over Syria, Iraq and other Arab Countries. Thus, the uncertainty faced by nonprofit organizations especially in the Middle East is higher; therefore, the need for a strategic planning is bigger, while the need for nonprofit organizations is higher as well, in order to provide services that citizens need and governments cannot fully provide.

However, it took a while for strategic planning to move into nonprofit organizations, other than military and business worlds. This term entered the public and nonprofit sector during the mid-1980s, when the liberal market philosophy began to dominate all management thinking.<sup>17</sup>

Strategic Planning provides an organization with a clearer vision, and facilitate identifying challenges that may face during the implementation of the strategic plan, in addition to enhancing its performance and the equality of provided services. Moreover, it helps nonprofit organizations keep it focused on its core purpose and principles.<sup>18</sup>

### **2.1.3 The Development of Strategic Palnning in the organziation**

Since the strategic planning is a challenging tool for an organization to undertake, however, it allows the organization to make decisions or choices after having a long-range view of what might happen and where the organization wants to be in the future, and how it will reach there. Therefore, strategic planning is built

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<sup>17</sup> UNESCO. 2010. *Strategic Planning Concept and rationale* . Work Plan , Paris : International Institute for Educational Planning .

<sup>18</sup> Bryson J.M 1999. *Strategic Planning in Smaller Nonprofit Organizations*. Short Guide, San Francisco: Western Michigan University. 1-1

after conducting an analysis for all information related to this organization, taking into account the external and internal environment, including the organization's hierarchy and structure, and all available and needed resources (financial, human resources, and technical material). This analysis should be done to know which aspect of these should be changed in order to achieve the organization's aims and goals.

This analysis primarily describes the organization three statement: its vision for future, mission and values, moreover the importance of doing SWOT analysis as to define: the strengths and weaknesses of the organization, and what opportunities the organization have in order to achieve its vision, and threats that might face the organization while implementing the strategic plan. Furthermore, it provides the organization with an insight of sequences of these changes and defines those who are responsible for making these changes, and what are the resources needed to make these changes, and whether the organization has these resources or not.<sup>19</sup>

#### **2.1.4 The process of strategic planning**

There are several ways and models for strategic planning, begins with agreeing upon developing a strategic plan, this may be done at a board meeting, involving key employees at first, it may involve as well some stakeholder. During this meeting, an understanding of what strategic planning is, and what are its benefits to the organization and all stakeholder. Moreover, discuss the potential values of the organizations, revise the organization vision, mission and values, what do we need to

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<sup>19</sup> *Organizational Development*. USA: Pathfinder International.  
[http://www2.pathfinder.org/site/DocServer/Strategic\\_Planning.pdf](http://www2.pathfinder.org/site/DocServer/Strategic_Planning.pdf).

do in order to reach our goals, what do we need to do so, and its cost in terms of employees, and other needed resources. Furthermore, after agreeing on all these information, methods to achieve our goals should be identified, in addition, to defining monitoring and evaluating methods to follow up while implementing the plan.

Strategic planning focuses on a long range planning, which expects future situations, and facts. Moreover, internal, external plans on how the organization can function effectively; by which the management of the organization determines what they want to look like at the end of the precise period; usually three to five years. Then use the organization vision to establish several goals and objectives; that should be accomplished; through developing programs, tasks and action plan for conducting them.<sup>20</sup>

**Steps of Strategic Planning;** since strategic planning is used to bring the organization's mission and vision into life. The well-shaped strategic plan is compelled from the top down; thus, the work related to the internal and external environment around the organization is the managers' work and is communicated to all stakeholders inside and outside the organization.

The process of strategic planning described different analysis that the planer should conduct, when developing a strategic plan:

- 1- Current Situation analysis: This is the early step in developing a strategic planning, which build the foundation, starting with further clearing the

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<sup>20</sup> Emily Gantz McKay. 2001. *Strategic Planning: A Ten Step Guide*. MOSAICA.1-14  
[https://siteresources.worldbank.org/INTAFRREGTOPTEIA/Resources/mosaica\\_10\\_steps.pdf](https://siteresources.worldbank.org/INTAFRREGTOPTEIA/Resources/mosaica_10_steps.pdf)

organization mission and vision, thus these statements are consistently understood by managers, stakeholder and employees of the organization.

- 2- Segmentation Analysis: this is an important step since it matches the current or potential products and services provided by the organization with the market's potential. Thus, help focus on goals; highest quality to match the market potential and highest bring in financial return.

- 3- SWOT (Strength, Weakness, Opportunities, and Threats) analysis: is a valuable and effective method to use to evaluate the situation before creating the strategic plan, in which a planner discovers the strength of the organization, this can be derived from the internal environment of the organization, through answering questions such as: what do we do well? What do we do better than others? Etc.

Moreover, planners should know as well the weakness of the organization in order to reach the right way, through answering some questions such as: what should be improved? What is done but not in a good way? Etc.

In addition to recognizing the expected opportunities, the organization has in order to expand for instance, and obstacles that might face the organization when trying to accomplish its mission, vision, and goals, these threats may include competitors, political situations, and market instability.

- 4- Core Competencies analysis: this step is to evaluate the essential capabilities of the organization. It provides planners with an insight whether the organization needs to improve key activities and systems or not, through answering certain questions such as, does it provide distinctive possible access to the market? Does the activity add value to the customers' benefits? Moreover, is it challenging for competitors to do the same activity?

5- Key Success Factors: reflects those tasks, actions, and practices that are acute to assess the relationship between the vendor and the customer. By means that the vital success factors are shaped by the market and by the customer, not by the firm itself.

The first five steps are almost the process of collecting data, analysis, describing and understanding the situation from inside as well outside the organization.

6- Business unit strategy/ business plan: this step is to develop a strategic statement for multiple elements, and to take into consideration the importance of aligning the mission and vision statements with the customer's need, without forgetting competitors' position. In addition, this step is done from the bottom up, and will be built around strategic components of conducting business, and creates annual goals and objectives to achieve the longer-term strategic plan.

7- Balanced Score Card: reflects the measurement system, it measures beyond the results of traditional goals, such as goals of income, and financing; it further measures the results such as the continuous improvement, and customer satisfaction.

8- Evaluation: this process needs to be an ongoing and continuous as to provide a check up on the progress compared to the short plan and long-term strategic plan. Moreover, it provides an action plan or time-frame to follow up the progress accordingly; it shows the starting and ending dates of the activity, which is responsible for it, and what results are expected. <sup>21</sup>

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<sup>21</sup> John F. Dix, and Mathews Lee. 2002. *The process of strategic planning* . Ohio : Business Development Index, Ltd and the Ohio State University. 7-28

### **2.1.5 Elements of strategic planning**

There are key philosophies and practices that are employed in strategic planning, to ensure creating a well-done strategic plan, including:

- Mission statement: should define some key elements including the purpose of the organization, and the envisioned beneficiaries, main service to provide, geographical boundaries and should express the organization's identity.
- Goal Setting Methods: since goals are derived from the enduring mission statement, but allow for development and improvement in activities. Moreover, strategic goals are set for a three or five- year strategic planning prospect would then be conveyed to make sure that these key areas were being addressed.
- Strategic visions and values: some see the vision, perhaps, conforming to a strategic goal. Some organizations, especially those working in public sectors, prefer to build up the strategic vision and define values before the mission statement. On the other hand, some may consider values as goals, thus values can be seen as complementary to a mission statement or vision, depends on the organization's believes itself.
- Environmental assessment: (PESTEL analysis: which is a tool used by planners to analyze the organization's environment and factors affecting it such; P: political situation, E: economic situation, S: social situation, T: technological development, E: environmental changes, and L: Legal system. For the public sector, they adopt only PEST (Political, economic, social and technological,) analysis.<sup>22</sup>



*Figure 2 Strategic planning elements*

### **2.1.6 The importance of strategic planning**

“Organizations working in both private and public sectors, are increasingly embracing the practice of strategic planning; in anticipation that, this will translate into improved performance.”<sup>23</sup> According to several previous studies, there is a strong relationship between strategic planning and the organization’s performance, thus organizations that embrace strategic planning records have better performance compared to those organization that do not have a strategic plan. Carrying out all various steps of strategic planning, is a process that is intended to assist the realization of organizational efficiency. When defining the organization’s vision, mission and values, the administration, in addition to exposing its future opportunities, and threats, thus provide a context for decision-making and help in providing a direction to the organization as to enhance coordination and control of its

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<sup>22</sup> Katerina Jiraskova, and Striteska Michaela . 2006. *The Basic Elements of a strategic planning process in the public sector*. Pardubice: Faculty of Economics and Administration

<sup>34</sup> Julian Ongonge. 2013. Relationship between startegic planning and organization's perfomance in non governmental organizations (NGOs): A case of ActionAid, Kenya . A research Project , Nairobi : University of Nairobi. 10-17

activities. Moreover, strategic planning forms organization's strategy choices, in which the organization can choose the best strategy in order to reach its vision.<sup>24</sup>

### **2.1.7 Strategic Planning theories**

Through the past five decades, the world witnessed the exceptional evolution of planning. It has become a global action involving in countries, organizations and individuals. Several theories about strategic planning were developed, each theory focused on a different issue, furthermore, strategy does not necessarily need a formal system to work within, implementation can be done to some extent on informal system; This depends on how complex an organization is, thus it depends on different elements, for instance, internal decisions, power relationships, external environment, informational needs, and organizational behavior. There are ten theories that present ten different approaches to strategy formation. The relationship between these theories is varied. Each defines strategic formation from a different approach, there are some common areas about the nature of strategic planning. However, the foremost four theories are:

1. Philosophical synthesis, focus when planning information; on community, economic, moral and environmental background of of the organization.
2. Rationalism considers human resources as a value, and assumes a progressive, apparent cycle that embraces set of aims, determining goals, building and implementing plans, and appraising results.

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<sup>24</sup> Robert Arasa. 2012. "The relationship between startegic planning and firm perfromance." *International Journal of Humanities and Social Science* 2.  
[http://www.ijhssnet.com/journals/Vol\\_2\\_No\\_22\\_Special\\_Issue\\_November\\_2012/24.pdf](http://www.ijhssnet.com/journals/Vol_2_No_22_Special_Issue_November_2012/24.pdf).



3. Organizational development focuses mainly on methods; to attain organizational changes. It includes human relations approach; to advance and modify the managing form, staff satisfaction, decision-making process, and the over-all environment of the organization.
4. Empiricism uses a positivistic structure of analysis, and ensures the importance of the behavior system, thus its concern focuses on social change.<sup>25</sup>

### **2.1.8 Strategic Planning Models**

Models usually are built for a hierarchical organization with top-down control, but in nonprofit organizations is different as it has more grassroots, and bottom-up control, thus the community-planning model is better convenient.

There are different models of strategic planning; whereas the most famous ones are as follows: the first model is “Non-profit Organizations (NPOs)” for Brian Barry who focused in his writings on small human services organizations, where stakeholder has authorities over the organization. This model includes recruiting stakeholder and leadership, reviewing the organization’s mission, doing a SWOT analysis for the organization and revising goals as appropriate.

In addition to the second model which is “Applied Strategic Planning” described by Leonard Goodstein, Timothy Nolan, and William Pfeiffer, who wrote “pamphlet Applied Strategic Planning”. This model is a top-down hierarchy, involving key persons and depends on decision makers. This model is suitable for solving problems after scanning the organization’s environment and behavior of

competitors, brainstorming solutions and setting future goals and orientation. Moreover, it includes identifying key internal players, guarantee stakeholder and CEO support, identifying new future, opportunities and products, SWOT analysis, implementing strategies to expand, and monitoring and evaluating actions.

The third model “ICMA Strategic Development”; this is the least significant to community planning as it focuses very barely on economic development. It focuses on existing capacities and capabilities. This model includes; expanding stakeholders scan the organization’s environment, evaluating resources and business activities, developing visions into goals, monitoring, reporting, reallocation and restarting by employing a new group.<sup>26</sup>

Perhaps the difference between the models is in the order of the strategic planning steps when designing and developing the plan. Each model seems to locate the steps in a different order. An example is the ordering of the mission statement. For instance, Holloway (1986) places the mission statement as step number 1, whereas, Anthony (1985) model places it at number 6 and Wilkinson (1985) at number 3. It is important that an organization finds the model best suited to its situation, context, and needs.<sup>27</sup>

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<sup>25</sup> Adebisi Ayorinde Simidele. 2015. *A Review of literature conducted on strategic planning*. in partial fulfillment of the requirement for the award of M.Sc. Degree in Business Administration , Ado Ekiti : Ekiti State University.8-12

<sup>26</sup> *Best practices*. Alexandria: the Foundation for Community Association Research. 2001.

<sup>27</sup> Tobin, Stacy Resler. 1995. *The Strategic Planning Process: A case study of a nonprofit organization* . Thesis, USA : University of Rhode Island .

### **2.1.9 The importance of engaging employees when developing strategic planning**

A strategic planning is not a wish list or a promotion method. It is surely not a magic bullet or a quick treatment for everything that affects the organization, mainly if the plan “winds up on the shelf”. What a strategic plan can do is highlighting an organization’s strengths and weaknesses, allowing it to identify new opportunities or the reasons for current problems.

Moreover, the organization’s board and staff should be committed to its strategic plan implementation, since it can provide a valuable scheme for growth and recovery, and enabling it to realize where it is, decide where it wants to go, and map an option to get there.

Therefore, the failure happens in the strategic planning process itself; occurs due to developing the strategic plan by directors in isolation, without involving employees, who then will be responsible for implementing the strategic plan without understanding the debate that went into this formation. Whereas involving employees in strategizing will preserve and protect its success. However, an organization administrative board and directors should keep the following tips in mind: Human resources department must contribute much more in developing strategic planning, thus they will understand the organization long term goals, and will be involved more in achieving these goals. Moreover, leader and directors should develop skills and transfer organization knowledge, as to train future leaders. That is involving employees to reach the organization vision and achieve its goals and mission, they become more willing to make decisions, take proper risks and act in the finest interest of the organization. And to engage employees; directors should clearly define what winning is for employees, measure what each employee can relate to, set

employees up to success, provide feedback and gratitude, and moreover build an atmosphere of trust.<sup>28</sup>

In sum, strategic planning at the present has become a conventional feature of most business and public nonprofit organizations, since it brings in benefits to the organization and its growth, thus people working on implementing the strategic plan should be involved during all its process.<sup>29</sup>

The research took from “the understanding and engaging of employees in strategic plan”, an indicator to investigate whether the organization develop their strategic plans; derived from their own beliefs or only to satisfy donors.

Moreover, engaging employees in the creation process of the strategic planning will defiantly affect the organization’s performance; and as mentioned before, the aim of strategic planning is to reach a better position, and mostly this can be done through enhancing the performance of the organization, which is reflected by the customer satisfaction. Since Strategic planning provides the basis for actions in the nonprofit organization, ultimately this can affect the performance of these actions and accordingly the organization performance as a whole. In addition, some consider the strategic planning as a tool to find the finest future for the organization and best ways to reach that purpose.

Moreover, the strategic planning creating begins with an assessment of the current situation of the organization, by examining factors outside and inside the

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<sup>28</sup> Green, Holly . 2011. "Why Engaging your employees is the answer to strategic planning." *Forbes*. March 16. Accessed February 2018. <https://www.forbes.com/sites/work-in-progress/2011/03/16/why-engaging-your-employees-is-the-answer-to-strategic-planning/#6bc44ba97330>.

<sup>29</sup> Bryson , John M. . n.d. *The Future of Public and Nonprofit Strategic Planning in the United States*. USA: University of Minnesota.

organization that can affect the organization's performance. These analyses should be undertaken early before the planning process begins. Hence, it is important to master the strategic plan and guides on how to achieve its goals.

Alan Lakein once said, "Failing to plan is planning to fail", therefore, planning strategically should be undertaken in high-quality manners, and then starts to clear out detailed plans, such as staff plans, finance plans, and so on. Eventually, the importance of strategic planning does not come from only providing the ability to control or supervise but also for the balance, time perspective, and importance of the decisions taken on performance.<sup>30</sup>

#### **2.1.10 Strategic Planning and Fundraising for Sustainability**

In order to understand the relationship between fundraising and strategic planning, one should keep in mind these two questions; Do we need a fundraising strategy to implement the strategic plan?, or do we need a strategic plan in order to fundraise the needed resource in order to guarantee the organization's sustainability?.

Fundraising is a systematic process to raise the needed resources. Nonprofit organizations depend on this term the most; since it has no enough income resources from its own implemented activities, or in return of the services that the organization provides for civil society. Therefore, while strategically planning for the nonprofit organization, donors should be considered as part of stakeholders, since they are considered as an important component for the organization sustainability.

