



American Arab University  
Faculty of Graduate Studies

**The Effect of International funds on Strategic Planning for Agriculture  
Non-Governmental Organizations in the West Bank**

**By**

**Haidar Samer Abu Baker**

Supervisor

**Prof. Ayman Yousef**

Co- Supervisor

**Dr. Mahmoud Al-Manassra**

**This thesis was submitted in partial fulfillment of the  
requirements for the Master's degree in  
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This thesis was defended successfully on 26/1/2019, and approved by:

Committee members

1. Prof. Ayman Yousef (main supervisor)
2. Dr. Mahmoud Almanassra (co-supervisor)
3. Internal Examiner \ Dr. Sharif Abu Karsh
4. External Examiner \ Dr. Abdelrahman Al Tamimi

Signature

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### **The Declaration**

I hereby declare that I have complied with all applicable rules, regulations, and decisions of the Arab American University of Palestine (AAUP) by recognized scientific and ethical standards, including the scientific integrity, and that I shall bear all consequences and liability if the contrary was proved.

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.

**Haidar AbuBaker**

## **Dedication**

This study is wholeheartedly dedicated to my beloved parents, who have been our source of inspiration and gave us strength when we thought of giving up, who continually provide their moral, spiritual, emotional, and financial support

To my wife, my coming kid, brothers, sisters, friends, and classmates who shared their words of advice and encouragement to finish this study.

And lastly, we dedicated this book to the Almighty God, thank you for the guidance, strength, power of mind, protection and skills and for giving us a healthy life.

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## **Abstract**

The aim of this study is to identify the effect of external fund on the strategic planning process in the Palestinian agricultural NGOs. In this research, the descriptive analysis approach is adopted, and the questionnaire is the main tool used for data collection. Therefore, it is obviously categorized as a quantitative research. The 120 questionnaires are distributed to 8 Palestinian agricultural NGOs. The collected questionnaires, though, are 95 forming about 79% of the total.

The main result of the research shows that the external fund affects the strategic planning process in agricultural NGOs in Palestine. This result reinforces a positive response to the hypothesis saying that the strategic plan of the agricultural NGOs harmonizes with the donor's one. Moreover, On the other hand, during the distribution of questionnaires on workers in the agricultural sector, the researcher concluded that there is an undeniable effect of external fund on the strategic planning in Palestinian agricultural NGOs.

More detailed results of the present research demonstrate that agricultural NGOs are implementing the strategic plans in a systematic and clear manner. This is clearly manifested in the questions that are directed to NGOs employees, who are asked if their organizations have a clear vision, mission, values, SMART goals and stockholders' contributions. Besides, there is a governmental oversight of fund disbursement in agricultural NGOs, and there are several strategic planning workshops of agricultural NGOs, which are held regularly.

Furthermore, the level of this effect can be classified in accordance with the donor category or region. This fact is concluded from the interviews with the experts of the Palestinian agricultural NGOs. For example, Canadian and U.S governments as donors have a direct and huge impact on the strategic planning process within the agricultural NGOs.

In terms beneficiaries', the strategic plan of the NGOs is claimed to meet the real needs of the beneficiaries, in spite of influence of the external fund having on the NGOs strategic planning.

## List of Contents

Confirmation page .....	i
The Declaration .....	ii
Dedication .....	iii
Acknowledgment .....	iv
Abstract .....	v
Chapter One: Research Framework .....	1
1.1 Introduction: .....	2
1.2 Research Problem: .....	6
1.3 Importance of the Study: .....	6
1.4 Objectives of the Study: .....	9
1.5 Research Question and Hypothesis .....	10
1.7 Theoretical Framework: .....	11
1.8 Literature Review: .....	24
1.9 Comments on Literature Review: .....	30
1.10 Chapters Structure: .....	32
Chapter Two: Research Theoretical Framework .....	33
2.1 Introduction: .....	34
2.2 Planning: .....	35
2.3 Concept of Strategic Planning: .....	36
2.4 The Historical Development of Strategic Planning: .....	38
2.5 The importance of Strategic Planning .....	39
2.6 Strategic Planning Barriers: .....	39
2.7 Characteristics of Strategic Planning: .....	40
2.8 Strategic Planning Models: .....	42
2.9 Stages of Strategic Planning: .....	47
2.10 Formulating the strategic plan: .....	50
2.11 Strategic Planning in Non-governmental Organization: .....	55
Chapter Three: Foreign Aid and Agriculture Sectors in Palestine .....	57
3.1 Introduction: .....	58
3.2 The Concept of Aid: .....	59
3.3 Basic Introductions about Aid: .....	60

3.4 The Concept of Aid According To this Study:.....	61
3.5 Historical Perspective for Donor's Conferences: .....	61
3.6 Rentier Economy:.....	66
3.7 Types of Aid to The Palestinian Authority: .....	68
3.8 Forms of Aid to The Palestinian Territories: .....	71
3.9 Sectoral Divisions of External Aid: .....	72
3.10 The agricultural sector and its place of international fund: .....	75
3.11 Conclusion.....	78
Chapter Four: Methodology & Data Analysis .....	79
4.1 Methodology:.....	80
4.2 Community and Sample Search: .....	81
4.3 Sample Overview .....	81
4.4 Frequencies of Sample:.....	86
4.5 Tools of Research: .....	89
4.6 Questionnaire Honesty: .....	90
4.7 Reliability:.....	90
4.8 Results and Discussions: .....	91
Chapter Five: Results & Recommendations.....	105
5.1 Introduction .....	106
5.2 Research Results .....	106
5.3 Research Recommendations: .....	107
5.4 Future Proposed Studies.....	108
References .....	109
Appendix (1): Questionnaire.....	117
ملخص الرسالة.....	120



## List of Tables

Table1: Sample of study per organization .....	81
Table2: Likert scale level five .....	89
Table3: Means and Std. Deviation for Agricultural NGOs funding Suitability .....	91
Table4: Means and Std. Deviation for Strategic planning in Agricultural NGOs.....	92
Table5: Means and Std. Deviation for strategic plan of the agricultural NGOs harmonizing with the donor's strategic plan .....	93
Table6: Means and Std. Deviation for comply strategic plan of agricultural NGOs with the Palestinian National Plan in the agricultural sector.....	94
Table7: Means and Std. Deviation for covering strategic plan of the NGOs covering the real needs of the beneficiaries.....	95
Table8: Means and Std. Deviation for Palestinian government monitoring of disbursing .....	96
Table9: Means and Std. Deviation for contribution of employees and beneficiaries .....	97
Table10: Summary of hypotheses acceptance .....	98
Table11: Kruskal-Wallis test based on age factor.....	98
Table12: Kruskal-Wallis test based on grade factor .....	99
Table13: Kruskal-Wallis test based on strategic planning workshops attendance factor .....	101
Table14: Kruskal-Wallis test based on Strategic Planning Trainings factor .....	102
Table15: Kruskal-Wallis test based on Resident place factor .....	103
Table16: Maan-Whitney test for gender variable .....	104
Table17: Kruskal-Wallis test for age, strategic planning workshops and trainings attendance in terms of agricultural NGOs financing suitability .....	104

## List of Figures

Figure 1: Frequency distribution of community member by age .....	86
Figure 2: Frequency distribution of community member by gender .....	86
Figure 3: Frequency distribution of community member by governorate .....	87
Figure 4: Frequency distribution of community member by grade.....	88
Figure 5: Frequency distribution of community member by gender .....	88

## **Chapter One: Research Framework**

### **1.1 Introduction**

### **1.2 Research Problem**

### **1.3 Importance of the Study**

### **1.4 Objectives of the Study**

### **1.5 Research Question and Hypothesis**

### **1.6 Methodology**

### **1.7 Theoretical Framework**

### **1.8 Literature Review**

### **1.9 Comments on Literature Review**

### **1.10 Chapters Plan**

## **Chapter One**

### **1.1 Introduction:**

Generally speaking, societies in so many countries have had a variety of experiences for the sake of achieving development and progress in different aspects. Therefore, it was extremely vital to engage the citizens in the development process on the basis of widening the civic popular participation. Then, this community organization of institutions and civil associations or the so-called "the third sector" has contributed to playing the main role in advancing their societies. In fact, no one country, no matter how powerful or capable, can assume its development responsibilities and the expenditures. As a result, all possible use has had to be made of the civil sector which has the potentials and the energies to be creative. Besides, it is regarded to be better able to identify the local community needs and to suggest appropriate solutions in order to face such needs.

The Palestinian society has been able to create institutions, civilian communities, and bodies which really help express itself and its goals. These institutions has opened up opportunity for the individuals to participate and be engaged in the social and collective action. It also contributes immediately in the development of the various Palestinian community sectors. In addition to that, our Palestinian society in the West Bank and Gaza Strip has been able to form different social and political networks of many fields, including: higher education, health and social services as far as to the agricultural sector. This sector in particular has been playing a major role in the composition of the Palestinian gross domestic product (GDP) over a long period of time. Moreover, it has been the vital sector that provides both food for the Palestinian people and employment for a huge number of workers.

It has always been agreed that the agricultural activity in the Palestinian territories is one of the most important productive activities. Actually, the contribution of the agricultural sector to GDP was estimated at 2.8% in 2017<sup>1</sup>. It is widely known that the agricultural sector also plays an important role in the national economy because the agricultural exports make up a significant part in foreign exchange generation and the foreign trade. Not only that, but it also provides a lot of raw materials to other economic sectors.

It is worth noting that sustainable agricultural development is one of the important forms of sustainable development, which mean the sustainability of production while preserving natural resources. The guidance development committee of the advisory group regarding the agricultural research pointed out that sustainable agriculture is the best at managing the resources successfully for the purpose of meeting the human changing needs taking into consideration the development of the environment and natural resources as well as conserving them<sup>2</sup>. More particularly, sustainable agricultural development is especially important in Palestine due to that fact that this area is suffering from the lack of the regional and national planning for that sustainable development. That is mainly resulted by the practices of the Israeli Occupation, which involves land confiscation, access prevention, and leveling the land to build more and more Israeli settlements.

Civil agricultural associations have always been and still playing a significant part in resilience in the countryside through its continued work on conserving natural resources and renovating, recovering and activating them. Regarding that as one of the most highlighted issues of the agriculture and rural development, resilience has become an important strategic headline targeting several

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<sup>1</sup> هيئة تشجيع الاستثمار الفلسطينية PIPA ، Percentage Contribution to GDP in Palestine 2017-2016 ،

<http://www.pipa.ps/page.php?id=1a994fy1743183Y1a994f>

<sup>2</sup> صوالحة، مرام فراس، استراتيجيات التنمية المستدامة للحفاظ على الأراضي الزراعية في ضوء التطور العمراني للمدن الفلسطينية- دراسة تحليلية مدنية طولكرم، رسالة ماجستير غير منشورة في التخطيط الحضري والإقليمي، جامعة النجاح الوطنية، نابلس، 2008

associations which have deeply interacted with the needs and priority of the Palestinian People. What's more, it has mobilized and motivated the elements of the underlying power and the living innovative energies of the Palestinians. Thus, the philosophy of resilience has become the main approach for such associations, the fact which reinforces their importance as lead institutions within the frame of development for resilience and reconstruction in order to achieve the development goals.

Actually the achievement of the development goals of these NGOs requires financial support for their designed programs; therefore, searching for the financial support whether it is self-supporting, local or international resources has become the major preoccupation of these associations. In reality, international donors and organizations of different sectors and priorities have been a major source of support for these associations' projects in Palestine regarding either relief or development.

In spite of the varied projects, they need to be financed in order to develop and survive. In other words, financing or funding is just like blood of the project. Then, we can claim that funding plays an active role in the country's development policy. Realizing the current Palestinian situation, it is widely noted that the main source of financial support of the agricultural NGOs is an international one, which is considered to be a principle element for the modern economic activities as it forms the monetary side without which such activities can't be implemented or expanded. All in all, starting up and expanding and economic activities requires investment which embodies new enterprises and expanding existing ones as well as capital replenishment.<sup>3</sup>

On the other hand, it can be argued that the environment of today organization is marked by rapid changes and an increase in risks as some studies pointed out that organizations which adopt

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<sup>3</sup> Personal interview with Dr. Samer Al-Alahmd, Manager at Palestinian Agriculture Relief Community, 10 Mar 2018

strategic planning are more successful and efficient than those which don't<sup>4</sup>. Because the Palestinian environment is characterized by instability, insecurity and accelerating changes at all levels including social, economic, political and cultural levels, strategic plan is regarded to be one of the most key factors for agricultural development. Moreover, strategic plan is not less important than funding sources of any project and it even increases the chances of the organizations survival and success.

There is no doubt that the economic situation in Palestine is getting worse and there is a significant decline in GDP in 2016 comparing it to 2011(from 9.9% to 3%) besides the continuous increase in poverty and unemployment rates being estimated to be 27% for the first and 25% for the other<sup>5</sup>. Consequently, all the afore-mentioned challenges have raised lots of questions regarding the importance of the feasibility of external funding in Palestine, and the extent to which NGOs are doing their job purposefully and on the basis of development especially when talking about the agricultural sector which contributes immediately to the rural development and to making people hold onto land in spite of the high pressure on both the infrastructure and the available resources in the big cities.

Proceeding from the aforementioned, what this study stress on is the extent to which the international funding affect the strategic plan of these organizations, varying with its levels to support the agricultural development among the Palestinian NGOs in the West Bank. The present study also deals with international the issue of international funding in terms of goals and policies of the donors. Besides, it analyzes some international organization in the West Bank, which financed programs in connection with the agricultural sector. In addition to that, it addresses the Palestinian non-governmental organizations in terms of their origin, evolution, development, their features and goal as being reflected directly in the strategic plan.

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<sup>4</sup> حمامي، يوسف و الشيخ، فؤاد نجيب، "التخطيط الاستراتيجي من وجهة نظر مديري شركات الأعمال الأردنية"، مجلة مؤتة للبحوث والدراسات، جامعة مؤتة، الأردن، العدد السادس، المجلد العاشر، ديسمبر 1995

<sup>5</sup> سامر سلامة، الوكيل المساعد - وزارة العمل التمويل الخارجي وأثره على التنمية في فلسطين - مقالة في جريدة القدس

## 1.2 Research Problem:

The need for the agricultural financing is increasing over time due to the following reasons: the continuous technical development, the increase in the costing of production inputs, the reduction of arable lands with a huge increase in population, water scarcity and finally the marketing dangers posed by the continued closure of the Palestinian territories. In fact, the agricultural sector has benefited the least from the microcredit from non-governmental organizations. As a result of the deteriorated economic situation in Palestine and its reflection in increasing poverty, farmers do need the assistance from community organizations. In the light of the importance of the agricultural sector and the important role of the NGOs in this area, it is extremely necessary while marginal government funding for the agricultural sector accounting which is less than 1% of the total budget<sup>6</sup>.

The problem of this research can be identified through an attempt to realize and evaluate the role of the international finance in the development of the Palestinian NGOs. The research also addresses the extent to which this finance affects the strategic planning of these organizations in particular because this planning identifies the origination's objectives and how far they conformed to the beneficiaries' needs. In other words, it examines if this international finance has negative or positive effect on the strategic planning.

## 1.3 Importance of the Study:

The civil work sector in Palestine is considered to be one of the most important active sectors of the Palestinian civil society. The Civil Work institutions play a vital and effective role

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<sup>6</sup>معهد أبحاث السياسات الاقتصادية الفلسطينية - ماس ( 2008 )، صبري، نضال رشدي، تمويل القطاع الزراعي الفلسطيني، رام الله، فلسطين.



in revitalizing the agricultural sector in the West Bank, which is one of the most important sectors operating in the West Bank and one of the components of infrastructure that works to reduce unemployment and poverty.

Based on a study prepared by the Palestinian Economic Council for Development and Reconstruction (PECDAR), on the Palestinian Agricultural Sector and its marginalization and <sup>7</sup> distortion, it is logical and obvious that the agricultural sector with its data, components and conditions will have the attention and support of donor countries, international institutions and giving it a high priority on its priorities. In fact, what actually happened is the opposite, the agricultural sector, the Ministry of Agriculture in particular, has been making double efforts to obtain funding or technical assistance, which was often too few and too late, and not necessarily in accordance with the priorities set by the Ministry of Agriculture due to the following reasons:

1. The direct relationship of agriculture to land and water as well as the political sensitivity of these two elements, in terms of sovereignty, confiscation, settlement.
2. Donors consider agriculture as a water-intensive sector and that the efficiency and return of water use in agriculture does not justify its support, and the priority of allocating water for other uses, especially for drinking.
3. The general orientation of donors at a certain stage to focus their support outside the institutions of the Palestinian Authority, especially those that are directly related to services and support.
4. The willingness of donors to implement projects through intermediary institutions, which usually aim to achieve their priorities and maximize their benefits, and to avoid projects

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<sup>7</sup> المركز الفلسطيني للتنمية والاعمار "بكدار" دراسة حول القطاع الزراعي الفلسطيني ومظاهر التهميش والتشويه التي تعتريه

that are risky or difficult to implement, or that their propaganda and media effects are not rapid.

5. Poor efficiency of achievement and implementation of donor-funded projects as these projects are not directly implemented, but through many Palestinian and foreign intermediary institutions, which leads to the eroding of those allocations and low efficiency.

It is widely noted that the coordination isn't only weak between the international organization and the Authority organizations as long as the field of agriculture is regarded. However, this poor coordination seems to be clearer among the international organizations themselves. That is starkly evident from both the inefficient meetings of the groups working in the agricultural sector and the obstacles in information system of the agricultural projects which requires effort to provide the Agriculture Ministry with the need information about the activities, projects and the donors' projects in this sector.

It is also worth mentioning here that each time donors are asked about the reason why they undervalue the agricultural sector, no one of the points to that fact that agriculture in Palestine isn't a priority for them. However, the Palestinian Authority itself seems to neglect the agricultural sector and focuses its priority to other issues.

On the basis of the study outcomes, it is very important to investigate the impact of the foreign finance on strategic planning of the agricultural NGOs. In other words, the study aims at exploring the extent to which donors affect both the objective of the organization and the nature of project viability that undergo it strategies.

The importance of this study can be outlined as follows:

The importance of this study emerges from the fact that it addresses a strategic planning subject in the agricultural non-governmental sector in the West Bank rationally and practically.

- One of this paper's outcome will be some independent models for the process of the strategic planning in the non-governmental and agricultural sector and others.
- The study hopes to reinforce training and abilities of the employees in the agricultural sector through exploiting its results.
- It is so important to design a training guide which involves topics like strategic planning and foreign finance as well as to connect that with future of development in Palestine.
- This study can be an enrichment material to the Palestinian and Arab library as it stimulates international experiences in the aforementioned field.

#### **1.4 Objectives of the Study:**

The current study aims at reaching conclusions related to its main problem, through the following:

- Investigating the impact of foreign finance on the Agricultural sector in Palestine.
- Stressing out the importance of foreign finance provided to both the private and public sectors in the field of agriculture.
- Rearranging the strategic plans of the private agricultural sector and linking them with foreign funding and the donor's agendas.
- Reconstructing the strategic plans in thus sector away from the issue of foreign finance and introducing mechanisms to reinforce financial autonomy.

- Realizing the importance of the NGOs sector and its relationship with governance and sustainable development in the agricultural sector in particular.
- Providing a critical review of strategic planning mechanisms used in this vital sector.
- Assessing the overall satisfaction of the beneficiaries with these originations which are under the effect of

## **1.5 Research Question and Hypothesis**

This study will prove or reject the below main hypothesis:

There is an impact of external foreign funds on the strategic planning in non-governmental organizations operating in the agricultural sector

So, this study will answer on the below key and main question:

What is the impact of external foreign funds on the strategic planning in non-governmental organizations operating in the agricultural sector?

Also, the study will prove or reject the below sub hypothesis:

- Agricultural NGOs are conducting the strategic planning process in a systematic and clear manner
- The strategic plan of the agricultural NGOs is harmonizing with the donor's strategic plan.
- The strategic plan for agricultural NGOs is complying with the Palestinian National Plan in the agricultural sector.
- The strategic plan of the NGOs is covering the real needs of the beneficiaries.

- The Palestinian government is monitoring the mechanisms of disbursing foreign aid in agricultural NGOs.
- Employees of agricultural NGOs and the beneficiaries of its services are contributing to the development of its strategic plans periodically.

## 1.7 Theoretical Framework:

### International Fund

Maurice Dobb defines fund as a way of utilize the available resources. However, BISH describe it as supply the required financial resources in times of need and provision the required fund in order to develop public or private sectors. Also, he defines it as a source of knowledge which financial management sector is specialized in and came out of citizens, society willing to achieve the maximum entertainment<sup>8</sup>. On the other hand, Boobia defines fund as a domestic and foreign incomes targeted to achieve development programs to the local economic frame and accomplish economic pleasure.<sup>9</sup>

The term of International finance underlies the total amount of cash and non-cash monetary obtained by a country for the purpose of operating these sources in the different fields. The sources of international finance are various including countries, international governmental organizations and those in the private sector. Because of the Palestinian special situation, the majority of the international finance is supplied by the countries and the international governmental organization. Finance is also considered to be part of the international economic relationships in terms of capital provision and movement internationally. This takes into account several aspects including the aspect of real goods of the international economy, monetary aspect which normally accompanies

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<sup>8</sup> الجباري، أكبر، التمويل الدولي، جامعة الدنمارك العربية المفتوحة، دراسة غير منشورة، 2009، ص9  
<sup>9</sup> بوبية، نبيل، مصادر تمويل التنمية، مدونة الكاتب، 2009

the flow of goods and services between countries, and international capital flows for the international investment with its various forms<sup>10</sup>. The researcher believes that the international finance is providing the needed support in order to implement a group of private programs and projects which contributes to the achievement of purposes and goals that are common between the donors and the associations to achieve development requirements. It is worth noting here that these finance sources could take the form of grants, donations or in-kind and monetary donations.

