



Arab American University
Faculty of Graduate Studies

**The Reality of Strategic Planning in the North
Municipalities of the West Bank, its effect on
decision making**

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Thesis Approval

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Declaration

I declare that this Master dissertation has been composed by me and is based on my own work, unless stated otherwise. I confirm that this Master's thesis is my own work and I have documented all sources and material used; no other person's work has been used without due acknowledgement.

All references and verbatim extracts have been quoted, and all sources of information, including graphs and data sets, have been specifically acknowledged. To my best knowledge, this Master dissertation has not been accepted in any other previous application for a degree, in whole or in part.

Name:

Signature:

Dedicated

To....

My father

A strong and gentle soul....Who taught me to trust all...
Believe in God will as a whole...A kind- hearted was he to all.....live long
in peace your soul.....

My Mother

My beloved, the symbol of patience and continuous giving
Who brought me up, always accompanied with long prayers and wishes...

My Wife

For supporting and encouraging me to believe in myself...
When being upset, cried, she always said.....
Never doubt yourself, you are strong, you can do it!

My Family

It's sometimes hard to put words ...Just what I'd like to say...
There'll always be a special place....For you within my heart.

My University

For being the castle and the minaret of science and culture, the AAUJ...

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"So many of our dreams at first seem impossible, then they seem improbable, and then, when we summon the will, they soon become inevitable" Christopher Reeve.

The time of writing this dissertation has been one of the most stressful periods in my life. I have experienced many huddle and trial during this master journey. Many have caused me to cry, but all of my tribulations have molded me into a stronger person.

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Abstract

The Reality of Strategic Planning in the North Municipalities of the West Bank, its effect on decision making

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This research is aimed to investigate the reality of strategic planning in the Northern municipalities of the West Bank and its effect on decision making. The sample study consists of six municipalities that include the mayors, the managers, and the municipalities head sectors. The study also aims to shed light on the extent of awareness of the strategic planning, the trends of municipalities towards the strategic planning, providing data to practice planning in these municipalities, the availability of good standards concerning the contents and the elements of the strategic planning in these municipalities.

The researcher used the descriptive analytical method in developing the questionnaire about the reliability and validity of performance. Sixty questionnaires were distributed on the study sample. The researcher also collected information and tested the hypotheses through the questionnaire and literature review, followed by the analysis of the outcomes of the questionnaire using the SPSS.

The research results revealed that there is a direct impact between the availability of strategic planning elements and decision making, and increasing the availability of strategic planning elements by 10 units may increase the decision making by 7.94 units. This means that there is a significant impact of the reality of strategic planning on decision making in the municipalities in the North West Bank of Palestine.

But there is no impact of the predictor variables (clarity of strategic planning concept, municipality attitudes toward strategic planning, and strategic planning practice by the municipalities) on decision making.

The research recommended that making it possible for all employees at municipalities and training them about the concept of the strategic planning concerning the preparation of strategic plan, studying and implementing it.

The study clarifies a range of results and recommendations apart from the internal and external variables that includes services presented to citizens. The municipalities; therefore, have to commit themselves to prepare a strategic planning without having any connection with foreign finance.

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List of Abbreviations

WB	West Bank
ST	Strategic Planning
CM	Central Municipalities
MM	Major Municipalities
BM	Basic Municipalities
EM	Emerging Municipalities
SWOT	Strengths, Weaknesses, Opportunities and Threats.
STEEP	Social, Technical, Economical, Educational, and Political Factors.

Chapter One

Introduction

1.1 Background

Strategic planning (ST) is considered as one of the main basic and important factors that is needed by all institutions to make an administrative evolution. It constitutes a basic element to compare between various working methods throughout the vast technological advances in means of communications, the scientific and information age, the severe competition to control and maintain, and the best use of sources and the available abilities. A strategic plan is a document used to interconnect with the establishment the firm's goals, the activities needed to attain those objectives and all of the other acute essentials developed during the preparation exercise (Wolf & Floyd, 2017).

The strategic planning (ST) is mainly concerned with the changes that takes place in the strategic abilities and duties. Therefore, strategic planning helps in the development of a clear concept of the institution. This enables it to be able to formulate plans and activities in a close relation to its aims. It also makes it possible for managers to confront and deal with the environmental changes which mean to find a true treatment for a quick- changing environment where their institution works (Al- Sidairi, 2010, p 36).

