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**ENHANCING THE CULTURE OF STRATEGIC  
PLANNING IN NON GOVERNMENTAL  
ORGANIZATIONS SECTOR IN PALESTINE: TAMER  
AND PALESTINIAN CONSULTATIVE STAFF AS CASE  
STUDIES**

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### **Declaration**

I am the undersigned Ahmad Yousef Amarneh, holder of ID Card No. (900041302), The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification.

Name: .....

Signature: .....

## **DEDICATION**

*To the soul of my dear father ... may Allah forgive him .... Mercy them as they have brought me up to who I am now*

*To my beloved mother ... may Allah extend her life to see me advancing more and more*

*To my heart and path companion... who's been supporting me all the way long ... my beloved wife Salam*

*To the flowers coloring my life with the most graceful and glorious colors, my children (Lia, Elias, Lour)*

*The candles of my life from whom i took hope and love, my brothers and sisters, may Allah Bless you all*

*To my dearest friends*

***To all of you I dedicate this work***

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I am deeply grateful for the enlightening learning journey I endured during the course of this thesis. At the core of my subject I have been empowered myself in every way through this process with all the difficulties I can see how it shaped me personally and academically. I have benefited profoundly from this experience and it will be the start of a new chapter of my life. I am profoundly thankful for my supervisors Prof Ayman Yousef and Dr. Wael Abu AL Hasan for their generous support and professional guidance.

To all of you, once again, Thank You Very Much

## Abstract

### ENHANCING THE CULTURE OF STRATEGIC PLANNING IN NON GOVERNMENTAL ORGANIZATIONS IN PALESTINE: TAMER AND PALESTINAIN CONSULATATIVE STAFF AS CASE STUDIES

#### المخلص

تهدف هذه الأطروحة إلى التعريف بثقافة التخطيط الاستراتيجي بشكل علمي وعقلاني في قطاع المنظمات غير الحكومية في فلسطين، وانعكاسات ذلك على مصداقية المؤسسة وفعاليتها وإدارتها لمواردها البشرية والمالية والمخاطر المترتبة على ذلك وخططها المستقبلية، وقد أخذت الدراسة منظمتين من هذا القطاع في فلسطين أحدهما مؤسسة تامر للتعليم المجتمعي ومقرها الرئيسي في رام الله والأخرى الهيئة الاستشارية لتطوير المؤسسات ومقرها مدينة جنين، ولم يكن اختيار هاتين المؤسستين بهدف المقارنة وإنما بهدف دراسة حالات لمنظمات المجتمع المدني في أكثر من مدينة في فلسطين. وقد استخدم الباحث mixed design approach لأن الدراسة جمعت بين المنهج النوعي خاصة الوصفي التحليلي في نفس الوقت الذي لجأت فيه إلى المنهج الكمي القائم على أساس اختيار عينه وعمل تحليل احصائي باستخدام الرزم الإحصائية المختلفة، يضاف الى ذلك تحليل المضمون، حيث قام الباحث بتحليل ومراجعته الخطط الاستراتيجية الموجودة لهاتين المؤسستين بهدف الوصول الى بعض الملامح العامة للخطط الاستراتيجية المطبقة على أرض الواقع.

اختار الباحث عينه قسدية تكونت من 121 فردا من كلتا المؤسستين والشركاء معهم وبناء على التحليلات الإحصائية المعمقة التي قام الباحث باستخدامها مثل t-test, one-way ANOVA باستخدام برنامج SPSS أظهرت النتائج وجود ثقافة للتخطيط الاستراتيجي بالحالتين الدراسيتين اللتين تناولتهما الأطروحة لكنها ثقافة عادية وليست عميقة ولا تعكس البيئة المحيطة والمعاش، كما ان ثقافة التخطيط الاستراتيجي بمؤسسات المجتمع المدني بفلسطين لم تكن على احتياج واسس علمية وتأثرت بالطابع الشخصي للمدير ورؤيته وعلاقته ذلك بالمول وخاصة الأجنبي، يضاف الى ذلك ان عملية التخطيط الاستراتيجي في هذه المؤسسات لم ترع إدارة المخاطر وظهر ذلك عند الهيئة الاستشارية لتطوير المؤسسات خاصة البيئة السياسية والاجتماعية والتنظيمية المحيطة وبناء عليه أوصت الأطروحة بأهمية قيام المؤسسات بتصميم منهج للتخطيط الاستراتيجي نابع من رؤيتها وقيمتها.

## **Abstract**

This study is aimed to highlight the enhancement of culture of strategic planning in nongovernment organizations (NGOs) in Palestine, the issue of participation in planning, requirements, obstacles, and efficiency. It also seeks to explore the most important factors enforcing the culture of strategic planning in the sector of NGOs in Palestine.

The researcher utilized mixed design to achieve the study objective applying the study on two NGOs in Palestine, one is Tamer institute for community education, based in Ramallah, and the other is the Palestinian consultative staff for developing NGOs (PCS), based in Jenin city, as case studies representing NGOs. The researcher employed content analysis through reviewing the available current strategic plans of the above-mentioned organizations, in addition to employing the descriptive analytical methods. Moreover, the researcher has chosen a convenience sample consisting of 121 subjects representing both organizations.

The researcher constructed and developed the data collection tool based on reviewing related literature related to the study topic, were all strategic planning dimensions of NGOs and related dependent and independent variables were addressed. For data analysis in particular after it is coding, frequency of responses, means and stander deviation and percentages were calculated, also the researcher utilized t-test and one-way ANOVA, for testing researcher hypotheses to explore whether there are differences or not when it comes to sample related groups.

The results of the present study indicate that there is a culture of strategic planning in both of the studied cases, a clear theoretical culture related to strategic planning domains, with notes of absence of risk plan in the case of PCS, as well as an attitude to practice the culture of strategic planning instead of those obstacles related to what is available. The findings also indicate that there is a problem referring to internal and external funding of the NGOs and their independence. The statistical analysis shows that there are no significant statistical references that could be attributed to the study independent and demographic variables with exception to gender related responses on requirement of strategic planning. The present study concluded that there are some requirements and challenges, also it may be said that most of the studied variables have no any role to play when it comes to prevalence of the culture from it absence.

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# CHAPTER I

## The problem and its background

### 1.1. Introduction

The term ‘strategy’ has been interpreted in different ways in different areas and situations. The communist regime understood it as the theory of leading the working class revolutionary struggle, while soldiers perceive it as a system for preparing and directing large military operations. In general, strategy may be described as a planned process that enables a situation to be addressed in the most efficient way, leading to the best results.

In the NGOs organizations, strategy is regarded as a series of principal activities carried out by an organization, culminating in the fulfillment of its objectives and missions. A strategic plan can therefore be compared to a map, which helps an organization to get from one place to another. A written document analyses the current situation and spells out the organization’s visions.<sup>(1)</sup>

Future alternatives for development – whilst also outlining the milestones that must be achieved and the strategic decisions that must be made to enable the organization to continue fulfilling its mission in the future. In this context, the mission clarifies why, what, and how things are done in the organization; it spells out its main approaches and values. It is what the organization dedicates its resources, time, and talent to strategic terminology.

The strategic goal is the long-term objective of an organization. Strategy is the formulation of alternative routes leading towards the attainment of the strategic goal. Strategic planning is the process by which an organization’s members (the management, employees, and the board of directors, along with representatives of other organizations who have a significant influence on the organization concerned) plan the

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<sup>(1)</sup> Jeffrey Russell and Linda Russell, "*Strategic Planning 101*". Vol. 610. American Society for Training and Development, 2006.

future of the organization and formulate. Planning is the process of establishing goals and choosing the means to achieve those goals. <sup>(2)</sup>

## **1.2. Research problem**

This research problem is gaining special importance and special focus in the context of the researcher personal and professional experience. The researcher has been working in the field of NGOs in the last 15 years, particularly in the civil society organization, which are development cultural, community education programs oriented. Furthermore, the researcher has been involved in preparing strategic plans and strategic orientation in the NGOs sector in Palestine and Tamer and PCS as case study

The success and impact of the NGOs and other institutions about strategic planning based on the vision, mission, values and the transparency of the institution, does not have such a study on the national level dealt with strengthening the strategic plans of culture societal third parties for government institutions and also does not have such a study are particularly talking about the importance of strategic planning and non-governmental institutions.

Furthermore, reviewing the literature indicators that there is a gap in research when it comes to strategic planning in the Palestinian NGOs for that this study comes to decrease this gap.

## **1.3. Main goal**

The researcher main goal is to explore the most important factors behind promoting a culture of strategic planning for non-governmental organizations, from which the following sub-goals are derived:

## **1.4. Sub goals**

- 1- Detecting (realize) how effective nature of the organizations promote a culture of strategic planning

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<sup>(2)</sup> <https://onstrategyhq.com/resources/building-plan/>

- 2- To knowledge the institution and experience its lifetime and its role in activating the culture of strategic planning
- 3- This study attempts to discover whether the funding promotes a culture of strategic planning
- 4- Identify whether the number of employees and their gender role in promoting a culture of strategic planning for non-governmental institutions
- 5- Detecting whether the internal and external relations of the role in promoting a culture of strategic planning for non-governmental institutions.
- 6- To bridge the gap between theory and practice of the field of strategic planning because we are going to utilize the existing theories for the sake of building solid plans.

## **1.5. Research Question**

**When it comes to research question, the following main question was set as follows:**

What is the reality of the culture of strategic planning for non-governmental organizations (NGOs) in Palestine in particular with regard to the extent of participation of executive managers, employees, and members of the board of directors in the development of strategic plans and the related necessities and obstacles that make them effective?

## **1.6. Research contribution**

Regarding the importance and needs of this study, it seeks to following contexts:

1. The expected results contribute to knowledge and uncover factors of influence in promoting a culture of strategic planning
2. Opening the spaces (and enabled) personnel to strategic planning, non-profit institutions to take advantage and benefit from this study
3. Detecting the presence of gaps Strategic Planning for these institutions
4. Enables workers and non-governmental institutions in policy-making at the national and local level to take advantage and benefit from this study.

5. Establish to the NGOs for the development clear models of strategic planning scenarios, taking into consideration the privacy of area and the nation.
6. This research study is gaining momentum because it deals with the future of strategic planning in Palestine but also in as periphery in the national.
7. One outcome of this research is could be content a comprehensive training manual for the future workshop of the NGOs and for the public sector as well.

## **1.7. Research Hypotheses**

1. There are no statistical differences in enhancement of strategic planning culture among non-government organizations that could be attributed to gender
2. There are no statistical differences in enhancement of strategic planning culture among non-government organizations that could attributed to the nature of the institution work.
3. There are no statistical differences in enhancement of strategic planning culture among non-government organizations that could be attributed to the to the age of the respondent
4. There are no statistical differences in enhancement of strategic planning culture among non-government organizations that could attributed to the scientific qualifications of the respondents.
5. There are no statistical differences in enhancement of strategic planning culture among non-government organizations that could attributed to the years of experience of the respondents.
6. There are no statistical differences in enhancement of strategic planning culture among non-government organizations that could attributed to respondent's job title
7. There are no statistical differences in enhancement of strategic planning culture among non-government organizations that could attributed to age of the institution
8. There are no statistical differences in enhancement of strategic planning culture among non-government organizations that could be attributed to the source of funding the institution.

## 1.8. Terminology

Strategic planning: is the process by which one develops a strategy to achieve certain purposes.<sup>(3)</sup>

**Non-Governmental Organizations (NGOs):** are taken to refer to registered, private, independent, non-profit organizations.<sup>(4)</sup>

**Tamer Institute for Community Education:** a non-profit non-governmental educational organization working in Palestine. It was established in 1989 in response to Palestinian needs during the first intifada.<sup>(5)</sup>

**The Palestinian Consultative Staff for Developing NGOs (PCS-Palestine):** an independent civic and Non- governmental assemblage, that aims to develop and empower the Palestinian community during the cadre of promoting the democracy, social equity, sustainable development, and respect the law and human rights, PCS presents its services without any discrimination on base on religion, sex or race, PCS includes during its memberships more than 40 Palestinian NGOs in Jenin Governorate and northern west bank governorates, that work in human, social and development fields.<sup>(6)</sup>

## 1.9. Research limitations

The research is limited according to the following:

**Human limitations:** only NGOs workers and stakeholders in Palestine (West Bank and Gaza Strip) were included.

**Locale limitations:** the study is limited to Jenin and Ramallah, where the study is conducted and applied.

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<sup>(3)</sup> Stanley Charles Abraham, *Strategic planning: a practical guide for competitive success*. Emerald Group Publishing, 2012, P. 11.

<sup>(4)</sup> Kate Wellard and James G. Copestake, eds. *Non-governmental organizations and the state in Africa: Rethinking roles in sustainable agricultural development*. (Psychology Press, 1993).

<sup>(5)</sup> Tamer Institution, About Tamer. Retrieved on 22<sup>nd</sup> Feb. 2018, from: <http://tamerinst.org/>

<sup>(6)</sup> The Palestinian Consultative Staff (PCS), About Us. Retrieved on 22<sup>nd</sup> Feb. 2018, from: <http://pcs-palestine.org/en/?action=about>



**Time limitations:** 2<sup>nd</sup> academic semester 2017/2018

## **1.10. Research structure**

### **Chapter one**

Introduction: which covers the basic issues related to research including background, research problem, objectives, methodology and literature review.

### **Chapter two**

Deals with theoretical and conceptual framework connected with strategic planning and approaches to NGOs. In this chapter, the researcher is tackling different theoretical approaches and conceptual models for strategic planning and NGOs.

Is simply reflection strategic planning in Palestinian NGOs sector and analysis of and civic society organizations in Palestine and importance of studying an NGOs sectors in Palestine researching, this sector has unique feature springing from the special context of Palestine as nation as well as civic society.

### **Chapter three**

### **Research methods**

### **Chapter four**

Deals with content analysis strategic plans of the selected NGOs as case studies. Strategic plans of these organizations, centers and institutes will be critically reviewed in order to point out the gaps in these plans and how to improve upon them

### **Chapter five**

In this chapter, is focusing summaries conclusion, analysis, and recommendations.

## **CHAPTER II**

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

#### **2.1. Theoretical Framework**

NGOs stand for Non-governmental organizations stand non-government organizations. They are organized for a mission and goals of common social well (good). Voluntary organizations of communities' work at international, national, regional, and local levels. Need assessment for committees is the main duty to determine issues, plan programs according to their goals, and implement through many and various activities. In general, non-governmental organizations obtaining fund from donors, government agencies and charities to perform humanitarian functions and social services, they are agents of social change to bridge the gap between government and people through implementing plans and projects.

The expression, "non-governmental organizations" NGOs, came into use in 1945 in view of a requirement for the UN to separate in its Charter between investment rights for intergovernmental particular offices and those for global private associations. At the UN, essentially wide range of private bodies can be perceived as NGOs, they just must be self-directed either as a political gathering or by a thin concentrate on human rights, non-profit making and non-criminal.<sup>(7)</sup> Moreover non-governmental organization came into use after the Second World War with the establishment of the United Nation in 1945, which were specified as consultative of role of governments and member states

NGOs perform a variety of service and humanitarian functions. These can include lobbying for particular causes, advocating and monitoring government policies and encouraging political participation through providing information. Some are organized around specific issues, such as human rights, animal rights, environmental or healthy, they provide analysis, expertise services, and early warning mechanisms, and they help to monitor and implement international agreement.

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<sup>(7)</sup> Chiang, Pei-heng. Non-governmental organizations at the United Nations: Identity, role, and function. Praeger Publishers, 1981.

The humanitarian role of NGOs is to reduce poverty, and to carry out function services like advocacy and lobbying for particular causes, monitoring policies of states and government, and supporting political participation by analysis of the data of surveys.

It appears that there is no agreed term to describe the non-government sector, the French use the term social economy, the British use the terms charities, public groups, and public welfares, and the builders use the term public interest institutions, or groups or unions. The Americans use the term Non-profit organizations, and organizations exempted from Taxes, and private voluntary organizations, and there are those who use the term civil "society organizations". It is impossible to reconcile these terms, or even find a common denominator between them.

Non-governmental organizations refer to a wide range of independent organizations, larger than governments and is characterized by the fact that it has more humanitarian or cooperative objectives than it does trade, and seeks to alleviate suffering, promotes the interests of the poor and other marginalized groups, and protects the environment or provide basic social services and community development.

NGOs fulfill a range of functions including development assistance, emergency relief, social and health services. In addition, some organizations in this category represent special interest groups, such as craft guilds, chambers of commerce, professional associations, recreational clubs, youth associations, environmental groups, and trade unions.

There are many problems which could not be solved effectively within a country, NGOs emphasize the core issue related to human needs for sustainable development, development aid and other humanitarian issues, can help to raise the cause of the people in the world social forum, they invite the donors from various parts of the world or within the country and give in hands of the real need. Therefore, aim of

the NGOs differ, but the motto is common, to benefit the under privileged for any reason. <sup>(8)</sup>

The structure of the NGOs shifts impressively with the change in correspondences, all the more privately based gatherings, alluded to as grass-roots associations or group-based associations, have turned out to be dynamic at the national or even the worldwide level. Progressively happens through the arrangement of coalitions with different NGOs for specific objectives.

A civil society is composed of three sectors: government, the private sector and civil society, excluding business. NGOs are components of social movements within a civil society. The issue of independence is an important one in the credibility of the NGOs. It is hard for an NGO not to come under any governmental influence. Individual governments at times try to influence the NGO community in particular field, by establishing NGOs that promote their policies. In addition, in more authorization societies, NGOs may find it very difficult to act independently and they may not receive acknowledgement from other political actors even when they are acting independently. On the other hand, development and humanitarian relief NGOs need substantial resources to run their operational programs, so, most of them readily accept official funds. Thus, the important for the NGO to have transparency in its operations, goals, and relationships. <sup>(9)</sup>

### **2.1.1. Types of NGOs**

NGOs can be distinguished into two groups, operational and advocacy NGOs. This may be interpreted as a choice between small-scale achieved directly through projects and large-scale change promoted indirectly through influence on the political system.

Operational NGOs need to prepare assets, as money related gifts, materials, or volunteer work, keeping in mind the end goal to manage their tasks and projects. This

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<sup>(8)</sup> ناصر الشيخ علي. "دور منظمات المجتمع المدني في تعزيز المشاركة السياسية بـفلسطين". رسالة ماجستير، جامعه النجاح الوطنية، نابلس، فلسطين، 2008.

<sup>(9)</sup> O'brien, Robert, "Contesting global governance: Multilateral economic institutions and global social movements", Cambridge University Press, Vol. 71 (2000).

procedure may require very mind-boggling association. Fund acquired from awards or contracts, from governments, establishments, or organizations, requires time and ability and spent on arranging, planning applications, planning, bookkeeping, and detailing. Significant raising support occasions require aptitudes in publicizing, media relations and propelling supporters. In this way, operational NGOs have to proficient home office administration, notwithstanding in operational staff field. <sup>(10)</sup>

Baking NGOs will do much similar capacities, however with an alternate harmony between them. Raising support is yet vital, yet on a littler scale and it can serve the typical capacity of reinforcing the givers' relationship with the cause. It is likewise important to have the capacity to activate substantial numbers for brief periods. Outer contributors may not force difficult authoritative weights, but supporter still must be provided with data on a proficient standard premise. Real occasions will mean to draw in great exposure instead of raise assets.

**Table 2.1. Table of the Types of NGOs<sup>(11)</sup>**

1. BY ORIENTATION	2. BY LEVEL OF OPERATION
<ul style="list-style-type: none"> <li>• <b>Charitable Orientation</b> often involves a top-down paternalistic effort with little participation by the "beneficiaries". It includes NGOs with activities directed toward meeting the needs of the poor - distribution of food, clothing or medicine; provision of housing, transport, schools etc. Such NGOs may also undertake relief activities during a natural or manufactured disaster.</li> <li>• <b>Service Orientation</b> includes NGOs with activities such as the provision of health, family planning or education services in which the programmer is designed by the NGO and people are expected to participate in its implementation and in receiving the service.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Community-based Organizations (CBOs)</b> arise out of people's own initiatives. These can include sports clubs, women's organizations, and neighborhood organizations, religious or educational organizations. There are a large variety of these, some supported by NGOs, national or international NGOs, or bilateral or international agencies, and others independent of outside help. Some are devoted to rising the consciousness of the urban poor or helping them to understand their rights in gaining access to needed services while others are involved in providing such services.</li> </ul>

<sup>(10)</sup> Paul Nelson, "The World Bank and non-governmental organizations: the limits of apolitical development". (Springer, 1995).

<sup>(11)</sup> NGO café, <https://www.gdrc.org/ngo/ngo-types.html>

<ul style="list-style-type: none"> <li>• <b>Participatory Orientation</b> is characterized by self-help projects where local people are involved particularly in the implementation of a project by contributing cash, tools, land, materials, labor etc. In the classical community development project, participation begins with the need definition and continues into the planning and implementation stages. Cooperatives often have a participatory orientation.</li> <li>• <b>Empowering Orientation</b> is where the aim is to help poor people develop a clearer understanding of the social, political and economic factors affecting their lives, and to strengthen their awareness of their own potential power to control their lives. Sometimes, these groups develop spontaneously around a problem or an issue, at other times outside workers from NGOs play a facilitating role in their development. In any case, there is maximum involvement of the people with NGOs acting as facilitators.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Citywide Organizations</b> include organizations such as the Rotary or lion's Club, chambers of commerce and industry, coalitions of business, ethnic or educational groups and associations of community organizations. Some exist for other purposes and become involved in helping the poor as one of many activities, while others are created for the specific purpose of helping the poor.</li> <li>• <b>National NGOs</b> include organizations such as the Red Cross, YMCAs/YWCAs, professional organizations etc. Some of these have state and duty branches and assist local NGOs.</li> <li>• <b>International NGOs</b> range from secular agencies such as Redda Barna and Save the Children organizations, OXFAM, CARE, Ford and Rockefeller Foundations to religiously motivated groups. Their activities vary from mainly funding local NGOs, institutions and projects, to implementing the projects themselves.</li> </ul>
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Therefore, despite their differences, both operational and advocacy NGOs need to engage in fund-raising, mobilization of work by supporters, organizing special events, cultivating the media, and administering a headquarters. Only the defining activities-implementing projects or holding demonstrations-serve to differentiate them. In reality, the distinctions are not sharp as the labels suggest. Operational NGOs often move into advocacy when projects regularly face similar problem and the impact of the projects seems to be insufficient. All the large development and environment operational NGOs now run some regular campaigns, at least by supporting campaigning networks. Similarly, advocacy NGOs often feel they cannot ignore the immediate practical problems of people in their policy domain. Human rights NGOs

and women's NGOs end up having programs to assist the victims of discrimination and injustice.<sup>(12)</sup>

NGOs can have an active role in the subsequent areas: community health advancement and education through contraception and intimacy education, general hygiene, waste disposal, water usage vaccinations and youth counseling services. Emerging health emergencies like HIV/AIDS education and support, hepatitis education and drug dependence recovery. Community social problems such as Juvenile crime, runaway girls, street children, homelessness, and prostitution. Environmental issues as sustainable water and energy intake education and keeping mountains and forests clean. Economic such as microenterprises and micro loans, skill training (computer, technical training, creating services, clothing, and textile, etc.), product advertising and distribution (Bazaars etc.), cooperative creation, financial consulting and career services and job search assistance. Developmental issues including school construction, infrastructure construction, cultural center construction, agricultural operations, and aquaculture expert assistance. Women's issues as women and children's rights, battered women assistance center, group therapy for sexually abused women, counseling hotlines (telephone-based counseling services for women), legal assistance to women and literacy dives.<sup>(13)</sup>

### **2.1.2. NGOs and civil society**

Civil society refers to the arena of unconcerned collective action around shared interests, purposes, and values. In theory, its institutional forms are distinct from those of the state, family, and market, though in practice, the boundaries between state, civil society, family, and market are often complex, blurred and negotiated.

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<sup>(12)</sup> Lester M. Salamon, Speech Made to the International Association of Volunteer Effort Conference, (Amsterdam: January, 2001).

<sup>(13)</sup> Ali Mostashari, An introduction to non-governmental organizations (NGO) management, (Iranian studies group at MIT 2, 2005).

\* Antonio Francesco Gramsci: was a famous Italian Marxist theorist and politician. He was a founding member and one-time leader of the Communist Party of Italy and was imprisoned by Benito Mussolini's Fascist regime. His famous works, *Prison Notebooks*, were written between 1929 and 1935 during his imprisonment, and smuggled out, to be later condensed into selective textbook collections.

According to Burhan Ghalion (2006) civil society concept that was rediscovered during the past two decades was derived from Gramsci's\* legacy after purifying it from the Marxist notions so not to reserve nothing of it but the notion of organizations and social institutions that work side by side of the country governmental parties but not under its ruling on organizing the society, activating it and achieving harmony within its components, thus, the civil society as modern concept means that wide net of organizations that developed the by the modern societies in its long history that accords with the governments responsibilities.<sup>(14)</sup>

The concept of civil society is not a new concept, although the reform of it was not the user, in particular. Collective work is a part of human life over the ages, manifested in different ways during time, space, and culture. The subject of civil society, NGOs and social movement has become an important subject for many thinkers and philosophers for decades.

The diversity of NGOs strains any simple definition. They include many groups, institutions that are entirely or largely independent of government that have primarily humanitarian or cooperative rather than commercial objectives. They are private agencies in industrial countries that support international development; indigenous groups organized regionally or nationally, and member-groups in villages. NGOs include charitable and religious associations that mobilize private fund for development, distribute food and basic needs for families planning services and promote community organization. They also include independent cooperatives, community associations, water-user societies, women groups, pastoral associations, and citizen group that raise awareness and influence policy. <sup>(15)</sup>

The term of civil society, refers to proper stage for the evolution and development of democratic processes, institutions, and political structures. Civil society

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<sup>(14)</sup> Burhan Ghalion, The Emergence of Civil Society Concept and its development from the Abstraction to the social and International Network. Article published on 11<sup>th</sup> Dec. 2006 in Akhbar. Retrieved on: 22<sup>nd</sup> Feb. 2018, from: <http://www.akhbaar.org/home/2006/12/22012.html>

<sup>(15)</sup> center for civil society ,report on activities ,the London school of economic and political ,London ,2005



is an agent for achieving a good society, different organizations, institutions, and units that make up civil society is the NGOs.<sup>(16)</sup>

Dynamism of Civil Society is one characteristic of civil society. It is transformative because it is not a natural or meta-historical reality but rather develops and changes over periods, it transforms as it interacts with the state; and conflict and contradiction are endemic to it due to the varying interests, the plurality and diversity, conflicts and contradictions in civil society and respect for libertarian and socialist variants.

A civil society is a public space between the state, market, and ordinary household, in which people can debate and tackle action. Cato institute in Washington, DC, has defined civil society as fundamentally reducing the role of politics in society by expanding free markets and scope of individual freedom.<sup>(17)</sup>

World Bank has adopted a definition of civil society developed by a number of leading research centers: "the term civil society refers to the wide array of non-governmental and non-profits organizations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations. Civil society organizations therefore refer to wide of array of organizations: community groups, non-governmental organizations (NGOs), labor unions, indigenous groups, charitable organizations, faith-based organizations, professional associations and foundations."<sup>(18)</sup>

Civil society is an intertwined fabric of relations between individuals and state, these relationships are based on exchange of interest and benefits, contracting, mutual understanding, different rights duties, and responsibilities.<sup>(19)</sup>

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<sup>(16)</sup> محمد أحمد المفتي، مفهوم المجتمع المدني والدولة المدنية: دراسة تحليلية نقدية، (المنهل، 2014)، ص 13-14.  
<sup>(17)</sup> The World Bank, Defining civil society. (August 2010), from://go.Worldbank.org/4ce7w046ko, accessed 2<sup>nd</sup> April, 2017.

<sup>(18)</sup> Paul Nelson, The World Bank and non-governmental organizations: the limits of apolitical development, (Springer, 1995).

<sup>(19)</sup> خليل حامد، الوطن العربي والمجتمع المدني: كراسات استراتيجية، مجله فصلية تصدر عن مركز الدراسات والبحوث الاستراتيجية بجامعة دمشق، العدد الأول، السنة الأولى. (خريف 2000) ص 12.

Advocacy and lobbying institute described civil society as the best path to political action in post-cold-world and a society that protect those who organize challenge power and also only alternative to the authoritarian state and the tyrannical market.

Antony Giddens described civil society as the missing link in the success of social democracy. Civil society is largely independent from the direct supervision of the state. Autonomy, spontaneous organization, individual characterize it and collective initiative, voluntary action, for the benefit of the public and for the defending rights of vulnerable. <sup>(20)</sup>

The liberals addressed the concept of civil society based on a knowledge approach and the idea that interest of society is realized through the work of each individual to achieve his own interest and based on a secular doctrine in his position and on individual religion in his attitude towards society, capitalist in his attitude towards the economy, democratic and liberal towards society. There are those who define civil society in procedural manner as “the economic, social and cultural institutions that operate in their respective fields in relative independence from the authority of the state for political purposes such as participation in decision-making at the national level, and political parties, economic interest of the members of the union, rise in the level of the profession and the expression of the interest of its members, including cultural purposes, as well as in the associations of writers, intellectuals and cultural associations, which aim at spreading awareness according to the directions of the members of each society, including social purposes such as contribution to social work for development.” <sup>(21)</sup>

Thus, the salient elements of civil society organizations are political parties, trade unions, cultural and social associations. If we analyze the previous definitions of its components, we can conclude that the essence of civil society in this view has these main elements:

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<sup>(20)</sup> Anthony Giddens, *The Global Third Way Debate*, (College at the University, Cambridge, 2001)

<sup>(21)</sup> Don Eberly, *The rise of global civil society: Building communities and nations from the bottom up*, (Encounter Books, 2008).

Voluntary participation that distinguishes the structures of civil society from the rest of social structure imposed or inherited under any consideration.

Institutionalization is the encompassing of almost all civilization life, which encompasses aspects of political, economic, social, and cultural life. What distinguishes society is the non-institutional presence and the absence of institutionalization as free contractual relation under the law.

"Purpose and role of these organizations and the great importance of their independence from power and state dominate, in terms of social organizations operating in a context and ties that refer to social conflict and operation. The concept of civil society as part of a broader conceptual system that includes concepts as "individualism, citizenship, human rights, political participation, constitutional legitimacy ...etc. "(22)

The essence role of civil society is to organize and activate peoples' participation in determining their own destiny, to confront policies that effect their livelihood, increase their impoverishment, to play a role in spreading the culture of self-initiatives, culture of institution building, to contribute effectively to realization of major transformation so as not to leave a monopoly on their running elites.

In connection with this role, the function of civil society institutions includes increasing wealth, improving conditions, and promoting a democratic cultural, resolution and development of conflict, breeding of the elite, lobbying. In human right issues, its function includes women rights, health, education, policy advocacy and rendering services to the communities.

In civil society institution, there is a structured community based on regular membership according to the general purpose, profession, or voluntary work. Membership is not based on genetic factors, blood ties and primary loyalties such as family, clan, sect, and tribe. The most important components of civil society are professional associations, trade unions, social movements, cooperative organizations,

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(22) عبد الغفار شكري، نشأة وتطور المجتمع المدني، مكوناته وإطاره التنظيمي، الحوار المتمدن 10\3\2004، <http://www.ahewar.org/debat/show.art.asp>

non-government organizations, universal clubs, youth centers and free press and media.... etc. <sup>(23)</sup>

Civil society may be defined and characterized in various ways, including terms of: Actors (e.g., not-profit, voluntary, inclusive, third element beyond state and business, emerging from everyday life, knowledge producers/ consumers, multi-stakeholders)

Agenda (e.g., international, value-guardian, counterbalance to non-civil society actors, democratic, action-oriented, reciprocity, political normative, emancipatory-self-regulating-supremacist, transformative-reformist-conformist). Process (e.g., freely organized of expression, participatory, dialectic networks, relationship, collective action, self-help, service, international and dynamics, flexible\adaptable, critical \reflexive, fragile\resilient and historical)

Spaces (e.g., grassroots, blurred boundaries, transboundary local/global, realm of social interaction, social context). Outcomes (e.g., people enable to fullest capacity, voice heard, social justice, better planet and enhancing every lives).

Krishman Kumar considered Civil Society for Gramsci is indeed not to be found in sphere of production or economic organization but in the State. However, Antonio Gramsci did not generalize the idea of civil society and state. He knew that it clearly varies from situation to situation and from state to state. He makes a clear distinction between relationship of state and civil society in east and west. <sup>(24)</sup>

The context of state civil-society relationship is different in England when it is compared with Russia. In addition, for this reason, only the revolutionary strategy struggles in this regard to explain the revolutionary strategy. Gramsci been influenced from Rosa Luxemburg's book "The General Strike" to develop his idea on "war of movement" and "war of position" to explain the strategies for the political struggle. A revolutionary force directly replaces war of movement system. In case of Russia, it happened where there was no existence of civil society. It seems that a change was

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<sup>(23)</sup> عبد الغفار شكري، نشأة وتطور المجتمع المدني.

<sup>(24)</sup> Antonio Gramsci, Selections from the Prison Notebooks of Antonio Gramsci: Ed. and Transl. by Quintin Hoare and Geoffrey Nowell Smith (International Publishers, 1971) p. 237.

necessary from the war of maneuvers applied victoriously in East in 1917, to aware of position which was the only form possible in the West where, as Krasnov observes, armies could rapidly accumulate endless quantities munitions, and where the social structure were of themselves still capable of becoming heavily-armed fortifications. But this formula is not applicable in the West where the civil society is strong and vigilant and goes hand in hand with state. <sup>(25)</sup>

In Gramsci's words, "The superstructure of civil society is like the trench system of modern warfare. In war, it would sometimes happen that a fierce artillery attack to have destroy enemy's entire defensive system, whereas in fact it had only destroyed the outer perimeter, at the moment they advance and attack the assailants would find themselves comforted by alien defense which was still effective. In western societies even if the state is destroyed, the revolutionary forces will face a challenge from civil society and in that case, war of position is the only option. The results of the 'war of position' 'are not fast like the 'war of movement' '. In case of former, the change takes place from within and takes aligner time. <sup>(26)</sup>

Gramsci add, "The war of position demands enormous sacrifices by infinite masses of people. In this situation government will play an important role in organizing all political and administrative forces and it will reinforce the "hegemonic" positions of all dominate groups. Joseph A. Nevertheless, Tiger discussed that "His purpose strategy (a "war of position") that would be employed in the arena of civil society, with the aim of disabling the coercive apparatus of the state, gaining access to political power and creating the conditions that could give rise to a consensual society wherein no individual or group is reduced to a subaltern status. <sup>(27)</sup>

Gramsci clearly views that the subaltern classes will realize their identity in the sphere of civil society and transform into a leading force. However, it must be noted that the sphere of civil society is not without strife or competition. There are clash of ideas between various groups within this sphere and political reality is established through that dialectical process. Fontana is of the view that "Civil Society is the sphere in which a continual process of conflict and community, dissent and consent, is

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<sup>(25)</sup>Gramsci, Selections from the prison, p235.

<sup>(26)</sup> Gramsci, selected letters, P. 239.

<sup>(27)</sup> Joseph A. Buttigieg, Gramsci on civil society, (boundary 2, 1995) 22.3: 1-32.

generated. It is here that the dialectic and consensus, functional strife over particularistic ends and generation of common goals, is conducted. “<sup>(28)</sup>

In the modern era and after collapse of the Soviet Union and the changes that took place in Eastern Europe, the concept of civil society has developed new uses that did not exist previously. The concept is used to refer to democratic transformation and used to be opposed to the state of global system.

### **2.1.3. NGOs and Democracy**

NGOs and civil society can contribute to policy-making, provided it has access to the decision makers at a sufficiently early point. Indeed, many suggestions for policy change may emanate from independent think tanks or campaigns of single issue NGOs in the first place. Once government has devised proposals for policy reform, they can also be tested by consulting NGOs. <sup>(29)</sup>

However, it is important that the consultative process itself is open and even-handed. Otherwise, there is the risk that powerful, well-connected, or well-funded groups can have disproportionate influence or that governments may engage in consultation as a token exercise. Good discipline is if the representations of all bodies consulted in policy-making are publicly available so that the press (itself part of civil society) can trace the influences that shaped policy change. This also acts as something of a check on private lobbying of powerful groups or individual-three groups may be restrained to some degree if there is a realistic prospect that attempts to change policy or law to their own advantage, which may be publicly exposed.

When plan is achieved, the administration stage of NGOs may campaign parliamentarians required in a debating, correcting and supporting draft laws. It is here that the ability of these gatherings is especially valuable for an individual lawmaker is probably not going to be expert in more than few points. However, NGOs can give expert and help with confirmation of impact of proposed change. The vote-based process is advanced when distinctive gatherings are included to outfit administrators with contending arrangement contentions. For instance, proposition to direct tobacco

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<sup>(28)</sup> Robert K. Fullinwider (ed.) Civil society, Democracy, and Civic Renewal, (SIAM, 1999).

<sup>(29)</sup> Carol Harlow and Richard Rawlings, Pressure through law, (Routledge, 2013).

promoting may pull in master remark from growth help and research foundation and medicinal specialists on one hand and gathering speaking to smokers and tobacco organizations on the other. Mind must be taken; nevertheless, guarantee that not all around supported gathering or ventures are just ready to “purchase “impact among officials. Where there is a scope of such perspectives reflected in verbal confrontation, the parliamentary procedure is significantly reinforced, past the limits of political gatherings. Such proficiency might be accessible by formal confirmation to authoritative or parliamentary boards of trustees, where the procedural standards allow this, or by instructions of singular administrators. Open crusades may match with the procedure trying to prepare a more extensive scope of popular feeling and draw in light of legitimate concern for the press, so as offer extra weight as powerful influence for parliamentarians. <sup>(30)</sup>

Outside the parliamentary field, the impact of NGOs may stretch out to utilizing suit to test the lawfulness of authority activity, to alter the law in the course supported by a weight gathering, or, falling flat that, to freely highlight the weakness of the law as prelude to reform. The utilization of delegate lawful difficulties to achieve more changes that are extensive has long history. In English law, one of the most punctual illustrations was the selection of the Chief in 1772. <sup>(31)</sup>

Alexis De Tocqueville in his book “Democracy in America” added a new dimension to the idea civil society and NGOs. He not only classified the state-society dichotomy in civil society but also added a new element, which is the ‘political society. Krishnan Kumar is of the view that “Thought not spelled out in precise terminology; in Democracy in America (1835-40) and The Ancient the Revolution (1856) De Tocqueville effectively identified three realms of society. The state, the system of formal political representation, with parliamentary assemblies, courts, bureaucracy, police, and army. There is civil society, which is essentially the arena of private interest and economic activity, and which corresponds more or less directly to the capitalist economy that Marx also identifies as civil society. However, while Marx makes this

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<sup>(30)</sup> Krishan Kumar, “Civil society: An inquiry into the usefulness of an historical term”, *British Journal of Sociology* (1993): 375-395.

