



Arab American University

Faculty of Graduate Studies

**The Implications of Strategic Planning in the Palestinian  
Security Sector: Debating the View Point of Security  
Officers**

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

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This thesis was defended successfully on 21/07/2018, and approved by:

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### **The Declaration**

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

**Isra Riyad Akel**

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ  
(قُلْ هَلْ يَسْتَوِي الَّذِينَ يَعْلَمُونَ وَالَّذِينَ لَا يَعْلَمُونَ)  
صَدَقَ اللَّهُ الْعَظِيمُ

**Dedication**

To Supreme Commander of the Security Forces “ Mahmoud Abbas”, to all the heads of the Palestinian security services, and to all .... Officers and members of the law enforcement agencies in Palestine and diaspora.

To those who raised me to the person I am today, and taught me that my certificate is my weapon, My mother and my father, and to my family (Doua, Mahmoud, Mohammad, Riyadh and my husband Ismat).

To the soul of the General – Radwan Al-Helou, "Abu Oday", the former general manager of the Central Financial Administration, for his continuous support since day one when I joined the graduate studies faculty even in his last moments (may his soul rest in Peace).

To the soul of our martyr symbol leader, Yasser Arafat “Abu Ammar”.

To you all I dedicate this.

Isra Riyadh Akel

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## **Abstract**

The objective of this research is to identify the contents of strategic planning in the Palestinian security sector and its relationship to develop the performance of Palestinian law enforcement agencies. The researcher used the descriptive approach analysis, and the questionnaire was used as a tool for collecting information, the research is a quantitative research, distributed 190 Questionnaire and 178 questionnaires were recovered, which was about 93.6% and the results of the research showed that senior management in the Law enforcement agencies and decision makers support the strategic planning process and encourage some officers to participate in the strategic planning process. The law enforcement agencies have their own strategic plans. There is a positive relationship between the top management of the law enforcement agencies and their performance. The analysis of the internal and external environment greatly assists the law enforcement agencies in determining their vision and mission, and the results of the research indicate that the law enforcement agencies have vision and mission, but not all officers who are working for the law enforcement agencies know about it. The law enforcement agencies have strategic goals just as a concept because these goals are not specified by certain time and are repeated in each plan. So, we can't say that they are strategic goals. The law enforcement agencies have an evaluation of the results of the strategic plan at the end of each period but not as required. There is a positive relationship between operational plans and performance. There is a positive relationship between the evaluation of plans and performance, and all law enforcement agencies cooperate with each other to make a unified strategic plan for the Palestinian security sector. There is no monitoring and evaluation for strategic plans, and there are no measurable indicators and not as scientific form required. The results showed flexibility in setting organizational structures for law enforcement agencies and their relationship to performance development, which is positive but also, showed that changing organizational structures does not affect financial matters and challenges, except in services that only deal with money.

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<b>List of Abbreviations</b>	
LEA	Law Enforcement Agencies
NSF	National Security Forces
PS	Preventive Security
GI	General Intelligence
CFA	Central Financial Administration
MOI	Ministry of Interior
MOF	Ministry of Finance
PLO	Palestine Liberation Organization
PNA	Palestinian National Authority
CD	Civilian Defense
CP	Civilian Police
CP	Customs Police
SPD	Strategic Planning Department
KPIs	Key Performance Indicators
SMART	S: specific, M: measurable, A: achievable, R: realistic, T: time able

## **Chapter One: Research Framework**

- 1.1 Introduction**
- 1.2 Theoretical Framework**
- 1.3 Strategic Planning Models**
- 1.4 Research Problem**
- 1.5 Objectives of Research**
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- 1.13 Chapters Plan**

## 1.1 Introduction:

Governmental institutions seek to provide security and integration rather than competition, and look forward to the efficiency and proficiency instead of profits, based on their work of a range of different values and the range of issues they deal with and the nature and methods of interventions, and the role of financiers who are the beneficiaries of their services. Accordingly, the orientation of strategic planning must take all this into account. The Ministry of Interior states in its guide for strategic planning<sup>1</sup> that a group of properties related to strategic planning for the security sector, and the strategic planning is the management of change. The organization is constantly seeking to promote itself, the circumstances surrounding the change, and develop new ideas. It is necessary to change the management process where change and success do not occur and are not possible, as they should come automatically, but need to manage the process.

Strategic planning is about the evolution of the institution and its growth; as this means not only how to choose the goals and activities, but also how to change the institution itself for the convergence in accordance to a changing environment.

The security sector safety valve, which protects the national and political project in any country, is the goalkeeper who is not overlooked in order to protect the social and economic interests of the community to which one belongs. Here the researcher had to take this sector to have the absolute confidence of the society in order to be able to act on fullest, as this trust provides him the ideal working environment, and would help the community as a whole for the advancement of national and political project, in order to achieve sustainable development at all levels, the most important of which is the political level.

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<sup>1</sup> Guide for strategic planning in the Planning departments in the security forces, 2016, P5

The members of the Palestinian law enforcement agencies are accounted for 50% of the number of public servants in the Palestinian National Authority staff, and over 90% of the 65,000 member security forces belong to the Fatah Movement. The security in Gaza is dominated by Hamas Movement, now totaling members around 15,000, most of them belong to the movement<sup>2</sup>.

The Cairo Agreement signed in 1994 by the Palestinian and Israeli sides provides to establish a Palestinian police with 3000 recruits. Then in the Oslo Accord, the number of police force increased to 30,000. However, since that year, the law enforcement agencies no longer became limited to just one security service, it increased to several services<sup>3</sup>.

What distinguishes the Palestinian Authority is the large number in the security agencies that carry out the security role, as the establishment of the Palestinian Authority was set up with 17 security apparatuses in three sectors.

1. **Internal Security Forces:** includes multiple bodies such as: (Police, Preventive Security, Civil Defense, the Presidential Security Force, the General Intelligence Service, etc.) The most important one in security is the Preventive Security. All of the law enforcement agencies in the internal security were under the Ministry of Interior until 2006 after the legislative elections.

2. **National Security Force:** the law enforcement agencies in any political system, but because of the absence of a Palestinian sovereignty on the ground, the Palestinian national security service just becomes like any other security agency. The national security forces are now called "army".

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<sup>2</sup> <https://pulpit.alwatanvoice.com/articles/2011/06/01/229290.html>

<sup>3</sup> Saleh Al-naamy, law enforcement agencies in Palestine: Have undergone reform as a result of the internal demands and pressures of the outside and their unification has not had multiple terms of reference, P.4

Military Training Authority is a part of the National law enforcement agencies where it is specialized in training all the workers in the military sector a “Military Training”, so there exists cooperation between them and the NSF, in order to provide military training to the NSF workers.

Al Istiqlal University, which is a university of military studies, offers a B.Sc. Degree in military studies, and all of the Law enforcement agencies in Palestine have a cooperation with it to train the security soldiers and officers in order to develop their performances.

3. **National Security Council:** unites the work plans of various security agencies, whether belonging to the government of the (police, preventive security and civil defense) or to the Presidency (the National Intelligence and Security).

The Structure of the Palestinian Security Forces as it shown in Dr. jihad Kiswani’s book<sup>4</sup>:

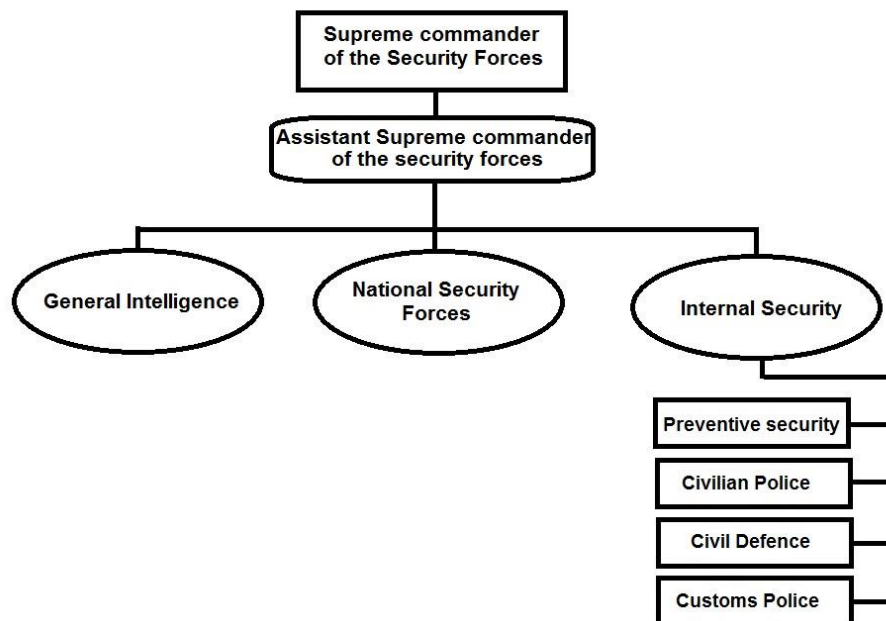


Figure 1: Structure of the Palestinian Security Forces

<sup>4</sup> Jihad Kiswani, Review of The Law of Service in The Palestinian Security Forces of 2005, Institute of law – Birzeit University, Ramallah, Palestine, 2010, P21-48.

## 1.2 Theoretical Framework:

Planning is a “Process that ensures identification of various objectives, policies, procedures and programs, as well as the working methods and sources of funding and knowledge of the expected problems and ways to address them”<sup>5</sup>, this making planning a process to move the security organizations towards formulating the goals based on accurate information in order to overcome the expected problems and improve the performance of its members on a constant basis.

A strategy is a general trend and the decision an institution sets is to align out the course of their work within a specified period taken. Al-Salmy defines strategy as “The method the administration chooses to utilize the resources available to them in order to achieve best results.”<sup>6</sup> Therefore, when merging the previous definitions, we produce a comprehensive scientific process based on looking ahead and realizing the variables which associate with internal and external environment in the security organization, whereby the leadership of the security sector identifies the vision, mission and goals of the security establishment in order to move from the current situation they are in towards the situation that would hopefully meet the requirements of the overall performance. This is called strategic planning and reference to the author Hussein who defined strategic planning as a “Systematic approach that foresees the future prospects and educational potential and possibilities, while getting ready to face the diagnosis capabilities available and expected to design alternative strategies and take rational decisions on implementation and follow-up this implementation”.<sup>7</sup>

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<sup>5</sup>Mousa Allawzy, Administrative Development, (Amman, Wael press, 2002),2<sup>nd</sup>.

<sup>6</sup> Ali AlSalmy, Contemporary administration, (Egypt, al-Ghareeb library, 2002).

<sup>7</sup> Hasan Hussein, Imagine a proposal for the application of strategic planning in the Egyptian university education (Egypt, Thoraya magazine, 2002), P.160-210.



Security organization is every organization's subsidiary of the security sector which provides public services to the citizen in order to ensure the security and safety of the homeland and the citizens. Each soldier and each officer in the security personnel achieves the first strategic goal in the security sector through providing the service efficient and specialized skills obtained through a number of specialized courses for the development of their performance. To clarify, performance is a word derived from Latin which means to GIVE, expressed by some researchers as "Performance is the responsibility of the center meaning that the efficiency and productivity of their goals are the center which are accepted, and determine the effectiveness of any level achieved goals and productivity by comparing the results obtained by the means used to that".<sup>8</sup>

With the changes in the political situation and circumstances in the Palestinian society because of the occupation, the efficiency of the personnel and officers in the performance of the security organization to pursue political developments obligated the leaders of the security organization to follow up developments and adaptation, to make a continuous development in their inputs and outputs in order to improve the operations and to achieve the results to match the plans and objectives through optimal exploitation of the resources at its disposal thus performance is efficiency and effectiveness together.

We live today in a changing and evolving world in which we see the ability of many institutions to predict the future of other institutions, as institutions are taking decisions that are of a critical nature through specialized analytical studies, either to move towards their goals or to withdraw because they are not confident in reaching their future goals, and are called the ability of people or organizations to predict the future in the name of planning.

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<sup>8</sup> Abdullatif Khemathem, the dynamic of control for gestio (Paris, dunod,1976), P.310.

Planning is a balance between the objective to be reached and the time needed to reach out to existing resources planners have access to, which means planning is anticipating and preparing for the future through positive employment of time.

Planning has several definitions including the definition of Peter Drucker: "Planning is an ongoing process to make the Organization's decisions systematic with the best possible knowledge of the future and organization regularly to the efforts required to take responsibility for these decisions and to measure their results against expectations through regular and orderly feedback".<sup>9</sup>

In addition, as George Terry states: "Planning is the choice associated with the facts and the development, and use of future hypotheses in the conception of proposed regulations that they believe need to achieve the desired results".<sup>10</sup>

While strategic planning is a type of planning, it can be described in the opinion of the researcher as a set of processes through which the present and the resources are studied and are available to predict the future scientifically and analytically to advance with steady steps to reach the target set in the medium term or the long term one.

The importance of strategic planning in any institution lies in building a vision, message, values and strategic goals that the institution must abide by to in order to reach its main objectives, such as profit or increased efficiency of services provided. Strategic planning is the compass that must always be guided to ensure continuity of the establishment as well as to ensure that it is on the right track towards the future goal.

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<sup>9</sup> Peter Drucker, *The practice of management*, NY Harpe and Row, 1954, P98.

<sup>10</sup> George Terry, *Principles of Management*, R.D. Irwin, 1971, 6th edition, P314.

### **1.3 Strategic Planning Models:**

The strategic planning models, which were different, and varied, but this difference lies in their external form, not in substance, or in their logical steps, and from these models:

#### **1.3.1 Pfeiffer model for strategic planning:**

This model is based on global models of strategic planning but differs in content, clarity, logical sequencing of planning and clear practical application.

The Pfeiffer model is useful for medium and useful organizations and is very useful for government institutions. Using this form of planning will open a new direction for the government as it is moving towards it while the workers are provided with a large card for work. This form differs from the other in the application mode as it is done with ease as well as the ability for speedy modifications to the plan as needed, as it takes great interest in the values of the institution and illustrates how it plays a significant role in decision-making and is based on creative ideas to guide the future of the institution.

This model includes 14 consecutive phases, two of which are considered to be two sides of the same coin, namely, the study of SWOT and Gap analysis, and the model includes two continuing positions in the planning process<sup>11</sup>, namely:

1. Application considerations
2. Control of the internal and external environment

The Pfeiffer application for strategic planning consists of four main units:

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<sup>11</sup> Goodstein Nolan & Pfeifer, Applied Strategic Planning: how to develop a plan that really works, 1993, P43

1. Essence of the process (planning, vision, mission and values)
2. Strategic action Model (areas, targets, indicators, reality study SWOT and Gap analysis)
3. Operational plan (practical plans, alternative plans and implementation)
4. Large View (internal and external environment monitoring, application considerations)

### **Pfeiffer model elements:**

1. Planning
2. Values
3. Vision
4. Communication
5. Strategic action model
6. Practical plans
7. Alternative plans
8. Implementation

### **1.3.2 Model Kaufman (1996) for strategic planning:**

This model is called “a comprehensive model that is divided into three schematic levels, starting with a holistic view and then planning, application and development”.<sup>12</sup>

In the first phase, it defines the overall vision of the organization, which determines where organizations want access.

The second schematic level, which is known as a chart, begins with a reality analysis and diagnosis using OT, which determines the strengths, weaknesses, risks and

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<sup>12</sup> Rojer Kaufman & Jerry Herman, Strategic Planning for a better society, the association for supervision and curriculum development, 1991, P6

opportunities for the institution, and then the process of identifying far-reaching objectives and the near-term procedural objectives is divided into the plan years. Once this step has been reached, the vision or strategic plan is completed and is ready for the next phase.

The implementation phase is that which builds and formulates the operational plan, which sets goals and means, start and end dates, estimated cost, implementation and follow-up responsibilities.

The following step is to secure the requirements of implementing the plan from the requirement materials, depending on the model, then comes the process of application and development, determination of effectiveness and mastery, and re planning and development occur if needed.

### **Elements of the Kaufman model:**

#### **1- Total Vision**

- The Vision
- Letter-Requirements
- Strategic objectives

#### **2- Planning**

- Analysis of Reality
- Identify distant and near targets
- Formulation of the plan

#### **3- Application and development**

- Preparation of the operational plan
- Identify and secure resources
- Calendar and continuous development-application

- Determining effectiveness and proficiency

#### **1.4 Research Problem:**

It is surprising that despite the remarkable interest in this modern science, the Ministry of Planning and Development has been merged with the Ministry of Finance to become the Ministry of Finance and Planning, while the Social Affairs Comity has been merged into the Ministry of Social Development. Although, according to strategic planning concepts, it is impossible for the scheme and the financial officer to be one person or body, which begs the question for the government; how long have our government institutions been interested in strategic planning? The role of strategic planning has been completed when it is merged with another ministry in 2015<sup>13</sup>. Or does it have a new role to play to surprise all sectors of the country through it?

In our vision of strategic planning in the security sector, we believe that security strategic planning is available at the Ministry of Interior of the State of Palestine and is characterized by the participation of all organs and directorates in the security sector to develop the strategic plan for the security sector. When looking at the financial standpoint, we believe that another party is characterized by budgeting and linking it to the strategic plan issued by the Ministry of Interior, so that there be no collision between the scheme and the finance in the security sector. However, is there indeed coherence and consistency between the strategic plans of all security agencies and the security sector's Strategic plan? Is there anyone involved in the preparation of the strategic plan for the security sector preparing the strategic plan for the organ, body or directorate? Do all security agencies have special strategic plans that they prepare, implement, follow up and evaluate until the time frame is complete? Or are planners or

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<sup>13</sup> Decree-Law No. (17) for 2015 concerning the merger of the Ministry of Planning with the Ministry of Finance.

participants in the preparation of the plan ending their role when the strategic plan for the security sector is written in cooperation with the Ministry of Interior?

### **1.5 Objectives of Research:**

- To examine the clarity of the concept of strategic planning in the Palestinian law enforcement agencies, from the viewpoint of those working in these organs, particularly strategic planning has recently entered into the work of civil and government institutions and in the public and private sector.
- To know the coherence and consistency between the strategic plans of the Law enforcement agencies and the security sector strategic plan, in line with a clear distribution of the powers and responsibilities of these organs and knowledge of overlapping of powers.
- To know the process of preparation and implementation of the strategic plans for security agencies and the comprehensive strategic plan for the security sector, taking into account the role of the local community in the formulation of these plans.
- To examine the coherence and consistency between strategic plans and budgets and their preparation to the end of the security sector disbursement, and the implications on sound financial management and the proper fundraising for law enforcement agencies in the interest of security and development.
- To examine the extent to which strategic objectives in the security sector have been achieved after the time frame of the strategic plan has been completed, and to advance the development of strategic planning and sound management models based on existing plans and models.

- Deepening the philosophy of strategic planning in security institutions by reviewing the available theoretical models and linking them to the future of planning in these bodies.

## **1.6 Importance of the research:**

All government institutions are interested in improving their performance and development to provide better service to citizens. In addition, due to the national policy agenda for the years 2017-2022, the State of Palestine, which its main slogan reads "The Citizen First". And all sectors are geared towards achieving their strategic objectives emanating from the national agenda to serve the citizen first.

Hence, it is clear to us that the national security and safety of the Palestinian citizen and nation are the main strategic objectives of the Palestinian security sector, and therefore it is necessary and imperative to apply the strategic plans by all the law enforcement agencies. Thus, the implementation of the strategic plan for the security sector.