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<sup>30</sup> n.d. "Academia edu." Accessed February 16, 2018.  
[http://www.academia.edu/3849654/Impact\\_of\\_strategic\\_planning\\_on\\_organizational\\_performance.\\_A\\_survey](http://www.academia.edu/3849654/Impact_of_strategic_planning_on_organizational_performance._A_survey). P.9

Recently, the researcher noticed that donors have a higher interest in the nonprofit cultural organization that has a strategic plan, believing that such an organization knows exactly what its current situation is, and where it wants to be, how and when. In order to ensure better use of grants funds and to present results achieved with the money of this grant to taxpayers (source of funding).<sup>31</sup>

A fundraising plan is a part of an organizational 3-5 years strategic plan; which includes activities and resources needed to implement these activities. Moreover, ensure a clearer understanding of income and expenses for a fundraiser to facilitate fundraising procedures and transparency for stakeholder (including donors) via providing them with tools to evaluate the plan, through assigning indicators for each activity. Furthermore, having a strong strategic planning puts the organization in the control's seat; it also gives them reliability and differentiates them from others.

There are several approaches for fundraising, for instance 1- fundraising events such as sporting events, artistic events, artistic marathon etc. 2- Social media such as Facebook pages, Pinterest, Crowd funding, etc. 3- Fee based events such as workshops, memberships, selling products, etc. 4- Grants, writing proposal and apply for funds from local (private sector) and international donors.<sup>32</sup>

There is an important saying "Fundraising is an art... enabled by science"; cultural organization depending on fundraising should understand this saying, and work on developing fundraising strategies accordingly. Therefore, "a donor-focused fundraising model" was developed, to use it to enhance fundraising strategies and

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<sup>31</sup> Chrystelle Lucas, Interviewed by Marwa Soufan. At Sareyyet Ramallah- First Ramallah Group, on January 25, 2018.

<sup>32</sup> Linda Akey. 2016. "Nonprofit Fundraising Strategic Planning ." *2016 Spring Conference . Competent Assistance for Nonprofit CANDO!* 1-18

initiatives, and increase the number of funds raised. The model is built on a logical model, which is considered a road map for fundraisers that contains tips to achieve their goals. The logical framework consists of inputs, activities, output, outcomes, and impacts. This is to ensure that all requested inputs and proposed activities are necessary to achieve desired results, outputs, and impacts.<sup>33</sup>

Since, the main challenge that faces nonprofit organizations nowadays, especially in Palestine, is lack of grants and the increase of competitors, thus nonprofit organizations should make sure they have a piece of pie as to ensure its continuity and sustainability. Thus, nonprofit organizations need to stay engaged with current donors and identify potential donors who play a significant role in society, and keep in touch with them, and build networks with all donors.

This may bring further burden on the organization, where it must hire a professional employee or more, based on the size of the organization or the project, to follow up with donors and attract their attention constantly, moreover, build good relations with them and maintain it.

The main struggles that a nonprofit organization might face are as follows:

- Engaging Donors: According to “Randolph”, the nonprofit organization needs to keep donors engaged, and to let them know that they are part of the team and that they have shared values and mission toward the community. This might need

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<sup>33</sup> Linnie S. Carter. 2010. "A Donor-Focused Fundraising Model: An Essential Tool in Community College Foundations' Toolkit." *Community College Journal of Research and Practice* , 99-110.

great efforts, but it is not a wasted effort, since those who last relationship with donors will help improve bringing in future funds and support.<sup>34</sup>

- Sustainability: Even though the nonprofit organization has great missions to achieve, but this will not guarantee its continuity and sustainability. Thus, a nonprofit organization should focus on programs that guarantee its sustainability, through getting the right resources at the right place and time.<sup>35</sup>
- Not enough resources: the uncertainty that has been created due to financial limitations that lead to focus on money and how to bring in this money. Thus, nonprofit organizations devote most of its time to increase donations, memberships, and attendance, by constantly coming up with new schemes to attract donors. In the meantime, nonprofit organizations do not care who donates, joins, or attends, as long as they are going in the right ways.<sup>36</sup>

Therefore, fundraising process concerns include: organizations run in to many directions and lose their focus, having many debates about the organizations' priorities as to adapt to it according to donors priorities, trying to be everything to all people; in order to keep bringing in money, thus organizations will not dare to stop anything as long as it is able to raise money.<sup>37</sup>

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<sup>34</sup> Lyndsey Hrabik. 2017. "Nonprofit Hub." <https://nonprofithub.org/fundraising/3-of-the-biggest-struggles-for-nonprofits-and-how-to-overcome/>.

<sup>35</sup> Lyndsey Hrabik. 2017. "Nonprofit Hub." <https://nonprofithub.org/fundraising/3-of-the-biggest-struggles-for-nonprofits-and-how-to-overcome/>.

<sup>36</sup> Ann Latham. 2016. "Forbes." March 27. <https://www.forbes.com/sites/annlatham/2016/03/27/the-secret-to-sustainability-for-non-profit-organizations/#34d9fa826abe>.

<sup>37</sup> Otus Group. 2017. "Otus." May 17. <http://www.otusgroup.com/strategic-planning-fundraising>



### **2.1.11 The Key in raising money is Control**

In order for a donor to trust a nonprofit organization and give it funds to achieve its goals and reach its vision; the donor needs to have information about this nonprofit organization, not past or current information only, rather know the long-term programs, vision, mission, and objectives that the organization desires to achieve.

A nonprofit organization that hopes to sustain its growth needs to create strategies to guide its progress, build a concrete financial foundation, and prepare for challenges that might appear ahead by means it needs a strategic plan. This strategic plan gives stakeholders including donors the chance to know more about the organization, to share their insights of its strengths and weaknesses, and to debate critical issues impacting or likely to impact the organization in the future. Furthermore, to know what exactly the organization wants to achieve, why and how.

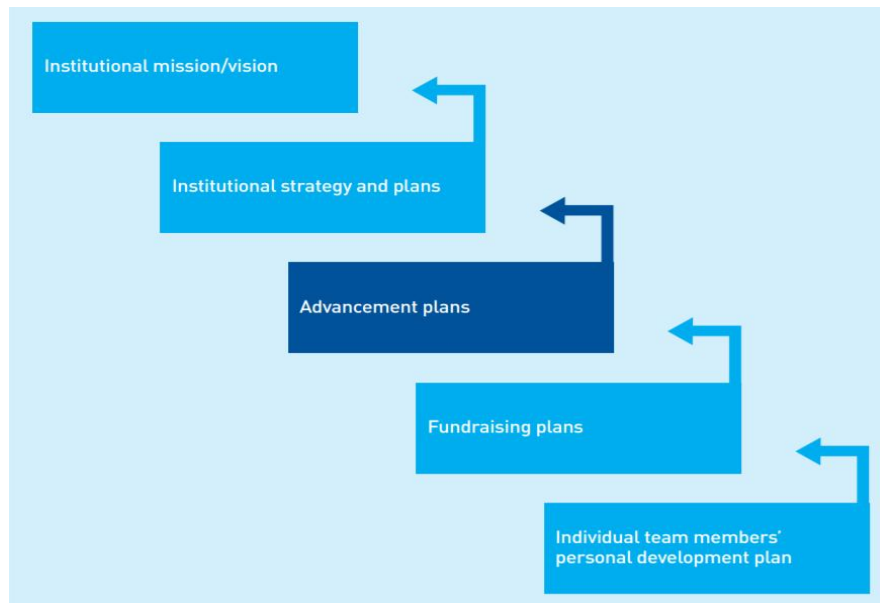
38

Having a strategic plan is a value as to ensure that the nonprofit organization fundraising strategy is in line with its strategic development. When they are not, it can lead to confusion and could possibly harm relationships with donors. Moreover, it can help focus on fundraising for the right things in the right way at the right time. In this way, donors can know that you are doing it the right way and that you are forward thinking. In addition, since donors prefer to be involved with projects that have a future and to know that their support can be measured, as to know; was it in

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<sup>38</sup> Otus Group. 2017. "Otus." May 17. <http://www.otusgroup.com/strategic-planning-fundraising>

the right place or not, furthermore to know if the nonprofit organization has what it takes to succeed.



*Figure 3 Developing a development plan*

## 2.2 Previous Studies

The researcher revised six previous studies and researches relate to the topic of this study, and these studies are:

**2.2.1 The First Study:** “The Contribution of Strategic Planning to Organizational Performance: The Case of Sululta Town Administration”, done by Bekele Ketema. The study investigated the support of strategic planning to organizational performances in the selected areas of Sululta Town, other than strategic planning practices and challenges faced during designing, implementing and ex-post implementation stages. Since the area where the study has been conducted is unstable and increasingly uncertain, this required a reaction from a public and nonprofit organization. Hence, strategic planning can help managers and leaders of public and nonprofit organizations think, learn and act strategically; to face contests that might appear.

The successful strategic planning in organizational performance is important to reduce waste of time, cost, and useless human resource.

For the researcher, the main problem is not in forming a strategic plan, but in the implementation phase, and the failure in implementing the strategic plan is due to; shortage of capital, unplanned growth, and management ineffectiveness, shortage of human resource management and wastage of time during implementation process, all these challenges are typical reasons for ineffective organization. However, each of these challenges may be efficiently addressed by strategic planning.

Changes in any organization may bring in positive and negative impacts, but the most vital factor that should be taken into consideration is labor factor since it is a vital element especially when designing and implementing the strategic plan, which may help the organization to be efficient and effective.

Moreover, Strategic Planning should be headed by awareness communication to stakeholders who will be affected by its implementation. Eventually, at the end of the study, the researcher sets some recommendations to avoid challenges.<sup>39</sup>

**2.2.2 The second study:** “Relationship between strategic planning and organization’s performance in Non-Governmental organizations (NGOs): A case study of action aid, Kenya”, done by Ongonge Julian; according to the study, the private and public sector are gradually embracing the strategic planning concept, supposing that this would improve performance.

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<sup>39</sup> Bekele Ketema. 2015. *The Contributions of strategic planning to organizational performance: The case of Sululta Town Administration*. Thesis, Ethiopia: Addi Ababa University.

This study intends to examine the relationship between strategic planning and organization's performance, starting with clearing the organization's purpose, scanning environment, strategy options, developing an implementation plan, and evaluation and control system. The study assumes that most NGOs experience challenges in resource constraints, institutional and capacity gaps including poor leadership and governance in implementing strategies.

Moreover, the study wanted to establish the relationship between strategic planning and organization's performance in Non-governmental organizations in Kenya; showing available choice, since the problem in the relationship is due to failure in securing support for the plan, communicating the strategy, not adopting significant changes, accountability and commitment to the budgeting.

Since the study sought to define how strategic planning has helped ActionAid Kenya to enhance its programs' performance. In order to help ActionAid to further fight and get rid of poverty and injustice, through setting directions, guide activities of staff and associates, and express clear and aspiring priorities.

Eventually, the study determined that there is a difference between the results and approaches to measuring strategic planning efficiency and performance, which confirms that ActionAid Kenya should choose the proper approach as to measure the relationship between strategic planning and its performance with attentiveness.<sup>40</sup>

Same as the first study, it links between strategic planning and the organizations' performance.

**2.2.3 The Third Study:** “Strategic Planning in Nonprofit organizations: A content Analysis of Best Practices”, done by Michael Ogonji; assumes that the external environment in which organizations function continue to be complex in terms of the size of opportunities and threats that keep evolving from them. Many organizations including nonprofit ones, have found it essential to improve abilities that can allow them take advantage of the opportunities that the environment presents, moreover confront the challenges that come alongside these opportunities.

Moreover, this study wanted to develop a strategic planning model that can help the nonprofit organization to become operative, understand how successful development can be, and how the implementation of strategic plans can lead to enhance the organization's performance, moreover help understand the results in terms of performance measurement criteria.

The result of the study was the improvement of a model that moved it from the traditional planning processes, into a developed three-stage model; that allowed organizations to adjust the process according to their needs, in order to assure successful implementation. Hence, identify concerns and challenges that repress the adaptation of strategic planning in the nonprofit sector, by understanding the dynamic forces, stakeholder such as funders, government, policy makers and beneficiaries, will be better employed when making decisions and setting policies that manage the nonprofit sector.<sup>41</sup>

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<sup>40</sup> Julian Ongonge. 2013. *Relationship between strategic planning and organization's performance in non governmental organizations (NGOs): A case of ActionAid, Kenya*. A research Project, Nairobi : University of Nairobi. 44-49

**2.2.4 The fourth study:** “Evaluating the Effectiveness of strategic planning within the Middle Eastern Public Sector”, done by Basel Shahin aimed to find out the nature and the scope of the strategic planning formation process within Middle Eastern public sector organizations, mainly in Dubai.

In addition to comparing difficulties accompanying strategic planning in private sector and public sector, since strategic planning is not a simple process, it needs consideration of the features of public organizations, and their external environments, as well as the limitations of public organizations’ instructions.

Therefore, the study wanted to provide solutions to reveal the practices of the strategic planning process. In addition, in one of the study findings, the strategic planning establishment process in public organization in Dubai is considered effective in terms of designing and implementation process, and the quality of the produced documents while forming the strategic plan.

Since the researcher in this study attempted to close some gaps and exposed other doors into new issues in the Middle Eastern public sector strategic planning literature, expecting to encourage additional research. <sup>42</sup>

**2.2.5 The fifth study:** “The strategic Planning process: A Case study of a nonprofit organization”, done by Stacy Resler Tobin, aimed to study that matches the actual strategic planning process of a nonprofit organization with theoretical frameworks

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<sup>41</sup> Michael Ogonji. 2014. *Strategic Planning in Nonprofit Organizations: A content analysis of Best Practices* . USA: Trinity Washington University . 52- 54

<sup>42</sup> Shahin, Basel . 2011. *Evaluating the effectiveness of strategic planning within the Middle Eastern Public Sector* . Thesis, Australia: Victoria University .

outlined by “Backoff and Nutt in A Process for strategic Management with Specific Application for the nonprofit organization(1988).”

In this study, the researcher found some problems related to forming the Seniors Helping Others - SHO's strategic planning, and discussed some of the issues that led to these problems that were not addressed in the strategic management framework of Backoff and Nutt.

Some of these problems are as follows:

Beginning of the process: Backoff and Nutt acclaimed forming a strategic team consists of five to fifteen members to be responsible for conducting the strategic planning process.

Whereas SHO staff is comprised of one full-time executive director and two part-time assistants, it is not possible to achieve this condition; therefore, the strategic planning process was delivered to five board members, while stakeholders were not part of the team, i.e. the process depends on board members only.

- Stage one; Historical context: Backoff and Nutt acclaimed that the team of strategic planning should examine the historical context of the organization, while SHO strategic team relied on their own knowledge, despite the fact that they had basic knowledge of the organization. - Stage 2; Situational Assistance: Backoff and Nutt claimed that using this sage is important for identifying the organization's strength, weaknesses, opportunities, and threats (SWOT analysis)., SHO team depends on previous surveys and its results and adapts it to the current situation.

- Stage 3; The Issue Agenda: based on Backoff and Nutt model, this stage begins when recognizing the key issues, discussing them and ranking them in order of

importance and focusing as well on identifying actions to manage and address these issues.

- Stage 4; Strategic options: According to Backoff and Nutt, this stage identify SWOT (internal factors: strengths and weaknesses, and external factors: Opportunities and Threats), after getting the individual evaluation from each member from the SHO committee, then a list of strategies is formed by combining all these individual lists. In SHO case, team members did not identify strategic options for critical issues, identified previously in earlier stages. Moreover, the committee did not consider serious issues such as cost and feasibility.

- Stage 5; Feasibility assessment: Backoff and Nutt model recommend conducting a stakeholder analysis to decide who will be affected by the new strategy, and who can help to implement it. The stakeholder is rated as whether they support or oppose a detailed strategy and how important each stakeholder is in the organization. In SHO case, no official rate for stakeholder was conducted, on the other and, they had a more active role in the process than the one suggested by Backoff and Nutt.

- Stage 6; Implementation: this stage according to Back and Nut model focuses on time to generate procedures to deal with the results of the previous stage (the stakeholder and resources analysis) handled in the previous stage, procedures include ways to effect stakeholder to support strategy moreover get it implemented and successful. Since SHO did not follow Backoff and Nutt model in the previous stage, thus they were incapable to do so in this stage. Thus, SHO was not able to take



critical decision of who would be in charge of seeing each strategy and its successful implementation.<sup>43</sup>

**2.2.6 The sixth study:** “The effectiveness of fundraising in local civil society organizations operating in Gaza Strip”, done by Mahroos El-Shobaki and Mohammad Abu Shamaleh, which focused on the effectiveness of fundraising, in nonprofit organizations in Gaza Strip. In addition to identify critical factors that affect this effectiveness, such as: having a fundraising department, whether the organization is good at networking and communicating with local and internal donors and supporters, does the organization have a skilled professional fundraiser and other factors.

This study was conducted based on 28 nonprofit organizations located in Gaza Strip as samples, which worked in different fields. The researchers set up some critical Hypotheses and developed an online survey via formstack website, to conduct this study. Moreover, some of the results of this study were:

1. The fundraising unit has the ability to draft project proposals.
2. The funding management staff are capable and has professional qualifications to fundraisings.
3. The senior management guides the staff in the finance management unit.
4. Organizations have written strategic plans.
5. Staff needs an integrated training program with the need to allocate a sum of the organization’s budget to the staff training programs.

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<sup>43</sup> Stacy Resler Tobin. 1995. *The Strategic Planning Process: A case study of a nonprofit organization* . Thesis, USA : University of Rhode Island .