<sup>(31)</sup> Laurence Lustgarten and Ian Leigh. In *From the Cold: national security and parliamentary democracy* (Oxford University Press, USA, 1994).

whole of non- state society. De Tocqueville critically adds another dimension, the diminution of 'political state'.<sup>(32)</sup>

De Tocqueville has observed the American society very closely and he is of the view that there is a natural relationship between 'civil associations' and 'political association'. He clearly states that "Civil associations, therefore, facilitate 'political association: but, on the other hand, political association singularly strengthens and improves associations for civil purpose". He also adds that politics gives birth to 'numerous associations'. He is of the view that in countries where the political associations are prohibited, the number of civil association will be very few and they will not be able to deliver their best because they will be badly managed.<sup>(33)</sup>

De Tocqueville rightly observed that if the governments will have association, people will get more dependent on the government and that will have a negative effect on society. Antonio Gramsci added a very new dimension to this subject matter. He brought in few new elements that enriched the concept framework largely. In the coming subsection Antonio Gramsci's idea of 'civil society' will be discussed in detail.

Finally, civil society and NGOs can contribute not only to policy and law making, but also to implementation. The press and NGOs may inspect audit and monitor the performance of government policies, due to their direct contact with particular sections of society, such as disabled or disadvantaged groups; they will have available evidence of the effect of government policies and legislation. In some cases, they may even be directly responsible for delivering the policy in question to a section of the public through joint working or government partnerships government (this is especially the case in the field of welfare services and education).

### **2.1.3. NGOs and Development**

Human Development Report (1997) gave a measured overview of progress and setbacks in addressing global poverty in the twentieth century, and a quantitative and qualitative picture of the scale of the problem still to be tackled. While there, have been distinguished contribution but not equally distributed. The economic restructuring of

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<sup>(32)</sup> Alexis Tocqueville De, Democracy in America (Regnery Publishing, 2003)

<sup>(33)</sup> Tocqueville De, Democracy in America.



the 1980s and 1990s reflect what UNDP calls the 'ascents/descents' character of development processes.<sup>(34)</sup>

Development, in the feeling of an assemblage of contemplating why destitution exists and endures, and about how to kill it, has a moderately late history. The development time is said to have been propelled by President Truman in 1949, and in reality, the vast majority of the best-known particular UN organizations were set up at around that time. Development NGOs appeared significantly more as of late, however huge numbers of today's well-known names - Save the Children Fund, CARE, Oxfam-started their lives as welfare or crisis help offices, and either "changed over" to advance met in the 1970s, or at any rate found it. Thousands or more were generated as the advancement business truly took off as it turned out to be better comprehended that the reasons for neediness and helplessness were auxiliary, and not 'characteristic', so it turned out to be a piece of NGO legend that advancement was the best type of debacle avoidance, and that a formative as opposed to a 'derring-do' reaction was more suitable in crises. Obviously, an awesome assortment of methodologies and exercises were- and still are - packaged into the classification of 'advancement', covering everything without exception from building lavatories and sinking tube wells through to supporting union instruction software engineers and human rights work.

A few unique components may frame some portion of a clarification. To begin with, the neo-liberal venture, as communicated through auxiliary alteration in the South, and as advanced in the North by its driving political ideologues, required a checking of state spending, and a moving back of social area speculation. In principle, a liberated market would give benefits that are more effective and make the occupations that would create the riches expected to maintain them. As private deliberate offices, NGOs could possess this new specialty serenely, especially, for example, in taking part in the social security net tasks and social venture subsidizes that should mitigate the prompt impacts of auxiliary modification. Henceforth, NGOs were urged to introduce themselves as suitable channels for help to the poorest, for those at danger of falling through the net - or for whom the net was just never intended to secure. Numerous

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<sup>(34)</sup> UNDP, *Human Development Report 1997*, (Oxford, Oxford University Press) Pp. 24–60.

NGOs that had beforehand prided themselves on how little government cash they acknowledged started to raise their willful roofs as the cash streamed in.

Second, the collapse of the Soviet Union, coming full circle in the fall of the Berlin Wall in 1989, was related with- and, by a few eyewitnesses, ascribed to- the rise of individuals' associations through which resistance to the predominant political framework was capably explained. These included church-based gatherings, unions, proficient bodies, and an incipient NGO part. The possibility of self-sufficient common society associations considering governments responsible, and in the meantime pushing forward a democratization motivation, was speaking to onlookers from changed focuses in the political range, down to earth individuals, and sentimental people alike. The opening up of the concentrated economies of Eastern Europe matched perfectly with the progress of the neo-liberal plan that was at that point in progress both in North America and Western Europe, and all through a great part of the South. <sup>(35)</sup>

Third, in Latin America there had been a long custom of radical social association as a type of imperviousness to military autocracies, especially once the space for political exchange was viably deterred. NGOs had assumed a key part in nations, for example, Brazil and Chile, frequently keeping up what little space may exist for levelheaded discussion or clutching an option vision of society. In Central America, the long-running common wars that had immersed a great part of the locale all through the 1980s were obviously achieving a military stalemate toward the finish of the decade. With US and EU consideration, a military stalemate toward the finish of the decade. With US and EU consideration swinging to Eastern Europe, the subsidizing plug was being hauled out, and outside support started depleting endlessly. US backing for the contra in Nicaragua, and for the legislature and military in Salvador, was winding up noticeably harder to legitimize to a household body electorate as far as 'stemming the tide of socialism', and long-standing EU bolster for political answers for the wars was starting to melt away. Additionally, the purported crumple of communism

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<sup>(35)</sup> Laurence Dodds, "Berlin Wall: How the Wall came down, as it happened 25 years ago", The Telegraph, November 9, 2009, <http://www.telegraph.co.uk/history/11219434/Berlin-Wall-How-the-Wall-came-down-as-it-happened-25-years-ago-live.html>

obviously had repercussions for the sort of future the left and focus left developments in Central America could imagine. <sup>(36)</sup>

There was a thriving of neo-sentimental ideas of the self-provisioning and automatic group versus the meddlesome and standardizing state. Indeed, even such sharp-tongued commentators of 'clubhouse free enterprise' as David C. Korten (who had since quite a while ago focused on that certifiable advancement must be 'individuals centered') credited practically messianic qualities to self-governing neighborhood groups. These were to be the main expectation of resistance against the assault of corporate private enterprise. <sup>(37)</sup>

Common society could not be blamed under any circumstance, and there was nothing it could not do. NGOs, as far as it matters for them, jumped up like mushrooms, offering to be both the channel through which to reinforce common society, and as common society associations in their own particular right. Sometimes, they appeared to assert the perfect appropriate to speak to or talk in the interest of common society.

The Internet has opened up new doors for 'virtual groups' of similarly invested individuals to share their thoughts. Some considerate society systems see the requirement for more successful states, for showcase direction, for charges on theoretical budgetary exchanges, etc... Others see common society as the sole underwriter of individual freedoms, holding that communism and the welfare state undermine the family, advance social breaking down, and produce reliance. These different gatherings are not amicably working towards the democratization of open establishments or great administration, nor are they fundamentally even tolerant of the others' entitlement to exist. Best-case scenario, they speak to the interests of their individuals. Instead of seeing common society and its diverse hierarchical structures as an aggregate contrasting option to the state, at that point, unmistakably just a successful

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<sup>(36)</sup> Joe Foweraker, *Grassroots Movements, Political Activism and Social Development in Latin America A Comparison of Chile and Brazil*, United Nations Research Institute For Social Development, (United Nations Research Institute for Social Development, 2001).

<sup>(37)</sup> David C. Korten, *The great turning: From empire to earth community*, (Berrett-Koehler Publishers, 2007) P. 316.

and open state can secure the privileges of all residents, where others may some way or another trample upon these.<sup>(38)</sup>

As specific sub-types of common society association, NGOs, as has regularly been stated, are characterized as a segment by what they are not, instead of by what they are. They come in all shapes and sizes, and the motivation and activities of some are oppositely contradicted to those received by others. Some convert as a state of accepting undertaking benefits; some concentrate on a topic or geological range; some are authority operational organizations, while others give just subsidizes and other support; some focus on prominent universal promotion, others work discreetly and inconspicuously at the grassroots. However, as a general rule, advancement NGOs are somehow required in exchanging assets from social orders which have bounty to the individuals who have close to nothing. Thus, generally, NGOs rely upon having the capacity to prepare.<sup>(39)</sup>

In conclusion, can say that have recently witnessed a series of social change and development in terms of social organization and social structure of the nation- state system, especially in the last three decades. NGOs have been characterized by its institutions, NGOs and private organizations, voluntary and non-profit organizations, which have taken on the burden of the central government a lot of burdens and incorporate under the system of non –government organizations, which are present in all or most of the world. These NGOs provide effective mechanism for involving citizens and groups within organizations that contribute to the organization of society, the unification of humanitarian activities for the public benefit

The idea that has been established for the establishment of NGOs are in the harmony with basic human principles and ideals that govern human. All that enemata from these institutions is to improve their rights, to educate them about their duties, to preserve their dignity and spread the highest values among them. Here, the objectives of these institutions are undoubtedly humanitarian goals, and they work in the interest of people, not against them, except in certain cases where these institutions may be

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<sup>(38)</sup> Foweraker, Grassroots Movements, Political Activism and Social Development in Latin America A Comparison of Chile and Brazil, United Nations Research Institute For Social Development.

<sup>(39)</sup> Sachini Muller, "NGOs and the internet: an analysis of NGO web presence." (2016).

curse and curse on people, in which they sell the principles on which they founded, which fought and struggled for.

The concept of civil society and NGOs is closely linked to the concept of democracy. Civil society and NGOs play a major role in spreading the concept of democracy and promoting a culture of acceptance of the other and collective action for the common good. If the state is democratic, Democracy is incubator of civil society and NGOs. There is no effectiveness for civil society under totalitarian dictatorship. The oppressive state weakens the pillars of society.<sup>(40)</sup>

Civil society and NGOs organizations in all their names have played a major role in many countries, especially those countries that suffer from governments unable to meet all the needs of citizens. We often see these organizations as having a role that transcends the role of governments in various sectors such as education, relief, and health. The fight against poverty, the promotion of human rights and the issue of women.

The daily struggles of NGOs and civil society groups around the world make it clear that the collective action based on human society can generate the foundation for alternative forms of politics and a new type of society.

#### **2.1.4. Strategic planning in NGOs sector in Palestine**

Strategic planning has developed as a major concept in modern administration science during the 1960s. However, humans practiced strategic planning as long as they existed. These practices could be traced back to primitive societies where humans instinctively exerted strategic planning skills to store food to survive the winter in cold regions, or to survive draught seasons in seasonal rain areas. Since that time, strategic planning underwent many historical developments until it become as what we perceive today as an independent discipline in the faculties of commerce and business administration, and in the various centers of planning. This chapter will provide a historical overview of the evolution of strategic planning.

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<sup>(40)</sup> Lian Thang Peter Sang, "The role of civil society in promoting democracy, good governance, peace and national reconciliation in Myanmar", (MS thesis, 2013).

It is believed that strategic planning crystallized in its early forms as a military tradition, when kings and battle leaders wanted to defeat their enemies. Ancient Egyptians were the first nation to use military plans against their enemies. Tuthmosis III used a military plan against Asians in the battle of Megiddo, and Ramses II used a military strategic planning against the Hittites in the Battle of Kadesh.

Strategy as a term, however, was not materialized until the Greeks. The origin of the term is the Greek word “strategies” which means "general, a commander of an army". A "strategy" is a person who is capable of planning the battle conduct and changing its strategies according to the battlefield conditions.<sup>(41)</sup>

During the middle ages, strategic planning continued to be practiced as a military tradition. Feudalists practiced future planning to assert their authority among people by using various military methods on a continuous basis. During the middle ages, strategic planning continued to be practiced as a military tradition. Feudalists practiced future planning to assert their authority among people by using various military methods on a continuous basis. Meanwhile, the state was devising its strategic plans to exercise its authority on the ground; strategic planning was essential for a king to establish the rule across the bounds of his sovereignty and protect the borders of the kingdom of external threat.<sup>(42)</sup>

Strategic planning continued to be the art of battle leadership that prevailed until the twentieth century. When strategic planning shifted from concept to war, battle leadership, defense planning and attack to concept shows future plans in any aspect of society whether military, economic, social, or educational.

### **2.1.5. Evolution of the concept of strategic planning:**

Concept of strategic planning emerged from the fifties of the twentieth century, but in 1958, it changed from a concept of military planning to a more comprehensive concept that reflected the planning of any field of life, by the Institute of Strategic

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<sup>(41)</sup> Rich Horwath, The Origin of Strategy, (Strategy Thinking Institute, 2006).

<sup>(42)</sup> Simon Newman, Military in the Middle Ages, Middle Ages.

Studies in London, which used the wide concept of strategic planning. Executives and management scientists and specialized institutes developed the concept. <sup>(43)</sup>

Lyndon Johnson (1908-1973), who became the American President in 1963 after the assassination of John F. Kennedy, was the first to direct the employment of strategic planning in all structures of government in the United States of America in 1965 under the name of "planning system and programs and budget". In the sixties, most of the faculties of business management approach to strategic planning were introduced within its decisions under the name of "administrative policies" and this remained until the replacement of the concept of strategic planning before the end of the sixties. <sup>(44)</sup>

In 1991, a group of experts issued a book entitled Strategy: Strategic Planning. In which they assured that goal setting and strategy construction should be done from the perspectives of customers, goods and value added rather than in order to overcome competitors if the goal was to sustain progress and growth within the new global environment.

Strategic planning is a significant component of strategic management. The concept of strategic management is that it is "the decision-making process related to the recognition of the company's message, its main objectives are far-reaching, selecting and defining strategic plans, allocation and employment plans, the possibilities and resources available to the company in line with its objectives and with environmental changes, as well as the development of the internal conditions, systems and procedures of the company, and then the implementation of these decisions and choices". <sup>(45)</sup>

The researcher illustrates that before presenting the concept of strategic planning, it is appropriate to clarify the concept of strategy. There are those who believe that the strategy is intended as the overall plan of the project to achieve the objectives in light of the external factors only to the perimeter of the project, and here the

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<sup>(43)</sup> Martin Guha, International Encyclopaedia of the Social Sciences (2<sup>nd</sup> Ed.), (Thomson Gale, 1997).

<sup>(44)</sup> Seminole War, Gale Encyclopedia of US History, (2008).

<sup>(45)</sup> عبد الشافي محمد أبو العينين، نحو نموذج فعال للإدارة الاستراتيجية، مجلة النهضة الإدارية، طنطا: أكاديمية السادات للعلوم الإدارية (1994): ص27.

distinction is drawn between strategic planning and tactical planning as the first covers a longer period and consequent Long-term commitments, while tactical planning covers a short period of time, usually focusing on the distribution and use of human and material resources within the project, in order to achieve the objectives in details. <sup>(46)</sup>

There is a view that the strategy is "the process of designing alternative means by which to achieve the objectives of management, and the use of resources available in the context of surrounding climatic conditions. <sup>(47)</sup>

Planning is defined as "a scientific and practical way of linking goals and means used to achieve them and to chart the parameters of the way that determines decisions, policies, and how they are implemented with those who try to control events by following well thought out policies and results. <sup>(48)</sup> Strategic is "plans and activities of the organization that are in a manner that ensures that there is some correspondence between the organization's mission and its objectives, its message and the environment in which it operates effectively and efficiently. <sup>(49)</sup> Strategic planning is a type of planning, it is defined as a "decision-making process based on possible information about future decisions" <sup>(50)</sup>

Strategic planning can also be defined as "the integrated process of identifying interests of the organization in the periphery, by focusing on access to relevant information in the past and present, and predicting the level of performance of the expected future and identifying opportunities and threats to the outer perimeter. <sup>(51)</sup>

Enhancement and quality is "increasing the efficiency of work, saving time, effort and money in any form of production. The enhancement and quality in this study means the efficiency of the performance of the employees, the employees to do their work in the best and less expensive ways do this.

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<sup>(46)</sup> سمير عسكر، أصول الإدارة (دبي، دار القلم، 1987) ص 73.

<sup>(47)</sup> علي السلمي، تطور الفكر التنظيمي (القاهرة: مكتبة غريب، 1980): ص 96.

<sup>(48)</sup> عبد الكريم درويش وليلى تكللا، أصول الإدارة العامة (القاهرة، مكتبة الأنجلو المصرية، 1980) ص 37.

<sup>(49)</sup> إسماعيل محمد السيد، الإدارة الاستراتيجية (الإسكندرية: المكتب العربي الحديث، 1990) ص 2.

<sup>(50)</sup> عائدة سيد خطاب، الإدارة والتخطيط الاستراتيجي (القاهرة: دار الفكر العربي، 1985) ص 3.

<sup>(51)</sup> عسكر، أصول الإدارة، ص 106.



### 2.1.6. Strategic planning and management models

It is said that there is no agreement on the optimal model for developing strategies for the problems facing the strategic department, and to determine the validity of this opinion, there should be a review and examination of a number of models of planning and strategic management of some researchers in administration. <sup>(52)</sup>

**Hrebiak and his colleague** model on the planning and management strategy includes the components of analysis of the current situation and structure, environmental analysis, analysis of available capacities and materials, strategic Options – Alternatives, values and perceptions of management, cost and return analysis, assessment - strategic Assessment, and the selected strategy.

In his book *Towards an Effective model of Strategic Management*, Abu El-Enin considers that there is a set of models for strategic planning that will be illustrated next, and due to the significance of these models, the researchers commented and criticized it for the benefit of the research.

**Howe** model addresses the strategic planning process and included analysis of the external environment, identification of opportunities and threats in general, analysis of the capabilities and skills available in the company, analysis and identification of operational strengths and weaknesses as well as available resources, identification of the opportunities and threats in general, identification of strategic options, alternatives and strategic options. Determination about the values of senior management, identification of the opportunities, goals and objectives, identification of strategy, policies, and programs, and making strategic decisions. <sup>(53)</sup>

**Pfeiffer and colleagues** model addresses (strategic planning) and includes the components of planning the plan–strategy, environmental inspection, review values, maintenance and shaping of the message, strategic business modeling, performance review, gap analysis, emergency planning, integration of career plans, apply the strategy, and application considerations.

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<sup>(52)</sup> ابو العينين، نحو نموذج فعال للإدارة الاستراتيجية، ص 43-53.

<sup>(53)</sup> ابو العينين، نحو نموذج فعال للإدارة الاستراتيجية، ص 43-53.

**Power model and colleagues** model addresses the strategic management process and included the components of environmental examination - external environment, analysis of the organization - the internal environment, setting strategic objectives, creating, and developing procedures and strategic options available, evaluation and testing strategy, implementation of the strategy.

**Bowman and his colleague** on strategic planning and management includes the components of diagnosis and examination of the company's current strategic position, analysis and identification of objective conditions for the current external and internal environment, moreover, future – self, analysis and identification of subjective non-subjective conditions, and include many variables, social, psychological, political, organizational and cultural values of the company, strategic change to be applied to the existing strategy of the company, and start a new cycle to determine the strategic position of the company.

**THOMAS** model addresses the strategic management framework and included the components of formulating and shaping the message and opportunities, including the components: environmental considerations, strategy levels, culture of its institution, determining the mission of the institution. The model also included the components of making strategic decisions, solving the external environment, analysis of the company, strategic choice, implementation of the strategy, and strategic control. <sup>(54)</sup>

**The Daft and a colleague** model on strategic planning and management includes the components of evaluation of the current position of the message, objectives and strategy, examination and analysis of the external environment, examination and analysis of the internal environment, enhancing external strategic factors: opportunities and threats, enhancing internal strategic factors: strengths and weaknesses, identifying the new message and new goals and objectives, formulating strategies: corporate strategy, business strategy and functional strategy, and application of strategies, considerations and related factors:

- Leadership required and appropriate in terms of communication, motivation, culture, and values.

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<sup>(54)</sup> ابو العينين، نحو نموذج فعال للإدارة الاستراتيجية.

- Required structure, structure, division of labor and centralization and decentralization
- Required human resources, polarization, transport, promotion, and termination.
- Information and control systems required, and budgets of specialization and rules and procedures work and information systems.
- Appropriate technology, workflow, internal organization, machinery and equipment, production methods and work design.

**The Greenly** model of strategic planning and management has the elements of environment analysis consists of three sub-components: review and review strategy, identify competitors and competitive position, determine market structure, the main orientation layout consists of three sub-components: organizational message, organizational objectives, and values and expectations as factors influencing mission and goals.

Strategy planning consists of three sub-components: strategic alternatives, strategy selection, and structural influences as factors influencing the identification of alternatives and the choice of strategy.

Implementation of the strategy consists three sub-components: operating strategies, control, and effectiveness, and managing the human element as an influencing factor in operational and control strategies on the strategy.

**The ANSOFF and college** model on strategic planning includes the components of objectives for the business activities of the company, identifying problems and opportunities in both the current and future internal environment, diagnosing problems, opportunities and their impacts on the company, proposing and providing possible strategies to deal with problems and opportunities, analyzing possible outcomes of proposed work programs, choosing the appropriate alternative, developing the implementation programs and budget estimates for the chosen alternative, leading application processes through communication and motivation, measuring performance against light objectives, noting the significant trends and the probability of not reaching

the internal and external company environment, and re-cycling all previous steps, components, or some of them.<sup>(55)</sup>

**Dr. Ismail Mohamed El Sayed** model on strategic planning includes the components of selecting the company message, assessment of the external environment: the external environment and the external environment, evaluating the internal environment of the company, identification of strategic alternatives, strategic choice, implementation of the strategy and create an appropriate climate for the implementation of strategies, and evaluating strategy and monitoring the implementation of the strategy.

From the previous review of the previous models, we can observe that they revolve around strategic planning that has been inclusive of all aspects. The company has relied on its components to analyze and select alternatives that achieve goals and objectives. These models have provided important aspects and elements of strategic planning and assumptions affecting this administrative process.

The first model (Hrebina) clarifies the interaction between analysis of the current situation, and resources (Hrebina): the first model human and physical availability and environmental analysis, as this model proves the presence of an effect (for values and perceptions management) on the strategic options of the company, the three models of 1986 refer to the impact of available skills and capabilities and senior management values on strategic decisions.

Bowman model referred to the interactions between important elements of strategic management, threats, strengths, and weaknesses, as well as other models.

It is also clear from the previous studies that there are some differences that are more focused in the process sequence components of previous models, as the direction of the pattern of relationships and the impact of elements differs from one model to another, because there are linear, ascending and descending vertical relationships as well as the existence of relationships and side effects on some other components.

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<sup>(55)</sup> ابو العينين، نحو نموذج فعال للإدارة الاستراتيجية.

Ansoff and his colleague model agrees on strategic planning with current requirements of Ansoff study, which will be applied to IT companies, this model involves better details of the problems and opportunities, and their impact on the company, and this is what companies suffer from information technology, as new opportunities are continuing in the field of technology in continuous development, and the objectives of these companies are specific and clear as this model focuses on leading application processes through communication and motivation, which is important in the performance of employees as well. This model includes a performance measurement component in the light of established objectives because effective productivity is a requirement for business. <sup>(56)</sup>

### **2.1.7. Historical development of NGOs in Palestine**

Israel occupied large parts of Palestine in 1948. This led to the imposition of a new reality on the Palestinian people, where the Palestinian society was cut off, and the Palestinian people dispersed in various geographic areas. Some of them remained in Palestine under occupation and other parts. Palestinians in the West Bank under Jordanian rule, in the Gaza Strip under Egyptian rule, in addition to those who resorted to Syria, Lebanon and Iraq. This effect led to the absence of civil organization from the Palestinian society. Prior to 1948, it was a stalemate because they have been dissolved due to the absence of a Palestinian community base. <sup>(57)</sup>

The Palestinian society lost its independence. The West Bankers, who were included in Jordan, had the freedom to work and participate in political or union organizations under the control of the Jordanians, as did the Palestinians who lived in other Arab countries in where the Palestinian were allowed to work within a national framework.

The Arabs did not allow the Palestinians to work independently in an independent political manner; this led them to participate their political activity through popular and union federations. The General federation of Palestine Students was founded in 1959, the General Federation of Palestine Workers 1963 and the General

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<sup>(56)</sup> Fred Nickols, Strategy, strategic management, strategic planning and strategic thinking. Distance Consulting LLC (2011): 1-8.

<sup>(57)</sup> روزماري صايغ، الفلاحون الفلسطينيون من اقتلاع الى الثورة، ترجمه خالد عايد (بيروت: مؤسسه الأبحاث، 1980).

Federation of Women in 1965. Palestinian revolution began in 1965, and there was a change in the Palestinian reality.

In 1964, the PLO was founded, and in 1965 launched the Palestinian revolution, and in 1967, Israel occupied the West Bank and the Gaza Strip, these events had a very important reflection on the Palestinians. They led to the restoration of the Palestinian civil society, the PLO strengthened its relationship with the Palestinian society in the Diaspora, under its supervision, and dozens of organizations and political parties, trade unions associations and clubs emerged. The civil society was not in the face of Palestinian political authority or the government of a Palestinian state. <sup>(58)</sup>

In the framework of a comprehensive resistance to liberate the country from the occupation, movement was popular unions of different types, a rule of revolution, the PLO as recognized by the Arabs and the world, became the sole legitimate representative of the Palestinian people, and became an observe member of the United Nations body in 1974, but some had seen the PLO as inclusive, that all the economic, social and political instruments and the whole society under the hands of organization. <sup>(59)</sup>

In 1964, the PLO was founded, in 1965 launched the Palestinian revolution, and in 1967 Israel occupied The West Bank and Gaza strip. These events had a very important reflection on the Palestinians. These factors led to the restoration of the Palestinian civil society. PLO strengthened its relationship with the Palestinian society in the Diaspora, under its supervision, dozens of organizations and political parties, trade unions and association clubs emerged. <sup>(60)</sup>

The first Palestinian Intifada came in 1987, and it was one of the most important moments in the history of the Palestinian society, where the Palestinian people in all groups organized themselves in associations and organizations to resist the occupation.

The Palestinians proved that they could organize themselves and establish civil society organizations without a national state. This advantage was the presence of civil

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<sup>(58)</sup> Mazen Masri, Distinction between PLO, PA, PNC, PLC, February 5, 2006.

<sup>(59)</sup> Ibid.

<sup>(60)</sup> Munther Dajani, The civil society in Palestine, (Al-Bireh, The center for regional studies, 1997).

society organizations before the existence of the state, unlike in the rest of the world. This period was marked by the history of the Palestinian civil society institutions, the transfer of leadership of the bourgeois class and the children of large families to people from the middle and lower classes, the Palestinian refugee role in activating and leading civil society, and the spread of cooperatives formed a mass action as the stage title.

Post Oslo and the establishment of the Palestinian Authority: PLO signed peace agreement as known as Oslo agreement, then signed in Cairo, Gaza, and Jericho agreement in 1994 where it received autonomy in the areas of the west bank and Gaza.

Following the establishment of the Palestinian Authority there was a change and a shift in the Palestinian civil society, phase sought to transfer society revolution and to struggle to get peaceful solutions to the stage, thus ending the revolution and the state of the Zionist occupation resistance, which led to a consequent change in the function of civil and political institutions that emerged in the stage of the revolution, and a transfer of the power of the Palestinian society movement from the outside to the inside. Altman G. appeared between civil society and the political community, as the Palestinian authority which operates in the areas of the West Bank and Gaza has become a political authority and its accounts, policies and linkages to foreign policy which links sometimes do not agree with the position of all Palestinian people, civil and political institutions.<sup>(61)</sup>

After the signing of Oslo agreement, a vibrant civil society emerged, playing the role of the position in the face of the Palestinian national authority on one hand and for the first time in the history of the Palestinian people, and facing the occupation forces on the other. Where the activities of NGOs and civil society were confined to the following:<sup>(62)</sup>

Civil society organizations affiliated with the political opposition- Islamic Jihad, Hamas, and other opposition factions- and these institutions are multiple, including associations, union's federation, and educational and charitable institutions.

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<sup>(61)</sup> George Giacaman, and Dag Jrund Lonning. After Oslo: new realities, old problems, (Pluto Press, 1998).

<sup>(62)</sup> مصطفى البرغوثي وجورج جقمان، منظمات المجتمع المدني ودورها في المرحلة المقبلة والمجتمع المدني والسلطة، ورقتان مقدمتان لمؤتمر في جامعه بيرزيت 13-15/5/1995.

The advantage of this type of civil society is its ability to mobilize. Civil society recognize the legitimacy of authority, and practices of the institutions, based on this recognition, unions popular, human rights organizations, and national figures, and a part of these institutions was an asset to the PLO and the transformation of its activities to the activities of civil political society. General Union of Palestinian Teachers, the General Unions of the Palestinian workers, Woman's Union, the union of engineers and other unions have had an important role before Oslo agreement, but were paralyzed and turned into a ruling authority of the institutions. <sup>(63)</sup>

NOGs with internal and external associations and relations, such as voluntary organizations, human rights organizations, and others, where the PLO and the Palestinian resistance factions, have been working through these organizations and communicating with the Palestinian people because they can't work directly due to the occupation, and after the establishment of the Palestinian Authority, a part of them was joined by power, and another by civil institutions.

After the entry of the PLO into Palestine and the exercise of its function as an autonomous authority, civil society faced difficulties from occupation power on the ground and other difficulties related to the benefits of Oslo Accords, which set limits for Palestinians that cannot be bypassed. The Palestinian Authority has become a ruling political authority whose interest sometimes conflicts with the work and goals of the civil society organizations. Unfortunately, the family, clan and elitist nature have returned to dominate the Palestinian political life and the Palestinian civil society. Military elites have become the Palestinian political elite or controlled by military elites. <sup>(64)</sup>

The Palestinian reality is a very complicated reality. There is a Palestinian Authority, institutions, and political parties but there is no sovereignty. When we look at Palestinian civil society and connect it to one of its important components, democracy, we see democracy as a lack of full sovereignty and inability of the

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<sup>(63)</sup> Giacman, and Lumeng, After Oslo new realities and problems.

<sup>(64)</sup> البرغوثي وجقمان، منظمات المجتمع المدني ودورها في المرحلة المقبلة والمجتمع المدني والسلطة.



Palestinian Authority to make sovereignty decisions and subjecting its decisions to Israel approval, we see that there are democrats without democracy.

The aim was to participate in national conferences, and the approach toward citizens was either to mobilize or to seek public blessing for the members of these conferences and associations, they excluded the peasants from political participation. After the creation of Palestine Liberation Organization, people were directed to recruit them, not to participate in decision-making or to work for community-based organizations.

The most important feature of the transitional stage, the stage of the Palestinian Authority, is the lack of awareness of the Palestinian leadership, which was preparing itself to assume its responsibilities in the organs of Palestinian Authority that the management of civil society organizations and institutions requires different mechanisms of leadership of the revolution, and different mechanisms of management of the organs of the Palestinian Authority.

Threats facing civil society organizations included the risk of containment in the mainstream of authority, the excessive centralization and inclusiveness, marginalization, the risk of deviating from the objectives of the work due to considerations related to the motives of external financing, and failure to see the continuation of the main challenge in the continuation of the occupation.

The first Palestinian intifada began on 8 December 1987; there was a race against it between the popular classes and the poles of the peace of capital:

NGOs began to spread throughout Palestine after the signing of Oslo Accords and many Palestinians modified their way of working in civil society to meet the requirements of peace and the consequent development programs. Large number of local organizations took part in the NGOs process because of the large number of these organizations and their ability to attract money from Donor countries, relied on foreign funding and spoke on behalf of Palestinian civil society, and carried out head-to-bottom

projects to bring about social change in its developmental fields, humanitarian relief, human rights, democracy promotion and women's empowerment. <sup>(65)</sup>

The prevailing pattern of civil society work prior to the CPA-based peace agreement and the self-financing cooperatives has shifted to a civil society led by NOGs following the peace agreement.

Palestinian NGOs have a unique characteristic of their historical development in a way that is contrary to the development of NGOs in other countries, and in a manner, that contradicts even the theoretical concept of NGOs itself. Most organizations have developed civil society within the "state framework," many writers and researchers point to the reality of the emergence of NGOs in the absence of a state, the absence of national independence, and the absence of sovereignty over land and citizenship. But after the establishment of power Palestinian conflict in 1994 the situation changed, especially after the issuance of the "Law on Charitable Associations and NGOs" in 2000, Where the main focus of the work of these organizations was on the provision of services, NGOs faced a lot of difficulties in their work on influencing policy development, despite the noticeable times of improvement in organizations' work in the national policy dialogue and participation in local governance.

It seems at first glance that NGOs in the occupied territories constitute a large and diverse sector, this is due to the wide scope of its activities in all fields because of the ability of these organizations to maintain the most experienced Palestinian human resources, as well as the important source of information and knowledge accumulated over decades of work, it acts as a bridge between the Palestinian territories and the world.

The phrase was used in the beginning of the 1970s in the context of the struggle of the Polish worker's movement with power in Poland, which was described as antigovernment forces in Eastern Europe <sup>(66)</sup>, and we cannot comprehend the general evolution of the concept of NGOs in Palestine without reviewing some of the influential

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<sup>(65)</sup> MERIP, Critiquing NGOs: Assessing the Last Decade: Middle East Report, (Middle East Research and information project, 2000), pp. 16\_19+27+48.

<sup>(66)</sup> Robert Biezenski, The Struggle for Solidarity 1980-1981: Two Waves in Conflict, (Europe Asia Studies, 1996) p. 48/2

functions these NGOs have done in various parts of the world in a context that accords with the theoretical development of these NGOs and their linkage to civil society.

NGOs are organizations that are outside the control ring of the ruling authority. They are non-profit. They are based on the participation of citizens; they seek public interest and always seek to influence public life. According to Gramsci, civil society relates to the super structure, and according to Gramsci concept of Hegemony, when the cultural vision of civil society organizations dominates public opinion, these organizations achieve effects, adjustments, and balances of power. The most important role to be played by civil society organizations is to give a model of democratic practice and encourage participation of all social groups.

NGOs, which are part of the Palestinian civil society, are considered social and human rights. Their role contributes to preventing state control of the rights of individuals and citizens based on the rule of law and based on a democratic civil constitution. These organizations lost much of their influential power and vital role after the Palestinian division. <sup>(67)</sup>

### **2.1.8. The Main Features of Palestinian NGOs**

NGOs were associated well with political parties, some of them served as a cover for those parties, and an entrance to work in Palestine because of the prevention of the occupation to form Palestinian political parties, they had a political action, such as festivals and voluntary work, competition between NGOs and institutions was on political grounds, moreover there was a lack of long-term programs, because there is no stability, in addition to lack of correlation between the local and national programs and what is happening in the world of variables, and birth of institutional leaders and dominance of the PLO on civil society institutions. <sup>(68)</sup>

The development vision overshadowed the political vision, adopting development programs without verifying their political objectives; also, a competition of a new type emerged that did not exist in the Palestinian arena, which is competition

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<sup>(67)</sup> Antonio Gramsci and Carl Marzani, *The modern prince and other writings*, (1958), P. 124.  
<sup>(68)</sup> عبد الرحمن التميمي، منظمات المجتمع المدني ودورها في مكافحة الفساد، ورقة عمل مقدمة في الورشة التدريبية بعنوان دور منظمات المجتمع المدني في مكافحة الفساد"، بتاريخ 2013/8/27، رام الله، فلسطين، ص 48.

with a national authority. The relationship ranged between acceptance and rejection, containment, and conditional partnership, moreover disengagement even partially between the leaders of civil action and political groups, and it has often been difficult for the NGOs to classify some institutions as civil society institutions, NGOs have become influential in politics and have lost influence in politics compass also alliance and participation in global issues. In addition, the entrance of organizations of a religious nature in NGOs to deal with issues such as elections and women's issues, was another thing that rapid change and adaptation to political changes in the world, many institutions have lost the basic and many NGOs leaders have shifted political work to social action.<sup>(69)</sup>

### **2.1.9. The classification of Palestinian NGOs in terms of nature:**

Mass organizations including woman's organizations, trade unions, and charity cooperatives is the oldest of the authority in Palestine. In addition to more development institutions and organizations such as agriculture and health committees, that had a significant contribution to the construction of infrastructure, centers and institutions of research and information and human rights, educational framework, and bodies defending the rights and interests of specific groups of society such as the Union of the Disabled and associations for specific villages and regions.

The emergence of voluntary community organizations dates back to the end of the nineteenth century. Christians and a number of Palestinian intellectuals played a prominent role in the establishment of various cultural associations, including the Christian Association for the Orthodox Youth in Jerusalem in 1877, the Knowledge Division in Acre. In 1886, the Palestinian Orthodox Association established schools, and in 1898, an Association of Blessing Arts was established in Jerusalem, in addition to other association.<sup>(70)</sup>

At the beginning of twentieth century, the phenomenon of political parties was not known. Therefore, the formation of associations in Palestine was either based on

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<sup>(69)</sup> التميمي، منظمات المجتمع المدني، ص 49.

<sup>(70)</sup> صبحي سعد الدين غوشه، شمسنا لن تغيب: انغام الحياة، ط 2، (مركز السرايا، القدس، 1994) ص 241-242.

belonging to Arab political societies or because of the societal or political role in Palestine or abroad.

The Palestinians had participated in foreign association such as the "Arab Forum in Istanbul 1909", "Al-Qahtaniyah Society" in the same year. Ali Nashashibi was a Palestinian officer in the Ottoman army and active in it, the Arab Fatah Society in 1911. In addition to these, the Palestinians formed political associations outside Palestine to combat the tide of Zionism. Palestinian students studying there mentioned three associations founded in Beirut:

The "Palestinian society", the "Anti-Zionism Society" and the "Nablus Youth Association" <sup>(71)</sup>.

Within Palestine, the "Jaffa Youth Association "Jaffa, "The Ottoman Arab Brotherhood Society in Jerusalem" was founded in 1908, the "Society for the Advancement of Arts" in Jaffa in 1908.

Women's movements have been active since 1903, including the Relief Society for the Poor, which was active in 1903-1906, the Association of Orthodox Orphans in Jaffa 1910-1947, the Society of the Reform of Islamic Girls, the society of the Christian Ladies, and others.

The formatting of these organizations during the mentioned period was characterized by formation, ranging from cultural, enlightenment, charitable societies to help the needy, these organizations didn't last long, most of them worked for a few years and then faded and operated on a sectarian basis, even if they bore religious names, since their founders were educated secular youth, and the aim was society as a whole.

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<sup>(71)</sup> ماهر الشريف، البحث عن كيان: دراسة في الفكر السياسي الفلسطيني 1908-1993: دفاثر النهج (ط 1، مركز الأبحاث والدراسات الاشتراكية في العالم العربي، 1995) ص 25.

### **2.1.10. Analytical vision of Palestinian NGOs and civil society organizations**

This study included an analysis of Palestinian civil society organizations according to four institutional/organizational levels as well as analyzing the capacities and needs of each of these organizations, as listed below.

**For first-level organizations (including grassroots groups and other types of community-based organizations that is called (CBOs).**

Requirements for individual capacity development, skills and priorities arising from the needs analysis include: management Projects, control of public policies, and work to build recognition of the "voluntary status" of community activists civil society.

Institutional needs of first-level organizations include institutional identification and strengthening, management relations and negotiation with local authorities, access to local support and management, and oversight services and ongoing processes in the community or at the local level.