Accordingly, the importance of research can be summed up with the following points:

1. Focus on strategic planning in all law enforcement agencies and the steps taken to prepare, implement and follow up and evaluate strategic plans, and if there are no plans at some law enforcement agencies we will look at the reasons for their absence, or make sure that the concept of planning strategically is present in the minds of officers.
2. In the long term, security sector strategic plans can be seen in line with the overall plan of the State of Palestine and work is being done to prepare and continue the work during their time frame through implementation, follow-up and evaluation, and until their



completion. The strategic objectives achieved must be investigated and no replication in future strategic plans.

3. The importance of good strategic planning for the security sector is positive for the local community, as the implementation of the objectives of the Strategic Plan for security is beneficial for the citizen and the security and safety of the nation.
4. The achievement of the strategic objectives of the security sector strategic plan is reflected in the human rights of the State of Palestine, as it includes sub-goals that are relevant to human rights and gender in the security establishment.

### **1.7 Justifications of the research:**

1. Research can provide a strategic planning training module to be presented to security institutions later to be trained and worked through.
2. One of the most important reasons why the establishment develops a medium-or long-term strategic plan is the development of the enterprise, so it is crucial that security be concerned with the development of security institutions in terms of capacity development and others.

### **1.8 Research Variables:**

Dependent variable:

- Participation of the officers in preparing the plan
- The performance efficiency
- Monitoring and evaluating the strategic plan

Independent Variables:

- Strategic Planning

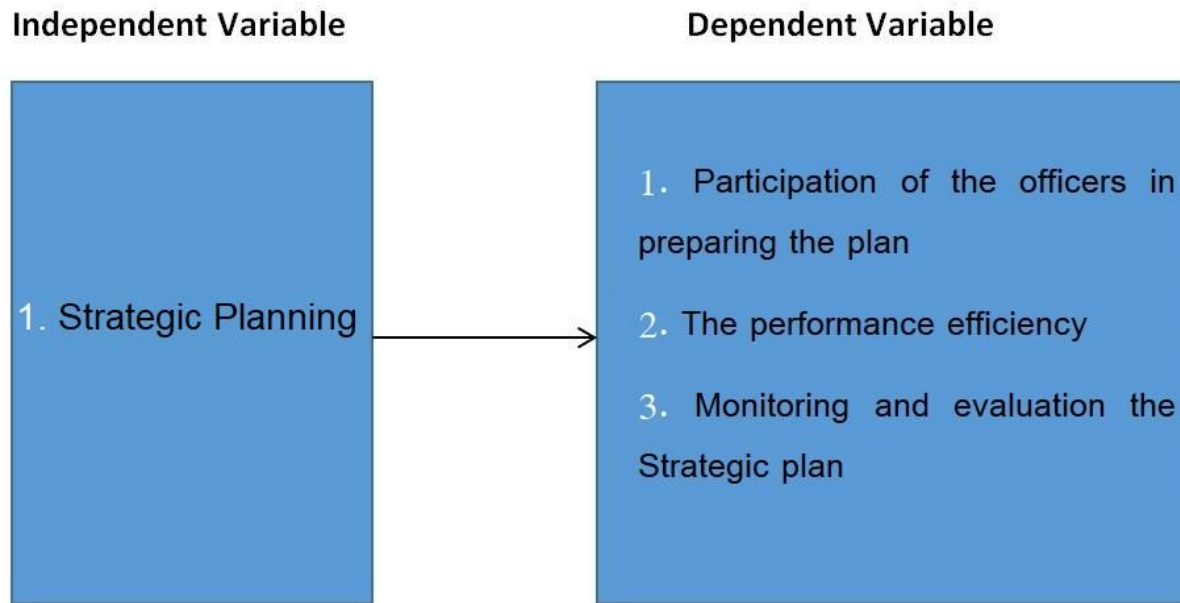


Figure 2: Research Variables

## 1.9 Hypothesis:

1. There are no significant differences between strategic planning in all law enforcement agencies and strategic planning in the scientific sense.
2. There are no significant differences between how strategic plans are prepared in the security sector and how they are prepared in a scientific sense.
3. There are no significant differences between the correlation of annual budgets with strategic planning in the security sector and the scientific concept of linking budgets and strategic plans in the preparation of the budget.
4. There are no significant differences between the disbursement process on the agencies that meet the objectives of the security establishment and the scientific concept of linking the budget to achieve the strategic objectives.

5. There are no significant differences between the implementation of the strategic plan for each branch, body or directorate, the strategic plan for the security sector and the implementation of strategic plans in the scientific sense.
6. There are no significant differences between the monitoring and evaluation of strategic plans in the security sector and their scientific concept.

### **1.10 Research Methodology and Tools:**

The researcher used the descriptive and analytical approach in determining the research problem, which was to highlight the contents of strategic planning in the security sector. It is known within the descriptive analytical method used "to study the accurate descriptions of the phenomena by which they can make significant progress in solving problems, and through the establishment of a researcher perception of the current situation and determine the relations that exist between phenomena in an attempt to make predictions about events related to"<sup>14</sup>.

The research will be divided to two parts by achieving the objectives of the research, as follows:

Section I: Theoretical section: The analytical descriptive method of the most important past Arab and foreign studies on research literature will be relied upon.

Section II: Practical section: The survey method will be relied upon, where questionnaires will be designed for distribution to the search sample and some interviews, and then the researcher will use the program SPSS statistical analysis for data analysis.

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<sup>14</sup> Raja Allam, Search psychological and educational science curriculum (Cairo, universities press, 2010), 5th.

### 1.11 Community and Sample Search:

The research community consists of some law enforcement agencies in the security sector in the State of Palestine; it will be distributed in the West Bank<sup>15</sup> as:

**\* This data from the central financial administration /salaries department**

**Table 1: Research Community**

#	Security Service	Total	Officers
1	Preventive Security	3185	2272
2	National Security Forces	7384	2223
3	General Intelligence	3576	2178
4	Ministry of Interior	88	67
5	Central Financial Administration	144	128

So, the researcher distributes (190) questionnaire as below:

1. Preventive Security “about 56 samples”
2. National Security Forces “about 55 samples”
3. General Intelligence “about 54 samples”
4. Ministry of Interior: “about 15 Samples”
5. Central Financial Administration: “about 10 Samples”

The research community consists of seven interviews with planners in the Government Sector who are as follows:

1. Dr. Waheed Qadoomi - Manager of Strategic Planning Department in the Ministry of Interior

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<sup>15</sup> Central Financial Administration /Salaries Department,2018

2. Dr. Mahmoud Salah Aldeen – Previous Manager of the Strategic Planning Department in Civilian Police.
3. Mr. Qadri Bsharat - In charge of the Director General of Coordination and Monitoring of Budget Performance, Ministry of Finance & Planning
4. Dr. Enas Nazzal –Previous Manager of Strategic and Budget in the Central Financial Administration, Program Manager of the Economic Security in the Preventive Security Academy.
5. Mrs. Shatha Badawi, Manager of Planning Department in the Civil Defense.
6. Mr. Ahmad Bsharat, Manager of Planning and Projects Department in the Customs Police.

## 1.12 Literature Reviews:

According to the importance of previous studies in the knowledge of strategic planning towards the objective of this research, the researcher presents a range of previous studies and research in the areas of strategic planning and security institutions. The researcher has found many studies related to research in the fields of strategic planning and the security sector. Therefore, the researcher has selected several studies to enrich and benefit from these researches, and has added many benefits to this research.

These studies are presented in chronological order:

- 1) Study (Al-Sakik,2008) "Developing the skills of education vs security principals in strategic planning in the governorates of Gaza"<sup>16</sup>.

This study aimed to developing the skills of education vs security principals in strategic planning by learning the degree to which secondary school principals exercise skills of strategic planning in Gaza governorates. It is also aimed towards detecting whether or not there exist differences in the degree of discretion of secondary school principals to exercise planning skills and to identify means of developing the skills of secondary school principals in strategic planning in Gaza governorates. The researcher employed the analytical descriptive approach in this study, with the study community being from all managers of state high schools in Gaza governorates for the academic year 2007-2008, with 117 managers, while the sample of the study included 110 managers from all the governorates of Gaza, and reached the following conclusions:

- The degree to which secondary school principals exercise the skills of formulating the school's message and vision and the internal environment is relatively high, and the

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<sup>16</sup> Samia Sakik, study on Developing the skills of high school principals in strategic planning in Gaza governorates, Islamic University, Gaza, 2008

degree of practice of secondary school principals to analyze the external environment for school is very low.

- There are no differences in the degree of discretion of secondary school principals to exercise strategic planning skills in Gaza governorates from their point of view due to the variable sex (male, female), the variable of scientific qualification, the variable years of service and the variable of the directorate that follows the school.

2) Study (Al-Saadi, 2010), entitled "Impact of strategic planning on the effectiveness of the Iraqi Ministry of Defense, analytical study"<sup>17</sup>.

The study is aimed to revealing the level of strategic planning in the Iraqi Ministry of Defense and practical realism, and verifying the extent of the correlation and impact strategic planning done effectively by the Iraqi Ministry of Defense. The researcher in this study has used the existing research methodology and the dimensional analysis, and chose the sample of study from the Iraqi ministry of defense, which then contained 100 commanders, from which the researcher took a sample of 32 team leaders and found the following results:

- The strategic planning variable provides a significant change in the effectiveness of the Ministry of Defense, reflecting the primacy of the strategic planning role over the effectiveness of the ministry.
- The responses of the senior leadership to the paragraphs of the Ministry of Defense's vision confirmed that the ministry has a vision, but there is a moderate agreement on the perception of this vision by workers.

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<sup>17</sup> Moayed Saadi, the impact of strategic planning on the effectiveness of the Iraqi Ministry of Defense, National Defense University, National Defense College, Baghdad, 2009.

- The workers at the Ministry are aware of their message, but in terms of satisfaction they are not particularly satisfied.
- Senior leadership of the Ministry of Defense has confirmed that the ministry has clear goals and targets, but these goals and targets have not been agreed upon as realistic and measurable.

3) Study of (Musleh, 2010) entitled "The reality of strategic planning in government ministries in Qalqilia Governorate from the point of view of its employee"<sup>18</sup>.

The objective of the researcher in this study is to identify the reality of strategic planning in the ministries in Qalqilia Governorate and to examine the impact of several variables such as age and experience, scientific qualification. Three hundred seventy employee in Qalqilia Governorate staffs the study community and the researcher identified the sample according to the random sample of 111 employees, i.e. 30% of the number of employees. The researcher used the analytical descriptive approach and used the questionnaire to collect data, and the most important research results were:

- The fundamentals of strategic planning in government ministries in Qalqilia Governorate are available to a moderate degree, except for the evaluation of strategic plans which took a low degree.
- There are no differences in staff response rates for the age variable, experience, scientific qualification and specialization.

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<sup>18</sup> Dr. Attiya Musleh, the reality of strategic planning in government ministries in Qalqilia Governorate from the viewpoint of its employee, Al-Quds Open University-Qalqilia, Palestine, 2010.



- There are differences in response rates depending on the number of training courses on vision and mission, objectives and planning and there are no differences in implementation, oversight and evaluation.
- 4) Study (Al-Dajany, 2011) entitled "The role of strategic planning in the quality of institutional performance"<sup>19</sup>.

This study aims to identify the reality of the strategic planning of Palestinian communities, the quality of their institutional performance, and the identification of the planning role to achieve the quality of the overall institutional performance of Palestinian universities.

The researcher used the analytical descriptive approach in identifying the research problem, in addition to using a questionnaire as a tool of the descriptive approach, and the research community contains deans, directors, planners and quality committees in the Islamic University and Al-Aqsa University which are 130-member. It is the same sample that the researcher has distributed the research tool to, and has reached the following results:

- There are differences between the Palestinian universities in the averages of quality of institutional performance.
- A significant proportion of the quality of institutional performance in Palestinian universities is provided.
- Availability of quality of institutional performance in the dimension of philosophy, mission, objectives, governance, management and institutional scope in significant proportions.

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<sup>19</sup> Eyad al-Dajany, study of the role of strategic planning in the quality of institutional performance, University of Damascus, Syrian Arab Republic, 2011

- There is a relationship between the level of the role of strategic planning, the governance and management standards and the institutional scope criterion.
- There are no differences between the Palestinian universities at the level of strategic planning.

### **1.13 Chapters Plan:**

This study is made up of 5 chapters as follows:

Chapter 1: the study plan which includes: Introduction of the study, research problem, Research questions, Hypothesis, importance & justifications, objectives, methodology.

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

Chapter 3: About law enforcement agencies in Palestine, the strategic planning in the security sector.

Chapter 4: Research procedures and Statistical Analysis: Preparation of study tools to measure the contents of strategic planning in the law enforcement agencies by:

- Questionnaire for the officers in some of the law enforcement.
- Present the questionnaire to a group of arbitrators, distribution, analysis and confirmation of the accuracy and consistency of the resolution.

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

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

### **2.1 Introduction**

### **2.2 Basic Standards of Scientific for Theory**

### **2.3 The Concept of Planning**

### **2.4 The Concept of Strategy**

### **2.5 Plans and Planning**

### **2.6 Concept of Strategic Planning**

### **2.7 Strategic Analysis**

### **2.8 Strategic Thinking and Security Studies**

## **2.1 Introduction:**

A theory is defined as a “set of interrelated concepts, definitions, and propositions that explains or predicts situations by specifying relations among variables”.<sup>20</sup> Thus, based on this definition, we can say that a theory provides a systematic way to understand behaviors and situations.

Theories are the best explanations for facts that we see around us in nature, and are accessed through the scientific methods that are tested many times and checked out through observation and experience. Therefore, theories are known to be the most confident, accurate and comprehensive form of scientific knowledge.

The concept of scientific theory in the field of science is different from its concept as seen by people in the public. For people in general, a theory means intuition, opinion, prediction or hypothesis, while scientists use scientific theory as a basis for reaching more knowledge, in an effort to achieve technological or medical advancements, such as the treatment of certain diseases. It should be noted that knowledge obtained through scientific theories is considered to be inductive and theoretical in nature; that is, it can be used as an interpretive and predictive tool.

## **2.2 Basic Standards of Scientific Theory:**

The most important thing that differentiates a scientific theory from other theories is that a scientific theory develops a predictive or a test prediction. The level of accuracy of these predictions is what determines how important a theory is; a theory that does not support observable and observed predictions is not considered a useful theory, furthermore, if a theory supports predictions that do not include specific aspects is also considered not useful. Therefore,

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<sup>20</sup>Robert McCormick Adams Jr., Behavioral & social sciences Research, National Research Council, 1982, P:6.

we cannot use the concept “scientific theory” to describe the theories mentioned in the above cases. In addition, the concept of theory could not be applied to any of the groups of knowledge unless it is compliant with a certain criteria: in order to consider a theory as a scientist theory taking into account the above mentioned cases, “This theory must be empirically confirmed, its support of a lot of evidence and not one clue, and to ensure its full validity”.<sup>21</sup>

As for the concept of development, when studied as a general concept, whether at the level of a state or even at the level of a company, it is based on several dimensions and basis, the most important of which is knowledge. Knowledge here corresponds to the meaning of planning, which is the act of thinking about what will occur in the future, depending on your ability to understand the surrounding environment, whether internal or external. In other words, planning is your ability to identify your weaknesses and your ability to know how to increase your strengths, get rid of weaknesses or convert them into strengths, seize opportunities and avoid the risks that you may face, and also determine your goals that you intend to achieve accurately so that these goals are consistent with your capabilities and your potential and meet the verification. This leads you not only to keep your business or ensure that you are funded to pay for your expenses, but it is also necessary in order to ensure development.

In order to benefit from any development policy so that it can be implemented by the executive bodies in consistency with the set requirements, needs of the citizens, and taking into account their aspirations and hopes to live in dignity and justice, there must be harmony and compatibility between the proposed goals, plans, and the executive programs of these goals set within the budget.

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<sup>21</sup> Islam Fathi, What is the Theory?, Article on Mawdoo3.com, 2017

In order to implement a successful planning process, the management of any economic entity has to predict its expenses, receipts and payments for a certain period of time. This is why budgeting has grown to become a primary tool for financial forecasting within economic entities. In the current economic climate, companies, as well as governments, are starting to pay more attention to efficient management of resources and use, for this purpose, budgets as tools for financial management at government's level and at the level of the main types of government's activities. Budget is the most important document that reflects matters related to human rights, and how they are adopted and implemented by governmental institutions. As for its use in political matters, a budget is considered the operational tool required for the creation of any implementation plan. A budget is a digital translation of an annual plan, so it is the most important tool for successfully conducting any activity by looking how much money spends to reach the activity.

Budgeting is also a tool used for monitoring and accountability after the implementation of a strategic plan. The budget equation includes two aspects: financial revenue and expected expenditures: expenditures are required to meet prioritized needs. "The expenditures are divided into operational and other development or development expenses. And whenever the share of development expenditure in the budget has increased as it carries greater development implications for the long-term".<sup>22</sup>

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<sup>22</sup>Abdelkareem, Nasr, 2016. الموازنه التشاركية والموازنه المستجيبة للنوع الاجتماعي, .

## 2.3 The Concepts of Planning:

### Definition of Planning:

A National Planning Policy Framework sets out a government's planning policies for its country, and how these policies are expected to be implemented in the real lives of its citizens. It provides a framework within which local people and their respective councils can produce their own distinctive local plans, which reflect the needs and priorities of their communities.

The National Planning Policy Framework must be taken into consideration in the preparation of local plans and policies, and should be taken into consideration in the process of planning decisions. "Planning policies and decisions must reflect obligations and the state requirements." <sup>23</sup>

After reviewing the definitions of the planning process for a country, company, or even at the level of people, we find that all definitions are summarized and clear in a set of questions, which were summarized by the World Health Organizations in the following questions:

- **"Where are we now?"**

Conduct a situation analysis of needs and resources, as well as a strengths, weaknesses, opportunities and threats (SWOT) analysis to describe your current situation in relation to you country".<sup>24</sup> In particular, this thesis talks about the security sector's plan, and its compatibility with the national plan, the security sector situation analysis tool can be used for this first step.

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<sup>23</sup> Department for Communities and Local Government, National Planning Policy Framework, March 2012, P.1.

<sup>24</sup> World Health Organization, PLANNING & MONITORING OF NATIONAL STRATEGIES, 2015, P.17.

Example (Security Sector SWOT):

- Strengths: Professional Military Training
- Weaknesses: the hierarchy of the ranks is not equated
- Opportunities: some donors interested in the Security Sector (Resources)
- Threats: Occupation

- **“Where do we want to be?”**

Priorities should be determined on the basis of the magnitude and impact of the causes of security absence, if it exists, as well as the feasibility and estimated cost of interventions. A clear vision statement should be developed in collaboration with all sectors. The aims and objectives of the plan should then be defined”<sup>25</sup>.

Example: a strategic goal of the Security Sector Plan 2014-2016 includes providing security and safety for the country and its citizens.

- **“How will we get there?”**

Determine the activities required to achieve each of the objectives specified in the plan. For each activity, identify the implementation steps set out as a list of clear and logical actions with a timeline, draw up a budget, and identify the people responsible for the implementation of each task. Develop indicators and monitoring tools. Secure resources for the program”<sup>26</sup>.

Example: Decrease the number of crimes over 100 thousand from population by 3% in one year.