6. The Finance Management Unit continues to monitor the funders' advertisements on an ongoing basis.
7. The Finance Management Unit has a local and international network that assists in the financing process.
8. The organizations have the ability to provide their services in different circumstances and times, which facilitates the process of financing.
9. The trust of FAO financiers is a key factor in the financing process.

The study recommended for organizations to attract a number of qualified employees in the fundraising department. Adopt an integrated training program to raise their efficiency, allocate part of the annual budget for these training programs, and to create an effective cooperation between fundraising unit and different social media. Moreover, design a guided booklet for the staff. Eventually, the importance of finding fixed funding sources and projects that can generate self-revenues.<sup>44</sup>

Prior studies have identified strategic planning, models and approaches, moreover revealed many benefits of strategic planning. These benefits include positive perceptions of the Strategic planning evolution over the years; and this development is due to the increasing importance of the concept; as to develop and implement the organization vision, achieve a better future for the organization, and raise the level of services provided and thus increasing the beneficiaries' satisfaction.

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<sup>44</sup> Mahrous Shobaki and Mohammed Abu Shamala. 2013. "The Effectiveness of Political Funding Management in Local Civil Society Organizations Operating in Gaza City". Research presented as an update to the requirements for obtaining the degree of specialized professional diploma in the management of civil society organizations, Gaza: Islamic University.

This study serves the organizations working in the cultural sector in Palestine, which has an important role in the Palestinian development. The researcher believes that cultural activities, events, and campaigns may orient and change the community general thinking towards deeper and new humanitarians or economic trends. Moreover, promote new concepts that would benefit the society and develop all aspects such as economic and education systems.

While researchers abroad are concerned about the extent to which strategic planning is implemented in the right way to improve the quality of services provided, The researcher is concerned whether the Palestinian cultural organizations are planning strategically only to recruit funds.

Since, in Palestine the case is different , especially under the absence of united statehood of the Palestinian Territories (West Bank, Gaza Strip and East Jerusalem) which impacts strongly on culture sector in Palestine and consequently on the role of culture, since these territories are subjected to the law of different governing bodies. And due to the limited political and financial power of the Palestinian National Authority (PNA) with its Ministry of Culture (MC). Moreover, since Culture is considered to be an essential tool in the battle for identity as nationality and self-pride. In this view, every manner of cultural expression serves the purpose of achieving the aim of an independent Palestinian State.<sup>45</sup>

During the 1990s, international donors committed billions of dollars to the Palestinian Authority (PA) to promote Peace process. In the 2000s, donors were caught between trying to support and develop Government institutions, or to promote

PA legitimacy, while not undermining the non-governmental organizations (NGOs), which are considered as the primary agent for development.<sup>46</sup>

As a result of this unique political situation in Palestine, there is a lot of uncertainty, thus a strategic planning is vital to fight uncertainty, and steer the organization toward successfully achieving its mission, vision, and goals. It is the frame that determines the organization's priorities, moreover, determine how it is going to achieve its mission. It is the process that leads to the right decisions, and improve the effectiveness of nonprofit organization.

Therefore, in this research; the researcher is debating basically if the Palestinian cultural organizations are convinced of the importance of the strategic planning, and whether these organizations developing plans based on their conviction, or only to meet specific needs, eventually this will affect the performance.

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<sup>45</sup> Dr. Mirjam Scheider. 2014. *Palestine Country Report*. The European Union.  
[http://ec.europa.eu/assets/eac/culture/policy/international-cooperation/documents/country-reports/palestine\\_en.pdf](http://ec.europa.eu/assets/eac/culture/policy/international-cooperation/documents/country-reports/palestine_en.pdf)

<sup>46</sup> Denis J. Sullivan. 2002. *Structural Flaws in the middle East Peace Process*. Springer Nature.

## **Chapter Three**

### **Strategic planning allow us to use Culture as a tool for development “Cultural Development”**

The researcher's interest in nonprofit organizations operating in cultural sector; comes from her belief, in the importance of using culture as a tool for development, especially the development of the Palestinian society. Moreover, try to refute the Israeli story through culture, using it as a resistance tool. Thus, this chapter begins with defining the terms of: culture and development, furthermore connecting between these two terms, by means using culture as tool for development in Palestine.

The researcher believes that developing a general strategic plan for the cultural sector, moreover building individual strategic plan for each cultural nonprofit organization according to the general one, will form a road map for these organizations to achieve their vision and goals. In addition to, highlight the importance of fundraising to achieve these plans thus, achieving cultural development.

#### **3.1 The concept of Culture**

Culture is “the knowledge that has been taken through news, history, language, literature, philosophy, and arts from a personal point of view of life.

Moreover, "culture is a theoretical knowledge."<sup>47</sup> It is also a combination of ideas, beliefs, customs, traditions and trends in any society, furthermore, it is a way of thinking and it forms different ways of behavior in the society. Every person in the society is learning and acquiring the culture through a process called "Socialization".<sup>48</sup>

Perhaps one of the most common definitions that the researcher liked the most is for "Robert Bierstadt" who defined culture as a combination that consists of everything we think or do, or have as members of society." Thus, culture gives the individual the ability to act in any situation, provide motives for thinking and feeling.

Culture is a complex term with intensive content and various items. Therefore, it becomes a source of power and authority that guides the general behavior of the society. And is formed by a specific general assembly of this community, which reflects the reaction of individuals and their needs, moreover affects the process of accepting and dealing with new and advanced ideas.<sup>49</sup>

To sum up definitions; the concept of culture is totally related to human aspects, it is all the gained knowledge either by science or research, and it is basically connected with human needs.

### **The benefits of culture**

Culture has a great role in revitalization local communities; since, culture and cultural programs create more services, provide different products and activities,

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<sup>47</sup> Shamil Abdel Aziz. 6.3.2012. "What is culture, who is the intellectual?" Urban Dialogue, No. 3659.

<sup>48</sup> Jadr al - Fatalawi. 2005 Concept of Culture. Summary of Culture Material, University of Babylon. <http://multidict.net/clilstore/page.php?id=2154>

which promote integration, directed participation, and may create and provide job opportunities for individuals; locally and internationally. In addition, culture produces literature, art, and poetry, which are important elements that play important roles in nation building and its progress, through the interest in extracting the society members' potential, and express what is going on the writer's mind, moreover, expresses community.

Therefore, the educated individuals would be able to achieve the progress, leadership in order to raise the country and its leadership towards growth and progress<sup>50</sup>

### **The benefits of culture at the social level**

Culture serves the society; by encouraging its individuals to participate in several experiments, including educational programs, exchange programs and workshops, awareness campaigns, gaining new knowledge, empowerment programs for youth and women, integrated programs, equality and justice programs, and tolerance promoting programs. Moreover, culture improves the educational system in general, builds a healthy society filled with creativity and integration, in addition to improving social media communication among the members of society.

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<sup>49</sup> Salim Barakat. 2016. "Culture: Concept and Practice." 81-82. House of the system.

<sup>50</sup> Mohamed Khadairy. 2017. "The role of culture in the development of society." Arab Evening.

### **The benefits of culture on the economic level**

Culture creates job opportunities for youth, encourages tourism and attracts tourists to cultural activities, which lead to a slight increase in the national income. Furthermore, Culture works on changing the pattern of behavior and the thinking of individuals and groups, which are reflected positively on the economic level; through opening the prospects for professional development and exploring knowledge of new cultures and new economic models. Thus, Culture has an obvious intervention through its contribution in directing the economic activities of individuals and companies.<sup>51</sup>

### **3.2 The Concept of Development**

Development "is a dynamic process that transforms the society from one situation to another. It is a developmental action in various fields and aspects of life in society and the state. Therefore, consists of a series of changes (social, cultural, behavioral, political systems and administrative systems in governmental institutions) Private, and eligibility that lead to raising the level of society from a lower level to a relatively higher one. "Moreover, Human is an essential part of development because they don't only get benefits of development results, but they are also active, and involved in development.<sup>52</sup>

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<sup>51</sup> The Ministry of Tourism, Culture and Sport. 2016. *Environmental Scan of the Culture Sector*. study, Ontario: Communication MDR.

<sup>52</sup> Stephen Okwen Agwet.2011. The Development concept .<https://pachodo.org/latest-news-articles/pachodo-arabic-articles/2049-2011-04-11-10-13-36>.



The concept of Comprehensive Development has been developed to achieve goals in various aspects of life, including economic, social and Political objectives.<sup>53</sup>

**Development characteristics:**

1. Conscious and oriented.
2. Individuals and groups of society participated in the development process.

(Stakeholders Concepts)

3. Seeks to bring about positive change. (Vision)
4. It is not based on one dimension, but it includes all dimensions such as: (
  - The economic dimension (the relationship of the productive sectors to the national products and proportions of employees).
  - The social dimension (habits, traditions and social relations that control individuals and their behavior towards each other).
  - The political dimension (the interaction of political institutions as to fit in with the development requirements, especially when providing political stability).
  - The administrative and organizational dimension (civil society, which contributes to the development process).<sup>54</sup>

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<sup>53</sup> Qariz Mahmoud, and Yahyaoui Maryam. 2008. The role of civil society in achieving comprehensive development in Algeria, between stability and change. Search, Algeria: University of Biskra.

<sup>54</sup> General Introduction to Development.2011. <http://www.shams-pal.org/wp-content/uploads/2016/researches/generalintro.pdf>.

### 3.3 The relationship between culture and development

Culture is the source of communities' progress and creativity, thus decision makers must nurture it to grow and develop. By means, Culture is the spearhead of the community development, leading it towards development and growth, empowering its individuals and groups to develop the skills they need; to influence their societies. Ultimately, the reason for development is to change societies and to institute them based on justice, equality, the well-being of individuals, and the dissemination of knowledge and information.

Cultural activities provide knowledge and information to a huge range of society, which is essential for making development a concern in which all individuals of society participate in it, thus it is not limited to the government members or a particular elite of society, with certain advantages such as being a participatory, transparent, evaluative and accountable activity.<sup>55</sup>

UNESCO considers "Culture as the heart of development policies and the only way to achieve human-centered, comprehensiveness and equality". The term of culture was first included in the international sustainable development agenda, among the goals adopted by the United Nations in 2015, which is an unprecedented recognition, thus exceeding the goal of economic growth to include other goals such as, universality, peace and equality, and others.<sup>56</sup>

Considering that, development is mainly a process of change; change from one stage to another, change at all levels; social, political and economic levels. Thus,

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<sup>55</sup> Abdul Mulla, Walid. 2012. Strategic Planning for Development. Kuwait: Arab Planning Institute in Kuwait.

came the term of “Comprehensive development”, which changes the behavior of individuals at the economic level for instance that might affect other levels or it might abandon a social habit and replace it with other. Therefore, despite the fact that Culture change is slow compared with other variables, but it is more stable.<sup>57</sup>

### 3.4 The reality of cultural institutions in Palestine

Culture would convey the Palestinian society from one case to another towards comprehensive development, which begins with preparing the individuals and developing their abilities and prospects. Culture is the umbrella, which embraces the writer, poet, artist and painter, with the aim of developing the society and promoting it individually, economically and politically, in the hope of liberation someday.

Before going into the subject deeply, the researcher would like to elaborate more about some terms, which are common within the Palestinian cultural context:

**Fundraising:** providing nonprofit organizations with funds to achieve their objectives in the areas of welfare and social development, knowing that the sources and types of funding vary.

This term appeared in Palestine more broadly and prominently, following the establishment of the Palestinian National Authority in 1994 and the non- government

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<sup>56</sup> Utti Hossgarhar. No history. "Culture is at the heart of sustainable development goals." UNESCO. Volume 1. <https://ar.unesco.org/courier/2017-1dd-1/lthqf-fy-smym-hdf-ltnmy-lmstdm>.

<sup>57</sup> Imad Shtayeh. 2017. "Lecture in Social Development". The Future of Development in Palestine. Ramallah Branch: Arab American University.

organizations (NGOs)<sup>58</sup>. However, this term has become a burden on non-profit organizations in general, especially the organizations working in the cultural sector, in order to ensure its sustainability. Eventually, the process of fundraising is an important factor in the ability of institutions to implement their programs and projects; to achieve the objectives set out in their strategic plans.

Therefore, Fundraising process is the most important challenge facing the nonprofit cultural organizations, thus limiting its activities. The process of fundraising is closely related to the attempt of the cultural organization to adapt the trends and priorities of donors. Especially that the Palestinian cultural organizations depend on grants and funds and not their own income. Thus, some of these organizations may go further to adapt or even create new programs, only to secure grants that go with donor agendas, ignoring its strategic objectives, vision, and specialization.<sup>59</sup>

Moreover, the money is flooding always from the same donors for the same organizations, so the idea is really to go and enrich smaller organizations, and in order to do so, grants application should be submitted in Arabic, so these organizations do not have to hire someone from outside the organization to write a proposal for them.

The grants' characteristics usually are too restrictive, need an international partner, it is important to work with co-applicants in order to solve partly the

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<sup>58</sup> NGOs; had a dynamic part of the Palestinian business community in terms of their role in service delivery and the socio- economic growth procedure, as it exist as a key stake of Palestinian civil society which is responsible for protecting citizens attentiveness, providing them with self-expression skills and platforms to express themselves. Moreover, delivering their services to the poor and marginalized. (Palestinian Non Governmental Organization (NGOs) and the Private Sector Potential for Cooperation and Partnership 2005)

fragmentation of the Palestinian society through networking. Culture is becoming more and more important, since culture change people's mind and people change decisions and the world.

**Cultural normalization:** A term that has recently been used in many centers and institutions operating in the culture sector in Palestine. The writer Samah Idrais has defined normalization as "the concept that aims to tame our minds, and force us to accept the idea; that we can live only by accepting the conviction that the suppressor is stronger than us or what we are now, and perhaps forever. Moreover, accepting the idea that we may be subjected to something oppression for a reason in us, in our history or in our social structure." And while Palestinians are thinking of normalization and its standards, the occupation continues to repress the Palestinian citizens, while polishing their image in front of the world. "Here comes the role of resistance, and the boycott of the enemy, which is an individual responsibility primarily."<sup>60</sup>

Therefore, cultural resistance term has a major impact on strategic plans and fundraising. Many institutions operating in the cultural sector do not apply for grants offered by donors who support the occupation, such as the USAID institutions, and "People to people" program that brings together Palestinian and Israeli groups to promote dialogue and cooperation, as well as other programs and organizations, where Palestinian institutions may enter into competition with Israeli institutions

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<sup>59</sup> Interview with Amer Khalil. 2017. Challenges faced by cultural institutions operating in Jerusalem. Hakawati Theater - Jerusalem, October

<sup>60</sup> Samah Idris. 2017. "Cultural normalization: definition, risk, law, standards, excuses, responsibility." By Arts Magazine.

when applying for their grants. Thus, this is considered another burden for cultural organizations, since it limited the number of grants they can apply for.

**Strategic Planning for nonprofit organizations:** Since Change needs preparations; thus the methodological process that helps non-profit organizations to do their job in the best way, by choosing the best means, taking into consideration the community needs and obtaining the necessary funding to meet these needs.<sup>61</sup> Once the strategic plan has been formed and the employees of the corporation have been involved. Their involvements guarantee to provide the necessary resources to achieve the strategic plan content. Recently, a significant number of local cultural institutions are developing strategic plans. This trend might not be to develop the organizations itself rather than to satisfy donors (This is the main Hypotheses in this research).

Strategic planning has been slow to be applied in Palestine generally, and in the cultural organizations in particular. However, Strategic planning is becoming more common within the nonprofit organizations. By the time, cultural organizations are becoming more familiars with planning in general; however, it seems there are many issues that need to be taken into consideration and focused on while implementing these plans, such as monitoring, evaluating, and following up. In addition to transparency issues especially on the relationship with beneficiaries' level, generating income and funds as to sustain the organization's projects, etc...

Another issue that should be highlighted; KPIs (key performance indicators); since it is too hard and unfamiliar for Palestinian cultural organization to find the right KPIs for its activities and events.

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<sup>61</sup> Michael Ellison, and Good Kay. 2007. Strategic planning for non-profit organizations. Translation of Marwan Hamwi. Obeikan Library.

**Cultural Resistance:** the occupation has worked for a long time to isolate the Palestinians from their land, yet the occupation went more further to adopt some of cultural symbols that are closely related to the Palestinians heritage for them, if not the same. For instance, the Palestinian Koffiyeh, which the occupation attributes to their culture. Therefore, the occupation of culture is much harder and more complicated than the occupation of the land. Moreover, the occupation is working to erase the Palestinian memory with all its stories, narratives and even their popular dishes, customs and traditions. Therefore, confirm the absence and the deep alienation of the culture, heritage and the Palestinian identity. Based on these facts, the concept of cultural resistance has appeared. And according to the writer "Steven Dunkumb", this term may work to promote or impede the political activity. Frequently, Culture is considered as an attempt to assert cultural heritage and identity against repressive force, using it as a tool of resistance.<sup>62</sup>

Eventually, the Palestinian culture is the Palestinian action and reaction resulting from the general circumstances that every Palestinian citizen goes through every single moment. It is a loop of awareness, existence, presence, and the role of intellectuals within this loop is as important as the soldier's role who seeks to liberate his country.