### **The donors' Motives<sup>11</sup>**

- The Political motives: these motives often emerge either from the strategic and political interest of the donors or from ideological purposes (political purposes). There are two aims of these donations. The first is to encourage the governance regimes to continue reconciliation of their foreign policies and the donors' interests and desires. The other aim is to support the governance regimes which are said to be "friends" and maintaining them in power.
- The Economic Motives: the developing countries have always been especially important to the developed countries as they are a vital source of labor actors and raw materials. These developing countries are also a good place to release the developed countries' goods and investments. The economic goals of the donors are mostly:
  - ✓ To secure higher market prices.
  - ✓ To secure sales for the farmers in the donor countries.

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<sup>10</sup> الكردي، أحمد، التمويل الدولي: المفهوم، الأهمية، الأهداف، 2010 م  
<sup>11</sup> الكاظم، صلاح، حدود العلاقة بين المساعدات الخارجية والحفاظ على سيادة الدول، في كتاب المساعدات الخارجية والتنمية في العالم العربي: رؤية من منظور عربي وإسلامي، المركز العلمي للدراسات السياسية، ط 1، عمان، الأردن، 2001 م، ص 159-161

- ✓ To increase penetration of their companies in the receiving countries under commercial conditions of imposing obligations on them to buy large part of the foodstuffs imports from the donor states just as in the USA and France.
- ✓ To compete to reach and control the Middle East markets.
- The Media Motives: one of the motives on which the donor countries stress out is the desire to improve their public image in the eye of the international community through providing anti-poverty programs to the world or providing humanitarian assistances in times of disasters.

The issue of the international finance is a complex one as it is associated with many global sensitive issues like the extent to which this finance affect the process of internal-decision making. Besides, it is connected to the issue of national sovereignty of the receiving states as against the idea of the global civil society. Another reason for this complication is the question that to what extent the priorities of the donor states and the international organization that direct this finance with the genuine needs and priorities of the receiving countries. Moreover, there is the problem of the absence of equal opportunities for getting this finance and that indicates the power which the donors use to impose its conditions and terms in the finance receiving side.

There is no doubt that donors of different types aim at reinforcing their influence and pursuing their personal, political and economic interests. In fact, they establish mechanisms in a frame which identifies types of bilateral development cooperation. Not only that, but international finance also influences the national interest and the development orientation itself which in turn affects the practice of the development programs. Not to forget that the association between finance and the interference of these international agencies lead to weaken the national sovereignty

and that interference actually extend to control the process of national decision-making and then increase the reliance on these agencies and international organization.<sup>12</sup>

The reliance on these international assistances has dangerous consequences which lead to the distortion of the society for the following reasons:<sup>13</sup>

1. The donors' agendas force the NGOs to aim at only getting money through any announced invitation for these projects to be accepted. Meanwhile, these NGOs should have involved in a serious process to establish a strategic reconciliation and thoughts towards agendas which are issued by the local civil society itself.
2. The donors are noted to impose ethical conditions especially after copying approving the state of counter terrorism which requires its signatories to play a role of detectives and implementers of the international donors' policies.
3. Bureaucracy which is imposed by the international NGOs, the donors and intermediary organizations.
4. A lack of the systematic security which is caused by the fact that the donors prevent the civil associations from saving the project resources and that obviously lead to permanent dependency on international finance organizations.
5. Destructive competition for finance which absolutely causes isolated work of the organization as well as the absence of coordination and genuine partnership among the civil institutions.

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<sup>12</sup> ثابت، أحمد، الدور السياسي الثقافي للقطاع الأهلي، الهيئة العامة للكتاب، مصر، 1999، ص 97  
<sup>13</sup> مؤسسة دالية، ضرورة تخفيف اعتماد المجتمع المدني الفلسطيني على المساعدات الدولية، مؤسسة دالية المجتمعية الفلسطينية، القدس، 2007  
 م، ص 18



The international community has provided the Palestinian people different forms of finance, including: international assistances, international loans, and other technical and substantive aids. The amount of this funding delivered by the international community was estimated at 7 billion between 1994-2000 which was after Oslo accord in 1993. That led to a change in the form and the core of the international finance to get well with the political process requirements and peace efforts in the area. Therefore, the average of funding at that period of time was 500 million annually and it had been directed towards infrastructure projects and institution-building. However, after the first Intifada in 2000, there was a huge increase in the amount of the international finance to be more than a billion every year but it was mostly directed towards relief operations and emergencies caused by the Israeli occupation. As a result of that, the issues of sustainable development had been largely neglected and the economic and social indicators had declined significantly. For example, the rate of the Palestinian trade deficit increased to more than \$1591.8 million and the unemployment rate was estimated at 25%. Additionally, Palestine had witnessed a budget deficit of the Authority which is approximately one billion. There was also an increase in poverty rates and in the gap among the economic sectors.<sup>14</sup>

In general, international finance for the Palestinian people regardless of its forms or sources had been provided for three parties: The Palestinian Authority and its ministries (87%), The NGOs (8%), and UNRWA (5%). The period between 2000-2005 was considered to be an important one for these reasons: the urgent need of the Palestinian people for the international finance due to the eruption of the Intifada which caused many obligations to the society. The other reason was the increased concern in the international community for the regional stability. Besides, there was the

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<sup>14</sup> برنامج الأمم المتحدة الإنمائي، تقرير حول التمويل الدولي للسلطة الفلسطينية، 2004 م.

huge damage in all aspects caused by the Israeli occupation withdrawal from Gaza Strip and some parts of the West Bank.<sup>15</sup>

According to a study conducted in the center of non-governmental organization development in 2009, the researchers, Alaa Tartir and Joseph Devoir in cooperation with MAS institute have divided assistances into three:<sup>16</sup>

1. Budget Support: it includes all the kinds of assistances received by the institutions of the Palestinian Authority, such as: Health Ministry and Ministry of Finance.
2. Emergency aids: they include all forms of finance delivered by the United Nations Relief and other humanitarian organizations and they are regarded to be an immediate response to any conflict. These aids may be a reconstruction of infrastructure, job opportunity creation, and food provision.
3. Development Assistance: it includes all types of assistance which don't go under the first two points and this, in fact, is the main kind of aids for the Palestinian NGOs.

This study of Tartir's and Devoir's reached a conclusion that international finance received by the Palestinian society can be divided into three parts:

1. Country organizations like the USAID (The American International Development Agency) which follows its country's political position and its finance must be approved by the Department of foreign affairs.

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<sup>15</sup> تقرير التنمية البشرية، جامعة بيرزيت، برنامج دراسات التنمية، رام الله، 2005، ص225

<sup>16</sup> Joseph Devoir and Alaa Tartir, Tracking External Donor Funding to Palestinian Non-Governmental Palestine Economic Policy Research Institute(MAS) Governmental Organization In The West Bank and Gaza 1998-2008, Jerusalem and Ramallah, 2009.P(98)

2. Non- governmental organizations which are supposed not to be affected by their countries' political position and to have stable relationships with the local organizations benefiting from this finance through competitive annual applications.
3. United Nation organizations which have a margin of freedom of financing the NGOs by announcing grants for the receivers.

This study decides to address the non-governmental organization (NGOs) as they aren't controlled by their governments or countries and they are supposed to be independent in decision-making and achieving the set goals in a strategic plan for the different forms of the international finance.

### **Non-governmental Organizations (NGOs)**

The start of the international non-governmental organizations went back in history to the 19<sup>th</sup> century after the Vienna conference in particular (1815) which paved the way for a lot of other NGOs to start up. In fact, this conference had been followed by a group of NGOs just like: <sup>17</sup> International Red Cross in 1863 and the Institute of the International Law in 1873. Therefore, the number of international NGOs was six ones in 1853 but then this number increased in 1945 to be more than a thousand organizations.<sup>18</sup>

It is necessary to notice that the political and economic conditions have played a vital role in the growth and evolution of the international NGOs. One of these factors is of course the state of violence the world has still witnessed by lots of the world countries. Thus, it has always been necessary to establish entities to be responsible for defending those oppressed people especially in times of war. In addition to this factor, all the funding received by some international non-

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<sup>17</sup> ابراهيم السعدي، وسام نعمت، تطور وظائف المنظمات الدولية غير الحكومية وأثره في واقع المجتمع الدولي المعاصر: دراسة تأصيلية تحليلية مستقبلية. الطبعة الأولى، الإسكندرية: دار الفكر الجامعي، 2014، ص36

<sup>18</sup> Thomas Richad Davies 'Transnational civil society: the evolution of international nongovernmental organizations since 1839, working papers on transnational politics, London: Centre for international politics, 2008, p 04.

governmental organizations has encouraged the establishment of more organizations<sup>19</sup>. Regarding this issue both Edward Michael and Hulme David believe that responding to local initiatives and voluntary work can be considered to be an outcome of the recent developments in the political and economic thought with the end of the cold war.<sup>20</sup>

The definition of NGOs has varied. The United Nations defines them as organizations or institutions that are established by a group of individuals on their own initiatives far away from the impact of the government. They are mainly constructed because of a feeling that there is a need realignments for a certain activity<sup>21</sup>. However, the researcher Marcel Merle defines NGOs as each association or group which tends to be sustainable and established by people from different countries in order to achieve non-profit goals<sup>22</sup>.

On the basis of these definitions, the operational definition of international NGOs is the one adopted by this study. Therefore, they are the voluntary legal and permanent bodies, centers, institutions and organizations of an international non-governmental character. These organizations are established by a group of corporations and individuals (and not by a state or the government) through an individual initiative of a legal character and they aim at achieving a certain goal.

Some international NGOs features can be concluded from the aforementioned definitions as follows:

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<sup>19</sup> إبراهيم حسن ، معمر ، دور المنظمات الدولية غير الحكومية في حماية حقوق الإنسان : حالة تطبيقية على المنظمة العربية لحقوق الإنسان القاهرة : جامعة القاهرة، قسم العلوم السياسية، 2010-2011 ، ص 16.

<sup>20</sup> MICHAEL EDWARDS, DAVID HULME, Non-governmental Organisations: Performance and Accountability Beyond the Magic Bullet . Britain: Earihscan Publications,1995,p 13.

<sup>21</sup> عمر ، سعد الله، المنظمات الدولية غير الحكومية في القانون الدولي بين النظرية والتطور. الطبعة الأولى، الجزائر: دار هومة ، 2009 ، ص 17 .  
<sup>22</sup> إبراهيم حسن ، معمر ، دور المنظمات الدولية غير الحكومية في حماية حقوق الإنسان : حالة تطبيقية على المنظمة العربية لحقوق الإنسان القاهرة : جامعة القاهرة، قسم العلوم السياسية، 2010-2011 ، ص 17

- Voluntary: international NGOs doesn't aim at making profits comparing them to the multinational ones which do so. In fact, all NGOs' activities are cooperative and charitable. However, this feature causes many problems as some believe that this feature is relative because there are many organizations that have made huge profit even other claim that this profit isn't distributed to the board or its members but it is invested in achieving the organization's goal and in supporting its activities<sup>23</sup>.
- Non-governmental: this feature indicates the fact that these international NGOs are independent in terms of establishment. This means that there is no structural relationship with the state. It also indicates that international NGOs don't take orders from the government but instead it operates independently from the government's activities<sup>24</sup>.
- Non- political: this means that international NGOs neither belong to any political part nor involve in any political party activities or even support political campaign<sup>25</sup>. Therefore, these organizations are supposed to be neutral when expressing its vision for several political disagreement again without supporting any party against another one. That could be a reason for choosing such organizations to observe elections around the world.
- Sustainability: according to this feature, international NGOs should be a temporary action for a short period of time but it needs to be sustainable. For example, we can't consider an informal group temporarily created for an emergency situation as an international non-governmental organization regardless of the contributions that group makes<sup>26</sup>.

<sup>23</sup> عمر، سعد الله، المنظمات الدولية غير الحكومية في القانون الدولي بين النظرية والتطور. الطبعة الأولى، الجزائر: دار هومة، 2009، ص24.  
<sup>24</sup>اماني قنديل المنظمات الدولية غير الحكومية متعددة الجنسية تفاعلات فاعل دولي جديد وآثاره المنعكسة على العالم العربي، الطبعة الأولى، القاهرة: معهد البحوث والدراسات العربية، 2000، ص 72

<sup>25</sup> سعد الله، عمر، مرجع سابق، ص 28

<sup>26</sup> Kerstin ,Martens, «mission impossible ?Defining Nongovernmental Organizations» . Voluntas, N:03, September 2002,p 02

- International: this feature associates with the nature of people working at the organization as they are from various countries. This feature also relates to the nature of the organization's activities which go beyond the border of one country.

The Palestinian society has managed to establish its civil bodies and institutions which enable it to express itself and its goals properly. This society in both Gaza Strip and the West Bank has also managed to build different social and political networks in all aspects from high education and health services to the political expression. These organizations have allowed individuals to participate in voluntary and collective work. They have also contributed to the development of the different aspects of the society. It is so important here to stress out the fact that one of the most success indicators of these organizations is strategic plan where they introduce their vision, mission, values and goals.

## **Planning**

Planning is considered to be extremely important for the accomplishment of the organization activities and for ensuring the full achievement of its goals. Planning also helps identify the goals and the human and material resources needed to achieve the goals. Additionally, it helps to coordinate between the work and controlling this work. Planning is also one of the most important administrative and leading functions. Planning is defined by some as a process which involves a group of assumptions regarding the future situation and thus a plan is put to identify the

objectives needed in a certain period of time. It also includes the potentials required to achieve these goals and how these potentials are employed effectively and efficiently<sup>27</sup>.

Planning is also defined as a scientific and practical methodology which links between objectives and tools used to achieve such objectives and maps the way for making decisions and identifying a group of policies. It also helps try to control the future events through following deliberate targeted policies<sup>28</sup>.

In fact, planning is a mental process that depends on science, logic, study and on predictions of the future variables. After think of the future which means prediction, a plan sets the objectives needed to be accomplished draws the targeted policies aiming at guiding the employees, and it elaborates the budget planning. Not only that, but planning also identifies work references in details and puts a schedule for implementation<sup>29</sup>.

To sum up, planning is one of the administration stages and a vision or prediction of the future. This indeed requires a careful and deep thought for what might happen in the future. To put in another way, planning means setting the goals and gathering all the facts and information that help achieve these goals. It is worth noting here that planning process have a great impact on other functions like: organizing controlling, directing and staffing. This emphasizes the fact that planning is undoubtedly the first administrative function for an organization before starting any kind of work.

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<sup>27</sup> النمر، سعود بن محمد وآخرون ( 1417 هـ )، الإدارة العامة : الأسس والوظائف، الرياض : مطابع الفرزدق التجارية، ص94-95

<sup>28</sup> درويش، عبد الكريم وليلى ت كلا (1980م )، أصول الإدارة العامة، القاهرة: مكتبة الأنجلو المصرية، ص973

<sup>29</sup> الحلو، ماجد راغب (1987م )، علم الإدارة العامة، الإسكندرية: دار المطبوعات الجامعية، ص 262

## The Concept of Strategic Planning

Works systems vary greatly between organizations depending on each work environment and there is no one particular system of strategic plan for all organizations because each plan is designed on the basis of the organization's nature and characteristics, however, there are general agreed characteristics, concepts and basics when working on strategic planning. Strategic planning is a long-term planning that goes beyond focusing on the current work to assess the external and environmental factors. Strategic planning also concerns about identifying the new fields of work and investment as well as identifying their relative characteristics, the related chance and threats. This kind of planning requires strategic data for the internal and external factors of the organization<sup>30</sup>.

According to Drucker, strategic planning is "the continuous process of making present entrepreneurial (risk-taking) decisions systematically and with the greatest knowledge of their futurity; organizing systematically the efforts needed to carry out these decisions; and measuring the results of these decisions against the expectations through organized, systematic feedback"<sup>31</sup>. This definition stresses out the fact that the basis of planning or management in general is the process of decision-making. Additionally, this planning tend to be comprehensive to be able to identify the productivity criteria for measurement and comparison and to evaluate the planning efforts.

Strategic planning can also means a multifaceted and large-scale process of different activities. It aims at developing work streams which are less formal, less enduring, more

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<sup>30</sup> أبو بكر، مصطفى، دليل: المدير المعاصر- الوظائف، الأدوار، المهارات، الصفات، الدار الجامعية للنشر، 2001 م  
<sup>31</sup> خطاب، عايدة سيد (1985م)، الإدارة والتخطيط الاستراتيجي، القاهرة: دار الفكر العربي، ص 38



comprehensive and more analytical than traditional planning stuck to its solid principles, rules and its implementation phases<sup>32</sup>.

On the basis of the mention strategic planning concepts, a general concept can be adopted here to get well with the objectives of the present study. Therefore, strategic planning is a management process concerned about all aspects of the organization and it involves making decisions to determine its future according to the available comprehensive information and to its environment. That's mainly for the purpose of identifying the desired production requirement on the basis of a group criteria to evaluate the strategic planning efforts.

According to most organization using strategic planning, this kind of planning isn't a luxury but it's a necessity because it increases work efficiency. Here are the most justifications for using strategic plans: <sup>33</sup>

- It provides a guide for the company to what it seeks to achieve.
- It provides the officials with a methodology and thoughts for the organization as a whole.
- It helps predict the changes in the surrounded environment and adapt to it.
- It helps allocate and distribute the available resources and identify their possible uses.
- It raises feelings and awareness of the managers towards the chances and threats.
- It provides a sound logic of budget evaluations introduced by managers.
- It organizes the sequence of the planning effort across different administrative levels.

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<sup>32</sup> جمعية المجمع العربي للمحاسبين القانونيين، إدارة وإستراتيجية العمليات، عمان:الجمعية، مطابع الشمس، 2001 م.

<sup>33</sup> العارف، نادية (2000م)، الإدارة الاستراتيجية، الإسكندرية : الدار الجامعية، ص21

- It makes the manager more creative and innovative and a person who takes the initiative and makes the event instead of just being a receiver
- It clarifies the image of a certain organization before other stakeholders.

## 1.8 Literature Review:

### 1. (Shalabi,2001) <sup>34</sup>

This study aimed at provide a database of non-governmental organizations (NGOs) on their census, its location, scope of services, programs and objectives. Also, this study classifies the variety of organizations in terms of objectives and programs, and a preference for institutional building of new organizations compared to traditional organizations, which is reflected in the effectiveness and efficiency of traditional organizations in providing services and achieving objectives.

The study also revealed a general weakness in the internal structure of NGOs. This weakness is clearly concentrated in the planning process. Also, it suffers from lack of financial resources and lack of infrastructure where it has main role to enable them to implement their programs, and to continue their reliance on traditional management methods.

### 2. (Tartir and Dephoer ,2009) <sup>35</sup>

The study aimed track the external support and fund of Palestinian non-governmental organizations in the West Bank and Gaza Strip, where the study indicates an increase in foreign

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<sup>34</sup> تعداد المنظمات غير الحكومية الفلسطينية في الضفة الغربية وقطاع غزة رام الله، ياسر شلبي، معهد أبحاث السياسات الاقتصادية الفلسطيني (ماس) ، 2001

<sup>35</sup> دراسة ديفوير جوزيف وعلاء ترتير ، 2009، بعنوان : تتابع الدعم الخارجي للمنظمات الفلسطينية غير الحكومية في الضفة الغربية وقطاع غزة خلال الفترة، 1999 – 2008، مع معهد أبحاث السياسات الاقتصادية الفلسطيني (ماس)

aid to the West Bank and Gaza Strip between 1999 and 2008. According to findings of the study, the amounts of foreign aid, which was entered the West Bank and Gaza Strip in different forms, was according to the political situation. During the political upheavals, there was a shift in the direction of foreign aid, which was usually away from sustainable development, toward emergency relief programs.

According to the findings of the study, non-governmental donor assistance outweighs the sources of external government assistance to Palestinian NGOs, although most of the assistance provided through international NGOs comes from their national governments. According to the study, foreign aid is vital to both the Palestinian Authority and Palestinian NGOs. According to the Palestinian Economic Policy Research Institute (MAS), foreign aid accounts for more than 60% of the gross national income of the West Bank and Gaza Strip. This dependence is more pronounced for non-governmental organizations (NGOs), which account for 78% of their incomes. This dependency has been correlated with foreign aid as local funding for Palestinian NGOs in the West Bank and Gaza Strip has declined.