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<sup>25</sup> World Health Organization, PLANNING & MONITORING OF NATIONAL STRATEGIES, 2015, P.18.

<sup>26</sup> Ibid, P.17.



Once the plan has been approved, implementation can start; a pilot phase can be launched on a limited population or in a limited geographical area. Based on the feedback resulting from the pilot phase, changes can be applied and other interventions can be added during the expansion phase. Human and financial resources need to be managed carefully throughout the process.

A plan should lead and support sustainable development in the housing, business, and industrial sectors in addition to the development of infrastructure and in understanding the needs of local citizens and working towards fulfilling them. “Every effort should be made objectively to identify, then meet the housing, business and other developmental needs of an area, and respond positively to provide wider opportunities for growth”.<sup>27</sup>

## **2.4 The Concepts of Strategy:**

### **Definition of Strategy:**

Strategy is a word with many meanings, all of which are relevant and useful to those responsible for the development of a strategy for their institutions or organizations. Below is a brief review of some of the definitions of a strategy, as presented by various specialists in the field during the years 1962 to 1996.

It is essentially a military term, the war plan, or the art of planning military operations before the outbreak of war, and at the same time the art of managing those operations following the outbreak of war.

In the Strategy and Structure Book (1962), in which a classical study of the relationship between the structure and strategy of the organization was conducted, it defined strategy as

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<sup>27</sup> Department for Communities and Local Government, National Planning Policy Framework, March 2012, P.5.

"identifying the basic long-term goals and objectives of the enterprise, adopt workflows and allocate resources to implement the goals"<sup>28</sup>.

In another book, which is considered as a book that laid the groundwork for strategic planning, the author did not provide a special definition for a strategy, but he used one that was presented in an unpublished paper by his colleague Randrews: "The pattern of goals, objectives, policies and plans are the key to achieving these objectives mentioned in such is the same to determine what business is to be in and kind of companies it's or to be here is the emergence of some visions of the future institution as an element of the strategy"<sup>29</sup>.

Kenneth Andrews has published his definition of the strategy in the 1980 updated edition: "The pattern of decisions in a company that identifies and detects its objectives, purposes or objectives, and produces policies and master plans to achieve those goals, determine the extent of business followed by the company, and the type of economic organization Mankind that is or intends to be, and the nature of the economic and non-economic contribution it intends to make to its shareholders, staff and customers and communities"<sup>30</sup>. Andrew's definition of strategy is rather comprehensive and maybe seen as the best definition in the strategies military concept.

A co-founder of the California Management Review, and author of the "Bible," Strategic Planning: What Every Manager Must Know, George Steiner, observed that "there was little

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<sup>28</sup> Alfred Chnadler,Jr, Strategy and Structure: Chapters in the History of the American Industrial Enterprise. MIT, 1962, P.383.

<sup>29</sup> Robert N.Anthony, Planning and control systems: A framework for analysis, Division of Research, Graduate School of Business Administration, Harvard University, 1965, P.33.

<sup>30</sup> Andrews, Kenneth, The Concept of Corporate Strategy, 2nd Edition. Dow-Jones Irwin, 1980, P.24.

agreement on terms or definitions and confined his discussion of the definition of strategy to a lengthy footnote, but nowhere does he define strategy in straightforward terms".<sup>31</sup>

Porter defined the competitive strategy as "a broad formula for how business will compete, what its objectives are and what policies will be needed to implement those goals"<sup>32</sup>. (In contrast to Andrews' definition, Porter's is much narrower, but focuses more on the basis of competition.)

Also published in 1980, *Management Strategy*, by Benjamin B. Tregoe, and John W. Zimmerman, they defined strategy as "the framework which guides those choices that determine the nature and direction of an organization."<sup>33</sup> This definition is quite brief, but still includes "nature" and "direction."

In 1994, Henri Mintzberg exerted a lot of focus on the entire planning strategy in his book, *Boarding and Falling from strategic planning*. Indeed, the Mintzberg strategy already announced has many meanings, noting that "the strategy is a plan, pattern, attitude, and perspective"<sup>34</sup>, and pointed out that it can also be a ploy, a maneuver designed to deceive a rival.

A more recent introduction to public and non-profit strategic planning is defined as "a pattern of objectives, policies and programs, actions, decisions, or allocation of resources that determine what the organization is, what to do, and why you do it."<sup>35</sup>

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<sup>31</sup> George A. Steiner, *Strategic Planning: What every manager must know*, the free press simon and Schuster co, 1979, P.8

<sup>32</sup> Michel E. Porter, *Competitive Strategy: Techniques for analyzing industries and competitors*, free press simon and Schuster co, 1986, p.43.

<sup>33</sup> Tregoe, Benjamin and John Zimmerman, *Top Management Strategy*. Simon and Schuster co, 1980, P.39.

<sup>34</sup> Henry Mintzberg, *Rise and Fall of Strategic Planning*, the free press Simon and Schuster co, 1980, P.16.

<sup>35</sup> Bryson, John M, *Strategic Planning for Public and Nonprofit Organizations*, Jossey-Bass, 1995, P.56.

In the army, the battle strategy refers to a general plan of attack or defense. Usually, this involves arrangements made before engaging with the enemy and intended to deprive that enemy and, in this context, the strategy of deploying resources, for civilians, would result in the "allocation" of resources.

Tactics are the accompanying term which refers to the amendments or changes that have been forged in the midst of battle and during the clashes with the enemy. Tactics mean using the resources that have already been deployed. In the civil sector, such operations are equivalent to the broad meaning of that term. In general, the previous tactical exercises are carried out in the context of the strategy to ensure that the intention they deem is achieved. However, the strategy can fail, and the tactics dominate the action, the implementation becomes a strategy, so the strategy achieved, whether they were in the battlefield or in business. They are always one part. As a result, there are always two versions of a specific strategy: (1) strategy as intended and (2) strategy as achieved.

Although there are many similarities between the previous definitions. There are also some differences, and we have not found a clear and widely accepted definition for strategy; different opinions presented by different writers that operate different agendas.

The strategy or action plan may be formulated to achieve general and long-term goals and objectives and common objectives for business units, or for a specific functional unit, even if it is a small cost center. These objectives may or may not address the nature of an organization, its culture, the type of company it thrives to become, and markets that will be or will not be entered, the basis on which they will compete, or the quality or feature of the organization. According to the provided definitions, strategy is related to how to reach a certain end, and tactics that bridge the gap between goals and means, and resources allocated and then used in the context of

implementing a particular strategy to achieve the target. In fact, defining the goals to be achieved is a strategic thinking, but is different from the settlement of the strategy to be achieved.

Surprisingly, there is an agreement on the definition of strategy, but again there are many differences. It is clear that strategic means "relevant to the strategy", because strategies are carried out at different levels of the organization. It is perfectly conceivable and appropriate for the company to have a strategic plan, and for the business unit as well, and for the functional unit one, and intended to the strategy also "of great importance". So strategic plans, at all levels, aim at addressing issues of great importance. For people involved in the institution, strategic issues, initiatives, and plans are those that affect the entire institution in important ways. One of the most important tools that help a company going in the correct direction and destination where did you go and what will you become? Not all strategic issues are long-term, although many are. The short-term crisis could be of strategic importance and should be dealt with accordingly. These considerations are valid at all levels of the organization. For our purposes, "strategy" means "very important".

## **2.5 Plans and Planning:**

Action plans, whether for business or battlefield, always have two basic aspects: goals and means; what needs to be achieved and how it can be achieved. The desired objectives may be wide-ranging and far-reaching in the distant future. Or they may be close and well defined. We call these future results "goals", or goals that have little effect, and the same applies to the means chosen to achieve one's ends. We can call these "programs", "actions", "steps", "initiatives" or we may reuse the word "plans", as with the goals. The means can be with too many, too broad or too narrow, long-term or short-term.

Needless to say, the scope and extent of our plans, thinking, and administrative activity are different. There are at least three levels of strategy and planning that are widely accepted:

- enterprise level
- business unit level
- functional level

Those sets of goals and means that we call plans can be found at all three levels of organization, and there are also strategies at all three levels. Therefore, one can and should find strategic thinking, planning and management at all three levels.

Planning has been defined in different ways, starting from thinking of the future to determine beforehand who does what? In addition, when? For our purposes, we will define planning as a "plan development activity", which will define a plan as a set of deliverables (targets) combined with the actions through which these results should be achieved (means).

Planning can be formal or informal, and could contain a lot of documents or few, the information base can be great and captured in a wide range of reports, studies, databases, analytics, or they can rely completely on the personal knowledge of a few people, or even only one. They often deal with plans. Therefore, planning activities produced by time frames, either in general or in the form of milestones and possibly detailed tables, resources, whether in terms of money, space, equipment or persons, can also be addressed. There are no predetermined mandatory guidelines for follow-up; regarding doing what is appropriate for the task at hand.

## 2.6 Concepts of Strategic Planning:

“Strategic planning is one of the main functions of managers; it is an activity that I do not feel for everyone”.<sup>36</sup>

“Strategic planning is a type of planning defined as an integrated process to identify what the owners of the organization have in mind about the rationale for its creation and survival, and what they want to get through, when and how”.<sup>37</sup>

“It is also a process of testing the organization's environment that includes a range of analytical intellectual activities and work on the pre-measure that determines the future course of the organization”.<sup>38</sup>

Maher identified strategic planning as “a breakthrough in blocking the future and diving deep into the shape of the organization”.<sup>39</sup>

“Strategic planning as an administrative method differs from other effective management methods. The fact that its basic principles, methods and theories have been developed with a mixture of field scientific experiments, specialized methodological thought, these principles and methods were the product of scientific reality, field powered by thought Academic, stemming from the need to develop the long-term performance of institutions to ensure their survival to create a vibrant environment that takes advantage of the possibilities available in an effective manner. Strategic planning is adopted as a good practical way to achieve the goals, and studies have indicated that they have tried to test the nature of the relationship between the performance of institutions, and their adoption of strategic planning, indicating that there is a positive

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<sup>36</sup> Sweeny, Gardner & Rachlin, Handbook of Strategic Planning, John Wiley & sons International Publication, USA, 1986, P.87.

<sup>37</sup> Mostafa Abu Baker, Guide of Strategic Thinking and make Strategic Plan, Aldar Aljameiya, Alexandria, 2000, P.76.

<sup>38</sup> Narayanan & Nath, Organization Theory Strategic Approach, Richard Irwin Inc., USA, 1993, P.249.

<sup>39</sup> Maher Ahmed, Management Guide Step by step in Strategic Management, Aldar Al jameiya, Alexandria, 1999, P.27.

correlation between them. Those institutions have enjoyed more performance than the institutions not strategically managed, demonstrating that strategic planning as a scientific method of enterprise management is responsible for improving performance and ensuring effective handling with the basic ingredients of the working environment of our time”.<sup>40</sup>

Based on the fact that strategic planning is the cornerstone of the formulation and shaping of the strategy, it is necessary to shed light on its definitions, and its areas, as a way to talk about it, due of the importance of the subject, known by Davis & Elison, (1999) as the "procedural qualitative aspect of the operations development of the strategy, which is embraced by the organization”<sup>41</sup>. Because through such planning, the paths or directions an entity has chosen are translated into actions and events, by endorsing the main set of objectives and the priorities to be achieved so as to realize the vision and mission of the organization, and to take root basic and beliefs that you believe in.

Another definition, consistent with previous definitions, was provided by Mustafa Ahmad, where he defined strategic planning as: "The art of dealing with the future, which is the early job at the starting point of any administrative process, and includes a survey of the internal and external organization environment, and then specifically the main objectives, and their evaluation, the selection of the appropriate, and the design of strategies that follow, through programs and timetables, employ specific resources to achieve these objectives that serve as benchmarks against which actual performance is measured, as it is an ongoing process of design and development of plans, including the functions of the organization”.<sup>42</sup>

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<sup>40</sup> Greenley, G , Does Strategic Planning Improve Company Performance? Long Range Planning, 19(2), April, 101-109.

<sup>41</sup> Brent Davies, Linda Ellison, "Futures and strategic perspectives in school planning", International Journal of Educational Management, Vol. 12 Issue: 3, 1998, pp.133-140.

<sup>42</sup> Mostafa Ahmed, Strategic Management, Guide of Arab Director for thinking and change Strategically, Cairo, 2005, P.14.



Strategic planning is a defined and recognized set of activities, and the techniques vary with the designated author but the substantive issues are essentially the same in all authors, including the following:

- The establishment of the organization's mission, its institutional strategy and its periodic maintenance (the so-called "Management Context").
- The development of strategic or non-financial goals and targets at the corporate level.
- The development of large-scale action plans necessary to achieve these goals and targets.
- The allocation of resources on a basis consistent with strategic objectives, goals and targets, and manage the various lines of action as an investment "portfolio".
- The deployment of the mission and the strategy, i.e., expression and reporting, as well as the development of action plans at lower levels in support of those at the institutional level.
- Monitoring results, measuring progress and make adjustments to achieve strategic intent set out in strategic goals and targets.
- Reassessing the task, strategy, strategic goals and objectives, plans at all levels and, if necessary, revise any or all of them.

The techniques involved in strategic planning and management generally include some variation from following:

- A strategic review or audit aimed at clarifying factors such as mission, strategy, driving forces, future vision of the enterprise and business concept.

- Stakeholder analysis to identify the interests and priorities of key stakeholders in the enterprise.
- Assessing external threats and opportunities, as well as weaknesses and internal strength, leading to the identification and prioritization of strategic issues (known as SWOT or TOWS).
- As part of the above assessment, the definition of "core competencies" or "distinctive competencies", or discrete exercises, play from "scenarios", even "war games" or simulation.
- Situational and ongoing "survey" and analyses of key sectors in the business environment, including industries and markets, customers, competitors, regulators, technology, demographics, and economics, to name some sectors of the environment.
- Various types of financial and operational audits aimed at indicating areas where improvement might be a strategic advantage.

## **2.7 Strategic Analysis:**

The strategic planning process consists mainly of several phases: the preparation phase, the implementation phase, the monitoring and evaluation phase.

The preparation phase includes a strategic analysis process that shows us where we are now without taking into account the internal and external environments. For an enterprise, environmental analysis should include the effects related directly to the current and future performance of the Enterprise.

Thus, the foundation of strategic analysis is the understanding of its environment and the best way to respond to rapid changes and exploit them, in order to achieve the best performance.

There are many commonly recognized tools for performing strategic analysis, and it is important to compare the indicators of the educational institution with other regional and international institutions, indicating levels of support at the near and long levels and determining the capacity of the educational institution to address the prevailing societal, political and technological challenges, through which those concerned will have some of the characteristics of the workers or the environment around them.

### **Strategic Analysis Tools:**

- **SWOT analysis tool:** Analysis of "strengths, weaknesses, opportunities and threats" of an organization as a form of appraisal of its current position at a particular time and future potential<sup>43</sup>, it helps to deal with normal situations and those unusual in institutions, through a tool to discover internal and external factors that can affect your work.

SWOT: Initials of Strengths, Weaknesses, Opportunities, and Threats.

This analysis links what is going on within the organization with what is happening outside it and thus improves its ability to make the right strategic decision.

### **What is the internal environment of the organization?**

The internal environment refers to: everything inside the organization, internal factors include the resources and expertise of the organization, and the public areas to be considered.

- Strengths (positive, internal), e. g.:

- 1) What concrete assets (credit, capital, etc.) can affect this situation?

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<sup>43</sup> Peter Moles and Nicholas Terry, The Handbook of International Financial Terms, Oxford University Press, 1997, P12

- 2) How intangible assets (knowledge, networks, reputation, etc.) will help us?
  - 3) What is it about our organization that will make this action plan?
  - 4) What are we good at?
  - 5) How can we be better than our competitors?
- Weaknesses (passive, internal), e. g.:
    - 1) What are the obligations (debt, location of the poor, chaos, etc.) that may hinder this effort?
    - 2) What assets are missing (experience, access to technology, skills, etc.) to make this success?
    - 3) If there is something inside the organization causing this failure, what would it be?
    - 4) Where does the organization need to be improved?
    - 5) How is the competition superior?

### **What is the external environment of an organization?**

The external environment refers to: everything outside the confines of the organization, the group of elements with which the organization deals and constitutes a complex causal relationship with, the combination of factors affecting the organization which lie outside its control, which includes factors that create opportunities that the organization can invest to their advantage, and threats that the Organization must act to avoid or minimize its risks.

### **External environment analysis helps:**

- 1) Providing information on the current organizational environment and possible environments.

- 2) Assistance in the formulation of objectives.
- 3) Identification of the nature of the available resources (raw materials, capital, human Resources).
- 4) Defining the characteristics of the society and the culture prevailing in it.
- 5) Assisting the administration in the formation of the early warning system.

**The output of external environmental analysis is to identify opportunities and threats:**

- Opportunities: Existing or potential attitudes, trends or changes in the external environment may lead to a strengthening of the work and help it achieve its objectives, if well invested.

Example: (Growth in demand for education-existence of cooperating bodies and institutions-availability of sources of financing-exemptions....)

- Threats: Existing or potential attitudes, trends or changes in the external environment may hinder the achievement of its objectives if the organization does not succeed in avoiding or neutralizing them.

Example: (Elimination of Government support and budget reduction – higher prices – expansion of higher education institutions-...)

- **TOWS Matrix tool:** The TOWS matrix was developed by Heinz and Humphrey<sup>44</sup>, professors of administration at the University of San Francisco, 1982.

The tool focuses on the analysis of the external environment in a major way, and does not neglect the internal environment and invest it through the external environment, and this is the main difference between it and SWOT.

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<sup>44</sup> Alpert Humfrey, Getting To the Good Stuff, Introducing the TOWS Matrix, 2010.

TOWS matrix can be used to ask and answer the following questions:

- 1) How do you make your most powerful points?
- 2) How do you overcome your weaknesses?
- 3) How to exploit the opportunities available?
- 4) How do you manage threats around you?

This helps to identify strategic alternatives that answer the following additional questions:

- 1) Strengths and Opportunities (SO) – how do you use strengths to take advantage of opportunities?
  - 2) Strengths and Threats (ST) – How do you take advantage of strengths to avoid potential real threats?
  - 3) Weaknesses and Opportunities (WO) – How do you use opportunities to overcome weaknesses?
  - 4) Weaknesses and Threats (WT) – How do you reduce weaknesses and avoid threats?
- **P.E.S.T Tool:** (P.E.S.T) analysis method means Political, Economic, Social and Technological, additional factors of Legal and Environmental aspects have been added to it, and it is also known as the PESTEL Analysis.

PESTEL Analysis is based on the analysis of the wide-ranging external environments that affect all institutions, and it is a process identification of the problem that the organization faces, it hinders the development of its performance, which helps to solve the problem.

- **Porter's Five Forces Tool:** is an analytical framework used to assess business and market strategies, and this framework can be used as an analysis tool for competitive advantages and reciprocal relationship with the market. This tool compares the working environment or the internal working environments with the wider external environment, and this analysis relies on the fact that if one of these forces changes, the enterprise and the work market associated with its performance must be reassessed.

The concept of competition and competitive advantage began to emerge in the management literature at the beginning of the eighties, when Michael Porter in 1980 presented the first assumption of competitive advantage as "competitive technology", which he later changed in 1985 into "competitive advantage".<sup>45</sup>

- **Critical Success Factors Tool:** a limited number of factors that are determined by the senior management of each organization, on which the success or failure of the enterprise depends, and these factors vary from one organization to another depending on their activity, size, and way of functioning. Using the critical success factors, an enterprise can achieve satisfactory results and ensures the success of its mission and objectives.