Needs for the institutional environment and context include: recognition of local grassroots organizations as a party fundamentally not as the executing agency or beneficiary of the projects, and to promote the rebuilding of relationships between grassroots and inter-organizational organizations communities, in addition to local authorities recognizing grassroots organizations in their areas without the need for passage organizations in the registration process, and create a space for dialogue on development policies at the community or local level with the participation of both grassroots organizations and local authorities.

**For second level civil society organizations (made up of NGOs and intermediary organizations) non –government organizations (NGOs):**

Individual capacity development needs emerging skills and priorities include project planning and management, public policy analysis, the role of civil society organizations in governance, and access to fund.

Institutional needs of these organizations, particularly at the corporate governance level, include recognition of organizations; the development of the functions of communication and transparency, participation in governance at the local level, and oversight of Policies and public services, as well as building and managing relationships and partnerships with public authorities.

Needs related to the institutional environment and context include: creating a space for policy dialogue at the national level, the recognition of civil society organizations by the public authorities, the recognition of new organizations by senior organizations, the opening of membership and to join existing alliances and networks for a larger number of organizations.

**For third-level organizations** (which include aggregations of civil society organizations that focus on a specific sector, geographic area, or specific campaigns.

**For the level -four** of organizations (including general frameworks, national platforms) and their needs for action are requirements for individual capacity development, skills and emerging priorities include project planning and management, policy analysis, the role of civil society organizations in governance, and access to finance.

The institutional needs of these organizations include, especially at the level of corporate governance on the relationship with organizations members include: managing volunteers and activists, developing communication and transparency functions, building, and managing relationships and partnerships with public authorities, and to analyze the needs of its member organizations or their representatives.

Needs related to the institutional environment and context include: creating an area for policy dialogue at both levels local and national, recognized by the public authorities, and increasing the number of member organizations in the public alliances and platforms

### **2.1.11. Change has different dimensions:**

Organizations and Donor's Agenda

The agenda before Oslo was national, aimed at freedom from occupation. The work and cooperation between the popular movements, the political parties and all the social bases in each city, village and camp were formulated according to the pulse of the street and the libertarian project. The popular movements provided a politicized form to provide services to support steadfastness. The community has developed a kind of solidarity and empowerment. These movements have increased public awareness of political, social and ability to address internal social problems and health issues and invested in political mobilization to transform the grievances of people into concrete collective action in the context of the struggle for liberation.

Oslo Accords led to the reliance on conditional international aid that has affected and altered the national agenda, as well as donor countries' demand for a number of local organizations to be restructured to serve the peace process. This has changed the NGOs' agenda and changed the projects to become post-conflict. The dependence on external funding has limited the capacity of NGOs to resist donor pressures and limited their ability to develop plans based on national priorities. These organizations have benches organizations and become legitimized by donor countries rather than by Palestinian society.<sup>(72)</sup>

### **2.1.12. Collective and elitist:**

The situation before Oslo was collective action. Popular committees in the first Intifada were successful due to their decentralized organization, horizontal flexibility, and extensive communication with the largest segment of Palestinian society. In the post-Oslo period, the donor countries' assistance to Palestinian civil society provided high level of economic benefits and contributed leadership of NGOs with local and international politicians, diplomats, and UN officials, and enabled them to participate in international events and conferences and to appear in the media, which produced two types of elites.

The first included leaders and activists, mostly from left - wing factions with previous political activism, which helped build their reputation and professionalism. The second type included a generation of professionals who gained their knowledge,

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<sup>(72)</sup> <https://www.jstor.org/stable/152018>.



experience, and skills from foreign relations. As a result, power has been concentrated in the hands of a few, many of which are focused on specific people. Some are important than the organization itself, and some of them have been in office for more than 30 years. This is contrary to the democracy of donors and organizations who lost confidence in such organizations, which have in large part aimed at depoliticizing the Palestinian people. <sup>(73)</sup>

### **2.1.13. Political and not political:**

The popular movements were an integral part of the policy of steadfastness and played a key role politicizing the people, urging resistance to the occupation, and spreading the collective spirit. However, the donor countries of the NGOs strongly imposed on some organizations that they do not have political affiliation or interfere in any form. National policy forms and some donors have criminalized resistance operations as terrorism. The Palestinian people were among the most politicized people in the region, but the role played by non-governmental organizations has disrupted the role of political life, leading to a deterioration in awareness and political participation.

### **2.1.14. Criticism of NGOs:**

First criticism caused by the multiplicity of these organizations. Any institutions managed and directed individually without being linked to reality and to the life of society. The big problem in this criticism is that it will end by calling for the integration of these organizations into comprehensive frameworks and thus lose its most important characteristics: independence and ability to exert pressure and influence. Critique is that we must not import the values of the outside but must adhere to our ancient heritage.

According to Da'na (2013) the civil society based on social movement that prevailed prior to Oslo accord comparison to civil society's movement led by NGOs post Oslo accord reveals four contradictory dimensions that are essential to comprehend the shift in the Palestinian civil society and exposes the issue in the NGOs operations, these dimensions include: change in the NGOs agendas, the public base role, the political status, and the knowledge production.

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<sup>(73)</sup> دعنا، طارق، المجتمع المدني الفلسطيني: أين العلة؟ <https://goo.gl/cd4n9A>

The national agenda formed a pillar for the Palestinian public movements and shaped, regularly, the speeches of these movements and its objectives taking bases of the principles of national freedom movement and listed it in the actual organization. Moreover, the social movements worked closely with the political parties and social norms in the towns, villages and refugees' camps which enabled it to identify the agendas on effective combination that includes three mechanisms as the social movement provided a politicized form to provide the necessary services to support the local community's resistance. It also developed the public awareness of the political, social, and economic issues and the significance of reviving cultural heritage that has a vital rule in the collective empowerment and invested in the political mobilization so to convert the people's grievances to a substantial collective work in the framework of struggle for national liberation.

As part of the policy of resistance, the social movements played a core role in politicizing the Palestinians awareness, as it used diverse methods to enhance popular participation in the political field including attracting new members in the political parties, wide range political mobilization, and collective work organization, which contributed in introducing alternative policies for the development and economic survival.

During the post-Oslo stage, the international donors provided fund for the civil society in the form of high salaries and other economic privilege, and the NGOs leaders to interact with the local and international politicians, foreign diplomacies, parliamentarians, UN officials and international agencies.

From the political vs. non-political perspective according to Da'na (2013) the social movements played a central role as part of the resistance policy, and the political conditioning imposed by the donors had also an influential role in creating a gap between the civil and political, for donors, NGOs should not have political affiliation or be involved in any form in any type of national policy, to the extent that some donors criminalized resistance, and the most irritating measure imposed by these donors was forcing restrictive criteria such as counterterrorism condition that was put by the USAID in 2002 as substantial condition to contracting with the local NGOs and other NGOs followed its steps since then.

NGOs role is not limited to producing knowledge seeking to narrow the definition of civil society, but to produce large sum of studies, research papers, conferences and workshops that aim to changing the local opinions and recharge the donors community with detailed information about the local context, and in both cases affects the perspectives in the general attitude to generate knowledge or interfere directly.

The percentage of research papers conducted by NGOs in Palestine were 90% of the total research papers, while the Palestinian universities contribution is still modest contributing with 10% of total published literature, and this reveals a tremendous gap in the market rationale that controls knowledge production and seeks to empower private sector researches at the expense of the public educational institutions.

Finally, after surveying the history of the NGOs in Palestine, its development and evolution, and its significant role and entitled tasks, the following section of this chapter is focusing on analyzing the strategic plans content of Tamer Institute for Community Education and the Palestinian Consultative Staff for Developing NGOs (PCS-Palestine), where the researcher is performing an analytical critical reading of the existing strategic plans and comment on it, as these comments and criticism is going to be of assistant in developing a vision and strategic future of these two institutions. Moreover, this analytical reading of internal and external factors and will be linked to chapter IV, where the researcher is going to draw a strategic planning model benefiting from the data obtained from the questionnaire.

## **2.2. Previous studies**

Jaffar (2017) identified the impact of strategic planning in reducing the crises faced by employees in public institutions, and to recognize the importance of strategic planning and dimensions as well as strategic planning and effective elements as well as to identify the factors that must be taken care of by the management, which helps mitigate the effects of crises using a descriptive analytical method based on the questionnaire as a method of data collection, and distributed it to all public sector employees in the Jerusalem area suburbs, where the volume of community study consisted of 850 employees. Results of the study showed that the strategic planning in

public institutions contributes to the reduction of potential problems, and to the lack of explanation of the strategic plan to the staff which, in turn, increased the effectiveness of crisis management. Moreover, the lack of employee involvement in strategic planning is considered an obstacle to solving problems, as it reveals the strengths and weaknesses in the organization. Besides, strategic planning provides useful information in making decisions and solving problems, and it increases the vision of employees in crisis management. Results of the study show that the application of strategic planning needs to be carried out by relying on high academic qualifications and long experience in the field of strategic planning.

Abu El-Khair (2016) aimed at recognizing Information about the obstacles of strategic planning implementation in clubs' sports in Gaza strip from the point of view of the members of the clubs councils. The researcher used the "Descriptive Analytical" approach. She used a questionnaire as a research tool, and she used a "Comprehensive survey Sample" to explore viewpoints of the research sample which was (234) membership in clubs' sport. The study outcomes showed that the sample expressed a high degree of approval of the necessary sports clubs' financial resources are the most administrative obstacles for strategic planning for sports clubs. The sample uttered a high degree of approval that the instable economic circumstances in the region are the most difficulties associated with labor climate for strategic planning for sports clubs. The sample expressed a high degree of approval of the club's message that includes values and beliefs and the nature of the club's work and what distinguish the club. The sample articulated high degree of approval that the strategic planning helps in growing and developing of the club. The sample showed a high degree of approval that there is no benefit from the strategic planning experiences at the level of local and regional clubs. The results also showed that there are statistically significant difference sat a level of significance ( $0.05 \geq \alpha$ ) in the respondents' responses on the field of statistical constraints of implementing the strategic planning for the sports clubs in Gaza Strip according to the variable( the province, qualification, specialization, and training courses). The research results pointed out; there are no statistically significant differences at a level of significance about the constraints of the strategic planning for the sports clubs in Gaza Strip according to the variable (age, job title, and experience).

Nasseef (2015) explored the complex issue of women's empowerment strategies in NGOs in Saudi Arabia. The rapid social change, which has taken place in the recent years, has transformed both private and professional roles for women in the country; it has created new spaces and increased visibility for women. The empirical study employed a mixed methods approach consisting of interviews and questionnaire survey. The analysis identified five major strategies employed by Saudi NGOs to promote women's empowerment, which include: guests and events, building alliances, media, religion, and framing women's issues. The findings identified religion as a decisive influence in many decisions made by NGOs regarding women's empowerment strategies. The analysis furthermore identifies contrasting views regarding employing the term "empowerment" these reflecting the rapid social change and ideologies present in the country. Ultimately, the thesis portrays the challenges NGOs face promoting women's empowerment which is equally reflected in the literature review and the empirical findings of the study.

Al-Hafi (2014) aimed to identify the strategic planning in the Palestinian universities in Gaza Governorates and its relationship to competitive advantage, using the descriptive analytical method, which was used to verify the hypotheses of the study and to answer its questions, also the researcher chose the study population as a sample field as the size of the study population and the number (224) employees is small who carry the job titles: the members of the boards of universities, and vice-deans, heads of academic departments, and members of the quality Assurance Unit at the Palestinian university (Al-Azhar - Islamic – Al Aqsa), and responded (196) employees on a study tool. The results showed that the arithmetic average of (3.79) to the axis of the formulation of the vision, mission and this indicates that the concept of strategic planning among a sample of the study, noted here that the respondents have a tendency toward a degree too high concept which connects strategic planning quality. SMA (3,460) to the field of competitive advantage which is good and that there are shortcomings in some aspects, such as providing an appropriate environment and provides competing services to universities.

Srour (2014) aimed to identify (The Efforts of NGO's in support The Educational Process at Schools in Gaza's Governorates "An Evaluative Study". The researcher used the descriptive analytical method and to achieve the objectives of

study the researcher has designed a questionnaire which targeted the principals of schools that affiliated to the Ministry of Education and the schools that affiliated to (UNRWA) in Gaza governorates. And the questionnaire consists of (50) question covering (4) scopes :( The efforts of on-governmental organizations in providing material and logistical support-supporting activities-strengthening the relationship between the school and the family-the obstacles that facing the work of on-governmental organizations). Where the researcher has distributed (250) questionnaire (39.06%) of the original study population was recovered (214) questionnaire. The statistical program(SPSS) was used for data analysis. The results showed that the total degree of school principals' estimates for The efforts of non-governmental organizations in the educational process is (49.39%) ,while (the promotion of activities) has received the first order from the point of view of schools principles a Gaza governorates with a grade of ( 55.11 %) ,and the (Material and logistical support) has received the second order with a grade of (49.49)%. In addition ,(strengthen the relationship between the school and the family) has received the third order with a grade of (41.39%) from the point of view o of schools of principle at schools in Gaza governorates. There are no statistically significant differences between the mean scores of the sample to estimate the efforts of non-governmental organizations in support the educational process in schools at Gaza's Governorates related to (gender-the service years-supervising authority). There were statistically significant differences attributed to the school district "Governorate" (the north of Gaza - Gaza – Central (Alwosta) - Khan Yunis - Rafah ) between the mean scores of the sample to estimate the efforts of non-governmental organizations in support of the process of education in schools in the Governorates of Gaza in favor of Gaza and Wosta Governorates.

Mike Schraeder (2012) examined (simplified entrance to strategic planning), concluded that service organizations that use strategic planning do their jobs better than those which do not implement, and that it is of paramount importance that key managers of the organization attend strategic planning sessions. The study also suggested that there are benefits of involving external organizational consultants in this process.

C. R Bunning (2012) showed that during the last five to ten years, many governmental organizations implemented strategic planning, yet the results failed to explain what strategic planning is supposed to accomplish. A review of the strategic

planning experience in government organizations in a number of countries indicates that the motivation of stakeholders is the determinant of the strategic planning input followed and therefore is the determinant of the desired output type. The researcher pointed out that the three most common entrances to strategic planning have their drawbacks and these entries, and that strategic planning is a technical process for formulating goals and making decisions. In exploring the benefits and disadvantages of this approach, the researcher provides general guidance for the effectiveness of strategic planning.

Yasser Al-Shalabi (2007) examined "Mapping of NGO-Governmental organizations in the West Bank and the Gaza Strip". The study aimed to provide a database on NGOs, including their census, location, scope of services, programs, and objectives. This study showed the diversity of organizations in terms of objectives and programs and the preference for institutional building in new organizations compared with traditional organizations, and the efficiency of traditional organizations in delivering their services and achieving their objectives. The study also revealed a general weakness in the internal structure of NGOs, especially in the area of planning. It suffers from a lack of financial resources, lack of infrastructure and the necessary infrastructure to enable it to implement its programs.

Al-Ashqar, (2006) study examined "Studying the reality of strategic planning in the local NGOs in Gaza Strip, aimed to identify the reality of strategic planning in NGOs in Gaza Strip in terms of clarity of concept, and the specific constraints to the exercise of planning strategic approach in these organizations, and it aimed to identify the impact of personality and organizational variables in the manager's understanding of strategic planning, The researcher used the descriptive analytical method. The study adopted the questionnaire as a data collection tool, the sample consists of 133 managers, and the study reached some results including: (a) The clarity of the concept of strategic planning among NGO managers was 66.7% of the study population. (b) There is no relationship between the degree of clarity of the scientific concept of planning (strategic) and the level of its practice in non-governmental organizations. (c) The availability of skills, competencies, information systems and the necessary material resources are the most important factors for a successful strategic planning and implementation.

Study by Basiouni, (2005) examined "Strategic Planning for Human Resources in Major Saudi Companies" aimed at identifying the strategic planning of HR activities in Major Saudi companies, the questionnaire was applied to 35 diverse business activity companies, study results showed that large Saudi companies are planning some human resources activities, but the planning activity faces problems of lack of expertise capable of strategic planning and weak management support. Moreover, the results showed the inability of planners to highlight the positive results of planning in a clear quantitative manner.

Rehab Shbeir (2004) entitled "The reality of human resource management in NGOs in Gaza Strip and ways of developing it", analyzed the human resources management situation in non-governmental organizations in Gaza Strip and its means of development and reached a number of results, the most important of which are: (a) Lack of sufficient care to plan and develop the process of human resource development and management in non-governmental organizations, where certain non-positive practices prevail. (b) NGOs do not exercise planning within a complete and clear methodology.

Attia Abu Muammar (2002) examined "Strategic Planning for Human Resources as an Approach to Increase the Efficiency and Effectiveness of Private Organizations in the Gaza Strip", focusing on the method used in developing the human resources plan in the private organizations in the Gaza Strip, it also studied and analyzed the external and internal environment factors. The researcher reached a number of results including: (a) the lack of strategic planning for human resources in private organizations in the Gaza Strip. (b) The confusion of the planning concepts in these organizations. (c) The lack of coordination between the general strategy and human resources strategy.

Azza Abdel Hadi (2002) examined "Role of NGOs in Building Civil Society", aimed to provide important, useful, and credible information about NGOs. The study reached the following conclusions: (a) there is a significant number of NGOs adopting the integrated strategy, which tightly links the impact of public policies, builds public awareness, and provides services, institutional development, coordination, and networking. (b) There is a wider interest in the role of NGOs in strategic planning at nearly 83.1%. (c) 83.6% of NGOs have a clear system of follow-up and evaluation of



achievement. (d) 96.1% of the study sample held different meetings for volunteers and their employees, and 48.8% of the sample indicated that these meetings are periodic.

Hassan Mokhtar Hussein (2002) examined "A Proposed Concept for Implementing Strategic Planning in the Egyptian University Education". This study aimed to shed light on the concept of strategic planning and its steps and problems, and to clarify the most important reasons for adopting this method in university education, and the importance of its application, in addition to the development of a proposed vision for application in the Egyptian university education.

Jarrar & Abu Zaid Study (2002) concluded a series of results, the most important of which was that the work of NGOs was in the past focused on resisting the Israeli occupation on the one hand and on sustainable development on the other. After the arrival of the Palestinian Authority, in the wake of the establishment the Palestinian Authority in 1994, non-governmental organizations in the West Bank and Gaza Strip are undergoing a process of transformation imposed on a range of issues and challenges, not only at the national level but also at the level of the sector itself, The researcher also concluded that there are many obstacles to upgrading the non-governmental sector, including the lack of information systems in these organizations.

### **2.3. Discussion of the previous literature result**

By investigating the studies, I find that founding were deeply in measuring the extent to which managers understand the concept of strategic planning, the extent of its practice, and the relationship of this practice with some organizational and personal factors in organizations, they agree with this study in content, but the current study differs with them in terms of the community of the study that I was interested in.

There are studies that agreed with the current study in that they also address strategic planning, but the study communities have had educational and development organizations.

There are studies concerned with administrative practices and obstacles to administrative performance in organizations in the NGOs sector. They converge with this study in terms of society of the study and differ with it in terms of content that these

studies dealt with performance in general, while this study was concerned only with NGOs strategic planning in particular.

Some studies were concerned with strategic planning and agreed with this study in the subject matter where they touched on strategic planning and focused on non-governmental organizations and focused on the type of leadership required for these organizations but did not focus on how important this leadership exercise is for strategic planning.

The previous of studies concerned with strategic planning but with an emphasis on the integration of resource planning with strategic planning and especially non-Arab studies.

## **CHAPTER III**

### **Research methods**

#### **3.1. Methodology**

After selecting the design of the study, its community and appointed by the data collection tools, the researcher take the appropriate permissions to institutions targeted, to begin operations data collection as main and sub for the study measures to answer the questions and hypothesis then to classification, coding of these data and the preparation to the final analysis

#### **3.2. The design**

The researcher employs quantitative analytical descriptive approach in this study in addition to the recruitment and use of historical method and content; in addition, review the vision, mission, values, goals, risk plans and implementation plans for these organization and institutes

#### **3.3. The study sample and community**

To achieve the objectives of this study the researcher determined this study to all non-governmental organizations in Palestine that arise to 3087 NGOs that includes 7400 employees<sup>(74)</sup>, from which a selected sample for these NGOs and the researcher collected preliminary data from the selected sample.

#### **3.4. The tools**

The researcher has developed a special tool for this study, which includes independent demographic variables (gender, work nature, age, academic qualification, years of experience, job title, age of the institution and source of funding of the institution). The four fields of the study (participation, effectiveness, constraints and requirements for strategic planning).

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<sup>(74)</sup> PCBS, Working Force Statistics (2016).

The researcher developing, enhancing survey with different spaces and dimensions, addresses to measure the culture of strategic planning in the NGOs, in addition the researcher utilize some of structured interviews with the administration and the team of the affairs of these institutions and organizations.

This thesis provides a systematized overview of patterns in the scenario planning literature published in the last decades. Recently, scenario planning has enjoyed a revival, apparent in the ‘boom’ in published research on the matter. Consequently, a major issue that needs to be addressed is how to organize the literature along precise lines. A number of reviews that describe the status of the body of literature and knowledge on scenario planning have attempted to respond to such requirements. These studies agree that systematizing the existing literature is a necessary step in developing the field. This paper aims to contribute to this purpose. The review of the academic literature here conducted is thought to be useful for both academics and practitioners.

Strategic planning is a compass of every government and non-government institutes in the world today. Strategic planning is key to the operation of the modern state in the present where are they standing and in the future where are they going. NGOs bringing the suffering of the committee to the government an international organization and to create a common understanding of identity in terms of what is imagined as legitimate expressions of nationalism, so they their role as mediator.

The study aimed to explore the enhancement of the culture of strategic planning in non-governmental organizations (NGOs) sector in Palestine applying the study on two NGOs, namely Tamer Institution and the Palestinian consultative staff (PCS) as case studies and whose employees has completed a questionnaire of 44 items divided into four dimensions, where the reliability of the study was judged by a set of judges who attested its radiality after modifying and deleting some of its contents, while the validity of the questionnaire was calculated using Cronbach alpha for each dimension which has a very high validity ranged between 0.81-.93, as the following table indicates.

**Table 3.1. Table of dimensions reliability**

Dimension	No. of items	Alpha sig.
<b>Participation of executive management, employees, and board of directors in the development of strategic plans</b>	<b>7</b>	<b>.817</b>

<b>Necessary requirements in strategic planning</b>	<b>16</b>	<b>.916</b>
<b>Strategic planning constraints</b>	<b>11</b>	<b>.931</b>
<b>Performance effectiveness in strategic planning</b>	<b>9</b>	<b>.899</b>

### **3.5. Research procedures**

After selected the design of the study, its community and appointed by the data collection tools coding of these data ,researcher take the appropriate permissions to institutions targeted, to begin operations data collection as main and sub for the study measures to answer the questions and hypothesis then to classification, coding of these data and the preparation of the final analysis

### **3.6. Data analysis**

On the basis the collected data and related codes

First, the researcher implemented historical as well as content analysis technical to come out with analysis and related interpretations.

Second, the researcher employed and utilized with reference (SPSS) The Statistical Packages for Social Sciences) the needed descriptive as well as inferential statistical analysis technical, in particular calculation of frequencies, main standard deviation and percentages. Furthermore, the researcher calculated main differences by using t test and one-way a nova tests.

### **3.7. The answers key**

The five-point Likert scale was utilized to assess the answers of the respondents on the questionnaire as shown in the following table.

**Table 3.2. Five-point Likert Scale**

<b>Degree</b>	Strongly disagree	Disagree	Neutral	Agree	Strongly disagree
<b>Mean</b>	1-1.80	1.81-2.60	2.61-3.40	3.41-4.20	4.21-5.00

## **CHAPTER IV**

### **Results & Discussion**

#### **4.1. Introduction**

The study aimed to explore the enhancement of the culture of strategic planning in non-governmental organizations (NGOs) sector in Palestine applying the study on two NGOs, namely Tamer Institution and the Palestinian consultative staff (PCS) as case studies and whose employees has completed a questionnaire of 44 items divided into four dimensions.

#### **4.2. Contents analysis and discussion of the strategic plans of Tamer Institution and PCS.**

The researcher has chosen The Tamer Institute for Community Education and the Palestinian Consultative staff for developing NGOs to analyze their strategic plans as models that illustrates the work of non-governmental organizations in the Palestinian society through analyzing the strategic plans of the two institutions and measuring the effectiveness of these plans on the ground, considering the continuous social changes taking place in the Palestinian society, whose structural building within its nuclear framework (the family) is witnessing a significant change in the system of relations, in addition to the rapid political changes in the Arab arena and its repercussions on the issue, leaving a clear impact on the Palestinian society system and influenced by the local repercussions of external changes, including the Arab and international changes.

#### **Formation in response to the uprisings and the voice of the people:**

##### **The Tamer Institute for Community Education**

Tamer Institute for Community Education was established as a national non-profit organization concerned with community education in Jerusalem in 1989. This was in response to the urgent need of the Palestinian community to acquire effective means of learning and production under difficult socio-economic conditions created by the Israeli occupation.

### **Tamer Foundation and address the policy of ignorance**

The age of the institution and its presence on the ground is one of the factors that led the researcher to select this institution to measure the success of these NGOs in achieving development in society. The Tamer Foundation was established in the 1980s and before the establishment of the The Palestinian national liberation (PLO) as an umbrella for all Palestinians, and in the wake of the outbreak of the glorious Palestinian popular intifada in 1987, and took upon itself the promotion of the culture of the young generation of children and youth in the absence of the role of educational institutions and control of the Israeli occupation of the curriculum, and the application of the state of emergency and arrest of students and teachers, raiding and closing schools and education places and confiscating books.

### **Tamer & Investing in the power of the Free Community:**

Non-governmental civil society organizations invest their energies in their simplicity in enhancing the human existence and providing them with the knowledge, sciences and tools that develop their own abilities and help them as Palestinians under the Israeli occupation to deal with the processes of obliteration, disappearance and replacement through identification. In this spirit, the Tamer Institute for Community Education was established in Jerusalem in 1989 during the first Intifada in the wake of the closure of schools, universities and educational institutions by the Israeli occupation, which was created in response to the urgent need of the Palestinian community to acquire effective means of learning and production under difficult social and economic conditions created by the Israeli occupation. The imposition of curfews, the arrests of boys and girls, the persecution, not to mention the policy of shutting down schools, often raiding and throwing teargas, which has contributed to the disruption of the educational process.

### **The institution's vision and response to reality**

The presence of the Tamer Institute and its work in the field is an urgent need, and in response to the harsh reality of compelling, and fill a gap clearly bounded by the presence of the occupation in the Palestinian society. Hence the Foundation's vision since its inception "for a free and secure Palestinian society", and employs its mission, philosophy of work and the abilities of the local community and its employees to

achieve this vision. Tamer Institute for Community Education continues to operate today as a non-profit, it is based on a field coordinator in each of the governorates. Its work is based on a number of major campaigns: reading campaign, My Father Read Me Campaign, and I donated a book Campaign.

### **Tamer Institute and enhancing social values**

The Tamer Institute for Community Education focuses on the right to education, identity, freedom of expression and access to knowledge. It works in both the West Bank and the Gaza Strip to target children and young people and develop new alternatives and resources alongside formal education. The Foundation's program is based on promoting reading. In addition to building a supportive environment for the culture of learning in Palestine and supporting research and literary production in the field of children and adolescents' culture. This is the mission of the institution and its vision and complementary to the mission and objectives of the Ministry of Education in Palestine. The educational experience in Palestine varied and changed in structure, apparatus and staff during the years of the first intifada and the civil administration of the occupation, and reaching the institution of the Palestinian National Authority and its apparatuses. This is evident in the school curriculum, which changed and changed many times in relatively few years, between the old and modern Jordanian curricula, and the Palestinian curriculum, which has been modified and changed its structure and materials more than once in a relatively short period.

### **The vision and strategies of the institution**

In light of these changes, TAMER's vision and strategy focused on the quest for a free and secure Palestinian society through the means and resources available within the framework of the institution. This vision was derived in response to the reality of the Palestinians who seek freedom and security. Its application and what it is difficult to apply during these rapid changes, and how it can change the structure of movement to ensure the achievement of the greatest number of goals on the ground. The vision of each organization is a dream that aims to reach it through its goals and strategies. Successful organizations and institutions have a clear vision that converges with the reality about the future and derives from it and from the needs and issues of the people and thus dedicates its resources and interests to achieve these purposes. From the Tamer



Institute for Community Education, whose components were based on analysis, selection of alternatives and taking into consideration the existence of risks, which seeks to achieve their goals and objectives. These models presented aspects and important elements of strategic planning and assumptions affecting the process Administrative and operational. Thus, it is possible to say that institutions and organizations that are interested in developing clear strategies for their business have achieved considerable confidence and success with their constituencies and partners, which is a catalyst for other institutions and the local community.

### **SWOT analysis**

This analysis is one of the common methods in analyzing the planning environment and identifying risks and obstacles, which aims to identify the associated strengths and weaknesses, namely the internal environment of the institution as well as the opportunities and threats that the institution may face in the future. But the organization has taken into consideration the presence of elements for analysis within the context of planning and strategy-building and shows in their plan a clear and comprehensive analysis of risks and how to address them if obtained, methods of treatment and identify the person or team responsible for the solution.

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### **Tamer Foundation and the confrontation of environmental fluctuations**

Environmental changes and political instability are one of the most important and effective obstacles under the current circumstances and the continuation of the Israeli occupation and its arrogance on the ground. The prevailing social and political conditions cannot be controlled or controlled, which affects the economic level of the individual. Quality of life, quality of life, and level of social well-being. The Tamer

Foundation worked to increase the interaction with the environment of the participants of the children and the local youth, and brought the environment and its disturbance, and concern, of the siege and hardship of living, and the difficulty of mobility, and the invasion and arrests in the activities and activities, and deliberately published from books and manuscripts, As it works in the field of education and education, which constitutes a fundamental extension of the resistance and steadfastness in light of the above mentioned data, which enables the institution to influence positively through its strategy and mission centered on encouraging reading habit in the Palestinian society. The night of the impact of environmental and political risks, in order to serve the elements of the internal forces and contribute to supporting the development side and deviate backwardness of the Palestinian society and the development of the cultural aspect of national responsibility.

### **Tamer Strategy and Challenges of Reality**

Tamer's strategy is to employ people with an insight into the future who have a belief in community work and a desire to bring about change, correction, discovery and building on what is in place to formulate and formulate plans that translate into procedural goals. They see change as a necessity rather than a challenge and a translation. With the reality and work of cadres within the framework of the values of the institution, and to measure the possibility of achieving these goals and the extent of their reality, so that this is associated with the human and financial capabilities of the institution.

### **The Palestinian Consultative Staff for developing NGOs (PCS): reality and aspirations**

The Palestinian Consultative Staff for Developing NGOs is an independent civil institution established in 2005, five years after the outbreak of the Al-Aqsa Intifada, and nearly two years after the Israeli-Palestinian direct military conflict and the conflict on the ground with the enemy. In the balance of power and gear imbalance in the structure of the Palestinian society and its health, social, psychological and economic, hence the formation and work of the advisory body at a critical stage can be called metaphorically stage of healing, reconstruction and reconstruction.

## **PCS and Communication with the Community**

The PCS works in partnership with institutions that improve the quality of life for people with disabilities, empower women politically, socially and economically, and promote the concepts of true partnership with society, And these institutions.

The PCS's mandate was not dependent on rebuilding from scratch, but rather on the development, empowerment and development of the Palestinian society, its components and its existing institutions, women's associations, health care institutions, childcare and support for people with disabilities. The framework for the promotion of democratic principles and sustainable social justice, respect for human rights and the law, a set of concepts that the Palestinian politician and negotiator has confirmed in his speech to the world.

### **The PCS and the development of values to keep pace with changes**

These values, which confirmed the presence of the PCS are values and ideas may have been implicit in some of the Palestinian society, but the use and popularity of more and appeared in the lexicon institutional, and the statute of each association and institution, in order to conform to the vision and ideologies that accept and Adopted by the Arab countries support and partner in advancing the negotiations to achieve a real settlement on the ground, in the search for stability on the ground, and try to move towards stopping settlement and expansion, and the construction of the wall.

The PCS within this clear data on the ground is working to provide its services without discrimination based on religion, sex or race within the Palestinian society under occupation. The PCS includes in its membership a group of Palestinian grassroots institutions in the northern West Bank, the focus was on the northern areas of the West Bank because they were the most affected and affected areas in the West Bank during the second intifada. The house demolitions increased, the number of prisoners in the occupation prisons increased, The high rate of disability in the communities because of the damage inflicted by the occupation, in addition to what this uprising of the Palestinian people of the decline in the economic aspects, which required working with women's organizations to develop the presence of women and enhance their productive partners in the production and maintenance of the house.

The Consultative Staff emerged after years of the outbreak of the 2000 Al Aqsa Intifada, which was characterized as military. The presence of the Consultative Staff with the aim of organizing and managing the work of the large number of civil institutions that arose in the West Bank to meet the needs that were nominated between two intifadas.

The models used in the strategic planning of the NGO development of the Consultative staff were all theoretically comprehensive, and their components were based on analysis, selection of alternatives and risk taking, which sought to achieve the objectives and objectives of the institution. These models provided important aspects and elements of strategic planning and assumptions affecting the Administrative and operational process. Thus, it is possible to say that institutions and organizations that are interested in developing clear strategies for their work have achieved great community confidence and remarkable success with their constituents and partners, which is a catalyst for other institutions and the local community.

The PCS was established following the signing of memorandums of understanding with the affiliated institutions of the Commission, with the aim of enhancing cooperation, consultation, coordination and networking between various civil society organizations. Since then, the Commission has become a focal point and reference framework for coordination between NGOs at the local, regional and international levels. Of civil society organizations can be cumulative efforts, built smoothly and accumulating on top of each other. Each institution will complete what was started by another institution, supporting and supporting the development process in the Palestinian society. We find institutions that support the development of women economically. Development of social terms, while another sector is interested in the development of health and therapeutic reality for women, and the existence of a network the University of these institutions can achieve real development in the Palestinian society, a modern building on the institutional side, where the PCS lay at the core of its objectives to promote and develop the capacity of grassroots NGOs.

### **Strategic Plan and a variety of development paths**

The Consultative Staff is a complete institution of financial, administrative, accounting and structural systems, as well as clearly and clearly defined. This is considered standard in the international business standards. However, the application

of these standards locally is considered a pilot and through its review of the strategic plan of the PCS.

The PCS starts with a clear vision of "Towards effective and pioneering civil institutions that aspire to elevate the Palestinian society and promote its values and develop its capabilities and resources." The Consultative Staff is based on achieving this vision through achieving a number of cross-cutting goals in several tracks: In the sectors of women, children, youth, persons with disabilities, and the path of human rights, democracy and the rule of law by promoting a culture of human rights and promoting respect for them, deepening the values of democracy, culture and practice and promoting respect for the rule of law. Is more difficult in a young society is still in the stages of building the institutional first and is still modern and is well established in the Palestinian culture democratic values.

### **SWOT analysis**

It is one of the common methods in the analysis of the planning environment, which aims to identify the strengths associated with weaknesses and the internal environment of the institution as well as the opportunities and threats that may face the institution in the future, as the identification of strengths within the institution helps to optimize the exploitation of these points, The identification of weaknesses can help with the need to work hard to overcome these points and turn them into strengths. Identifying the opportunities available to the organization helps in planning to exploit and benefit from these opportunities while helping Identify the threats and risks facing the institution in avoiding its risk and prepare to confront them so as not to diverge the institution, which is not ready to face them and deal with them, and this helps to reduce the negative effects that may be caused to the institution because of these risks and threats if the arrangements are not necessary to address them.

This method of analysis has helped to develop the work of the Commission, and to measure the extent of its impact and impact in society in a concrete way. Achieving positive results in the field and linking them to the value system and ethical concepts in the organization's work structure are one of the factors that contribute to strengthening the community partnership between the local community and social studies indicate that there is a positive relationship between the results of the work of the non-profit organization and its interest in managing its long-term strategy and values and

investigating the accuracy of strategic decision-making, when the concepts of transparency and clarity value of the values of the institution see and touch on the ground. Indeed, positive results are achieved and public and people's confidence increases by linking the results to the values of the institution.

### **Vision and Strategy of the Consultative Staff for the Development of Non-Governmental Organizations and the Field**

Palestine enjoys great privacy and is different from other countries in the world. Non-governmental institutions were established before the leadership took over the reins of government and governance. The civil institutions emerged in the early stages of the Palestinian struggle to fill the gap in the absence of authority and administrative regulations and laws. Partisan frameworks started social and economic activities through their partisan and political references, and then the civil institutions began to determine the nature of their activities and change their internal systems and bodies that would initiate the everyday affairs of individuals on the ground. Base after the establishment of the state (of self-government, the establishment of the Palestinian Authority, and the declaration of the state recently after winning the title of non-state observer in the United Nations Member).

The number of NGOs in Palestine currently stands at about 3087 non-governmental organizations, which are distributed between Gaza and the West Bank. However, the institutions operating in a qualitative manner have a limited impact on the quality of work, compared with the large number of institutions on the ground. They are partners in the planning of work, implementation, follow-up and evaluation. This is not easy work locally, but the Commission has been able to strategically plan and implement it in the Jenin governorate and the northern West Bank in partnership with the grass-roots institutions. The Authority is an umbrella organization for (50) grassroots NGOs and civil society organizations in the northern West Bank.

### **PCS.... Achieving community development between the vision of the institution and the voice of society**

The PCS's vision for community empowerment and its foundation is solid and seeks to change for the better through the foundations of social change. The Commission draws in its policies and mission to achieve the experience of a rich society

with a strong and solid base and is influenced by change. This is a societal need that rises from the base of the pyramid to its summit. The ACP's strategic plan for institutional development shows the extent to which partnership planning and partner institutions are designed to reach a community-based rehabilitation philosophy through community-based sources. Palestinian society is not classified as a democratic society. Because the education and establishment are focused on what is wrong and haram in the curricula, education and educational frameworks, the concepts of democracy are mentioned, but it does not apply from here the Commission has planned the work of the sessions and campaigns and advocacy and advocacy for change in concepts and work on the sovereignty of democratic concepts through decision makers and linking them to charters Global.

The institution's work is based on the society, since the development of the active institutions and the achievement of the strategic plan must be consistent with the voice of the society and its needs and the language that is acceptable and available in the society. The institution and the partner institutions that take part in its activities and field activities. In order to achieve the greatest possible achievement and success, and to communicate with the community as the real direct objective of the development process. Realism is one of the tools that helps the institution to succeed and expand its activities with partner NGOs and the local community in order to achieve equality and justice, promote democratic principles, sustainable social justice, respect for human rights and the law, and take into account the concepts of defect and injustice in the community culture, and does not sign it in a real clash with its primary purpose (community), and provides its services without discrimination on the basis of religion, sex or race.