### **3.5 Culture within the Palestinian national project**

Rajab Abu Sariya in a workshop organized by the Palestinian Ministry of Culture in Gaza City on 21 September 2003 under the title: "Views and Horizons",

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<sup>62</sup> Stephen Duncombe. 1998.  
[http://shodhganga.inflibnet.ac.in/bitstream/10603/5772/8/08\\_chapter%203.pdf](http://shodhganga.inflibnet.ac.in/bitstream/10603/5772/8/08_chapter%203.pdf).

where he discussed the improvement and improvisation of the cultural scene, the emotion and lack of parity between it and the level of the occupation attacks. After the Nakba in 1948 and the appearance of new concepts such as Diaspora, refugees, immigrants and other words that formed the reality of the Palestinians later on, especially with the absence of leaders or national sovereignty, until establishing the Palestine Liberation Organization later in 1964.

At this stage, the Palestinians had a high interest in science and education. At that time, the real investment for them was the investment in the education of their children, which contribute to appear a number of educated and intellectuals Palestinian. This phenomenon was a result of the Diaspora and the unpleasant reality that the Palestinian experienced. Self-education was also adopted through dialogue, seminars and cultural activities, despite the ongoing attempts to prevent these cultural dialogues and the advancement of the cultural movement.

Moreover, during this period, many forms of culture appeared, including theater and drama field, newspapers, fine art, Palestinian literature, short stories, and publications, moreover many Palestinian universities were established that marked this stage, all of the above-mentioned activities formed the close link between the culture and the Palestinian national liberation project.

After the establishment of the Palestinian Authority and signing Oslo agreement; Critic "Nabil Abu Ali" made a comparison between the space that was available to the Palestinian intellectual under occupation, and the space that was available for them after the establishment of the Palestinian Authority; to find that the space available for them under occupation is greater than under the Palestinian Authority.



Abu Sariya also discussed the lack of the intellectual belief in the national cultural project, and the appearance of a culture of authoritarian justification, which justified all forms of dependence and transformed the intellectual from a creator to an employee. In addition to lack of authority to meet the needs of the cultural project.<sup>63</sup>

The researcher has conducted an interview with Mahmoud Abu Hashhash, the Director of the Culture and Arts Program, on 1<sup>st</sup> January 2018, at 1:00 pm at the headquarters of the Qattan Foundation in Ramallah. It is an institution that works to develop culture and education in Palestine and the Arab world, that focuses on children, teachers and young creators, it began its work in Palestine in 1998.

Abu Hashhash discussed the features of the cultural work before Oslo, during which the culture supported the Palestinian national project. Furthermore, supported the political project, and was based on the activity of individuals, or the activity of institutions that are related to parties primarily, and not independent institutions.

For instance, Abu Hashhash mentioned the popular art center, which makes a culture act, meanwhile reflects the ideology of its party, in addition to other institutions that work before the Israeli occupation, such as the first Ramallah Group, which began its work since 1927 and continued until today.<sup>64</sup>

There was a deep understanding of the importance of culture before Oslo, when culture was part of the national liberation project and depended on individual initiatives and general directions, from the liberation organization, and the unified

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<sup>63</sup> Talal Awkal. 2003. The reality and future of Palestinian national culture. Journal of Palestinian Studies.

<sup>64</sup> Mahmoud Abu Hashhash, Interviewed by the researcher. January 2, 2018. The reality of cultural institutions Ramallah.

media, based on gathering people as much as possible in order, to build a national identity and collective conscience.

There were some parties that intended to recruit numbers regardless of the quality of these numbers. Other parties were concerned about the quality of the individuals joining them; as to ensure that these individuals or members were aware of the parties' ideology.

However, Abu Hashhash also mentioned the good marginal effects of Oslo; which are the dismantling of the isolation, between Palestine and the world. Thus, nowadays there are different types of music, dance, and arts. On the other hand, the presence of cultural institutions, which relied on grants (fundraising), focused on gender and human rights issues, moreover, encouraged the integration of people with disabilities to disseminate values, that would support the comprehensive development project, and raise humanitarian issues on violence against women, equality of opportunities and other issues, of all this, the importance of culture is deduced in building a conscious human being, adhering to his rights, able to represent himself and represent his case in front of the world.

To sum it up, culture promotes national values that focus on the pluralism of society, which is part of the safety and health of this society, as well as the dissemination of knowledge, art, and music, which are part of the strength of the Palestinian society.

Moreover, another effect is the individual's interest in the cultural scene, which has been raised more than before. For instance, the Palestinian interest was connected to the political issue, which was also associated with culture in one way or another (politicized culture serving the national liberation project). Whereas now it is

focusing on culture itself, like cultural activities and cultural criticism, not for political purposes, but for purely artistic purposes. This is the result of openness and breaking the bridges between the world, and us and due to different cultural exchange experiences.

### **3.6 Strategic Planning allow us to use Culture as a tool for development**

Development is not just an economic development, but an activation of the potential of individuals, without forgetting that Palestine is an occupied land, and its people have no will or control of their capabilities in the ground or in the sky, moreover, they have no control over raw materials, or even water. Therefore, focusing on the “development” concept in terms of its broadest sense, which includes cultural heritage, handicrafts, fine arts, all of which fall into the category of the cultural economy that serves tourism, and further promotes the cultural scene in Palestine.

For instance, many cultural and artistic festivals, are a source of income for the country, including the one who occupies an entire village and activates tourism, such as the Palestinian Heritage Week Festival in Birzeit village, organized by The “Rozana Association for the development of architectural Heritage”; which aims during its festival each year, to create job opportunities, and improve the socio-economic status of women in rural areas, giving them access to local market, and promoting their products and services.

In addition to many other activities and cultural activities that raise the name of Palestine and bring it back to the map of the world through culture, many Palestinian artists in 2017 received several awards, including the Nabeul

International Award, which was awarded to the Palestinian poet “Rushdi Al-Mady” from Haifa, and to “Kamal Ibrahim” from Al-Maghar in Palestine on 13 May 2017, in the municipality of Naples.<sup>65</sup> In addition to declaring Hebron as a handicraft city in 2016, by the UNESCO World Heritage.

During the interview with Abu Hashhash, he added that the national project has to focus on the cultural sector, however, the ministry is trying to do so, but it cannot do more. Unfortunately, the budget of the Ministry of Culture is very low. The researcher to make sure of this information, returned back to the budget law of the Palestinian Authority for the year 2017, to review the information and she found that the proportion of salaries and wages constitute 62% of the budget of the Ministry of Culture, a large proportion compared to what is actually spent on cultural activities.

As seen, the current expenses are divided to:

- Salaries: a total of 11,429,000 NIS
- Operating expenses: a total of 5,589,000 NIS
- Transfer expenses: a total of 1,116,000 NIS
- Capital expenditure: a total of 150,000 NIS

Thus; Abu Hashhash’s claim is true, the Palestinian government should give greater importance to culture.<sup>66</sup>

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<sup>65</sup> " Palestinian Creators Received the Napoli International Award " 2017  
<https://www.alwatanvoice.com/arabic/news/2017/05/13/1049260.html>.



أبعاد الموازنة للوزارة للسنة المالية 2017

05	وزارة / مؤسسة	وزارة الثقافة	برنامج 0509	برنامج 0510	برنامج 0507	المجموع
بند الموازنة	الاسم	0505	0509	0510	0507	
211	رواتب وأجور	5,771.645	560.021	3,577.277	1,520.057	11,429.000
221	السفر والمهمات الرسمية	370.000	26.000		104.000	500.000
222	التفقات التشغيلية	768.000	47.000		185.000	1,000.000
223	إيجارات	547.058	32.942		130.000	710.000
224	أخرى (تشغيلية)	1,852.038	135.759		511.904	2,499.701
225	بدل تنقل	547.753	64.750	9.471	167.325	789.299
226	مكافآت للموظفين	61.904			28.096	90.000
212	المساهمات الاجتماعية	503.832	51.014	403.870	157.284	1,116.000
312	مخزون	150.000				150.000
	المجموع	10,572.230	917.486	3,990.618	2,803.666	18,284.000
0505	الثقافة للجميع					
0509	البرنامج الإداري					
0510	موظفين غير موزعين على برامج					
0507	حماية الموروث الثقافي					

This challenge has promoted cultural organizations, to create new creative mechanisms for self-income, through for instance; selling tickets for their activities, which needs more focus on improving their activities' performance. Moreover, shifting from applying for grants, to more creative fundraising method such as **crowd-funding tool**, in addition to other methods, as an attempt to reduce reliance on the Ministry of Culture and donors, for different reasons especially; the shortage of the ministry's budget, the increase in the donors' requirement, which became a burden on cultural institutions.<sup>67</sup>

The researcher also conducted a written interview by sending some questions to Ms. Suha Al-Khafash, former Director of the Culture Program in Palestine, at the British Cultural Council in Ramallah, and a cultural activist specialized in the

<sup>66</sup> Mahmoud Abu Hashhash, Interviewed by the researcher. January 2, 2018. The reality of cultural institutions Ramallah.

<sup>67</sup> Mahmoud Abu Hashhash, Interviewed by the researcher. January 2, 2018. The reality of cultural institutions Ramallah.

integration of people with disabilities into cultural programs, such as painting, dancing, etc... She defined culture as a key element and an important factor in the framework of sustainable development, especially when integrated it into the overall strategic plans in a continuously manner not seasonally by means focusing on culture from time to time and according to priorities. Thus, to make culture effective, it must be included in the comprehensive national strategic plans (economic, social, tourism, educational, etc.)

There is no doubt that culture in Palestine is a very important role, that can be effective in the framework of comprehensive development, because of the specificity of Palestine as a historical and religious place, and it is considered a country which is active and productive in terms of cultural output. However, in Khufash's view, the biggest challenge is the absence of a comprehensive national plan for culture, as an element that is essential in the process of building a Palestinian state.

Despite the existence of institutions and ministries aimed at activating the cultural sector, there is no clear strategy combining the scattered efforts in this framework. Moreover, she added that the cultural sector is supportive of other sectors, the most important of which is the economic sector, but it is a weak and unstable fluctuating support. It is confined to limited areas, such as the tourism sector, which is heavily influenced by political instability. It is impossible to talk about a market of cultural and artistic industries as strong and effective as cinema or theater. In addition, Palestinian cultural institutions do not work according to a unified cultural policy, adopted by the government institutions and non-profit NGOs, whom are responsible for implementing cultural programs. There is no unified plan, despite the existence of a strategic plan for the Palestinian Ministry of Culture

.However, from the Khufash's point of view, it is a framework and it is not related to reality.<sup>68</sup>

To summarize Al-Khufash's interview, there is a clear absence of a unified cultural strategy plan, despite the existence of a strategic plan for the Ministry of Culture, but it is a non-inclusive plan, in which all-cultural institutions work within its framework, as to achieve the overall goals, and the development required. Thus, there are scattered, uncoordinated efforts that do not achieve the desired change.

From the interviewees' point of view, and from the researcher's experience in the cultural field, the challenges facing the cultural sector in Palestine are as the following:

1. Geographical fragmentation and limited participation in the cultural activities, especially in marginalized areas.
2. The Palestinian cultural scene is far from the geography of Oslo. The Palestinian culture represents the Palestinian inside and outside Palestine, which leads to dispersion of cultural work and subjecting it to different laws. The Palestinian intellectual in Chile is subjected to the laws of Chile and the Palestinian intellectual in Lebanon, same as well.
3. The strategic plan adopted by the ministry of culture is a theoretical plan and not related to reality.
4. Government policies and legislations for culture and are not possible for cultural development.
5. The low rate of the ministry of culture and its share of the general budget, which is equivalent to 0.003%.

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<sup>68</sup> Interview with Suha Al - Khafash. December 2017. Culture as a development tool.

6. Poor community awareness of the role of culture in the development process.
7. Weak participation of intellectuals and cultural institutions in the development and change process.
8. The absence of an incubator structure for culture and stimulating creative competition.

How can culture in Palestine contribute to the development process?

The environment to be achieved for inclusive development, must be a socially, economically, politically and security-stable environment. As well as with culture and cultural movement, which is in need of prosperity and stability at all levels, but culture is an influential and influential factor in the general situation. When cultural projects are recognized, they must be responsive to the local context and take into consideration the specificities of our Palestinian society through the optimal and accurate use of cultural resources, as well as local knowledge and empowerment programs. Therefore, a clear and general cultural strategy should be defined in line with all the individual strategic plans of the institutions working in the cultural sector, so that their efforts are combined to achieve agreed general common objectives.

Culture promotes and guides society to define its destiny, promote the values of sustainable and long-term progress, as well as values of respect and promotion of cultural diversity, facilitating intercultural dialogue, conflict prevention as well as protecting the rights of marginalized groups, and thus creating optimal conditions for achieving development goals.

On the other hand, culture is an active and effective sector that organizes various cultural events and activities in various fields. Through which it stimulates



the creative industries and preserves the tangible and intangible heritage, which is a strong impetus for development. In addition to influencing societies to spread knowledge and guide their behavior, and thus through this knowledge, the vision and aspirations of societies differ over time.

Culture also transforms the cultural resources of the community into economic wealth by promoting a unique identity, as well as promoting cultural products and logical services, to generate employment and revenue. Culture is also a very effective tool of promoting environmental sustainability and social capital in local communities.<sup>69</sup>

In Palestine, culture was able to play an important role in creating employment opportunities for young people. The cultural industry and the art industry flourished somehow. For example, many of the art groups have recently appeared and are working from this source. Such as: Studio 48 Dance Company from Nablus, “Laje’a” music band for Folkloric Art from Bethlehem, “Öf” music band from Jerusalem, “Kanaan” music band from Nablus, “Trio Gubran” music company from Nazareth, “Dam Rab” music band, “Daraj Tim” from Gaza city; this group precisely contributed in transferring the suffer that Palestinians lives every day in Gaza Strip, and their concerns resulting from the siege and continuous wars.<sup>70</sup>

Obviously, many Palestinian groups and companies took from art a career for themselves. Consequently, they have contributed somehow to the reduction of the unemployment rate. In addition to the other arts industry that carried the name of

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<sup>69</sup> Utti Hossgarhar. 2017. "Culture is at the heart of the goals of sustainable development." UNESCO. Volume 1. <https://ar.unesco.org/courier/2017-ldd-1/lthqf-fy-smym-hdf-ltnmy-lmstdm>.

<sup>70</sup> Politicians. April 2014 . <https://www.sasapost.com/palestinian-singers-and-bands>.

Palestine high in many cultural and artistic forums abroad, and in international festivals, for example in 2017, which was a year full of cultural and artistic awards:

1. The film "Hunting the Ghosts" by Raed Andoni, won the Silver Bear Award as the best documentary film at the Berlin International Film Festival at its 67th session. (A film that creatively monitors the memories and lives of former prisoners, especially those who were in "Al-Muscovite" prison located in Jerusalem).
2. "Kamel Al- Basha", a Palestinian actor, who won the Best Actor award at the Venice International Film Festival, as the first Arab actor to be awarded this prize, for his role in the film "Insult", which was forbidden in Palestine under the pretext of cultural normalization.
3. The film "Gaza in their Eyes/Gaza Beyonhon", director by "Mai Odeh" and "Weham Ghazali", who won the "Tanit Bronze" award for short documentaries at the Carthage International Film Festival.<sup>71</sup>

These artistic industries, have contributed to the development of Palestine in one way or another, through the employment of a number of Palestinian youth at first. It has also brought the Palestinian case to the world through "picture", and deepened the importance of artistic development in the Palestinian industry indirectly.

However, other than the openness to the outside world, which occurred after the establishment of the Palestinian Authority. And despite the inability of the Palestinian Authority itself, to provide adequate support for the cultural scene to

grow and flourish. The work of cultural institutions and artists formed a unique case of cultural resistance to the conditions of the Palestinian people.

And enabled many Palestinian youth through various courses and experiences exchange programs, to discover their potentials capabilities, which encourages creativity in many fields. For example, recently “Nidal AL-Karnz” worked on developing cinematic equipment that parallels the quality of global equipment. Nidal opened his small workshop, with his own efforts without any governmental or non-governmental support, in one of the alleys of the Al-Aroub camp for Palestinian refugees, near Hebron. Several documentaries were produced about Nidal. His equipment was examined by A.M. Qattan Foundation, who found that his equipment are no less than the international equipment, in terms of accuracy, quality and durability.<sup>72</sup>

Many Palestinian youths who have adopted art and culture as a tool to fight unemployment; through creativity and innovation, despite all the challenges they face for instance; the occupation policies that seek to prevent approximately every Palestinian creativity action, the closure of many institutions, and the difficulty of raising funds to implement these industries, however, these youth re-created the “art industry” concept.

Based on the above, we see the importance of culture for development, a prominent role in shaping the political and economic awareness for the advancement of Palestinian society, and therefore there must be a mechanism to follow up on this

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<sup>71</sup> Yousef Al - Shayeb. Al Ayam Newspaper. 26 December 2017. [http://www.al-ayyam.com/ar\\_page.php?id=126b322fy309015087Y126b322f](http://www.al-ayyam.com/ar_page.php?id=126b322fy309015087Y126b322f).