Examples:

- Training and continuous qualification of employees.
- The quality of data and information obtained from the submitted activity reports.
- Satisfaction of the beneficiaries from the services provided by the Organization.

How to analyze critical success factors?

- Knowledge of the organization's objectives and mission;

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<sup>45</sup> Comai, Alessandro. (2016). Competitive Intelligence Expenses: Organization Characteristics and Environmental Contingencies, P72

- Identifying critical success factors, those areas where success of the foundation is achieved through senior management;
- Identifying performance indicators for each critical success factor;
- Maintaining a reassessment of those factors to ensure that progress towards the goals is maintained.

## **2.8 Strategic Thinking and Security Studies:**

Security is the primary and fundamental requirement of any State. Modern understanding of politics, and international relations, not only by reference to specific political theorists but also by reference to the discourses of States. With a wider discussion on the changing approach to security studies, this research focuses on the extended security perspective including not only states, but also the security of individuals.

Security studies have taken a large part of scientific research. Researchers differed in their analysis and interpretations of security studies according to the views and styles that thinkers and researchers look across time periods and space. Each time period has its own features, in addition to its limits and advantages. That is why ideas and theories have been differentiated in addressing the concept of security in their studies, starting with the philosophical aspect of thinking with the ideal scenario through rational subtraction, and until the realistic school and its traditional and new pioneers and down to the new directions that characterized the post-cold-war period, through the theoretical interaction between many schools and in all areas is dynamic.

Before the Second World War, security studies were conducted by military specialists and strategists. Since it was clear after the First World War that it was not



appropriate to leave the war for the generals, the intervention of civilians in the Second World War transformed the study into the security field which, according to the thinker, was known as "Mc Sweeney". Mc Sweeney defined the four stages related to this transition as below:

“First Stage: At the end of the First World War, it began in the mid-fifties and was linked to the term collective security and the study of security was part of the study of international law and of the organizations of the United Nations and of the community.

Second Stage: Since the mid-fifties, the phase has begun with the development of research in the science of psychology and during the Cold War, the search for approaches to the development of the use of force to defend the interest of the State and to provide security, as well as the terms of such as the system of international security and security, confirm the adoption by States as it is.

Third Stage: It was at the beginning of the 1980s and saw a reconsideration of the existing approaches.

Fourth Stage: In the post-cold-war era, the studies have taken on other dimensions through their entry into all fields and areas.<sup>46</sup>

Politics, strategy and planning are three overlapping concepts, but the relationship between them and their purpose are often misunderstood and misused in a security environment. These three concepts share a system of goals, methods and means, and use strategic thinking at varying degrees. Each one of the three concepts is distinct and independent in its purpose and its applications, each with a particular mindset. Despite a hierarchical relationship between politics, strategy and planning when combined with a

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<sup>46</sup> Mc SWEENEY (Bill), Security, Identity and Interests. A Sociology of International Relations, Cambridge, Cambridge University Press, 1999. p20-21.

supporting strategy, or the entire planning function must be guided by a higher strategy. Politics, strategy and planning are all legitimate processes, which can occur at any level in the hierarchy of governance, and can be used to address any kind of concern. The relationship between the three depends on the nature of the apprehension and the structural level of danger, the degree of risk complexities, timing indicators, and the consideration of leadership and the options available to them.

“Strategic thinking means the ability to apply the theory of strategy in the real world and then formulate a strategy that successfully serves the specific interests of the State concerned, without incurring avoidable risks, and is to create negative consequences for other interests of the State itself”<sup>47</sup>. A strategic thought includes both sides of art and science, and this allows those who possess this thought to create a combination of variable calculations, uncertainty, complexity, and ambiguity, which features a strategic environment, and employs professionals in security and policy-making, strategic thinking in their daily work during policy formulation. However, throughout the process of strategic thinking, they recognize that the most difficult and complex issues and situations are of long-term, and the policy must evolve into a straightforward formulation of a "strategy". Planners who translate the strategy into specific plans and processes must appreciate the importance of strategic thinking, so that they can properly plan, adapt where necessary, and recognize the factors of success or failure.

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<sup>47</sup> Colin Gray, *Modern Strategy*, oxford university press, 2000, P177.

## **Chapter Three: Security Sector in Palestine**

### **3.1 Introduction**

### **3.2 The Security Sector**

### **3.3 Law Enforcement Agencies**

### **3.4 Reform Security Sector in Palestine Before 2007**

### **3.5 Reform Security Sector in Palestine After 2007**

### **3.6 Palestinian Security Sector Strategic Plan Analysis (2011-2013 Strategic Plan)**

### **3.7 Palestinian Security Sector Strategic Plan Analysis (2014-2016 Strategic Plan)**

### **3.8 The main Challenges Facing the Security Sector and Reform**

### **3.1 Introduction:**

#### **Features of the Palestinian Political System after Convention on the Declaration of Principles “Oslo Accord”:**

The resolution of the Palestinian-Israeli conflict, after Convention on the Declaration of Principles “Oslo Accord”, is being negotiated through a process governed by the terms of this agreement not by the resolutions of the international legitimacy, under the supervision and pressure of the United States after excluding the United Nations, the European Union, the League of Arab States and other international authorities from any role in the process, whereas Russia has been kept as a sponsor for the negotiations.

“The Palestine Liberation Organization (PLO) has become the official Palestinian Authority seeking to create an independent state on the Palestinian territories. Therefore, as soon as they have worked in the areas under its control, in accordance with Oslo Accords, the authority has changed from liberation and resistance, the coalition of armed factions, political, intellectual and informational pluralism, the management of Arab and international alliances based on the position of the Palestinian people, to a controlling authority in its designated areas in accordance with the agreements with Israel”<sup>48</sup>.

The nature of the Palestinian political system created following Convention on the Declaration of Principles “Oslo Accords” was a reason for the concomitant division, the presence of official parties from outside the authority, and the overlapping results from the integrated leadership of the organization under the leadership and institutions of the authority. As a result of the division of the political system in 2003, following the amendment of the basic Law, the conflict between the Palestinian forces, the adoption of the hybrid system (which combines the

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<sup>48</sup> Jamil Hilal, *Palestinian political system after Oslo*, Beirut: Foundation for Palestinian Studies, 1998.

presidential system with the system Parliament), in an unbalanced way, all these factors contributed to the unsuccessful process of the peaceful transition of power after the second legislative elections in 2006.

This transformation of the Palestinian political system has produced many problems, foremost among them is the fundamental problem of the unclear boundaries of power separation, the overlapping competencies arising from the deficiencies of the Basic law which constituted an obstacle to the transition and sometimes the absence and vagueness of power, lack of clarity, and sometimes conflict over the provisions of the Basic Law texts, which gave the conflicting parties the opportunity to control the selection of appropriate provisions that serve their interests and disregard the rest, which have clearly contributed to increase the power struggle after the elections of the second legislature in 2006.

### **3.2 The Security Sector:**

Since the establishment of the Palestinian National Authority in 1994, the issue of security has been occupied by the Palestinian-Israeli relations, where all the conventions concluded between the two parties on this fundamental issue became the cornerstone of all the diplomatic and planning principles Peace launched in the region under international auspices<sup>49</sup>

The security sector is the set of formal military and security institutions established by the law and is allowed to collect information from human or technical resources, in accordance with their respective competencies powers, and then analyze, process and invest such information for its own use, or for the benefit of other security organizations, or for other official bodies in the state, such as executive branch (i.e. head of state, head of government, ministers

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<sup>49</sup> Khader Abbas: Israeli national security theories and levels, awareness Center for Studies and Training, Palestine-Gaza, 2003

within their jurisdiction or judicial authorities, the discriminatory public prosecution service and the provincial appellate offices) or even Arab or Foreign country, in the framework of information exchange, in particular issues of terrorism against the security of headquarters and diplomatic missions, their nationals and interests in the state.

Security control is defined as “the ability of law enforcement officials of all security forces and their arms to enforce the law and apply it within a geographical jurisdiction and a specific legal mandate defined by the basic law. No security forces can enforce the law without specifying jurisdiction area the result includes a society, a population and the definition of those people who are covered by the jurisdiction”<sup>50</sup>. This definition indicates the public policies, the tasks that the security forces have to do, and their organizational structure.

“The establishment of the Palestinian Civil Police Forces (3,000 persons) was part of the agreement signed between the Palestine’s Liberation Organization (PLO) and the Israeli government which is known as the Cairo Agreement or the Gaza-Jericho Agreement. Later in Oslo II Accord, the number of Police increased to (30,000). However, the security apparatus has not been limited since that time to a unified security system. Therefore, their number has grown but their loyalty has differed”.<sup>51</sup>

“It is noteworthy that the various Palestinian law enforcement agencies and their leadership have been formed in a gradual transformation from a revolutionary foundation for revolution and legitimacy to an institution of power (constitutional legitimacy) in the light of Oslo Accord and specifically the protocol of security and Law enforcement agencies which

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<sup>50</sup> General/Adnan Aldameery, spokesperson for the Security establishment and chairman of the political Steering Board, settlement and Palestinian security capacity to control and implement legal procedures, Al-Quds Open Research and Studies Council, 17th Edition, 2009. P. 11

<sup>51</sup> Saleh al-Naami, Palestinian Law enforcement Agencies: reformed as a result of inward demands and outside pressures and unification, no multi-reference, Middle East newspaper, 2005, No. 9758, p. 4

determines their role in the area of maintaining public order and combating terrorism and violence”.<sup>52</sup>

“Members of the Palestinian Law enforcement agencies account for 50% of the number of public servants in the Palestinian National Authority, and more than 90% of the members the security of the 60-thousand-member population of the Fatah movement and more than 90% of the security members (60 thousand member) are part of Fatah Movement, whereas security in Gaza is now dominated by Hamas, with a total of no less than 15,000 member, most of them belong to the movement”.<sup>53</sup>

The Palestinian National Authority has embarked on the establishment of its security apparatus with insufficient strategic planning, and has worked to add new law enforcement agencies whose formation has not been provided in the agreements signed with Israel. At one point, the Palestinian security sector had seventeen different law enforcement agencies, and not all of them were based on any legal basis even there is a Palestinian Security Sector Service Law, because they had been established before the necessary legislation that had been enacted. As a result, the overlapping of disputes, competing responsibilities and conflicts internal among the various security organs. “In addition to the weak oversight by the Legislative Council and the judiciary of the performance of these organs, this situation has resulted in weak security sector governance; this has led to the human rights violations and has undermined the legitimacy of the Palestinian National Authority lost trust of Palestinian citizens”.<sup>54</sup>

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<sup>52</sup> Azmi al-Shaabi, security reform in "Palestine", Arab Initiative studies and security sector reforms, Arab reform publications, 2012, p. 2

<sup>53</sup> Ibid, p. 3

<sup>54</sup> Geneva Centre for Democratic Control of the armed forces, legislation on the security sector of the Palestinian National Assembly, Ramallah, 2008, p. 2

### **3.3 Law Enforcement Agencies:**

What characterizes the Palestinian Authority is the large number of security agencies that exercise the role of security. With the establishment of the Palestinian Authority, 17 security bodies have been formed as a result of fundamental issue:

The return of the PLO forces from abroad, where most of the military teams were transformed to official bodies within the Palestinian Authority, such as the Navy and the 17<sup>th</sup> Forces.

#### **3.3.1 Internal Security Forces:**

They include several forces such as Police, preventive security, civil defense, presidential security or 17th forces, the most important one is the preventive security and the most present is the preventive system. “The internal security apparatus in all its branches was subordinate to the interior minister, but after the announcement of the results of the legislative elections on 25 January 2006, it was transferred from the government to the presidency”.<sup>55</sup>

##### **3.3.1.1. Preventive Security:**

It is described as the most organized and well-structured security apparatus. It is responsible for internal security, namely the security of the territories under the control of the Palestinian National Authority (PNA),

Oslo Accords define that intelligence, prisons, investigation, and the means of imposing order on the Palestinian street and closely observe opponents of Peace and the Palestinian Authority. “Oslo Accord of 1993 did not provide for a lineup but was established in accordance with an agreement between the Palestinian National Authority and Israel, including the security apparatus and 5,000 members deployed between the West Bank and the Gaza Strip, and most of its members are particularly active in the Fatah Movement. This is unlike other security

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<sup>55</sup> Ahmed Salim, Palestinian Law enforcement Agencies, one of the main hotbeds of disagreement between Fatah and Hamas, knowledge department, Al Jazeera website, published on 2007/10/7, p. 2.



apparatus that may depend on returning Palestinians with the establishment of the Palestinian National Authority (PNA) in 1994”.<sup>56</sup>

### **3.3.1.2 Civilian Police:**

“It is one of the components of internal security, along with preventive security and the defense civilian, with several thousand members being responsible for the maintenance of civil order, and the police are divided into directorates:

Traffic Police Directorate, Criminal Investigation Directorate, Anti-Narcotics Directorate and Riot Police (intervention forces)”.<sup>57</sup>

### **3.3.1.3 Civil Defense:**

Civil Defense means the package of actions necessary for the protection of civilians and their property, the safety of transport of all kinds, ensuring the orderly functioning of public facilities and the protection of public and private buildings, installations and institutions, both from the dangers of air raids and other acts of war or from the dangers of natural disasters, fires, marine rescue or any other hazards and our reference Ministry of the Interior.

### **3.3.1.4 Customs Police:**

The Palestinian customs police is a security agency affiliated with the Ministry of the Interior and tasked with carrying out security tasks of a different kind, from controlling and controlling the fiscal and customs financial resources of the Palestinian Government, through the implementation of decisions to boycott the products of Israeli settlements, to safeguard the quality of the goods traded locally.

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<sup>56</sup> Ahmed Salim, Palestinian Law enforcement Agencies, one of the main hotbeds of disagreement between Fatah and Hamas, knowledge department, Al Jazeera website, published on 2007/10/7, p. 4.

<sup>57</sup> Geneva Centre for Democratic Control of Armed forces, Palestinian National Authority for security sector, Ramallah, 2008, p. 2

### **3.3.2 General Intelligence Service:**

An estimated 2,500 people are members of the Fatah community, along with a group of Fatah leaders, including Salah Khalaf (Abu Eyad) and Hayel Abdel Hamid (Abu al-Hull) have founded this group in the late 1960s. This force was given the name the General Intelligence Service before the establishment of the Palestinian National Authority (PNA) in 1994, upon a decision from the late President Yasser Arafat, following the unification of the two common security and central nation bodies.

“It is according to the Basic Law "Interim Constitution" of the institution of the presidency of the Palestinian State, and appoints the head of the body upon a decision of the president at the level of minister, with a term of appointment of three years and an extension of one year only”.<sup>58</sup>

### **3.3.3 National Security Forces (NSF)**

National security, an independent security apparatus of any political system, as a result of the absence of Palestinian sovereignty on the ground, has transformed the security apparatus to the Palestinian national security apparatus, and even to its practical functions, differ from the operational functions of the National Police in any State, the national security forces have returned to the army, thus the basic function of the army is to maintain borders and to prevent external attacks on the State, but the situation is different, so the Palestinian national security forces have four main bodies:

- a- Public Security: the body includes hundreds of intelligence agents, most of who were in Tunisia.

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<sup>58</sup> Palestinian General Intelligence Act No. 17 of 2005, the justice and legislation system in Palestine-Tracker, Institute of Law, Birzeit University

- b- Navy Police: it is a body within the public security apparatus and is the Coast Guard based in Gaza, which has a coastline overlooking the Mediterranean Sea. The number of marine police is estimated at 1,000 members, and its function is to prevent the smuggling of arms and drugs from and to Egypt, and sometimes to control riots and to secure the power jails. Its members have received training in Yemen, which has been attached to the General Intelligence Apparatus.
- c- Air Force: a force within the public security force, which is a small body where most of its members are from the Fatah Movement. The Air Force owns five helicopters transporting officials between the West Bank and Gaza Strip.
- d- Military Intelligence: "It is a military unit tasked with gathering information on the "external enemy" as it has done with internal security, and also supervises the military police, which at a later stage turned into a symbolic guard for the head of the authority".<sup>59</sup>

#### **3.3.4 Presidential Guards or Force 17:**

The security apparatus "Force 17" was established at the beginning of the 1970's to protect the late Palestinian leader Yasser Arafat and other leaders of the Palestine Liberation Organization.

There are several opinions on why the force is called "Force 17:" One view claims that one of the Palestinian military units that participated in the battles of September 1970, with the Jordanian army with total of 169 Palestinian militants, only 17 members survived the battles, they later went to Lebanon and stayed in Haret El Naameh "a village in Lebanon". Those Groups

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<sup>59</sup> Geneva Centre for Democratic Control of Armed forces, Palestinian National Authority for security sector, Ramallah, 2008, p. 2

were mentioned in the diaries of the late Yasser Arafat as Force 17, and since then, they were officially given this name.

Some claim that the name has a symbolic meaning referring to the 17 Palestinians who were killed on the 21<sup>st</sup> of March, 1968 during the Battle of Karameh.

Another opinion about the name of 17 Force claims that this group received funds 17 times from Jordan and Egypt. The 17th Force consists of 1,000 member and is considered one of the most equipped and trained Palestinian security apparatus, and some of its member have received training and arming from Egypt and Jordan.

Fatah Movement, unlike other Palestinian Movements, control this security apparatus. The members of this group are distinguished when Yasser Arafat was alive until today is that they wear green hats.

“Since the establishment of the Palestinian National Authority (PNA) in 1994, "Force 17" has been integrated into the so-called presidential guard. Since the death of the late President Yasser Arafat, the apparatus has become subordinated to President Mahmoud Abbas”.<sup>60</sup>

### **3.3.5 National Security Council:**

It is not an executive body, but is an institution responsible for the development of strategic policies of the Palestinian nation and overseeing the economic security of the National Authority. The Council is supposed to work out the lines of action for the various Law enforcement agencies, whether they are subordinate to the government (police, preventive security, and civil defense) or the presidency (intelligence and national security).

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<sup>60</sup> Ahmed Salim, Palestinian Law enforcement Agencies, one of the main hotbeds of disagreement between Fatah and Hamas, knowledge department, Al Jazeera website, published on 2007/10/7, p. 5.

The council was founded on April 30, 2003. It is headed by the President of the Palestinian National Authority and its members, when it was founded, were: (Head of the Palestinian Authority, the Prime Minister, the Minister for Foreign Affairs, the Minister of the Interior, one member from the Executive Committee of the Liberation Organization, one member from the Legislative Council, the commander of the civilian police and leaders from the national security forces in the Gaza Strip and the West Bank, in addition to the chief of military intelligence and the presidential security adviser).

“In November 2003, the powers of supervision of the organs were distributed only when the authority and the Prime Minister were in place, for purely security agencies-related are placed under the supervision of the head of the authority's National Security Council, and security agencies of a financial or administrative nature are attached to the Prime Minister”<sup>61</sup>.