### **The internal environment of the PCS and the support of community development**

There are a number of positive and negative factors facing the body and represent the most important factors of strength and weakness and opportunities and meet the challenges, and the positive aspects of the structure of the body in an attempt to achieve its mission and vision:

The existence of an organizational and administrative structure that governs the relationship between the Board of Directors and the Executive Council, which reflects positively on the reality of the PCS and its successive achievements and achieves

harmony. It also has a highly experienced staff, which contributes to the completion of plans and programs as planned. Local and international funding, with high trust between the advisory body, target groups and the local community. Based on the clarity of the vision and programs of the PCS and its rapid response to the emerging needs of the local community and partner institutions, Ah with many local institutions as well as membership coalitions, local and international networks.

### **The PCS ... Keep up with the present and plan for the future**

The PCS's future plans show that it will work on three levels of the local, regional and national levels. This confirms its keenness to link local concepts and issues to international conventions. Many non-governmental organizations, including the Consultative Body, have encouraged and encouraged the adoption and signing of international instruments. Of the need of civil society and its desire to reach global and regional justice and reflect the strategic plan of the Authority in the form of campaigns and activities to convey the global image to the Palestinian society.

An analytical view of the strategic objectives of the Consultative Staff shows the recruitment of the local community towards development and human rights issues and improving the internal environment of the work within the Commission. In view of the reality of the Palestinian situation, the scarcity of resources is evident. The Palestinian people do not have oil and limited resources. To the human element as a national wealth through youth, the disabled, women and children and to target them with the future programs of the PCS through positive influence on policies and work on societal accountability to achieve justice and the rule of law.

Empowerment of institutional building empowers strong grassroots institutions to build society on the principle of justice and integrity through regulations, laws and policies, and human resources development will have a positive impact and achieve justice if implemented. It is a need of basic institutions and to improve internal structure, Working and taking into account flexibility and modernity by internal regulations to facilitate the tasks of work, and face corruption and the existence of plans will facilitate what will be done and identify the tasks of the employees, at the core of the work will make the work of the body a clear task and quality of work.



## **The Consultative Staff for Developing NGOs opportunities creation and challenges Confrontation**

There are many opportunities that the PCS can invest to achieve its objectives and vision, such as the existence of the Commission within the Jenin governorate and the northern West Bank in general, which are considered marginalized areas, which is an attraction for funding opportunities. This creates a tendency by donors to work with institutional coalitions. The high rates of violations of human rights and public freedoms strengthen the role of the Authority in intervening to stop violations, in the presence of large unmet needs of the local community within the areas of work of the advisory body.

The PCS works in the West Bank in 8 governorates (Jenin, Nablus, Qalqiliya, Tubas, The Jordan Valley, Tulkarm, Hebron, Ramallah and Salfit). In addition, Including the city and rural areas of the target areas. The Consultative Staff seeks to expand its programs and activities horizontally, within its strategic plan, and to expand the targeting of geographical locations to include the entire West Bank. This is the dream that the PCS seeks to reach and build communication between civil society organizations.

### **4.3. Results and discussion of the questionnaire**

As for the main question, the study dealt with the following question (What is the reality of enhancement of strategic planning culture for non-governmental organizations in Palestine in terms of: the degree of participation of the executive management, the employees, and the board of directors in the development of strategic plans, the necessary requirements of strategic planning, strategic planning constraints, and performance effectiveness in strategic planning). The study also hypothesized that there were no statistically significant differences at ( $\alpha \geq 0.05$ ) due to the variables of (gender, Age, academic qualification, years of experience, job title, age of foundation and source of funding).

The included hypotheses suggest that there are no significant differences at ( $\alpha \geq 0.05$ ). As for the responses to the extent of employee involvement, senior management and stakeholders are dependent on their response to the requirements,

impediments, and effectiveness of strategic planning due to the variables (gender, nature of work, age, qualification, years of experience, job title, age of the foundation and source of funding for the institution)

As for the subject of the results, the results of the present study revealed the existence of a high level of participation among the organizers of these organizations (management, staff, board of directors and stakeholders) in the process of developing the strategic plans that are being developed.

The sample individuals confirmed the necessary requirements for strategic planning, and highly agreed on the obstacles that face strategic planning. The most important of these obstacles was the very central planning and decision-making.

The total mean of the performance effectiveness in strategic planning was significant, which means that the sample members of the NGOs working in Palestine emphasized the performance effectiveness in strategic planning, and the most important paragraph was the establishment of databases on current and future problems.

The results also showed that there were no statistically significant differences at the level of significance ( $\alpha \geq 0.05$ ) among the average responses of sample members in terms of: the degree of participation of the executive management, the employees, and the board of directors in the development of strategic plans, the strategic planning constraints, and the effective performance in strategic planning, that could be attributed to gender of the respondent. Moreover, there were significant statistical differences at ( $\alpha \geq 0.05$ ) among the responses of respondents in terms of the necessary requirements of strategic planning, attributed to gender of the respondent.

There were no statistically significant differences at the level of ( $\alpha \geq 0.05$ ) between the average responses of sample members in terms of: participation of the executive management, the employees, and the board of directors in the development of strategic plans, the necessary requirements of strategic planning, strategic planning constraints, and the effective performance in strategic planning, attributed to the variables (nature of the institution work, age of the respondent, scientific qualification, years of experience, job title, and age of the institution).

Furthermore, there no statistically significant differences at the level of ( $\alpha \geq 0.05$ ) between the average responses of respondents in terms of: the necessary requirements in strategic planning and the constraints of strategic planning, due to the variable source of funding of the institution. However, there were significant differences in terms of participation of executive management, employees, and board of directors in the development of strategic plans and effectiveness of performance in strategic plan due to the variable source of funding of the institution.

**Section1: Results related to the main study question:** "What is the reality of enhancement of strategic planning culture for non-governmental organizations in Palestine in terms of: the degree of participation of the executive management, the employees, and the board of directors in the development of strategic plans, there requirements, of strategic planning, strategic planning constraints, and performance effectiveness in strategic planning"?

To answer the above question, the means, and the standard deviations of each dimension of the study instrument and each statement were calculated.

The answers of the respondents to the questionnaire items were assessed following Likert five-point scale shown in the following table:

**(A)Results related to the degree of participation of the executive management, the employees, and the board of directors in the development of strategic plans:**

**Table (4.1.):** shows the means, the standard deviations and response degree of the sample with respect to the degree of participation of the executive management, the employees, and the board of directors in the development of the strategic plans arranged in descending order.

No.	Statement	Mean	Std. Deviation	Degree
1.	Manager's encourage their employees to provide their ideas and suggestions.	4.16	.764	Agree
2.	Management allows program managers and coordinators to make observations on decisions made in the preparation of strategic plans.	4.15	.803	Agree

3.	<b>Executive and field departments are consulted for data and information on activities, proposals, and requirements for strategic plans.</b>	4.00	.931	Agree
4.	<b>Senior management in non-governmental organizations (NGOs) is working with staff to discuss work constraints and ways to develop them.</b>	3.79	.948	Agree
5.	<b>The senior management presents the strategic plans and programs to all departments and programs to obtain their views and observations before it is approved.</b>	3.65	1.030	Agree
6.	<b>The Board of Directors and senior management visit the field and follow up the implementation plans.</b>	3.58	1.031	Agree
7.	<b>All administrative levels are involved in the strategic planning process.</b>	3.41	1.320	Agree
<b>The degree of participation of executive management, employees, and the Board of Directors in the development of strategic plans</b>		<b>3.82</b>	<b>.683</b>	<b>Agree</b>

Table (4.1.) In this table it shows that the total degree of participation of the executive management, employees, and the board in the development of strategic plans was Agree, with a mean of (3.82) and a standard deviation of (.683). Which means the existence of an agree level of participation among the organizers of these organizations (management, staff, board of directors and stakeholders) in the process of developing the strategic plans that are being developed. Regarding the degree of participation in the development of these executive plans at the statement level, the paragraph "Manager's encouragement of their employees to express their ideas and suggestions." ranked first with a mean of (4.16) and a standard deviation of (.764), and a Agree degree of participation, followed by, The statements "Management allows program managers and coordinators to make observations on decisions made in the preparation of strategy plans." with a mean of (4.15) and a standard deviation of (.803) and a Agree degree, and then "Executive and field departments are consulted for data and information on activities, with a mean of (4.00) and a standard deviation of (.931), and a Agree degree as well, followed by the statement "The senior management of NGOs is discussing the work obstacles and ways of developing the workers" with a mean of (3.79) and a standard deviation of (.948) and a Agree degree, and finally the statement " The senior management presents the strategic plans and programs to all departments and programs to obtain their views and observations before it is approved " with a mean of (3.65) and a standard deviation of (1.030), and a Agree degree.

With references to reviewing these results, we find that the executive management, the staff, and the board of directors share a great role and unmatched importance as part of the strategic plans and their role in consolidating the strategic planning culture and emphasizing them in the reality of NGOs.

These results, as revealed in the previous table, are consistent with the results of Richardson (2003) <sup>(75)</sup> where he emphasized the importance of role effective instrument mechanism participation in the strategic planning issue and the motivation of the employees of the institution towards the strategic planning process and its reflection on the institution and its employees.

This study is also in harmony with the finding of Jafar (2017) <sup>(76)</sup> from the University of Al-Quds, where he stressed the importance of involving the staff in strategic planning and necessity. The researcher pointed out that the absence of involvement of strategic planning personnel is a follow-up to the culture of strategic planning.

#### **(B) Results related to necessary requirements in strategic planning:**

**Table (4.2.): shows the means, standard deviations, and degree of response of the sample members in relation to the necessary requirements in strategic planning arranged in descending order**

No.	Statement	Mean	Std. Deviation	Degree
1.	Planning efforts focus on improving performance and services	4.10	.723	Agree
2.	The planning efforts in the sector provide the strengths and weaknesses of its current and future activities	4.07	.848	Agree
3.	Formulate and define desired future and methods to achieve it	4.06	.849	Agree
4.	The private and non-governmental sectors are committed to continuous planning to develop their performance	4.02	.889	Agree

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<sup>(75)</sup> Francine W. Richardson, Enhancing Strategies to Improve Workplace Performance, (Walden University, 2003).

<sup>(76)</sup> Younis Ibrahim Jafar, "The Impact of Strategic Planning in Crisis Management. An Empirical Study of Public Institutions in the Area of Jerusalem Suburbs", Al - Aqsa University Journal, Vol. 21 (1), (January 2017).

5.	Identifying opportunities and threats surrounding strategic plans	3.99	.769	Agree
6.	The sector reviews' needs, requirements, and services	3.99	.851	Agree
7.	Planning works to optimize the physical and human potential of the sector to achieve better performance	3.99	.908	Agree
8.	Formulating and defining the desired future and methods of achieving it is an essential element of strategic planning	3.98	.884	Agree
9.	The planning performance of the sector's management is linked to its objectives	3.98	.707	Agree
10.	There is an integrative relationship between strategic planning and fundraising	3.94	1.027	Agree
11.	Take the principle of flexibility in planning in response to internal and external variables	3.94	.839	Agree
12.	The planning efforts seek to coordinate the performance of different departments in all sectors of the work of non-governmental organizations	3.87	.781	Agree
13.	Strategic planning efforts are considered in anticipating future prospects that negatively or positively affect performance	3.83	.986	Agree
14.	Provide alternative plans to address some problems if they occur if the implemented plans fail	3.83	.833	Agree
15.	There is supervision and evaluation at the level of the sector as a whole and at the level of departments and programs to ensure that the activities are in line with the strategic and detailed plans developed	3.74	.962	Agree
16.	The concept of fundraising is familiar to the organization (association)	3.70	1.108	Agree
<b>Requirements in strategic planning</b>		<b>4.31</b>	<b>.539</b>	<b>Strongly Agree</b>

Table (4.2) shows that the total mean of the necessary requirements for strategic planning was very Agree, were the sample of the respondents in the NGOs in Palestine have confirmed these requirements as very Agree, and regarding the degree of approval of the sample at the level of statement, the requirement of " Planning efforts focus on improving performance and services" gained the Agreeest mean of (4.10) and a standard deviation of (.723), followed by the requirement: "The planning efforts in the NGOs sector which provide the strengths and weaknesses of its current and future activities" with the mean of (4.07) and a standard deviation of (.849) and the requirement "Formulating and defining desired future and methods to achieve it" with a mean of (4.06) and a standard deviation of (.849), with a Agree degree. To add more

"the private and non-governmental sectors are committed to continuous planning to develop their performance" with mean of (4.02) and a standard deviation of (.889) and a Agree degree, and finally the requirement "identifying opportunities and threats surrounding with strategic plans" finally with a mean of (3.99) and a standard deviation of (.769), and a Agree degree were Agree heightened

In summary, it can be said that the matter of taking into account the necessary requirements in strategic planning is indispensable in carrying out this process, which was confirmed by the study of Malunga (2007)(77) who ensured the importance of raising funds in institutional work and the presence of active financiers and alternative plans to ensure independence and ability to connect them with vision and mission of the institution independently.

### **(C) Results related to strategic planning constraints:**

**Table (4.3): shows the means, standard deviations, and response degree of the sample members with respect to strategic planning constraints arranged in descending order**

<b>No.</b>	<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Degree</b>
1.	<b>Centralization in the planning and decision-making process</b>	3.82	.922	Agree
2.	<b>Lack of interest in developing alternative strategic plans according to changing circumstances and donor vision</b>	3.69	1.033	Agree
3.	<b>Failure to hold specialized courses in fundraising is one of the obstacles to the institution</b>	3.68	1.134	Agree
4.	<b>Insufficient consideration of the current and future financial and human resources available when conducting strategic planning</b>	3.68	.993	Agree
5.	<b>Lack of competencies and leaders specialized in strategic planning</b>	3.61	1.075	Agree
6.	<b>Weak standards for measuring performance and impact</b>	3.60	.996	Agree
7.	<b>Lack of networking with other institutions is one of the obstacles to the organization's development</b>	3.57	1.132	Agree
8.	<b>Weak communication channels between senior management in the sector and between program coordinators and field coordinators</b>	3.55	1.110	Agree
9.	<b>Insufficient attention to review requirements and requirements during the preparation of plans</b>	3.55	1.103	Agree

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(77) Chiku Watchman Malunga, Improving the effectiveness of strategic planning in local NGOs in Malawi. (PhD, University of South Africa, 2007).

10.	<b>Lack of up-to-date databases and information</b>	3.54	1.184	Agree
11.	<b>Lack of coordination when developing strategic plans</b>	3.42	1.055	Agree
<b>Strategic planning constraints</b>		<b>3.61</b>	<b>.822</b>	<b>Agree</b>

Table (4.3.) shows that the total mean of the obstacles to strategic planning was Agree, with a mean of (3.61) and a standard deviation of (.822), meaning that the respondents in the NGOs in Palestine Agreeably agreed on those obstacles which face strategic planning. The most important of these obstacles as shown in the above table are "very central planning and decision-making" with a mean of (3.82) and a standard deviation of (.922) and a Agree degree, followed by "lack of interest in developing alternative strategic plans according to changing circumstances and donor vision" with a mean of (3.69) and a standard deviation of (1.033), and a Agree degree, and then the obstacle "failure to hold specialized courses in fund-raising as an obstacle in the institution" with a mean of (3.68) and a standard deviation of (1.134), followed with "lack of sufficient attention to study the current and future financial and human resources available when conducting strategic planning" with a mean of (3.68) and a standard deviation of (.993), and a Agree degree, and finally "lack of competencies and leaders specialized in strategic planning" with a mean of (3.61) and a standard deviation of (1.075) and a Agree degree.

Referring to Shabir (2004)<sup>(78)</sup> in her study about the reality of human resources in NGOs in Gaza strip and ways of developing, we find our results go in agreement with her findings in particular lack of sufficient care to plan and develop human resources and management issues in addition to other mal practices.

Furthermore, our finding go in agreement with Study of Shalabi (2007)<sup>(79)</sup> entitled "Mapping of NGO –Governmental organizations in the West Bank and the Gaza Strip", where we find our results go in agreement with him in particular of preference for institutional building in new organizations compared with traditional

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(78) Rehab Shubair, "The Status of Human Resources Management in Non-Governmental Organizations in the Gaza Strip and Ways to Develop It", (MBA, Islamic University of Gaza, Gaza, 2004).

(79) Majdi Malki, Yasser Shalabi, and Hassan Ladadweh. "Mapping Palestinian Non-Governmental Organizations in the West Bank and Gaza Strip." Palestine Economic Policy Research Institute (MAS) (2001).



organizations, And the efficiency of traditional organizations in delivering their services and achieving their objectives.

**(D) Results related to performance effectiveness in strategic planning:**

**Table (4.4.):** shows the means, standard deviations, and response degree of the sample members in relation to performance effectiveness in strategic planning arranged in descending order

<b>No.</b>	<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Degree</b>
1.	The establishment of databases on current and future issues that make good decisions	4.39	.584	Strongly agree
2.	Identifying opportunities and threats as an essential element in the strategic planning process	4.36	.815	Strongly agree
3.	Identifying weaknesses and strengths as an essential element in the strategic planning process	4.36	.740	Strongly agree
4.	Effective risk management within the organization is one aspect of strategic planning	4.34	.725	Strongly agree
5.	The need to communicate between the makers of strategic plans and implementers, which works to transfer plans from the theoretical to practical reality with Agree efficiency	4.33	.735	Strongly agree
6.	The precise identification of the available physical, human, and organizational resources available now and in the future	4.28	.622	Strongly agree
7.	To provide a comprehensive and accurate vision when preparing plans for all activities to be achieved and their expected effects	4.26	.750	Strongly agree
8.	The need for alternatives and strategic options for each plan, which will maintain the level of Agree performance	4.26	.759	Strongly agree
9.	Participation of individuals working in the formulation of strategic and detailed plans related to their fields of work and taking their views on the problems of work before issuing plans	4.19	.756	Agree
<b>Performance effective in strategic planning</b>		<b>3.94</b>	<b>.584</b>	<b>Agree</b>

Table (4.4.) when it comes to the last table it shows that the total mean of the performance effectiveness in strategic planning was significant, with a mean of (3.94) and a standard deviation of (.584) with a Agree degree. This means that the respondents of the NGOs working in Palestine emphasized the performance effectiveness in

strategic planning. The most important statements were "the establishment of databases on current and future problems, which leads to correct decisions with a mean of (4.39) and a standard deviation (.584), and a very Agree degree of appreciation, followed by the statement "Identifying opportunities and threats as an essential element in the strategic planning process" with a mean of (4.36) and a standard deviation (.815) and a very Agree degree, and then the statement " Identifying weaknesses and strengths as an essential element in the strategic planning process "with a mean of (4.36) and a standard deviation (.740) and a very Agree degree, followed by the paragraph" Effective risk management within the institution is one aspect of strategic planning "with a mean of (4.34) and a standard deviation (.725)and a very Agree degree of appreciation, then comes " The need to communicate between the decision makers of strategic plans and implementers, which works to transfer plans from the theoretical to practical reality with Agree efficiency" with a mean of (4.33), and a standard deviation (.735) and a very Agree degree of appreciation.

In general, the results of this study go hand in hand with the finding of the study of Richardson (2014)<sup>80</sup> which suggested that organizational leaders may increase employee work performance by enhancing strategies that provide a positive assortment of motivational tools and opportunities, and that collaborative decision making between management and employees has a positive relationship with work attitudes as well as the engagement of employees.

#### **4.4. Results related to the hypotheses of the study**

**The first hypothesis:** "There are no statistical significant differences at the level of significance ( $\alpha \geq 0.05$ ) in the enhancement of strategic planning culture for non-governmental organizations in Palestine that could be, attributed to gender of the respondent"

To test this hypothesis, t test was conducted for two independent samples. The results were as shown in the following table:

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<sup>80</sup> Francine W. Richardson Enhancing Strategies to Improve Workplace Performance. Walden University 2014.

**Table (4.5.): shows t test results for two independent samples at the level to test significance of differences attributed to gender**

No.	Scope	Sex	Mean	Std. Deviation	T	df	Sig. (2-tailed)
1.	<b>Participation of executive management, employees, and board of directors in the development of strategic plans</b>	Male	3.83	.713	.134	119	.894
		Female	3.81	.666			
2.	<b>Necessary requirements in strategic planning</b>	Male	4.44	.389	2.392	119	.018
		Female	4.21	.609			
3.	<b>Strategic planning constraints</b>	Male	3.68	.843	.825	119	.411
		Female	3.56	.808			
4.	<b>Performance effectiveness in strategic planning</b>	Male	3.96	.513	.248	119	.805
		Female	3.93	.634			

Table (4.6.) with referring to the table shows that there are no statistically significant differences at the level of significance ( $\alpha \geq 0.05$ ) among the obtained responses of respondents regarding the enhancement of strategic planning culture for non-governmental organizations in Palestine, attributed to gender of the respondent, the level of significance of these dimensions respectively (.894, .114, .805). These values are more than the assumed level of significance (0.05), which means that, the reality of is not different for respondents is do not different for according to their gender.

The results in this table also show that there are significant statistical differences at ( $\alpha \geq 0.05$ ) among the responses of respondents particularly when it comes to strategic planning requirement in Palestine among the same respondents, where the level of significance was (0.018), which less than (0.05), which means that the hypothesis is rejected. It is also evident that the differences on this variable has been in favor of male respondents with a mean of (4.44), which is more agree than the mean adult females (4.21),

Regardless of the findings of this study, there are no differences due to the gender variable. In relation to the response, except for the presence of these differences related to the requirements, we find that there are studies that confirm that there is a stereotype type of planning for women working in non-governmental organizations and their role in strategic planning. Gender Consensus Regarding Strategic Planning and its Requirements as a partnership-based process, and to identify the requirements,

obstacles and importance of effectiveness, with the exception of gender differences on the subject of requirements, the results of this study are consistent with the results of the study of Adwan where the results revealed the existence of differences due to gender when it comes to strategic planning for NGOs not specifically for the health sector worker.

Our finding goes in agreement with Adwan (2008)<sup>(81)</sup>, and regardless of this agreement on requirement of strategic planning we find that it refers to stereotyping issues when it comes to planning by women who are working at those NGOs in health sector

**The second hypothesis:** “There are no statistical significant differences at the level of significance ( $\alpha \geq 0.05$ ) in the enhancement of strategic planning culture for non-governmental organizations in Palestine that could be attributed to nature of the institution work

To test this hypothesis, one- way ANOVA analysis -variance test was formed. The results obtained were as shown in the following table:

**Table (4.6.): Results of the one- way ANOVA, to test the level of significance of the differences attributed to the nature of the institution work.**

No.	Scope	Variation	Sum of Squares	df	Mean Square	F	Sig.
1.	Participation of executive management, employees, and board of directors in the development of strategic plans	Between groups	1.343	3	.448	.958	.415
		Within Groups	54.648	117	.467		
2.	Necessary requirements in strategic planning	Between groups	.361	3	.120	.409	.747
		Within Groups	34.472	117	.295		
3.	Strategic planning constraints	Between groups	3.400	3	1.133	1.707	.169
		Within Groups	77.689	117	.664		
4.	Performance effectiveness in strategic planning	Between groups	.375	3	.125	.360	.782
		Within Groups	40.561	117	.347		

<sup>(81)</sup> جمال عدوان، واقع تخطيط القوى العاملة في مستشفيات القطاع الصحي غير الحكومي في محافظات قطاع غزة، (رسالة ماجستير، الجامعة الإسلامية-غزة، 2008).

Table (4.6.) shows that there are no statistical significant differences at the level of ( $\alpha \geq 0.05$ ) between the average responses of sample members regarding the enhancement of strategic planning culture for non-governmental organizations in Palestine, attributed to the variable nature of the institution work. The level of significance of these dimensions is respectively (415, 747, .169, .782), more than (0.05).

But these finding go in disagreement with study carried out in Gaza by (World Bank) (2006)<sup>(82)</sup> in the health ,education and agriculture sector of NGOs where it was found that more than 42% of these institutions is not prepare a scientific and systematic strategic plan, which negatively affects the performance and effective, as the study also showed that the private sector (the nature of the work as well does not a clearly strategy plan matching the objectives, vision and mission and that the participation of all levels of management and strategic planning.

**The third hypothesis:** There are no statistical significant differences at the level of significance ( $\alpha \geq 0.05$ ) in the enhancement of strategic planning culture for non-governmental organizations in Palestine that could be attributed to the age of the respondent.

To test this hypothesis, one –way ANOVA test was formed. The results obtained were as shown in the following table:

**Table (4.7.): Results of one –way ANOVA analysis test for the level of significance of variance according to age of the respondent**

No.	Scope	Variation	Sum of Squares	df	Mean Square	F	Sig.
1.	Participation of executive management, employees, and board of directors in the development of strategic plans	Between groups	1.254	2	.627	1.351	.263
		Within groups	54.737	118	.464		
2.	Necessary requirements in strategic planning	Between Groups	.468	2	.234	.804	.450
		Within Groups	34.365	118	.291		

<sup>82</sup> Bisan Center for Research and Development, The Role and Performance of Palestinian NGOs In Health, Education and Agriculture, (Gaza, 2006).

3.	<b>Strategic planning constraints</b>	Between Groups	1.163	2	.582	.859	.426
		Within Groups	79.925	118	.677		
4.	<b>Performance effectiveness in strategic planning</b>	Between Groups	.098	2	.049	.142	.868
		Within Groups	40.837	118	.346		

Table (4.8.) shows that there are no statistically significant differences at the level of significance ( $\alpha \geq 0.05$ ) among the average responses of sample members regarding the enhancement of strategic planning culture for non-governmental organizations in Palestine, attributed to the age of the respondent, the level of significance of these dimensions respectively was (.263, .450, .426, .868) These values are more than (0.05), which means that the enhancement of strategic planning culture for non-governmental organizations in Palestine do not differ according to age of the respondent.

These results show the extent of their agreement with the previous findings of Abu Jarbou carried out in (2013) <sup>(83)</sup> where her findings showed the absence of differences of statistical significance attributed to age of respondents. Thesis results also supports the findings of Al-Ashqar, (2002) <sup>(84)</sup> study.

**The forth hypothesis:** There are no statistical significant differences at the level of significance ( $\alpha \geq 0.05$ ) in the enhancement of strategic planning culture for non-governmental organizations in Palestine that could be attributed to scientific qualification of the respondent".

To test this hypothesis, one -way **ANOVA** analysis test was performed. The results obtained were as shown in the following table:

**Table (4.8.): Results of the one- way ANOVA analysis test, to test the level of significance of the differences according to the respondent's scientific qualification.**

No.	Scope	Variation	Sum of Squares	df	Mean Square	F	Sig.
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<sup>(83)</sup> Heba Ateya Abu Jarbou, The Current State of Succession Planning in Major Non-Governmental Organizations (NGOs) in the Gaza Strip. (MBA, Islamic University, Gaza, 2013).

<sup>(84)</sup> Ibrahim Al-Ashqar, the reality of strategic planning in the nongovernmental organizations in the Gaza strip. (Gaza Islamic University, Gaza, 2002).

1.	<b>Participation of executive management, employees, and board of directors in the development of strategic plans</b>	Between groups	1.275	2	.638	1.375	.257
		Within groups	54.715	118	.464		
2.	<b>Necessary requirements in strategic planning</b>	Between groups	.063	2	.031	.106	.899
		Within groups	34.771	118	.295		
3.	<b>Strategic planning constraints</b>	Between Groups	1.207	2	.604	.892	.413
		Within Groups	79.881	118	.677		
4.	<b>Performance effectiveness in strategic planning</b>	Between Groups	.289	2	.144	.419	.658
		Within Groups	40.647	118	.344		

Table (4.8) shows that that there are no statistically significant differences at the level of ( $\alpha \geq 0.05$ ) among the average responses of sample members to the respondent's scientific qualification. The level of significance of these dimensions respectively was (.257, .899, .413, .658) more than (0.05), which means accepting the hypothesis in this regard, do not differ due to respondents in Palestine this results agreement with finding of (Jafar), where he stressed that the application of strategic planning needs a staff with Agree scientific qualifications.

To add more the present results, agree with the findings of Al-Ashqar, (2002)<sup>(85)</sup> where he showed no statistical differences due to education or scientific qualification. Furthermore, our results support those of the study of Adwan (2008)<sup>(86)</sup> where he showed no statistical significant degree in the response of his sample that could be attribute to the variable of qualifications. Though, such findings disagree with Nashon (2012)<sup>(87)</sup> where she found statistical differ of her studied sample.

**The fifth hypothesis:** There are no statistical significant differences at the level of significance ( $\alpha \geq 0.05$ ) in the enhancement of strategic planning culture for non-

<sup>(85)</sup> Ibrahim Al-Ashqar, the reality of strategic planning in the nongovernmental organizations in the Gaza strip. (MBA, Gaza Islamic University, Gaza, 2002).

<sup>(86)</sup> Adwan, the status of human resource planning in the non - governmental hospitals sector in the Gaza Strip governorates.

<sup>(87)</sup> Emmah Tembo Mutoloki, A study of socio-cultural barriers and human rights of women with disabilities in Livingstone and Kazungula districts of Zambia, (MS, Norwegian University of Life Sciences, Ås, 2012).

governmental organizations in Palestine that could be attributed to years of experience of the respondent"

To test this hypothesis, one –way ANOVA analysis test was formed. The results obtained were as shown in the following table:

**Table (4.9): shows results of the one- way ANOVA analysis test, to test the level of significance of the differences according to the variable years of experience of the respondent**

No.	Scope	Variation	Sum of Squares	df	Mean Square	F	Sig.
1.	Participation of executive management, employees, and board of directors in the development of strategic plans	Between groups	1.495	3	.498	1.070	.365
		Within groups	54.496	117	.466		
2.	Necessary requirements in strategic planning	Between groups	.524	3	.175	.596	.619
		Within groups	34.310	117	.293		
3.	Strategic planning constraints	Between groups	3.297	3	1.099	1.653	.181
		Within groups	77.791	117	.665		
4.	Performance effectiveness in strategic planning	Between groups	1.671	3	.557	1.660	.179
		Within groups	39.264	117	.336		

Table (4.9) shows that there are no statistically significant differences at the level of ( $\alpha \geq 0.05$ ) among the average responses of sample members regarding the enhancement of strategic planning culture for non-governmental organizations in Palestine, attributed to the respondent's years of experience, the level of significance of these dimensions respectively (.365, .619, .181, .179) These values are more than (0.05), which means acceptance of the hypothesis, , do not differ due to the respondent's years of experience.

In addition, these results go in agreement with the results of (Jafar) study, where he showed the importance of previous experience in strategic planning of non-governmental institutions.



Moreover, the findings of study of Al-Ashqar (2002) <sup>(88)</sup> where he showed no statistical differences due to variable of years of experience in the level of strategic planning. to add more our findings go in compatibility with Adwan (2008) <sup>(89)</sup> findings of the study sample to the variable years' experience

**The sixth hypothesis:** There are no statistical significant differences at the level of significance ( $\alpha \geq 0.05$ ) in the enhancement of strategic planning culture for non-governmental organizations in Palestine that could be attributed to respondent's job title. "

To test this hypothesis one-way ANOVA analysis test was formed. The results obtained were as shown in the following table:

**Table (4.10): Results of a one –way ANOVA analysis test, for the level of significance of variance by variable of the respondent's job title.**

No.	Scope	Variation	Sum of Squares	df	Mean Square	F	Sig.
1.	Participation of executive management, employees, and board of directors in the development of strategic plans	Between groups	3.689	4	.922	2.046	.093
		Within groups	52.301	116	.451		
2.	Necessary requirements in strategic planning	Between groups	1.270	4	.318	1.098	.361
		Within groups	33.563	116	.289		
3.	Strategic planning constraints	Between groups	3.010	4	.752	1.118	.352
		Within groups	78.079	116	.673		
4.	Performance effectiveness in strategic planning	Between groups	2.534	4	.634	1.914	.113
		Within groups	38.401	116	.331		

<sup>88</sup> Al-Ashqar, the reality of strategic planning in the nongovernmental organizations in the Gaza strip.

<sup>89</sup> Adwan, the status of human resource planning in the non - governmental hospitals sector in the Gaza Strip governorates.

Table (4.10) shows that there are no statistically significant differences at the level of ( $\alpha \geq 0.05$ ) among the average responses of respondents, attributed to the respondent's job title. The level of significance of these dimensions respectively was (.093, .361, .352, .113), These values are more than (0.05), which means the acceptance of the hypothesis, which means that the reality of the enhancement of strategic planning culture for non-governmental organizations, do not differ due to the respondent's job title.

This may be consistent with a previous study conducted on a group of non-governmental organizations in Gaza from the managers' point of view, where it was found that managers of institutions are well aware of the meanings of strategic planning and fully aware of the effectiveness of the strategy plans in raising the efficiency of these institutions, and the same study presented a set of constraints that were mentioned from the managers' point of view and on top of them the constant change in the staff and the lack of training and material resources.

The results support the study of Adwan (2008)<sup>(90)</sup> which showed the existence of no statistical significant differences in the responses of the study sample to the variable position in the status of human resource planning in the non-governmental hospitals sector in the Gaza Strip governorates.

These findings go in consistence with previous findings Shahin (2011) where it was found that the managers of organizations are well aware of the role effectiveness in strategic planning also the results were fully supporting by Adwan (2008).

**The Seventh Hypothesis:** There are no statistical significant differences at the level of significance ( $\alpha \geq 0.05$ ) in the enhancement of strategic planning culture for non-governmental organizations in Palestine that could be attributed to age of the institution."

To test this hypothesis, one-way ANOVA analysis test was performed. The results obtained were as shown in the following table:

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<sup>(90)</sup> Adwan, the status of human resource planning in the non - governmental hospitals sector in the Gaza Strip governorates.

Table (4.11): Results of one –way ANOVA analysis test, to test the level of significance of differences according to the age of the institution

No.	Scope	Variation	Sum of Squares	df	Mean Square	F	Sig.
1.	Participation of executive management, employees, and board of directors in the development of strategic plans	Between Groups	1.346	3	.449	.961	.414
		Within Groups	54.644	117	.467		
2.	Necessary requirements in strategic planning	Between Groups	.439	3	.146	.497	.685
		Within Groups	34.395	117	.294		
3.	Strategic planning constraints	Between Groups	4.975	3	1.658	2.549	.059
		Within Groups	76.113	117	.651		
4.	Performance effectiveness in strategic planning	Between Groups	.552	3	.184	.533	.660
		Within Groups	40.383	117	.345		

Table (4.11) shows that there are no statistical significant differences at the level of significance ( $\alpha \geq 0.05$ ) in the enhancement of strategic planning culture for non-governmental organizations in Palestine, attributed to age of the institution. The level of significance of these dimensions respectively (.414, .685, .059, .660). These values of (sig.) are more than (0.05), which means the acceptance of the hypothesis; do not differ due to the age of the institution

These results go in with finding of Shahin study (2011) <sup>(91)</sup>, where she was showed no is no significant role and statistical significance of age in of institution in enhancing the strategic planning culture.

**The Eighth Hypothesis:** There are no statistical significant differences at the level of significance ( $\alpha \geq 0.05$ ) in the enhancement of strategic planning culture for non-

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<sup>(91)</sup> Basel Shahin, Evaluating the Effectiveness of Strategic. Planning within the Middle Eastern Public Sector. (Victoria University Melbourne, Australia, 2011).

governmental organizations in Palestine that could be attributed to the source of funding of the institution."

To test this hypothesis one- way ANOVA analysis test was performed. The results obtained were as shown in the following table:

**Table (4.12): Results of one –way ANOVA analysis test, to test the level of significance of differences according to the source of the institutions funding**

No.	Scope	Variation	Sum of Squares	df	Mean Square	F	Sig.
1.	Participation of executive management, employees, and board of directors in the development of strategic plans	Between groups	5.624	3	1.875	4.355	.006
		Within groups	50.366	117	.430		
2.	Requirements in strategic planning	Between groups	.099	3	.033	.112	.953
		Within groups	34.734	117	.297		
3.	Strategic planning constraints	Between groups	1.049	3	.350	.511	.675
		Within Groups	80.039	117	.684		
4.	Performance effectiveness in strategic planning	Between groups	4.414	3	1.471	4.713	.004
		Within groups	36.522	117	.312		

Table (4.12) shows that there are no statistically significant differences at the level of ( $\alpha \geq 0.05$ ) among the average responses of respondents in the enhancement of strategic planning culture for non-governmental organizations in Palestine that could be attributed to source of funding was (.953, .675), these values are more than (0.05), which means acceptance of the hypothesis. That is, the reality of the enhancement of strategic planning culture for non-governmental organizations in Palestine, do not vary due to the source of funding for the institution.

The table also shows that there are statistical significant differences at the level of ( $\alpha \geq 0.05$ ) among the average responses of respondents in the plan due to the variable that could be attributed to source of funding of the institution, the level of significance of the two dimensions here are respectively (006, 004). These values are less than (0.05), which means that our hypothesis is rejected, i.e., the reality of enhancement of

strategic planning culture for non-governmental organizations in Palestine in terms of: participation of executive management, employees and board of directors in the development of strategic plans and performance effectiveness in strategic plan varies due to the source of financing the institution, and this shows the harmony of the answer to this.

To add more our findings, go in contrary with some findings where it is reported when it comes to source of funding, it is globally based in addition to local funding. Based on these findings, results go in harmony with some organizations who are depending on internal funding and locally expertise, as it is the case with the Palestinian Agricultural Development Association as Adarba (2011) <sup>(92)</sup> findings.

In order to identify the differences in the reality of enhancement of strategic planning culture for non-governmental organizations in Palestine in terms of: participation of executive management, employees and board of directors in the development of strategic plans and performance effectiveness in strategic plan due to the institution's funding source and their destination, the least statistical difference (LSD) was performed for the post-comparisons, and he results were as shown in the following table:

**Table (4.13): Least statistical difference test (LSD) according to the variable source of funding the institution**

<b>Institution's Source of Funding</b>	<b>Local (3.41) Average</b>	<b>Regional (3.70) Average</b>	<b>International (3.86) Average</b>	<b>Self (4.11) Average</b>
<b>Local (3.41) Average</b>		<b>-.29286-</b>	<b>-.45000-*</b>	<b>-.70000-*</b>
<b>Regional (3.70) Average</b>			<b>-.15714-</b>	<b>-.40714-</b>
<b>International (3.86) Average</b>				<b>-.25000-</b>
<b>Self (4.11) Average</b>				

\* Statistical function at ( $\alpha \geq 0.05$ )

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<sup>(92)</sup> إسماعيل العداريه، نحو استدامه المؤسسات غير الربحية بعيدا عن التمويل الخارجي في الضفة الغربية: الإغاثة الزراعية نموذجاً، (القدس، فلسطين، 2001).

Table (4.13) as it shows that their differences according to the source when it comes of funding of the institution local funding \global funding. The responses of the sample respondents were respectively (3.86 and 4.11), compared with the average responses to the source of local funding (3.41).