<sup>72</sup> World Cinema Equipment "Manufactured in Palestine". 27 March 2015.

important and sensitive in shaping the society role, this mechanism is based primarily on strategic planning after determining the general vision in order to promote the community.

### **3.7 Strategic Plan in the Ministry of Culture**

Work began in the Ministry according to a strategic plan after the year 2009. More interest increased in implementing the plan on the ground. Before this year, there was no strategic planning process in its current form. The planning process has now moved from “items” to “programs”, making the planning process more precise and efficient than the previous ones. This development was accompanied by a process of monitoring and evaluation, carried out by the Ministry of Planning. Now the ministry is required to submit reports to the Council of Ministries. In addition to developing a financial system, while focusing on specific sectors annually. Moreover, the ministry's plan help as well the cultural organisations; threatened with closure due to poor funding.

The first culture sector plan was developed in 2010 for years 2011-2013, which is the baseline for National planning process. One of the main challenges that have been faced while developing the plan is the lack of data about the cultural sector's organizations, which is one of the main factors; in order to analyse the reality of this sector and determine needs, priorities, available resources, and tools to measure and evaluate the implementation process. However, there is a limited statistic but it is not sufficient for the general and comprehensive planning of the culture sector. The solution from the Cultural Ministry point of view; was to develop 12 research papers with the participation of cultural institutions for each sector.

These 12 research papers were produced, each aimed to discuss each field within the cultural sector such as Performing art field, theatre field, etc... These papers added a lot of cultural information, and all local related institutions were invited to participate within workshops to discuss and develop these research papers, as to solve difficulties and challenges faced by each field. These difficulties were partly reduced but not as it should be.

All subsequent plans, were based on these research papers, thus they share same problems. Moreover, one of the main causes that effect the planning process; is the Palestinian division on different levels, especially the weakness of the budget, allocated to the cultural sector as mentioned before during interviewing Mr. Abu Hashhash. In addition to the fact that most of the allocated amount covers the running costs, and salaries of the ministry's staff, for instance this year (2018) budget, the amount allocated to the ministry according to Mr. Daraghmeh is 21 million dollars in total including: 18 million to cover operating expenses, and 3 million to support local non-profit cultural organizations.

The Ministry tried to reduce the funding problem, through establishing the "Palestinian Cultural Fund (PCF)" as a way where donors can donate for this "formal body" and then according to specific criteria that benefit the general cultural plan, and local cultural organizations as well. An evaluation committee was established as to evaluate the grants' applications forms for the Cultural Fund, which consists of professionals representing different cultural fields, members of the Ministry itself and members of the Norwegian Representative office (NRO) for instance, since they are the only donors who invested in the PCF. The yearly amount allocated from the NRO to the PCF is one million dollars, distributed each three months, after receiving

grant applications. Some of the projects, which were funded by PCF, building professional theatres (stages) for local Municipalities, such as Jericho Municipality among others. Unfortunately, only the Norwegian state funded the “Palestinian Cultural Fund”. And no other donors want to cooperate with the Ministry of Culture in this terms.

Mr. Daraghmeh continued that the Ministry does not evaluate the cultural organizations’ plans; the Ministry may only participate in workshops when developing these plans. However, the Ministry must be informed through the reports to be delivered annually to it. Since, the ministry is an official body, and its intervention in institutions is an undesirable process. Thus, the organizations set their plans if they agree, according to the general national plan for cultural development. It should be the same with funding. The Ministry has to approve the funding, meaning that if the institution receives funding, the ministry should evaluate the funds as part of the priorities of the cultural development plan, but this will not happens since its between funders and grantees.

In this aspect, there is a shortage of information of the financial institutions’ statements, first to know the sources of funding, the donors’ orientations, and which institutions are involved in funding and why.

Moreover, related to funds; there may be more than one donor for the same project or program, and institutions will be penalized at the expense of other institutions, it is considered fraud, in addition to many other problems that faces the Cultural scene such as:

- Hatching: one body (cultural organization), including individuals who separate themselves and establish other alike organizations.

- There is no proper investment for the funds previously granted to such organizations.
- Restricted grants, and complicated procedures when applying to these grants.
- Since Palestine depends on funding (especially international funds), and there is no alternatives for income (cultural organization fight on a cake and each centre want a bite)
- Coordination; for instance; not having a specific audience for dance or music or drama, thus the whole audience is the same, for all kind of activities. Therefore, the cultural centers keep the audience confused when organizing the cultural events in the same period.
- The role of the National institutions (such as; Goethe, French institute, etc..): their agendas somehow are relevant to the Palestinian context. But, for some cultural centers, they are considered as competitors, since they recently organize such cultural activities and do not give the money for local organization to organize it themselves, moreover, some of them are applying for the same grant the local ones are applying for.

All of these problems affect the strategic planning and fundraising process in the cultural organizations. However, there are some solutions, for instance:

- Re-networking with other organizations and teams to distribute expenditures and thereby reduce financial commitments.
- The Palestinian society culture is based on the funding issue. This is a real problem. Even if these organizations have strategic plans, these plans could not be implemented; without a stable financial resource. Without taking into consideration, the importance of the Cultural productions, which are commodity that achieves financial returns, covers production costs and provides profits. Unfortunately, the

concept of “culture trade” is still immature in the Palestinian society, thus the audience does not accept even raising the tickets price for any productions.

Therefore, more awareness campaign about culture industry and culture trade should be conducted, especially in rural and marginalized areas, in addition to showing the importance of culture in reducing employment problem, among other benefits.

Eventually, the ministry is considered as the umbrella where cultural organization beneath it. Moreover, it is considered the formal body that represents these institutions in front of the Palestinian Authority, Palestinian audience and the international donors. Thus, it should be more restricted and systematic.

**Problems facing the ministry:**

- Reports submitted from the cultural organization are only in English (since it is for donors and not for the ministry).
- Many registered cultural organizations are inactive; they did not organize any activity during at least the previous whole year 2017 or years before.
- Donors do not coordinate with the Ministry of Culture in terms of Funding.

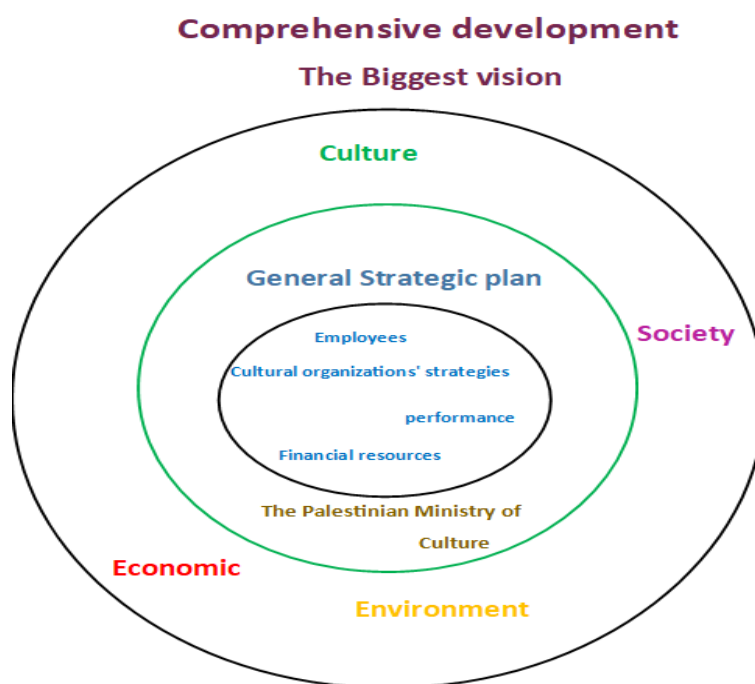
**Facts about strategic planning and fundraising in Palestine**

The researcher in this chapter started to build links between having a bigger and general strategic plan for the Ministry of Culture, and small strategic plans for the cultural organization, which have been built according to the general one.

The researcher developed a figure where she links the concepts together and tried to draw a map for the study. Therefore, she started with what is needed to implement the comprehensive development in Palestine (the bigger vision), then the smaller one which is focusing on culture sector, and building a general strategic plan in order to



reach the development that the society needs. Cultural Organizations need to build their own strategies according to the National Cultural Plan, as to guarantee that the whole sector including all its elements moves toward the same vision and goals.



*Figure 4 Linking key words in the thesis (relationships between key terms)*

Not to forget, the role “Donors” plays in this terms, since each donor has its own priorities that might be different from the priorities of the National Cultural Plan. This is actually a burden for the cultural organizations especially in Palestine.

Culture is considered as a provider of different kinds of knowledge, and as a driver of social, economic, and environmental scopes of sustainable development. From the researcher’s point of view, Culture needs more attention from the government in general and the Ministry of Culture in particular. By means, the Ministry of Culture should have more control over the money transferred from different donors. Moreover, the national cultural plan should be discussed not only with local cultural organization, it should be discussed as well with donors who are

interested in funding the cultural sector; in order to set together common priorities, that really serves the Palestinian Society, and the general National Development.

An interview which was held on the 25<sup>th</sup> of May 2018, with Mr. Mohammed Daraghmeh- the director of the strategic planning department in the Ministry of Culture of Palestine. The researcher asked Mr. Daraghmeh about the way they were developing the Ministry's strategic plans, he answered, in the past the focus on strategic plans were only to meet the donors' requirements, since donors need to know whether the applicants have a plan or not, and where will their money be spent on. Nowadays, the ministry and the whole Palestinian authority face a shortage in funds, thus their focus is on managing their work, by means for their own benefit as to meet their needs.

The ministry as well as the Palestinian cultural organizations, determine their aims and goals, set their needs and how will they achieve them. Many of them figured out a way to reduce the funding and administrative process problems nowadays; through networks in order to manage their organizations, therefor some organization joined networks, as to facilitate their work and exchange experience.

And donors prefer to support more than one organization in the same project, as to facilitate the follow up and reporting process, thus one organization will be considered the main applicant and others are co-applicants, thus eventually they receive one financial and administrative report, not two or three reports from each organization. This is a good experience for local organization, however, such networks, will probably put more pressure on organizations, especially when reporting.

Moreover, from the ministry point of view, networks is better as well, since they deal with a formal body that present all organizations working in the same field, such as PPAN (Palestinian Performing Art Network). However, such “representative bodies” have more needs and demands than the individuals do. Still the Ministry prefer networks as they can deal with one formal body that represent organizations and individuals. Nevertheless, some negative impacts might appear when developing such networks, for instance “Competition” between members on grants, which weaken its works.

The most dilemma facing the local organizations who seeks funds; is to be forced to sign the Terrorism Declaration; which considers the martyrs as terrorists for instance. Yet Palestinian NGOs in general refuse aids from funders who demand grantees to sign this declaration, and nowadays, the number of donors who request signing this document is increasing.

Moreover, when asking Mr. Mohammed about whether the Ministry is part of the organization’s’ strategic planning especially when developing these plans, he said that he “himself” participated in the implementation of many workshops organized by cultural organization to develop their strategic plans, and he actually assured that these organizations really believe in how importance planning is; due to the high uncertainty that surround such organizations. They study their needs, the society needs, and the whole development plan needs, they focus on communication somehow with beneficiaries and stakeholders, and they aim to a better coordination, partnership and networking with other local institutions and the ministry itself.

What does the ministry do to encourage such networks and communications? According to Mr. Daraghmeh, there are already existing bodies that are registered,

and categorized such as the art sector, the cinema sector, the theater sector, the book sector and others. Knowing that the number of registered cultural institutions in the ministry is 600, and it is difficult to deal with them all because there is no representative body for these groups, these groups are divided as follow: organizations depending on volunteers not staff, individuals, groups, others that do not apply for funds they only depend on their own revenues, in addition to normal organizations with minimal number of staff, etc...

To sum it up, It is common nowadays that ‘networks’ are making remarkable contributions to the cultural sector in general, as to serve conveyance and social change, especially in Palestine. Networking is the solution from the Ministry point of view, it is a wide term that holds strong characteristics of social capital, management, and mutually beneficial corporations, which form a dynamic structure committed to achieving their members' common goals. Moreover, networking is not only to enable the links between individuals or organizations, but it also includes establishing effective relationships among them, and effective planning and implementation for cultural events and activities.

The benefits for each network’s members include improving its solidarity and support, increasing access to information, and exchanging expertise and resources, thus networking becomes more important in engagements when non-profit, corporate and civil society interests converge.

Moreover, networking works within the ‘capacity building field’, since its main endeavor is to develop people especially youth skills as to increase their potentials on the organizational level to be able to make a change in the lives of the communities they serve and its quality. Regarding the number of the organizations

registered in the Cultural Ministry and other authorities, thus there was misleading information in this regards. And due to this conflict in the information gained from formal department; from the Palestinian Central Bureau of Statistics (from the Public Service) which was 71 in West bank and Gaza Strip, and Information Department published on their website: 625. Moreover, the information received from Ms. Iman Odeh, head of the cultural centers in the Palestinian Ministry of Culture, where the number of local cultural organization was 300, only 130 active, while according to Mr. Daraghmeh the number was around 600. These numbers are difficult to deal with, without having formal bodies and networks.

## **Chapter Four**

### **4.1 Methodology**

The researcher used the descriptive and analytical approach in determining the research problem, which is to highlight “the strategic planning importance in the Palestinian Cultural Sector”, trying to explain and assess to reach meaningful generalizations, that increase the knowledge on the subject.

The researcher used two parts to achieve the objectives of the research, as follows:

**Section one:** Theoretical section: the analytical descriptive method relied on the most important past Arab and foreign studies of research literature.

**Section two:** Practical section: In order to process the analytical aspects of the research subject, the researcher collected primary data through a questionnaire as a key tool for research, which designed specifically for this purpose, and distributed to 150 organizations working in the Culture field. In addition, four interviews were conducted – two with officers working within a donor organizations – EU and British Council, in addition to other two interviews with two directors of cultural organizations one located in Ramallah and the other in Jerusalem).

### **4.2 Community and Sample Search**

The research community consisted of the cultural organizations working in West Bank and Jerusalem , and was distributed to 150 workers. According to the ministry of Culture, there is about 150 active organizations and the rest are in-active, by means they did not implement not even one activity during 2017.

However, the researcher distributed 150 questionnaires and collected 120 completed questionnaires. The sample specifications are as follows:

- The organization's age must be more than one year.
- The organizations work in the art, crafts, heritage, museum, and/or library fields.
- The organization is active in the cultural field, which means it completed at least 5-10 cultural activities.

**The reasons behind not reaching the target number were:**

- Many employees do not have information about their organizations, thus they did not complete the survey.
- Some cultural organizations are registered under the Ministry of Culture, however they are no longer active. Due to particular laws, especially the Law of cancellation/dissolution of non-profit institutions, and the distribution of their capital, these organizations are still registered which makes a problem when calculating the sample.
- Many organizations work in the cultural field; however these organizations are not nonprofit organizations or they might be registered under other Ministries or private sectors.
- Many organizations depend on volunteers, administrative board members, part time trainers or employees, which forced the researcher to let some volunteers complete the survey even though they are not employees.
- When calculating the number of employees, the management's levels of employees in the organization were not taken into consideration. Thus statistics calculate the services' employees with middle-level management employees and

high-level management employees. When calculating the sample, this was an obstacle, knowing that some organization hires services' staff more than the administrative and coordination staff.

In addition, there were interviews conducted with:

1. Ms. Chrystelle Lucas, the Programme Manager (regional programmes related to Culture (ENPI South). The interview was conducted on the 25<sup>th</sup> of January 2018.
2. Mr. Mohammad Daraghmeh, the director of the strategic planning department in the Ministry of Culture- Palestine. The interview was conducted on the 4<sup>th</sup> of June 2018.
3. Mr. Amer Khalil, the director of the Palestinian National Theatre in Jerusalem, the interview was conducted on the 10<sup>th</sup> of October 2017.
4. Ms. Suha Khufash, Former program Manager in the British Council, the written interview was conducted via email, during December 2017.
5. Mr. Mahmoud Abu Hashhash, Director of the Culture and Arts Programme at the A.M.Qattan Foundation located in Ramallah. The interview was conducted on the 2<sup>nd</sup> of January 2018.

#### **4.3 Characteristics of Study Variables**

In order to identify the nature of the data collected, the researcher enabled the reader to identify variable to help understanding the study. These variable are displayed through tables, and this part of the study focuses on reviewing the demographics of the study population. The frequency appears for the community members depending on variable that believe that their role is to impact essential answers of questionnaires, as follows:



### 4.3.1 Frequency Tables

**TABLE 1: Frequency of Location**

The Organization's location			
		Frequency	Percent
Valid	Jerusalem	21	17.5
	Ramallah	68	56.7
	others : Birzeit	3	2.5
	other : Hebron	7	5.8
	others : Nablus	7	5.8
	others : Gaza	1	.8
	others :Bethlehem	5	4.2
	others : Jericho	2	1.7
	others : Jenin	4	3.3
	Total	118	98.3
Didn't reply	System	2	1.7
Total		120	100.0

The table shows the organizations' location. The largest percentage 56.7% from cultural organizations located in Ramallah, 17.5% in Jerusalem, 5.8% in Hebron, and 5.8% in Nablus. The rest are located in other areas such as Bethlehem, Birzeit, etc.