### 3. (Yousf, 2005)<sup>36</sup>

The study referred to several results, the most important of which are:

- The role of the aids that received by the Palestinian people through NGOs has been major of their resistance.
- The funds and financial support to Palestinian institutions and non-governmental organizations are numerous and varied in terms of sources of funding and providers of such assistance.

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<sup>36</sup> إبراهيم، يوسف، المنظمات غير الحكومية الفلسطينية "دراسة جغرافية تنموية" بحث مقدم إلى المؤتمر العلمي الأول للاستثمار والتمويل في فلسطين بين أفاق التنمية والتحديات المعاصرة المنعقد بكلية التجارة في الجامعة الإسلامية في الفترة 8-9 مايو 2005 م.

- The Palestinian society has been able to form organizations and institutions of civil society, which enabled it to express itself and its objectives, through the formation of various social and political networks in several fields.

#### **4. (MAS,2005)<sup>37</sup>**

The study mentioned that the utilization of foreign aid has achieved reasonable positive results in the rehabilitation of infrastructure facilities, building the institutions of the Palestinian Authority, strengthening its technical capabilities, and supporting important sectors. International aid has contributed to the provision of the necessary financial resources to ensure the continued support of basic social services, such as education and health care for Palestinian citizens, especially those with limited incomes. As well as their contribution to promoting community participation in launching democratic initiatives, moreover it's extended to different sectors and categories of Palestinian society. The available facts about foreign aid indicate that there is a political agenda which is as important as or even overweigh the economic dimension. This can explain the partial success of this fund in relief instead of sustainable development.

The study said that despite of the large amount of aid, it has not been able to access the institutional, legal and regulatory structures of the Palestinian Authority and organizations to be at the position where it can operate efficiently and effectiveness suitable with challenges that came due to lack of planning and coordination. On the other hand, donors tries to prioritize the disbursement of such aid in a way that may be more in line with their political, economic and social agendas, rather than the agenda of Palestinian institutions. In accordance with that, the

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<sup>37</sup> MAS (Palestine Economic Policy Research Institute) (2005). Towards a More Effective Use of International Aid to the Palestinian People. Jerusalem.

institutions of the Palestinian Authority and civil society organizations also didn't hesitate to adapt their programs and agendas in order to get this assistance.

### **5. (Naser Abdelkarim,2002)<sup>38</sup>**

The study found that non-governmental organizations in the West Bank and Gaza Strip are diverse in their fields of work. They support groups of people in all geographic regions. It has adopted a wide range of missions. Moreover, the legal environment in which non-governmental organizations operate is generally positive. From the other hand, around 53% of these organizations suffer from fiscal deficit in their budget.

### **6. (Abu Mandeel, 2011)<sup>39</sup>**

The study aimed to identify the programs of sustainable agricultural development in Palestine, also describe the available sources of funding for this sector, also presenting proposals for improving the funding of civil society organizations in the Gaza Strip to serve sustainable agricultural development.

The study found that the priorities of civil society organizations do not correspond to the priorities of development. This came from the lack of optimal utilization of available resources in line with the priorities of local agricultural development. On the other hand, the study recommended the necessity of preparing project plans according to agricultural and rural development priorities based on the available financial resources. Also to encourage the private sector to invest in the agricultural development.

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<sup>38</sup> Abdelkarim, Naser, The Long-Term Financial Sustainability Of The Palestinian NGO Sector. An Assessment, A Study commissioned By welfare Association Consortium, Ramallah, November. 2002.

<sup>39</sup> أبو مندیل، غسان (2011) الدور التمويلي لمنظمات المجتمع المدني في التنمية الزراعية المستدامة، رسالة ماجستير غير منشورة. كلية التجارة، الجامعة الإسلامية: قطاع غزة.

## 7. (C. R. Bunning, 1992)<sup>40</sup>

In this study, the researcher showed that during the last five to ten years, many of governmental organizations implemented strategic planning. However, the results failed to explain what strategic planning is supposed to accomplish. Taking into account the experience of strategic planning in government organizations in a number of countries, it is pointed out that the motivation of authority officials is the determinant of the strategic planning style that followed, consequently, the type of outcomes which eventuate. The three most common approaches to strategic planning are to engage in it as an annual ritual, to see it as a technical goal-setting and decision-making process, or to approach it in a consensus-seeking manner.

## 8. (AbdelKareem, 2009)<sup>41</sup>

The study aimed to identify the contribution of NGOs and rural organizations in agricultural development, which seek to improve the living conditions of these communities (Sudanese countryside). Moreover, the paper identified the obstacles and problems that prevent the agricultural sector from developing continuously. One of the main obstacles is end of support by donors or even NGOs in the targeted area. The study came up with recommendations and solutions that will help the development sector to be more sustainable.

The study recommended the following:

- Develop the rural development bases that determine the stability of farms in their region.

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<sup>40</sup> C.R. Bunning, (1992) "Effective Strategic Planning in the Public Sector: Some Learnings", International Journal of Public Sector Management, Vol. 5 Issue: 4,

<sup>41</sup> عبد الكريم السمحة، رسالة ماجستير عنوانها ، تقويم دور المنظمات غير الحكومية ومنظمات المجتمع القاعدية في أنشطة التنمية الزراعية واستدامتها، 2009

- Study all aspects of agricultural work and rural life in general and to determine the factors affecting the situation of the region, which will help the continuation of development work.
- Gather all instruction services in one guidance program, which is more clear and certain to increase the awareness and provide agricultural finance with current situation.
- Increase capacity building of the beneficiaries and implementers through training courses, in order to achieve the objectives of the organization programs.

## 9. (PECDAR,2009)<sup>42</sup>

In this study, the facts of agriculture sector in Palestine were discussed by presenting the problems and difficulties facing this sector. Also, it described the importance of the agricultural sector in Palestine and figured out the most important forms of marginalization and distortion. The study considered that agriculture has been and still one the most important bases of the national economy. From the other hand, the research also described that the level of official interest is very limited and not suitable with the importance of this necessary sector. The result of this neglect will be clear and direct, a food bill to match the oil bill or increase, poor lands, and many negative consequences on economic, social, environmental and political sectors. Moreover, dealing with this issues and repairing them will cost more than what it takes to develop this sector now.

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<sup>42</sup> القطاع الزراعي والحيواني الفلسطيني مهمش ويحصل على أقل من 1 % من موازنة السلطة، بدون كاتب، المجلس الفلسطيني للتنمية والإعمار "بكدار"، 2005 م

### **10.(Ramanufam, 1987)<sup>43</sup>**

The study aimed to identify the perspectives of the managers about the contribution of strategic management at the success of their organizations. The study included a survey of "1500" officials, who work at US companies. The surveys indicated that strategic management is one of the determinants for a good performance. Also it helps to achieve the effectiveness of administrative actions and represents a revolution and a positive development in administrative thought. Moreover, it helps to achieve the well-being of the Organization and its long-term sustainability. The most important results of this study are:

- That 7.78% of officials believe that poor practice of strategic planning leads to harmful impact on the future performance of the organization.
- That 6.62% of the sample found that their planning systems have assisted in strategic innovation more than ever.

### **1.9 Comments on Literature Review:**

In view of previous Palestinian, Arab and foreign studies, it can be said that studies defined the reality of strategic planning in non-governmental organizations and importance of taking strategic decisions to have a sustainable development advantage. Moreover, these studies concluded that how important strategic planning and strategic management contribution in the success of their organizations. Also, strategic management is one of important tools that helps the effectiveness of administrative acts and represent a revolution and developing the culture of management, as it helps to achieve the development and sustain it in the long run.

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<sup>43</sup> RAMANUFAM,(1987), "Trends in Strategic Planning , W.King & D.Clelland : Van Nostrand Reinhold, New York, pp. 611-628



On the other hand, previous studies have clarified the role of foreign aid in achieving reasonable positive results in the rehabilitation of infrastructure facilities, enhance their professional and support important and essential sectors. Certainly, foreign fund has contributed to providing the necessary financial resources to ensure the continued provision of basic social services, such as education and health care for Palestinian citizens. Despite this huge amount of aid, it couldn't make these institutions and organizations in a position to work efficiently and effectiveness alignment with the challenges as a result of the lack of planning and coordination. On the other hand, donors tries to prioritize the disbursement of such aid in a way that may be more in line with their political, economic and social agendas, rather than the agenda of Palestinian institutions. In accordance with that, the institutions of the Palestinian Authority and civil society organizations also didn't hesitate to adapt their programs and agendas in order to get this assistance.

Also the previous researches have confirmed the importance of paying attention to the agricultural sector and its development, as one of the most important ingredients of the national economy, and define its key role in reducing unemployment, poverty and increasing the GDP. Regarding the Palestinian agriculture in particular, in addition to the current situation definition and describe the importance of this sector locally, the mentioned papers explained the inadequacy of amount governmental funds with the needs and priorities of this essential sector. From this point, the role of NGOs in this sector is highlighted, whose role is indispensable in supporting this field. Despite the diversity of the programs of these institutions, there is a remarkable discrepancy between the projects that are supported and the real needs of the Palestinian farmers. In other words, this situation can be considered as lack of optimal utilization of the available fund resources in develop local agriculture sector sustainably.

After analyzing the literature review by the researcher, it turned out that previous studies related to the context of the present study have revealed knowledge gap. Therefore, the researcher tried to fill in this gap through this qualitative-quantitative thesis, which also includes special study cases from non-governmental organizations in the agriculture sector. And from here, this thesis has managed to focus on projecting the concept of the strategic plan on the non-governmental agricultural organizations in the presence of the foreign funds.

### **1.10 Chapters Structure:**

**Chapter 1:** Introduction of the study, research problem, Research questions, Hypothesis, importance & justifications, objectives, Literature Review, methodology.

**Chapter 2:** Theoretical Framework: about the contents of strategic planning, in a theoretical way in addition to other previous studies.

**Chapter 3:** Foreign Aid and Agriculture Sectors in Palestine.

**Chapter 4:** Statistical Analysis and Discussion: Preparation of study tools to measure the contents of strategic planning in the agriculture sector by

- Questionnaire for the officers and officials in some of agriculture NGOs.
- Present the results of questionnaire to a group of arbitrators, distribution, analysis and confirmation of the accuracy and consistency of the resolution.

**Chapter 5:** Discuss the Results and recommendations of the researcher.

## **Chapter Two: Research Theoretical Framework**

### **2.1 Introduction**

### **2.2 Planning**

### **2.3 Concept of Strategic Planning**

### **2.4 The Historical Development of Strategic Planning**

### **2.5 The importance of Strategic Planning**

### **2.6 Strategic Planning Barriers**

### **2.7 Characteristics of Strategic Planning**

### **2.8 Strategic Planning Models**

### **2.9 Stages of Strategic Planning**

### **2.10 Formulating the strategic plan**

### **2.11 Strategic Planning in Non-governmental Organization**

## Chapter Two

### 2.1 Introduction:

There is no doubt that technological and environmental changes, which are noticed to be both complex and too fast, has urged scholars' and researchers' to look into the issue of strategic planning. It is also evident that, in a competitive environment, organizations seem to strive to prove themselves, to survive, and to sustain their programs. Not only that, but they also seek to invade and spread in new markets.

Most successful and powerful organizations are the ones that admit the importance of strategic plan for its sustainability and growth on the long term. Actually, strategic planning helps an organization to identify the ways by which it will achieve its aims. This planning gives a clear understanding of the surrounding changes and competitors, and it clarifies weakness and strengths of its inner status so as to build up strategies that would help get to the set goals. In addition, planning is an essential strategy for the organization to achieve adaptation to the ever-shifting changes which are surrounding it.

In order to investigate the nature of strategic planning and its importance in non-governmental organizations, this chapter is divided into four detailed subsections. The first one addresses the definition of strategic planning and its origin, starting from clarifying the core concept of "strategic planning" and to the historical development of the term itself. Meanwhile, the second subsection discusses the characteristics of strategic planning and its main challenges. Therefore, the importance of strategic plan is first identified, and then its challenging obstacles are comprehensively discussed via going through certain models of this kind of planning. The third one intends to deal with the stages of strategic planning, its vision and objectives. It carries on to identify phases and steps of strategic planning; as well as to define its position including the

process of analyzing the internal and external surrounding. Besides, this section explains how an organization can choose the best strategic planning among the available strategic alternatives, and how it can be implemented and controlled. Finally, the fourth subsection provides a brief discussion of strategic planning in non-governmental organization, in particular.

## 2.2 Planning:

These days, modernity seems to be highly characterized by "planning". In other words, if a nation strives for better future, it definitely aims to adopt the process of planning as a policy to follow and to benefit from. The world has become in a greatest need of planning due to the complexity of life with its diverse aspects, ways of living and its various potentials. "Strategic planning" is widely known to be an administrative tool used in an organization for acting in a better way through focusing its power and ensuring that all its employees are working for the same goals. Also, this planning also helps amend and adapt the organization direction in line with the environmental changes.<sup>44</sup>

Planning is the first primary function of management. A manager is originally a planner who makes important decisions affecting the future of the organization he/she belongs to. This means that planning precedes execution and identifies the future actions in terms of how and when. With this understanding, planning is related to two main elements: the first is "the future" and the second is its relationship with the goals and the procedure of their achievements<sup>45</sup>.

According to Urwick, planning is "a mental predisposition to do things in orderly way, to think before acting and to act in the light of facts rather than guesses". Also AlMadi also sees

<sup>44</sup> ادريس، ثابت والمرسي، جمال الدين. (2006م). الإدارة الاستراتيجية، مفاهيم ونماذج تطبيقية. الاسكندرية: الدار الجامعية للنشر، ص1

<sup>45</sup> سالم، فؤاد وآخرون (1998)، المفاهيم الإدارية الحديثة، مركز الكتب الأردن، ص85.

planning as a process of determining the means by which a future goal will be achieved in the light of surrounding conditions and available potentials.<sup>46</sup>

He also defines planning as deciding best alternative among others to perform different managerial functions to achieve predetermined goals<sup>47</sup>.

Good planning helps turn an individual vision into an organizational action step<sup>48</sup>.

### 2.3 Concept of Strategic Planning:

Strategic planning has been regarded as a modern issue that appears in various researches and studies. Most of these have concluded that strategic planning is a group of activities which determine the organization message and goals besides analyzing its surrounding environment. Here are some of the common definitions<sup>49</sup>:

Strategic planning is "the process of determining the long-term goals and of choosing the needed means, policies and strategies as well as identifying resources and developing long-term plans to achieve the goals"

It is also defined as "a systematic approach which anticipates educational future possible prospects, is ready to face them through diagnosing the expected potentials, designs alternative strategies and helps make rational decisions in terms <sup>50</sup>of implementing and following these strategies.

<sup>46</sup> الماضي، محمد. (2006م)، إدارة الاستراتيجية، القاهرة، ص55

<sup>47</sup> خميس، موسى (1999): (مدخل إلى التخطيط، دار الشروق للنشر والتوزيع، الطبعة العربية الأولى، عمان- الأردن، ص13

<sup>48</sup> خبراء بيمك (2002): (المشرف العلمي عبد الرحمن توفيق، السيناريو : فن الحوار الاستراتيجي، مركز الخبرات المهنية للإدارة (ببمك)، الطبعة الأولى، القاهرة-مصر، ص20

<sup>49</sup> نعمة عباس الخفاجي، الادارة الاستراتيجية، دار الثقافة للنشر والتوزيع، الطبعة الاولى، عمان، 2004 ، ص32

<sup>50</sup> خالد محمد بني حمدان وائل محمد إدريس، الإستراتيجية و التخطيط الاستراتيجي منهج معاصر، البازوريا لعملية للنشر والتوزيع، عمان، الطبعة العربية 2009، ص50

Therefore, planning can be here defined as a comprehensive process that anticipates the future and realizes variables related to both the internal and the external environment for the purpose of determining the best strategic choice, according to which the organization leadership identifies its message, vision and goals, aiming at achieving comprehensive quality. It is worth nothing here that strategic planning is built on a number of fundamental assumptions which must be analyzed and checked, including:

- 1- Reorganizing the levels of the institution
- 2- Analyzing the competitive environment which the institution will be dealing with after the reorganization.
- 3- Reviewing the organization's duties and affairs in line with comprehensive quality dimension.
- 4- Providing an overview of the economic factors.
- 5- Supporting the marketing strategy of the organization.
- 6- Determining the desired profit average.

Strategic planning is an organizational process which determines the way of uplifting the organization and changing the present situation hoping for a better future. Therefore, strategic planning is a making-decision process based on these questions:

- 1- Where are we now?
- 2- Where we hope to be?
- 3- How are we going to get there?
- 4- How are we going to assess our progress?

All in all, strategic planning is a series of sequent and complex process and is a fundamental managerial function related to plan designing and implementing, controlling and evaluating.

## **2.4 The Historical Development of Strategic Planning:**

Although Neumann and Gostern were considered to be one of the modernist writers who had first linked strategy with business in 1947 when he came up with the "Theory of Games", the idea of strategic planning remarkably appeared late in the 1960s and Ansoff's book "Corporate Strategy" (1965) had helped popularize this kind of planning. Bowman also emphasized the fact <sup>51</sup> that this planning developed in the middle of the sixties based on beliefs of the American Academy of Management<sup>52</sup>.

The system of strategic planning was successfully adopted in the period between 1965-1961 by US Department of Defense. As a result, in August, 1965 US president, Lyndon Johnson, directed that this strategic system had to be applied to all federal government agencies under the name " Planning, Programming Budgeting system". Furthermore, in sixties most Business colleges has introduced the subject of strategic planning into their curriculum under the title of "Administrative Policies", which had been replaced by the concept of "strategic planning" before the end of sixties. After that, the concept had been widely spread in Europe and the developing countries.

In the early 1970s, strategic planning issue grew and was gradually used regarding the aspect of management. In the last quarter of the 20<sup>th</sup> century, this planning became one of the most efficient management's tools. Then came the book of Ohmae (The Mind of Strategist) which

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<sup>51</sup> Mintzberg. Henry (Re Organization Design: Fashion or Fit) Harvard Business Review Vol 27 no 3 Jan –Ebb 1994. P85

<sup>52</sup> Bowman, Cliff., "The Essence of Strategic Management", 3 ed . Prentice-Hall of India Private Ltd, New Delhi, India 1996. P97



caused a paradigm shift in management in 1985. In 1991, John Thomson's theory of Strategic Awareness was one of the important theories that emerged on the basis of diagnosing the comprehensive change of strategy which is more about determining a direction to achieve the set goal. It also stressed out the fact competition and distinction accompanied by creativity and innovation form together the three connected dimensions of planning.<sup>53</sup>

## **2.5 The importance of Strategic Planning:<sup>54</sup>**

1. Clarifying future events and taking strategic decisions
2. Helping with environmental interaction in the long term.
3. Achieving economic and financial results.
4. Strengthening the competitive position.
5. Enabling the organization to make a change.
6. Helping allocate resources and potentials efficiently.

## **2.6 Strategic Planning Barriers:<sup>55</sup>**

There are several barriers in implementing strategic planning as a way of achieving the long-term organizations' objectives. These barriers include the following:

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<sup>53</sup> مجلة القادسية للعلوم الإدارية والاقتصادية المجلد ١٢ العدد ٢ لسنة ٢٠١٦ ص 16  
<sup>54</sup> بلال خلف السكارنة، التخطيط الاستراتيجي، دار المسيرة للنشر و التوزيع و الطباعة، الطبعة الاولى 2010 ص131

<sup>55</sup> خالد محمد بني حمدان، وائل محمد إدريس، مرجع سابق ص 32-34.

- Most managers seem to be reluctant to use strategic planning for many reasons; some are indifferent to the use of modern methods of strategic planning. Meanwhile, others have insufficient strategic planning skills and knowledge.
- Challenges of strategic planning are known to leave bad impression according to some managers. That's mainly due to facing a difficulty with setting a system of strategic planning as well as a difficulty with collecting and analyzing the data needed for the strategic planning.
- Inadequacy of organization's budget and resources.
- Being easily fascinated with the achieved success supposing that it will continue and there is no need to improve the organization's performance.
- Weak plan distribution to the whole parts of the organization.
- Lack of accurate and correct estimation of the competition.

## 2.7 Characteristics of Strategic Planning: <sup>56</sup>

Strategic planning has certain characteristics that emerge from the qualitative development of its different types. These characteristics can be summarized as follows:

1. It encourages strategic thinking, clarifies future trends, and focuses on teamwork spirit.
2. It helps make decisions in line with future consequences.

International Arab Society of Certified Accountants identify some characteristics of strategies planning as follows:<sup>57</sup>

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<sup>56</sup> العجمي، محمد حسنين ( 2008 ) : الإدارة والتخطيط التربوي النظرية والتطبيق، دار الميسرة للنشر كالتوزيع والطباعة عمان الأردن.ص405  
<sup>57</sup> المجمع العربي للمحاسبين القانونيين ( 2001 ) : إدارة واستراتيجية العمليات : عمان.ص6

- A) An integrated process of different dimensions for the purpose of formulating and implementing a comprehensive strategic plan which help create a competitive advantage for the organization.
- B) Strategic planning depends on a compressive analysis of the competitive situation of the organization, both current and expected threats and opportunities, besides its strengths and weaknesses.
- C) Strategic planning is a multifaceted process involving a wide variety of activities. Moreover, it transcends the traditional stereotype of other ways of planning because strategic planning is not just a specialized functional and dynamic activity, but it is more inclusive, richer and deeper. Therefore, it is characterized by thoughtful objectivity attempting to identify a comprehensive vision of all the environmental variables.