In order to identify the differences in the effectiveness of the performance in the strategic planning between the variable levels of the source of the funding of the institution and the identification of its destination, the least statistical difference (LSD) was performed for the remote comparisons. The results were as shown in the following:

**Table (4.14): Least statistical difference (LSD) test for post-comparisons in performance of strategic planning according to the source of the institution's funding source**

<b>Institution's Source of Funding</b>	<b>Local (3.60) Average</b>	<b>Regional (3.73) Average</b>	<b>International (3.99) Average</b>	<b>Self (4.19) Average</b>
<b>Local (3.60) Average</b>		<b>-.13438-</b>	<b>-.39100-*</b>	<b>-.59063-*</b>
<b>Regional (3.73) Average</b>			<b>-.25662-</b>	<b>-.45625-*</b>
<b>International (3.99) Average</b>				<b>-.19963-</b>
<b>Self (4.19) Average</b>				

\* Statistical function at ( $\alpha \geq 0.05$ )

Table (4.14) referring to the above mention response that the differences among where, were between the source of local funding in one hand and the source of global and self-financing on the other, (3.99, 4.19), compared to the average of the responses to the local funding source (3.60). There are also differences between the source of the regional funding and the source of the self-financing compatibly the self-financing source, where the average the responses of the sample on this source was (4.19), and to the while on source of regional responses funding was (3.73) while on.

## **Chapter V**

### **Analysis, Conclusions and recommendations**

#### **5.1. ANALYSIS**

This thesis addresses the importance of strategic planning in the NGOs sector through addressing the concept within the strategic planning culture of institutions in general. That strategic planning is central not only in NGOs but also in the public sector, the state institutions, the private sector, the civil society, academic institutions, and universities.

This study has contributed to giving literature and sources in the Palestinian case, since there is a lack and a clear gap in the sources and solid studies in the civil organizations sector, especially NGOs. This thesis came to fill this knowledge and scientific gap; it will be a reference and source for subsequent studies.

The strategic planning in the NGOs sector in Palestine is considered exceptionally considering that the Palestinian situation is exceptional, and that rational strategic planning must take into consideration the general conditions under which fall the objectives, mission, values, available resources, and available capacities.

The thesis is based on two types of NGOs; the first is located in Ramallah and operating in Jenin and the rest of the country's governorates, in order to understand the relationship between the center and the parties not only for developmental reasons, but also for cultural, scientific, and academic reasons, i.e. Tamer Society for Community Education.

It is a cultural and educational institution dedicated to spreading awareness through partnerships with grass-roots institutions, councils, municipalities and schools through the cultural path and free and voluntary services it provides by its popular bases.

The second institution is the Palestinian consultative staff (PCS). It is a non-profit developmental organization, its popular bases cares for the marginalized and the poor.

In discussing the area of NGOs in the Palestinian context, we believe that it is a broad field that falls under the umbrella of civil society as well as social movements and the private sector. The public space falls out of the domain of the ruling authority.

The strategic planning in this sector is especially important because it performs a number of functions, including service, development, relief, and the rights of the marginalized, pressure, advocacy, awareness and supervision and the protection of cultural and civil rights for all groups of society. It is well known that these organizations are local, national, and global, most of which are located in data for the development and promotion of human rights.

Finally, we must mention that civil society organizations have a very important and indispensable role in the sectors of development, justice, and protection of human, children, and women rights. It also promotes sustainability and social capital through its liberal and democratic philosophy.

The strategic planning is a concept that has derived a part of its components and since a period that is not short and related to military science and strategic planning of countries especially in dealing with internal and external risks and threats. Today, planning means strengthening the concept of leadership, managing resources, enhancing peoples' culture, and strengthening the institutional dimension.

This brings us to the real dimension of the concept, especially in the decision-making, where a range of factors and variables overlap with the influence on the decisions taken, including feedback from the administrative departments and the impact of the personality of the director and leader and the interests of the groups and categories represented by these institutions.

Planning is interfering today with strategic management, decision making, management control, field execution, marketing, public relations, and human recourse management. This certainly interferes with the long-term fundraising and takes into consideration the surrounding environment including the political, social, economic, and cultural factors in addition to the risks resulting from this environment.



Referring to the NGOs sector in Palestine, the researcher believes that this sector has exceptional privacy. It is a precedent for the existence of the Palestinian National Authority. In the 1970s and 1980s, it represented social mobility, voluntary and developmental work in the agricultural, health, educational, feminist and youth sectors. But after the Oslo Accords, there were structural changes. The NGOs sector shifted to elite organizations and became dependent on external funding, due to local funding shrinking.

Hence, this thesis reinforced the concept of strategic planning as a culture because it considered all the circumstances, including risk management, funds recruitment, human resources, financial resources, and human sectors, all of which are served in one package.

The researcher relied on the use of different analytical tools in order to reach the results and the conclusions, and the most important of these tools are the questionnaire and the non-organized interview with the stakeholders and he analyzed the content of the strategic plans of the institutions concerned, namely the Tamer Institute for Community Education and the Palestinian Consultative staff, including re-reading the message, vision, values, general objectives, sub-goals, operational strategic plans, including the famous SWOT analysis model.

### **Tamer Institute for Community Education**

1. The first strategic plan developed by Tamer Institute was in 1996.
2. Tamer Institute for Community Education developed a strategic plan after 11 years of its inception, but this plan did not consider the surrounding circumstances and was not built in a way that considers the scientific reading of strategic planning.
3. Strategic planning was linked to the outbreak of the first Intifada, where the Foundation felt the importance of a strategic plan considers the risks and threats on the ground, especially the educational aspect.
4. There was a strong feeling of Tamer Institute for Community Education that strategic planning is of utmost importance for the service of its vision and mission in considering the circumstances of the groups that it works with, especially children and young people.

5. Tamer Institution for Community Education felt that the educational and cultural process in Palestine should take an integrative nature, which necessarily means the existence of NGOs that support and integrate the roles of official institutions, namely the Ministry of Education and the Ministry of Culture.
6. Tamer based her vision on the future of cultural awareness in Palestine by focusing on building a reader society free of all forms of pressures and obstacles, especially liberation from occupation and social liberation.
7. Tamer Institution achieved part of its mission and vision through adhering to the public bases that it served and because its vision integrated with the needs of people through the services provided by it.
8. In order to achieve its mission and its long-term goals, Tamer Institute for Community Education has increased its staff to match its cultural, educational, and educational values, and by linking its mission with field indicators.
9. Tamer Institution did not take the SWOT model into account because it is more suited to profitable companies and the private sector while it built its vision based on public needs and values.

#### **The Palestinian Consultative staff for Developing NGOs (PCS)**

1. The first strategic plan developed by the PCS was in 2010.
2. The PCS works in partnership with institutions that improve the quality of life for people with disabilities, empower women politically, socially and economically, and promote the concepts of true partnership with society, And these institutions.
3. The PCS works to provide its services without discrimination based on religion, sex or race within the Palestinian society under occupation.
4. The Consultative Staff emerged after years of the outbreak of the 2000 Al Aqsa Intifada, which was characterized as military.
5. The models used in the strategic planning of the NGO development of the Consultative staff were all theoretically comprehensive, and their components were based on analysis, selection of alternatives and risk taking, which sought to achieve the objectives and objectives of the institution.
6. The PCS was established following the signing of memorandums of understanding with the affiliated institutions of the Commission, with the aim of enhancing

cooperation, consultation, coordination and networking between various civil society organizations.

7. The Consultative Staff is a complete institution of financial, administrative, accounting and structural systems, as well as clearly and clearly defined.
8. there is a positive relationship between the results of the work of the non-profit organization and its interest in managing its long-term strategy and values and investigating the accuracy of strategic decision-making, when the concepts of transparency and clarity value of the values of the institution see and touch on the ground.
9. Positive results are achieved and public and people's confidence increases by linking the results to the values of the institution.
10. The existence of an organizational and administrative structure that governs the relationship between the Board of Directors and the Executive Council, which reflects positively on the reality of the PCS and its successive achievements and achieves harmony.
11. The PCS's future plans show that it will work on three levels of the local, regional and national levels. This confirms its keenness to link local concepts and issues to international conventions.

## **5.2. Conclusions**

In view of the above findings and discussion, the results draw the following conclusions:

- The presence of a participant in relation to the subject of strategic planning in the middle of the wings of the process in particular (management, workers, and board of directors) and this is consistent with the results and conclusions previously referred to.
- There is a great agreement among the examinees on the importance of the requirements of the strategic planning process, and this is confirmed by the results and conclusions already mentioned.
- There are real obstacles facing the process of strategic planning and this is confirmed by the results and conclusions already mentioned.

- There is agreement on the importance of strategic planning in the administrative process and this is confirmed by the results and conclusions already mentioned.
- There are no statistically significant differences related to the respondents' responses due to the gender variable except for the area of strategic planning requirements, which is as an exception, consistent with previous studies referred to.
- There are no significant statistical differences related to the responses due to the variable nature of the work, which is contrary to the results of a study referred to.
- There are no statistically significant differences related to the respondents' responses due to the variable of age of the respondents, as confirmed by previous studies mentioned above.
- There are no statistically significant differences related to the respondents' responses due to the variable of the scientific qualification of the respondents. This conclusion differed with the results and conclusions of a previous study mentioned above.
- There are no statistically significant differences related to respondents' responses due to the variable years of experience. This is confirmed by previous studies mentioned above.
- There are no statistically significant differences related to respondents' responses due to the variable of the job title of the respondents. This is confirmed by other studies referred to.
- There are no statistically significant differences related to the responses of the examinees due to the variable age of the institution and this is confirmed by other studies referred to.

In the light of these conclusions, it can be said that there are no statistically significant differences due to the variables of the above study except for the gender of the respondents and their responses to the requirements field.

### **5.3. Recommendations**

- We need more writings in the field of strategic planning theoretically and scientifically because of the weak sources that consider the Palestinian situation, especially in Arabic.

- The importance of directing postgraduate studies in the area of strategic planning to enrich the field of NGOs with new researches and studies and considers theoretical concepts and scientific experiments.
- The researcher recommends the importance of studying this subject on other NGOs and other organizations in the country's governorates.
- The researcher recommends expanding the temporal and spatial framework of this study and to take other samples.
- The researcher recommends the necessity to use tests other than those dealt with in this study such as internal financing - in return for external funding, the size of employees and beneficiaries of the institution, the developmental impact of the work of the institution and others.

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## Appendix

### The strategic plan of the PCS-Palestine



## الهيئة الاستشارية الفلسطينية لتطوير المؤسسات غير الحكومية PCS

### الخطة الإستراتيجية

2016-2014

## مجتمع مدني مؤثر وإنسان يعيش بكرامه

تشرين ثاني ، 2013

## مقدمة

تسعى الهيئة الاستشارية الفلسطينية ومن خلال عملية التخطيط الاستراتيجي إلى انتهاج استراتيجيات عمل واضحة تساعد المؤسسة على استشراف المستقبل ضمن رؤية محددة تتسجم وطبيعة التوجهات العامة للجمعية وهيئاتها المرجعية المختلفة، تتبع أهمية الخطة الإستراتيجية والحاجة إليها من خلال ما تتيحه من فرص في تحديد التوجهات المستقبلية للمؤسسة وبلورتها بشكل عملي من خلال أهداف إستراتيجية محددة وواضحة المعالم، بما يسمح بتطوير كافة جوانب العمل وتمكين المؤسسة من توفير البرامج والخدمات المختلفة لفئاتها المستهدفة وللمجتمع المحلي وعلى السواء.

إن عملية التخطيط الاستراتيجي من المتوقع ان تسهم في تحسين الاداء الإداري والبرامجي للهيئة، بالإضافة إلى تعزيز بنية المؤسسة التنظيمية وتطوير قدرات الموارد البشرية فيها وتحسين مقدرتها على التخطيط والتنظيم وغيرها من الجوانب سواء تلك المرتبطة بالبيئة الداخلية أو حتى الخارجية كالعلاقات العامة والإعلام والتشبيك والائتلافات والتحالفات، مع ضمان تعزيز قدرة المؤسسة على التواصل مع الفئات المستهدفة والمتطوعين والجهات الرسمية والأهلية والمجتمع المحلي بشكل عام.

تعتبر الخطة الإستراتيجية الحالية والواقعة ضمن الفترة من 2014-2016 هي استكمال لنهج التطوير الإداري الذي اعتمدته الهيئة الاستشارية سابقا والذي ساهم في أحداث تغيير على مستوى الأداء والبرامج والكفاءة والفعالية، إن تحسين الأداء أعتمد في المقام الأول على وضوح الرؤيا المستقبلية والتركيز على تحقيق الأهداف الإستراتيجية الأمر الذي أثر ايجابياً وساهم في تمكين الهيئة من تحقيق العديد من الانجازات والنتائج خلال الفترة الماضية. لذلك فإننا نأمل بان تساعد الخطة الإستراتيجية الحالية في الارتقاء بواقع الهيئة وتسهم في تعزيز قدرتها وتمكنها من التغلب على الإشكالات الرئيسية التي تواجه عملها ولا سيما في ظل وجود العديد من التحديات المتعلقة بقلّة توفر فرص التمويل وتجديد الدعم اللازم للبرامج والمحافظة على مستوى الأداء والاستقرار الوظيفي لطواقم العمل وضمان استمرارية برامج عمل المؤسسة وانشطتها المستقبلية.

رئيس مجلس الإدارة  
النائب شامي الشامي

## القسم الأول: لمحة عامة حول الجمعية وبرامج عملها

### نبذة عن الجمعية:

الهيئة الاستشارية الفلسطينية لتطوير المؤسسات غير الحكومية PCS ، مؤسسة أهلية مدنية مستقلة، تهدف إلى تطوير وتنمية وتمكين المجتمع الفلسطيني ومكوناته في إطار تعزيز المبادئ الديمقراطية والعدالة الاجتماعية والتنمية المستدامة واحترام حقوق الإنسان والقانون، تقدم الهيئة خدماتها دونما تمييز على أساس من الدين أو الجنس أو العرق، وتضم في عضويتها مجموعة من المؤسسات الأهلية الفلسطينية القاعدية في محافظات شمال الضفة الغربية والتي تعمل في حقول إنسانية واجتماعية وتنموية مختلفة.

أنشئت الهيئة في آذار عام 2005 ، بعد توقيع مذكرات تفاهم مع المؤسسات المنتسبة للهيئة ، بهدف تعزيز التعاون والتشاور والتنسيق والتشبيك بين مختلف منظمات المجتمع المدني، منذ ذلك الحين، وحتى الآن، أضحت الهيئة واحدة من المكونات الهامة في المجتمع المدني الفلسطيني، وخاصة كحلقة وصل وإطار مرجعي للتنسيق بين المنظمات الأهلية على المستويات المحلية والإقليمية والدولية. حصلت الهيئة على الترخيص القانوني من وزارة الداخلية الفلسطينية في كانون أول عام 2005 ، تحت رقم (JN-897-B) وتضم في عضويتها مجموعة من نشطاء العمل الأهلي وخبراء التنمية البشرية والإدارة والتخطيط ممن لهم دراية واسعة في العمل العام ، وهم يمثلون قطاع عريض من المؤسسات الأهلية الفلسطينية.

### الأهداف التأسيسية:

#### أهداف مسار بناء القدرات والتطوير المؤسسي

- تعزيز وتطوير قدرات المؤسسات الأهلية القاعدية.

#### أهداف مسار التنمية المجتمعية

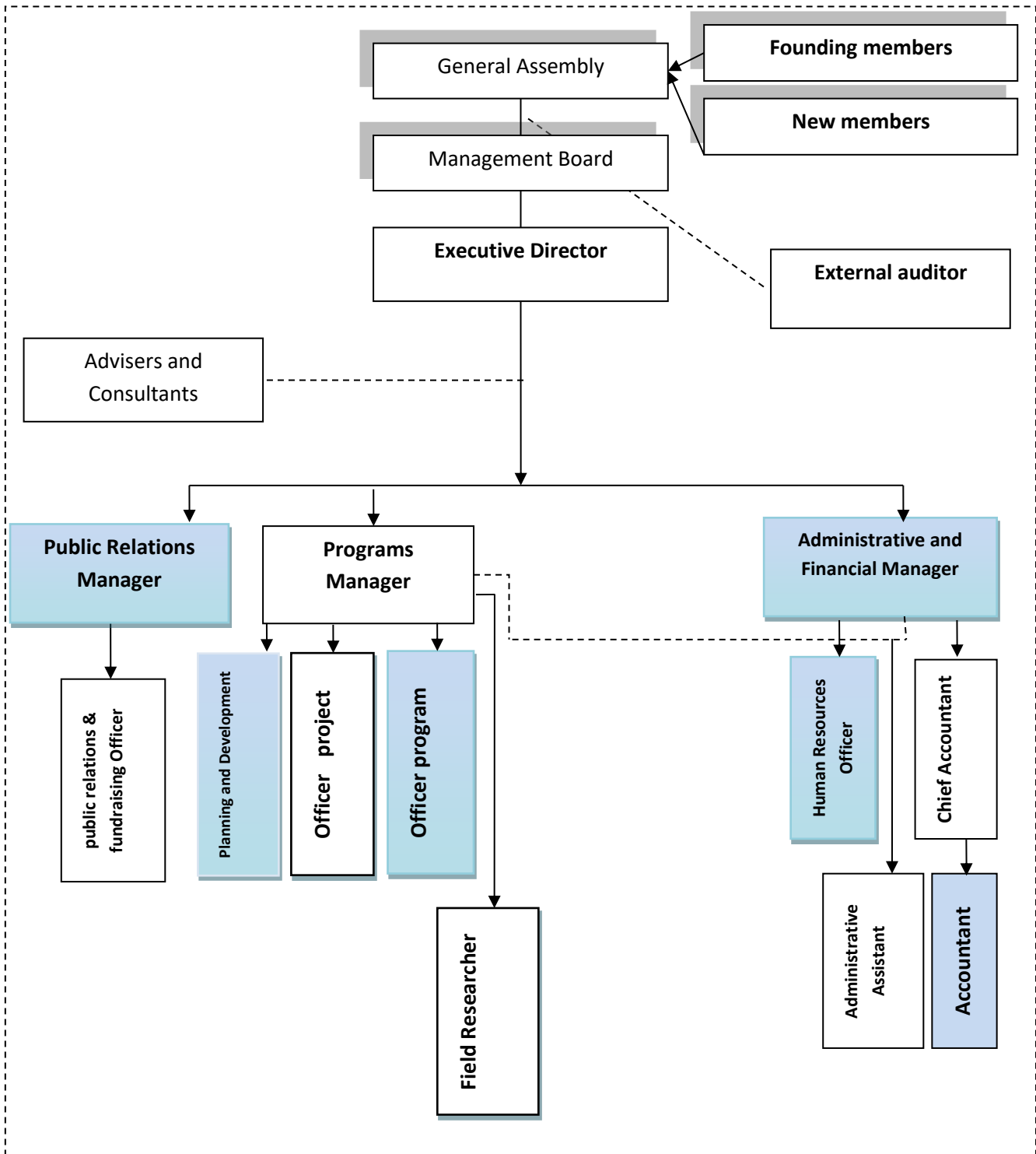
- المساهمة بالنهوض بقطاع الطفولة.
- تفعيل دور الشباب في التنمية المجتمعية.
- السعي لرفع مكانة المرأة لأخذ دورها في المجتمع.
- الإسهام بجهود تنمية ودمج ذوي الإعاقة.
- المساهمة في توفير الدعم اللازم لإنشاء المشاريع الصغيرة.

#### أهداف مسار حقوق الإنسان والديمقراطية وسيادة القانون

- تعزيز ثقافة حقوق الإنسان والسعي لاحترامها.
- تعميق قيم الديمقراطية ثقافة وممارسة.

- تعزيز احترام سيادة القانون.

### هيكلية الجمعية:





### القسم الثالث: نتائج تحليل البيئة الداخلية والخارجية (SWOT Analysis)

الجدول أدناه يلخص أهم المؤثرات الايجابية والسلبية والتي تمثل أهم عوامل القوة والضعف والفرص والتحديات التي تواجه عمل الهيئة سعياً منها الى تحقيق رسالتها ورؤيتها واهدافها الإستراتيجية، وهي على النحو التالي:

#	نقاط القوة	نقاط الضعف
1.	تمثل الهيئة مظلة ل (50) من المؤسسات الأهلية القاعدية ومنظمات المجتمع المدني على مستوى شمال الضفة الغربية	ضعف الاستدامة المالية نتيجة عدم توفر (Core Fund)
2.	وجود هيكلية تنظيمية وإدارية تحكم العلاقة ما بين مجلس الإدارة والمجلس التنفيذي بما ينعكس إيجاباً على واقع الهيئة وانجازاتها المتتالية ويحقق الانسجام .	ضعف قيام بعض أعضاء مجلس الإدارة بأدوارهم ومسؤولياتهم
3.	يملك طاقم العمل خبرات عالية تسهم في انجاز الخطط والبرامج كما يخطط لها .	بعض بنود الأنظمة المالية والإدارية تحتاج لتفسير أوضح، لعدم خلق تداخل بالعمل.
4.	تمتلك الهيئة علاقات واسعة مع العديد من جهات التمويل على المستوى المحلي والدولي	ضعف آليات قياس الأثر والأهداف بعيدة المدى لبرامج الهيئة
5.	لدى الهيئة علاقات تشبيك واسعة مع العديد من المؤسسات المحلية بالإضافة إلى عضوية الائتلافات والشبكات المحلية والدولية.	ضعف تطبيق نظام حوافز للعاملين وتشجيعهم.
6.	تمتلك الهيئة خبرة عالية في تجنيد التمويل، فلمؤسسة سجل واضح في تجنيد الدعم لصالح برامج الهيئة وشبكة المؤسسات المنضوية في إطارها.	وجود تركيز على مجالات دون أخرى خلال عملية تنفيذ برامج الهيئة وذلك نتيجة اختلاف أجندة التمويل وفرص الدعم المتوفرة مما يؤثر سلباً على خلق حالة من التوازن بين البرامج والأنشطة المنفذة
7.	وضوح رؤية وبرامج الهيئة وسرعة استجابتها للاحتياجات المستجدة للمجتمع المحلي وللمؤسسات الشريكة	
8.	يوجد ثقة عالية بين الهيئة الاستشارية والفئات المستهدفة والمجتمع المحلي .	
9.	القدرة على توريد الأفكار الإبداعية المتجددة والتي تواكب التطور على مستوى البرامج والمشاريع التي تنفذها الهيئة .	
10.	وجود إجراءات مالية شفافة مثل نظام مالي ، مدقق حسابات خارجي ، برنامج محاسبي متطور .	

#	الفرص	التحديات
1	وجود الهيئة ضمن محافظة جنين وشمال الضفة الغربية بشكل عام والتي تعتبر مناطق مهمشة الامر الذي يعد عامل جذب لفرص التمويل	عدم الاستقرار السياسي بسبب الاحتلال والذي من شأنه أن يؤثر على اولوية التدخلات والتوجهات الاستراتيجية التي تعمل الهيئة في اطارها
2	وجود عدد كبير من المؤسسات القاعدية على مستوى شمال الضفة الغربية بحاجة الى تطوير قدرات وتحسين اداء	الحالة الداخلية والانقسام السياسي وما يحدثه من تأثير على واقع عمل منظمات المجتمع المدني وعلى الواقع الفلسطيني بشكل عام
3	وجود توجه من قبل المانحين للعمل مع ائتلافات مؤسسية كالهيئة والتي تضم ( 50 ) من منظمات المجتمع المدني التي تعمل معا بإدارة الهيئة الاستشارية ومن خلالها	تذبذب وضع التمويل في فلسطين متأثرا بعوامل إقليمية ودولية متعددة.
4	وجود احتياجات كبيرة غير مشبعة للمجتمع المحلي ضمن مجالات عمل الهيئة الاستشارية .	ضعف التكامل والشراكة ما بين القطاع العام والخاص والأهلي مما يؤثر على نوعية التدخلات المطلوب تنفيذها وبالتالي اضعاف نتائج عملية التنمية المجتمعية
5	ارتفاع معدلات الانتهاكات لحقوق الإنسان والحريات ألعامه مما يعزز دور الهيئة في التدخل لوقف الانتهاكات .	غالبية التمويل يكون قصير المدى وقل من احتياجات الفئات المستهدفة مما يربك عمل المؤسسات الأهلية ويؤثر على الاستمرارية.
6		تراجع ثقافة العمل التطوعي المجتمعي مما يؤثر على تنفيذ برامج الهيئة والتي تسعى لتعزيز روح العمل التطوعي بين افراد المجتمع وخصوصا الشباب
7		وجود أجندة متعددة للممولين قد لا ينسجم أحيانا مع احتياجات المجتمع المحلي مما يعيق الخطط التنموية.
8		وجود خلل في البيئة القانونية المتعلقة بعمل المؤسسات الأهلية في فلسطين .
9		تغليب التفكير الخيري والإغاثة على التنموي من قبل بعض المؤسسات الأهلية.
10		انغلاق بعض المنظمات الأهلية وتوقعها الداخلي وعدم ادراكها لطبيعة مهام مؤسسات المجتمع المدني.
11		ضعف انتشار ثقافة حقوق الإنسان وسيادة القانون في المجتمع المحلي مما يصعب عمل الهيئة في هذا القطاع.

## القسم الرابع: الرؤية والرسالة

### الرؤية

" نحو مؤسسات أهلية ريادية فاعلة، تتطلع للارتقاء بالمجتمع الفلسطيني وتعزيز قيمه وتنمية قدراته وموارده"

### الرسالة

الهيئة الاستشارية الفلسطينية لتطوير المؤسسات غير الحكومية، هي مؤسسة أهلية فلسطينية مستقلة تضم مجموعة من مؤسسات المجتمع المدني التي تعمل معا في اطار شبكة من المؤسسات الشريكة، حيث تسعى الهيئة الى تطوير وتعزيز قدرات المؤسسات الأهلية القاعدية وتنمية المجتمع المحلي بفئاته المختلفة والمساهمة بالتنوعية المجتمعية والسياسية ، وصولا الى مجتمع تسوده قيم الديمقراطية والعدالة الاجتماعية.

## القسم الخامس: قيم الجمعية وفئاتها المستهدفة ونطاق عملها

### القيم والمبادئ

في سعيها الحثيث لتحقيق رؤيتها وأهدافها تلتزم الهيئة الاستشارية بالعمل على تكريس مجموعة من المبادئ والقيم والمعتقدات الأساسية في جميع نظم عملها ومعاملاتها وتوجهاتها المستقبلية والتي يمكن تلخيصها من خلال القيم التالية:-

### على المستوى العالمي

- نلتزم بالاعلان العالمي لحقوق الانسان والعهد الدولي الخاص بالحقوق المدنية والسياسية.
- نلتزم بالاتفاقية الدولية لوقف كافة اشكال التمييز ضد المرأة واتفاقية حقوق الطفل والأشخاص ذوي الإعاقة.

### على المستوى الوطني

- نلتزم بالثوابت الوطنية الفلسطينية التي تؤكد على الحقوق التاريخية للشعب الفلسطيني.
- نلتزم بكافة الانظمة والقوانين الفلسطينية والتي تتسجم مع المعايير العالمية والاتفاقيات الدولية.
- نلتزم بما يصدر عن الشبكات والاتلافات الفلسطينية ويتوافق مع توجهات الهيئة الاستشارية.
- نحترم قيم المجتمع الفلسطيني وعاداته واعرافه المجتمعية.

### على المستوى الداخلي للهيئة

- نؤمن بأهمية العمل التطوعي والانساني ودوره في التنمية المستدامة.
- نعي اهمية الالتزام بالشفافية سواءا من حيث الافصاح عن المعلومات او نشرها واطلاع الفئات المستهدفة عليها.
- نلتزم الحيادية المهنية في العمل بعيدا عن الحزبية والفئوية واية مفاهيم لا تتسجم مع قيم النزاهة والموضوعية.
- نؤمن بأهمية الكفاءة والتميز كاحدى الادوات الاساسية التي تميز الهيئة عن غيرها من المؤسسات.
- نقدر اهمية الانتماء للمؤسسة ورسالتها ورؤيتها وتوجهاتها الاستراتيجية التنموية.

### على مستوى الفئات المستهدفة

- نشجع على المشاركة المجتمعية للفئات المستهدفة وخاصة المرأة والشباب والأشخاص من ذوي الإعاقة في كل جوانب عمل الجمعية وبرامجها وانشطتها المختلفة.
- نؤمن بالشراكة الحقيقية والتعاون الجماعي البناء مع كافة المؤسسات الاهلية الفلسطينية وخصوصا تلك المنضوية في اطار الهيئة وتلك التي ترتبط معها بعلاقات شركة دائمة.
- نشجع المؤسسات المنضوية في اطار الهيئة على احترام مبادئ حقوق الانسان واعتماد قيم الشفافية والنزاهة والحكم الصالح داخل منظمات المجتمع المدني.

### الفئات المستهدفة

ستعمل الهيئة ومن خلال برامجها ومشاريعها المختلفة على استهداف العديد من الاطراف والفئات المجتمعية وتمييزها ضمن قطاعات المجتمع المحلي المختلفة على مستوى شمال الضفة الغربية، والتي هي على النحو التالي:

- منظمات المجتمع المدني القاعدية المنضوية في إطار الهيئة.
- المؤسسات العامة والسلطات المحلية الفلسطينية
- الشباب من سن (18-35) عام
- النساء المهمشات
- الأشخاص من ذوي الإعاقة

- فئة الطفولة المبكرة ما قبل المدرسة

## نطاق العمل

تعمل الهيئة الاستشارية على مستوى الضفة الغربية وبالتحديد في (8) محافظات وهي (جنين، نابلس، قلقيلية، طوباس والأغوار، طولكرم، الخليل، رام الله، سلفيت) وذلك بهدف تقديم الخدمات وتوفير البرامج المختلفة وتنمية المجتمع المحلي بالإضافة الى بناء قدرات مؤسسات المجتمع المدني، وبما يشمل المدينة والمناطق الريفية التابعة للمناطق المستهدفة.

تسعى الهيئة مستقبلا لتوسعة برامجها وانشطتها المختلفة افقيا وذلك ضمن خططها الاستراتيجية اللاحقة وبما يوسع من دائرة الاستهداف للمواقع الجغرافية بحيث تشمل كافة نطاق الضفة الغربية.

## القسم السادس: الأهداف الاستراتيجية

ستعمل الهيئة خلال الأعوام الثلاث القادمة ضمن أربعة محاور رئيسية بهدف تحقيق الأهداف الاستراتيجية المرتبطة برؤيتها وبرامج عملها المختلفة، والتي يمكن الإشارة إليها على النحو التالي:-

### الهدف الاستراتيجي الأول: تنمية المجتمع المحلي وتطوير المشاركة المجتمعية.

- تفعيل دور الشباب وتعزيز مشاركتهم المجتمعية.
- المساهمة بالتمكين الاقتصادي للفئات المهمشة.
- إدراج مفاهيم الإعاقة ضمن سياسات وأنشطة وبرامج عمل المؤسسات الأهلية والوزارات الحكومية والسلطات المحلية.
- تعزيز المسائلة المجتمعية على مستوى القطاع الأهلي والعام.

### الهدف الاستراتيجي الثاني: تطوير قدرات مؤسسات المجتمع المدني وتعزيز دورها.

- تحسين القدرات الإدارية والمالية للعاملين في المؤسسات الأهلية القاعدية.
- تحسين مستوى الخدمات والبرامج الموجهة لخدمة المجتمع المحلي.
- تعزيز دور مؤسسات المجتمع المدني في التأثير الايجابي في السياسات العامة.
- تعزيز دور مؤسسات المجتمع المدني في مكافحة الفساد.

### الهدف الاستراتيجي الثالث: المساهمة في تعزيز منظومة حقوق الإنسان والديمقراطية وسيادة القانون في المجتمع

- توعية المجتمع بقيم ومبادئ حقوق الإنسان والاتفاقيات والمواثيق والمعاهدات الدولية المتعلقة بها.

- تكريس ممارسة الديمقراطية الايجابية ومفاهيم المواطنة الصالحة.
- تعزيز وحماية الحقوق الاقتصادية والاجتماعية للفئات المهمشة.
- تعزيز احترام مبادئ سيادة القانون والعدالة.
- تعزيز وحماية استقلالية العمل الأهلي.

#### الهدف الاستراتيجي الرابع: تحسين البنية التنظيمية الداخلية وتطوير قدرات الهيئة بما يتعلق بالأنظمة والسياسات والموارد البشرية.

- تطوير القدرات البشرية للعاملين والهيئات المرجعية داخل الهيئة.
- تطوير الأنظمة واللوائح والسياسات الداخلية بما ينسجم مع احتياجات الهيئة وطبيعة عملها.
- تطوير البنية التحتية والإسهام في تحقيق استدامة الهيئة.

#### مصفوفة الأهداف ومؤشرات القياس المقترحة

الهدف الإستراتيجي الأول: تنمية المجتمع المحلي وتطوير المشاركة المجتمعية.	
الأهداف الفرعية	مؤشرات و نتائج سير العملية
تفعيل دور الشباب وتعزيز مشاركتهم المجتمعية.	<ul style="list-style-type: none"> <li>▪ عدد المبادرات الشبابية التي سيتم دعمها.</li> <li>▪ إجمالي عدد الشباب المستفيدين من ورشات العمل والدورات التدريبية وحملات التوعية</li> <li>▪ إجمالي عدد الشباب المتطوعين والمنخرطين بأنشطة المجتمع</li> <li>▪ التغير في مستوى القدرات والمهارات التي اكتسبها الشباب المستهدفين.</li> </ul>
المساهمة بالتمكين الاقتصادي للفئات المهمشة (النساء والشباب والأشخاص ذوي الإعاقة)	<ul style="list-style-type: none"> <li>▪ عدد المشاريع الاقتصادية الصغيرة التي سيتم دعمها</li> <li>▪ عدد الدورات التدريبية في إدارة المشاريع المدرة للدخل.</li> <li>▪ إجمالي عدد الأشخاص الذين حصلوا على تدريب في إدارة المشاريع المدرة للدخل.</li> <li>▪ معدل التوظيف والتشغيل</li> <li>▪ النسبة المئوية في التغير في مستوى الدخل .</li> <li>▪ مستوى التغير في المهارات والقدرات لدى الفئات المهمشة</li> <li>▪ حجم الشراكات مع المؤسسات المجتمعية والقطاع الخاص</li> </ul>

<ul style="list-style-type: none"> <li>■ عدد المؤسسات التي تلقت تدريب ومساعدة تقنية في إدراج الإعاقة .</li> <li>■ عدد المؤسسات التي طبقت إجراءات إدراج الإعاقة (مصفوفة الإدراج).</li> <li>■ درجة التغيير في توجهات وسياسات المؤسسات المستهدفة في مجال إدراج الإعاقة.</li> <li>■ إجمالي عدد الأشخاص ذوي الإعاقة المستفيدون من تطبيق مفهوم إدراج الإعاقة.</li> </ul>	<p>إدراج مفاهيم الإعاقة (Mainstreaming Disability) ضمن أنشطة وبرامج عمل المؤسسات الأهلية والوزارات الحكومية والسلطات المحلية</p>
<ul style="list-style-type: none"> <li>■ الزيادة المئوية في عدد أنشطة المساءلة المجتمعية.</li> <li>■ عدد السلطات المحلية التي مأسسة أدوات المساءلة المجتمعية.</li> <li>■ مستوى التحسن في أداء السلطات المحلية من حيث جودة الخدمات المقدمة للمواطنين.</li> <li>■ إجمالي عدد المواطنين الذين شاركوا في أنشطة المساءلة المجتمعية.</li> <li>■ عدد المبادرات في مجال المساءلة المجتمعية</li> </ul>	<p>تعزيز المساءلة المجتمعية على مستوى القطاع الاهلي والعام.</p>

الهدف الاستراتيجي الثاني: تطوير قدرات مؤسسات المجتمع المدني وتعزيز دورها.	
الأهداف الفرعية	مؤشرات و نتائج سير العملية
تحسين القدرات الإدارية والمالية للعاملين ضمن المؤسسات القاعدية.	<ul style="list-style-type: none"> <li>■ إجمالي عدد المؤسسات القاعدية التي سيتم بناء قدراتها والعاملين فيها.</li> <li>■ عدد الأنشطة التدريبية في مجال بناء القدرات المؤسسية.</li> <li>■ 70% من العاملين تحسنت قدراتهم في مجال إدارة المؤسسات و النواحي الإدارية والمالية.</li> <li>■ 60% من المؤسسات المستهدفة تحسن أدائها الإداري والمالي والبرامجي.</li> </ul>
تحسين مستوى الخدمات والبرامج الموجهة لخدمة المجتمع المحلي.	<ul style="list-style-type: none"> <li>■ 60% من المؤسسات زاد عدد أنشطتها مع المجتمع المحلي.</li> <li>■ عدد المستفيدين من برامج وأنشطة المؤسسات الأهلية المستهدفة.</li> <li>■ إجمالي عدد المستفيدين المشاركين بأنشطة التخطيط والمتابعة والتقييم.</li> </ul>

<ul style="list-style-type: none"> <li>■ مستوى مشاركة المؤسسات الأهلية في آليات صنع السياسات الرئيسية على جميع المستويات</li> <li>■ مستوى التعاون والتنسيق والتنفيذ بين المؤسسات المستهدفة</li> <li>■ عدد الأنشطة التي تنفذها المؤسسات المستهدفة للتأثير في السياسات العامة</li> </ul>	<p>تعزيز دور مؤسسات المجتمع المدني في التأثير الإيجابي في السياسات العامة.</p>
<ul style="list-style-type: none"> <li>■ أنظمة إدارية ومالية أكثر نزاهة وشفافية</li> <li>■ عدد المبادرات التي تقوم بها المؤسسات الأهلية في مجال مكافحة الفساد</li> <li>■ عدد مذكرات التفاهم التي تعكس مستوى التعاون والتنسيق بين المؤسسات المستهدفة في مجال مكافحة الفساد</li> <li>■ عدد المؤسسات الأهلية الموقعة على موثيق ومدونات السلوك ذات العلاقة بالشفافية والنزاهة ومكافحة الفساد</li> <li>■ (30-50) مؤسسه أهلية قاعدية أصبح لديها معرفة بقانون مكافحة الفساد والجرائم التي يعاقب عليها القانون ومعاقبة الفاسدين ودور هيئة مكافحة الفساد</li> </ul>	<p>تعزيز دور مؤسسات المجتمع المدني في مكافحة الفساد</p>

الهدف الاستراتيجي الثالث: المساهمة في تعزيز منظومة حقوق الإنسان والديمقراطية وسيادة القانون في المجتمع	
الأهداف الفرعية	مؤشرات و نتائج سير العملية
توعية المجتمع بقيم ومبادئ حقوق الإنسان والاتفاقيات والمواثيق والمعاهدات الدولية المتعلقة بها	<ul style="list-style-type: none"> <li>■ عدد ورش العمل واللقاءات التوعوية بقضايا حقوق الإنسان</li> <li>■ التغير بمستوى الوعي لدى الفئات المهمشة والمجتمع المحلي</li> <li>■ إجمالي عدد المبادرات التي تم تنفيذها لتعزيز حقوق الإنسان في المجتمع المحلي</li> <li>■ حجم التعاون والشراقات الوطنية والإقليمية التي تم عقدها في مجال حقوق الإنسان</li> <li>■ عدد المؤسسات الأهلية المستهدفة والتي تطبق مفهوم النهج القائم على الحقوق Rights-based approach to development</li> </ul>
تكريس الممارسات الديمقراطية الايجابية ومفهوم المواطنة الصالحة	<ul style="list-style-type: none"> <li>■ إجمالي عدد المشاركين في الدورات التدريبية وورش العمل في مفهوم الديمقراطية والمواطنة</li> <li>■ التغير بمستوى المشاركة للفئات المهمشة في الحياة العامة</li> </ul>