**TABLE 2: Frequency of Age**

The Organization's age:			
		Frequency	Percent
Valid	1-5	14	11.7
	6-10	18	15.0
	11-15	19	15.8
	16-20	9	7.5
	more than 20	60	50.0
	Total	120	100.0

The table shows a general picture of the organizations' age which reflects the experience. It is obvious that 50% from them are more than 20 years old, such as Sareyyet Ramallah, Tamer Institution, A.M.Qattan foundation, The Palestinian National Theatre, Ishtar Theater, Khilail Skakini center among others. However, there are 15% of the organizations that are between 6- 15 years old, and 11% are considered new organizations between 1-5 years old. The reader can note that half of

the sample is old in age. Thus this may affect the results of the study, considering the amount of experience of these organizations.

**TABLE 3: Frequency of employees' number**

The number of employees in the organization (full and part time)?			
		Frequency	Percent
Valid	1-10	54	45.0
	11-20	25	21
	21-30	17	14.3
	31-40	4	3.36
	41-50	4	3.36
	61-70	2	1.7
	91-100	4	3.36
	101-200	3	2.52
	301-400	6	5.04
	Total	119	100
Total		119	100.0

The table shows that 45% from the organizations have between 1-10 employees, 20% between 11-20 employees, 14.3% between 21-30 employees, and only 5.04% have over than 301 employees. This is the same organization that has many branches in different areas including Gaza, Hebron, Ramallah, among other locations. Know that the employees include Low-level management staff.

**TABLE 4: Frequency of having a strategic plan**

Whether the organization have a strategic plan now or not			
		Frequency	Percent
Valid	No	36	30
	Yes	84	70
	Total	120	100

The table shows that 70% of the the organizations have a strategic plan, and the rest do not. Thus, it is obvious that there is a trend towards strategic planning.

**TABLE 5: Frequency of having a strategic planning department or a specialized employee**

Whether the organization have a special department or an employee for planning or not			
		Frequency	Percent
Valid	No	94	78.3
	Yes	26	21.7
	Total	120	100

The table shows that 21.7% of the organizations actually have a department for planning, and 78.3% do not.

**TABLE 6: Frequency of hiring an external strategic planner**

Whether the organization hire an external strategic planner for developing its own strategic plan or not			
		Frequency	Percent
Valid	No	51	42.5
	Yes	69	57.5
	Total	120	100

The table shows that 57.5% from the organizations hire an external strategic planner. Moreover, when linking this table results with table 4, it makes sense to have this percent of organizations, which hire external planners.

**TABLE 7: Frequency of depending on fundraising**

Whether the organization depend on fundraising			
		Frequency	Percent
Valid	Kind of	30	25
	No	14	11.7
	Yes	76	63.3
	Total	120	100

The table shows that 63.3% of the organizations depend on fundraising to sustain, 25% partly depend on funds and 11.7% do not depend on funds. This may lead toward the researcher assuming that an organization may develop their strategic plans just to satisfy the donors' requirements.

**TABLE 8: Frequency of the employees 'age**

Employee's Age			
		Frequency	Percent
Valid	20-30 years	65	54.2
	31-40 years	28	23.3
	41-50 years	19	15.8
	more than 50 years	8	6.7
	Total	120	100

The table shows that 54.2% of the employees' ages are between 20-30 years old, and 23.3% between 31-40 years old, 15.8% between 41-50 years old and 6.7% only more than 50 years old. This means that most of the cultural organizations are youth organizations. This makes sense since around 70% of the Palestinian society is youth, according to the statistics of the Palestinian Central Bureau of Statistics in 2017.

**TABLE 9: Frequency of Gender**

Gender Employee			
		Frequency	Percent
Valid	Female	68	56.7
	Male	52	43.3
	Total	120	100

The table shows that 43.3% from the employees are males and the rest are females.

**TABLE 10: Frequency of job position**

Job position			
		Frequency	Percent
Valid	High level Management	53	44.2
	Low Level Management	2	1.7
	Middle Level Management	54	45
	Volunteer	11	9.2
	Total	120	100

The table shows that 44.2% from the employees who completed the surveys are from the high-level management, 45% are from middle level management and only 1.7% from the low-level management. This indicates that the survey targeted all levels, with focus on high and middle level, where they are responsible for creating and implementing strategic plans.

**TABLE 11: Frequency of realizing the organization strategic statement**

Whether the employee knows his/her organization's vision, mission and objectives or not			
		Frequency	Percent
Valid	No	5	4.2
	Yes	115	95.8
	Total	120	100

The table shows that 95.8% of the employees who completed the survey do realize their organizations' vision, mission and objectives. Which reflect sharing knowledge in this regards, and it is one of the most important thing when developing strategic planning for that employees will implement the plans at the end.

**TABLE 12: Frequency of the number of times the employee participated in the planning**

Whether the employees participated in developing the organization Strategic plan or not			
		Frequency	Percent
Valid	No	40	33.3
	Yes	80	66.7
	Total	120	100

The table shows that 66.7% from the employees who completed the survey, actually participated in the strategic planning process, and 33.3% did not. Which indicate that the organizations are aware of the importance of engaging employees when creating the strategic plans.

**TABLE 13: Frequency of the reason behind developing the strategic plan**

The reason behind the organization's interest in developing a strategic plan			
		Frequency	Percent
Valid	Both answers	70	58.3
	Donors' requirements	8	6.7
	Its own need	42	35
	Total	120	100

The table shows that 35% from the employees agreed that the strategic plan is developed to meet the organizations' benefits, 6.7% said that it is developed to meet the donors' requirements, however 58.3% agreed that it meets both the organizations' needs and donors' requirements.

**TABLE 14: Frequency of raising more money when having a strategic plan**

When having a strategic plan, the organizations raise more money			
		Frequency	Percent
Valid	Less	11	10
	More	99	90
	Total	110	100

The table shows that 82.5% are convinced that if the organizations have strategic plans, they will bring in more funds, and 9.2% on the contrary, it will bring less money.

#### **4.2 Tool of Research**

A questionnaire was prepared about the implication of strategic planning in the cultural organizations in Palestine; debating whether the trend toward strategic planning is based on conviction or not.

The questionnaire included 52 questions distributed to 120 employees most of them working in the medium management level. (i.e. coordinators, directors, some senior directors and others)

In addition to interviews, which have been tools as well to measure the concept of strategic planning and its implementation.

#### **4.4 Normality Distribution Test**

The researcher used the following statistical tools:

- 1- The percentage, frequency mean: this was used to know the frequency of variables' categories, as to describe the study sample.
- 2- Cronbach's Alpha test: for measuring the stability of the questionnaire fields.
- 3- Pearson Correlation coefficient: for measuring the degree of correlation and to find relationships between variables.

#### 4.5 Questioner Honesty

The stability of questionnaire is intended to give this questionnaire the same result if the questionnaire has been redistributed more than once under the same conditions. The researcher verified the persistence of the study questionnaire through Cronbach's Alpha Coefficient and the result was 91.

The Researcher used Cronbach's Alpha way to measure the stability of questionnaire, and the result is showed on table 15 below:

**TABLE 15: Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Honesty
0.91	0.87	52	0.83

It is clear from the results that the value of Cronbach's Alpha Coefficient which was 0.91, and the value of honesty which was 0.83 and this means that both of stability and honesty are high.

#### 4.6 Research Data Analysis

In this section, the researcher presents the survey findings. In the first section, the researcher presents the results of the survey as frequency tables, without analyzing it as to provide the reader some of the raw data, before linking them together in order to examine the study Hypotheses. In the second section, the researcher linked the data together in order to bring out the needed information to examine the Hypotheses.

In order to explore the linkage between the variables, the researcher linked the dependent variables with the independent variable; "the Organizations' age".



**(1) The first Hypothesis;** in this section the researcher want to test the first hypothesis, which is “Cultural Organizations do not realize the importance of strategic planning”. Since the organizations working in the cultural field are not really convinced with the fact that strategic planning is important to achieve their vision and mission. And in order to know whether this assumption is right or not, the researcher analyzed the data and focused on the following dependent variables after linking them with the independent variables (age of the cultural organization which reflects the organizations’ experience):

**1.1 First sub- hypothesis: There is no relationship between the organizations’ experience and having a strategic plans**

The researcher here tried to link between the age (experience) of the cultural organization and whether it had a strategic planning, moreover analyzing the sample answers; and when analyzing these data using chi square test, the researcher noticed that, the elder the organizations are, they have more tendency to have a strategic plan.

**TABLE 16: relationship between the organization’s age and whether it had a strategic planning**

		Did the organization have a previous strategic plan?		Total	Pearson Chi-Square	Asymp. Sig. (2-sided)	Cramer's V	Approx. Sig.
		Yes	No					
The Organization's age:	1-5	6	8	14	13.020 <sup>a</sup>	.011	.329	.011
	6-10	9	9	18				
	11-15	14	5	19				
	16-20	8	1	9				
	more than 20	48	12	60				
Total		85	35	120				

According to the table, which shows that P-Value is less than 5%, therefore, the researcher rejected the first sub- hypothesis and concluded that there is enough evidence to suggest that there is a relationship between the experience and having a strategic plan.

## **1.2 Second sub-hypothesis: There is relationship between the organizations’ age and experience and hiring an internal or external planners**

According to the survey’s answers, there was 57% external strategic planner, where in the other question related to whether they have strategic planning department, the result was that only 22% from the organizations have a special department from the 120 answers.

Moreover, when linking these answers with the organizations’ age, believing that the organizations; experience might affect their direction toward a better planning. The results were as follows in **table 17** and **18**:

**TABLE 17: There is a relationship between the organization’s age and hiring external strategic planner**

		Do the organization hire an external strategic planner for developing its own strategic plan?		Total	Pearson Chi-Square	Asymp. Sig. (2-sided)	Cramer's V	Approx. Sig.
		Yes	No					
The Organization’s age:	1-5	3	11	14	24.634 <sup>a</sup>	.000	.453	.000
	6-10	5	13	18				
	11-15	10	9	19				
	16-20	9	0	9				
	more than 20	42	18	60				
Total		69	51	120				

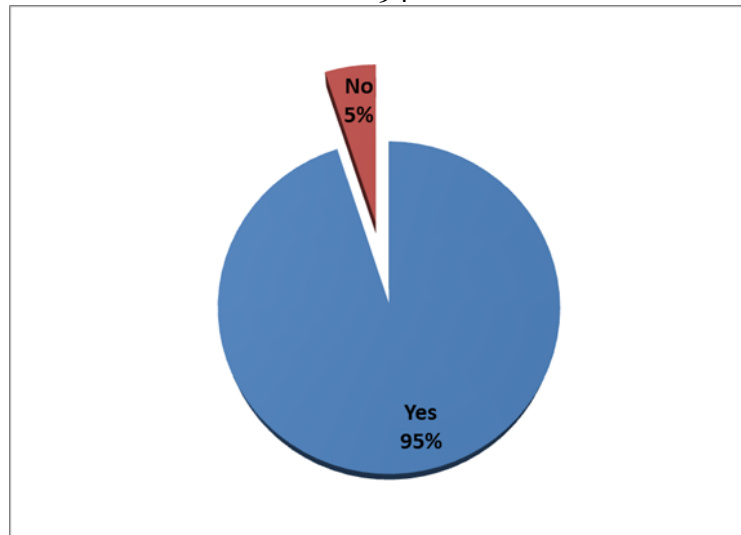
**TABLE 18: There is a relationship between the organization's age and having a planning department or hiring a planner**

		Do the organizations have a special department or an employee for planning?		Total				
		Yes	No					
The Organization's age:	1-5	6	8	14	10.699 <sup>a</sup>	.030	.299	.030
	6-10	3	15	18				
	11-15	0	19	19				
	16-20	1	8	9				
	more than 20	16	44	60				
Total		26	94	120				

The tables 17 and 18 show that p-value is less than 5%, in addition to Pearson Chi-square tests results were 24.634 and 10.699. Therefore, one can notice that the elder the organization become, its awareness of the strategic planning importance increase.

### **1.3 Whether the organizations' staff realizes its vision, mission and goals.**

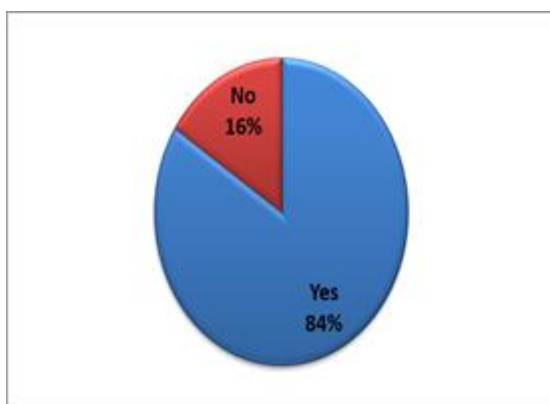
95% from the employees do realize their organizations' vision, mission and goal, which reflect the organizations' conviction in strategic planning, since they have these strategic statements, that are the basic and is considered the road map for the organization to reach their vision in the future.



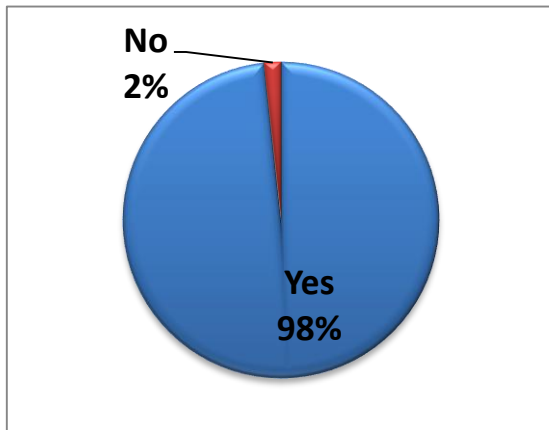
Moreover, when examining the mean and standard deviation for the sample answers, the result was **low**, which means that we cannot say that there are statistically significant differences and we cannot say most of the employees thus the organization itself do realize their strategic statements.

#### **1.4 The organizations'' staff thinks that the organization is aware of strategic planning and does they think the organization itself realize the importance of having a strategic plan.**

The researcher is convinced that whatever the organization think, it will affect in a way or another their employees' opinion, therefore according to the sample opinion showed in section four of the survey;



Pie Chart 1: Do you think the organization is aware of strategic planning importance?



Pie chart 2: Do you think having a strategic plan will increase the quality of services provided by the organization?

According to the above charts, one can realize that the organizations are aware of the strategic planning importance, and there is a significant difference. Therefore, since P-Value in the entire previous sub hypothesis is less than 5%, thus, the first null hypothesis is rejected.

**(2) Examining the second Hypothesis: “Cultural Organizations do not engage the staff when developing their strategic plans”**

The researcher is examining this Hypothesis, through the following points:

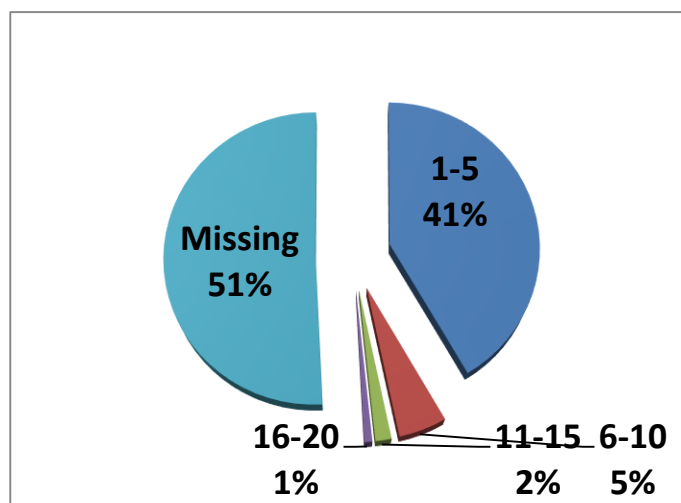
- 1- Whether the sample participated in developing the organization’s strategic planning process.
- 2- Number of the sample participation in developing strategic planning in general

**TABLE 19: relationship between the organization's age and the number of employees' participation in strategic planning creation process**

		Number of you participation in developing strategic planning in general				Total	Pearson Chi-Square	Phi	Cramer's V
		1-5	6-10	11-15	16-20				
Did you participated in developing the organization Strategic plan (if yes, please answer section three)	Yes	38	6	2	1	47	.477	.477	.477
	No	11	0	0	0	11			
Total		49	6	2	1	58			

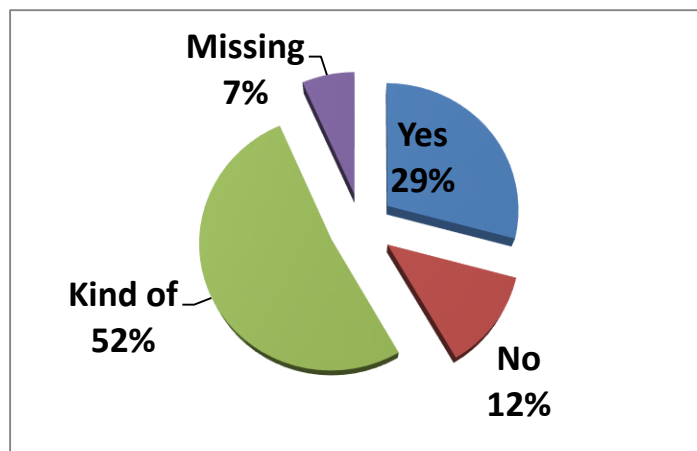
The table shows that only 47 employees out of 120 who participated in strategic planning process. And the result of person chi square test was  $0.477 < 5\%$ , therefore, there is no significant difference in the answers, by mean the researcher fail to reject the hypothesis.