Strategic planning seeks to create a perception that could well help an organization to achieve a competitive advantage through analyzing any possible and anticipated trends focusing on the future. What makes strategic planning special is being <sup>58</sup>quantitative putting great emphasis on supplying unprecedented ideas.

3. Strategic Planning achieve interaction and constructive discussion within the three levels of management (low, middle, and top-level) regarding the issue of the future successful management and making-decision guidance in the management process.
4. Strategic planning contributes for supporting ways of making scientific future decisions in the organization on the basis of study, analysis, prediction and comparison between different alternatives to make the best applicable decisions. <sup>59</sup>

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<sup>58</sup> الأغا، محمد ( 2005 ) محاضرات في التخطيط التربوي، الجامعة الإسلامية، غزة.ص65  
<sup>59</sup> حافظ، اجلال، ووهب، سوسن ( 2003 )، أصول الإدارة، مدخل متكامل، الطبعة الاولى، جامعة عن شمس: مصر.ص119

6. Strategic planning reduces the negative effects of surrounding conditions on the management efficiency, and it also contributes for providing high-quality products and services.<sup>60</sup>

## 2.8 Strategic Planning Models:

Different strategic planning models seem to share certain contents. As a result, there are several models in both education and management fields. These include:

First: MecCune Model (1989)

This model includes eight stages of strategic planning:<sup>61</sup>

- 1) Creation of a strategic planning team group.
- 2) Analysis of the prominent organizational culture.
- 3) Mission and vision formulation.
- 4) Analysis of stakeholders' demands.
- 5) Analysis of the external and internal environment.
- 6) Determination of the right strategic goals and strategies.
- 7) Implementation phase.
- 8) Monitoring and evaluation.

Second: Kaufman and Herman (1991)

Kaufman adopted a model labelled as "the comprehensive model" which is divided into three planning stages to come out with a strategic plan.<sup>62</sup>

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<sup>60</sup> غنيم، عثمان (2001): التخطيط أسس ومبادئ عامة، الطبعة الثانية، دار الرضا للنشر والتوزيع، عمان. ص242  
<sup>61</sup> توفيق، صلاح الدين و ابراهيم، محمد. (2008 م). تصور مقترح لتطبيق الخطة الاستراتيجية بمدارس التعليم العام المصري في ضوء بعض نماذج التخطيط الاستراتيجي، مجلة كلية التربية. جامعة بنها: القاهرة ص 245

<sup>62</sup> Kaufman, Roger; Herman, Jerry. (1991). Strategic Planning for a Better Society. Educational Leadership. P5

- a) A comprehensive Vision: it means to determine the organization's vision: "Where does it want to get?" Then, the mission is formulated in order to provide a more detailed content of the vision. Vision and mission determination happens in the light of a determination of the organization's needs and gaps. After that, a set of strategic goals are identified.
- b) Planning: this stage starts with analyzing and diagnosing the situation to identify strengths, weaknesses, opportunities, and threats. Next, there is long-term and managerial short-term goals determination, where the strategic plan seems to be ready to be implemented.
- c) Implementation: implementation plan is set here that identifies goals, means, estimated cost, responsibilities for implementation and monitoring. This model also involves supplying all the requirements needed for implementing the plan. Then the processes of implementation, evaluation, development, determination of performance effectiveness, and plan revision follow.

#### Third: Pfeiffer Model (1992)

- His model consists of ten stages to make up a strategic planning, summarized as follows<sup>63</sup>:

1. Planning to plan: this stage includes identifying an authorized planning team work to on the plan, in addition to determining the time limit of setting and implementing it.
2. Values review: is one of the most important indispensable stages in strategic planning.
3. Vision formulation: an organization will not be able to step forward if it doesn't have a guiding vision. It is worth noting here that "vision" is a group of long-term goals which are discussed in details and then formulated as a brief statement.

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<sup>63</sup> حجازي، ثابت ( 12 يونيو، 2012 م) ملخص التخطيط الاستراتيجي بأسلوب فايف،

<http://www.thabethejazi.com/article-9>

السويدان، طارق والعدلوني، أكرم (2004) كيف تكتب خطة استراتيجية؟، الرياض: قرطبة للنشر والتوزيع، ص 66-84

4. Mission formulation: it states: "who are we?" and "what are we offering?" Employees are said to be informed with this mission which reminds us with our direction.
5. Strategic business modeling: this includes identification of business lines or major programs, critical success factors and strategic thrusts. This also helps set a group of strategies which leads to every department's success.
6. Reality analysis: this can be achieved reviewing past performance and audit threats, opportunities, strengths, and weaknesses of the internal environment. It also identifies the performance gap and level, compared with the pre-determined goals
7. Gap analysis: this stage is truly important as it helps decide whether the gap is little or no gap at all, or the gap between where the organization is and where it wants to be in the future is too wide.
8. Alternative plans: it requires identifying the main anticipated threats, opportunities, and the needed steps if any of these appear.
9. Plan Implementation: the plan has to be explained out to all employees in order to start implementation. This should be accompanied with annual evaluation of managers, employees, as well as with financial incentives
10. Plan integration: in this stage, all performance indicators are sent to the executive departments in order to be integrated with their operational plans in line with the organization direction. An annual meeting has to be held to review these indicators and integrate any other new ones.

Fourth: Johnson & Scholes Model (1997)

This model consists of three basic elements in triangle and each is composed of three sub-areas. These are: <sup>64</sup>

1. Strategic analysis: this includes studying the environment and the strategic capability of the organization, as well as resources and competences whether they are human, material, or moral ones. This element also looks into the expectation and power of the stakeholders.
2. Strategic choice: this is based on three elements: generation of strategic options, evaluation of the options to assess their relative merits and feasibility, and selection of the strategy or option that the organization will pursue.
3. Strategy into action (implementation): it involves organizing and allocating resources within the different departments in an educational institution.

It also involves establishing the organizational and administrative structure of the organization. In addition, most strategic planning and implementation will involve change, so managing change, in particular employees' fears and resistance, is crucial.

Fifth: Pisel Model (2008)

This model has ten stages to establish a strategic plan as follows<sup>65</sup>:

1. Analyzing the internal environment with its weaknesses and strengths and analyzing the external environment with its threats and opportunities.
2. Setting the vision and mission as well as the values and a group of goals.
3. Identifying rational and realistic assumptions which are considered to be important for the planning survival.
4. Developing the organization's strategy.

<sup>64</sup> بن دھیش، خالد. (2009م). الإدارة والتخطيط التربوي (أسس نظرية وتطبيقات عملية). الرياض: مكتبة الرشد. ص 198

<sup>65</sup> Pisel, Kenneth P. (2008). A Strategic Planning Process Model for Distance Education, Online Journal of Distance Learning Administration, P3

5. Analyzing functions.
6. Setting the executive plan.
7. Ensuring the formative and summative evaluation of the plan.
8. Reviewing and monitoring the plan needed for achieving development and eliminating negative aspects, which might appear at some point.

#### Sixth: The Basic Strategic Planning Model

This model include a group of steps: <sup>66</sup>

1. Identifying the organization mission which describes it and clarify its goals and its stakeholders' needs
2. Determining the goals the organization has to reach if it is to turn the vision into a reality.  
This includes goals that are general statements about what the organization needs to accomplish along with any other major issues they need to address. And this includes determining the sub-goal which suit the internal and external environment of the organization.
3. Outlining the strategic plan and executive approaches needed to accomplish these goals.
4. Monitoring and updating the plan to check the achieved goals in accordance with certain criteria.

This model is adopted by small non-governmental organizations that has not used strategic planning before. Moreover, such plan is claimed to be stated by the senior management.

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<sup>66</sup> الكرخي، مجيد ( 2009 ) التخطيط الاستراتيجي. عرض نظري وتطبيقي. الأردن: دار المناهج للنشر والتوزيع.ص70



## 2.9 Stages of Strategic Planning:

Since the developed countries started applying strategic planning in management field in the middle of 1950s, various models has appeared. Although they seem to have different forms and techniques, they all agree on the following stages:

- The first stage: Strategic planning preparation

It includes four stages:

### 1. Planning to plan:

In this stage, the organization organizes the plan itself through answering these questions<sup>67</sup>:

- What is the nature of the organization's work? How it will be? And how should it be?
- What's the main purpose of using strategic planning in the organization?
- What are the intended goals of this strategic plan?
- Who are the members of this planning work? And are the current leaders of the organization ready enough to use strategic planning?
- What barriers might this leadership face when implementing the plan?

### 2. Environmental Analysis:

This stage is regarded to be one of the most fundamental blocks that remarks the whole process of strategic planning. Strategic management analyzes the surrounding environmental conditions to investigate the extent to which the external environment is changing and to outline both threats and opportunities. This stage also

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<sup>67</sup> حمدان، خالد وادريس، وائل. (2007 م). الاستراتيجية والتخطيط الاستراتيجي منهج معاصر. الأردن: دار اليازوري العلمية للنشر والتوزيع. ص44

focuses on diagnosing the competitive privileges in order to control the internal environment of the organization, which in turn contributes to more effective relationship between the strategic analysis of the environment, defining the organization's goals, and the needed strategic plan as well.<sup>68</sup>

Environmental analysis focuses on two important dimensions:

1) External environmental analysis:

The external environment of an organization is represented by a group of factors which take place outside, but causes an inevitable change in its direction. These external factors can be outlined as follows<sup>69</sup>:

- Political factors: these reflect the political and legal situation of the organization, such as: the regime, international relations, laws, and elections' results.
- Economic factors: these express the economic situation surrounding the organization, including: national income, investment rates, production rates, and the rates of GDP growth.
- Technology: this factor indicates the technological development which the organization has to get up with, like: innovations, inventions, and scientific discoveries.
- Demography: it relates to the demographic situation of the community where the organization work, such as: population, population distribution, rates of population growth, and age structure.

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<sup>68</sup> الدوري، زكريا. (2005 م). الإدارة الاستراتيجية، مفاهيم وعمليات وحالات دراسية. الأردن: دار اليازوري العلمية للنشر والتوزيع. ص 83  
<sup>69</sup> الزنفلي، أحمد محمود. (2012 م). التخطيط الاستراتيجي للتعليم الجامعي: دوره في تلبية متطلبات التنمية المستدامة. القاهرة: مكتبة الأنجلو المصرية. ص 219

In this context, Alzanfali claims that these factors have these consequences:

- Positive consequences (opportunities): they are external expected motivations which causes development.
- Negative consequences (threats): they are external obstacles which limit the potential of the organization development.

## 2) Internal environmental analysis:

This analysis looks into factors which the organization is able to control <sup>70</sup>

Internal environmental elements of both strengths and weaknesses go under four areas<sup>71</sup>:

- A. The organizational structure which involves communication, power, and leadership chain described in the organizational map.
- B. Culture which includes beliefs, expectations, and shared values among the organization members.
- C. Resources both physical and human ones.

One of the most vital analysis tools is (SWOT), the quad matrix for environmental analysis.

It analyzes both the internal and external environment of the organization to compare strengths and weakness with opportunities and threats.

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<sup>70</sup> المغربي، عبد الحميد. (1999م). الإدارة الاستراتيجية لمواجهة تحديات القرن الحادي عشر. القاهرة: مجموعة النيل العربية. ص21

<sup>71</sup> الدجني، اياد. (2011 م). دور التخطيط الاستراتيجي في جودة الأداء المؤسسي: دراسة وصفية تحليلية في الجامعات النظامية الفلسطينية). الجامعة الإسلامية، غزة. ص 55

## 2.10 Formulating the strategic plan:

- This phase passes through three steps:

### A) Vision:

Vision statement "describes the future direction of an organization which determines its desired destination and position, besides the quality of its abilities and potentials that are needed to be developed"<sup>72</sup>.

It is also defined by Alkarakhi as<sup>73</sup> "a future anticipation for the purpose of seeing the ideal picture that an individual desires to reach. Regarding the organizational level, a vision statements are words that describe the future desired image of an organization and lead individual to work as a team to get this image."

Regarding this topic, Kotler<sup>74</sup> thinks that effective vision of strategic planning should have these characteristics:

1. Imaginable: conveys a picture of what the future will look like
2. Focused: is clear enough to provide effort and needed resources.
3. Flexible: is general and vital enough to allow individual initiative and alternative responses in light of changing conditions
4. Authentic: is derived from the past and the present of the organization.
5. Collective: all employees participate in formulating it.
6. Communicable: is easy to communicate and can be successfully explained to most people.
7. Desirable: appeals to the long-term interests of employees as it expresses their hopes and ambitions.

<sup>72</sup> ادريس، ثابت والمرسي، جمال الدين. (2006م). الإدارة الاستراتيجية، مفاهيم ونماذج تطبيقية. الإسكندرية: الدار الجامعية للنشر. ص93

<sup>73</sup> الكرخي، مجيد. (2009 م). التخطيط الاستراتيجي. عرض نظري وتطبيقي. الأردن: دار المناهج للنشر والتوزيع. ص78

<sup>74</sup> ادريس، وائل والغالبي، طاهر. (2009 م). سلسلة إدارة الأداء الاستراتيجي، المنظور الاستراتيجي لبطاقة الأداء المتوازن. الأردن: دار وائل للنشر. ص76

The researcher emphasizes the fact that high educational institution should have a vision that manifests its ideal desired image and dream in line with its future ambitions, its position, and its well-earned reputation among its counterparts. This vision is stated in accordance with the available human, physical and technological resources in order to succeed in reinforcing a practical perception about the position which the organization looks forward to. This view statements may be an organization-centered statement or a stakeholder-centred or a combination of both of them.

### **B) Mission Formulation:**

Organization mission is defined as<sup>75</sup> a set of unique characters which distinguish the organization from others and it reflects self-perception and the image desired by this organization. This mission also indicates the target market and clarifies the organization's main purpose."

Therefore, a good mission statement has these characteristics:<sup>76</sup>

- Inspiring in a sense of motivating and exciting the organization's members.
- General and broad in scope as so to generate a wide range of goals and alternative strategies.
- Well-written, precise, accurate, and selective when talking about the used terms.
- Acceptable and being agreed on by all the members of the organization
- Ensuring a fine balance and harmony between the organization's potentials and it goals on one hand, and these goals and the community's goals on the other.

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<sup>75</sup> المغربي، عبد الحميد. (1999 م). الإدارة الاستراتيجية لمواجهة تحديات القرن الحادي عشر. القاهرة: مجموعة النيل العربية. ص25

<sup>76</sup> الزنفلي، أحمد محمود. (2012 م). التخطيط الاستراتيجي للتعليم الجامعي: دوره في تلبية متطلبات التنمية المستدامة. القاهرة: مكتبة الأنجلو المصرية. ص90

### C) Determining the strategic goals:

The process of setting the strategic goals is regarded to be a decisive step. It is a starting point for a good and effective planning, and on the basis of which the required efforts and resources are identified.<sup>77</sup>

Mkhemer points out that strategic goals serve as the organization's general goals. They are set in a comprehensive and general way taking into consideration the overall desired results and undertake institution-wide. These goals are also said to be long-term and indeterminate. Furthermore, they focus of the organization development, improvement and survival.<sup>78</sup>

The researcher consider strategic goals as the backbone of the strategic planning process. They are a realistic continuation in path along the way to achieve the future organization's vision and mission for its survival and excellence.

Here are a group of characteristics which makes these goals distinguished and unique:<sup>79</sup>

- 1) Comprehensive goals.
- 2) Relevant to the organization's mission.
- 3) Focused in individual issue or individual desired result.
- 4) Compatible with the organization's principles.
- 5) Clear enough.
- 6) Measurable.

<sup>77</sup> الزنفلي، أحمد محمود. (2012 م). التخطيط الاستراتيجي للتعليم الجامعي: دوره في تلبية متطلبات التنمية المستدامة. القاهرة: مكتبة الأنجلو المصرية. ص103

<sup>78</sup> مخيمر، عبد العزيز جميل. (2010 م). دليل المدير العربي في التخطيط الاستراتيجي. مصر: المنظمة العربية للتنمية الإدارية. ص84

<sup>79</sup> الكرخي، مجيد. (2009 م). التخطيط الاستراتيجي. عرض نظري وتطبيقي. الأردن: دار المناهج للنشر والتوزيع. ص222

### **The Second Stage: Strategic Planning implementation:**

In this stage, the chosen strategies are turned into programs, budgets, and procedures to start implementing them, besides turning the strategic goals into annual goals. Therefore, the planning team has to be fully informed about the different aspects of the plan and start training the organization members.<sup>80</sup>

It is worth noting here that these programs, budgets and procedures are considered to be the means and tools by which the plan could be implemented. In other words, they are labelled as implementation tools.

These means and methods can be explained as follows:

- 1) Programs: a group of activities needed to accomplish the chosen strategy and on program require lots of activities.<sup>81</sup>
- 2) Budgets: they are a financial statement for the programs. In other words, it answers the question of how much these activities cost to do appropriately.<sup>82</sup>
- 3) Procedures: a sequence of steps that exactly describes the necessary tasks to implement the designed program. These procedures have to be detailed to include the starting points; responsibilities of different positions and levels, procedural steps; means of implementation; supervision, controlling, and evaluation techniques. They also underlie attracting and motivating the employees and other parties related to the plan for the sake of achieving success.<sup>83</sup>

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<sup>80</sup> حسين، ندى. (2011 م). التخطيط الاستراتيجي للموارد البشرية كمدخل لتعزيز القدرات التنافسية، رسالة ماجستير غير منشورة ، جامعة بنها، مصر. ص 72

<sup>81</sup> Katsioloudes, Marios I. (2002). Global Strategic Planning: Cultural Perspective for Profit and Nonprofit Organization. United Kingdom: But-terworth-Heinemann Publishing. P210

<sup>82</sup> الزنفلي، أحمد محمود. (2012 م). التخطيط الاستراتيجي للتعليم الجامعي: دوره في تلبية متطلبات التنمية المستدامة. القاهرة: مكتبة الأنجلو المصرية. ص 134

<sup>83</sup> الزنفلي، أحمد محمود. (2012 م). التخطيط الاستراتيجي للتعليم الجامعي: دوره في تلبية متطلبات التنمية المستدامة. القاهرة: مكتبة الأنجلو المصرية. ص 134

### Third stage: Evaluation and control actions

In the last stage, the implemented work related to the strategic plan is controlled and evaluated to detect and correct any mistakes that might get in the way and to prevent them from happening in the work environment when implementing other future plans.

Evaluation and control of the strategic plan is a process of assessing the plan and watching the organization performance through comparing the real performance with the desired one. On the basis of this process, correction action is taken if necessary. Without evaluation and control action, an organization will be endangered.<sup>84</sup>

There are three levels of control <sup>85</sup>

1. Strategic control: is concerned with tracking the general organization's strategy and with its relationship with the community it served.
2. Tactical Control: is concerned with controlling the process of the plan implementation and with comparing the organization performance with the set goals.
3. Operational Control: aims at controlling the activities and any short-term plans.

This stage is so crucial and one of the most important aspects of strategic planning simply because it shows the weaknesses of the implementation stage. Thus, adjustments and corrections would take place to address them and reorient the organization's direction.<sup>86</sup>

Regarding the process of evaluation, "Alaref" summarizes these steps:

1. Determining performance criteria through studying and analyzing the basis for the organization's study.

<sup>84</sup> Katsioloudes, Marios I. (2002). Global Strategic Planning: Cultural Perspective for Profit and Nonprofit Organization. United Kingdom: But-terworth-Heinemann Publishing. P234

<sup>85</sup> الدوري، زكريا. ( 2005 م). الإدارة الاستراتيجية، مفاهيم وعمليات وحالات دراسية. الأردن: دار اليازوري العلمية للنشر والتوزيع. ص322

<sup>86</sup> العارف، نادية. (2002 م). التخطيط الاستراتيجي والعولمة. الإسكندرية: الدار الجامعية للطباعة والنشر والتوزيع. ص362



2. Comparing the expected results and outcomes with the actual results of the plan implementation and providing an estimation of the extent of deviation.
3. Taking all necessary actions and addressing the distortions for the performance to fit with the set plan and criteria,

## **2.11 Strategic Planning in Non-governmental Organization:**

Non-governmental organizations seem to strive for co-operation instead of competition. They also look forward to raise efficiency and proficiency instead of profits. Their work is based on a set of values and issues dealt with inside these organizations. It also relies on interference ways, donors' roles, and the stakeholders. As result, strategic planning is a "must" and has to be taken into consideration.

Talking about characteristics of strategic planning in non-governmental organization, Palestinian non-organization Development Centre claims that (2008):<sup>87</sup>

- Strategic planning is considered to be at the heart of the change management as every organization struggles to achieve self-improvement. Moreover, it is obvious that the environment is continuously changing and there is always new ideas. Therefore, it is very important to manage this change which doesn't lead to any success without the process of change management.
- Strategic planning is connected with the growth of the organization. It is not just about setting goals and activities, but it also concerns about the way this organization can make change to get well with the changeable environment.