The council was restructured more than once. On the 25<sup>th</sup> of September 2005, the Council was chaired by the Head of the Palestinian National Authority and the Prime Minister. Its members were: Head of the negotiations Department of the Liberation Organization, the Secretary-General of the Presidency, the Minister of the Interior, the Minister of Justice, the Minister of Finance, the Secretary of State and the National Security Adviser (the Secretary-General of the Council). “President Mahmoud Abbas dissolved the council following the Gaza incidents in June 2007, and also dismissed the Secretary-General of the former Minister of National Security, Mohammad Dahlan.”<sup>62</sup>

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<sup>61</sup> Ahmed Salim, Palestinian Law Enforcement Agencies, 2005, P4

<sup>62</sup> Ibid

### **3.4 Reform of Security Sector in Palestine before 2007:**

The security sector is the safety valve that protects the national and political project of any state, it is the guardian that does not have the means to protect social interests and of the economic community. This sector is obliged to have the confidence of the community so that it can fully perform its tasks. Such trust provides the security sector with the ideal working environment, the assistance of society as a whole to the advancement of the national and political project, and the achievement of sustainable development at all levels, most importantly at the political level.

The security sector reform process in Palestine and in the Arab world has relied on a number of procedural processes, such as legislative reform, i.e, legislation regulating the work of the security institution, restructuring of security institutions, adoption of security policy documents, provision of material and technical equipment and their associates, the upgrading of the culture of the security apparatus, the development of their control tools, including financial and parliamentary, and the establishment of their political references, as well as partnership with civil society. This kind of reform is important, whether with the desire of political leadership or external pressure, to forget the most important element of the reform process, for which the same process began. It is the satisfaction of citizens and their confidence that is the purpose of the public institution and its employees.

The Palestinians have suffered from the lack of a system of collective security, "a system that aims to achieve international peace and security through the solidarity of States that love peace within the framework of an international organization to stand up to any state resorting to or threatening to violate this peace since the Nakba"<sup>63</sup>, and its plight under occupation since

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<sup>63</sup> Khalil Hussein, The concept of Security in the public international law,2008.

1967. The lack of national security has been a major cause of the delay in economic growth and the development necessary for the realization of the dream for independence and the building of an independent state.

The formation of the Palestinian law enforcement agencies as a result of Oslo Accords did not provide such system for the collective security, and the PNA did not build up in a unified and disciplined body frame fought for the command of one which weakened the structure of these devices and control systems, and lost the national Authority Capacity to guide them within a clear and integrated national security policy.

Internal motives emanating from the demands of the Palestinian reality, which suffered from difficult security conditions, have made the reform of the work of the Law enforcement agencies an urgent requirement in order to reduce the levels of corruption to the least extent possible, and to demand that the members of the Palestinian society and the institutions of the community of independent entities contribute to the reform of the Palestinian Law enforcement agencies in order to provide a good level of safety and better protect the lives of Palestinian citizens.

External claims for the reform of the security sector are either from the Israeli side, for which security is a permanent concern, and the Arab claims for the reform of the Palestinian security sector in order to carry out its duties, in addition to the Western (American and European) claims that are pressing towards the reform of the Palestinian security sector as a condition for the financial support of the Palestinian National Authority and for the progress of the peace process.

The statements of the Geneva Centre for Democratic Control of the Armed Forces, an international civil institution with its headquarters in Ramallah, confirmed that President Arafat

was the head of all security bodies of the Authority during the period of his reign for a decade (1994-2004), which were established in 1994. According to the Center, the security sector experienced rapid growth, with the establishment of the authority shortly after it was established, with 10 security bodies: Civilian Police, Civil Defense, Preventive Security, National Security Forces, Navy Police, Air Police, Military Liaison, Military Intelligence and Security. Presidential (Force 17), General Intelligence.

With the exception of the Preventive Security, these bodies were mostly formed by the military units of the Palestine Liberation Organization (PLO), which from the diaspora, during the end of the ninth decade of the last century, new internal intelligence agencies, such as internal security forces, which have not been set up by the Palestinian-Israeli conventions, had increased the number of bodies to 12.

In the book "Introduction to Security Sector Reform in Palestine"<sup>64</sup>, the researchers explained that "although the Oslo II agreement has determined the number of troops the police, with a maximum of 30,000 policemen, exceeded the number of security personnel installed on the Authority's 35 thousand statements by the year 1996." They noted that "the work of the organs has been characterized by overlapping in their powers and responsibilities..., as well as the participation of those agencies that carry out intelligence missions in carrying out political repression against citizens."

During the second Intifada, many members of the security forces clashed with the occupying forces, killing and wounding some 602 members of these bodies, according to the data of the "National Gathering of Martyrs' Families", while some 700 others are in the occupation jails, according to the "Prisoner Club" data.

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<sup>64</sup> Azmy Alshaaby, security sector reform in Palestine, Coalition for Integrity and accountability-safety, Ramallah, 2013, P6



It was remarkable that, according to various historical sources, international actors, particularly after the outbreak of the second Intifada, adopted the slogan "Security Sector Reform", in what seemed to be an attempt to limit President Arafat's power. Abu Ammar, following enormous pressure, announced in 2002 the 100-day plan, which included administrative and security-level reforms.

The main thrusts of the plan have been to operationalize what is known as the "Supreme National Security Council" and to unify the security apparatus into three bodies: civilian police, preventive security and civil defense, and to place them under the authority of the Ministry of Interior. However, all the steps that have been taken have not succeeded in reducing the prerogatives of the President.

After the death of President Arafat, the slogan "Reform the Security System" emerged again, and its manifestations emerged at several levels, such as the dispatch of the United States in 2005 the American General Dayton to the Palestinian Territories for the rehabilitation and training of security forces, except for the promulgation of numerous laws concerning the security sector.

The reform of the security apparatus requires a favorable environment for genuine reform, but the Israeli occupation has consistently obstructed any efforts of the operation through limiting the availability of the recurrent needs and the dismemberment and isolation of Palestinian areas. It has come to the exclusion of some of the security headquarters and the inductance corruption in them. In addition, in some extreme cases, the Israeli occupation has bombed law enforcement agencies headquarters and centers, which blew up the reform efforts in their infancy.

### **3.5 Reform of Security Sector in Palestine after 2007:**

In 2007, Hamas took over all control of Gaza Strip, after which Palestinian President Mahmoud Abbas declared a state of emergency and resolved the Palestinian government of Ismail Haniyeh, and formed a new government led by Salam Fayyad without including any members from Hamas and the Fatah movement took control of Gaza a military coup and a truce for any agreements to calm down the Hamas that it is not a coup against Fatah or its devices but it is military deduction and expulsion of some traitors and receipt to the security apparatus that are the right of the elected government.

The reform of the security sector in the West Bank was continued by Palestinian President Mahmoud Abbas, Prime Minister Salam Fayyad and Interior Minister Abdel Razaq al-Yahya, including the unification of law enforcement agencies.

At the level of capacity-building, new cadres have been trained in Egypt, and the level of logistic supplies such as the rebuilding of premises and the securing of budgets has been improved. The salaries of workers, particularly the police and support forces, have been raised and a number of young cadres have been appointed to leadership positions after the retirement of some older leaders. Furthermore, administrative and financial control was strengthened by the Ministry of Finance and the Ministry of Interior, and some relationship was also stopped. Thus, direct support and direct intervention from some countries such as the USA and UK have been stopped.

Some of the obstacles that faced the reform process were the lack of activation of the role of the Legislative Council and the absence of the civil society, in addition to the opposition by the occupying power to the reform of the security sector.

There can be no real achievements in reforming the security sector without reforming other areas of the Palestinian National Authority, the basis is clear and the principle of the separation of powers from the building of an effective legislative authority, an independent judiciary, a rational executive authority and accountability.

### **3.6 Analysis of the Strategic Plan for the Security Sector 2011-2013:**

#### **3.6.1 Vision:**

“Together towards a rational security sector that contributes to the construction and protection of a fully sovereign and independent Palestinian State”.<sup>65</sup>

#### **3.6.2 Mission:**

“To contribute in the creation of a secure, stable and prosperous environment, to strengthen the steadfastness of the Palestinian citizens and their sense of security and safety and to protect the national project, by accelerating the pace of development of organization and capacity-building of security sector institutions with consolidated efforts, specific roles and high capacities, and threats of means provided by law , on the basis of professionalism, efficiency, transparency, respect for the law and the maintenance of public and private freedoms, rights and local, regional and international partnership”.<sup>66</sup>

#### **3.6.3 Values<sup>67</sup>:**

- Integrity and transparency
- Respect for the dignity and human rights
- Loyalty and national affiliation
- Equality
- Justice

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<sup>65</sup> Strategic plan, Ministry of Interior, Strategic planning Department Unit, 2010, P.1

<sup>66</sup> Ibid

<sup>67</sup> Ibid, P.2

- Professionalism and mastery
- Partnership and cooperation
- Discipline

#### **3.6.4 Strategic Goals:<sup>68</sup>**

1. Provide security and safety for the nation and the citizen.
2. Development, organization and capacity-building of the security sector and its institutions.
3. Integration between the security and justice sectors.
4. Efficient, effective and fair delivery of services.

#### **3.6.5 Analysis of the Strategic Plan for the years 2011-2013:**

The strategic plan for the security sector is based on the linkage of strategic objectives, policy interventions, and performance indicators with other strategic planning documents at the sectorial and national levels.

The 2011 budget for the security establishment contains four programs that were already in place in the strategic plan for security sector from 2011 to 2013.

“The main programs in the budget were good governance in the security sector by 15%, information and communication technology 20%, and 40% infrastructure, and 25% hardware, equipment and machinery program”.<sup>69</sup>

In order to arrive at a scientific and professional analysis of the security institution's budget programs, we must analyze the budget with the same methodology which we used in the strategic plan analysis in order to analyze where we stand by analyzing the reality of the programs, which did not actually reflect the reality, as the implementation of the budget was not

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<sup>68</sup> Strategic plan, Ministry of Interior, Strategic planning Department Unit, 2010, P.3

<sup>69</sup> Focused Group between the MOI & CFA about the plan, 2012.

linked to these programs and their strategic objectives for several reasons. Therefore, the budget analysis in terms of what was planned and what was actually disbursed to see how successful each program will not be feasible in this case, and for a clearer explanation of the reasons for the gap between the actual budget and the advance planning of the balance was caused by the following:

- The absence of a clear and comprehensive structure for the security establishment as provided for in the Service Law of Security Forces. This had clear implications on the work of all the departments and directorates of the security establishment, the activation of job descriptions, terms of reference and jurisdiction.
- The lack of cooperation and effective coordination between the components of the security establishment in determining the actual cost of each budget program.
- When the budget is implemented, the maintenance record has not been obligated according to its own program, as the financial system of the Bissan program, which is in place in the Department of Central Finances is inflexible to be able to keep up with the evolution of the planning and budget process, since at the beginning of the fiscal year disbursements begin on items operational budget for current year's expenses and for prior years ' arrears, making the priority in the budget implementation process the disbursement of urgent and emergency items rather than the disbursement by program.
- Transfers of budgets between programs are not allowed, making the implementation of budgets according to several programs more complicated and making disbursements in 2011 in accordance with the balance available on the program rather than the program's name and strategic objective.

“The key and important observation in the 2012 budget is that it contains only one program, which is to address the budget implementation problem in 2011, the financial management decided to adopt only one major program and to follow this program with a number of subprograms that are not reflected in the report”.<sup>70</sup>

The balance is usually because the exchange is only in the main program, which is the Security and Rule of Law Consolidation Program.

If progress in achieving the strategic objectives is analyzed, the change in performance indicators were very clear in the absence of programs approved in the Strategic Plan for the Security Sector for the years 2011-2013.

The practical aspect of the implementation of the budget was most important from the point of view of financial management, where it relied on justifications that were most difficult to implement a budget from a set of programs and inability to complete the work as quickly as required, particularly since planning and program nomenclature were not originally based on data and information of the security apparatus, which weakens the importance of adhering to them.

Most of the expenses of the security establishment are centralized from central financial management, such as rent, water, electricity, travel tasks, communications, therapeutic transfers, medicines, food and military uniforms, and what is done in a sub form is a monthly replacement for each security apparatus to cover daily operating expenses of the body.

From the above mentioned, we believe that the gap between the process of planning and calculating the actual or even roughly cost of programs requires many professional standards and foundations currently unavailable in all security bodies in Palestine. The most important absence

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<sup>70</sup> Focused Group between the MOI & CFA about the plan, 2013.

of sub-budgets for each body, which covers all its operational and capital expenses, as well as a balancing of planned and existing development projects.

“The main note is also that the 2013 budget contains one major program, with the CFA working to prepare the budget by way of programs and performance, where a major program called "strengthening security and the rule of law " and two sub programs, namely, the security establishment and support to achieve the strategic objective of reorganizing the security institution, building its capacity and enhancing its commitment to transparency and public accountability”.<sup>71</sup>

“The budget of the CFA included the salary and wages line, which accounted for 84.2% of the total budget, while the proportion of social contributions was salaries (7.7) %, so that employees are compensated by salaries, wages and social contributions (91.1) % of total Budget. The salary value does not include receivables for prior years. The remaining 8.1% were for both operational and capital expenses, with the former accounting for 7.9% and the second (0.2%)”.<sup>72</sup>

There is an increase in the central financial management budget for 2013 by 10.39% in comparison to that of 2012, where capital expenditure has been reduced for operating expenses, costs and wages.

No financial ceiling for the development projects for 2013, but the CFA budget included thirty-one development projects (11) existing projects, the total cost of development projects for 2013 was 559,025,100 shekels.

It is important to note that the funding process for development projects according to the accompanying budget tables is from different sources of funding, but it is also important to mention that funding is done in both the Ministry of Finance and works on a general project that

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<sup>71</sup> Interview with the Previous Manager of Planning and budget Department in the CFA, Enas Nazal, 2018.

<sup>72</sup> Paper Result of a focused group between the employee of Strategic planning unit in the ministry of interior, 2014, P.4.

contains several sub-projects for a number of security apparatus but that does not appear in the budget report.

Proposed projects need to be comprehensively updated in terms of project, details and cost, and not overlapping with other projects.

It is also important to consider the balancing of the security establishment in terms of the proportion of each item in total, as we see that the compensation of employees in their branches as salaries, wages and social contributions account for 92% of the total budget. This raises several questions about the distribution of manpower and the clear organizational structure of each security apparatus, terms of reference, job description and much more.

### **3.7 Palestinian Security Sector Strategic Plan Analysis (2014-2016 Strategic Plan):**

#### **3.7.1 Vision:**

“A good Security Sector that contributes to the building of independent Palestinian State institutions which has complete sovereignty and the protection of these institutions from any internal or external threats”.<sup>73</sup>

#### **3.7.2 Mission:**

“To contribute to creating a safe, stable and prosperous environment, and to promote the citizens' sense of security and safety, by accelerating the pace of development, organization and capacity building of security sector institutions with consolidated efforts, specific roles and high capacity. Our mission is also to face the threats with all means allowed by the law, on the basis

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<sup>73</sup> Strategic plan of the security sector, Minister of Interior, Strategic Planning Department Unit, 2014, P.1.



of professionalism, efficiency, transparency and preserving public and private rights and freedoms, and maintaining national, regional and international partnerships”.<sup>74</sup>

### **3.7.3 Values:<sup>75</sup>**

- Participation
- The rule of law
- Transparency
- Accountability
- Efficiency
- Effectiveness
- General harmony
- Responsiveness
- Strategic vision
- Justice and comprehensiveness

### **3.7.4 Strategic Goals:<sup>76</sup>**

The strategic plan has set four strategic goals for the security sector; these goals, in fact, are a continuation of a strategic goal of the previous plan, albeit with amendments to the policies and the interventions:

1. Provide security and safety for the homeland and citizens.
2. Support the institutional development of security sector organizations.
3. Support the integration and complementarity of the justice and security sectors.
4. Deliver fair, efficient and effective services.

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<sup>74</sup> Strategic plan of the security sector, Minister of Interior, Strategic Planning Department Unit, 2014, P.1.

<sup>75</sup> Strategic plan of the security sector, Minister of Interior, Strategic Planning Department Unit, 2014, P.2.

<sup>76</sup> Ibid, P.3-4.

### **3.7.5 Strategic Plan Analysis:**

Considering the importance of governance in achieving sustainable development, as the engine that ensures economic growth and social development, the government is working continuously towards building on what has been achieved to promote a good democratic governance system, promote transparency, accountability, freedom of expression, access to information and rationalization of the use of public budget through the creation of favorable legislation and regulations. “The government allocated to the government sector during the years 2014-2016 with 26% of the development budget for the years 2014-2016”.<sup>77</sup>

The resources allocated will be used to complete the work and build on the achievements made in the various sectors of the government, focusing on combating crime and developing the criminal justice system in order to be able to provide more efficient services.

The Palestinian Government has paid attention to the development of the infrastructure and institutions of law enforcement agencies, police institutions, civil defense departments and the facilities of the Ministry of Interior, which provide civil status services, and the development of rehabilitation centers. As a result of the analysis of the current situation of the security sector and the progress achieved, it is expected that the amount of funding required to cover the costs of training for the security forces abroad will decrease as the security and military training policy is relocated and the government will continue to develop the infrastructure and institutional infrastructure of the security sector.

“The Palestinian government allocated 23% of the development budget to the government sector, or 6.2% of the total budget of development. It will focus on the development of readiness for disasters by upgrading the efficiency of the civil defense system, improving the ability to control the public order and combating crime by improving the efficiency of the

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<sup>77</sup> Paper Result from meeting between employee of Strategic Planning Unit in the Ministry of Interior, 2017,P.5.

civilian police, developing reform and renovate police centers to suit international standards of human rights and developing border crossings”.<sup>78</sup>

### **3.8 The Main Challenges Facing the Security Sector and its Reforms:**

There are a number of issues and challenges that affect the Palestinian Security sector, which affects the effectiveness of its work and development. These challenges include:

- Continuance of the Israeli Occupation.
- Hamas’ persistence regarding the coup and its deepening of the internal Palestinian division.
- The United Nations’ decision of recognizing the State of Palestine which led the Security Sector to strongly adhere to developmental obligations in terms of their hierarchy, procedures, capabilities, tools and the set of legislations in order to conform to the states’ international standards.
- The Palestinian economic crisis.
- Weak Balance between the developments of the Security Establishments’ work and the administration of Security Sector projects.

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<sup>78</sup> Paper Result from meeting between employee of Strategic Planning Unit in the Ministry of Interior, 2017,P.7.

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

### **4.1 Methodology**

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

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

### **4.4 Tool of Research**

### **4.5 Normality Distribution Test**

### **4.6 Questionnaire Honesty**

### **4.7 Research Data Analysis**

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

### **4.9 Testing the Research Hypothesis**

#### 4.1 Methodology:

The researcher used the descriptive and analytical approach in determining the research problem, which was to highlight “the implication of strategic planning in the Palestinian security sector”. The descriptive and analytical method tries to compare, explain and assess to reach meaningful generalizations that increase the knowledge on the subject.

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

**Section I: Theoretical section:** The analytical descriptive method of the most important past Arab and foreign studies on research literature will be relied upon.

**Section II: Practical section:** In order to process the analytical aspects of the research subject, the researcher resorted to collect primary data through a questionnaire as a key tool for research. The questionnaire was distributed to five law enforcement agencies in the Palestinian security sector. The research community consists of seven interviews with planners in the Government Sector.