<ul style="list-style-type: none"> <li>▪ قصص نجاح تجسد مفهوم المواطنة الصالحة</li> </ul>	
<ul style="list-style-type: none"> <li>▪ إجمالي عدد الانتهاكات التي تم رصدها وتوثيقها ومتابعتها</li> <li>▪ حالات الانتهاك التي تمت معالجة بشكل كلي أو جزئي</li> <li>▪ إجمالي عدد الأشخاص الذين تم توعيتهم بحقوقهم الاجتماعية والاقتصادية</li> <li>▪ عدد المتابعات القضائية للانتهاكات التي تم تقديمها للمحاكم</li> <li>▪ مستوى التغير الايجابي في السياسات العامة المرتبطة بالحقوق الاجتماعية والاقتصادية</li> <li>▪ إجمالي عدد الأشخاص الذين حصلوا على المساعدة القانونية من خلال وحدة الانتهاكات</li> </ul>	<p>تعزيز وحماية الحقوق الاقتصادية والاجتماعية للفئات المهمشة</p>
<ul style="list-style-type: none"> <li>▪ عدد المبادرات الشبابية المجتمعية في مجال تعزيز سيادة القانون</li> <li>▪ إجمالي عدد المشاركين في ورش عمل ولقاءات التثقيف بمجال سيادة القانون</li> <li>▪ مدى التغير الايجابي بمستوى وعي المواطنين بالقوانين وقطاع العدالة</li> </ul>	<p>تعزيز ثقافة احترام سيادة القانون والعدالة</p>
<ul style="list-style-type: none"> <li>▪ عدد المؤسسات التي تلقت مساعدة قانونية في مجال الحق في تشكيل الجمعيات</li> <li>▪ إجمالي عدد الانتهاكات التي تعرضت لها المؤسسات الأهلية</li> <li>▪ قوانين ولوائح وانظمه وقرارات وسياسات أكثر استجابة لاستقلالية العمل الأهلي</li> <li>▪ مستوى الوعي لدى المؤسسات الأهلية بالحق في تشكيل الجمعيات</li> </ul>	<p>تعزيز وحماية استقلالية العمل الأهلي</p>

<p>الهدف الاستراتيجي الرابع: تحسين البنية التنظيمية الداخلية وتطوير قدرات الهيئة بما يتعلق بالانظمة والسياسات والموارد البشرية.</p>	
<p>مؤشرات و نتائج سير العملية</p>	<p>الأهداف الفرعية</p>
<ul style="list-style-type: none"> <li>▪ مشاركته اكبر للهيئات المرجعية في عمل المؤسسة</li> <li>▪ عدد الدورات التدريبية في بناء القدرات التي استهدفت العاملين في الهيئة وهيئاتها المرجعية</li> <li>▪ عدد المؤتمرات والورش المحلية والإقليمية</li> </ul>	<p>تطوير القدرات البشرية للعاملين والهيئات المرجعية داخل الهيئة.</p>

<ul style="list-style-type: none"> <li>تحسين أداء العاملين والهيئات المرجعية داخل الهيئة</li> </ul>	
<ul style="list-style-type: none"> <li>انظمه إدارية ومالية اكسر شفافية ونزاهة وفاعلية</li> <li>ثقة اكبر من الجهات أمانحه للهيئة</li> <li>إقرار النظام الداخلي المعدل من قبل الهيئات المرجعية</li> </ul>	<p>تطوير الأنظمة والسياسات الداخلية بما ينسجم مع احتياجات الهيئة وطبيعة عملها.</p>
<ul style="list-style-type: none"> <li>زيادة حجم المجودات وأصولها</li> <li>حجم التمويل الذي تحصل عليه الهيئة</li> <li>عدد المشاريع</li> <li>امتلاك أنشطه اقتصادية مدرة للدخل</li> </ul>	<p>تطوير البنية التحتية والإسهام في تحقيق استدامة الهيئة.</p>

## الخطة التنفيذية للأعوام من (2014-2016)

الهدف الإستراتيجي الأول: تنمية المجتمع المحلي وتطوير المشاركة المجتمعية.						
جهة التمويل المتوقعة	الموازنة التقديرية (بالدولار الأمريكي \$)	الاطار الزمني			البرامج المشاريع والأنشطة	مؤشرات و نتائج سير العملية
		2016	2015	2014		
شبكة أنا ليندا	45000	x	x	x	مشروع التنمية من خلال الشباب	تفعيل دور الشباب وتعزيز مشاركتهم المجتمعية  عدد المبادرات الشبابية التي سيتم دعمها. إجمالي عدد الشباب المستفيدين من ورشات العمل والدورات التدريبية وحملات التوعية. إجمالي عدد الشباب المتطوعين والمنخرطين بأنشطة المجتمع. التغير في مستوى القدرات والمهارات التي اكتسبها الشباب المستهدفين.
ذاتي	--	x	x	x	المشاركة بمؤتمرات ومنتديات شبابية محلية ودولية	
جمعية المساعدات الشعبية النرويجية	10000	x	x	x	مشروع شبكة الشباب للإصلاح والمواطنة	
DROSOS Foundation	400000	x	x	x	برنامج (فكرة) لدعم المشاريع الريادية الصغيرة	المساهمة بالتمكين الاقتصادي للفئات المهمشة  عدد المشاريع الاقتصادية الصغيرة التي سيتم دعمها عدد الدورات التدريبية في إدارة المشاريع المدرة للدخل.
DROSOS Foundation	80000	x	x		مشروع تأسيس معمل إنتاج حقائب مدرسية لخلق فرص عمل للأشخاص ذوي إعاقة	

الهدف الإستراتيجي الأول: تنمية المجتمع المحلي وتطوير المشاركة المجتمعية.

جهة التمويل المتوقعة	الموازنة التقديرية (بالدولار الأمريكي \$)	الاطار الزمني			البرامج المشاريع والأنشطة	مؤشرات و نتائج سير العملية	الأهداف الفرعية
		2016	2015	2014			
CordAid	30000		x	x	مشروع تطوير التنافسية في المؤسسات النسوية القاعدية	إجمالي عدد الأشخاص الذين حصلوا على تدريب في إدارة المشاريع المدرة للدخل . معدل التوظيف والتشغيل النسبة المئوية في التغيير في مستوى الدخل . مستوى التغير في المهارات والقدرات لدى الفئات المهمشة حجم الشراكات مع المؤسسات المجتمعية والقطاع الخاص	
الديكونيا اناد	50000	x	x	x	مشروع بناء القدرات في مجال إدراج الإعاقة	عدد المؤسسات التي تلقت تدريب ومساعدة تقنية في إدراج الإعاقة.	إدراج مفاهيم الإعاقة ضمن أنشطة وبرامج عمل المؤسسات الأهلية والوزارات الحكومية والسلطات المحلية
منظمة العمل الدولية ILO	70000		x	x	مشروع إدراج الإعاقة في برامج التشغيل والتوظيف الحكومية	عدد المؤسسات التي طبقت إجراءات إدراج الإعاقة (مصقوفة الإدراج). درجة التغيير في توجهات وسياسات المؤسسات المستهدفة في مجال إدراج الإعاقة.	
الإغاثة الفردية السويدية	90000	x	x		مشروع تفعيل دور منظمات المجتمع المدني في مجال حقوق ذوي الإعاقات الذهنية	إجمالي عدد الأشخاص ذوي الإعاقة المستفيدون من تطبيق مفهوم إدراج الإعاقة.	
التعاون الإنمائي الألماني GIZ	40000	x	x	x	مشروع تعزيز المساواة المجتمعية في السلطات المحلية الفلسطينية	الزيادة المئوية في عدد أنشطة المساواة المجتمعية.	تعزيز المساواة المجتمعية على مستوى القطاع الاهلي والعام.
شبكة المساواة الاجتماعية	50000	x	x		مشروع بناء قدرات المؤسسات الأهلية في المساواة لمجتمعية	عدد السلطات المحلية التي مأسسة أدوات المساواة المجتمعية.	

**الهدف الإستراتيجي الأول: تنمية المجتمع المحلي وتطوير المشاركة المجتمعية.**

جهة التمويل المتوقعة	الموازنة التقديرية (بالدولار الأمريكي \$)	الاطار الزمني			البرامج المشاريع والأنشطة	مؤشرات و نتائج سير العملية	الأهداف الفرعية
		2016	2015	2014			
بالعالم العربي ANSA						مستوى التحسن في أداء السلطات المحلية من حيث جودة الخدمات المقدمة للمواطنين.	
ذاتي	---	X	X	X	الانضمام إلى عضوية شبكات محلية وإقليمية ودولية تعمل في مجال المساءلة المجتمعية	إجمالي عدد المواطنين الذين شاركوا في أنشطة المساءلة المجتمعية. عدد المبادرات في مجال المساءلة المجتمعية	

**الهدف الاستراتيجي الثاني: تطوير قدرات مؤسسات المجتمع المدني وتعزيز دورها.**

جهة التمويل المتوقعة	الموازنة التقديرية (بالدولار الأمريكي \$)	الاطار الزمني			المشاريع/الأنشطة	مؤشرات و نتائج سير العملية	الأهداف الفرعية
		2016	2015	2014			
CordAid	20000			X	مشروع بناء قدرات المؤسسات النسوية في محافظة جنين	<ul style="list-style-type: none"> <li>إجمالي عدد المؤسسات القاعدية التي سيتم بناء قدراتها والعاملين فيها.</li> <li>عدد الأنشطة التدريبية في مجال بناء القدرات المؤسساتية.</li> <li>70% من العاملين تحسنت قدراتهم في مجال إدارة المؤسسات و النواحي الإدارية والمالية.</li> <li>60% من المؤسسات المستهدفة تحسن أدائها الإداري والمالي والبرامجي.</li> </ul>	تحسين القدرات الإدارية والمالية للعاملين ضمن المؤسسات القاعدية.
ذاتي	--	X	X	X	تقديم الاستشارات الإلكترونية للمؤسسات الأهلية من خلال موقع شاهد المؤسسات الأهلية watch Pal NGOs		
ذاتي	--	X	X	X	تقديم الدعم والاستشارات والتدريب للمؤسسات الأهلية القاعدية		

الممثلة الألمانية برام الله	50000	x	x	x	مشروع تأهيل وتطوير رياض الأطفال في شمال الضفة الغربية	<ul style="list-style-type: none"> <li>60% من المؤسسات زاد عدد أنشطتها مع المجتمع المحلي.</li> <li>عدد المستفيدين من برامج وأنشطة المؤسسات الأهلية المستهدفة.</li> <li>إجمالي عدد المستفيدين المشاركين بأنشطة التخطيط والمتابعة والتقييم.</li> </ul>	تحسين مستوى الخدمات والبرامج الموجه لخدمة المجتمع المحلي.
الاتحاد الأوروبي EU	50000	x	x	x	تقديم منح مالية صغيرة (Sub-grants) للمؤسسات الأهلية القاعدية		
ذاتي	--	x	x	x	الانضمام إلى شبكات محلية ودولية لتعزيز دور المجتمع المدني	<ul style="list-style-type: none"> <li>مستوى مشاركة المؤسسات الأهلية في آليات صنع السياسات الرئيسية على جميع المستويات</li> </ul>	تعزيز دور مؤسسات المجتمع المدني في التأثير الإيجابي في السياسات العامة.
الاتحاد الأوروبي EU	30000		x	x	مشروع تعزيز دور الشبكات الأهلية الفلسطينية في مجال التنمية والسياسات العامة	<ul style="list-style-type: none"> <li>مستوى التعاون والتنسيق والتنفيد بين المؤسسات المستهدفة</li> <li>عدد الأنشطة التي تنفذها المؤسسات المستهدفة للتأثير في السياسات العامة</li> </ul>	
هيئة مكافحة الفساد	20000	x	x	x	مشروع تعزيز دور المؤسسات الأهلية في مجال مكافحة الفساد	<ul style="list-style-type: none"> <li>أنظمة إدارية ومالية أكثر نزاهة وشفافية</li> <li>عدد المبادرات التي تقوم بها المؤسسات الأهلية في مجال مكافحة الفساد</li> </ul>	تعزيز دور مؤسسات المجتمع المدني في مكافحة الفساد
أمان - فرع منظمة الشفافية الدولية	5000	x	x	x	مشروع تعزيز الشفافية والنزاهة في المؤسسات الأهلية (مبادرة موقع watch (Pal NGOs	<ul style="list-style-type: none"> <li>عدد مذكرات النفاهم التي تعكس مستوى التعاون والتنسيق بين المؤسسات المستهدفة في مجال مكافحة الفساد</li> <li>عدد المؤسسات الأهلية الموقعة على موثيق ومدونات السلوك ذات العلاقة بالشفافية والنزاهة ومكافحه الفساد</li> <li>(30-50) مؤسسه أهلية قاعدية أصبح لديها معرفة بقانون مكافحة الفساد والجرائم</li> </ul>	

						التي يعاقب عليها القانون ومعاقبة الفاسدين ودور هيئة مكافحة الفساد	
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### الهدف الاستراتيجي الثالث: المساهمة في تعزيز منظومة حقوق الإنسان والديمقراطية وسيادة القانون في المجتمع

جهة التمويل المتوقعة	الموازنة التقديرية (بالدولار الأمريكي \$)	الاطار الزمني			المشاريع/الانشطة	مؤشرات و نتائج سير العملية	الأهداف الفرعية
		2016	2015	2014			
مكتب المفوض السامي لحقوق الإنسان	20000	x	x	x	ورش عمل تدريبية في مجال حقوق المرأة في المواثيق الدولية والتشريعات الفلسطينية	<ul style="list-style-type: none"> <li>عدد ورش العمل واللقاءات التوعوية بقضايا حقوق الإنسان</li> <li>التغير بمستوى الوعي لدى الفئات المهمشة والمجتمع المحلي</li> </ul>	توعية المجتمع بقيم ومبادئ حقوق الإنسان والاتفاقيات والمواثيق والمعاهدات الدولية المتعلقة بها
الإتحاد الأوروبي EU	50000	x	x		مشروع بناء قدرات المؤسسات الأهلية القاعدية في مجال حقوق الإنسان	<ul style="list-style-type: none"> <li>إجمالي عدد المبادرات التي تم تنفيذها</li> <li>لتعزيز حقوق الإنسان في المجتمع المحلي</li> <li>حجم التعاون والشراكات الوطنية والإقليمية التي تم عقدها في مجال حقوق الإنسان</li> <li>عدد المؤسسات الأهلية المستهدفة والتي تطبق مفهوم النهج القائم على الحقوق Rights-based approach to development</li> </ul>	
NED	40000	x	x		مشروع تعزيز قيم المواطنة في المجتمع المحلي	<ul style="list-style-type: none"> <li>إجمالي عدد المشاركين في الدورات التدريبية وورش العمل في مفهوم الديمقراطية والمواطنة</li> <li>التغير بمستوى المشاركة للفئات المهمشة في الحياة العامة</li> <li>قصص نجاح تجسد مفهوم المواطنة الصالحة</li> </ul>	تكريس الممارسات الديمقراطية الاجابية ومفهوم المواطنة الصالحة

الهدف الاستراتيجي الثالث: المساهمة في تعزيز منظومة حقوق الإنسان والديمقراطية وسيادة القانون في المجتمع

الاهداف الفرعية	مؤشرات و نتائج سير العملية	المشاريع/الانشطة	الاطار الزمني			الموازنة التقديرية (بالدولار الأمريكي \$)	جهة التمويل المتوقعة
			2014	2015	2016		
تعزيز وحماية الحقوق الاقتصادية والاجتماعية للفئات المهمشة	<ul style="list-style-type: none"> <li>إجمالي عدد الانتهاكات التي تم رصدها وتوثيقها ومتابعتها</li> <li>حالات الانتهاك التي تمت معالجة بشكل كلي أو جزئي</li> <li>إجمالي عدد الأشخاص الذين تم توعيتهم بحقوقهم الاجتماعية والاقتصادية</li> <li>عدد المتابعات القضائية للانتهاكات التي تم تقديمها للمحاكم</li> <li>مستوى التغير الايجابي في السياسات العامة المرتبطة بالحقوق الاجتماعية والاقتصادية</li> <li>إجمالي عدد الأشخاص الذين حصلوا على المساعدة القانونية من خلال وحدة الانتهاكات</li> </ul>	مشروع تعزيز وحماية حقوق الأشخاص ذوي الإعاقة في الأراضي الفلسطينية	x	x	x	200000	الإتحاد الأوروبي EU
		تطوير وحدة رصد وتوثيق الانتهاكات في الهيئة	x	x	x	40000	UNDP
		تطوير وحدة المساعدة القانونية في الهيئة	x	x	x	40000	UNDP
تعزيز ثقافة احترام سيادة القانون والعدالة	<ul style="list-style-type: none"> <li>عدد المبادرات الشبابية المجتمعية في مجال تعزيز سيادة القانون</li> <li>إجمالي عدد المشاركين في ورش عمل ولقاءات التثقيف بمجال سيادة القانون</li> <li>مدى التغير الايجابي بمستوى وعي المواطنين بالقوانين وقطاع العدالة</li> </ul>	مشروع تعزيز ثقافة احترام سيادة القانون بين أوساط طلبة الجامعات والمدارس	x	x		100000	UNDP
تعزيز وحماية استقلالية العمل الأهلي	<ul style="list-style-type: none"> <li>عدد المؤسسات التي تلقت مساعدة قانونية في مجال الحق في تشكيل الجمعيات</li> </ul>	مشروع تعزيز دور الشبكات الأهلية في الحق في تشكيل الجمعيات	x	x	x	30000	المؤسسة الأوروبية ومتوسطة لدعم



### الهدف الاستراتيجي الثالث: المساهمة في تعزيز منظومة حقوق الإنسان والديمقراطية وسيادة القانون في المجتمع

الأهداف الفرعية	مؤشرات و نتائج سير العملية	المشاريع/الانشطة	الاطار الزمني			الموازنة التقديرية (بالدولار الأمريكي \$)	جهة التمويل المتوقعة
			2016	2015	2014		
	<ul style="list-style-type: none"> <li>إجمالي عدد الانتهاكات التي تعرضت لها المؤسسات الأهلية</li> <li>قوانين ولوائح وانظمه وقرارات وسياسات أكثر استجابة لاستقلالية العمل الأهلي</li> <li>مستوى الوعي لدى المؤسسات الأهلية بالحق في تشكيل الجمعيات</li> </ul>	تشكيل تحالفات مؤسساتية-مجتمعية لتعزيز الحق في تشكيل الجمعيات وحماية الحريات العامة					المدافعين عن حقوق الإنسان
			x	x	x	40000	المؤسسة الأورومتوسطية لدعم المدافعين عن حقوق الإنسان

### الهدف الاستراتيجي الرابع: تحسين البنية التنظيمية الداخلية وتطوير قدرات الهيئة بما يتعلق بالأنظمة والسياسات والموارد البشرية.

الأهداف الفرعية	مؤشرات و نتائج سير العملية	المشاريع/الانشطة	الاطار الزمني			الموازنة التقديرية (بالدولار الأمريكي \$)	جهة التمويل المتوقعة
			2016	2015	2014		
تطوير القدرات البشرية للعاملين والهيئات المرجعية داخل الهيئة.	<ul style="list-style-type: none"> <li>مشاركه أكبر للهيئات المرجعية في عمل المؤسسة</li> <li>عدد الدورات التدريبية في بناء القدرات التي استهدفت العاملين في الهيئة وهيئاتها المرجعية</li> <li>عدد المؤتمرات والورش المحلية والإقليمية</li> <li>تحسين أداء العاملين والهيئات المرجعية داخل الهيئة</li> </ul>	عقد (5) برامج تدريبية متخصص لطاقم الهيئة	x	x	x	10000	ذاتي
		مشاركات لطاقم الهيئة في مؤتمرات وورش عمل محلية وإقليمية ودولية	x	x	x	--	ذاتي

**الهدف الاستراتيجي الرابع: تحسين البنية التنظيمية الداخلية وتطوير قدرات الهيئة بما يتعلق بالأنظمة والسياسات والموارد البشرية.**

جهة التمويل المتوقعة	الموازنة التقديرية (بالدولار الأمريكي \$)	الاطار الزمني			المشاريع/الانشطة	مؤشرات و نتائج سير العملية	الأهداف الفرعية
		2016	2015	2014			
ذاتي	5000	x	x		التعاقد مع استشاري لتطوير أنظمة الهيئة ومراجعته سياساتها	<ul style="list-style-type: none"> <li>■ أنظمة إدارية ومالية أكثر شفافية ونزاهة وفاعلية</li> <li>■ ثقة اكبر من الجهات ألمانحه للهيئة</li> <li>■ إقرار النظام الداخلي المعدل من قبل الهيئات المرجعية</li> </ul>	تطوير الأنظمة والسياسات الداخلية بما ينسجم مع احتياجات الهيئة وطبيعة عملها.
ذاتي	2000		x		تحديث نماذج العمل الإدارية في الهيئة		
ذاتي	5000		x		تطوير أنظمة المتابعة والرقابة والتقييم في الهيئة		
DROSOS Foundation	80000	x	x		إنشاء معمل لإنتاج الحقائق يعمل به أشخاص ذوي إعاقة مدر للدخل	<ul style="list-style-type: none"> <li>■ زيادة حجم المجودات وأصولها</li> <li>■ حجم التمويل الذي تحصل عليه الهيئة</li> <li>■ عدد المشاريع</li> <li>■ امتلاك أنشطه اقتصادية مدرة للدخل</li> </ul>	تطوير البنية التحتية والإسهام في تحقيق استدامة الهيئة.

## Tamer Institute strategic plan: Strategic Document

Years 2016-2020



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### **Impact of the Organization**

On the outset of a new breath, Tamer Institute accumulates its experiences in the past 25 years as a motivated force to achieve social change. Having the main goal towards a free and safe Palestinian learning society, it has been essentially encouraging and deepening environments within the society where learning of its members can lead to the whole society's productivity of its own benefit; whether production yields culturally, or economically. Productivity enhances the self-sustained potentials and furthers any dialogue in the benefit of the society.

Tamer Institute has been utilizing its experiences to work in four main strategies. Supporting the literary and scholarly production on child culture in Palestine for the past 25 years has encouraged a movement of producers of books; writers and illustrators of books mainly, and printing houses, distributors, and eventually a reading community which has the basis for a movement of literary critic in Palestine. Linkage to external publishing and reading promotion initiatives to promote Tamer's experience has helped furnish the Arab experience of children's literature too. Import and export of books as products, even though not in a huge scope, has boosted and positioned the Palestinian culture among its Arab peers. The experience has exceeded expectations towards encouraging Arab initiatives in celebrating children's books. The energy of children's literary production in the Arab countries in the past 25 years does not only rely to Tamer's experience, but several Arab references on the field have declared clearly the impact of Tamer as a leading experience in the field, much inspiring to their vehemence.

On a parallel level to literary production, Tamer has determined since its establishment to enhance reading, writing and all forms of expression among children and young adults. Indicators have shown accelerating interest in reading books; despite the hi-tech means of reading made available most recently and the continued barriers created by the Israeli occupation on mobility of humans and books. Reading tendency as a collective interest is one main achievement of Tamer in the past 25 years. Encouraging the whole Palestinian society through more than 350 grassroots partners in the same period of the year, during April, where spring blossoms, to give birth to an annual collective theme for the National Reading Campaign has been a national ritual. Tamer succeeded to stress on this ritual as a positive value of the Palestinian society at large. This positive value has been transmitted, with self-ownership, locally and widely among community members, inherited among generations. Children of yesterday are parents of today, holding on the value of the reading passport, seeking new innovative contributions of Tamer, which emerges from their awareness, trust and support to the vision of reading tendency being an essential collective interest, and a decisive path to social change. Much connected to a communal consensus over its positive values, the National Reading Campaign has driven tremendous initiatives of youth, in expressing themselves through various forms of art.

Yara'at, the literary magazine edited and produced by youth groups, and My First Book Competition are two essential contributors to the voicing of children and youth's words. Enduring such experience has enabled thousands of Palestinians nowadays to drive brave against the stream of deteriorated social and cultural contexts. Earlier as children and youth participate in expressing themselves, they do not plan to break through rigid, passive and denouncing paths imposed by the social and political pressure in as much as exploring and learning all that is new around them. The late B.B. King once said "the most beautiful

thing about learning is that no one can take it away from you”. Youth passing learning experiences with peers and around collective themes have led, nowadays, un-preceded praise on their social and cultural contributions, naming few but not the least: Hadeel Karkar (writer), Amer Shomali (Artist), Ibrahim Shatali (activist), Dalia Taha (poet), Maher Shahrour (Doctor), Aref Huseini (Science promotor) in addition to many others

While reading as a collective interest in its core is a matter of diligence, much was achieved at the level of staff and workers with children. A massive interest has accumulated in the past two decades among the staff and groups of teachers, librarians, activists, and various art producers (drama, music, dance, etc.). Vibrant potential led capacities that are well admired locally, regionally and internationally have formed as a result of the past two and a half decade. The Palestinian community of workers with children using children’s book as the core of expressive arts motivation among children has led a vibrant readership groups inside hundreds of schools, libraries and community centers, which is actually measurable now, and recording ascending percentages. In the past 5 years only, Tamer managed to measure an increase in reading percentages among children by 6%. Workers with children, while they enhanced their perception of the value of working with children towards collective interests, have now fed into other regional and international experiences. Palestinian resources have conducted capacity support initiatives in several Arab countries and internationally as in Sweden.

To better furnish the floor towards a movement of workers with children, Tamer initiated, with the groups of librarians, The Children’s Libraries Network in Palestine which includes 78 libraries around the West Bank and Gaza Strip. Marked as the first in the Arab countries, this network is responsible for the nowadays enhancement of readership and in the literary criticism force in Palestine. The network lays the ground towards further appreciation of reading as a collective interest, further appreciation of books and education in its various paper or digital forms, and furthers the interest of the community in learning by creating suitable environment for it in a wide communal scope.

To state the past 3 year’s achievements, Tamer accumulates **126** creative cultural products to the child culture repertoire, in harmony with the Palestinian vision of children’s literature. It also accumulates the effective participation of **73%** of its targeted **50000** children who attend and/ or participate in the National Reading Campaign activities. At the level of targeting workers with children, **35** libraries are now representing a role model in providing a supportive space for children at the level of human resource capacities, and in infrastructure. In addition, **4000** parents and workers with children are actively responsive to the invitations and calls of Tamer Institute in supporting the culture of learning (through the advocacy program: like freedom, expression, importance of listening, respect of difference, etc.). Teachers who have shown interest and were actively involved in Tamer’s program counted at least **45**. In the past 3 years only, Tamer purchased and distributed copies of its publications. **96137**public and school libraries. From its publications, it managed to distribute **150**titles to <sup>93</sup>**20500** Accordingly the institute committed steadily to all its partners ranging **400**, among them are **78** public libraries, **40** school libraries and **30** community centres

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<sup>93</sup> Decent number of books distributed to the libraries is provided with generous support from Book Aid International.

as well as formal bodies' representatives. Having this wide partnership, Tamer institute managed, in principal, to complete an on-ground deep assessment on the child culture field at the level of the Palestinian society generally.

The impact of Tamer Institute cannot stay be undermined by mere programing of reading activities. Strategic approaches are being developed to hold the 'Learning Approach' of Tamer to further stages. Tamer cannot take the place of the Ministry of Education and the Ministry of Culture, but has been granted legitimacy to act by a large and diverse segment of the society and by the formal bodies as well. By relying on the exited potentials of the society, Tamer has now a community holding its vision. The coming 5 years will focus on reinforcing the potentials within this community by new and innovative means, yet maintain the core vision while seeking continued social change.

### **Baseline of the Organizational Indicators 2016-2020**

	<b>Indicator</b>	<b>Baseline of 2015<sup>94</sup></b>	<b>Keen to Reach 2020</b>
1-	Number of creative cultural products that are added to the child culture repertoire, in harmony with the Palestinian vision of children's literature	<b>126</b> creative cultural products that are added to the child culture repertoire, in harmony with the Palestinian vision of children's literature	<b>136</b> creative cultural products that are added to the child culture repertoire, in harmony with the Palestinian vision of children's literature
2-	Number and quality of activities available for producers of books, researchers and CLN including literary critics.	<b>90</b> activities available for producers of books, researchers and CLN including literary critics through the children's Literature Resource Center, with new targeted communities.	<b>150</b> activities available for producers of books, researchers and CLN including literary critics through the children's Literature Resource Center with new targeted communities.
3-	increase on sales % on Tamer's productions, as an excellence criteria of Palestinian production on CL	<b>36%</b> increase on sales of Tamer's productions, as an excellence criteria of Palestinian production on CL	<b>70%</b> increase on sales of Tamer's productions, as an excellence criteria of Palestinian production on CL
4-	Percentage of children who attend and/ or participate in the National Reading Campaign activities.	<b>73%</b> increase on children who attend and/ or participate in the National Reading Campaign activities. Targeted number is <b>50000</b> children	<b>85%</b> increase on children who attend and/ or participate in the National Reading Campaign activities. Targeted number is <b>80000</b> children
5-	The extent to which youth are showing qualitative activity in youth teams at the various districts, and through Yara'at Supplement.	<b>No baseline defined in 2015</b>	<b>30%</b> youth are showing qualitative activity in youth teams at the various districts, and through Yara'at Supplement.

<sup>94</sup> Achieved through the Strategic plan of Tamer Institute (2013-2015)

6-	Number of libraries that represent a role model in providing a supportive space for children at the level of human resource capacities, and in infrastructure	<b>35</b> libraries represent a role model in providing a supportive space for children at the level of human resource capacities, and in infrastructure	<b>42</b> libraries represent a role model in providing a supportive space for children at the level of human resource capacities, and in infrastructure
7-	Number of librarians whose capacities are enhanced to enable a free and learning environment inside libraries.	<b>35</b> librarians whose capacities are enhanced to enable a free and learning environment inside libraries.	<b>50</b> librarians whose capacities are enhanced to enable a free and learning environment inside libraries.
8-	Teachers, workers with children are supportive of the learning culture and in of the role of libraries.	<b>45</b> teachers and, workers with children are supportive of the learning culture and in of the role of libraries.	<b>80</b> teachers, workers with children are supportive of the learning culture and in of the role of libraries.
9-	Number and quality of books purchased and distributed by Tamer to libraries, based on lists suggested by educational parties. ( references are provided from publishing unit, Palestinian, as well as external parties	<b>20500</b> books purchased and distributed by Tamer to libraries, based on lists suggested by educational parties. ( references are provided from publishing unit, Palestinian, as well as external parties	<b>70,000</b> books purchased and distributed by Tamer to libraries, based on lists suggested by educational parties. ( references are provided from publishing unit, Palestinian, as well as external parties
10-	Number of parents, workers with children whom are actively responsive to the invitations and calls of Tamer Institute in supporting the culture of learning (through the advocacy program: like freedom, expression, importance of listening, respect of difference, etc.)	<b>4000</b> Parents whom are actively responsive to the invitations and calls of Tamer Institute in supporting the culture of learning (through the advocacy program: like freedom, expression, importance of listening, respect of difference, etc.)	<b>7000</b> Parents whom are actively responsive to the invitations and calls of Tamer Institute in supporting the culture of learning (through the advocacy program: like freedom, expression, importance of listening, respect of difference, etc.)
11-	Number of issues solved positively by decision makers at the different levels, at the level of supporting learning environment among children and young adults.	<b>3</b> issues were solved positively by decision makers at the different levels, at the level of supporting learning environment among children and young adults.	<b>5</b> issues were solved positively by decision makers at the different levels, at the level of supporting learning environment among children and young adults.
12-	Level of satisfaction by Staff, management, and board of directors at the level of Tamer's vision and approaches.	<b>???</b> Level of satisfaction by Staff, management, and board of directors at the level of Tamer's vision and approaches. <b>No baseline defined 2015</b>	<b>???</b> Level of satisfaction by Staff, management, and board of directors at the level of Tamer's vision and approaches.
13-	Team achievement level in relation to the indicators of administrative procedures, and annual plans fulfillments	<b>No baseline defined 2015</b>	



14-	Formulated and documented knowledge and experiences added to the organizational repertoire since establishment, generalizable.	?? Applicable program that is generalizable. <b>No baseline defined 2015</b>	?? Applicable program that is generalizable
15-	Tamer's work is documented (plans reports and correspondence).	<b>50%</b> of Tamer's work is documented (plans reports and correspondence).	<b>70%</b> of Tamer's work is documented (plans reports and correspondence).

### **Social and Political Context**

The Palestinian culture is echoing the varying categories and stratifications constituting what is seen nowadays as the fragmented Palestinian society. Paradoxes and discrepancies within the Palestinian society resulting mainly from its social and political structures are providing a medium to introducing varying meanings to cultural actions, which act collectively towards a Palestinian style in one respect<sup>95</sup>, yet comply with the individualistic preference in the other hand, forming together the general Palestinian cultural style. In the past decade, collective cultural act, driven by diverging efforts between what is authentically local, and what is donor driven, has left the Palestinian cultural spectrum at unease. The Palestinian culture at the formal level is conditioned by the social and political situation. Paradoxes of modernity, main cultural hubs of major cities, and its implications at the social and political levels, have all left any National cultural Scheme with immense challenges. Concerns of the Palestinian authority towards the Ministry of Culture have not shown any progress, except for the continuation of what is thought as strategically essential in the minimal support at the various fields. The scene is not exceeding the National Palestinian Prize, recently activated, the Palestine International Book fair, and the massively organized events in the occasion of the Culture Day, commemorating Darwish' memorial and the furnishing of cultural spaces in some locations. Added to this scene are the international representations which temporarily pull on the need to represent the collective style despite the underlying paradoxes.

However, while Culture at the formal level is conditioned by the social and political situation, any receiver of the cultural activity in Palestine would not undermine the huge flux of cultural activities<sup>96</sup> in all locations, yet with further intensity in cities like Ramallah, Bethlehem, Jerusalem and Haifa. In fact a huge variety of cultural activities are seen as in newly emerging festivals in the various arts, a good number of emerging new galleries, Major Cultural events of newly introduced arts as in Comics and Animation and contemporary arts. Apparently, neutrality of Culture in face of politics is becoming the major concern by Donors and in many cases the cultural players who are leading the cultural activity. Strategies of Culture in Palestine are collectively displayed within a Palestinian style through other players, even though a leading cultural strategy with clear policies is absent. Neutrality of culture towards politics could be considered a major

<sup>95</sup> Esmail Nashif 2012: in the path to define what is a Palestinian: The Architecture of Loss. <http://www.qadita.net/featured/ismaeel-2/>

<sup>96</sup> This week in Palestine: on Arts and Culture, July 2015. [www.thisweekinpalestine.com](http://www.thisweekinpalestine.com)

challenge when any attempt to decrease the societal fragmentation is sought. The merging of culture to capital can find its way to what defines a cultural act, all leaving many players in detrimental financial situation.

The internal business capital in Palestine is also playing an increasing role in supporting and determining the cultural activity in Palestine. It is becoming a major target of funding for many cultural players; especially that it represents the ultimate goal of having the Palestinian capital funding its culture. Banking institutions, telecommunication companies, and the investment funds are encouraging small cultural activities and productions, yet infusing higher competence to its demonstration compared to the huge cultural players they fund. Cultural activities under this frame are being labeled to certain venues, locations and cultural institutions, which is also adding to what defines the cultural style in Palestine.

While Child culture has been gaining the least formal interest, it has become the core of almost all players in the cultural field. This has its root in the right based approach and justification introduced by donors funding. From the side of the cultural players, this has given a space to maintain the thread between complete neutrality towards politics and the need for culture to maintain values among children that are being targeted directly by the Israeli occupation. Given the consensus that the Palestinian society is striving under occupation, stepping over all of the violations on human rights and child rights, committed by the Israeli occupation, cultural players are paying huge attention to defy those violations vehemently through cultural expression, and far beyond that, have been achieving much at the level of child rights support within the society. Focus on motivations of cultural activism in Palestine in the past decade against is targeted against attempts of dehumanization by the Israeli occupation military checkpoints, the Annexation and Expansion wall, the partitioning of the Palestine and the presence of remote rural population clusters far from services in areas not under the control of the Palestinian government, which have all led to a scarcity of opportunities in education, health, cultural activities, social protection and security services in these areas. Severe cultural discrepancies have arisen between different regions and communities, increasing the risk of marginalization and opening up a vicious circle of poverty, unemployment, sickness, disability, crime and inadequate security. Deterioration in the humanitarian situation has been apparent despite positive indicators in health, education, social conditions, legal and policy frameworks, planning and services. The non- effective educational system is added to the deteriorating situation, even in the relatively considered non-marginalized areas. The government and other players<sup>97</sup> has held legally and ethically accountable to ensure that Palestinian children's rights are addressed with transparency and accountability. Such a mechanism involves monitoring indicators measuring children's wellbeing, subsequently.

Within this strife, Tamer institute has been established in 1989 to support spaces for learning where the Palestinian society can develop means and communicate positively to become productive. During the past 27 years, Tamer has assessed serious challenges on child rights, mainly caused by the Israeli occupation, in addition to its reflection over the development of the social and economic draw of the society under it. In the past 5 years only, the social indicators provided that in 2011, 38.8% of individuals in Palestine were caught in the poverty trap; the poverty rate was 25.8% (17.8% in the West Bank and 38.8% in the Gaza Strip), 12.9% in deep poverty (7.8% in the West Bank and 21.1% in the Gaza Strip). This indicator, even before the last two offensives of the Israeli occupation

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<sup>97</sup> Child NGOs, semi-governmental bodies and social activists.

on Gaza Strip in 2012, 2014, has been alarming of real impact of the deteriorating of values within the society, lacking the economic fulfilment and productivity of humans.

The total area under Israeli occupation security control is approximately 61% of the West Bank with about 150,000 Palestinians<sup>98</sup>, 18% of which were Bedouins or pastoral families. Around 50,000 students enrolled in 183 schools had difficulty accessing education due to a shortage of schools and the risks of commuting to school on foot. Some schools were threatened with demolition. A survey<sup>99</sup> of 113 businesses conducted by Save the Children, UNICEF and the Ministry of Education indicates that 15% of communities stated that children were forced to walk in a crowded and dangerous manner when commuting to school on foot. 33% of localities (37 localities) stated that more than 1,700 children walked about 5 kilometres or more to school. 11% of localities (12 localities) stated that more than 700 children walked about 3-5 kilometres on foot to school. 31% of localities stated that around 2,500 children were forced to cross military checkpoints to reach school on a daily basis. 29% of localities (33 localities) said children had to cross the apartheid wall to reach school. 16% of localities (33 localities) reported harassment by the Israeli army during crossing the wall. 28% of localities reported violence by Israeli settlers. 26% of localities reported violence and harassment by the Israeli occupation army. 10,000 children were learning in tents, caravans and tin shacks that provided no protection against heat or cold. In 2010, 31% of schools lacked adequate water and sanitation systems.