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<sup>87</sup> مركز تطوير المؤسسات الأهلية الفلسطينية (2008) : دليل التخطيط الإستراتيجي، دليل تدريب، غزة – فلسطين، ص 10

- Strategic planning is more than long-term planning. In fact strategic planning is regarded to be operational planning and part and more like an outcome of the strategic planning. It is mainly about programing the kinds of activities, projects, and programs which contribute to reaching the strategic pre-determined goals.
- The process of strategic planning is not a simple one. It is rather a process of gathering complicated connections and analyzing the surrounding environment. It is also about identifying the organization's identity and mission, besides selecting efficient strategic options, and finally establishing guidelines on activities and actions.

## **Chapter Three: Foreign Aid and Agriculture Sectors in Palestine**

### **3.1 Introduction**

### **3.2 The Concept of Aid**

### **3.3 Basic Introductions about Aid**

### **3.4 The Concept of Aid According To This Study**

### **3.5 Historical Perspective for Donor's Conferences**

### **3.6 Rentier Economy**

### **3.7 Types of Aid to the Palestinian Authority**

### **3.8 Forms of Aid to the Palestinian Territories**

### **3.9 Sectoral Divisions of External Aid**

### **3.10 The agricultural sector and its place of international fund**

### **3.11 Conclusion**

## Chapter Three

### 3.1 Introduction:

It is widely agreed that the search for financial resources is one of the major challenges for most countries and societies\_ especially the developing countries. They are struggling to obtain funds and use them to operate and develop the existing ones for the sake of meeting the development requirements. As the international community always devotes its effort for the upliftment of the communities that need to be financed in their development process. That need led to the emergence of the so-called international finance which is generally concerned about monetary and financial relations between countries. Since ever then, the issue of international finance has become an ever-evolving and important subject in economic literature<sup>88</sup>.

International fund has become an issue of concern to the world's nations, while globalization has become a feature of international markets, international relations between countries and of rapid developments in international economic relations. The study of international finance has become one of the most fundamental factors of economic relations between countries because investment operations and economic-human development are unable to achieve their goals without the international fund, especially in developing countries<sup>89</sup>. In addition to that, the international fund is regarded as the most important source of financial resources in the third world countries; such as the Palestinian Authority. The beneficiary countries of external (foreign) fund are endeavoring to find out the best ways to manage the financing through finding appropriate tools and following the administrative criteria, which could achieve the efficiency and

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<sup>88</sup> بكري، كامل، التمويل الدولي، مؤسسة شهاب الجامعية للطباعة والنشر، الإسكندرية، مصر، 1994. ، ص أ ب

<sup>89</sup> الجباري، أكبر، التمويل الدولي، جامعة الدنمارك العربية المفتوحة، دراسة غير منشورة، 2009، ص 4

effectiveness of the financing provided and directing it to the targeted economic and social sectors<sup>90</sup>.

As far as the argument about aid with its implications and its dimensions, is regarded, there are a wide variety of studies and researches which have dealt with the issue aid and the extent to which it is noticed to intersect with the rent economy. Throughout this chapter, the researcher studies the external funding directed to the Palestinian agricultural sector. First of all, it reviews the external fund in the Palestinian context, then moves to shed light on the donors, the types of this aid, and its characteristics.

Later on, agriculture is defined and the Palestinian reality in particular is discussed. Besides, the light is shed on its importance and on the amount of international aid provided to this vital sector.

### 3.2 The Concept of Aid:

External Fund is not limited to humanitarian and relief aid provided in the event of disasters or non-refundable cash flows. In fact, it is even broader and it can be defined as the process of transferring "resources from governmental and private agencies to a country or a group of countries for certain purposes other than ones of fulfilling mutual obligations between countries"<sup>91</sup>.

External fund can also be defined as "the capital flows provided to the developing countries on concessional terms, especially those which are non-oil and have difficulties in achieving sufficient capital accumulation through their external trade"<sup>92</sup>.

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<sup>90</sup> عبد الكريم، نصر، نحو توظيف أنجع للمساعدات الخارجية المقدمة للشعب الفلسطيني معهد أبحاث السياسات الاقتصادية الفلسطينية (ماس)، رام الله، 2005، ص45

<sup>91</sup> Economides, Spyros and Wilson, Peter., (2001), The economic factor in international relations, London : I.B. Tauris. P (123)

<sup>92</sup> عرفان تقي الحسني، التمويل الدولي، دار مجدلاوي للنشر، الأردن، 1996 ، ص 63.

A third definition of aid is "the resources provided by governments, non-governmental organizations, individuals or institutions in civil society. They are temporary resources that cannot be relied on since they are associated with specific circumstances. However, they have great importance in situations of war and disaster as they minimize their negative effects on victims." <sup>93</sup>

### 3.3 Basic Introductions about Aid:

It is widely agreed that aid provided to Palestinians has been always the main supportive source since their Nakba (1948). This aid, including loans, donations, Arab aid, and grants, is considered to be an important source for the Palestinian National fund aiming to fund the organization's work wherever it is found. <sup>94</sup>

Furthermore, since the Palestinian Authority was established in 1994, conferences have started to be held and more much aid started to flow to the Palestinian territories. Therefore, the Palestinian community has become largely dependent on this assistance because of the Israel's refusal to implement the signed agreements and the decrease in number of the Palestinian workers. In addition to that, the occupation has always tried to control Palestine's exports and imports, beside the cease of the transfer of funds to the Palestinians in 1991. <sup>95</sup>

However, the global community has committed to support the Palestinian people to various degrees and the volume of the foreign assistance apparently increased up to 12 billion during the period of 1995-2010. Undoubtedly, this increase prompts to question the nature of this <sup>96</sup> assistance, its structure, mechanism, and effects on the Palestinian community and other important issues.

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<sup>93</sup> عبد المطلب عبد الحميد، اقتصاديات المالية العامة، الدار الجامعية، الإسكندرية، 2004 - 2005 ، ص 233.

<sup>94</sup> النظام الأساسي لمنظمة التحرير الفلسطينية، الباب الرابع - أحكام عامة، المادة 25

<sup>95</sup> Journal of Palestine Studies 155, vol. XXXIX, no. 3 (Spring 2010), pp. 24-39.

<sup>96</sup> Based on Palestine Monetary Authority reports

### 3.4 The Concept of Aid According To this Study:

There are several organizations in Palestine that receive foreign aid, the UN UNRWA is a significant example, beside other non-governmental organizations and the Palestinian's Authority's agencies as well. It is worth mentioning here that the present study is concerned about the funds of the foreign aid to the Palestinian National Authority and its bodies and other official institutions. That is mainly due to that fact that they take over 87% of the foreign aid, while non-governmental organizations sector receives only 8% and 5% goes to the UNRWA.<sup>4</sup> This actually means that the major share is possessed by the Palestinian Authority and its official organizations, so they are supposed to be responsible for achieving the desired development<sup>97</sup>.

Accordingly, foreign (external) aid in this research can be defined as: the resources which are funded by foreign countries to the Palestinian economy represented by the Palestinian Authority and its official organizations for the purpose of achieving political, developmental, and social, and economic, including all kinds of assistance without exceptions.

### 3.5 Historical Perspective for Donor's Conferences:

In 1993, Oslo Accords were signed, funded and supported to be completed. Its aim was to prompt peace and fund development in the West Bank and the Gaza Strip. Therefore, donors had made a clear commitment to afford vast sums of money in order to fund the process of social and economic transformation in the Palestinian Authority, including infrastructure rehabilitation, self-government authority establishment, and private sector encouragement. Furthermore, it aimed to lay the foundation of development. As a result, the World Bank reached an agreement with the donors to formulate emergency assistance program under its supervision. Additionally, Palestinian

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<sup>97</sup> ماس، نحو توظيف أنجع للمساعدات الخارجية المقدمة للشعب الفلسطيني، 2005، صix

Economic Council for Development and Reconstruction (PECDAR) was established to serve as a Palestinian conduit supervised by the World Bank.

Nonetheless, since the Palestinian Authority's bodies and ministries were established, the function of foreign aid coordination has been transformed to Ministry of Planning and International Cooperation, and the PECDAR works as a coordinator of the multilateral foreign aid. Besides, it supervises the project that are funded by the World Bank. Others have received aid in accordance with donors' and receivers' priorities, including different Palestinian Authority's agencies and organizations and non-governmental organizations. It can be concluded that the aforementioned emergency program is no longer the sole reference frame.<sup>98</sup>

The donor countries' meeting was first held in December 1993, which showed evaluation attempts to investments urgently needed by the Palestinian economy. An emergency assistance program was also proposed and the volume of investments was estimated at about 1.2 billion in different sectors, such as: infrastructure, private sector support, local governance establishment, and other technician assistance. This program had had reasonable success.

The second summit was held in Paris in October.1995. In this meeting, the Word Bank asked to prepare a paper which combined between the Palestinian Authority's investment program and the overall financial and economic policies in order to be proposed to the conference on Economic Assistance to the Palestinian People held in Paris in 1996. The second paper of the draft of developmental policies proposed by the Palestinian Authority in the period of 1996, under the title of development strategy in Palestine for the same period. And overall investment amounted to USD 1.32 billion. During 1997, the Palestinian Authority created a program in coordination with the Word Bank, the donors, and the UN. This program's investment reached USD 845 million.

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<sup>98</sup> السلطة الفلسطينية، التقرير الاقتصادي الفلسطيني 1996 ، المركز الوطني للدراسات الاقتصادية، ص10



In 1998-2000, the Palestinian Authority put a developmental plan with the participation of all the ministries at all levels, whose investment was estimated at about USD 3 billion.<sup>99</sup>

Another conference for donor countries was held in 24-25/4/2002 for the purpose of discussing the mechanism of providing aid to the Palestinian Authority. The donors had decided in the conference to provide USD 1.2 billion<sup>100</sup>. In Rome in 2003, another donor's conference was held in Rome in 2003 in which many countries and international organization took part. It investigated the economic and social stability plan in Palestine, which underlies all the urgent needs for 2004 estimated at about USD 1.3 billion, an amount that covered several vital sectors. This conference also approved the establishment of a special fund to support the Palestinian Authority's fund.<sup>101</sup>

In a donors' conference (2004) in Norway, the Palestinian Authority requested USD 4.5 billion for three years starting from 2005<sup>102</sup>. In the same year, another a 25-country summit was held to discuss the Palestinian support with the participation of other international organizations. It resulted in commitment of these countries and organizations to pay the assistance to the Authority for the same year<sup>103</sup>.

The group of eight industrialized nations held a conference in Scotland in 2005 and decided to allocate USD 2-3 billion yearly to support the Palestinian Authority for three

<sup>99</sup> سميح العبد، تجربة التخطيط في فلسطين، التخطيط الاقتصادي في فلسطين (معطيات - ملاحظات - وجهات نظر)، برنامج دراسات التنمية

بجامعة بيرزيت والإدارة العامة للتنمية البشرية بوزارة التخطيط، سلسلة التخطيط من أجل التنمية، العدد الأول، 1998، ص 7.

<sup>100</sup> سناء يوسف، دور الشباب الفلسطيني في رسم السياسات داخل المؤسسات الشبابية وأثره على التنمية - متطوعو المؤسسات الشريكة لمركز بيسان

للبحوث والإنماء نموذجاً 2000-2007، رسالة ماجستير في التخطيط والتنمية السياسية، جامعة النجاح، نابلس، 2009، ص 56

<sup>101</sup> الأمانة العامة لجامعة الدول العربية وآخرون، التقرير الاقتصادي العربي الموحد 2004، ص 4

<sup>102</sup> عمر شعبان، في سنواتها العشر بين الواقع والمأمول- التمويل الدولي للسلطة الفلسطينية، مجلة رؤية، السلطة الفلسطينية-الهيئة العامة

للاستعلامات، العدد 29، شباط 2006، ص 102

<sup>103</sup> قيس عبد الكريم وآخرون، الحكومات الفلسطينية 1994-2006، المكتب السياسي للجبهة الديمقراطية لتحرير فلسطين، الطبعة الأولى، مارس 08

consecutive years<sup>104</sup>. However, Europe ceased its external aid in 2006 in response to Hamas electoral victory and adopted a temporary mechanism in order to afford any aid without passing Hama Authority treasury. This assistance covered certain aspects including some basic needs, public services, and the poor's needs. In February 2008 when the independent emergency Government was created after the Palestinian in-fighting, there was a transition to another financing mechanism called PEGAS to maintain the European humanitarian and economic assistance to Palestinians in line with the priorities of reform and development plans in Palestine.

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On the 27<sup>th</sup> of November, 2007, Annapolis conference was held in USA aiming at establishing independent Palestinian state side by side with state of Israel before the end of the Bush Presidency. The European Union welcomed the conference and suggested holding a conference in Paris in the same year to provide financial aid needed for the establishment of the state of Palestine. This actually happened as it made a commitment of 87 countries and agencies in a donors' conference held in Paris in 17/12/2007 to afford USD 7.4 billion for three years<sup>106</sup>.

After the Palestinian in-fighting, the Emergency Government headed by Prime Minister Salam Fayyad was established in 2007. This was resulted in financial resources integration and in an increase in the number of the public- sector employees. Therefore, this step helped achieve financial reforms and big successes in public administration finance and common property management. It also helped with other relevant budget policies, anti-corruption, and governance strengthening.

<sup>104</sup> عمر أبو شعبان، نحو توظيف أفضل للتمويل الدولي في فلسطين، ورقة بحثية مقدمة إلى مؤتمر تنمية وتطوير قطاع غزة بعد الانسحاب الإسرائيلي المنعقد في كلية التجارة بالجامعة الإسلامية في الفترة من 13-15 فبراير 2006.

<sup>105</sup> جوزيف ديفوير وعلاء ترثير، تتبع الدعم الخارجي للمنظمات الفلسطينية غير الحكومية في الضفة الغربية وقطاع غزة 1999-2008، ماس ومركز تطوير المؤسسات الأهلية الفلسطينية، 2009 ص15.

<sup>106</sup> التقرير الاستراتيجي الفلسطيني، مركز الزيتونة للدراسات والاستشارات، بيروت، 2007، ص 371.

In 2009, there was a donors' conference in Sharm Al Sheikh in Egypt. The participated countries had undertaken to provide more than USD 4 billion to rebuild the Gaza Strip which was destroyed by Israel in the War of 2008.<sup>107</sup>

The above-mentioned paragraph shed lights on the most important conferences held to provide the Palestinian Authority with the foreign aid. It is important to notice that in each conference, the Palestinian Authority proposed a development plan divided into periods of 3-5 years. These plans aimed to be funded, but unfortunately most of these plans' goals hadn't been achieved due to many reasons, including lack of experience, external political factors and its great dependence on eternal aid.

In addition to that, there have been many restrictions put on the Palestinian economy through different signed agreement. Oslo Accord, for example, ensured the control of the Israeli occupation over 60% of the West Bank and Gaza Strip lands, most water sources, people movement, and over external and internal trade. Consequent, the Palestinian Authority had failed in implementing its policies and became increasingly dependent on foreign aid.<sup>108</sup>

External political circumstances, including economic crisis and the siege are not the only cause of this, there is also the internal political factors which have negatively affected the Palestinian economy since Hamas won the Palestinian elections in 2006. As a result of this incident, Western countries decided to boycott the Palestinian government and cease their aid. Moreover, a suffocating siege had been imposed on the Palestinian territories resulting in negative economic consequences.<sup>109</sup>

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<sup>107</sup> خطة وزارة التخطيط الفلسطينية لإعادة الإعمار، مجلة التجارة الفلسطينية (بال ترديد)، العدد السابع، آذار 2009، ص 7-9.  
<sup>108</sup> الائتلاف من أجل النزاهة والمساءلة – أمان، النزاهة والشفافية والمساءلة في خطة الإصلاح والتنمية الفلسطينية 2008-2010، سلسلة تقارير 41، نيسان 2011، ص 3.  
<sup>109</sup> ماس، نحو صياغة رؤية تنموية فلسطينية، 2005، ص 18.

### 3.6 Rentier Economy:

"Lisan Al Arab" defines "rent" as growth and development. There is also the use of "retier" land to imply that it is fertile. Therefore, rent seems to be associated with land fertility<sup>110</sup>. Retier economy is when a country relies on extraction of subsoil natural resources and has a flourishing loose economy with a consuming community that is controlled by import. This kind of economy does not give much weight to manufacturing industry or agriculture.<sup>111</sup> Therefore, there are other external and internal rent resources, such as oil and foreign aid.

And that's why Northern international organizations are found to provide aid to countries and nongovernmental organizations in the south. Without these organizations, non-governmental organizations in the south would not be able to fund their projects' expenses<sup>112</sup>. Such aid, in fact, leads to create financial and economic rents because of the absence of the beneficiary states' effort. This could be the case for the Palestinian Authority and the non-governmental organizations in Palestine. They completely rely on foreign financing to survive, and this in turn help generate the culture of dependency on external aid.

This kind of dependency is the real difference between producing countries and dependent countries. The first rely on production, while the second depend on rents. Moreover, the real danger of this issue lies in that production sectors will show weakness and will contribute less in Gross Domestic Product GDP. Consequently, the number of families that are dependent on rents will increase, and this force us to analyze the international criteria of the assessment of the international financing impact.

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<sup>110</sup> زياد حافظ، "الاقتصاد العربي إلى أين؟ من الربيع إلى الأنتاج" مجلة المستقبل العربي 34، عدد 390 (2011)، ص 136  
<sup>111</sup> صالح ياسر، النظام الريعي وبناء الديمقراطية الثنائية المستحيلة حالة العراق (مؤسسة فريدريش إيبيرت: مكتب الاردن والعراق، 2013)، ص4،  
<http://library.fes.de/pdf-files/bueros/amman/10346.pdf>

<sup>112</sup> زياد حافظ، "الاقتصاد العربي إلى أين؟ من الربيع إلى الأنتاج" مجلة المستقبل العربي 34، عدد 390 (2011)، ص 137

It is worth mentioning here that Palestine Liberation Organization (PLO) had not taken into consideration any approach or planned and perception of the issue of development before it signed Oslo Accords. That's why, it can be claimed that the Palestinian people's situation did not change after Oslo regarding the matter of adopting an actual developmental plan. Therefore, there is dependence on the Zionist enemy's economy and on donors. Besides, there has been a dependency on the work of the non-governmental organizations which aim to keep peace, but in fact they have served the both side's interests of Capitalism.<sup>113</sup>

In 1970s and 1980s, military orders were issued to prevent Palestinian from achieving any kind of agricultural and industrial development. These orders have also reinforced the idea of cheap Palestinian workforce, which greatly benefited the Israeli economy<sup>114</sup>. Today, the control is well-manifested in the form of putting restrictions on the products that enter the West Bank and Gaza strip in order to double the Israeli companies' profits and to achieve more Israeli economic domination<sup>115</sup>. That also leads to create a dependent distorted Palestinian economy.

In his article "The Development between legend of application and Discourse and Perception Ideology", Sabeih Al Sabeih thinks that the discourse of development is not a private issue, but it reflects a neoliberal and globalized discourse supported by international organization. Gilbert Rist stresses the fact that development is just a western ideology that relies on capital accumulation and industrialization. Sabieh also points out that the mechanism of directing these grants and foreign aid has completely changed since Oslo Accord was signed. To illustrate, this

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<sup>113</sup> Adel samara, beyond de- linking development by popular protection vs. development by state (Ramallah: almashriq Al- Aamil for cultural and development studies, 2005), 116-117

<sup>114</sup> آدم هنية، التنمية كأداة للنضال: مواجهة واقع الهيمنة في فلسطين (جامعة بيرزيت: مركز دراسات التنمية، 2012) ص 16-17

<sup>115</sup> صبيح صبيح، مقاتلو التنمية بين خرافة التطبيق وعفاندية الخطاب والتصوير (رام الله: مركز بيسان للبحوث والأثماء، 2011) ص 10

aid has been regarded as political money spent to maintain Israel's security. Therefore, all this has created an economy that relies on rents<sup>116</sup>.

### 3.7 Types of Aid to The Palestinian Authority:

Generally speaking, aid provided to the Palestinian Authority has varied according to donors. However, the recipients of this aid seem to be the same all the time, which is centered on financing the current expenditure of the budgetary, establishing infrastructure, and supporting humanitarian and social development activities. After that, large part of the aid has been shifted in favor of closing the budget and balance of the payment (BOP) deficits. This shift has in turn helped define the determining factors of the issue of development in the Palestinian Territories<sup>117</sup>.

In this part, being one of the largest donors, the types of the European and American aid are presented hereafter. There is also the Arab aid which is considered to be supportive as it shows the way both the Palestinian and the Arab determination are connected and it also expresses a concern about dangers of the Zionist project in the area.

#### 1- Types of European Aid<sup>118</sup>

- Cash flow for infrastructure and for Palestinian capacity-building projects. This flow takes the form of assistance for municipalities, the Ministry of Works, and the agricultural non-governmental organizations, whose projects fall under the umbrella of infrastructure reform.

<sup>116</sup> صبيح صبيح، مقاتلو التنمية بين خرافة التطبيق وعقائدية الخطاب والتصوير (رام الله: مركز بيسان للبحوث والأثماء، 2011) ص 13  
<sup>117</sup> دراسة نسيم أبو جامع و وفيق الأغا، استراتيجية التنمية في فلسطين، مجلة جامعة الأزهر، سلسلة العلوم الإنسانية، المجلد 12 ، العدد ، غزة 2010، ص 467-510.