#### 4.2 Community and Sample Search:

The research community consists of some law enforcement agencies in the security sector in the state of Palestine; it was distributed in the West Bank<sup>79</sup> as:

Table 2: Community & Sample Search\ This data is from the Central Financial Administration /salaries department

#	Security Service	Total	Officers
1	Preventive Security	3185	2272
2	National Security Forces	7384	2223
3	General Intelligence	3576	2178

<sup>79</sup> Central Financial Administration /Salaries Department, 2018

4	Ministry of Interior	88	67
5	Central Financial Administration	144	128

\* The percentage, which the researcher wants to distribute

So, the researcher distributes (190) questionnaires as shown in the table below:

Table 3: Distributed Questionnaire

#	Law enforcement agencies	Distributed	Collected
1	Preventive security	56	53
2	National security Forces	55	50
3	General Intelligence	54	50
4	Ministry of Interior	15	15
5	Central Financial Administration	10	10
	Total	190	178

1. Preventive security PS "about 56 samples"
2. National security Forces NSF "about 55 samples"
3. General Intelligence GI "about 54 samples"
4. Ministry of Interior MOI "about 15 Samples"
5. Central Financial Administration CFA "about 10 Samples"

The interviews were for other law enforcement agencies and governments institutions as:

1. Dr. Waheed Qadoomi - Manager of Strategic Planning Department in the Ministry of Interior
2. Dr. Mahmoud Salah Aldeen – Previous Manager of the Strategic Planning Department in Civilian Police
3. Mr. Qadri Bsharat - Acting Director General of Coordination and Monitoring of Budget Performance, Ministry of Finance & Planning

4. Dr. Enas Nazzal –Previous Manager of Strategic and Budget in the Central Financial Administration, Program Manager of the Economic Security in the Preventive Security Academy
5. Mrs. Shatha Badawi, Manager of Planning Department in the Civil Defense
6. Mr. Ahmad Bsharat, Manager of Planning and projects Department in the Customs Police

### 4.3 Characteristics of study variables:

The security sector in Palestine was relied on through using it as a sample due to the large size of the community sample in order to identify the nature of the data collected, which must enable the learner to be able to identify variables to help them understand more about the study society and in deeper detail. The result will be displayed through tables, and this part of the study focuses on reviewing the demographics of the study population. The frequency distribution appears for the community members depending on variables that believe that its role and impact are essential answers of questionnaires. This is made apparent in the following table:

#### Frequency of Age:

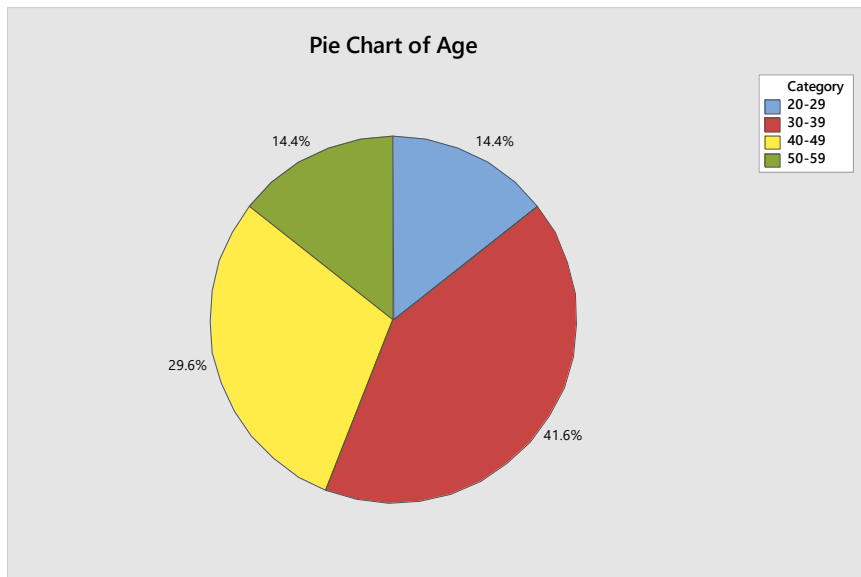
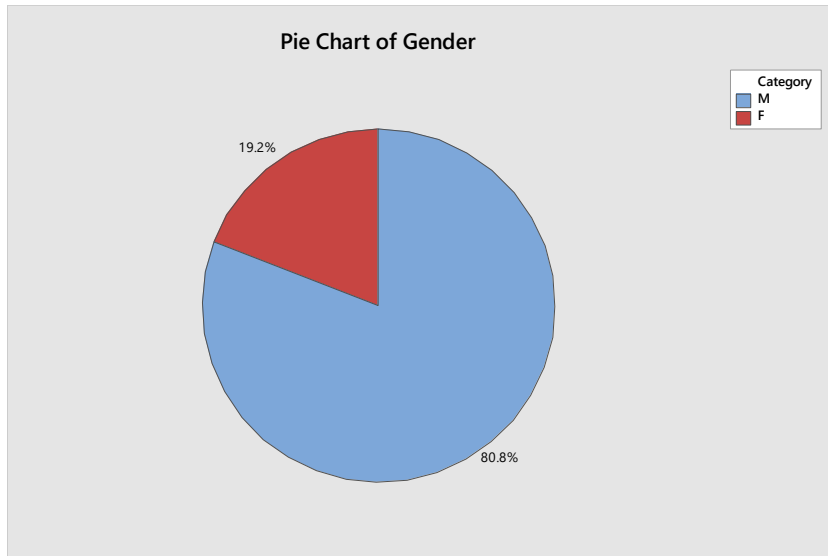


Figure 3: Frequency distribution for community members by Age

We can make a note regarding age level in figure (3) above that the average of the age in the community members is between 30-39 years old. So, we can say that most of the members are in their youth.

#### **Frequency of Gender:**



**Figure 4: frequency distribution by Gender**

We can note from figure (4) which appears above that the percentage of males is 80.8 % and females make up 19.2% of the community members. So, we can say that the majority are males.



### Frequency of Educational Level:

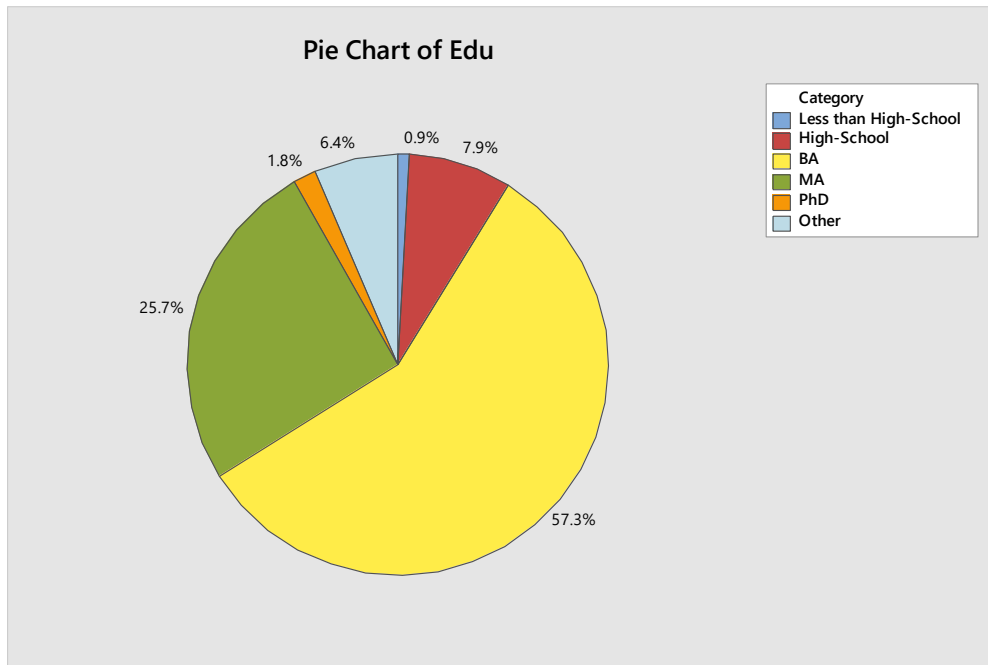
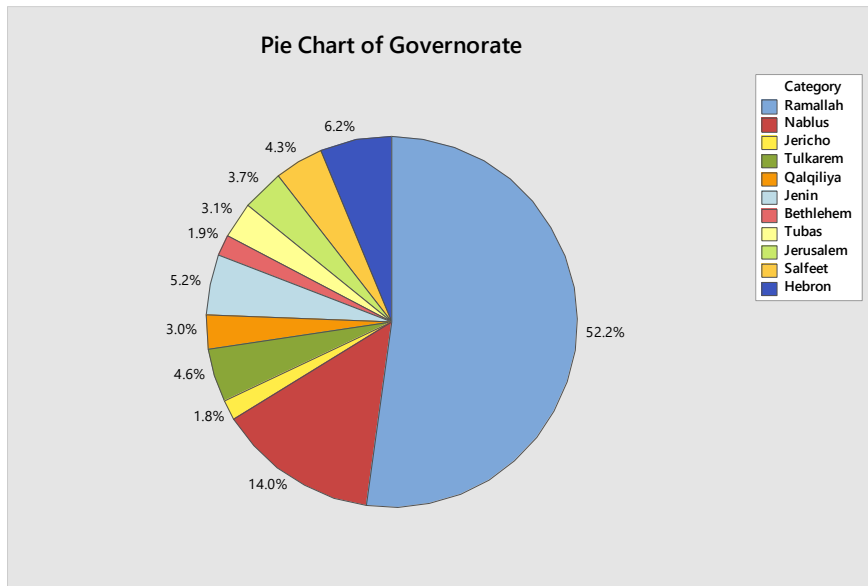


Figure 5: frequency distribution for community member Educational level

From figure (5) above we can make a note that the educational level of the members whom received a degree that is less than high-school are about 0.9%, followed by High-School 7.9 %, BA Degree about 57.3%, MA Degree about 25.7%, PhD Degree about 1.8%. Other degrees (like Diplomas) are about 6.4%. Thus, we can conclude that most of community members have a BA certification and they are educated.

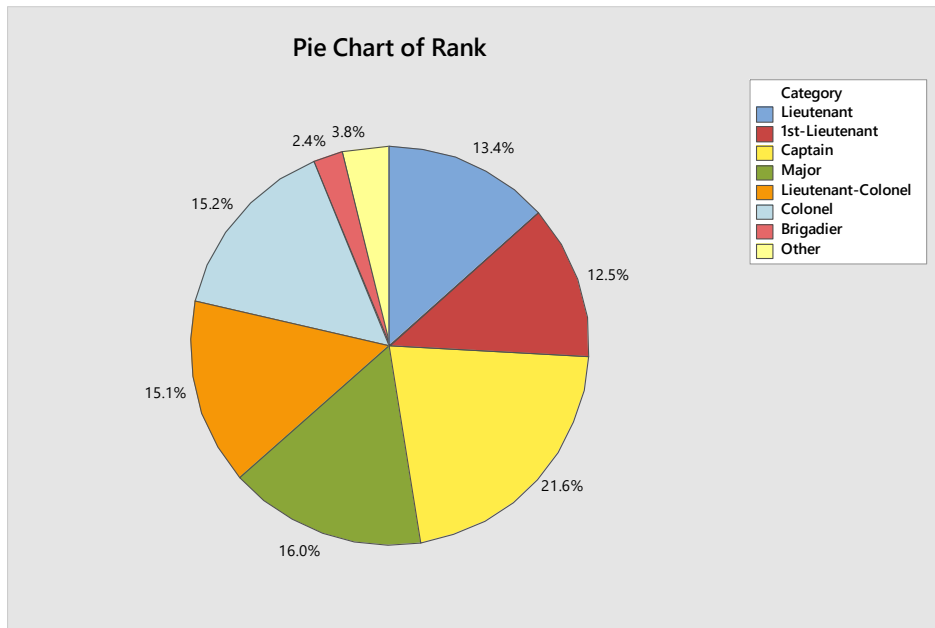
### Frequency of Governorate:



**Figure 6:** Frequency distribution of community member by Governorate

Regarding the Palestinian Governorate which appears in figure (6) above, we can note that the percentage of the members in Ramallah are about 52.2 %, followed by Nablus 14 %, Hebron about 6.2%, Jenin about 5.2%, Tulkarem about 4.6% Salfeet 4.3%, Jerusalem about 3.7%, Tubas about 3.1%, Qalqeliya about 3%, Bethlehem about 1.9%, and Jericho about 1.8%. So we can conclude that more than half of the community members are from Ramallah.

### Frequency of Ranks:



**Figure 7: Frequency Distribution for member's community by Ranks**

We noted in regards to the ranks of the community members, which are shown in figure (7) above, that the percentage of members with the Captain rank is about 21.6%, followed by Major rank about 16%, Colonel rank about 15.2%, Lieutenant-Colonel rank about 15.1 %, Lieutenant rank about 13.4%, 1st-Lieutenant Rank 12.5 %, then Brigadier rank about 2.4%, and other ranks make up about 3.8% .Thus we can conclude that most of the community members have a Captain rank.

### Frequency of Law Enforcement Agencies:

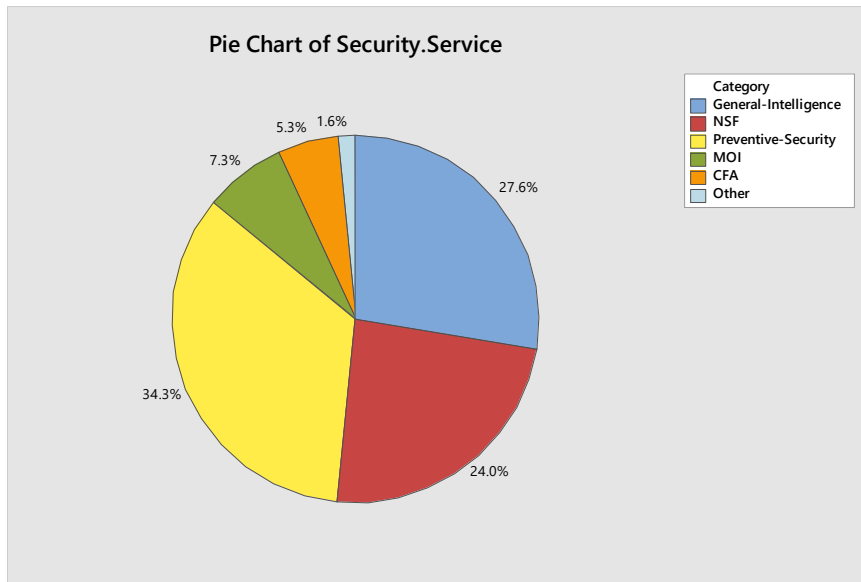


Figure 8: Frequency Distribution of community members by Security Service

Regarding the law enforcement agencies of the community members which are shown in figure (8) above, we note that the percentage of the Preventive-Security is about 34.3%, followed by General-Intelligence about 27.6%, NSF about 24%, MOI about 7.3%, CFA about 5.3%, Other law enforcement agencies about 1.6%. So, we can conclude that most of the community members are from the Preventive-Security.

### Frequency of Position:

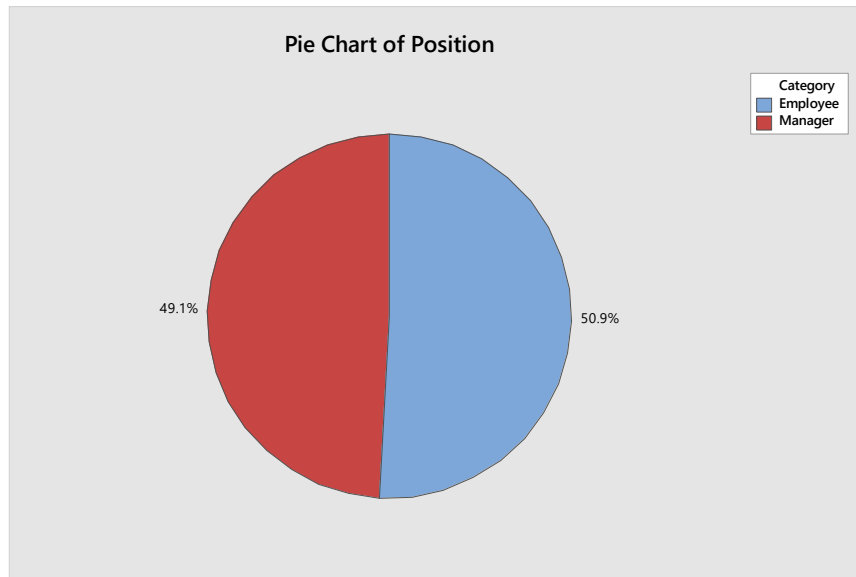


Figure 9: Frequency distribution for member's community by Position

We noted in regards to the position levels, which are shown in figure (9) above, that the percentage of employees is 50.9 % and the managers make up 49.1%. Therefore, we can say that the majority are employees, and there is a high percentage of managers; so, they can understand and answer the questionnaire.

### Frequency of Years in Position:

Table 4: Frequency distribution for community members by years in current position

	N	Mean
Year in position	178	5.7
Valid N (listwise)	178	

We noted that the amount of years in current position for each employee, which appears in table (4) above, showed that the average of the years is about 5.7 years. So, we can say that most have experience.

### Frequency of Years in law enforcement agencies:

Table 5: Frequency distribution for community members by years in law enforcement agencies

	N	Mean
Year in Security	178	13.59
Valid (listwise)	178	

We noted in regards to the years in the security service, which appears in table (5) above, that the average of the years is about 13.6 years. So, we can say that most have experience.

### Frequency of Participations in Making Strategies:

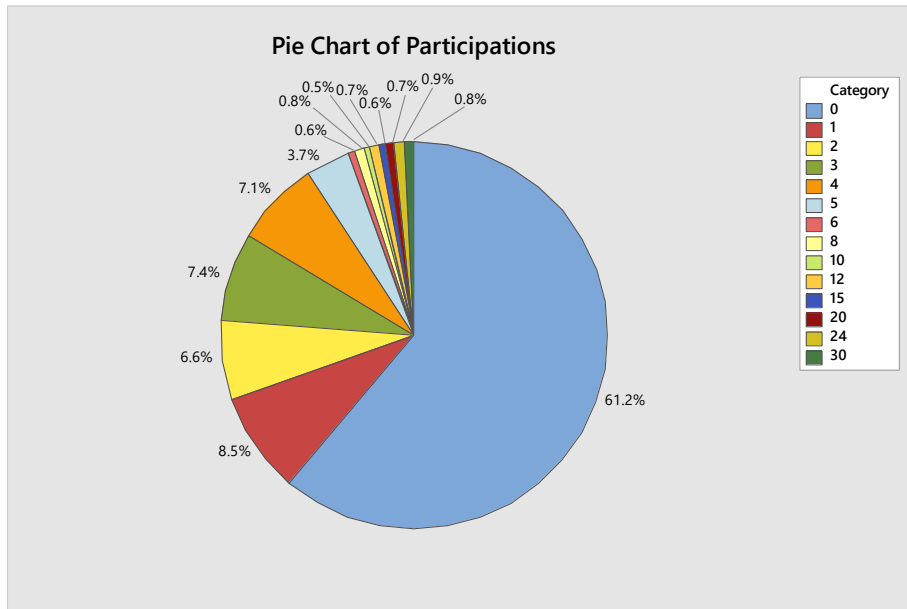


Figure 10: Frequency distribution of community member by number of participations in strategies making

We make note in regards to the number of participations, which is shown in table (6) above, that the average of amount of the participations is about 1.54 times. Figure (10) above showed that 61.2% have never participated in making strategies. So, we can say that most haven't participated in making strategies for the security agencies which they belong to.