The situation in 2014 has actually worsened. According to OCHA<sup>100</sup>, 1.3 million people in Gaza strip are identified as food insecure and vulnerable to food insecurity living in Gaza strip as largest number identified by clusters (Food Security Sector 2014). In West Bank, 1.0 million people were identified as food insecure and vulnerable to food insecurity living in West Bank as largest number identified by clusters (Food Security Sector 2014). Palestinians continue to be subject to various threats to their life, physical safety and liberty. 2014 witnessed the highest Palestinian casualty toll since 1967, primarily due to hostilities in Gaza, which also accounted for the majority of conflict-related fatalities amongst Israelis. In Gaza Strip specifically, half a million people were displaced, up to 22,000 homes were totally destroyed or rendered uninhabitable and 100,000 remain homeless. Extensive damage to infrastructure, including health, educational and water and sanitation facilities, further undermined the already precarious access to basic services. In the West Bank too, In the West Bank, including East Jerusalem, the forced displacement of Palestinians is driven by a number of occupation-related policies. Overall in 2014, the number of structures demolished decreased from 663 in 2013 to 552. The number of persons displaced increased by almost 6 per cent, from 1,103 to 1,170. At the level of education, the Ministry of Education states in its strategic plan (2014-2016) risks which are external to its control. The risks are the political circumstances may change rapidly with an impact on external finance, which Palestine is highly dependent on. Moreover, the tensions intensifying further with the Israeli occupation and settlement practices, as well as the looming failure of negotiations which interfere with proper service provision of education. The high vulnerability and risks in Area C and Jerusalem due to Israeli military and settler violations on freedom of movement, safety, and development.

The capacity of the ministry of Education and the Ministry of Culture as duty bearers of the wellbeing and of children has been declared. The ministry of education declares in its strategic plan 2014-2020 a set of specific Goals, Objectives and Annual Targets for the Programs of Pre-school, Basic, Secondary, Vocational, Non Formal education as well as Management. This new program structure, which is supported by an M&E system to track progress and design

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<sup>98</sup> According to Save the Children Fact Sheet: Children's Right to Education in Armed Conflict, October 2011.

<sup>99</sup> Same fact sheet.

<sup>100</sup> [http://www.ochaopt.org/documents/hno2015\\_factsheet\\_final9dec.pdf](http://www.ochaopt.org/documents/hno2015_factsheet_final9dec.pdf)

annual policy adjustments, is meant to enhance implementation management, accountability, stimulate and enable system-wide reforms, and improve educational service delivery to the Palestinian public. The anticipated systemic transformation from a memorization and test driven education model to a student-centred dynamic pedagogy exhibited across all classrooms depend on deep structural reforms ranging from the Palestinian curriculum to the further improvement of teacher education to the enhancement of accountability and results-based management. Any reform intervention, they declare, must closely integrate with all main 'quality' pillars- assessment, supervision, curriculum, and teacher education- of the education system. As for the ministry of Culture, within its strategic plan 2014-2016 too, it set a specific goal related to the enhancement of reading promotion program as well as the culture in the educational system within the Culture for All program.

Tamer Institute as a duty bearer from its side takes responsibility of supporting the work of the ministries in duty, and in monitoring the processes from the point of view of the extent to which it provides better learning opportunities for children. Tamer has taken role in the teams that worked on developing the plans of both ministries, and is planning to further communicate towards emancipatory approaches of learning within schools and communities that are supportive of children's rights. Tamer holds a rich experience and repertoire of methodologies as in expressive arts: creative writing, thinking, book discussions, oral history and illustration, which will be employed to achieve its role in bearing its duty through this program with 40 governmental schools and 40 public libraries.

Within this program, Tamer commits to the principle of Children's participation<sup>101</sup>, where children are provided with spaces for learning, and opportunity to express a view, influence decision-making and achieve change. It is the informed and willing involvement of all children, including the most marginalised and those of different ages and abilities, in any matter concerning them.

### **Work Methodology**

#### **A- Participatory Learning approaches**

**National Reading Campaign** themes and activities in the past 3 years have focused on collective action which liberates the visions of the Palestinian communities, through reading at its core. Participatory preparation and implementation is a major methodology. The campaign is organized every year with at least 350 partners. In 2013, the theme "If a Thought is Ripped, We Plant 10 Thoughts and a Tree Instead", inspired from a folkloric song which encourage all within the community to act in favor of enrooting knowledge within the life style of Palestinians . In 2014, the theme "Reading: a rite and a print" aims to continue building on positive practices "Stamps of the revived identity" as in generosity, wellness, diligence and love. Reading in this respect too, is a necessary practice, a necessary imprint of a society that feeds all practices. Reading people's needs, complexities, and collectivity operators, lead to reforming the Palestinian style, print and representation. The stamp on the poster grants legitimacy to the communal partnership and participation in reading promotion for the past 25 years, and approving the Palestinian right to life. In 2015, the theme "Something Awaits you in this World, Stand for it", to provoke curiosity and mobilization in the search for our cultural and educational priorities and needs. The reading week explores known standards; reading is an act in progress, it is an old-new act. It aims to irritate silence and stillness, and to shake the feelings of weakness and marginalization. It calls out for community members to read despite our difficult living situation.

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<sup>101</sup> "Children's Participation in the Analysis, Planning and Design of Programmes"

***Children's Libraries Network*** is comprised of 78 public libraries in both the West Bank and Gaza Strip. The network is a self-evolutionary gathering that goes through intellectual paths, capacity support processes and cultural motivation attempts within the society. While collectively investing in existed potentials, participatory knowledge is indulged within the dynamic of this network, and Tamer works as the moderator to this network and a mediator at the policy level of policy issues. Indicator of success for the coming 5 years, 42 libraries, out of the 78 represent a role model in providing a supportive space for children at the level of human resource capacities, and in infrastructure. In addition, it aspires to realize 50 librarians whose capacities are enhanced to enable a free and learning environment inside libraries.

***Working with schools*** targeting at least 90 schools to encourage teachers to use participatory learning methods and utilize them in their work with children where to further children's participation inside classroom and school community.

***Working with youth*** targeting at least 1700 youth to encourage their capacities in communication, collaboration, critical and creative thinking. Tamer considers these skills as tools of positive and influential community participation, which would lead in the end to better understanding to one self/other, acceptance and developed perceptions.

## B- Production and dissemination of knowledge

***Producing Children's literature*** as to encourage the local production and introduce the worldly literature within a certain quota. Production feeds in the participatory approach of knowledge transmission and discussion. While Tamer is not a mere publisher, it intends to encourage the quality of produced literature. The average number of produced books per year reaches to 12 books, and expects that those that fulfil quality indicators reach to 3 per year.

***Encouraging research and critic*** in the Palestinian society through the activities of the Children's literature Resource Center. Tayef magazine is being distributed to public and school libraries in addition to universities, new venues, digital ones, will be approached in the coming 5 years to target Arab regional venues. In addition Tamer continues what it started in the previous strategy, to studying the Arab Children's literature experience through the production of the Palestinian Arab publishing house Dar Al Fata (1973-1990). Following the group of seminars organized around the literary value of the publishing house, Tamer will involve in a critic capacity building phase that includes local and Arab expertise whom will feed in to this phase both through seminars, exhibitions, and writing spaces. Researches related to aspects of child culture and education will also be tackled through the Resource Center.

***Expressing experiences through writing*** which result from working with children and youth. This venue is available to encourage and liberate expression. Oral history books, Yara'at youth Supplement, and My First Book are three spaces of publishing and dissemination of the targeted community of the Institute. Workers with children are constantly encouraged to relate to youth experiences directly or through reading what is produced by them.

## **Vision and Mission**

### **Tamer Institute's Vision**

### **Towards a Free and Safe Palestinian Learning Society**

### **Tamer Institute's Mission**

**To Encourage and deepen opportunities of learning among children, young adults and groups which work with them.**

## **Strategic objectives 2016-2020**

1. Supporting the literary and scholarly production on child culture in Palestine.
2. Enhancing reading, writing and all forms of expression among children and young adults.
3. Contributing to a Palestinian environment that is supportive to learning (including solid policies and infrastructure that are suitable for children's growth).
4. Supporting and formulating the Institutional Capacity of Tamer Institute.

## **Strategic Results:**

Following to those goals, Tamer will base its achievement on 7 results:

Result1: Producers of books are capable of contributing to a qualitative children's literature in Palestine

Result2: Children and young adults are motivated to participate in diverse learning environments

Result3: Young adults and youth are creatively productive

Result4: Libraries and spaces working with children are qualified to provide safe and supportive environment for children and young adults.

Result5: Teachers, Parents, workers with children are supportive of the learning culture and in of the role of libraries.

Result6: Supportive national policies on child culture are encouraged.

Result7: Generalized learning approach of Tamer Institute (its experience and discourse).

### **Detailed scope of strategic goals 2016-2020:**

#### **First: Supporting the literary and scholarly production on child culture in Palestine**

Based on the leading role and recognition of its contribution of the literary and scholarly production of Children's literature, Tamer will focus on the following in the coming 5 years:

- 1- Tamer will further encourage scholarly production on child culture and education, on critic of children's literature and on reflective approaches to learning.
  - a. Enhancing the role of the Children's Literature Resource Center<sup>102</sup> through seminars, capacity support, researches, etc.
  - b. Expanding the scope of Tayef<sup>103</sup> magazine regionally to feed in with new potentials, viewpoints and visions. This magazine will be disseminated electronically.
  - c. Establishing the writing and criticism program to enhance the visual and literary experience in children's literature production. This program includes exchange with other cultures, inspiration of positive experiences of precedents as role models for reading (Astrid Lindgren, Munir Fasheh, Che Guevara, etc.)
  - d. Establishing an Arabic Book shop which introduces Palestinian, Arabic and international children's books in Paper, and in digital forms, made available and attainable for children inside Palestine to overcome mobility barrier created by the Israeli occupation and many other factors. The shop includes a digital app store for furthered connection to new means of reading. Outsourcing of needed potentials will be done to achieve this shift/expansion in methodologies. The book shop will develop a distribution and sales plan of Tamer's books externally.
  - e. Tamer continues what it started in the previous strategy, to studying the Arab Children's literature experience through the production of the Palestinian Arab publishing house Dar Al Fata (1973-1990). Following the group of seminars organized around the literary value of the publishing house, Tamer will involve in a critic capacity building phase that includes local and Arab expertise whom will feed in to this phase both through seminars, exhibitions, and writing spaces. Researches related to aspects of child culture and education will also be tackled through the Resource Center.

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<sup>102</sup> Resource center is established in 1998 in a joint project between MOE, MOC and Tamer. It serves workers with children, researchers and producers of books through feeding in capacities and resources to those groups development and to the development of children's literature in Palestine.

<sup>103</sup> Tayef Magazine is a semi-annual literary critic magazine which includes reflections on experiences in working with children using children's literature, in addition to theoretical references and articles on local and worldly literature.

## Second: Enhancing reading, writing and all forms of expression among children and young adults

Based on the impact of Tamer that is related to formulating a collective interest out of reading, forms of expressions will be further explored to maintain a popular, more dynamic use of art to mobilize the community to express their readings of books and life, in a collective approach. Tamer will focus on the following in the coming 5 years:

- a. Reinforce intellectual paths of youth that is inspired from history, oral history, literature, diaries, apprenticeships, and other sources of knowledge. This includes encourage exploration of 'legitimacy' as a notion used by nations to grant trust to people, figures, processes and regimes as well as traditions and virtues, by indirectly targeting social and political topics among youth. This also includes furthered exploration of the land and the community through oral history initiatives.
- b. Expand interest and linkage between children's libraries, schools and community centers with Fine Art in order to support and encourage the visual experience of the community.
- c. Expand interest in forums of dialogue among children and youth through existed spaces as Yara'at and My First Book. Those two initiatives can expand electronically and through new media forms.
- d. Establishing 'The Youth Sphere/ Hub' which minds documenting youth's experiences through writing which forms a starting point to other expressive arts as film making, drama and dance.

## Third: Contributing to a Palestinian environment that is supportive to learning (including solid policies and infrastructure that are suitable for children's growth).

Through the wide experience of working with workers with children and the legitimacy granted to Tamer's approach, Tamer focuses on the following in the coming 5 years:

- a. Further deepening and encouraging of Librarians capacities within the frame of the Children's Libraries Network.
- b. Networking with similar experiences internationally to exchange and feed in experiences.
- c. Enhancing policies of Child culture in Palestine.
- d. Establishing the 'Inspiring Learning Engine' which will encourage new innovative methodologies for workers with children.
- e. Contribute to enabling children's active participation in their education in Palestine through encouraging change and sharing experiences in participatory learning approaches in Palestine. Through this strategic priority, teachers and librarians in 40 schools and 40 libraries are enabled to use



participatory learning methods and utilize them in their work. In addition, change mechanisms and lessons learnt on participatory learning methods are practiced and shared with the education community in Palestine.

- f. Furthered innovative practices at the level of children with special needs will be applied and documented in studies.

#### Four: Supporting and formulating the Institutional Capacity of Tamer Institute.

The local responsibility laid upon Tamer institute as a result of the local, regional and international recognition, the following will be targeted in the coming 5 years:

- 1- Documenting as many learning modules resulting from Tamer's action with the community.
- 2- Generalizing Tamer's experience in other countries to create hubs where further networks can be created around Tamer's vision.
- 3- Producing digital media productions reflecting Tamer's experience.

#### **Risk Analysis**

Risk	Strategy for mitigation
<p><b>Internal</b></p> <p>- <u>Institutional Risks:</u> Competent staff might end their relation with the institute due to urgent conditions or other conditions related to better financial income. The institute might have some troubles in monitoring and evaluating some of the activities due to the huge amount of work that is expected from it by the community. In this matter the institute conducts regular meetings to discuss and evaluate activities. It also conducts field visits and tends to write reflective and accurate reports that raise positive aspects and lessons learnt.</p> <p>Some of the books that Tamer published contain topics that could be controversial, although the writers are local.</p>	<p>a) The institute will post ads and may head hunt to find suitable replacements.</p> <p>b) While the institute is pleased to raise controversies that will help society to develop better thinking of itself, the institute conducts discussions of the books in several locations, as well as it raises the media attention to further develop a civilized dialogue on the controversial topics.</p>
<p><b>External</b></p> <p><u>Political Risks:</u> Access to Jerusalem and Gaza Strip is appearing as a risk. Due to restrictions on mobility by the Israeli occupation, only around 1 of the institute staff is able to visit Jerusalem and none to Gaza Strip, to coordinate, monitor and supervise the activities implemented there. It could have been better to have all the staff able to enter Jerusalem to ensure the monitoring of the program there.</p> <p>a) The institute puts into consideration the risk that the existing Palestinian authority might be collapsing within the external and internal pressure on political decisions.</p> <p><u>Social Risks:</u></p> <p>b) Families are considered the main soil for children to grow interest in reading and expression. While working with children inside libraries, it is noticed that tendency towards libraries is less admired by families due to the deterioration in beliefs about the importance of reading and expression among children. Alternating beliefs among families have turned towards fulfilling the economic needs of children rather than social and cultural</p> <p>c) Participation of girls is considered a taboo at certain areas, therefore the institute decided to conduct activities for girls alone.</p> <p><u>Financial Risks:</u> Conditional funding influences the institute's goal which has emerged 20 years ago to obey needs in the Palestinian Community, exerting all theoretical and</p>	<p>d) The institute will pay further effort to conduct meetings through video conference, phone calls as well as continuous emailing between West Bank and Gaza Strip in order to ensure better implementation.</p> <p>This condition may lead the institute to propose new action plan with updates on any development.</p> <p>This risk will be targeted through encouraging parents to visit the libraries and participate in the book discussions with the children, also through all of the National Reading Campaign activities.</p> <p>By this strategy the institute will help girls express themselves better than not being able to participate completely.</p>

	practical efforts to continuously improve implementation. However sometimes conditional funding puts back the institute's vehemence to obey its goals.	
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### **Gender Balanced Strategy**

Tamer relies on four conceptions with regards to the gender balanced approach of its strategic development:

- 1- Participatory Planning Approach: male and female general assembly, board and staff members have equal rights to reflect on their experiences and other community members' experiences. They have equal rights in brainstorming, implementation methodologies, and in evaluation of work implemented.
- 2- Gender Aware Staff: having received several trainings on gender equality, staff members are aware of the gender inequalities in the Palestinian society, and mainly in the scope of work implemented by Tamer. Internally, among staff members and in relation to librarians, stereotypes on gender roles are reversed and canceled and in the same way are representations within posters, and in resource persons invited for capacity building. Staff members have taken several steps in favor of equal participation through the following:
  - I. Volunteers encouraged joining Tamer's youth teams are sensitively selected to guarantee balanced number of male and female participants. Female social and cultural challenges are given extra attention by staff members when planning for activities, in favor of further participation of female volunteers.
  - II. Facilitators, librarians and teachers among females are more likely to participate in reading activities.
- 3- Administrative regulations: Financial and administrative manuals maintain clearly states the rights of male and female workers, stressing the equal opportunities and social justice among workers.
- 4- Gender Balancing Activities: Tamer perception of the Palestinian society decides its interventions at the level of gender relations in terms of reading. Methods to create a gender balanced society are presented in the following:
  - I. Libraries are encouraged to open for all society members, with stressed interest on fathers and male children. This is done through encouraging the openness of librarians to invite male members, and also through encouraging families to attend libraries. Discussions among youth are made with regards to writings that address gender relations
  - II. Youth teams are mostly created to participate in and volunteer inside libraries, both males and females.
  - III. Read to me Babba Campaign aims at encouraging male Palestinians to join in the libraries activities.

- 5- Literary production: In literature provided officially by Tamer, takes into consideration that both sexes are represented equally. Manuscripts provided to the publishing unit, are discussed with the reading committee to take gender interests into consideration before publishing. A clear vision is displayed regarding gender interest and is an important criterion to the publishing of a book. Also manuscripts arriving resulted in 70% productions by females and 30% by males, as an overall in the Publishing unit.

#### **A- Supervision**

Concerning Supervision, the institute is keen to achieve the following:

- a. Communicate and clarify major job duties, priorities, and expectations of each activity and its relation to previously conducted projects and to future goals.
- b. Establish and communicate performance standards regarding follow up and reporting to the institute by the project and field coordinators, ensuring quality of training topics and trainers, libraries achievements.
- c. Monitor employees' performance through observation in field visits, discussion during visits and in staff meeting.
- d. Document remarkable and unacceptable performance through internal emailing system and phone calls.
- e. Provide continuous coaching and constructive feedback in a timely manner through internal emailing system and phone calls or video conference calls with Gaza employees.

#### **B- Monitoring**

Concerning Monitoring, the institute is keen to achieve continuous measurement of progress while the project is ongoing through the following:

##### **On the program team level:**

1. Maintaining a structure of human resource comprising of the General Director responsible for the program team (project coordinators), and the program team who is responsible of the field coordinators as well as the volunteers.
2. Checking and measuring progress through following up the expenses, progress reports of the program team, follow up of emails updates, monthly staff meetings and through field visits.
3. Analyzing the situation which may lead to changing in methodology of implementing activities, or to modifications of budgets like in the networking with the related sectors.

4. Reacting to new events, opportunities, and issues related to networking and the training of librarians.

**On the field coordinators level:**

1. Field coordinators visits inside each district: Coordinators around the West Bank and Gaza Strip will conduct constant field visits to the libraries, participate in trainings, and follow up activities with Partners. They will gather monthly reports from libraries which were able to send reports.
2. The General director, the National reading Campaign Coordinator and the Program Coordinator's visits to the libraries to attend book discussions or activities related to the libraries network or young writers groups as well as meetings with parents and librarians for tracking impact.

Tamer Institution for Community Education - RBM Matrix					
Five years Plan, Targets, Indicators, Activities, Inputs and Outputs					
March 2016- Dec 2020					
Strategic Goal 1: Supporting the literary and scholarly production on child culture in Palestine.					
Result1	Indicator	Baseline 2016	Target in the coming 5 years	Source of verification	Budget
Producers of books are capable of contributing to a qualitative children's literature in Palestine	Number of creative cultural products added to child culture, and relies on the Palestinian vision on children's literature	126 cultural product Available by Tamer Institute, with Palestinian children's literature criteria guaranteed as possible	136 cultural product produced by Tamer	Evaluations provided by the reading committee. Summery on book discussions with beneficiaries	<b>373,500 USD</b>
Output 1.1	Indicator	Baseline 2016	Target in the coming 5 years	Source of verification	Activities
The publishing unit at Tamer is capable of producing at the level of research and literature in the field of child culture.	A. Number of creative cultural products that are added to the child culture repertoire, in harmony with the Palestinian vision of children's literature (3 years). B. Number of activities with producers of books and the initiatives that result from of it on the quality level. C. Number of producers of books approached for the first time to join the sector. D. Documented excellence of the Palestinian children's literature. E. Enhanced sales of Tamer's publications. F. Enhanced procedures of the publishing unit.	126	136	Published products	<ul style="list-style-type: none"> <li>- Cost for follow up the literary production (by writers and illustrators), and supporting the circle of literature producers.</li> <li>- (Quality assurance) work and management of art and voluntary committees to feed in their view points of illustrations and literary content; reading committees that include Tamer's team following the development approach.</li> <li>- Establish and follow up of copyrights agreements with illustrators and writers as well as designers of books.</li> <li>- Follow up specifications, printing and delivery of books.</li> <li>- Promoting printed materials at the level of libraries, schools and other related channels.) Distribution/transportation cost</li> </ul>

					<ul style="list-style-type: none"> <li>- Establishing an Arabic Book shop which introduces Palestinian, Arabic and international children's books in Paper, and in digital forms, made available and attainable for children inside Palestine to overcome mobility barrier created by the Israeli occupation and many other factors. The shop includes a digital app store for furthered connection to new means of reading. Outsourcing of needed potentials will be done to achieve this shift/expansion in methodologies. The book shop will develop a distribution and sales plan of Tamer's books externally.</li> <li>- Critic Path of Dar Al Fata Path: exhibitions, seminars, and media coverage</li> </ul>
Output 1.2	Indicator	Baseline 2016	Target in 5 years	So.of verification	Activities
Activating the Children's Literature Resource Center including Supporting the Capacities of Producers of books	1. Number and quality of activities available for producers of books, researchers and CLN including literary critic. 2. number of activities conducted with producers of books, with reflective initiatives, also applicable to writers approached for the first time. 3. increase on sales % on Tamer's productions, as an excellence criteria of Palestinian production on CL	90 activities Planned activities for illustrators, writers and designers of children's books. Continue follow up of CLN. 3 studies on children's books. 7 producers of books approached for the first time. 25 activities with producers of books. 10 media documentations. - 36% increase on sales	150 activities Planned activities for illustrators, writers and designers of children's books. Continue follow up of CLN. 5 studies on children's books. 10 producers of books approached for the first time. 50 activities with producers of books. 20 media documentations. 70% increase on sales	Invitations, attendance lists, reports of activities, literary critic articles, studies on books, PU reports. Evaluation of reading committee, PU committee on books before publishing. Photos, books, viewpoints reflected through social media.	1. Categorizing of books. 2. Activities of RC to connect and link related sectors with RC. 3. Activities with Illustrators. 4. Activities with Writers. 5. Activities with Designers. 6. Enhancing the role of the Children's Literature Resource Center through seminars, capacity support, etc. . 7. Expanding the scope of Tayef magazine regionally to feed in with new potentials, viewpoints and visions. This magazine will be disseminated electronically. 8. Establishing the writing and criticism program to enhance the visual and literary experience in children's literature production. This program includes exchange with other cultures, inspiration of positive experiences of

					precedents as role models for reading (Astrid Lindgren, Munir Fasheh, Che Guevara, etc.)
<b>Strategic Goal 2: Enhancing reading, writing and all forms of expression among children and young adults</b>					
<b>Result2</b>	<b>Indicator</b>	<b>Baseline 2016</b>	<b>Target in the coming 5 years</b>	<b>Source of verification</b>	<b>Budget</b>
Children and young adults are motivated to participate in diverse learning environments	Percentage of children who attend and/ or participate in the National Reading Campaign activities.	<b>73%</b> increase on children who attend and/ or participate in the National Reading Campaign activities. Targeted number is <b>50000</b> children	<b>85%</b> increase on children who attend and/ or participate in the National Reading Campaign activities. Targeted number is <b>80000</b> children	Survey on the participation in cultural activities in comparison to 2016( for age group 8-12).	<b>1,069,375 USD</b>
Output 2.1	Indicator	Baseline 2016	Target in 5 years	So.of verification	Activities



Active participation of children and young adults in the National Reading Campaign	The extent to which the preparation committee of the Reading Campaign as well as parents are active in the Reading Campaign.	Baseline not defined yet		Report on number of participants in the activities of the national reading campaign, Reports on number of activities. Number of initiatives resulting from the campaigns.	1. The national Reading Campaign (1-7April 2013). 2. Read to Me Babba Campaign 3. I donated a Book Campaign. 4. Reading promotion activities with children inside libraries and community centers. 5. Activating Nakheel youth teams 6. Activating Yara'at, Serb and Voices from Palestine
<b>Result3</b>	<b>Indicator</b>	<b>Baseline 2016</b>	<b>Target in the coming 5 years</b>	<b>Source of verification</b>	<b>Budget</b>
Young adults and youth are creatively productive.	Number of young adults and youth who are active in expression forums and are socially devoted, as part of their cultural activity.	Baseline not defined yet	<b>30%</b> youth are showing qualitative activity in youth teams at the various districts, and through Yara'at Supplement.	Survey on participation in the cultural activities in comparison with the survey in 2016 ( for age group 13-18)	<b>5,249,000 USD</b>
Output 3.1	Indicator	Baseline 2016	Target in 5 years	So.of verification	Activities
Voluntary activities engaging with the local community through Yara'at, Serb, Voices and Nakheel teams.	The extent to which youth are showing activity in youth teams at the various districts, and through Yara'at Supplement.	Baseline not defined yet		Reports on number of youth participants in the activities. Yara'at supplement. Activities of networking between locations.	a. Reinforce intellectual paths of youth that is inspired from history, oral history, literature, diaries, apprenticeships, and other sources of knowledge. This includes encourage exploration of 'legitimacy' as a notion used by nations to grant trust to people, figures, processes and regimes as well as traditions and virtues, by indirectly targeting social and political topics among youth. This also includes furthered exploration of the land and the community through oral history initiatives. b. expand interest and linkage between children's libraries, schools and community centers with Fine Art in order to support and

					<p>encourage the visual experience of the community.</p> <p>c. Expand interest in forums of dialogue among children and youth through existed spaces as Yara'at and My First Book. Those two initiatives can expand electronically and through new media forms.</p> <p>d. Establishing 'The Youth Sphere/ Hub' which minds documenting youth's experiences through writing which forms a starting point to other expressive arts as film making, drama and dance.</p> <p><b>1-</b> Youth at the different districts:</p> <p>a. Activities within the one district.</p> <p>b. Networking between districts.</p> <p><b>2-</b> Youth teams at the headquarters:</p> <p>a. Regular activities of Serb Team.</p> <p>b. Regular activities of Yara'at Team.</p> <p>c. Regular activities of Voices from Palestine team.</p> <p><b>3-</b> Oral history initiatives:</p> <p>a. Letters to the present initiative.</p> <p>b. Preserving the oral history of Bedouin communities.</p>
<b>Strategic Goal 3: Supportive environment for the Culture of learning in Palestine (including supportive national policies and a physical environment that is suitable for children).</b>					
<b>Result4</b>	<b>Indicator</b>	<b>Baseline 2016</b>	<b>Target in the coming 5 years</b>	<b>Source of verification</b>	<b>Budget</b>
Libraries and spaces working with children are qualified to provide safe and supportive environment for children and young adults.	Number of libraries that represent a role model in providing a supportive space for children at the level of human resource capacities, and in infrastructure.	<b>35</b> libraries represent a role model in providing a supportive space for children at the level of human	<b>42</b> libraries represent a role model in providing a supportive space for children at the level of human resource	Annual review on: 1- Borrowing percentages inside libraries. 2- Participants percentages inside libraries. 3- Parents participation percentages in activities inside libraries. 4- Percentages of children and young adults who submit writings for My First Book and Yara'at.	<b>855,500 USD</b>

		resource capacities, and in infrastructure	capacities, and in infrastructure	5- Percentages of books added to the libraries annually. 6- Percentage on initiatives on the literary critic level around books.	
Output 4.1	Indicator	Baseline 2016	Target in 5 years	So.of verification	Activities
Deepened experiences of workers with children capacities (librarians, teachers, and facilitators).	Number of librarians whose capacities are enhanced to enable a free and learning environment inside libraries.	<b>35</b> librarians whose capacities are enhanced to enable a free and learning environment inside libraries.	<b>50</b> librarians whose capacities are enhanced to enable a free and learning environment inside libraries.	A questionnaire on the level of satisfaction expressed by librarians towards their tendencies and view point on the program provided by Tamer( semi- annual).	<p>Initiative on supporting the voluntary spirit by librarians aiming at deepening and enriching experiences of workers with children and young adults (librarians, teachers, facilitators, etc.) Within the frame of the Children's Libraries Network.</p> <p>Paths to knowledge: walking paths towards the methodologies and vision within Tamer together with its partners, beneficiaries and volunteers. Enriching diverse quality children's literature inside libraries and organizations working with children. Awareness raising activities with parents, teachers, librarians and workers with children in support of learning opportunities among children and young adults.</p> <p>Supporting for activities that advocate towards child culture on the basic and high level.</p> <ul style="list-style-type: none"> <li>- Networking with similar experiences internationally to exchange and feed in experiences.</li> <li>- Establishing the 'Inspiring Learning Engine' which will encourage new innovative methodologies for workers with children.</li> <li>- Contribute to enabling children's active participation in their education</li> </ul>

					<p>in Palestine through encouraging change and sharing experiences in participatory learning approaches in Palestine. Through this strategic priority, teachers and librarians in 40 schools and 40 libraries are enabled to use participatory learning methods and utilize them in their work. In addition, change mechanisms and lessons learnt on participatory learning methods are practiced and shared with the education community in Palestine.</p> <p>- Furthered innovative practices at the level of children with special needs will be applied and documented in studies.</p>
	Teachers, Parents, workers with children are supportive of the learning culture and in of the role of libraries.	<b>45</b> teachers and, workers with children are supportive of the learning culture and in of the role of libraries.	<b>80</b> teachers and, workers with children are supportive of the learning culture and in of the role of libraries.	A questionnaire on the level of teaches satisfaction towards tendencies towards libraries (semi- annual).	Investing in Drama, Music and creative writing in support for school libraries.
					Highlight and support inspiring models for teachers on their creative initiatives (scholarships, training, incentives, acknowledgments, or nominations).
Output 4.2	Indicator	Baseline 2016	Target in 5 years	So.of verification	Activities

Diverse books available at libraries	Number and quality of books purchased and distributed by Tamer to libraries, based on lists suggested by educational parties. ( references are provided from publishing unit, Palestinian, as well as external parties.	<b>20500</b> books purchased and distributed by Tamer to libraries, based on lists suggested by educational parties. ( references are provided from publishing unit, Palestinian, as well as external parties	<b>70000</b> books purchased and distributed by Tamer to libraries, based on lists suggested by educational parties. ( references are provided from publishing unit, Palestinian, as well as external parties	Receipts of books by libraries	Books inventory at the libraries receiving the books. Specifying lacking titles, and suggestions of books at targeted libraries. Low prices books are available. Signing of books ceremonies.
Output 4.3	Indicator	Baseline 2016	Target in 5 years	So.of verification	Activities
Infrastructure of libraries reflect on a friendly, safe and attractive environment for children and young adults ( enriched and diverse)	Number of libraries that fulfill the friendly and safe space ( cleanliness, lightness, categorization, tools and equipment, and furniture, etc.).	35	50	A questionnaire on the level of visitors satisfaction towards tendencies towards libraries ( semi- annual).	Assessment on the basic needs, and its criteria inside targeted libraries. Resources are available to fulfill criteria set for basic needs (volunteers, donations, etc.).
<b>Result5</b>	<b>Indicator</b>	<b>Baseline 2016</b>	<b>Target in the coming 5 years</b>	<b>Source of verification</b>	<b>Budget</b>



	committees and their activities in support of libraries				support learning culture among children and young adults
<b>Result6</b>	<b>Indicator</b>	<b>Baseline 2016</b>	<b>Target in the coming 5 years</b>	<b>Source of verification</b>	<b>Budget</b>
Supporting national policies on child culture	Number of issues solved positively by decision makers at the different levels, at the level of supporting learning environment among children and young adults.	3 issues were solved positively by decision makers at the different levels, at the level of supporting learning environment among children and young adults.	5 issues were solved positively by decision makers at the different levels, at the level of supporting learning environment among children and young adults.	Correspondence between the various related parties that reflect on supporting the culture of learning among children and young adults	<b>71,750 USD</b>
Output 6	Indicator	Baseline 2016	Target in 5 years	So.of verification	Activities
Advocacy program to support policies supportive of children.	Number and quality of issues highlighted by Tamer Institute at the level of policies.	3 issues were advocated for	8 issues were advocated for	Correspondence between the various related parties during advocacy campaigns	1- Community libraries: <ol style="list-style-type: none"> <li>At the library administration level.</li> <li>At the district level.</li> <li>At the ministerial level.</li> <li>At the networking between ministries level.</li> </ol> 2- School Libraries: <ol style="list-style-type: none"> <li>At the school administration level.</li> <li>At the directorate at level.</li> <li>At the ministerial level.</li> </ol>
<b>Strategic Goal 4: Supporting and formulating the Institutional Capacity of Tamer Institute.</b>					

<b>Result7</b>	<b>Indicator</b>	<b>Baseline 2016</b>	<b>Target in the coming 5 years</b>	<b>Source of verification</b>	<b>Budget</b>
Generalizing the learning approach of Tamer Institute (its experience and discourse).	Formulated and documented knowledge and experiences added to the organizational repertoire since establishment, generalizable.	%30	%70	Study and inventory of all available information to contemplate the successful means and approaches, which can be generalized at the nearby countries and at the Arab countries level.	<b>50,000 USD</b>
Output 7.1	Indicator	Baseline 2016	Target in 5 years	So.of verification	Activities
Program on documenting and generalizing the added value of Tamer institute is developed and implemented.	Applicable program that is generalizable.	<b>50%</b> of Tamer's work is documented (plans reports and correspondence).	Applicable program that is generalizable.  <b>50%</b> of Tamer's work is documented (plans reports and correspondence).	The program, policies, and materials to generalize Tamer's approach at the nearby countries and at the Arab countries level.	A documentary on the learnt lessons and experience developed at the community education level. Resulting policies from the documentary, that is applicable. A plan of generalization at the nearby countries and at the Arab countries level. History of Tamer recollected ( ex-members, friends, members, archive). Call for writing contemplation from the friends of Tamer community about its approach. A workshop on the framework of Tamer's approach. The approach will result in the following fields: - Reading. - Youth. - Knowledge production



## The questionnaire



المحترم/الفاضل

السلام عليكم

يسرني إفادتكم أنني بصدد جمع بيانات أوليه استكمالا لمتطلبات الحصول على رسالة الماجستير (في مجال التخطيط الاستراتيجي وتجديد الأموال من الجامعة العربية الأمريكية).

إن نجاح هذه المهمة مرتبط بمدى تعاونكم معي، أملا منكم الاطلاع على كل عبارة من عبارات مجالات القياس والإجابة عليها بكل موضوعيه، علما بأن إجاباتكم ستكون موضع اهتمام وعناية وستعامل بسرية تامة و ستستخدم لغرض البحث العلمي فقط، وكما سيكون لها الأثر في التوصل إلى نتائج إيجابية مفيدة في قطاع العمل الأهلي والمجتمعي في فلسطين.

أخيرا، لا يسعني سوى أن أتقدم بجزيل الشكر والامتنان إلى كل من ساعدني في التوصل إلى هذا الاستبيان متمنيا أن يحقق الأهداف المرجوة منه، سعيا للوصول إلى التميز والريادة في التخطيط الاستراتيجي وتجديد الأموال .

شاكرا لكم تعاونكم

الباحث

أحمد عمارنة

الرجاء وضع إشارة (x) في المكان المخصص لذلك:

أولاً: -البيانات الشخصية

- (1) الجنس: ذكر ( ) أنثى ( )
- (2) طبيعة العمل: مؤسسة ( ) جمعية خيرية ( ) هيئة ( ) منتدى ( )
- (3) العمر: أقل من 25 ( ) من 25-30 سنة ( ) من 31-40 سنة ( ) من 41-50 سنة ( ) من 51-60 سنة ( ) أكثر من 60 سنة ( )
- (4) المؤهل العلمي شهادة الثانوية العامة أو أقل ( ) دبلوم ( ) بكالوريوس ( ) ماجستير ( ) دكتورة ( )
- (5) سنوات الخبرة: أقل من 5 سنوات ( ) من 5-10 سنوات ( ) من 11-15 سنة ( ) أكثر من 15 سنة ( )
- (6) المسمى الوظيفي: عضو مجلس إدارة ( ) مدير عام ( ) مدير برامج ( ) منسق ميداني ( ) شريك مع القطاع الغير حكومي ( ) أخرى غير ذلك إذا رغبت في ذكر المسمى الوظيفي ( )
- (7) عمر المؤسسة: أقل من سنة ( ) سنة -5 سنوات ( ) 6-10 سنوات ( ) 11-15 سنة ( ) أكثر من 15 سنة ( )
- (8) مصدر تمويل المؤسسة: محلي ( ) إقليمي ( ) عالمي ( ) ذاتي ( )

ثانيا: المجال الأول -مشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية

الرقم	العبارات	موافق بشده	موافق	محايد	لا أوافق	لا أوافق مطلقا
1.	تعمل الإدارة على السماح لمدراء البرامج والمنسقين بإبداء ملاحظاتهم حول ما يتخذ من قرارات من إعداد الخطط التنفيذية.					
2.	تشجيع الرؤساء للمرؤوسين على تقديم أفكارهم ومقترحاتهم.					
3.	تقوم الإدارة العليا بعرض الخطط الإستراتيجية والبرامج على كافة الإدارات والبرامج للحصول على آراءها وملاحظاتها عليها قبل إقرارها.					
4.	يتم الرجوع إلى الإدارات التنفيذية والميدان للحصول على البيانات والمعلومات عن الأنشطة، المقترحات والاحتياجات اللازمة لوضع الخطط الإستراتيجية.					
5.	تقتصر مسؤولية التخطيط الاستراتيجي على الإدارة العليا فقط.					
6.	تعمل الإدارة العليا في المنظمات غير الحكومية على مناقشة العاملين حول معوقات العمل وسبل تطويره.					
7.	يقوم مجلس الإدارة والإدارة العليا بزيارة الميدان ومتابعه عمل الخطط التنفيذية.					