<sup>118</sup> نصر عبد الكريم، العلاقات الأوروبية الفلسطينية - الدور الاقتصادي الأوروبي، ورقة عمل مقدمة لمؤتمر السياسة الخارجية الأوروبية تجاه القضية الفلسطينية، مركز الزيتونة للدراسات والاستشارات، لبنان ، 2010، ص 8-11.

- Assistance provided for supporting the road to peace and counter-terrorism.
- Direct aid to budget and the administration and law reforms.
- Assistance for promoting the economy through the humanitarian aid which enables the Palestinian economy to bear the economic and humanitarian burdens of the occupation, and to create and develop the components of the sustainable economic development on the other hand.
- Aid that covers the salaries of staff members and retired staff, and supports the private sectors as well as employment-creation programmes. There is also the aid provided for poor and needy families.
- Providing the essential support for schools and hospitals.
- Providing fuel for the Gaza power generating company.

## **2- Types of American Aid<sup>119</sup>**

- Cash flow for the Palestinian budget in order to upgrade the roads, water utilities, schools, and health clinics in Gaza. It also facilitates movement after the Israeli disengagement.
- Support for the preparation of the Palestinian election, which is claimed by many observers that this kind of support has aimed to strengthen one party and has displayed lack of transparency.
- Supporting the security services and providing the necessary equipment, including: engines and riot control equipment. It worth noting here that the equipment has been checked by the Israeli Customs and coordinated by the US security coordinator and the United States Agency for International Development.

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<sup>119</sup> Jeremy M. Sharp and Christopher M. Blanchard, U.S. Foreign Aid to the Palestinians, CRS Report for Congress, June 27, 2006.

- Supporting infrastructure projects and paying electricity and water bills.
- Assistance for the Palestinian Broadcasting Corporation (PBC).
- Support for schools, clinics and road upgrading.
- Support for UNRWA and the activities of the United States Agency for International Development.

### **3- Types of Arabic Aid<sup>120</sup>**

- Palestinian budget support as well as voluntary contributions and popular participation. This has been achieved by providing both in-kind and financial support and by transporting thousands of tons of different relief items for the sake of reducing the risk of the current crisis and supporting the Palestinian people's struggle in coping with the economic siege due to the second (Al-Aqsa) Intifada and the brutal Zionist military aggression against Gaza.
- Support for both Al-Aqsa and Jerusalem funds.
- Aid provided by other Arab and financial institutions and funds.

Although there is military aid particularly provided by Europe and America, the researcher has not found this in any official reports clarifying its totals. Therefore, it is assumed that the military aid could be included within other types of aid in these reports and it has no provision since it has too little value, which is likely to be the reason according to the researcher of this study.

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<sup>120</sup> الأمانة العامة لجامعة الدول العربية – قطاع فلسطين والأراضي العربية المحتلة، ورقة معلومات موجزة حول المساعدات العربية لدعم الشعب الفلسطيني وسلطته الوطنية في الأراضي الفلسطينية المحتلة 2009-2000، القاهرة، 2010-5-15.



### 3.8 Forms of Aid to The Palestinian Territories:

Being official or unofficial, aid to the Palestinian Authority takes various forms. The official assistance has been provided in the form of grants, donations, and foreign loans divided according to its sources into bilateral, multilateral, and commercial loans. While the unofficial assistance has been provided without going through the Palestinian Authority, but through social institutions and parties which were not accounted and not mentioned in this study as well.

It is very important to notice that not all types of aid to the Palestinian Authority have been grants and donations as there have been loans which made 6.8% of the aid provided in the period from 1994 to 1997. This percentage showed an increase in 1998-2000, accounting for roughly 19% of total actual assistance. That means that loans aid increased the double in the second phase. Regarding the multilateral loans, they have seemed to be more like the grants with a grace and repayment period of ten to thirty years respectively and of an interest rate of 3%. Meanwhile, the multilateral loans have a grace period of 15-5 years, and a repayment period of 5-21 years. Commercial medium-term loans have a grace period of 1-3 years and a repayment period of 6-10 years.<sup>121</sup>

It is worth mentioning here that the aid to the Palestinian public budget has got the lion's share of the foreign assistance for the last ten years. To illustrate more, the average of the grants and the foreign aid received by the Authority has reached a percentage of 47% of the average public revenues, of that 75% has been allocated to support the public budget.<sup>122</sup>

<sup>121</sup> سمير أبو مدللة، تنمية الاقتصاد الفلسطيني في الضفة الغربية وقطاع غزة في ضوء اتفاق باريس الاقتصادي – واقع وآفاق، رسالة دكتوراه الفلسفة في الاقتصاد، جامعة السودان للعلوم والتكنولوجيا، 2008، ص 183-185.

<sup>122</sup> أحمد أبو زعيتر، دور الإيرادات المحلية في تمويل الموازنة العامة للسلطة الفلسطينية – مدخل لتعزيز الإيرادات المحلية لتغطية عجز الموازنة (2000-2010)، رسالة ماجستير، جامعة الأزهر، غزة، 2012.

### 3.9 Sectoral Divisions of External Aid:

It is evident that the issue of sectoral divisions of external (foreign) aid is a crucial one. Aid allocation to production is supposed to be different from that allocated to consumption, for example. What's more, the first allocation has a clear positive impact on building and enhancing the country's self-capacity. It also increases the number of beneficiaries of the implemented plans and projects. While the other allocation leaves a negative impact as it has no developmental benefits on the long term. The section hereafter discusses the sectors which receive the external aid in the Palestinian Territories.

#### **The period from 1995-2000**

The Palestinian economic report issued in 1996 explained that foreign aid emergency program was elaborated and supervised by the World Bank during the first years of the transitional period of OSLO agreement between the Palestinians and the Israelis, with a total value of more than one billion dollar. This aid was divided as follows: 50% for infrastructure, 25 for the private sector, 19% for establishing a self-government authority, and 6% for technical assistance, taking into account projects distribution in Gaza and the West Bank according to their population distributions. The 1997 economic report of Palestine added that 5% of the total international <sup>123</sup> assistance was directed towards democracy and human right area, while 1.2% towards the fields of agriculture and industry in 1993-1997<sup>124</sup>.

Another report issued by the Palestinian Ministry of Planning and International Cooperation in 1998 concerned about donors' money distribution during the third quarter of the same year and stated that aid sectoral division was as follows: 20.5% for infrastructure, then

<sup>123</sup> السلطة الفلسطينية، التقرير الاقتصادي الفلسطيني 1996، ص 11

<sup>124</sup> جورج كرزم، واقع الحال الفلسطيني، تمويل التنمية في فلسطين، سلسلة التخطيط من أجل التنمية، العدد 2، برنامج دراسات التنمية بجامعة بيرزيت والإدارة العامة للتنمية البشرية بوزارة التخطيط والتعاون الدولي 1998، ص 22.

11.87% for education, 9.88 for institution-building, health sector 7.72%, human aid 4.74%, housing 3.75%, democracy development 3.11%, human and social development 1.85%, and agriculture 1.48%.<sup>125</sup>

It is noted that the share of the production sectors declined from 14% before 2000 to 9% after 2000. Therefore, it is so important to shed light on the too small insignificant share of such aid provided for the agricultural sector, which is considered to be a strategic sector and contributes as much as 10%-15% of GDP and employment. Not to forget the fact that this sector, in particular, suffered and is still suffering from bulldozing and weak infrastructure and market. Despite all these facts, its share was only 1% of the international aid after or before the year of 2000<sup>126</sup>.

### **The period from 2000-2005**

In 2004, social and institution-building sectors received 66% of the total aid, infrastructure received 22%, while production sectors received only 7%<sup>127</sup>.

In addition to that, the Ministry of Planning's reports stated that foreign aid was distributed at the end of 2005 to several sectors: the social sector was in the first place of 31%, then came infrastructure sector 30%, institution-building sector was in the third place 27%, then there was 11% of the total liabilities for the production sectors and 9% of the total expenditure. Whereas, other unspecified sectors received 3% of that aid<sup>128</sup>.

<sup>125</sup> عمر عبد الرازق وباسم مكحول، دور القطاعين العام والخاص والعلاقة بينهما في فلسطين، تقرير السياسات الاقتصادية والتنمية البشرية في فلسطين 1998-1994، برنامج دراسات التنمية بجامعة بيرزيت ص 83.

<sup>126</sup> UNCTAD, Trade And Development Board, Fifty-First Session, Geneva, 4-15 October 2004.

<sup>127</sup> نصر عبد الكريم، تقرير التنمية البشرية 2004 فلسطين - دور التمويل الدولي في تمكين وتنمية المجتمع الفلسطيني، مركز دراسات التنمية بجامعة بيرزيت، الموقع الإلكتروني

<http://home.birzeit.edu/cds/arabic/research/2004/phdr050.html>

<sup>128</sup> نصر عبد الكريم، نحو توظيف أنجع للمعونات الخارجية، ورقة عمل مقدمة في مؤتمر (أجندة العمل الاقتصادي الفلسطيني في بيئة متحولة) المنعقد بمناسبة الذكرى العاشرة لتأسيس معهد ماس في رام الله، 2005/4/13

### **The period from 2005-Now**

Data reveals that most of the foreign assistance was allocated to support the public budget with 60.6% of the provided aid. On the other hand, the UNRWA received 20.3%, then there was the part allocated to emergency assistance and food security with about 12.8%. However, the share devoted to production sectors was too insignificant, with 0.9% for agriculture, 0.1% for tourism, while private sector development and job creation received 0.3% and 0.2% respectively. Education and health received 2.5% and 2.3% of the total aid<sup>129</sup>.

Moreover, the year of 2008 witnessed an increase in the amount of aid which led to an increase in the budget support including the development expenditures of about 80% compared with 2007, which formed 30% of the GDP<sup>130</sup>. When also comparing the time after and before 2000, it is noticed that the share of the developmental support declined from 88% to 26% of the total foreign assistance<sup>131</sup>.

The Finance Ministry has reported that the Palestinian Authority received aid of about 4.481 billion dollars in 2012-2016 as follows: 39% were provided by Arab donors, while 61% were given by foreign countries. 87% of this aid had immediately been allocated to the budget of the Palestinian Authority (3.909 billion dollars), and the rest (13%/0.572 billion dollars) had been used for developmental aid. According to "Organization for Economic Co-operation and Development", in 2012-2014, the top 12th donors provided Palestine with 89% of the total aid, these include the 5th major donors: the USA, the European Union, UNRWA, and Norway.<sup>132</sup>

<sup>129</sup> Reem Naser And Others, The Economic And The Social Effects Of Foreign Aid In Palestine, Palestinian Monetary Authority, November 2011 , P 20.

<sup>130</sup> صندوق النقد الدولي، تقرير المراقبة الاقتصادية في الضفة الغربية وقطاع غزة، نيسان 2009، ص 12.

<sup>131</sup> السلطة الفلسطينية ومؤسسات دولية أخرى، اللجنة التوجيهية الوطنية الفلسطينية لأهداف التنمية للألفية، الأراضي الفلسطينية المحتلة – تقرير عن تقدم سير العمل، كانون الأول 2005

<sup>132</sup> مؤسسات العمل الأهلي الفلسطيني وبيئة التمويل (2019م)، د. عبد الرحمن تميمي

### **3.10 The agricultural sector and its place of international fund:**

#### **3.10.1 Agriculture Definition:**

The term of "agriculture" implies a profession or vocation that consists of two parts: (Agri) meaning field or soil and (culture) meaning caring. Therefore, agriculture means caring for lands and cultivating them. One of the geographers believes that agriculture is (the intended caring for both animals and crops). Therefore, agriculture seems to be different from the simple process of gathering like hunting, rubber tapping, or fruit gathering<sup>133</sup>.

Accordingly, the word "agriculture" involves the process of caring for and the effort made for the purpose of raising animals and producing crops through investing in human and natural resources. The essence of agriculture is the attempt of changing and developing elements of plant and animal production as well as human and natural resources in order to improve the quality of agricultural products and raise their productivity.

The science of agriculture, these days, consists of several agricultural applied sciences. There are general sciences; such as horticulture, crop science, plant protection, soil, agricultural economics, agro-industry, and agricultural engineering. Additionally, there are other more various and specialized agricultural sciences.

#### **3.10.2 The Importance of Agriculture:**

Agriculture is the main industry on which other industries relies on. Throughout human culture history, it has been evident that in spite of the fact that the progress of human civilization has been resulted by processing industries, agriculture industry in all countries has proved to be the main reason behind industry development. It supplies other industries with capital flows,

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<sup>133</sup> مؤلف هيئة . (1995م) . الاقتصادي الزراعي ، فلسطين : جامعة القدس المفتوحة. ص 7

human resources for their development, and the key raw materials. Furthermore, agriculture sector is consider to be a vital market for many non-agricultural products \_especially during the first stages of the industrial development.

The importance of agriculture is summarized hereafter<sup>134</sup>:

- Food provision: agricultural sector affords all human needs of food, whether form plant or animal sources. Food is necessary to human existence and it is evident that global need for food is rising. This need for food has become a world-wide problem mainly due to the phenomenon of overpopulation leading to starvation in many parts of the world.
- Clothing Provision: many material used in sewing are actually agricultural basic raw materials just like cotton and linen.
- Communities: agriculture plays an important role in setting and developing the social and economic structure of human communities. Moreover, infrastructure are sometimes established and developed for improving the agriculture sector services.

Agriculture is also a vital entry point for addressing issues related to development in Arab countries as it contribute 30% in many countries like Iraq, Syria and Sudan. It is also found to an important source of income and employment creation and this sector is claimed to address serious problems faced by Arab countries, including<sup>135</sup>:

- Food production and food security.
- The fight against poverty
- The fight against unemployment
- Achieving balanced development between rural and urban areas.

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<sup>134</sup> مؤلف هيئة . (1995م) . الاقتصادي الزراعي ، فلسطين : جامعة القدس المفتوحة. ص 8  
<sup>135</sup> جرعنلي، مجد . (2011م) . أهمية القطاع الزراعي في تحقيق الأمن الغذائي العربي

- Varying sources of economic income of Arab countries.
- Increasing the national income
- The ability to export the surplus to foreign countries.

### **3.10.3 Realities of the agricultural sector in Palestine:**

Palestinian territories have an area of 6207 km<sup>2</sup> (Gaza and the West Bank), and they are part of historical Palestine (27,000 km<sup>2</sup>), which was occupied by Israel after the Nakba in 1948. Palestine had been always known for its natural and historical borders and its strategic location (the Mediterranean on the West, the Egyptian Sinai Desert on the South, the Jordan River and the valley of Arab on the East, and the Lebanese mountains on the North).

The area of the arable land in the West Bank and the Gaza Strip is estimated at 2.2 million dunums, the actual cultivated area forms 84.5%, rain-fed agriculture forms 87%, and irrigated agriculture 13%. It is also estimated that the percentage of cultivation in the West Bank reaches 91% (1650 thousand dunams), while in Gaza it reaches 44% (165 thousand dunams).<sup>136</sup>

### **3.10.4 The Role and importance of agriculture in Palestine:**

Agriculture is not only an economic activity or income source, but it is also considered to be a main contributor of protecting the land from land seizures and settlement as well as of achieving food security and providing employment for 7.8% of the workforce, 13.1 % of which are females. It also contributes 5.6% of the GDP, 21% of exports totals. Besides, it has a direct positive impact on improving the environmental conditions and it plays an important part in keeping relations with other sectors as a supplier for industry requirement and at the same time a consumer of other sectors' inputs and services<sup>137</sup>.

<sup>136</sup> رضوان، هشام . (2011م) . أزمة القطاع الزراعي الفلسطيني ومعوقات التسويق في قطاع غزة (رسالة ماجستير منشورة). الأكاديمية العربية في الدنمارك، الدنمارك. ص7

<sup>137</sup> استراتيجية القطاع الزراعي، صمود وتنمية ، 2014-2016 ص12

### 3.11 Conclusion

It is clear that agricultural the sector in particular and the productive sector in general have been suffering from occupation and donors' marginalization when offering grants and budgets. At the governmental level, the share of agriculture sector is estimated at 1% of the government's budget<sup>138</sup>. While, from the donors' side, the assistance to Gaza's agriculture sector has reached 300 million dollar. However, this assistance has been associated with the benefactors' agendas and policies, and this support has often been limited to fields like rehabilitation, provision of production inputs, capacity building, and farms. Unfortunately, agricultural marketing has received little attention from the government and the donors<sup>139</sup>.

If ignorance and marginalization continue, they will cost Palestine dearly. Food bill would cost as much as or more than fuel bill. There would be abandoned lands and this would be resulted in economic, social, environmental, and political complicated problems. In other words, this would be too expensive and cost doubles of what it is needed now to develop this sector.

In the light of what has just been presented, there is an urgent need to take several correction actions in order to put agriculture on its right path and position in the highest priority of Palestinian development. This, of course, requires reconsideration of the national and overall policies to shed light on the real situation, and the Palestinian needs and their priorities.

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<sup>138</sup> استراتيجية القطاع الزراعي، صمود وتنمية، 2014-2016 ص 18

<sup>139</sup> استراتيجية القطاع الزراعي، صمود وتنمية، 2014-2016 ص 8



## **Chapter Four: Methodology & Data Analysis**

### **4.1 Methodology**

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

### **4.3 Frequencies of Sample**

### **4.4 Tools of Research**

### **4.5 Questionnaire Honesty**

### **4.6 Reliability**

### **4.7 Results and Discussions**

### **4.8 Qualitative Analysis: interviews**

## **Chapter Four**

### **4.1 Methodology:**

Methodology is a set of procedures by which information is collected, analyzed and explained to come up with certain results and conclusions. Therefore, the present study is an analytical-descriptive-quantitative one which depends on describing the facts and explaining them through the available pieces of information. This methodology is based on adequate information of a particular topic phenomenon within a specific period of time. This research actually addresses the issue of the international funding and the NGOs in Palestine and their impact on the strategic plan of the institutions of the agricultural sector. Furthermore, the descriptive, analytical and quantitative approach relies on explaining the current situation, identifying the circumstances and the relationships among the variables. In fact, this approach goes beyond just collecting information of a certain phenomenon and aims at analyzing and explaining the pieces of information then classifying and assessing them to reach some conclusions. Here, the adopted approach is using a questionnaire to survey the employees in these associations as a main tool. Additionally, interviews with experts are conducted regarding this area of interest.

The researcher also employs other minor tools. Strategic plans of some agricultural non-governmental organizations are overviewed to study their goals and find out the extent to which it is affected by the international funding. Besides, previous studies of course are regarded as an important source of information to explore the reality of the international funding, the agricultural NGOs and the strategic plan in the West Bank.

## 4.2 Community and Sample Search:

In order to achieve the objectives of the study, 120 questionnaires were distributed. Only 95 questionnaires were obtained with 79% of total questionnaires. One questionnaire was excluded from the study sample because of its lack of study requirements. So the number of valid questionnaires was 94 with 78% of total questionnaires.

The research community consists of some employees in agricultural NGOs sector; it was distributed in the West Bank as:

Table1: Sample of study per organization

	Organization Name	Distributed	Collected	Collected/ Distributed %
1	Union of Agricultural Work Committees	10	8	80%
2	Palestinian Agricultural Relief Committees	45	40	89%
3	Arab Center Agriculture Development	14	12	86%
4	Economic & Social Development Center of Palestine	10	10	100%
5	Palestinian Hydrology Group	9	6	67%
6	MA'AN Development Center	10	8	80%
7	Palestinian Farmers' Union	12	8	67%
8	Rural Women's Development Society	5	3	60%
	Total	120	95	79%

## 4.3 Sample Overview

### - Palestinian Agricultural Relief Committees

The Agricultural Development Association (PARC) was launched as an initiative by a small group of pioneer agronomists and farmers that emerged from the Palestinian voluntary movement in late 1970s. In early 1980s PARC's role and achievements were recognized throughout the Palestinian territories, aiming at filling the deliberate gap in the provision of

agricultural extension and developmental services induced by the Israeli occupation authorities. At the same time, the so-called Israeli civil administration intentionally proceeded to deprive the Palestinians of specialized extension programs, establishment of research stations, obtaining modern technology in agriculture, in a deliberate attempt to marginalize the Palestinian agriculture sector and dismantle the special bonds between the Palestinian farmers and their land so as to confiscate it later for settlement purposes.

- **Palestinian Hydrology Group**

Founded in 1987, the Palestinian Hydrology Group – Palestine (PHG) is a nongovernmental organization and an independent specialized institution dedicated to develop and protect the water and environmental resources; to insure more public accessibility to adequate water supply sources and sanitary conditions; and to develop a proper information systems and technologies including GIS.

- **Union of Agricultural Work Committees**

UAWC was established in 1986 in response to the vulnerable socio-political circumstance of farmers that resulted from occupation policies in confiscating lands and water in the early eighties and therefore directly harmed the interests of farmers and Palestinians.