### Frequency of Number of Courses:

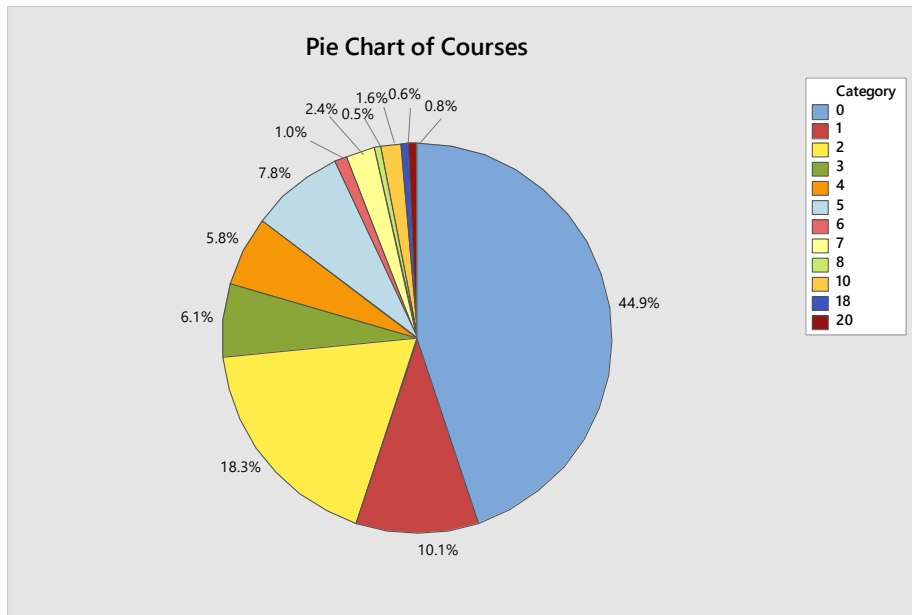


Figure 11: Frequency distribution of community member by number of Courses in Strategic Planning

We can note in regards to the number of courses, which are shown in the table (7) above that the average of members taking courses is about 1.803 times. Figure (11) above showed that 44.9% had never taken courses in strategic planning. So, we can say that about 55.1% from the community members took courses in strategic planning.

#### 4.4 Tools of Research:

A questionnaire was prepared about the implication of strategic planning in the security sector in Palestine, debating the viewpoint of the security officers.

The questionnaire included 58 questions distributed in six main fields:

Field 1: Strategic planning which includes 20 questions.

Field 2: The officers participating in preparing the plan which includes 5 questions.

Field 3: The implementation which includes 6 questions.

Field 4: Performance evaluation which includes 7 questions.

Field 5: The performance efficiency which includes 5 questions.

Field 6: Monitoring and evaluation the strategic plan which includes 15 questions.

The researcher used the Likert scale to measure the target group's responses to the questionnaire fields as shown in table (6) below:

**Table 6: Likert Scale Degree's**

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

The researcher used Degree (1) for the response of “very low degree”, so the relative weight in this case is 20%, and it fits with this response.

Also, the researcher used interviews as a tool to measure the concept of strategic planning and the implementation of it in the law enforcement agencies in the West Bank.



## **4.5 Normality Distribution Test:**

- 1- Cronbach's Alpha test: for measuring the stability of the questionnaire fields.
- 2- Split-Half test: for measuring the questionnaire fields.
- 3- t-test in one sample case: to know if the average response degree has reached the average approval level. The researcher used it to make sure of the average indicator for each questionnaire field.

## **4.6 Questionnaire Honesty:**

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

### **4.6.1 The Arbitrators Honesty:**

The researcher presented the questionnaire to a group of arbitrators composed of a number of strategic planning specialists and military experts. The names of arbitrators are listed in appendix no. (2). The researcher responded to the views of the arbitrators and made the necessary deletions and modifications in light of the proposals made.

### **4.6.2 Scale Honesty:**

#### **4.6.2.1 Internal Validity**

This means the consistency of each questionnaire question with the field to which the question belongs. The researcher calculates the internal validity for the questionnaire through calculating the correlation coefficient between each question in every field in the questionnaire and the overall degree for the same field.

### 4.6.2.2 Structure Validity

#### 1. Reliability

The stability of the questionnaire is intended to give this questionnaire the same result if the questionnaire had been redistributed more than once under the same conditions. In other words, the stability of the questionnaire means settling the results of the questionnaire and not having it being changed significantly if it has been redistributed to the members of the sample several times during the period's specific intention.

The researcher verified the persistence of the study questionnaire through two methods, which are as follows:

##### A) Cronbach's Alpha Coefficient:

The researcher used Cronbach's Alpha way to measure the stability of questionnaire, and the result is shown in table (16) below:

**Table 7: Cronbach Alpha Coefficient**

<b>Reliability Statistics</b>			
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Honesty
0.863	0.965	70	0.7447

\*Honesty = Positive square root for Cronbach Alpha Coefficient

It is clear from the results, which are shown in table (7) that the value of Cronbach Alpha coefficient was 0.863, and the value of honesty was 0.7447. This means that both the stability and honesty are high.

##### B) Split Half Method:

The test was split into two parts. Part 1 included general information and 24 questions, Part 2 included 35 questions. The correlation coefficient was calculated between a degree of part 1 and part 2. Then, the correlation coefficient was corrected

with Spearman-Brown Coefficient, and the results are as shown in the table (17) below:

**Table 8: Split Half Method**

Reliability Statistics			
Cronbach's Alpha	Part 1	Value	.703
		N of Items	35 <sup>a</sup>
	Part 2	Value	.963
		N of Items	35 <sup>b</sup>
	Total N of Items		
Correlation Between Forms			<b><u>.443</u></b>
Spearman-Brown Coefficient	Equal Length		<b><u>.614</u></b>
	Unequal Length		.614
Guttman Split-Half Coefficient			<b><u>.607</u></b>

It's clear from the results in the table (8) that the corrected Spearman-Brown coefficient is acceptable statistically.

The last version of the questionnaire, shown in the appendix (1), is able to distribute. So, the researcher made sure of the honesty and stability of the research questionnaire, making it very trustable and giving it the ability to analyze the results and answer research questions and test the hypothesis.

## 4.7 Research Data Analysis:

### First field: participation of the officers in preparing the plan

Table 9: mean and sig for each question for the field of participation in strategic plan

#	Question	Mean	Std. Deviation
1	P2Q1	3.1180	1.1802
2	P2Q2	3.4438	1.1096
3	P2Q3	3.3876	1.0951
4	P2Q4	3.6461	0.9469
5	P2Q5	3.5056	1.0590
All Questions		3.4202	1.0781

\* mean statistically  $\alpha=0.05$

Table (9) above refers to the field of “officer’s participations in strategic plan”, and the result is:

All the questions in this field, “Officers participate in the preparation of the strategic plan” got more than three as a mean, which is a high percentage. Also, the Std. Deviation values ranges around 1. This shows that officers in the security sector participated in the preparation of strategic plan, which shows that the law enforcement agencies have strategic plans and the officers who work on the law enforcement agencies participated in preparing their strategic plans.

In addition, all the law enforcement agencies cooperate with themselves in preparing the unified strategic plan for the law enforcement agencies from the strategic plans for all of the law enforcement agencies, to contribute and reach the goals, which they put as their individual plans.

## Second: field performance effectiveness:

Table 10: mean and sig for each question for the performance effectiveness

#	Question	Mean	Std. Deviation
1	P5Q1	3.8202	0.8965
2	P5Q2	3.7697	0.9314
3	P5Q3	3.7191	0.8094
4	P5Q4	3.7640	0.9270
5	P5Q5	3.7416	0.8833
All Questions		3.7629	0.8895

\* mean statistically  $\alpha=0.05$

In general, we can see from table 10 that the means for all questions in this field are more than three and the Std. Deviation is around 1. Also, the mean for all the questions is 3.7629 and Std. Deviation 0.8895.

## Third field: Monitoring & Evaluation the strategic plan:

Table 11: mean and sig for each question for Monitoring & Evaluation the strategic plan

#	Question	Mean	Std. Deviation
1	P6Q1	3.9045	0.8810
2	P6Q2	3.6011	0.9646
3	P6Q3	3.8034	0.9452
4	P6Q4	3.7247	0.9067
5	P6Q5	3.5000	0.9640
6	P6Q6	3.7303	1.0335
7	P6Q7	3.7865	0.9445
8	P6Q8	3.4719	1.1798
9	P6Q9	3.7360	0.8322
10	P6Q10	3.6292	0.9067

11	P6Q11	3.7697	1.0072
12	P6Q12	3.8090	0.9433
13	P6Q13	3.4775	1.1847
14	P6Q14	3.8708	0.9627
15	P6Q15	4.0787	0.8795
All Questions		3.7262	0.9690

\* mean statistically  $\alpha=0.05$

In general, we can see from table 11 that the means for all questions in this field are more than three and the Std. Deviation is around 1. Also, the mean for all the questions is 3.7262 and Std. Deviation 0.9690.

### **In general for all fields:**

Table 12: mean and sig for all fields

All Questions	Mean	Std. Deviation
	3.636	0.97885

\* mean statistically  $\alpha=0.05$

In general, the mean of all the fields is 3.636 and the Std. Deviation is around 1. Also, the mean for all the questions in all the fields is 3.7262 and Std. Deviation 0.9690.

## 4.8 Qualitative Analysis: field interviews

On August, 2018, the researcher had an interview with the Manager of Strategic Planning Department “SPD” in the Ministry of Interior, Dr. Waheed Qadoomi. They are responsible of preparing, implementing, monitoring and evaluating the plan. The security sector has a strategic plan prepared in the SPD in cooperation with all of the LEAs. They have sub goals SMART. The mains are not smart because it’s hard to make it determined by one time. According to the rational preparation of any strategic plan the institution or the organization concerned should define it is goals and objectives within timeframe. The implementation plan for the security sector strategic plan is in the first stage of preparing. It may be finished in one year. They are monitoring for the KPIs of the plan, but not in high percentage. “The expectations are not high especially if we keep in mind that the Palestinian security sector is not well established and we are in the state building stage. There is little data to measure if the KPI is working as wanted or not”.<sup>80</sup>

Mrs. Shatha Badawi, the Manager of the Planning Department in the Civilian Defense, was also interviewed. She answered that the C.D had a strategic plan but it is not for the eyes of the public, and no one can see it. It can only be viewed in formal procedures. There strategic plans contain SMART strategic goals, but not in the main goals, just the sub goals. SMART goals in any strategic plan<sup>81</sup>, whether they are in security sector or not, must be (S: specific, M: measurable, A: achievable, R: realistic, T: time able). The implementation plan, the C.D, started this year to prepare an implementation plan which has KPIs for each goal and is monitored.

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<sup>80</sup> Dr.Waheed Qadoomi, Manager of the Strategic Planning Department in the Ministry of Interior, SPD,MOI,AUG2018.

<sup>81</sup> Shatha Badawi, Manager of Planning Department in the Civilian Defense, AUG, 2018.

On the other hand, the previous manager of strategic planning in the Civilian Police, Dr. Mahmoud Salah Al-Deen was part of the team who made the first strategic plan for the police, and updated it every three years. “They have a real strategic plan, Real Strategic goals (SMART), implementation plan; they also have KPIs.”<sup>82</sup>

The strategic plan in the Civilian Police department is realistic and renewable because the department itself has a strategic planning unit, however we should note that the implementation was very recently, and they are working in the field to improve upon its implementation.

Dr. Enas Nazzal, Previous Manager of the Planning and budget department in the CFA, program manager of the economic security in the Preventive Security Academy, answered about the strategic plans. They stated that they have one main goal, which is not SMART; because they have a lot of sub goals (SMART). “It’s hard to sum all of the sub goals to make a measure for the main goal, or to limit the main goal. No one has an implementation plan till today, but they are working on it. They have KPIs. They monitor it by a specific department, whose main work is to monitor and evaluate the KPIs, However, it is still at a low percentage“.<sup>83</sup>

The researcher herself has noted that some security forces (apparatus) have a strategic plan written on paper but they are still running short on time when it comes to the implementation process. They have realized that there is a gap between what is written in theory and what are the actual facts on the ground.

Mr. Ahmad Bsharat, the Manager of the Planning and Projects department in the customs police, answered the researcher that” they have a strategic plan in their institutions, with SMART goals extended from the strategic plan of the security sector. There are KPIs, and they are trying

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<sup>82</sup> Dr.Mahmoud Salah Al-Deen, Previous Manager of the planning department in the police, AUG,2018.

<sup>83</sup> Dr.Enas Nazzal, Program Manager of the Economic Security in the Preventive Security Academy,AUG,2018.



to reach it by measuring them in the auditing department. The implementation plan is in the preparation stage. It seems that it will be ready by one year from now<sup>84</sup>. It seems to the researcher that security forces have no problems and hindrances in preparing the strategic plan but they always have two obstacles: 1) no time frame to finish, 2) no action plan for implementation.

The researcher took the viewpoint of the civilian employee in the state of Palestine, especially the Ministry of Finance and Planning, who is in charge of the Director General of coordination and monitoring of budget performance. Mr. Qadri Bsharat said that “the data which the CFA sent to the MOF about the strategic plan of the security sector is in the first stage of preparing the budget. He can’t say that it’s a strategic plan. It’s not a full strategic plan. Also, it’s not clear if the goals are never SMART. While implementing the budgets, the CFA doesn’t walk down the road of the plan which they sent to us previously in the first stage of preparing budget. There are no KPIs. The budget of the security sector is not combatable with the services that the security sector gives.”<sup>85</sup>

While preparing the strategic plan, it is logical to fit all stakeholders around the table in order to have a say in the plan itself, there is always a gap between MOF, which is a major department, and security forces who are working on strategic plans. Furthermore, the researcher herself feels that there should be a national unit for strategic planning that prepares plans not only for security forces but for other administrative departments of Palestinian authority.

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<sup>84</sup> Mr.Ahmad Bsharat, Manager of Planning and Projects Departments, Customs Police, AUG2018.

<sup>85</sup> Mr.Qadri Bsharat, in charge of the Director General of coordination and monitoring of budget performance, MOI, AUG2018.

## 4.9 Testing the Research Hypothesis:

To test the research hypothesis the researcher used t-test, One Way ANOVA, and Two-Sample t-test.

**Hypothesis number one (H0):** There are no significant differences between strategic planning in all law enforcement agencies and strategic planning in the scientific sense.

The researcher used t-test for 17 questions related to hypothesis number one in the questionnaire, and the P-value was 0.005, and it is less than  $\alpha=0.05$ . So, we reject the null hypothesis (H0), which means there is a significant difference between strategic planning in all law enforcement agencies and strategic planning in the scientific sense.

The researcher also tested the two sub hypothesis introduced below, using One-way ANOVA.

The table below shows the P-value and the F-Value for each sub hypothesis:

**Table 13: P-value for the elements of the questionnaire**

Factor	P-value	F-value
Governorate	0.023	2.16
Security service	0.000	7.61

We will consider the following two sub hypotheses:

Sub Hypotheses One (H0): there are no significant differences between the branches of security services in following the world standards of the strategic planning in the scientific sense.

Based on table (13) above that illustrates the F-value=7.61 and P-value=0.000 which makes us reject the sub hypothesis 1 (H0). Thus, we can conclude that there is a significant difference

between the branches of the security services in terms of strategic planning in the scientific sense.

Sub Hypotheses Two (H0): there are no significant differences between the governorate in following the world standards of the strategic planning in the scientific sense.

Based on table (13) above that illustrates the F-test=2.16 and P-value=0.023 which makes us reject the sub hypothesis 2 (H0), we can conclude that there is a significant difference between governorate in terms of strategic planning in the scientific sense.

**Hypothesis number two (H0):** There are no significant differences between how strategic plans are prepared in the security sector and how they are prepared in a scientific sense.

The researcher used t-test for 15 questions related to hypothesis number two. The result was  $t = 7.68$ , the P-value was 0.000, and it is less than the significant level  $\alpha=0.05$ . So, we reject the null hypothesis (H0), which means there are significant differences in how strategic plans are prepared in the security sector and how they are prepared in a scientific sense.

The researcher also tested the two sub hypothesis which are given below, using One-way ANOVA. The table below shows the P-value and F value for each sub hypothesis:

**Table 14: P-value for the elements of the questionnaire**

Factor	P-value	F-value
Governorate	0.032	2.04
Security service	0.000	8.34

We will consider the following two sub hypotheses:

Sub Hypotheses One (H0): there are no significant differences between the branches of the security services in following the world standards of preparing strategic plans in the scientific sense.

Based on table (14) above that illustrates the F-value =8.34 and P-value=0.000 which makes us reject sub hypothesis 1 (H0), we can conclude that there is a significant difference between security services and preparing strategic plans in the scientific sense.

Sub Hypotheses Two (H0): there are no significant differences between the governorate in following the world standards of preparing strategic plans in the scientific sense.

Based on table (14) above that illustrates the F-value=2.04 and P-value=0.032 which makes us reject the sub hypothesis 2 (H0), we can conclude that there is a significant difference between governorate and preparing strategic plans in the scientific sense.

**Hypothesis number three (H0):** There are no significant differences between annual budgets with strategic planning in the security sector and the scientific concept of linking budgets and strategic plans in preparation for the budget.

The researcher used t-test for 6 questions related to the hypothesis number three in the questionnaire. The results were  $t = -6.24$ , P-value was 0.09, and it is less than the significant level  $\alpha=0.05$ . So, we reject the null hypothesis H(0), which means there is a significant difference between annual budgets with strategic planning in the security sector and the scientific concept of linking budgets and strategic plans in preparation for the budget.

The researcher also tested the two sub hypothesis which are given below, using One-way ANOVA. The table below shows the P-value and F-value for each sub hypothesis:

**Table 15: P-value for the elements of the questionnaire**

Factor	P-value	F-value
Rank	0.013	2.64
Security service	0.001	4.44

We will consider the following two sub hypotheses:

Sub Hypotheses One (H<sub>0</sub>): there are no significant differences between the branches of the security services in following the world standards of linking strategic plans with budgets in the scientific sense.

Based on table (15) above that illustrates the F-value =4.44 and P-value=0.001 which makes us reject the sub hypothesis 1 (H<sub>0</sub>), we conclude that there is a significant difference between security services in following the world standards of linking strategic plans with budgets in the scientific sense.

Sub Hypotheses Two (H<sub>0</sub>): there are no significant differences between the ranks in following the world standards of linking strategic plans with budgets in the scientific sense.

Based on table (15) above that illustrates the F-value=2.64 and P-value=0.13 which makes us reject the sub hypothesis 2 (H<sub>0</sub>), we conclude that there is a significant difference between ranks in following the world standards of linking strategic plans with budgets in the scientific sense.

**Hypothesis number four (H<sub>0</sub>):** There are no significant differences between the disbursement process on the agencies that meet the objectives of the security establishment and the scientific concept of linking the budget to achieve the strategic objectives.

The researcher used t-test for 5 questions related to the hypothesis number five in the questionnaire. The result was  $t = -7.32$ , P-value was 0.00, and it is less than significant level  $\alpha=0.05$ . So, we reject the null hypothesis  $H(0)$ , which means there is a significant difference between the disbursement process on the agencies that meet the objectives of the security establishment and the scientific concept of linking the budget to achieve the strategic objectives.