Moreover, when analyzing the sample answers frequency as to know how many time the employees participated in developing strategic planning in general the result was as follows:



According to the chart, there was 51% of the sample who did not reply on this question, however, the percentage of the sample who participated between 1-5 times in strategic planning developing process was 41%. Therefore, this chart is actually shows that the # of employees' participation is weak, and the organizations should focus more on this aspect.

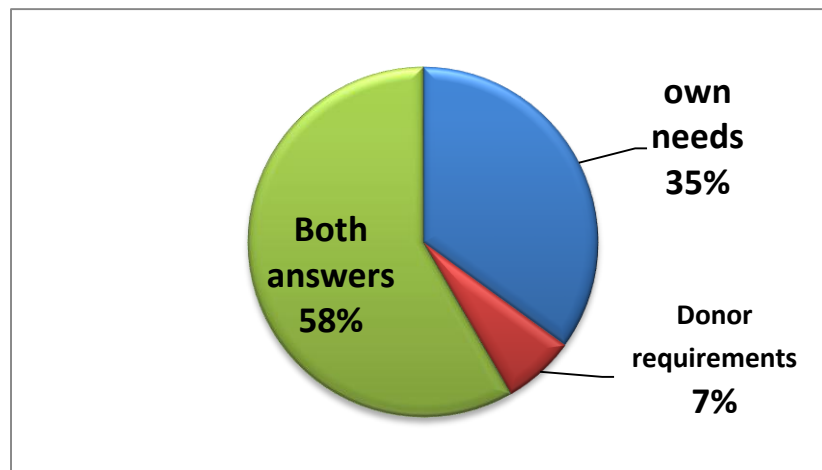
### 3.1 Whether the sample think these plans were implemented or not



According to the chart, 52% of the sample said that the strategic plan is not fully implemented; however, 29% said that the strategic plans were implemented, and only 12% from the sample said that these plans were not implemented. Therefore, recommendations for the cultural organizations should be made, to focus more on the implementation, following up and monitoring phases. Moreover, according to the following table, where the result for the mean test was high, by means that we accept the hypothesis, thus the conclusion is, the organizations working in the cultural field, should focus more on developing the employees in developing the strategic plans.

**(3) Examining the Third Hypothesis: “Cultural Organizations are moving toward the Strategic Planning to satisfy the donor’s requirements and to ensure their access to the grants”.**

This is examined directly through the following question; whether the sample thinks; that cultural organizations are interest in strategic planning to meet their needs or the donor’s requirements or both answers. And according to the following frequency chart; where 58% said it for both benefits, and only 7% said it is only to satisfy the donors’ requirements.



**TABLE 20: relationship between the implementing the plan and the awareness of having a plan**

		Do you think the strategic plan has been implemented?			Total
		Yes	No	Kind of	
Do you think the organization is aware of strategic planning importance?	Yes	33	10	56	9
	No	2	5	6	3
Total		35	15	62	12



Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.311 <sup>a</sup>	2	.016
Likelihood Ratio	6.569	2	.037
Linear-by-Linear Association	.080	1	.777
N of Valid Cases	112		
a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 1.74.			

The tables above show that 33% of the sample confirm that the organizations are aware of the strategic planning importance and that these plans are really implemented, moreover 56% of the sample confirm that the organizations are aware as well, yet they do not implement the plan completely or in a proper way since 56% of the sample said that the organization is aware but the plans are “kind of” implemented. Moreover, 10 % of the sample said that the organizations are aware but they do not implement the plans.

The researcher concluded that the organizations did the planning for its benefit and needs, however they did not work on implementing these plan which might reflect that these organization may have the trend toward strategic planning, but their conviction is weak.

Therefore, and after using Pearson Chi square test, where P-Value is less than 5% the researcher concluded that cultural organization is doing this mostly to satisfy donors. They might be convinced with the importance of having strategic plans; yet they do not work on implementing these plans in the proper way.

**(4) The Fourth Hypothesis; “There is no relationship between having a strategic plan and the collected amount of funds”**

The researcher in order to investigate this hypothesis, she analyzed the data collected from the following question in the survey;

#### 4.1 From the sample point of view, having a strategic plan facilitates and manages the fundraising process

**TABLE 21: the frequency of managing the fundraising process**

strategic planning facilitates and manages the fundraising process			
		Frequency	Percent
Valid	No	7	6.4
	Yes	103	93.6
	Total	110	100

The table shows that about 93.6% of the sample agreed on the fourth assumption, thus, we can generalize that having a strategic plan facilitate the fundraising process.

**TABLE 22: The relationship between having a strategic plan and raising more money**

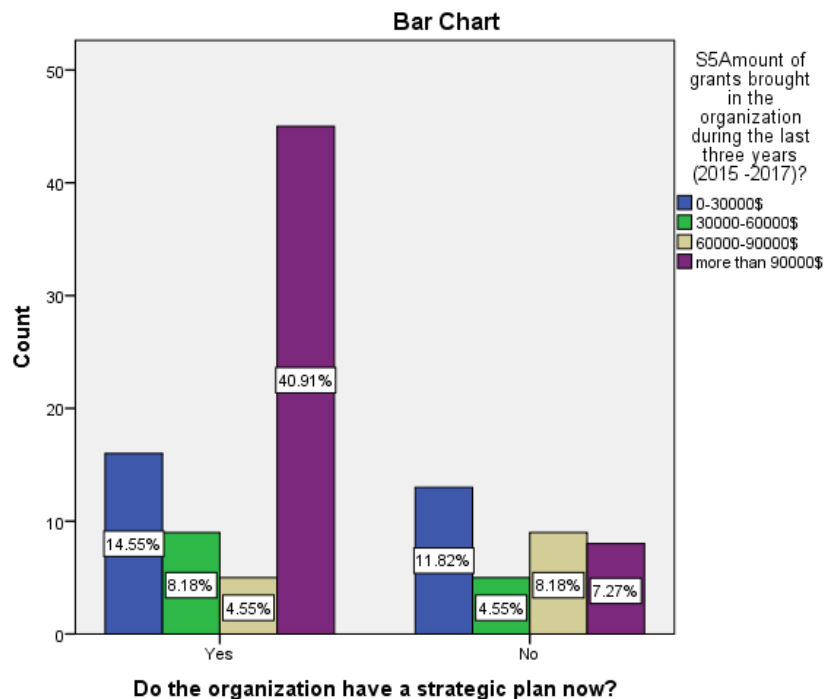
the organization which has a strategic plan, raise more money					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Missing	10	8.3	8.3	8.3
	Less	11	9.2	9.2	17.5
	More	99	82.5	82.5	100.0
	Total	120	100.0	100.0	

The table shows that 82.5% from the sample agreed that having a strategic plan would increase the raised amount

**TABLE 23: The relationship between having a strategic plan and the collected amount of funds**

		Amount of grants brought in the organization during the last three years (2015 -2017)?				Total	Pearson Chi-Square -Value	Asym p. Sig. (2-sided)	Cramer's V	Approx. Sig.
		0-30000 \$	30000 - 60000 \$	60000 - 90000 \$	more than 90000 \$					
Does the organization have a strategic plan now?	Yes	16	9	5	45	75	15.996 <sup>a</sup>	.001	.381	.001
	No	13	5	9	8	35				
Total		29	14	14	53	110				

According to Pearson Chi-square, where P-Value is less than 5% the researcher concluded that having a strategic plan would definitely increase the amount of funds gained. Since donors actually trust more cultural organizations, which have a clear strategic statement and they know exactly what they want to do. It is clear that there is a relationship between having a strategic plan and raising more funds. Thus, we reject the null hypothesis that there is no relationship.



When comparing the amount of funds the organization had during the last previous years, in both case: whether they had a strategic plan or not, the researcher concluded the following;

Based on the table 39, when comparing if there is an existing plan in the organization and the amount of collected funds during the last three years. One can notice that there are significant differences between the sample answers. According to Cramer and Pearson's tests, which indicate that p-value is less than 5%. Thus, there is a relationship between having a strategic plan and the amount of funds collected. Therefore, the research failed to reject the fourth hypothesis.

#### 4.7 Overview of Hypotheses

Null Hypotheses	Failed to reject the Null Hypothesis	Rejected The Null Hypothesis
H1) Cultural Organizations do not realize the importance of strategic planning		✓
H2) Cultural Organizations do not engage the staff when developing their strategic plans	✓	
H3) Cultural organizations are moving towards the strategic planning just to satisfy the donors' requirement to ensure their access to the grants	✓	
H4) There is no relationship between having a strategic plan and the collected amount of funds		✓

*Figure 5 Overview of Hypotheses*

#### **4.8 Overview of the research questions**

##### **RQ1: Does strategic planning lead to the “cultural development”?**

The researcher found that there are a number of bodies responsible for leading cultural development, not only the Palestinian Ministry of Culture but also cultural organizations are the most important element in achieving cultural development within the comprehensive development in general. In addition, there are other bodies who are part of leading the cultural development- positively or negatively, such as local and foreign donors, civil society organizations and the occupation.

##### **RQ2: Does the middle level management officer aware of/ understand the importance of strategic planning?**

The research results showed that almost the entire sample is aware of the importance of strategic planning, however only 41% of the sample participated in the development and establishment of the strategic plan.

##### **RQ3: Are cultural organizations moving towards strategic planning to meet their needs or to satisfy the donors' requirements?**

In the past, the trend towards strategic planning was to meet the requirements of donors, but today the cultural organizations are fully convinced of the importance of strategic planning for the benefit of the organization itself as to achieve its vision, and goals, and for the good of the Palestinian society.

##### **RQ4: Does strategic planning ensure sustainability and provide new fundraising techniques?**

Cultural organizations are convinced of the importance of developing alternatives to provide internal revenue and reducing the dependence on donors, in order to ensure

its sustainability. Therefore, cultural organizations seek to identify other ways to recruit alternative funds for proposals writing and others.

#### **4.9 Analysis of Interviews**

According to the four interview that have been conducted, and after analyzing these interviews, the researcher summarized the most important relevant ideas as follows:

- 1- Culture promotes national values that focus on the pluralism of society, which is part of the safety and health of this society, as well as the dissemination of knowledge, art, and music, which are part of the strength of the Palestinian society.
- 2- Culture effects the individual's interest in different aspects such as new technologies, new educational majors, new business models, etc...
- 3- The national project does not focus on the cultural sector; therefor the budget of the Ministry of Culture is very low.
- 4- Culture is a key element and an important factor in the framework of sustainable development, especially when integrated it into the overall strategic plans in a continuously manner not seasonally.
- 5- The biggest challenge is the absence of a comprehensive national plan for culture, as an element that is essential in the process of building a Palestinian state.
- 6- Palestinian cultural institutions do not work according to a unified cultural policy, adopted by the government institutions and non-profit NGOs, whom are responsible for implementing cultural programs.
- 7- There is no unified plan, despite the existence of a strategic plan for the Palestinian Ministry of Culture

- 8- The Ministry tried to reduce the funding problem, through establishing the “Palestinian Cultural Fund (PCF)” as a way where donors can donate for this “formal body” and then distributing the donation equally between cultural organizations according to specific criteria.
- 9- Only the Norwegian Representative office (NRO) invested in the PCF.
- 10- The Ministry does not evaluate the cultural organizations’ plans; the Ministry may only participate in workshops when developing these plans. However, the Ministry must be informed through the reports to be delivered annually to it.
- 11- Cultural institutions do not take the ministry seriously, and it is clear when submitting annual reports, which are presented in English, as they are mainly prepared for the donors and not for the Ministry.
- 12- There is a shortage of information of the financial institutions’ statements, first to know the sources of funding, the donors’ orientations, and which institutions are involved in funding and why.
- 13- There is a shortage of statistic of the number of active organizations registered under the ministry of Cultural, and under other formal government bodies.

## Chapter Five

### 5.1 Conclusion

This Study is one of the key insights in strategic planning and organizational achievements in the cultural sector. Moreover, it is one of the first attempts to examine the strategic planning process in the cultural organizations in the West Bank, focusing on Ramallah, Jerusalem, Hebron, Bethlehem, and Jenin areas. The Findings show that the Strategic planning has proved to be a common process in the cultural field, and that cultural organizations do realize the importance of this process whether due to;

- The high uncertainty surrounding these organizations and their awareness of the importance of planning in such case.
- The cultural exchange between local and international organizations (cultural or donor), which may shed light on the importance of strategic planning.

Furthermore, the continuous building process of the Palestinian cultural identity within the globalization trend, and the reality that the Palestinians are still living under the Israeli Occupation, which is becoming increasingly abstract and pluralistic day by day, and with Palestine remaining the last occupied state. These facts increased the need to focus more on the cultural aspect in order to develop the Palestinian Society, through focusing more on the quality of citizens we aim to have.

We can conclude that the contribution of culture to development in Palestine is formed through the cultural organizations, and cultural events, which will contribute on two levels:

- a) Economic development; through the provision of employment opportunities, as already mentioned - As an example - the annual Palestinian Heritage Week



festival, which is held in Birzeit and operates a number of houses and women, which is a means to promote their products, in addition to other festivals and art exhibitions.

- b) Social development; by exposing young people, children, women and people with disabilities to several experiences that would free them from their constraints to creativity, innovation, and self-expression,

This can be achieved through; implementing several cultural exchange programs, capacity-building programs, and the empowerment programs for youth, children, and women, in different areas. As well as promoting concepts and values that can improve the society, such as tolerance, moreover, encourage the spirit of competition among young people, to serve the comprehensive development.

In addition to enriching young people's knowledge of political, human rights and awareness issues, and focus on training, empowerment and leadership programs, in order to create a new generation that is capable of leading the Palestinian case and leading positive change in society.

Therefore, the main aim of Culture is creating a generation who is capable of overcoming difficulties and thinks strategically; in order to move towards growth and independence, Moreover, creating a generation that respects others and accepts multiculturalism.

These programs, implemented by cultural organizations, must be integrated into one framework, which is a Strategic Plan (Cultural Policy) adopted by the Palestinian ministry of culture and Palestinian cultural institutions, to achieve unified goals, with the aim of uniting these efforts to achieve development goals. Thus, cultural work should not be a fragmented work aimed at paying the employees'

salaries, and keeping institutions open, without either a specific objective that cultural institutions hope individually or groups, to achieve.

And since cultural organizations aims to change, thus in order to do so; they need to determine their aligned choices, which will lead them directly to their main aim. And these choices should take into consideration what they can provide, how will they do it, and what resources and infrastructure do they need in order to do so. The Organization should answer these questions in light of their purpose and values and aligned with the National Cultural Plan.

Therefore, the researcher suggests improving the national cultural plan adopted by the Ministry, after engaging representative's bodies for each field within the Palestinian cultures scene. Then activate the Palestinian Cultural Fund, monitor the funds allocated to some Palestinian cultural organizations, and follow up with the grantees as to ensure avoiding the misuse of funds. Moreover, the Ministry should focus annually on priorities and aims to achieve them yearly, while keeping pace with the changes taking place in the world in the cultural field, and trying to adopt successful global experiences in this field.

For local Cultural organizations, they should keep in mind, that their information should be exposed for all, even their financial statements through publishing their financial audited report; therefor their employees will have more information regards the organizations financial statement. Moreover, employees should be engaged in the strategic plans development process and decision-making process, their feedbacks should be taken into consideration. In addition, developing and implementing a monitoring, evaluation, and a risk management system.

Eventually, for Culture to be used as a tool for development in a better way; a general Strategic Plan should be created and the most important is its implementation process. Thus, each cultural institution or center will build their strategic plan accordingly, as to guarantee the cultural sector achieve their main aims. Keeping in mind that; A) a fruitful communication between cultural organizations themselves, between them and the Ministry, and between them and audience; is a determining element of strategic planning's success. B) Knowledge sharing is the spirit of strategic planning, thus employees should know more about the organization they are working at, especially that most of the cultural organization in Palestine are small organization with around 5-6 full and time part employees; working at all management levels.

C) Local coalition and integration between cultural organizations may be a mean of pressure on donors; to identify their priorities in line with the priorities of the national cultural plan.

Moreover, the organizations in cooperation with the ministry must remove the chaos in the cultural sector. As well as to exploit the strengths of society through cultural programs and activate the role of young people. In addition, to develop cultural policies, especially in the absence of the main reference authority; since there are: The Ministry of Culture, the Supreme Council of Youth and Sports (formerly Ministry) and the Ministry of Interior (MOI), and the cultural organizations are registered in at least one of these competent authorities.