The Union was founded as a non-governmental organization by a group of volunteers and agronomists. The priorities of the Union at the beginning focused on struggling with the Israeli Occupation's procedures that marginalized agriculture and destroyed the infrastructure of Palestinian agriculture. The Union in its early days depended on volunteers completely, in addition to forming agricultural committees in the WB and GS, to set the priorities of farmers and help the Union in implementing its programs and community activities.

- **Rural Women's Development Society (RWDS)**

Rural Women's Development Society (RWDS) is a Palestinian non-governmental organization working in the occupied West Bank and Gaza Strip. Founded in 1987 as the women's group in Palestinian Agricultural Relief Committees (PARC), RWDS is now independently registered with the Palestinian Authority under RA-287-C.

RWDS has a strong and respected grassroots presence in rural communities and 3000+ women members in a network of 60 women's clubs. Our unique structure, geographic breadth and large core of dedicated, grassroots volunteers distinguish RWDS from other Palestinian women's organizations.

- **MA'AN Development Center**

MA'AN Development Center is an independent, non-governmental, non-partisan Palestinian development and training institution established in January, 1989, registered by law as a non-governmental organization. The main office is located in Ramallah and the four branch offices are located in Gaza, Khan Younis, Tukaram and Jenin, MA'AN's work is informed by the necessity of creating independent, self-reliant initiatives that lead to the development of human resources for sustainable development, which incorporate values of self-sufficiency and self-empowerment.

### - **Palestinian Farmers' Union**

The beginnings of the Palestinian Farmers' Union came into existence in the midst of the phases of the Israeli occupation. Between 1967 and 1993, before the Oslo agreements, political movements were underground as they were not allowed, giving birth to non-governmental organizations based on voluntarism. In the late 1970s, the Palestinian Agricultural Relief Committee, an organization started by agronomists and farmers, emerged. The main focus of this organization at the time was to provide agricultural extension services, which were services that were no longer provided by the Israelis from the second half of the seventies in a deliberate attempt to marginalize the agricultural sector.

In 1983, PARC became an official organization, still concentrating on protecting Palestinian land and providing extension services, but it also became highly involved in the national struggle agenda. During the first Intifada, PARC contributed to the establishment and regulation of Civil Action Public Committees, which were developed in all areas of the West Bank. This, in part, increased the presence of the grounds and contact with rural communities and farmers. In the early 1990s, funding increased and professional staff was recruited. Afterwards, in 1993, PARC was institutionalized under the Palestinian National Authority. Once PARC was institutionalized, it gave way to the establishment of specialized association to deal with the problems of the agricultural sector. One of the associations that came to be from the PARC was The Palestinian Farmers' Union (PFU).

### - **Economic & Social Development Center of Palestine**

The Economic and Social Development Center of Palestine (ESDC) is a Palestinian results and rights based development-oriented NGO established in 2003 and, as a learning organization,

has accumulated vast experience in the both development and humanitarian cooperation. ESCD works in all geographic locations of the West Bank and Gaza Strip with offices in Ramallah (main), Tubas and Gaza. Within the development cooperation, ESCD is a well-recognized at the national level for their work in developing and building the capacities of cooperatives and the cooperative sector. Not only does ESCD build the capacities of cooperatives, CBOs and working groups, but also develops their capacities in natural resources management, agriculture, food security, and social economy.

**- Arab Center for Agricultural Development**

The Arab Center for Agricultural Development was established in 1988 as a project under the name “the United Agricultural Company” in both Jericho and Ramallah cities. The Company aimed at building the economic capacities of small farmers, who were facing risks of collapsing during the Palestinian First Intifada, through in-kind financing. At the beginning, the Company targeted the agricultural areas in the Jordan Valley and then it extended its work to include the Center West Bank and Nablus in the north West Bank.

In 1993, this project was institutionalized to become a developmental organization registered as non-government non-governmental organization in/Jerusalem under the name “Arab Center for Agricultural Development” as a center specialized in financing small enterprises. The Center identified its general objectives in developing the agricultural sector and helping small farmers through financing, marketing and technical support.

## 4.4 Frequencies of Sample:

### 1- Age

Sample of study include five ranges of age, most of respondents ages are between 30-39 years old, which present 61 % of whole sample.

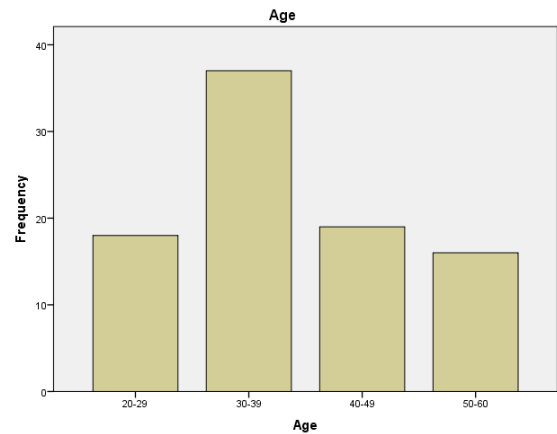


Figure 1: Frequency distribution of community member by age

### 2- Gender

Thirty seven females were responded to this sample with 39.4% of whole sample.

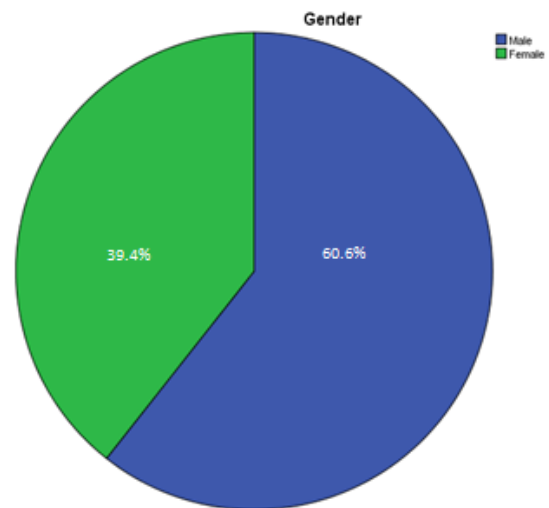


Figure 2: Frequency distribution of community member by gender



### 3- Governorate:

The sample included all West Bank governorate. Most of respondents was from Ramallah governorate with 38.6% of whole sample.

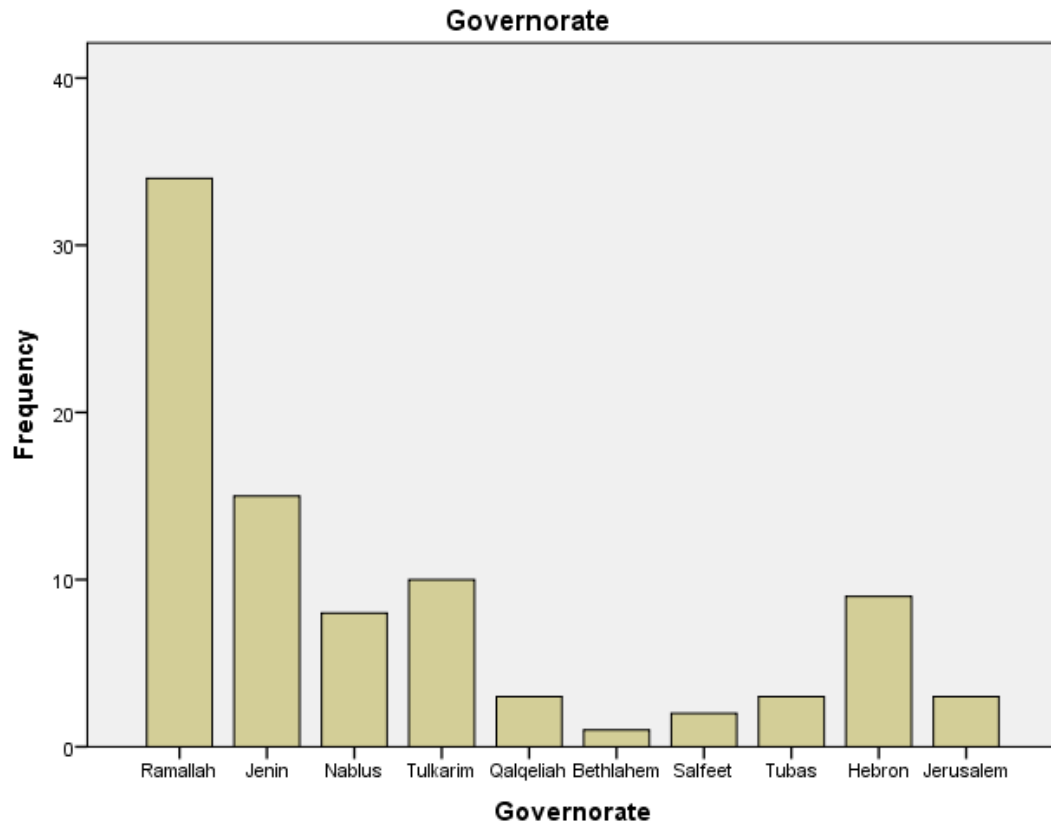


Figure 3: Frequency distribution of community member by governorate

#### 4- Grade

Sample of study include four groups of grade, most of respondents hold bachelor degree with 52.1 % of whole sample.

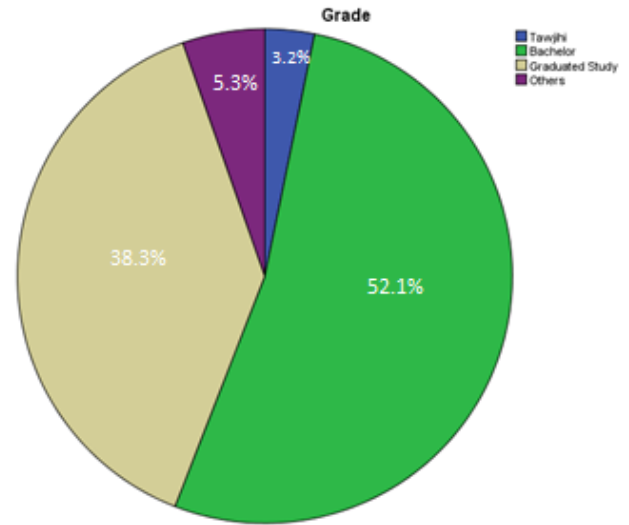


Figure 4: Frequency distribution of community member by grade

#### 5- Organization Size:

Organization size variable has three groups. Most of questionnaire respondents belong organization size between 1-50 employees with 59.58%.

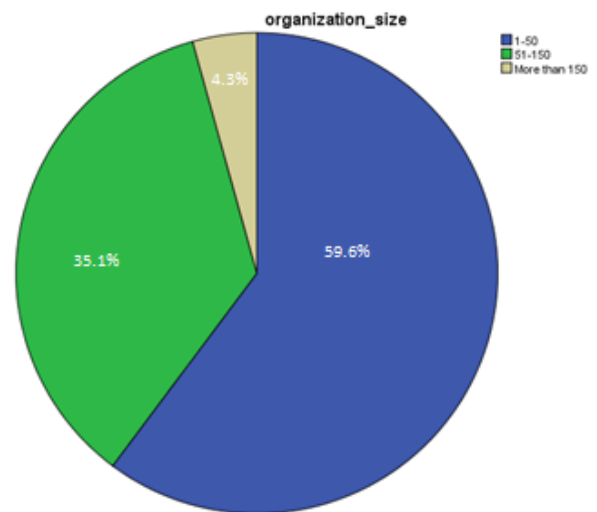


Figure 5: Frequency distribution of community member by gender

## 4.5 Tools of Research:

In order to achieve objectives of research, a questionnaire was prepared as a tool for data gathering. The questionnaire consisted of two parts as follows:

**Part1:** Personal data for sample of study, it includes (Age, Gender, Grade, Governorate, Job title, organization size, work field, current experience, NGOs experience, Number of strategic planning workshops, Strategic planning trainings, Projects Location and Place of residence).

**Part2:** The effect of international fund on strategic planning in agriculture NGOs. It consisted of three sectors as below:

- Sector 1: Strategic planning in the agricultural NGOs (16 Questions)
- Sector 2: International Fund in the agricultural NGOs ( 9 Questions)
- Sector3: The governmental effect on the international fund in the agricultural NGOs (10 Questions)

The researcher used the Likert scale to measure the target group's responses to the questionnaire fields as shown in table below:

Table2: Likert scale level five

Response	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Degree	1	2	3	4	5

In order to explain the questionnaire items, means have been calculated for every question per hypothesis. Also One sample t-test is used for test all study questions.

To explain two independent sample mean differences, mann-Whitney test has been used. Also, Kruskal Wallis test has been deployed to find differences between three means and more.

Based on that tests, if the probability value is less than (0.05) then null hypothesis would be rejected and alternative hypothesis is proved.

#### **4.6 Questionnaire Honesty:**

The questionnaire is intended to measure its questions, and the researcher has ascertained that the questionnaire has been validated in two ways

##### **1- The Arbitrators Honesty**

The researcher presented the questionnaire to a group of arbitrators composed of a number of strategic planning specialists and statistics experts. The researcher responded to the views of the arbitrators and made the necessary modifications in light of the proposals made.

##### **2- Internal Validity**

The researcher calculates the internal validity for the questionnaire through calculating the P-value for each section and the value for each one is less than 0.05 which means that all sections valid. In addition to that, P-value for each question has been calculated and the values less than 0.05. So the whole questionnaire is considered as valid.

#### **4.7 Reliability:**

The stability of the study instrument was investigated by calculating the alpha-cronbach coefficient. The results showed that the value of the alpha coefficient was high for each sector, it has ranged between (0.808) and (0.868). In addition to that, alpha-cronbach coefficient for whole questionnaire was (0.878). As a conclusion of that, the honesty value for whole questionnaire is (0.937) which means that reliability value is high.

## 4.8 Results and Discussions:

Results of main question: “Is there any of effect of external fund on strategic planning of agricultural NGOs?”

In order to answer the previous question, means of all employees’ answers have been calculated.

Table (3) show that.

Table3: Means and Std. Deviation for Agricultural NGOs funding Suitability

#	Agricultural NGOs funding Suitability	Mean	Std. Deviation	t-value	P Value
1	Agricultural NGOs are conducting the strategic planning process in a systematic and clear manner	3.9845	.38747	9.507	.000
2	The strategic plan of the agricultural NGOs is harmonizing with the donor's strategic plan	3.5256	.24795	6.359	.000
3	The strategic plan for agricultural NGOs is complying with the Palestinian National Plan in the agricultural sector	3.5700	.44338	3.149	.013
4	The strategic plan of the NGOs is covering the real needs of the beneficiaries	3.7544	.37425	4.507	.006
5	The Palestinian government is monitoring the mechanisms of disbursing foreign aid in agricultural NGOs	3.5366	.23868	5.027	.004
6	Employees of agricultural NGOs and the beneficiaries of its services are contributing to the development of its strategic plans periodically	3.8969	.28832	7.620	.001
	Overall	3.711333	0.197946	8.802	.000

Table (3) Show that mean of all sections is (3.71) and t-value is (8.8). Also p-value is (0.00) where it's less than (0.05) which indicates that strategic planning process in the agricultural NGOs is effected by external fund. In other words, external donor is an influencer on the agricultural NGOs’ strategic plan.

In order to explain this effect, the below sub-questions had to be answered:

- 1- Explain the results of questionnaire items that related to first question “Are agricultural NGOs conducting the strategic planning process in a systematic and clear manner?”

In the purpose of answering the pervious question, means, p-value and t-value for agricultural NGOs employees have been calculated in the below table:

Table4: Means and Std. Deviation for Strategic planning in Agricultural NGOs

#	Question	Mean	Std. Deviation	t-value	P Value
1	The organization has a strategic plan to adopt work in the agricultural sector	4.5213	.63464	23.240	.000
2	The organization follows clear mechanisms for measuring the satisfaction of beneficiaries with its projects	4.1489	.68717	16.210	.000
3	The employee participates in the preparation of the strategic plan of the National Agricultural organization.	4.0426	.84134	12.014	.000
4	The organization's vision and mission are clear	4.3830	.72001	18.623	.000
5	Farmers evaluate the strategic plan implemented periodically	3.3261	.81347	3.845	.000
6	The clarity of the values governing the institution in which you operate	4.1277	.70686	15.467	.000
7	Farmers contribute to the strategic plan of the organization	3.4565	1.05261	4.160	.000
8	Executive departments participate in the preparation of the strategic plan by providing data and information on activities.	4.2021	.59712	19.519	.000
9	The objectives of the institution in which it operates are realistic and measurable	4.2979	.58346	21.567	.000
10	The strategic plan of the Agriculture NGOs covers the real needs of the beneficiaries	4.1170	.70110	15.447	.000
11	You looked at the strategic plan of the institution in which you works.	4.3191	.73635	17.369	.000
12	There is coordination between NGOs that operating in the agricultural sector in relation to the service of farmers	3.7234	.84757	8.275	.000
13	There is a contribution by farmers to the strategic planning process	3.4255	1.04201	3.959	.000

14	The strategic planning process in the NGOs is based on participation of employees and beneficiaries	3.6915	.89234	7.513	.000
	Overall	3.986088	0.461015	20.738	.000

It appears from the previous table that mean of all questions related to first hypothesis “Agricultural NGOs conduct the strategic planning process in a systematic and clear manner” is (3.99), t-value is (20.73) and p-value is (0.00) where its less than (0.05), which shows that agricultural NGOs is employing strategic planning in their business clearly.

- 2- Explain the results of questionnaire items that related to first question “Is the strategic plan of the agricultural NGOs harmonizing with the donor's strategic plan?”

In the purpose of answering the pervious question, means, p-value and t-value for agricultural NGOs employees have been calculated in the below table:

Table5: Means and Std. Deviation for strategic plan of the agricultural NGOs harmonizing with the donor's strategic plan

#	Question	Mean	Std. Deviation	t- value	P value
1	The satisfaction of the external donor is a measure of the success of the strategic plan of the institution	4.0215	.88439	11.139	.000
2	The vision of the institution in which you operate reflects the vision of the external donor	3.3978	1.06465	3.604	.001
3	The external donor contributes to the development of the operational objectives of the strategic plan of the institution	3.1935	1.06585	1.751	.041
4	There is a consensus between the strategic plan of the agricultural NGOs and the strategic plan of the external donor in the goals	3.5484	.80103	6.602	.000
5	The objectives of the institution in which you operate are affected by the agendas of the external financier	3.4022	1.06966	3.606	.001
6	International fund programs support identity and encourage farmers to develop their land.	3.7021	.78740	8.645	.000

7	International fund programs play a key role in achieving economic stability	3.6774	.78243	8.349	.000
8	NGOs seek to obtain funding regardless of their relevance to their objectives	3.3085	1.07790	2.775	.004
9	The sustainability of the work of NGOs based on international funding, forcing them to accept programs and projects regardless of their development goals	3.4787	1.02368	4.534	.000
	Overall	3.5215	0.619807	8.158053	.000

It shows up from the previous table that mean of questions that related to second hypothesis is (3.52), t-value is (8.16) and p-value is (0.00) where it's less than (0.05), which shows that the strategic plan of the agricultural NGOs is harmonize with the donor's strategic plan.

- 3- Explain the results of questionnaire items that related to first question “Is the strategic plan for agricultural NGOs complying with the Palestinian National Plan in the agricultural sector?”

In the purpose of answering the pervious question, means, p-value and t-value for agricultural NGOs employees have been calculated in the below table:

Table6: Means and Std. Deviation for comply strategic plan of agricultural NGOs with the Palestinian National Plan in the agricultural sector

#	Question	Mean	Std. Deviation	t-Value	P value
1	There is a correlation between the strategic plan of the NGOs and the Palestinian national plan in the agricultural sector.	4.0957	.71946	14.766	.000
2	There is a contribution by the government, especially the Ministry of Agriculture, to the strategic planning of the institution.	3.0957	.99536	.933	.18
3	The overall national strategic plan is adequate and comprehensive in terms of its goals and vision in the agricultural sector	3.5054	.85496	5.700	.000
4	There is an impact of cooperation between the NGO and the Ministry of Agriculture on the development of agriculture sector	3.8723	.80635	10.489	.000



5	Through the Ministry of Agriculture, the government is solving crises affecting agricultural sector institutions	3.0106	.96715	.107	.408
6	There is a periodic review by the government of NGOs financial statements that operating in the agricultural sector	3.8404	.83348	9.776	.000
	Overall	3.569858	0.530392	10.416782	.000

Based on the previous table, the mean of all questions related to third hypothesis “The strategic plan for agricultural NGOs complies with the Palestinian National Plan in the agricultural sector” is (3.57), t-value is (10.42) and p-value is (0.00) where its less than (0.05), which shows that strategic plan for agricultural NGOs harmonize with the Palestinian National Plan in the agricultural sector

- 4- Explain the results of questionnaire items that related to first question “Is the strategic plan of the NGOs covering the real needs of beneficiaries?”