The researcher also tested the two given sub hypothesis below, using One-way ANOVA. The table below shows the P-value and F-value for each sub hypothesis:

**Table 16: P-value for the elements of the questionnaire**

Factor	P-value	F-value
Rank	0.016	2.54
Security service	0.002	3.95

We will consider the following two sub hypotheses:

Sub Hypotheses One ( $H_0$ ): there is no significant difference between the branches of the security services in following the world standards of linking the budget to achieve the strategic objectives in the scientific sense.

Based on table (16) above that illustrates the F-value =3.95 and P-value=0.002 which makes us reject the sub hypothesis 1 ( $H_0$ ), we can conclude that there is a significant difference between security services in following the world standards of linking strategic plans with budgets in the scientific sense.

Sub Hypotheses Two ( $H_0$ ): there is no significant difference between the standing ranks in following the world standards of linking the budget to achieve the strategic objectives in the scientific sense.

Based on table (16) above that illustrates the F-value=2.54 and P-value=0.16 which makes us reject the sub hypothesis 2 (H0), we can conclude that there is a significant difference between the standing ranks in following the world standards of linking the budget to achieve the strategic objectives in the scientific sense.

**Hypothesis number five (H0):** There are no significant differences between the implementation of the strategic plan for each branch, body or directorate, the strategic plan for the security sector and the implementation of strategic plans in the scientific sense.

The researcher used t-test for 8 questions related to the hypothesis number six in the questionnaire. The result was  $t = -7.10$ , P-value was 0.000, and it is less than significant level  $\alpha=0.05$ . So, we reject the null hypothesis H(0), which means there is a significant difference between the implementation of the strategic plan for each branch, body or directorate, the strategic plan for the security sector and the implementation of strategic plans in the scientific sense.

The researcher also tested one sub hypothesis, using One-way ANOVA. The table below shows the P-value and F-value for the sub hypothesis:

**Table 17: P-value for the elements of the questionnaire**

Factor	P-value	F-value
Security service	0.000	13.40

We will consider the following one sub hypotheses:

Sub Hypotheses One (H0): there is no significant difference between security services in following the world standards of implementing the strategic plans in the scientific sense.

Based on table (17) above that illustrates the F-value =13.40 and P-value=0.000 which makes us reject the sub hypothesis 1 (H0), we can conclude that there is a significant difference between security services in following the world standards of implementing the strategic plans in the scientific sense.

**Hypothesis number six (H0):** There are no significant differences between the monitoring and evaluation of strategic plans in the security sector and their scientific concept.

The researcher used t-test for 12 questions related to the hypothesis number seven in the questionnaire. The result was  $t = -8.22$ , P-value was 0.000, and it is less than significant level  $\alpha=0.05$ . So, we reject the null hypothesis  $H(0)$ , which means there is a significant difference between the monitoring and evaluation of strategic plans in the security sector and their scientific concept.

The researcher also tested two sub hypothesis introduced below, using One-way ANOVA. The table below shows the P-value and F-value for each sub hypothesis:

**Table 18: P-value for the elements of the questionnaire**

Factor	P-value	F- value
Educational level	0.045	2.32
Security service	0.000	10.37

We will consider the following two sub hypotheses:

Sub Hypotheses One (H0): there is no significant difference between the branches of the security services in following the world standards of monitoring and evaluation of strategic plans in the scientific sense.

Based on table (18) above that illustrates the F-value =10.37 and P-value=0.000 which makes us reject the sub hypothesis 1 (H0), we can conclude that there is a significant difference between



security services in following the world standards of monitoring and evaluation of strategic plans in the scientific sense.

Sub Hypotheses Two ( $H_0$ ): there is no significant difference between educational level in following the world standards of monitoring and evaluation of strategic plans in the scientific sense.

Based on table (18) above that illustrates the  $F\text{-value}=2.32$  and  $P\text{-value}=0.045$  which makes us reject the sub hypothesis 2 ( $H_0$ ), we conclude that there is a significant difference between educational level in following the world standards of monitoring and evaluation of strategic plans in the scientific sense.

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

### **5.1 Introduction**

### **5.2 Results of the Research**

### **5.3 Recommendations of the Research**

### **5.4 Future proposed studies**

## 5.1 Introduction

Depending on the fields studies which the researcher did about the implications of strategic planning in the security sector in Palestine, this research got a group of results from the data which the researcher collected from the questionnaire. The results were analyzed, explained and linked to related previous studies in Chapter Four. In this chapter, the most important results of the research will be drawn, as well as the most important recommendations.

## 5.2: The results of the Research

The study came up with a series of results, the most important ones are:

1. The results indicate that the Head of LEA supports the strategic planning process, but does not commit to continuously pursuing it to develop its performance.
2. The findings have concluded that the Head of the law enforcement agencies has a clear understanding of the strategic planning process, convinced of its importance to their institutions, and encourages officers to participate in strategic planning.
3. The results show that there is a positive relation between the Head of LEA Support and the performance of the security service.
4. The results show that external and internal environment analysis helps the law enforcement agencies to develop their vision, mission and strategies.
5. The results show that the law enforcement agencies develop a clear vision, but this vision should be clear to all staff members and officers in the LEA.
6. The results show that the law enforcement agencies develop wishes, because those wishes don't have any limitation in time, so they are not strategic goals.

7. The results show that the law enforcement agencies have values and principles governing their behavior.
8. The results show that the law enforcement agencies have strategic plans.
9. The results show that there is a positive relation between having a strategic plan and the performance of the security service.
10. The results show that the law enforcement agencies implement their strategic plans without an implementing plan designed before implementing, so there is no monitoring on implementing.
11. The results show that there is a positive relation between the implementing plans and the performance of the law enforcement agencies.
12. The results show that the law enforcement agencies have an auditing role on implementing their strategic plan through the internal auditing, monitoring and evaluation.
13. The results show that there is a positive relation between the evaluation and monitoring the plans and the performance of the security service
14. The results show that the law enforcement agencies contribute to achieving its mission and strategic goals, but not at standards, to make the law enforcement agencies reach the target of their strategic goals and increase the level of efficiency.
15. The results show that all the law enforcement agencies cooperate with each other's in preparing a unified strategic plan for the law enforcement agencies from the strategic plans for all of the law enforcement Agencies
16. The results show that just the officers who work in the planning departments in the security sector participated in the preparation of the strategic plan.

17. The results show that there is a continuous follow-up for all levels in the implementation of the plan for the security sector.
18. The results show that there is a monitoring and evaluating of the strategic plans of the law enforcement agencies, but not in a high level, and it needs more work on it to reach the highest level.
19. The results show that the organizational structure of the law enforcement agencies is not stable by the surrounding variables, which means that there is flexibility.
20. The results show that the evaluation of the strategic plan is more important than the monitoring process in the implantation of the plan.
21. The results show that the financial monitoring is existing only in the financial department.
22. The results show that there is no relation between the organizational structure and the financial barriers in the security service.

### **5.3 Recommendations of the research**

1. Continue using and applying the strategic planning process in the law enforcement agencies, because it's a managing tool helping the organizations to adapt and to be resilient with the internal and external environment.
2. Increase the number of courses related to strategic planning for the senior managers and the officers to develop their planning skills.
3. Decrease the financial hurdles which could face the development in the security service.
4. It is important that the law enforcement agencies adopt an evaluation and monitoring systems fits the nature of the security service work.
5. Encourage all the officers to participate in the strategic plan.
6. Establish a strategic plan every three years at least, learn the lessons from the previous plans and make an implementation plans too.
7. The law enforcement agencies should determine their key performance indicators (KPI's), and measure it from time to time to determine the realistic performance for them and drew a comparison with what they achieved before.

### **5.4 Future proposed studies**

- A study of the relation of the preparing budget process and the strategy plans in the law enforcement agencies.
- A study of the relation between strategic plans and implementing plans in the law enforcement agencies (each security service as a case study).
- A study of encourage and its relation with the strategic plan.
- A study of the relation between the military training and planning.

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## Appendix (1): Questionnaire

أولاً: المعلومات العامة:

- العمر: \_\_\_\_\_
- الجنس: ☐ ذكر ☐ انثى
- المؤهل العلمي: .....
- المحافظة: .....
- الرتبة الحالية: .....
- الجهاز الأمني / الهيئة / المديرية : .....
- المسمى على الهيكل الوظيفي: (.....)
- مدة الخدمة في المسمى الحالي: (.....) سنة
- مدة الخدمة في الجهاز الأمني: (.....) سنة
- عدد المشاركات في اجتماعات أو ورشات عمل ذات صلة برسم استراتيجيات الجهاز الأمني : (.....) مشاركة
- عدد الدورات التي اجتزتها في مجال التخطيط : (.....) دورة

## ثانياً: الاستبيان

**الفقرة الأولى: التخطيط الاستراتيجي** (خارطة تُرشدك إلى الطريق الصحيح بين نقطتين، أولها أين أنت الآن، والأخرى أين ترغب أن تكون في المستقبل وكيف يمكنك أن تحقق ذلك)

الرقم	الموضوع	وافق بشدة	وافق	محايد	لا اوافق	لا اوافق بشدة
1	قبول فكرة التخطيط الاستراتيجي في المؤسسة الأمنية.					
2	وضوح فكرة التخطيط الاستراتيجي في المؤسسة الأمنية.					
3	اطلعت على الخطة الاستراتيجية لقطاع الأمن.					
4	وجود خطة استراتيجية لدى الجهاز الأمني الذي تعمل به					
5	رؤية الجهاز الأمني الذي تعمل به واضحة.					
6	تتفق مع الرؤية الموجودة في الخطة التطويرية لجهاز الأمني الذي تعمل به.					
7	رسالة الجهاز الأمني الذي تعمل به واضحة.					
8	تعكس الرسالة أسباب وجود الجهاز الأمني الذي تعمل به.					
9	المشاركة الفعالة لموظفي الاختصاص في صياغة الاهداف الاستراتيجية.					
10	وضوح القيم الجوهرية للجهاز الأمني الذي تعمل به.					
11	تصاغ الاهداف الاستراتيجية بموضوعية.					
12	تؤثر القيم الجوهرية على سلوك العاملين بالجهاز الأمني الذي تعمل به.					
13	وجود أهداف واضحة للجهاز الأمني الذي تعمل به.					
14	أهداف الجهاز الأمني الذي تعمل به واقعية.					
15	أهداف الجهاز الأمني الذي تعمل به قابلة للقياس.					
16	أهداف الجهاز الأمني الذي تعمل به لها وقت محدد.					
17	الوقوف على نقاط القوة والضعف عند وضع الخطط الاستراتيجية.					
18	مراعاة الإمكانات الداخلية في وضع الأهداف الاستراتيجية للجهاز الأمني الذي تعمل به.					
19	تحدد خطة الجهاز الأمني الذي تعمل به موازنة تقديرية خاصة بجميع اوجه انشطته.					
20	الخطة الاستراتيجية للجهاز الأمني الذي تعمل به مرنة، قابلة للتعديل.					

### الفقرة الثانية: مشاركة الضباط في وضع الخطة

الرقم	الموضوع	وافق بشدة	وافق	محايد	لا اوافق	لا اوافق بشدة
1	يشارك الضباط في اعداد الخطة الاستراتيجية.					
2	يشجع المدراء مرؤوسيهم للتعبير عن أفكارهم ومقترحاتهم.					
3	اتباع المدير للعمل الجماعي في اتخاذ القرارات.					
4	تشارك الادارات التنفيذية في اعداد الخطة الاستراتيجية من خلال تزويد البيانات والمعلومات عن الأنشطة.					
5	تشجيع المدراء لمرؤوسيهم في مواجهة التحديات.					

### الفقرة الثالثة: التنفيذ (يقصد به تنفيذ الخطط الاستراتيجية)

الرقم	الموضوع	وافق بشدة	وافق	محايد	لا اوافق	لا اوافق بشدة
1	تتبنى الادارة العليا في الجهاز الأمني الذي تعمل به الخطة الاستراتيجية والسياسات المتعلقة بها.					
2	تختار الإدارة موارد بشرية مؤهلة لتنفيذ الخطة الاستراتيجية.					
3	الهيكل التنظيمي للجهاز الأمني الذي تعمل به معد بطريقة تلائم تنفيذ الخطة الاستراتيجية.					
4	اعتماد الجهاز الأمني الذي تعمل به منهجية واضحة لتنفيذ الخطة الاستراتيجية.					
5	يوفر الجهاز الأمني الذي تعمل به دورات تدريبية لتنفيذ الخطة الاستراتيجية.					
6	تتبنى الاجهزة الامنية التدريب اللازم لتنمية المهارات المطلوبة لتنفيذ الخطة الاستراتيجية.					

الفقرة الرابعة: تقييم الأداء (مراجعة الأداء أو تقييم الموظف، هي الطريقة التي يتم من خلالها يتم تقييم أداء الموظف)						
الرقم	الموضوع	وافق بشدة	وافق	محايد	لا اوافق	لا اوافق بشدة
1	يضع الجهاز الأمني الذي تعمل به معايير لتقييم الاداء.					
2	يوجد عملية تقييم مستمرة للأداء في الجهاز الأمني الذي تعمل به.					
3	تطبق الاجهزة الامنية معايير النزاهة والشفافية عند إجراء عملية التقييم.					
4	يوجد نظام حوافز لتطوير الأداء في الجهاز الأمني الذي تعمل به.					
5	يعتمد الجهاز الأمني الذي تعمل به تقارير تقييم الاداء.					
6	وجود معايير لقياس الرضى في الجهاز الأمني الذي تعمل به.					
7	يستفيد الجهاز الأمني الذي تعمل به من التغذية الراجعة من المجتمع المحلي (المدني) لتلبية احتياجاته الحالية والمستقبلية.					

الفقرة الخامسة: فاعلية الأداء (القدرة على إحداث تأثير)						
الرقم	الموضوع	وافق بشدة	وافق	محايد	لا اوافق	لا اوافق بشدة
1	التزام الجهاز الأمني الذي تعمل به بالتخطيط المستمر لتطوير أدائه.					
2	تساهم ادارة الجهاز الأمني الذي تعمل به في رفع مستوى الأداء.					
3	ارتباط الخطة الاستراتيجية في الجهاز الأمني الذي تعمل به مع الأداء.					
4	تساهم ادارة الجهاز الأمني الذي تعمل به في تنمية المهارات.					
5	تسعى جهود التخطيط إلى التنسيق بين أداء الإدارات المختلفة في الجهاز الأمني الذي تعمل به.					

الفقرة السادسة: متابعة وتقييم الخطة الاستراتيجية:

الرقم	الموضوع	وافق بشدة	وافق	محايد	لا اوافق	لا اوافق بشدة
1	وضوح الهيكل التنظيمي في الجهاز الأمني الذي تعمل به.					
2	مرونة الهيكل التنظيمي للجهاز الأمني الذي تعمل به.					
3	يسهل الهيكل التنظيمي للجهاز الأمني الذي تعمل به التواصل مع الأجهزة الأمنية الأخرى.					
4	يخفف الهيكل التنظيمي للجهاز الأمني الذي تعمل به من الأعباء الإدارية.					
5	اعادة هيكلة الجهاز الأمني الذي تعمل به وفق المتطلبات والاحتياجات.					
6	وجود متابعة لتنفيذ الخطة الاستراتيجية في الجهاز الأمني الذي تعمل به.					
7	وجود مراقبة على تنفيذ الخطة الاستراتيجية في الجهاز الأمني الذي تعمل به.					
8	وجود تقييم لمراحل تنفيذ الخطة الاستراتيجية في الجهاز الأمني الذي تعمل به.					
9	يخفف الهيكل التنظيمي في الجهاز الأمني الذي تعمل به من الأعباء المالية.					
10	يوجد تقارير مالية دورية ترفع الى وزارة المالية مما يعزز تنمية الجهاز الأمني الذي تعمل به.					
11	هناك ما يردع الجهاز الأمني الذي تعمل به من اي تجاوزات مالية.					
12	يوجد رقابة مالية على الجهاز الأمني الذي تعمل به.					
13	لا يوجد تجاوزات في امور الترقية مما يؤثر ايجابيا على تنمية الجهاز الأمني الذي تعمل به.					
14	وجود مدونة سلوك لكل شخص منتسب للجهاز الأمني الذي تعمل به.					
15	القوانين واللوائح التنظيمية التي تنطبق على الجهاز الأمني الذي تعمل به بحاجة الى تعديل.					



## Appendix (2): Arbitrators of questionnaire

Names of Arbitrators questionnaire questions:

	Name of arbitrator	Job	Sector
1	Prof. Ayman Yousef	Doctor in Political Science at the Arab American University	Academic
2	Dr. Mahmoud AlManassra	Dean of scientific Research at the Arab American University	Academic
3	Dr. Dalal Erekat	Vice President for international relations of the Arab-American University	Academic
4	General Dr. Mohammad Al-Jabrini	Security Assistant of the Interior Minister	Military
5	Brigadier Dr. Mahmoud Salah el-Din	Director of the Interpol Office/ Ministry of the Interior	Military
6	Dr. Naser AL-Saafen	D/Dean University College of Educational Sciences(UNRWA)	Psychology
7	Dr. Abdulkarem Abo-Khashan	Doctor in Arabic Language in Birzeit University	Academic

## ملخص الرسالة

هدف هذا البحث هو التعرف على مضامين التخطيط الاستراتيجي في قطاع الامن الفلسطيني، وعلاقته بتطوير اداء الأجهزة الأمنية الفلسطينية، استخدمت الباحثة المنهج الوصفي التحليلي، وتم استخدام الاستبيان كأداة لجمع المعلومات كون البحث هو عبارة عن بحثا كميا، وزعت الباحثة 190 استبيان واستردت 178 استبيان اي ما نسبته 93.6%، وظهرت نتائج البحث ما يلي:

ان الادارات العليا في الأجهزة الأمنية وصناع القرار يدعمون عملية التخطيط الاستراتيجي، و يشجعون بعض الضباط على المشاركة في عملية التخطيط الاستراتيجي، يوجد في الأجهزة الأمنية خطط استراتيجية خاصة بها، هناك علاقة ايجابية بين الادارة العليا في الجهاز الامني و ادائه، وان تحليل البيئة الداخلية والخارجية يساعد بشكل كبير الأجهزة الأمنية في تحديد رؤيتها ورسالتها، و ايضا اوضحت نتائج البحث بان الأجهزة الأمنية لديها رؤيتها ورسالتها ولكن لا يعلم بها كافة الضباط العاملين بالجهاز الامني، لدى الأجهزة الأمنية اهداف استراتيجية ولكن غير محددة بوقت محدد كونها تتكرر في كل خطة، يوجد لدى الأجهزة الأمنية عملية تقييم لنتائج الخطة الاستراتيجية في نهاية كل فترة ولكن ليس بالشكل العلمي المطلوب، لا يوجد خطط تنفيذية للخطط الاستراتيجية، كافة الأجهزة الأمنية تتعاون مع بعضها البعض لعمل خطة استراتيجية موحدة لقطاع الامن الفلسطيني، يوجد متابعه وتقييم للخطط الاستراتيجية ولكن بدون مؤشرات للقياس و ليست بالشكل العلمي المطلوب، كما وظهرت النتائج المرونة في وضع الهياكل التنظيمية الأجهزة الأمنية و العلاقة التي تربطها بتطوير الاداء والتي هي ايجابية ولكن اظهرت ايضا بأن تغيير الهياكل التنظيمية لا يؤثر على الامور والتحديات المالية، الا في الاجهزة التي تعنى بالمال فقط.