المجال الثاني: فاعلية الأداء في التخطيط الاستراتيجي

الرقم	العبارات	موافق بشده	موافق	محايد	لا أوافق	لا أوافق مطلقا
1.	يلتزم القطاع الأهلي وغير الحكومي بالتخطيط المستمر لتطوير أدائه					
2.	تركز جهود التخطيط على رفع مستوى الأداء والخدمات التي تقدمه					
3.	يأخذ بمبدأ المرونة في التخطيط بالاستجابة للمتغيرات الداخلية والخارجية					

					4. توفر خطط بديلة لمعالجة بعض المشكلات إذا حدثت في حالة فشل الخطط المنفذة
					5. يرتبط الأداء التخطيطي بإدارات القطاع مع أهدافه
					6. الوقوف على الفرص والتحديات المحيطة عند وضع الخطط الإستراتيجية
					7. تسعى جهود التخطيط إلى التنسيق بين أداء الإدارات المختلفة في جميع قطاعات عمل المؤسسات غير الحكومية
					8. يعمل التخطيط على التوظيف الأمثل للإمكانيات المادية والبشرية في القطاع نحو تحقيق أداء أفضل
					9. تراعي جهود التخطيط الاستراتيجي في توقع الاحتمالات المستقبلية المؤثرة سلباً أو إيجاباً على الأداء
					10. تعتبر صياغة وتحديد المستقبل المرغوب فيه وأساليب تحقيقه عنصراً جوهرياً في التخطيط الاستراتيجي
					11. يتم الاستفادة من الاحتياج وعلاقته بالحاضر والماضي في وضع الخطط المستقبلية لأداء المنظمات غير الحكومية
					12. تعمل الجهود التخطيطية في القطاع على تقديم نقاط القوة والضعف في أنشطته الحالية والمستقبلية
					13. يعمل القطاع على مراجعة الاحتياجات والمتطلبات وما يقدمه من خدمات
					14. توجد رقابة وتقويم على مستوى القطاع ككل وعلى مستوى الإدارات والبرامج للتأكد من الأنشطة تسير وفقاً للخطط الإستراتيجية والتفصيلية الموضوعية

					15. يوجد هناك علاقة تكاملية بين التخطيط الاستراتيجي وتجديد الأموال
					16. مفهوم تجديد الأموال مألوف لدى المؤسسة (الجمعية)

### المجال الثالث: معوقات التخطيط الاستراتيجي

الرقم	العبارات	موافق بشده	موافق	محايد	لا أوافق	لا أوافق مطلقا
1.	المركزية الشديدة في عملية التخطيط واتخاذ القرارات					
2.	عدم الاهتمام الكافي بدراسة الإمكانيات المالية والبشرية الحالية والمستقبلية المتاحة عند القيام بالتخطيط الاستراتيجي					
3.	عدم الاهتمام بوضع خطط إستراتيجية بديلة وفقاً لتغير الظروف ورؤية المانح					
4.	ضعف قنوات الاتصال بين الإدارة العليا في القطاع وبين منسقين البرامج والمنسقين الميدانيين					
5.	عدم الاهتمام الكافي بمراجعة الاحتياجات ومتطلباتها أثناء إعداد الخطط					
6.	عدم وجود قواعد بيانات ومعلومات حديثة					
7.	قلة التنسيق عند وضع الخطط الإستراتيجية					
8.	ضعف المعايير المحددة لقياس الأداء والأثر					
9.	عدم توفر الكفاءات والقيادات المتخصصة في التخطيط الاستراتيجي					
10.	عدم وجود وحدة مختصة لتجديد الأموال يعيق نمو المؤسسة الإداري والتنموي					
11.	عدم عقد دورات متخصصة في تجديد الأموال أحد العوائق بالمؤسسة					
12.	عدم وجود تشبيك مع المؤسسات الأخرى أحد عوائق تطور المؤسسة					

## المجال الرابع: المتطلبات الضرورية في التخطيط الاستراتيجي

الرقم	العبارات	موافق بشدة	موافق	محايد	لا أوافق	لا أوافق مطلقا
1.	إنشاء قواعد معلومات حول المشكلات الحالية والمستقبلية مما يعمل على اتخاذ القرارات السليمة					
2.	التحديد الدقيق للإمكانيات المادية والبشرية والتنظيمية المتاحة الحالية والمستقبلية					
3.	العمل على تقديم تصور شامل ودقيق عند إعداد الخطط لجميع الأنشطة المراد تحقيقها وما هي أثارها المتوقعة					
4.	مشاركة الأفراد العاملين في صياغة الخطط الإستراتيجية والتفصيلية المرتبطة بمجالات عملهم وأخذ آرائهم حول مشكلات العمل قبل إصدار الخطط					
5.	ضرورة التواصل بين واضعي الخطط الإستراتيجية والمنفذين لها مما يعمل على نقل الخطط من واقع نظري إلى واقع عملي بكفاءة عالية					
6.	ضرورة توفر بدائل وخيارات إستراتيجية لكل خطة مما يعمل على الحفاظ على مستوى الأداء العالي					
7.	الوقوف على نقاط الضعف والقوة كعنصر جوهري في عملية التخطيط الاستراتيجي					
8.	الوقوف على الفرص والتهديدات المحيطة كعنصر جوهري في عملية التخطيط الاستراتيجي					
9.	إدارة فاعلة للمخاطر داخل المؤسسة يعد أحد مظاهر التخطيط الإستراتيجي					

مع الاحترام والتقدير



Honorable

Dear Sir:

I am pleased to inform you that I am in the process of collecting preliminary data in order to complete the requirements of the master's thesis (in strategic planning and fundraising from the Arab American University).

The success of this task is linked to the extent of your cooperation with me, in the hope that you will be able to read each of the terms of the measurement fields and answer them objectively, knowing that your answers will be the subject of attention and care will be treated in strict confidentiality and will be used for the purpose of scientific research only and will have an impact on the results In the civil and community sector in Palestine.

Finally, I would like to extend my thanks and gratitude to all those who helped me to reach this questionnaire and wish to achieve the desired goals in order to achieve excellence and leadership in strategic planning and fundraising.

**Thank you for your cooperation**

The researcher

Ahmad Amarneh

**Please mark (x) in the space provided:**

**First Personal data:**

**Sex**                      **Male** (    )                                      **Female** (    )

**Nature of work:**      **Institution** (    )      **Charitable organization** (    )      **Organization**  
(    )                      **Forum** (    )

**Age**                      **Less than 25** (    )                      **from 25 -30** (    )                      **from 31-40** (    )  
**from 41-50** (    )                      **from 51-60**(    )                      **more than 60** (    )

**Qualification:** **Secondary school certificate or less** (    )                                      **Diploma** (    )  
**BA** (    )                                      **MA** (    )                                      **Ph.D.** (    )

**Years of Experience:** **less than 5 years** (    )                                      **From 5 -10 years** (    )  
**from 11 -15years** (    )                                      **more than 15 years** (    ).

**Job title:** **Member of the Board Directors** (    )      **General Director** (    )      **Director**  
**of Programs** (    )                                      **field coordinator** (    )                                      **- Partner**  
**with the non-governmental sector** (    )      **Other if you wish to mention the job title** (    )  
(    )

**Age of the institution:**      **Less than one year** (    )                                      **from 1-5 years** (    )  
**from 6-10 years** (    )      **From 11-15 years** (    )                                      **more than 15 years** (    )

**Source of funding the Foundation**                      **Locally** (    )                                      **Regional** (    )  
**International** (    )                                      **Internal** (    )



## Second

### The first dimension - co-executive management, employees and board of directors in the development of operational plans

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
8.	The Department shall allow program managers and coordinators to comment on the decisions taken by the executive plans.					
9.	Encourage superiors to provide their ideas and suggestions.					
10.	The senior management presents the strategic plans and programs to all departments and programs to obtain their views and observations before it is approved.					
11.	Refer to the executive and field departments to obtain data and information on the activities, proposals and requirements for the development of strategic plans.					
12.	Strategic planning is limited to senior management only.					
13.	Senior management in non-governmental organizations (NGOs) is working to discuss the obstacles and ways to develop them.					
14.	The Board of Directors and senior management will visit the field and follow up the implementation plans.					

### The second Dimension: Effective performance in strategic planning

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	The private and non-governmental sectors are committed to continuous planning to develop their performance					

2.	Planning efforts focus on improving performance and services					
3.	Take the principle of flexibility in planning in response to internal and external variables					
4.	Provide alternative plans to address some problems if they occur if the implemented plans fail			.		
5.	The planning performance of the sector's management is linked to its objectives					
6.	Identify opportunities and threats surrounding strategic plans					
7.	Planning efforts seek to coordinate the performance of different departments in all sectors of the work of non-governmental organizations					
8.	Planning works to optimize the physical and human potential of the sector to achieve better performance					
9.	Strategic planning efforts are taken into account in anticipating future prospects that negatively or positively affect performance					
10.	Formulating and defining the desired future and methods of achieving it is an essential element of strategic planning					
11.	The need and its relation to the present and the past are being used to develop future plans for the performance of non-governmental organizations					
12.	The planning efforts in the sector provide the strengths and weaknesses of its current and future activities					
13.	The sector reviews the needs, requirements and services					

<b>14.</b>	There is supervision and evaluation at the level of the sector as a whole and at the level of departments and programs to ensure that the activities are in accordance with the strategic plans and details developed					
<b>15.</b>	There is an integrative relationship between strategic planning and fundraising					
<b>16.</b>	The concept of fundraising is familiar to the organization (association)					

### **The third dimension: Strategic planning constraints**

<b>No.</b>	<b>Statement</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>
<b>1.</b>	Centralization in the planning and decision-making process					
<b>2.</b>	Insufficient attention to study the current and future financial and human resources available when undertaking strategic planning					
<b>3.</b>	Lack of interest in developing alternative strategic plans according to changing circumstances and donor vision					
<b>4.</b>	Weak communication channels between senior management in the sector and between program coordinators and field coordinators			.		
<b>5.</b>	Insufficient attention to review requirements and requirements during the preparation of plans					
<b>6.</b>	Lack of up-to-date databases and information					
<b>7.</b>	Lack of coordination when developing strategic plans					
<b>8.</b>	Weakness of the standards for measuring performance and impact					

9.	Lack of competencies and leaders specialized in strategic planning					
10.	The absence of a specialized fund-raising unit that impedes the growth of the administrative and development institution					
11.	Not holding specialized courses in fundraising is one of the obstacles to the institution					
12.	Lack of networking with other institutions is one of the obstacles to the organization's development					

**The fourth dimension: the necessary requirements in strategic planning**

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	Create databases on current and future issues that make good decisions					
2.	The precise identification of the available physical, human and organizational resources available now and in the future					
3.	To provide a comprehensive and accurate vision when preparing plans for all activities to be achieved and their expected effects					
4.	Participation of individuals working in the formulation of strategic and detailed plans related to their areas of work and taking their views on the problems of work before issuing plans					
5.	The need to communicate between the makers of strategic plans and implementers, which works to transfer plans from the theoretical to practical reality with high efficiency					
6.	The need for alternatives and strategic options for each plan,					

	which will maintain the high level of performance					
<b>7.</b>	To identify weaknesses and strengths as an essential element in the strategic planning process					
<b>8.</b>	To identify opportunities and threats as an essential element in the strategic planning process					
<b>9.</b>	Effective risk management within the organization is one aspect of strategic planning					

## The statistical analysis

### Frequencies

Statistics								
		الجنس	طبيعة العمل	العمر	المؤهل العلمي	سنوات الخبرة	المسمى الوظيفي	عمر المؤسسة
N	Valid	121	121	121	121	121	121	121
	Missing	0	0	0	0	0	0	0

### Frequency Table

الجنس					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ذكر	51	42.1	42.1	42.1
	أنثى	70	57.9	57.9	100.0
	Total	121	100.0	100.0	

طبيعة العمل					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	مؤسسة	66	54.5	54.5	54.5
	جمعية خيرية	38	31.4	31.4	86.0
	هيئة	12	9.9	9.9	95.9
	منتدى	5	4.1	4.1	100.0
	Total	121	100.0	100.0	

العمر					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	أقل من 30 سنة	27	22.3	22.3	22.3
	من 31-40 سنة	73	60.3	60.3	82.6
	أكثر من 60 سنة	21	17.4	17.4	100.0
	Total	121	100.0	100.0	

المؤهل العلمي

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid دبلوم فأقل	21	17.4	17.4	17.4
بكالوريوس	67	55.4	55.4	72.7
ماجستير فأعلى	33	27.3	27.3	100.0
Total	121	100.0	100.0	

سنوات الخبرة

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid أقل من 5 سنوات	24	19.8	19.8	19.8
من 5-10 سنوات	24	19.8	19.8	39.7
من 11-15 سنة	36	29.8	29.8	69.4
أكثر من 15 سنة	37	30.6	30.6	100.0
Total	121	100.0	100.0	

المسمى الوظيفي

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid عضو مجلس الإدارة	12	9.9	9.9	9.9
مدير عام	15	12.4	12.4	22.3
مدير برامج	25	20.7	20.7	43.0
منسق ميداني	50	41.3	41.3	84.3
شريك مع القطاع الغير حكومي	19	15.7	15.7	100.0
Total	121	100.0	100.0	

عمر المؤسسة

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid أقل من 6 سنوات	12	9.9	9.9	9.9
من 6-10 سنوات	13	10.7	10.7	20.7
من 11-15 سنة	14	11.6	11.6	32.2
أكثر من 15 سنة	82	67.8	67.8	100.0
Total	121	100.0	100.0	

مصدر تمويل المؤسسة

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid محلي	20	16.5	16.5	16.5
إقليمي	10	8.3	8.3	24.8
عالمي	67	55.4	55.4	80.2
ذاتي	24	19.8	19.8	100.0
Total	121	100.0	100.0	

## Descriptives

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية	121	1.57	5.00	3.8194	.68307
الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	121	2.00	5.00	3.9416	.58406
الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	121	2.33	5.00	4.3076	.53878
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	121	1.82	5.00	3.6086	.82203
Valid N (listwise)	121				

## T-Test



### Group Statistics

الجنس	N	Mean	Std. Deviation	Std. Error Mean
الدرجة الكلية لمشاركه الإدارة التنفيذية	51	3.8291	.71258	.09978
والعاملين ومجلس الإدارة في وضع الخطط التنفيذية	70	3.8122	.66587	.07959
الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	51	3.9571	.51303	.07184
الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	70	3.9304	.63422	.07580
الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	51	4.4423	.38968	.05457
الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	70	4.2095	.60962	.07286
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	51	3.6809	.84293	.11803
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	70	3.5558	.80847	.09663

### Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية	Equal variances assumed	.473	.493	.134	119	.894	.01689	.12627	-.23315	.26692
	Equal variances not assumed			.132	103.500	.895	.01689	.12763	-.23623	.27000
الدرجة الكلية لفاعليه الاداء في التخطيط الاستراتيجي	Equal variances assumed	3.008	.085	.248	119	.805	.02675	.10795	-.18700	.24050
	Equal variances not assumed			.256	117.644	.798	.02675	.10444	-.18007	.23357
الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	Equal variances assumed	3.815	.053	2.392	119	.018	.23274	.09729	.04009	.42539
	Equal variances not assumed			2.557	117.218	.012	.23274	.09103	.05246	.41302
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	Equal variances assumed	.001	.978	.825	119	.411	.12508	.15154	-.17498	.42515
	Equal variances not assumed			.820	105.229	.414	.12508	.15254	-.17738	.42754

### Oneway

### Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس خيرية	مؤسسة	66	3.7792	.64969	.07997	3.6195	3.9389	2.57	5.00
	جمعية	38	3.8271	.81638	.13243	3.5587	4.0954	1.57	5.00
	هيئة	12	4.1071	.36102	.10422	3.8778	4.3365	3.57	4.71
	مبتدى	5	3.6000	.52876	.23647	2.9435	4.2565	2.86	4.14
	Total	121	3.8194	.68307	.06210	3.6964	3.9423	1.57	5.00
الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	مؤسسة	66	3.8977	.55693	.06855	3.7608	4.0346	2.56	5.00
	جمعية	38	3.9720	.69059	.11203	3.7450	4.1990	2.00	5.00
	هيئة	12	4.0729	.39062	.11276	3.8247	4.3211	3.44	4.56
	مبتدى	5	3.9750	.51841	.23184	3.3313	4.6187	3.44	4.56
	Total	121	3.9416	.58406	.05310	3.8365	4.0468	2.00	5.00
الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	مؤسسة	66	4.3519	.61312	.07547	4.2011	4.5026	2.33	5.00
	جمعية	38	4.2632	.46672	.07571	4.1097	4.4166	3.00	5.00
	هيئة	12	4.1944	.39391	.11371	3.9442	4.4447	3.44	4.67
	مبتدى	5	4.3333	.26058	.11653	4.0098	4.6569	3.89	4.56
	Total	121	4.3076	.53878	.04898	4.2106	4.4046	2.33	5.00
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	مؤسسة	66	3.5771	.80106	.09860	3.3802	3.7741	1.82	5.00
	جمعية	38	3.6148	.87489	.14193	3.3273	3.9024	1.91	5.00
	هيئة	12	3.4394	.79804	.23037	2.9323	3.9464	2.00	4.64
	مبتدى	5	4.3818	.40350	.18045	3.8808	4.8828	4.00	5.00
	Total	121	3.6086	.82203	.07473	3.4606	3.7565	1.82	5.00

## ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية	Between Groups	1.343	3	.448	.958	.415
	Within Groups	54.648	117	.467		
	Total	55.991	120			
الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	Between Groups	.375	3	.125	.360	.782
	Within Groups	40.561	117	.347		
	Total	40.935	120			
الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	Between Groups	.361	3	.120	.409	.747
	Within Groups	34.472	117	.295		
	Total	34.834	120			
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	Between Groups	3.400	3	1.133	1.707	.169
	Within Groups	77.689	117	.664		
	Total	81.088	120			

## Oneway

### Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية	أقل من 30 سنة	27	3.6296	.79466	.15293	3.3153	3.9440	1.57	5.00
	من 31-40 سنة	73	3.8767	.61506	.07199	3.7332	4.0202	2.29	5.00
	أكثر من 60 سنة	21	3.8639	.74433	.16243	3.5251	4.2028	2.00	5.00
	Total	121	3.8194	.68307	.06210	3.6964	3.9423	1.57	5.00
الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	أقل من 30 سنة	27	3.9028	.48917	.09414	3.7093	4.0963	3.00	4.63
	من 31-40 سنة	73	3.9409	.61923	.07248	3.7964	4.0854	2.00	5.00
	أكثر من 60 سنة	21	3.9940	.59191	.12916	3.7246	4.2635	2.06	5.00
	Total	121	3.9416	.58406	.05310	3.8365	4.0468	2.00	5.00
الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	أقل من 30 سنة	27	4.3333	.51750	.09959	4.1286	4.5380	2.33	5.00
	من 31-40 سنة	73	4.2633	.59129	.06921	4.1254	4.4013	2.33	5.00
	أكثر من 60 سنة	21	4.4286	.33386	.07285	4.2766	4.5805	4.00	5.00
	Total	121	4.3076	.53878	.04898	4.2106	4.4046	2.33	5.00
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	أقل من 30 سنة	27	3.5623	.85319	.16420	3.2248	3.8998	1.82	5.00
	من 31-40 سنة	73	3.5641	.81452	.09533	3.3741	3.7542	1.91	5.00
	أكثر من 60 سنة	21	3.8225	.81336	.17749	3.4523	4.1927	2.00	5.00
	Total	121	3.6086	.82203	.07473	3.4606	3.7565	1.82	5.00

## ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية	Between Groups	1.254	2	.627	1.351	.263
	Within Groups	54.737	118	.464		
	Total	55.991	120			
الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	Between Groups	.098	2	.049	.142	.868
	Within Groups	40.837	118	.346		
	Total	40.935	120			
الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	Between Groups	.468	2	.234	.804	.450
	Within Groups	34.365	118	.291		
	Total	34.834	120			
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	Between Groups	1.163	2	.582	.859	.426
	Within Groups	79.925	118	.677		
	Total	81.088	120			

## Oneway

### Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
الدرجة الكلية لمشاركه الإدارة	دبلوم فأقل	21	3.7551	.67331	.14693	3.4486	4.0616	2.00	5.00
التنفيذية والعاملين ومجلس الإدارة	بكالوريوس	67	3.7569	.70339	.08593	3.5854	3.9285	1.57	5.00
في وضع الخطط التنفيذية	ماجستير فأعلى	33	3.9870	.63724	.11093	3.7611	4.2130	2.57	5.00
	Total	121	3.8194	.68307	.06210	3.6964	3.9423	1.57	5.00
الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	دبلوم فأقل	21	3.8750	.50312	.10979	3.6460	4.1040	2.75	4.75
	بكالوريوس	67	3.9851	.51643	.06309	3.8591	4.1110	2.31	5.00
	ماجستير فأعلى	33	3.8958	.74962	.13049	3.6300	4.1616	2.00	4.81
	Total	121	3.9416	.58406	.05310	3.8365	4.0468	2.00	5.00
الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	دبلوم فأقل	21	4.3492	.43785	.09555	4.1499	4.5485	3.44	5.00
	بكالوريوس	67	4.3085	.46413	.05670	4.1952	4.4217	3.00	5.00
	ماجستير فأعلى	33	4.2795	.72282	.12583	4.0232	4.5358	2.33	5.00
	Total	121	4.3076	.53878	.04898	4.2106	4.4046	2.33	5.00
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	دبلوم فأقل	21	3.8009	.70513	.15387	3.4799	4.1218	2.00	4.64
	بكالوريوس	67	3.5319	.88540	.10817	3.3159	3.7479	1.91	5.00
	ماجستير فأعلى	33	3.6419	.75410	.13127	3.3745	3.9093	1.82	4.73
	Total	121	3.6086	.82203	.07473	3.4606	3.7565	1.82	5.00

## ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية	Between Groups	1.275	2	.638	1.375	.257
	Within Groups	54.715	118	.464		
	Total	55.991	120			
الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	Between Groups	.289	2	.144	.419	.658
	Within Groups	40.647	118	.344		
	Total	40.935	120			
الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	Between Groups	.063	2	.031	.106	.899
	Within Groups	34.771	118	.295		
	Total	34.834	120			
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	Between Groups	1.207	2	.604	.892	.413
	Within Groups	79.881	118	.677		
	Total	81.088	120			

## Oneway

### Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية	أقل من 5 سنوات	24	3.6667	.79446	.16217	3.3312	4.0021	1.57	5.00
	من 5-10 سنوات	24	3.9940	.73749	.15054	3.6826	4.3055	2.29	5.00
	من 11-15 سنة	36	3.8651	.58449	.09741	3.6673	4.0628	2.57	4.86
	أكثر من 15 سنة	37	3.7606	.65643	.10792	3.5418	3.9795	2.00	5.00
	Total	121	3.8194	.68307	.06210	3.6964	3.9423	1.57	5.00
الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	أقل من 5 سنوات	24	3.8802	.47774	.09752	3.6785	4.0819	3.00	4.63
	من 5-10 سنوات	24	3.9948	.59917	.12231	3.7418	4.2478	2.31	4.94
	من 11-15 سنة	36	4.0903	.43698	.07283	3.9424	4.2381	3.00	4.81
	أكثر من 15 سنة	37	3.8024	.72790	.11967	3.5597	4.0451	2.00	5.00
	Total	121	3.9416	.58406	.05310	3.8365	4.0468	2.00	5.00
الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	أقل من 5 سنوات	24	4.2083	.51942	.10603	3.9890	4.4277	2.33	4.89
	من 5-10 سنوات	24	4.4167	.50680	.10345	4.2027	4.6307	3.00	5.00
	من 11-15 سنة	36	4.3086	.62579	.10430	4.0969	4.5204	2.33	5.00
	أكثر من 15 سنة	37	4.3003	.48564	.07984	4.1384	4.4622	3.00	5.00
	Total	121	4.3076	.53878	.04898	4.2106	4.4046	2.33	5.00
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	أقل من 5 سنوات	24	3.6136	.85291	.17410	3.2535	3.9738	1.91	5.00
	من 5-10 سنوات	24	3.2992	.85595	.17472	2.9378	3.6607	1.82	4.45
	من 11-15 سنة	36	3.7702	.72222	.12037	3.5258	4.0146	2.27	5.00
	أكثر من 15 سنة	37	3.6486	.84907	.13959	3.3656	3.9317	1.91	5.00
	Total	121	3.6086	.82203	.07473	3.4606	3.7565	1.82	5.00



## ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة فى وضع الخطط التنفيذية	Between Groups	1.495	3	.498	1.070	.365
	Within Groups	54.496	117	.466		
	Total	55.991	120			
الدرجة الكلية لفاعليه الأداء فى التخطيط الاستراتيجي	Between Groups	1.671	3	.557	1.660	.179
	Within Groups	39.264	117	.336		
	Total	40.935	120			
الدرجة الكلية للمتطلبات الضرورية فى التخطيط الاستراتيجي	Between Groups	.524	3	.175	.596	.619
	Within Groups	34.310	117	.293		
	Total	34.834	120			
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	Between Groups	3.297	3	1.099	1.653	.181
	Within Groups	77.791	117	.665		
	Total	81.088	120			

## Oneway

escriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية	12	3.8571	.68917	.19895	3.4193	4.2950	2.86	5.00
مدير عام	15	4.1333	.48133	.12428	3.8668	4.3999	3.43	5.00
مدير برامج	25	4.0000	.55635	.11127	3.7704	4.2296	2.57	4.86
منسق ميداني	50	3.6686	.71425	.10101	3.4656	3.8716	1.57	5.00
شريك مع القطاع الغير حكومي	19	3.7068	.79607	.18263	3.3231	4.0905	2.00	5.00
Total	121	3.8194	.68307	.06210	3.6964	3.9423	1.57	5.00
الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	12	3.9583	.34782	.10041	3.7373	4.1793	3.44	4.44
مدير عام	15	4.2958	.45896	.11850	4.0417	4.5500	3.56	5.00
مدير برامج	25	3.9800	.59995	.11999	3.7324	4.2276	2.56	4.94
منسق ميداني	50	3.8425	.67542	.09552	3.6505	4.0345	2.00	4.94
شريك مع القطاع الغير حكومي	19	3.8618	.41697	.09566	3.6609	4.0628	3.19	4.56
Total	121	3.9416	.58406	.05310	3.8365	4.0468	2.00	5.00
الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	12	4.3333	.34816	.10050	4.1121	4.5545	3.89	5.00
مدير عام	15	4.4000	.37750	.09747	4.1909	4.6091	3.78	5.00
مدير برامج	25	4.4489	.46534	.09307	4.2568	4.6410	3.00	5.00
منسق ميداني	50	4.1956	.64576	.09132	4.0120	4.3791	2.33	5.00
شريك مع القطاع الغير حكومي	19	4.3275	.50576	.11603	4.0837	4.5713	3.44	5.00
Total	121	4.3076	.53878	.04898	4.2106	4.4046	2.33	5.00
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	12	3.8409	.69573	.20084	3.3989	4.2830	2.00	4.64
مدير عام	15	3.6788	.90379	.23336	3.1783	4.1793	2.27	5.00
مدير برامج	25	3.7709	.75839	.15168	3.4579	4.0840	1.91	5.00
منسق ميداني	50	3.4309	.89522	.12660	3.1765	3.6853	1.91	5.00
شريك مع القطاع الغير حكومي	19	3.6603	.67681	.15527	3.3341	3.9865	1.82	4.91
Total	121	3.6086	.82203	.07473	3.4606	3.7565	1.82	5.00

# ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية	Between Groups	3.689	4	.922	2.046	.093
	Within Groups	52.301	116	.451		
	Total	55.991	120			
الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	Between Groups	2.534	4	.634	1.914	.113
	Within Groups	38.401	116	.331		
	Total	40.935	120			
الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	Between Groups	1.270	4	.318	1.098	.361
	Within Groups	33.563	116	.289		
	Total	34.834	120			
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	Between Groups	3.010	4	.752	1.118	.352
	Within Groups	78.079	116	.673		
	Total	81.088	120			

## Oneway

### Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية	أقل من 6 سنوات	12	3.6905	1.00617	.29045	3.0512	4.3298	1.57	5.00
	من 6-10 سنوات	13	4.0110	.65585	.18190	3.6147	4.4073	2.86	5.00
	من 11-15 سنة	14	4.0102	.39008	.10425	3.7850	4.2354	3.43	4.86
	أكثر من 15 سنة	82	3.7753	.67007	.07400	3.6280	3.9225	2.00	5.00
	Total	121	3.8194	.68307	.06210	3.6964	3.9423	1.57	5.00
الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	أقل من 6 سنوات	12	3.9115	.78717	.22724	3.4113	4.4116	2.31	4.63
	من 6-10 سنوات	13	4.1106	.48288	.13393	3.8188	4.4024	3.44	4.63
	من 11-15 سنة	14	4.0134	.53100	.14192	3.7068	4.3200	3.06	4.94
	أكثر من 15 سنة	82	3.9070	.57846	.06388	3.7799	4.0341	2.00	5.00
	Total	121	3.9416	.58406	.05310	3.8365	4.0468	2.00	5.00
الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	أقل من 6 سنوات	12	4.3519	.46862	.13528	4.0541	4.6496	3.00	5.00
	من 6-10 سنوات	13	4.2222	.43509	.12067	3.9593	4.4851	3.44	4.78
	من 11-15 سنة	14	4.1746	.56271	.15039	3.8497	4.4995	3.00	5.00
	أكثر من 15 سنة	82	4.3374	.56209	.06207	4.2139	4.4609	2.33	5.00
	Total	121	4.3076	.53878	.04898	4.2106	4.4046	2.33	5.00
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	أقل من 6 سنوات	12	4.1667	.50219	.14497	3.8476	4.4857	3.18	5.00
	من 6-10 سنوات	13	3.6503	.89830	.24914	3.1075	4.1932	2.00	4.91
	من 11-15 سنة	14	3.3312	.90391	.24158	2.8093	3.8531	1.91	4.73
	أكثر من 15 سنة	82	3.5676	.80916	.08936	3.3898	3.7454	1.82	5.00
	Total	121	3.6086	.82203	.07473	3.4606	3.7565	1.82	5.00

## ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية	Between Groups	1.346	3	.449	.961	.414
	Within Groups	54.644	117	.467		
	Total	55.991	120			
الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	Between Groups	.552	3	.184	.533	.660
	Within Groups	40.383	117	.345		
	Total	40.935	120			
الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	Between Groups	.439	3	.146	.497	.685
	Within Groups	34.395	117	.294		
	Total	34.834	120			
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	Between Groups	4.975	3	1.658	2.549	.059
	Within Groups	76.113	117	.651		
	Total	81.088	120			

## Oneway

### Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية	محلي	20	3.4071	.71695	.16031	3.0716	3.7427	2.00	4.29
	إقليمي	10	3.7000	.72983	.23079	3.1779	4.2221	2.57	4.86
	عالمي	67	3.8571	.63645	.07775	3.7019	4.0124	1.57	5.00
	ذاتي	24	4.1071	.62802	.12819	3.8420	4.3723	2.57	5.00
	Total	121	3.8194	.68307	.06210	3.6964	3.9423	1.57	5.00
الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	محلي	20	3.5969	.62909	.14067	3.3025	3.8913	2.06	4.38
	إقليمي	10	3.7313	.90478	.28612	3.0840	4.3785	2.00	4.94
	عالمي	67	3.9879	.50790	.06205	3.8640	4.1118	2.56	4.75
	ذاتي	24	4.1875	.44767	.09138	3.9985	4.3765	3.50	5.00
	Total	121	3.9416	.58406	.05310	3.8365	4.0468	2.00	5.00
الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	محلي	20	4.2611	.45496	.10173	4.0482	4.4740	3.00	5.00
	إقليمي	10	4.2556	.54697	.17297	3.8643	4.6468	3.44	5.00
	عالمي	67	4.3284	.59849	.07312	4.1824	4.4743	2.33	5.00
	ذاتي	24	4.3102	.44078	.08997	4.1241	4.4963	3.44	5.00
	Total	121	4.3076	.53878	.04898	4.2106	4.4046	2.33	5.00
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	محلي	20	3.7045	.64274	.14372	3.4037	4.0054	1.91	4.45
	إقليمي	10	3.6636	.58768	.18584	3.2432	4.0840	2.27	4.36
	عالمي	67	3.5265	.88671	.10833	3.3102	3.7427	1.91	5.00
	ذاتي	24	3.7348	.86449	.17646	3.3698	4.0999	1.82	5.00
	Total	121	3.6086	.82203	.07473	3.4606	3.7565	1.82	5.00

## ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية	Between Groups	5.624	3	1.875	4.355	.006
	Within Groups	50.366	117	.430		
	Total	55.991	120			
الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	Between Groups	4.414	3	1.471	4.713	.004
	Within Groups	36.522	117	.312		
	Total	40.935	120			
الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	Between Groups	.099	3	.033	.112	.953
	Within Groups	34.734	117	.297		
	Total	34.834	120			
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	Between Groups	1.049	3	.350	.511	.675
	Within Groups	80.039	117	.684		
	Total	81.088	120			

## Post Hoc Tests

### Multiple Comparisons

LSD

Dependent Variable	(I) مصدر تمويل المؤسسة	(J) مصدر تمويل المؤسسة	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية	محلي	إقليمي	-.29286-	.25411	.251	-.7961-	.2104
		عالمي	-.45000*	.16718	.008	-.7811-	-.1189-
		ذاتي	-.70000*	.19865	.001	-1.0934-	-.3066-
	إقليمي	محلي	.29286	.25411	.251	-.2104-	.7961
		عالمي	-.15714-	.22243	.481	-.5976-	.2834
		ذاتي	-.40714-	.24695	.102	-.8962-	.0819
	عالمي	محلي	.45000*	.16718	.008	.1189	.7811
		إقليمي	.15714	.22243	.481	-.2834-	.5976
		ذاتي	-.25000-	.15608	.112	-.5591-	.0591
	ذاتي	محلي	.70000*	.19865	.001	.3066	1.0934
		إقليمي	.40714	.24695	.102	-.0819-	.8962
		عالمي	.25000	.15608	.112	-.0591-	.5591
الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	محلي	إقليمي	-.13438-	.21639	.536	-.5629-	.2942
		عالمي	-.39100*	.14236	.007	-.6729-	-.1091-
		ذاتي	-.59063*	.16916	.001	-.9256-	-.2556-
	إقليمي	محلي	.13438	.21639	.536	-.2942-	.5629
		عالمي	-.25662-	.18940	.178	-.6317-	.1185
		ذاتي	-.45625*	.21029	.032	-.8727-	-.0398-
	عالمي	محلي	.39100*	.14236	.007	.1091	.6729
		إقليمي	.25662	.18940	.178	-.1185-	.6317
		ذاتي	-.19963-	.13291	.136	-.4628-	.0636
	ذاتي	محلي	.59063*	.16916	.001	.2556	.9256
		إقليمي	.45625*	.21029	.032	.0398	.8727
		عالمي	.19963	.13291	.136	-.0636-	.4628
	محلي	إقليمي	.00556	.21102	.979	-.4124-	.4235



الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	عالمي		-0.06725	.13883	.629	-.3422	.2077
	ذاتي		-0.04907	.16496	.767	-.3758	.2776
	محلي إقليمي	محلي	-0.00556	.21102	.979	-.4235	.4124
		عالمي	-0.07280	.18471	.694	-.4386	.2930
		ذاتي	-0.05463	.20508	.790	-.4608	.3515
	محلي إقليمي	محلي	.06725	.13883	.629	-.2077	.3422
		إقليمي	.07280	.18471	.694	-.2930	.4386
		ذاتي	.01817	.12962	.889	-.2385	.2749
	محلي إقليمي	محلي	.04907	.16496	.767	-.2776	.3758
		إقليمي	.05463	.20508	.790	-.3515	.4608
		عالمي	-.01817	.12962	.889	-.2749	.2385
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	محلي إقليمي	إقليمي	.04091	.32034	.899	-.5935	.6753
		عالمي	.17809	.21075	.400	-.2393	.5955
		ذاتي	-.03030	.25042	.904	-.5262	.4656
	محلي إقليمي	محلي	-.04091	.32034	.899	-.6753	.5935
		عالمي	.13718	.28039	.626	-.4181	.6925
		ذاتي	-.07121	.31131	.819	-.6877	.5453
	محلي إقليمي	محلي	-.17809	.21075	.400	-.5955	.2393
		إقليمي	-.13718	.28039	.626	-.6925	.4181
		ذاتي	-.20839	.19676	.292	-.5981	.1813
	محلي إقليمي	محلي	.03030	.25042	.904	-.4656	.5262
		إقليمي	.07121	.31131	.819	-.5453	.6877
		عالمي	.20839	.19676	.292	-.1813	.5981

\*. The mean difference is significant at the 0.05 level.

## Correlations

### Correlations

		الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية	الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	الدرجة الكلية لمعوقات التخطيط الاستراتيجي
الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية	Pearson Correlation Sig. (2-tailed) N	1  121	.621**  121	.206*  121	.017  121
الدرجة الكلية لفاعليه الأداء في التخطيط الاستراتيجي	Pearson Correlation Sig. (2-tailed) N	.621**  121	1  121	.398**  121	.032  121
الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	Pearson Correlation Sig. (2-tailed) N	.206*  121	.398**  121	1  121	.143  121
الدرجة الكلية لمعوقات التخطيط الاستراتيجي	Pearson Correlation Sig. (2-tailed) N	.017  121	.032  121	.143  121	1  121

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

### Regression

#### Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	الدرجة الكلية لمعوقات التخطيط الاستراتيجي, الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية, الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي <sup>a</sup>	.	Enter

a. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680 <sup>a</sup>	.462	.448	.43384

a. Predictors: (Constant), الكلية الدرجة, الاستراتيجية التخطيط لمعوقات الكلية الدرجة, الكلية الدرجة, التنفيذية الخطط وضع في الإدارة ومجلس والعاملين التنفيذية الإدارة لمشاركه الاستراتيجية التخطيط في الضرورية للمتطلبات الكلية

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.914	3	6.305	33.496	.000 <sup>a</sup>
	Residual	22.022	117	.188		
	Total	40.935	120			

a. Predictors: (Constant), الكلية الدرجة, الاستراتيجية التخطيط لمعوقات الكلية الدرجة, الكلية الدرجة, التنفيذية الخطط وضع في الإدارة ومجلس والعاملين الاستراتيجية التخطيط في الضرورية للمتطلبات الكلية الدرجة

b. Dependent Variable: الاستراتيجية التخطيط في الأداء لفاعليه الكلية الدرجة

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.823	.380		2.164	.033
	الدرجة الكلية لمشاركه الإدارة التنفيذية والعاملين ومجلس الإدارة في وضع الخطط التنفيذية	.481	.059	.563	8.122	.000
	الدرجة الكلية للمتطلبات الضرورية في التخطيط الاستراتيجي	.308	.076	.284	4.062	.000
	الدرجة الكلية لمعوقات التخطيط الاستراتيجي	-.013	.049	-.019	-.271	.787

a. Dependent Variable: الاستراتيجية التخطيط في الأداء لفاعليه الكلية الدرجة