In the purpose of answering the pervious question, means, p-value and t-value for agricultural NGOs employees have been calculated in the below table:

**H4:** The strategic plan of the NGOs is covering the real needs of the beneficiaries

Table7: Means and Std. Deviation for covering strategic plan of the NGOs covering the real needs of the beneficiaries

#	Question	Mean	Std. Deviation	t-Value	P value
1	The organization follows clear mechanisms for measuring the satisfaction of beneficiaries with its projects	4.14894	.68717	16.210	.000
2	Farmers evaluate the strategic plan implemented periodically	3.32609	.81347	3.845	.000
3	Farmers contribute to the strategic plan of the organization	3.45652	1.05261	4.160	.000
4	The strategic plan of the Agriculture NGOs covers the real needs of the beneficiaries	4.11702	.70110	15.447	.000

5	There is coordination between NGOs that operating in the agricultural sector in relation to the service of farmers	3.72340	.84757	8.275	.000
	Overall	3.755319	0.549265	13.332532	.000

Based on the previous table, the mean of all questions related to fourth hypothesis “The strategic plan of the NGOs is to cover the needs of the real beneficiaries” is (3.76), t-value is (13.33) and p-value is (0.00) where it’s less than (0.05), which shows that strategic plan for agricultural NGOs covers the real needs of beneficiaries.

- 5- Explain the results of questionnaire items that related to first question “Does the Palestinian government monitor the mechanisms of disbursing foreign aid in the agricultural NGOs?”

In the purpose of answering the pervious question, means, p-value and t-value for agricultural NGOs employees have been calculated in the below table:

Table8: Means and Std. Deviation for Palestinian government monitoring of disbursing

#	Question	Mean	Std. Deviation	t-Value	P value
1	The Palestinian government plays a role in directing external funding for the agricultural NGOs	3.46809	1.01284	4.481	.000
2	The Palestinian government controls the mechanisms of disbursement of funding in the agricultural NGOs.	3.53763	.87922	5.897	.000
3	The NGO cooperates with governmental oversight institutions on foreign aid disbursements	3.64516	.97407	6.387	.000
4	The government is encouraging donors to support NGOs operating in the agricultural sector	3.19149	1.01892	1.822	.072
5	There is a periodic review by the government of NGOs financial statements that operating in the agricultural sector	3.84043	.83348	9.776	.000
	Overall	3.534574	0.599643	8.643301	.000

It shows up from the previous table that mean of questions that related to fifth hypothesis is (3.54), t-value is (8.64) and p-value is (0.00) where it's less than (0.05), which shows that the Palestinian government monitors plan of the agricultural NGOs is harmonize with the donor's strategic plan.

- 6- Explain the results of questionnaire items that related to first question “Are agricultural NGOs employees and beneficiaries contributing to the development of institution strategic plan periodically?”

In the purpose of answering the pervious question, means, p-value and t-value for agricultural NGOs employees have been calculated in the below table:

Table9: Means and Std. Deviation for contribution of employees and beneficiaries

#	Question	Mean	Std. Deviation	t-Value	P value
1	The employee participates in the preparation of the strategic plan of the National Agricultural organization.	4.0426	.84134	12.014	.000
2	Follow the manager to work together in decision making.	3.9348	.76753	11.682	.000
3	Executive departments participate in the preparation of the strategic plan by providing data and information on activities.	4.2021	.59712	19.519	.000
4	Managers encourage their subordinates to express their ideas and suggestions.	4.0851	.69807	15.071	.000
5	There is a contribution by farmers to the strategic planning process	3.4255	1.04201	3.959	.000
6	The strategic planning process in the NGOs is based on participation of employees and beneficiaries	3.6915	.89234	7.513	.000
	Overall	3.896809	0.552545	15.736051	.000

Based on the previous table, the mean of all questions related to fourth hypothesis “Employees of agricultural NGOs and the beneficiaries of its services contribute to the development of its strategic

plans periodically” is (3.90), t-value is (15.74) and p-value is (0.00) where it’s less than (0.05), which shows that employees and beneficiaries contribute to strategic planning process.

Based on all previous tests and results, table (10) contains acceptance summarization of this study’s hypotheses.

Table10: Summary of hypotheses acceptance

#	Hypothesis	Accepted	Rejected
1	Agricultural NGOs are conducting the strategic planning process in a systematic and clear manner	X	
2	The strategic plan of the agricultural NGOs is harmonizing with the donor's strategic plan	X	
3	The strategic plan for agricultural NGOs is complying with the Palestinian National Plan in the agricultural sector	X	
4	The strategic plan of the NGOs is covering the real needs of the beneficiaries	X	
5	The Palestinian government is monitoring the mechanisms of disbursing foreign aid in agricultural NGOs	X	
6	Employees of agricultural NGOs and the beneficiaries of its services are contributing to the development of its strategic plans periodically	X	

## Differences between response means of employees based on personal and functional variables

As a result of normality test, variables are not perfectly normal so Kruskal-Wallis and Maan-Whitney tests will be used to identify employees response differences as below:

### 1- Age

Table11: Kruskal-Wallis test based on age factor

Factor	Sub-hypothesis	Chi-square	P-value
Age	Agricultural NGOs strategic planning	11.52	0.009
	Covering beneficiaries needs	8.87	0.031
	Stakeholders contribution	10.83	0.013

**Sub Hypotheses One (H0):** there is no significant differences between respondents based on age variable about Agricultural NGOs strategic planning.

Based on table (10) above that illustrates the Chi-square=11.52 and P-value=0.009 which makes us reject the sub hypothesis 1 (H0), we can conclude that there is a significant difference between respondents based on age variable about “Agricultural NGOs conduct the strategic planning process in a systematic and clear manner”.

**Sub Hypotheses two (H0):** there is no significant differences between respondents based on age variable about covering beneficiary’s needs.

Based on table (10) above that illustrates the Chi-square =8.87 and P-value=0.031 which makes us reject the sub hypothesis 2 (H0), we can conclude that there is a significant difference between respondents based on age variable about “The strategic plan of the NGOs is to cover the needs of the real beneficiaries”.

**Sub Hypotheses three (H0):** there is no significant differences between respondents based on age variable about Stakeholders contribution.

Based on table (10) above that illustrates the Chi-square =10.83 and P-value=0.013 which makes us reject the sub hypothesis 3 (H0), we can conclude that there is a significant difference between respondents based on age variable about “Employees of agricultural NGOs and the beneficiaries of its services contribute to the development of its strategic plans periodically”.

## 2- Grade

Table12: Kruskal-Wallis test based on grade factor

Grouping Variable	Sub-hypothesis	Chi-square	P-value
Grade	Agricultural NGOs strategic planning	9.3	0.025
	Harmonizing with donor’s strategic plan	10.84	0.013
	Stakeholders contribution	10.32	0.016

**Sub Hypotheses One (H0):** there is no significant differences between respondents based on grade variable about Agricultural NGOs strategic planning.

Based on table (11) above that illustrates the Chi-square =9.3 and P-value=0.025 which makes us reject the sub hypothesis 1 (H0), we can conclude that there is a significant difference between respondents based on grade variable about “Agricultural NGOs conduct the strategic planning process in a systematic and clear manner”.

**Sub Hypotheses two (H0):** there is no significant differences between respondents based on grade variable about harmonizing with donor’s strategic plan.

Based on table (11) above that illustrates the Chi-square =10.84 and P-value=0.013 which makes us reject the sub hypothesis 2 (H0), we can conclude that there is a significant difference between respondents based on grade variable about “The strategic plan of the agricultural NGOs is harmonizing with the donor's strategic plan”.

**Sub Hypotheses three (H0):** there is no significant differences between respondents based on grade variable about stakeholders contribution.

Based on table (11) above that illustrates the Chi-square =10.32 and P-value=0.016 which makes us reject the sub hypothesis 3 (H0), we can conclude that there is a significant difference between respondents based on grade variable about “Employees of agricultural NGOs and the beneficiaries of its services contribute to the development of its strategic plans periodically”.

### 3- Strategic Planning workshops

Table13: Kruskal-Wallis test based on strategic planning workshops attendance factor

Grouping Variable	Sub-hypothesis	Chi-square	P-value
Strategic Planning workshops Attendance	Agricultural NGOs strategic planning	14.73	0.002
	Covering beneficiaries needs	13.29	0.004
	Stakeholders contribution	13.53	0.004

**Sub Hypotheses One (H0):** there is no significant differences between respondents based on strategic planning workshops attendance variable about agricultural NGOs strategic planning.

Based on table (12) above that illustrates the Chi-square =14.73 and P-value=0.002 which makes us reject the sub hypothesis 1 (H0), we can conclude that there is a significant difference between respondents based on strategic planning workshops attendance variable about “The strategic plan of the NGOs is to cover the needs of the real beneficiaries”.

**Sub Hypotheses two (H0):** there is no significant differences between respondents based on strategic planning workshops attendance variable about covering beneficiaries needs.

Based on table (12) above that illustrates the Chi-square =13.29 and P-value=0.004 which makes us reject the sub hypothesis 2 (H0), we can conclude that there is a significant difference between respondents based on strategic planning workshops attendance variable about “The strategic plan of the NGOs is to cover the needs of the real beneficiaries”.

**Sub Hypotheses three (H0):** there is no significant differences between respondents based on strategic planning workshops attendance variable about stakeholder’s contribution.

Based on table (12) above that illustrates the Chi-square =13.53 and P-value=0.004 which makes us reject the sub hypothesis 3 (H0), we can conclude that there is a significant difference between respondents based on strategic planning workshops attendance variable about “Employees of

agricultural NGOs and the beneficiaries of its services contribute to the development of its strategic plans periodically”.

### Strategic Planning Trainings

Table14: Kruskal-Wallis test based on Strategic Planning Trainings factor

Grouping Variable	Sub-hypothesis	Chi-square	P-value
Strategic Planning Trainings	Complying with Palestinian national plan	8.38	0.004
	Governmental monitoring	7.73	0.005

**Sub Hypotheses One (H0):** there is no significant differences between respondents based on strategic planning training variable about complying with Palestinian national plan.

Based on table (13) above that illustrates the Chi-square =8.38 and P-value=0.004 which makes us reject the sub hypothesis 1 (H0), we can conclude that there is a significant difference between respondents based on strategic planning training variable about “The strategic plan for agricultural NGOs complies with the Palestinian National Plan in the agricultural sector”.

**Sub Hypotheses two (H0):** there is no significant differences between respondents based on strategic planning trainings variable about governmental monitoring.

Based on table (13) above that illustrates the Chi-square =7.73 and P-value=0.005 which makes us reject the sub hypothesis 2 (H0), we can conclude that there is a significant difference between respondents based on strategic planning training variable about “The Palestinian government supervises the mechanisms of disbursing foreign aid in agricultural NGOs”.



### Place of Resident

Table15: Kruskal-Wallis test based on Resident place factor

Grouping Variable	Sub-hypothesis	Chi-square	P-value
Resident place	Harmonizing with donor's strategic plan	11.35	0.01

**Sub Hypotheses One (H<sub>0</sub>):** there is no significant differences between respondents based on place of resident variable about harmonizing with donor's strategic plan.

Based on table (14) above that illustrates the Chi-square =11.35 and P-value=0.01 which makes us reject the sub hypothesis 1 (H<sub>0</sub>), we can conclude that there is a significant difference between respondents based on place of resident variable about “The strategic plan of the agricultural NGOs is harmonize with the donor's strategic plan”.

### Differences in terms of Agricultural NGOs Financing Suitability

Table16: Maan-Whitney test for gender variable

Topic	Gender	N	Mean	Maan-Whitney U	Sig
	Male	57	3.77	930	0.34
	Female	37	3.7		

Table17: Kruskal-Wallis test for age, strategic planning workshops and trainings attendance in terms of agricultural NGOs financing suitability

#	Variable	Group	N	Mean Rank	Chi-square	df	Sig
1	Age	25-29	18	50.15	10.419	4	.034
		30-39	37	35.82			
		40-49	19	50.37			
		50-60	16	54.78			
		Total	90				
2	Strategic Planning Workshops	0-5	65	43.94	9.879	4	.043
		6-10	14	61.29			
		11-20	10	43.55			
		21-100	5	18.50			
		Total	94				
3	Strategic Planning Trainings	0-5	80	44.81	5.573	2	.062
		6-100	14	61.65			
		Total	94				

In terms of agricultural NGOs financing sustainability, there is a significant differences between respondents based on age, strategic planning workshop attendance and strategic planning trainings factors since all p-values is less than 0.05. All other variables aren't significant in this term.

## **Chapter Five: Results & Recommendations**

### **5.1 Introduction**

### **5.2 Research Results**

### **5.3 Research Recommendations**

### **5.4 Future Proposed Studies**

## **Chapter Five**

### **5.1 Introduction**

Based on the research carried out in this study, which examined the impact of external financing on strategic planning in the agricultural NGOs. There were many results that were extracted by analyzing the questionnaire and interviews in chapter four. In this chapter, the researcher will summarize the main findings and recommendations.

### **5.2 Research Results**

This Study obtained many results and the most important results have been:

1. International aid is considered to be the most important means for supporting the agricultural sector.
2. Strategic planning is clearly and systematically deployed in the agricultural NGOs.
3. Stakeholders is highly contributed in strategic planning process of agricultural NGOs.
4. The effect of external fund on strategic planning process in the agricultural NGOs is highly depend on donor category.
5. The role of the government in funding the agricultural sector is very weak as its budget does not exceed 1%.
6. The strategic plan of the agricultural NGOs is harmonizing with the donor's strategic plan.
7. Agricultural NGOs are conducting the strategic planning process in a systematic and clear manner.
8. The strategic plan of the agricultural NGOs is harmonizing with the donor's strategic plan.
9. The strategic plan for agricultural NGOs is complying with the Palestinian National Plan in the agricultural sector

10. The strategic plan of the NGOs is covering the real needs of the beneficiaries. Although, there is an effect of external fund on strategic planning process.
11. The Palestinian government is monitoring the mechanisms of disbursing foreign aid in agricultural NGOs.
12. Employees of agricultural NGOs and the beneficiaries of its services are contributing to the development of its strategic plans periodically.
13. There is a clear difference in employees' opinion about agricultural NGOs financing sustainability based on the number of their participants in strategic planning workshops and trainings.

### **5.3 Research Recommendations:**

1. It is very essential to reevaluate and restructure the international aid to Palestine so as to be employed more effectively to fit the Palestinian developmental plans of the agricultural sector, in particular.
2. It is highly recommended to resume the training courses that are concerned with the issue of strategic planning for both senior management and employees for the sake of improving their skills in this field.
3. There is also the need to network and co-ordinate between non-governmental agricultural organizations so that they can exchange expertise and experience.
4. The local community and the target group should be encouraged to better take part in the process of the strategic planning, which is extremely vital to enhance the process the organization analysis.
5. The culture of strategic planning should be consolidated within the organizations and should be integral to the organization's culture and employees.

6. It is important to call on the beneficiary states to meet its commitments as they play a vital role throughout this period of time.
7. The researcher recommended that the Palestinian government should increase the agricultural share of the public budget for the purpose of stimulating the economic development with its implications for the living conditions of the Palestinian reality.

#### **5.4 Future Proposed Studies**

- A study for the effect of external fund on strategic planning on agricultural NGOs based on donor categories.
- A detailed study for external fund effect across all strategic planning phases.
- A study about strategic planning and its impact on the employees' performance development in non-governmental organizations.

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## Appendix (1): Questionnaire

### أولاً: المعلومات العامة:

- العمر: \_\_\_\_\_
- الجنس: ☐ ذكر ☐ انثى
- المؤهل العلمي: ☐ توجيهي او اقل ، ☐ بكالوريوس ، ☐ دراسات عليا ، ☐ غير ذلك
- المحافظة: .....
- الدرجة الوظيفية: ☐ مدير مشروع ، ☐ منسق مشروع ، ☐ موظف ميداني ، ☐ موظف اداري
- حجم المؤسسة التي تعمل بها ☐ 1-50 موظف ، ☐ 51-150 موظف ، ☐ 150 واكثر
- ما هو المجال الذي تعمل فيه المؤسسة الاهلية : ☐ تنمية مستدامة ، ☐ ثروة حيوانية ، ☐ ثروة نباتية ، ☐ اقتصاد منزلي ، ☐ تصنيع غذائي ، ☐ كل ما ذكر
- مدة الخدمة في المسمى الحالي: (.....) سنة
- مدة الخبرة في القطاع الاهلي : (.....) سنة
- عدد المشاركات في اجتماعات أو ورشات عمل ذات صلة برسم استراتيجيات المؤسسة :  
(.....) مشاركة
- عدد الدورات التي اجتزتها في مجال التخطيط : (.....) دورة
- مكان خدمات المؤسسة : ☐ ريف ، ☐ مدينة ، ☐ مخيم ، ☐ جميع ما ذكر.
- مكان السكن : ☐ ريف ، ☐ مدينة ، ☐ مخيم.

## ثانيا: واقع التخطيط الاستراتيجي في المؤسسات الاهلية العاملة في القطاع الزراعي

	بشدة	اوافق	اوافق	محايد	اعارض	اعارض بشدة
1						
2						
3						
4						
5						
6						
7						
9						
10						
11						
12						
13						
14						
15						
16						
17						



### ثالثا: واقع التمويل الخارجي في المؤسسات الاهلية العاملة في القطاع الزراعي

	اوفاق بشدة	اوفاق	محايد	اعارض بشدة	اعارض بشدة
1					يعتبر رضا الممول الخارجي احد مقاييس نجاح الخطة الاستراتيجية للمؤسسة
2					تعكس رؤية المؤسسة التي تعمل بها رؤية الممول الخارجي
3					يساهم الممول الخارجي في وضع الاهداف العاملة للخطة الاستراتيجية للمؤسسة
4					هنالك توافق بين الخطة الاستراتيجية للمؤسسة الاهلية الزراعية والخطة الاستراتيجية للممول الخارجي في الاهداف
5					اهداف المؤسسة التي تعمل بها تتأثر باجندات الممول الخارجي
6					تدعم برامج التمويل الدولي الهوية وتشجع المزارع على الارتباط براضه.
7					تلعب برامج التمويل الدولي دورا أساسيا في تحقيق الإستقرار الاقتصادي
8					تسعى المؤسسات الاهلية إلى الحصول على التمويل بغض النظر عن مدى ملائمتها لأهدافها
9					إستدامة عمل المؤسسات الأهلية المعتمدة على التمويل الدولي ، تجربها على تقبل البرامج والمشاريع بغض النظر عن أهدافها التنموية

### رابعا : دور الحكومة وتأثيرها على التمويل الخارجي للمؤسسات الاهلية العاملة في القطاع الزراعي

	اوفاق بشدة	اوفاق	محايد	اعارض بشدة	اعارض بشدة
1					هنالك توافق بين الخطة الاستراتيجية للمؤسسة والخطة الوطنية الفلسطينية في القطاع الزراعي.
2					تلعب الحكومة الفلسطينية دورا في توجيه التمويل الخارجي المخصص للمؤسسة التي تعمل في القطاع الزراعي
3					هنالك مساهمة من قبل الحكومة بشكل عام ووزارة الزراعة بشكل خاص في التخطيط الاستراتيجي للمؤسسة.
4					تفرض الحكومة الفلسطينية رقابة على اليات صرف التمويل في المؤسسة التي تعمل في القطاع الزراعي
5					تعتبر الخطة الاستراتيجية الوطنية العامة وافية وشاملة باهدافها ورؤيتها المتعلقة في القطاع الزراعي
6					تتعاون المؤسسة الاهلية مع هيئات الرقابة الحكومية على اليات صرف المساعدات الخارجية
7					هنالك تأثير للتعاون بين المؤسسة ووزارة الزراعة على تنمية هذا القطاع
8					تساهم الحكومة بتشجيع الممولين على دعم المؤسسات الاهلية العاملة في القطاع الزراعي
9					تتدخل الحكومة عبر وزارة الزراعة في حل الازمات التي تؤثر بالمؤسسات العاملة في القطاع الزراعي
10					هنالك اطلاق دوري من قبل الحكومة على الكشوف المالية للمؤسسات الاهلية العاملة في القطاع الزراعي

## ملخص الرسالة

هدف هذا البحث الى التعرف على تأثير التمويل الخارجي على عملية التخطيط الاستراتيجي في المؤسسات الاهلية الزراعية العاملة في الضفة الغربية، استخدمت الباحثة المنهج الوصفي التحليلي، وتم استخدام الاستبيان كأداة لجمع المعلومات كون البحث هو عبارة عن بحثا كميا، وزع الباحث 120 استبيان واسترد 95 استبيان اي ما نسبته 79%، واطهرت نتائج البحث ما يلي:

ان المؤسسات الاهلية الزراعية بعملية التخطيط الاستراتيجي بشكل منهجي وواضح ، و يشجعون العاملين في المؤسسة الاهلية الزراعية والمستفيدون من خدماتها في وضع خططها الاستراتيجية بشكل دوري. ومن ناحية اخرى، اكدت الدراسة على وجود توافق بين الخطة الاستراتيجية للمؤسسات الاهلية الزراعية والخطة الاستراتيجية للممول الى جانب توافقها مع الخطة الوطنية الفلسطينية في القطاع الزراعي. وكذلك وضحت الدراسة ان هنالك رقابة حكومية على اليات صرف المساعدات الخارجية في المؤسسات الاهلية الزراعية الفلسطينية الى حد ما، ومن ناحية اخرى اكدت الدراسة على ان الخطة الاستراتيجية للمؤسسات الاهلية الزراعية تغطي احتياجات المستفيدين الحقيقية.