## 5.2 Recommendations

In order to achieve cultural development, the non-profit organization working in the cultural sector, should work on:

1. Review their vision, mission, and goals that each wish to achieve in the future.
2. Review internal influencing factors (strengths and weaknesses of the institution) and external factors (opportunities for the institution and the challenges it can face)
3. Identify programs that will achieve the objectives of the institution and serve the community.
4. Develop a strategic plan of not less than three years, and involve staff in the process of analysis and development plan, as to guarantee a better implementation for the strategic plan.
5. Dissemination of the plan to the beneficiaries, including the donors, in order to allow them to know the vision, mission and goals of the institution and its participation.
6. Develop a development plan in order to raise the necessary funds to achieve the planned activities .Therefore, achieve the objectives of the institution.
7. Create new ways to generate funding beside grants, such as preserving good communication with individuals and members, art industry, adopt business models to generate income if applicable.
8. The Ministry should fund the Palestinian Cultural Fund (PCF), and encourage other donors to distribute their grants through the PCF.
9. The Ministry should implement the dissolution law, since there are more than 150 inactive organization / center.

10. The Ministry should ask cultural organization to submit annual reports (Narrative and Financial reports) in Arabic, since these reports are not only for donors, thus it should be in Arabic and not in English.

### **5.3 Future studies**

The researcher is considering re-investigating in this field, using different tools to examine the Hypotheses, since she is not convinced in the data collected through the survey. Due to the fact, that people may fill the answers for the benefit of their organizations, since they usually tend to portray their workplace as the best among all due to fear or loyalty.

Moreover, the survey's questions usually standardized before administering them to the subjects. Therefore, the researcher was forced to create questions that are general as to accommodate the general population. This might not be appropriate for the research itself.

The researcher is attending re-investigating in the coming period. As to continue revealing more information about the real need to develop the cultural field within the larger vision as to help establishing a better life on all levels; for the Palestinians.

Furthermore, future researchers may consider investigating the laws within the cultural sector, especially for canceling the inactive organizations, and the criteria in which these organizations are registers based on.

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## **Appendices**

### **Appendix A: Interviews Questions**

- How culture can be used as a tool for development?
- In your opinion, what are the characteristics of culture in Palestine?
- In your opinion, is culture in Palestine a key factor in the overall development?
- In your opinion, does the culture sector support other sectors, especially the economic sector?
- In your opinion, do Palestinian cultural institutions work according to a unified cultural policy adopted by government institutions and non-profit civil institutions responsible for implementing cultural programs?
- Is a strategic plan for each cultural institution an urgent necessity and a criterion for determining the recipients?
- What criteria are used to accept grant applications from Palestinian cultural institutions?
- What is the purpose of funding cultural institutions?
- In your opinion, do the Palestinian cultural organizations work according to the national cultural plan, which is developed by the Ministry of Culture and the cultural organizations?

- Do you think, having a strategic plan might affect the donors' decisions when choosing the grantees?
- What distinguishes the financing of donor institutions for the culture sector?
- In your opinion, what are the obstacles that face any cultural institution when applying for grants in order to raise funds for the implementation of its programs or projects?
- In your opinion, can local cultural institutions put pressure on donors to turn their support towards programs and not projects?
- What is the amount of grants given to the culture sector during the last five years in Ramallah and Jerusalem? Have these amounts achieved the desired objectives? What are these goals?
- What are the donor priorities for the culture sector?
- Are the elements of development in Palestine taken into consideration when financing cultural institutions?
- Do the Ministry need to work on a new tool or way to guarantee using donors' money in a good way that serves the national plan?

## Appendix B: Survey

الموضوع // استمارة بحث لرسالة الماجستير بعنوان

" مدى فهم أهمية التخطيط الاستراتيجي من قبل المؤسسات العاملة في القطاع الثقافي

اللسطيني، بهدف تحقيق التنمية الثقافية"

تحية طيبة ...

بين يديك استبيان مقدم من قبل طالبة الماجستير (مروة صوفان) في برنامج التخطيط الاستراتيجي وتجنيد الأموال، الرجاء التفضل بتعبئة الاستمارة بهدف تحليلها لغايات البحث العلمي، وستراعي الاستبانة الخصوصية بحيث تكون المعلومات الواردة فيها فقط لغرض تعميق فلسفة البحث العلمي في فلسطين.

مع فائق الشكر والتقدير

الدكتور المشرف

أ.د. أيمن يوسف

طالبة الماجستير

مروة صوفان

الجامعة العربية الأمريكية



### الجزء الأول: معلومات عامة

- موقع المؤسسة: ☐ القدس ☐ رام الله ☐ مناطق أخرى، حدد .....

- عمر المؤسسة .....

- ما هو عدد الموظفين العاملين فيها ( دوام كامل وجزئي)؟ .....

- هل يوجد خطة استراتيجية في المؤسسة حالياً؟ ☐ نعم ☐ لا

- إذا كانت الإجابة نعم، ما هي مدة هذه الخطة

☐ 3 سنوات ☐ 5 سنوات ☐ 7 سنوات ☐ أكثر من 7 سنوات

- هل سبق و أن وجد خطة استراتيجية سابقة: ☐ نعم ☐ لا

- في مؤسستك، هل هناك وحدة/ قسم أو إدارة تخطط استراتيجي؟

☐ نعم ☐ لا ☐ إن أجبت بنعم، متى تمّ إنشاؤها: .....

- هل يتم الاستعانة بمستشار للتخطيط الاستراتيجي خارجي لعمل الخط الاستراتيجية الخاصة بالمؤسسة؟ ☐ نعم ☐ لا

- هل مؤسستكم تعتمد على تجنيد الأموال لضمان استمراريتها؟ ( إذا كانت الإجابة نعم او نوعا ما، أجب الجزء الخامس)

☐ نعم ☐ لا ☐ نوعا ما

- هل يوجد موظف مسؤول عن تجنيد الأموال في المؤسسة؟ ☐ نعم ☐ لا

- هل يتم الاستعانة بأشخاص خارجيين لتجنيد الأموال. freelance fundraiser

☐ نعم ☐ لا

**الجزء الثاني: معلومات خاصة بالموظف الذي يعيى الاستبيان، عن أهمية إشراك الموظفين**

**فى عملية تطوير الخطة الاستراتيجية**

- عمر الموظف: \_\_\_\_\_
- الجنس: ☐ أنثى ☐ ذكر
- المسمى الوظيفي: \_\_\_\_\_
- المستوى التعليمي للموظف: \_\_\_\_\_
- ☐ توجيبي ☐ دبلوم ☐ بكالوريوس ☐ ماجستير ☐ دكتوراه ☐ غير ذلك: \_\_\_\_\_
- عدد سنوات العمل في المؤسسة: \_\_\_\_\_
- ☐ أقل من سنة ☐ سنة لسنتين ☐ سنتين – 5 سنوات ☐ 5-10 سنوات ☐ أكثر من 10
- هل أنت مدرك لمعنى المصطلحات التالية: رسالة المؤسسة، أهداف المؤسسة، ورؤية المؤسسة؟ ☐ نعم ☐ لا
- هل انت على دراية برسالة، وأهداف ورؤية المؤسسة؟ ☐ نعم ☐ لا
- هل شاركت في وضع الخطة الاستراتيجية الخاصة في المؤسسة؟ (إذا كانت الإجابة نعم، أجب الجزء الثالث)
- ☐ نعم ☐ لا
- عدد مشاركتك في وضع خطط استراتيجية بشكل عام: .....
- برأيك هل يتم تنفيذ الخطة الاستراتيجية على أرض الواقع؟ ☐ نعم ☐ نوعا ما ☐ لا
- إذا كانت الإجابة بـ لا، ما هي المعوقات أو أسباب الانحراف عن الخطة من وجهة نظرك:

- هل انت راضي عن الخطة الاستراتيجية؟ ☐ نعم ☐ نوعا ما ☐ لا ☐
- برأيك هل يجب أن تضع المؤسسة خطة استراتيجية لتحقيق رؤيتها وأهدافها؟ ☐ نعم ☐ لا ☐
- برأيك هل يجب إشراك الموظفين في عملية تطوير الخطة الاستراتيجية؟ ☐ نعم ☐ لا ☐
- برأيك هل إشراك الموظفين من شأنه أن يرفع من مستوى أدائهم عند تنفيذ الخطة؟ ☐ نعم ☐ لا ☐
- هل هناك ضرورة لتطوير خطة استراتيجية برأيك في المؤسسات الثقافية الغير ربحية.
- ☐ أوافق بشدة ☐ أوافق ☐ لا اعرف ☐ لا أوافق ☐ لا أوافق بشدة

### الجزء الثالث: الخطة الاستراتيجية من وجهة نظر الموظفين المشاركين في تطويرها

معايير التقييم	أوافق بشدة	أوافق	لا أعرف	لا أوافق	لا أوافق بشدة
تحتوي الخطة الاستراتيجية الخاصة بمؤسستكم على كل الأجزاء المتفق عليها خلال عملية التحليل السابقة لمرحلة بناء الخطة.					
ذكرت الأهداف الاستراتيجية بوضوح بالخطة الاستراتيجية					
الأهداف الاستراتيجية ( Overall goals ) المذكورة بالخطة يمكن قياسها وبالتالي يمكن مراقبة تنفيذها وتقييمها (مؤشرات الأداء / indicators)					
الغايات (Specific goals) المرجوة والمخرجات ( Results/ outcomes) المطلوبة تم ذكرها بوضوح بالخطة الاستراتيجية					
أهداف الخطة الاستراتيجية تحقق رؤية ورسالة وأهداف المؤسسة العامة					

### الجزء الرابع: أهمية الخطة الاستراتيجية

- برأيك هل تعي المؤسسة أهمية الخطة الاستراتيجية؟  
☐ نعم ☐ لا
- هل يجب أن ترتبط الخطة الاستراتيجية برؤية وأهداف المؤسسة؟  
☐ نعم ☐ لا
- اهتمام المؤسسة بتطوير خطة استراتيجية يأتي لتلبية:  
☐ احتياجات المؤسسة ☐ متطلبات الجهات المانحة ☐ الاجابتين معا
- هل وجود خطة استراتيجية من شأنه أن يرفع من أداء المؤسسة وجودة الخدمات المقدمة من قبلها؟  
☐ نعم ☐ لا

### الجزء الخامس: تجنيد الأموال

- حجم الأموال التي تمّ تجنيدها للمؤسسة خلال الأعوام الثلاث الماضية (2015-2017)؟  
☐ بين 0 - 30000 \$ ☐ بين 30000-60000 \$ ☐ بين 60000-90000 \$ ☐ أكثر من 90000 \$
- في حال وجود خطة استراتيجية حالية، كم تتوقع أن يتم تجنيد أموال في الثلاث أعوام المقبلة؟  
☐ بين 0 - 30000 \$ ☐ بين 30000-60000 \$ ☐ بين 60000-90000 \$ ☐ أكثر من 90000 \$
- الرجاء تحديد المبلغ التقريبي الذي يتم تجنيده سنوياً (بالدولار) : \_\_\_\_\_
- برأيك في حال وجود خطة استراتيجية، نسبة الأموال التي يتم تجنيدها ؟  
☐ أكثر ☐ أقل
- هل تتبنى المؤسسة خطة تنفيذية لتجنيد الأموال؟  
☐ نعم ☐ لا

- برأيك هل يوجد ضعف في تجنيد الأموال في مؤسستك: ☐ نعم ☐ لا
- إذا كانت الإجابة نعم، برأيك هل ضعف تجنيد الأموال عائد لضعف أداء وقدرة الطاقم العامل في مجال تجنيد الأموال؟ ☐ نعم ☐ لا
- برأيك هل ضعف تجنيد الأموال عائد إلى الاعتماد على آليات تجنيد تقليدية مثل التقدم لطلب المنح ورسوم مشاركة الأعضاء؟ ☐ نعم ☐ لا
- برأيك هل ضعف تجنيد الأموال عائد إلى تعقيدات إجراءات الممولين، وتحديد أولويات بعيدة عن احتياجات المجتمع؟ ☐ نعم ☐ لا
- برأيك هل ضعف تجنيد الأموال عائد إلى طبيعة الثقافة السائدة لدى بعض الجهات الممولة؟ ☐ نعم ☐ لا
- برأيك هل ضعف تجنيد الأموال عائد إلى طبيعة مؤسساتكم نفسها (بمعنى مؤسساتكم لا تتقدم بطلب منح من مؤسسات مانحة معينة) ☐ نعم ☐ لا
- برأيك هل ضعف تجنيد الأموال عائد إلى المنافسة الشديدة بين المؤسسات الغير ربحية العاملة في قطاع الثقافة؟ ☐ نعم ☐ لا
- برأيك هل تراجع التمويل الخارجي من شأنه أن يحفز المؤسسة على الاعتماد على التمويل الذاتي؟ ☐ نعم ☐ لا
- هل يوجد فرص للتمويل الذاتي لدى المؤسسة التي تعمل بها؟ ☐ نعم ☐ لا
- برأيك، يساعد التمويل الذاتي على رفض التمويل المشروط والذي يتعارض مع أهداف وفلسفة المؤسسة، الموضحة في الخطة الاستراتيجية؟ ☐ نعم ☐ لا
- هل يتم استغلال جميع موارد المؤسسة في عملية تجنيد الأموال؟ ☐ نعم ☐ لا
- برأيك، هل وجود خطة استراتيجية للمؤسسة من شأنه أن يُسهل ويُنجح عملية تجنيد الأموال؟ ☐ نعم ☐ لا

## Appendix C: Response of the Palestinian Central Bureau of Statistics

Response of the Palestinian Central Bureau of Statistics on the number of organizations working in the cultural field.

State of Palestine  
Palestinian Central Bureau of Statistics  
Dissemination & Documentation Dept.  
Division of Users Services



دولة فلسطين  
الجهة المركزي للإحصاء الفلسطيني  
دائرة النشر والتوثيق  
قسم خدمات المستخدمين

عدد المنشآت العاملة وعدد العاملين في القطاع الخاص والقطاع الأهلي والشركات الحكومية. نشاطات جمعيات الأنشطة الثقافية أو الترفيهية أو الهويات حسب المحافظة، 2017

المحافظة	عدد المنشآت	عدد العاملين
طولكرم	4	19
نابلس	9	37
رام الله والبيرة	8	102
القدس	1	13
بيت لحم	4	23
الخليل	7	29
شمال غزة	8	73
غزة	10	76
دير البلح	10	83
خانيونس	8	25
رفح	2	14
المجموع	71	494

الجهة المركزي للإحصاء الفلسطيني، 2018. تعداد العام للسكان والمساكن والمنشآت - 2017، بيانات غير مشورة

الجهة المركزي للإحصاء الفلسطيني، 2018. تعداد العام للسكان والمساكن والمنشآت 2017، النتائج النهائية - تقرير المنشآت

لمزيد من المعلومات يرجى الاتصال بنا على هاتف: 02 2982700 فاكس: 02 2982710 For further information contact us at Tel: 02 2982700 Fax: 02 2982710  
بريد إلكتروني: [diwan@pcbs.gov.ps](mailto:diwan@pcbs.gov.ps) E-Mail: [diwan@pcbs.gov.ps](mailto:diwan@pcbs.gov.ps) Web site: <http://www.pcbs.gov.ps>

## ملخص الرسالة: Appendix D

### ملخص

الهدف من هذا البحث هو تحديد محتويات التخطيط الاستراتيجي في القطاع الثقافي الفلسطيني، وعلاقته بإشراك الموظفين في عملية التخطيط الاستراتيجي ووضع خطط لجمع التبرعات. استخدم الباحث تحليل المنهج الوصفي، واستخدم الاستبيان كأداة لجمع المعلومات، والبحث عبارة عن بحث كمي، وزع فيه 150 استبياناً وتم استرجاع 120 استبياناً، والتي تشكل حوالي 80% من العينة المطلوبة. أظهرت نتائج البحث أن: الإدارة العليا في القطاع الثقافي وصانعي القرار تدعم عملية التخطيط الاستراتيجي، ومع ذلك فهم لا يشركون موظفيهم بما فيه الكفاية خلال عملية التخطيط الاستراتيجي، مع العلم أنهم هم من سينفذون الخطط في النهاية. علاوة على ذلك هناك علاقة إيجابية بين المنظمات التي لديها خطط استراتيجية وكمية الأموال التي يتم تجنيدها. كما أشارت نتائج البحث إلى أن حوالي 34% من العينة غير راضين تماماً وأن 15% غير راضين على الإطلاق عن الخطط الاستراتيجية لمؤسساتهم، حيث لا يوجد متابعة وتقييم للخطط الاستراتيجية كما ينبغي. ومع ذلك، أظهرت النتائج أن حوالي 48% من المشاركين وافقوا على أن أهداف الخطة قابلة للقياس، ومحددة، وقابلة للتحقيق، وواقعية، وهذه نقطة إيجابية، ولكن يجب أن يكون هناك تركيز أكبر على عملية المتابعة والتقييم. علاوة على ذلك، أظهر البحث من خلال بعض المقابلات التي أجريت، أنه إذا كان هناك تغيير وراء الهدف من تطوير الخطط الاستراتيجية خلال السنوات الـ 24 الماضية، فإن الهدف في الماضي كان فقط إرضاء الجهات المانحة بهدف تجنيد الأموال، إلا أن المنظمات اليوم مقتنعة بأهمية التخطيط لتحقيق أهدافها ورسالتها ورؤيتها خاصة في ظل عدم الثبات التي تعيشه هذه المنظمات.