So, strategic planning is considered one of the methods which help institutions and organizations in all kinds, forms and sizes adapt with their external and internal

environment and thus increasing their competences and the effectiveness of their debouches whether they were products or services (Julian, 2013).

The strategic planning in organizations include a performance and a complete development which confirms that the strategic planning is far away from randomness. It is the guide to decision making and efforts. It is crystal clear that the strategic planning aims to establish the public goals of any given organization in better ways and less cost, that is why it will never be established unless the appropriate means have been chosen (Taiwo & Idunnu, 2007).

Concerning Palestine as a part of the global system, it participates in the process whether it affects or is affected by negatively or positively. Moreover, having a look at the North municipalities in the West Bank (WB) as an institutional sample, one could see that these administrative institutions are affected by the recent global events (Maoz, 2015).

Consequently, these institutions (municipalities) are forced to adopt and accommodate with these events to cope with worldwide changes to maintain their progress and continuity.

Since strategic planning is regarded as one of the vital means of modern administrative that enables the municipality to adopt and accommodate with its local situation and the worldwide impacts, it ensures the maintenance, the success and the continuity of the institution to achieve its goals and services. As a result, the municipalities play a crucial role in providing citizens with a wide range of services in various aspects. To enable these institutions to provide the best services, they should be

aware of and have conscious of the inner and outer changes which force all employees in these institutions to have knowledge of the strategic planning concept, stick to it, and find possible ways to apply it (Wolf & Floyd, 2017).

1.2 Problem statement

The strategic planning is considered as a rule which other administrative occupations are based on. It is also an effective means to achieve long-term goals which helps the institution to determine its goals, the methods used to achieve them, and to maintain balance throughout the continuing global changes. According to the researcher, there were only few studies that deal with the strategic planning except that one for Nabil Issa titled under the same heading. Therefore, the dilemma of the study is to find out the reality of strategic planning in the North Municipalities, their effect on decision making, this study tried to find answer for the following main question:

What is the reality of strategic planning and its impact on the decision making in the municipalities in the North West Bank of Palestine?

The study tried to answer the following sub-questions:

1. What is the reality of strategic planning in the municipalities of North West Bank of Palestine?
2. What is the level of clarity of strategic planning elements in the municipalities of North West Bank of Palestine?
3. What are the municipalities' attitudes towards strategic planning elements in the municipalities of North West Bank of Palestine?

4. What is the level of strategic planning practice in the municipalities of North West Bank of Palestine?
5. What is the level of availability of strategic planning elements in the municipalities of North West Bank of Palestine?
6. What is the level of decision making in the municipalities of North West Bank of Palestine?
7. What is the role of the study variables of (gender, qualification, position, and experience) in the impact of strategic planning elements on decision making in the municipalities of North West Bank of Palestine?

1.3 Significance of the study

This study is of great importance as it deals with one of the vital and basic administrative topics in the success of any institution that is, the strategic planning first, then because it specifies the municipalities in Palestine for the important role performed by these under the political circumstances of the Israeli occupation. Therefore, these municipalities try to surpass with their duties and responsibilities to be the best under the various Israeli practices of blockade and closures.

Consequently, this study shed light on some important results and recommendations which mainly deals with municipalities so as to comprehend the notion of strategic planning, its importance and application.

The study is also of great importance since it clarifies the vital role of municipalities in providing citizens with various services directly and constantly as they are aware of the basic needs more than other various institutions and ministries. These

basic services are provided to citizens through the local authorities and rural councils as they suffer from the scarcity of own resources under occupation, and the lack of government support.

So, because of the absence of previous studies dealt with the reality of strategic planning in the North Municipalities of the West Bank and its effect on decision making, this study is of great importance as it clarifies the impact of strategic planning in the implementation of limited possibilities in order to improve services and developments in West Bank.

1.4 Objectives of the study

This study aims to achieve the followings:

1. To determine the impact of the reality of strategic planning on decision making in the municipalities in the North West Bank of Palestine.
2. To determine the level of decision making in the municipalities of North West Bank of Palestine.
3. The determine the role of the study variables of (gender, qualification, position and experience) in the impact of strategic planning elements on decision making in the municipalities of North West Bank of Palestine.
4. To find the relationship between strategic planning and decision making in the municipalities in the North West Bank of Palestine.

1.5 Study Hypotheses

Upon the study objectives and framework, the study hypotheses can be formulated as follows:

H. 0: Strategic Planning doesn't play a role in the Northern West Bank Municipalities.

H. 01: The availability of strategic planning elements doesn't play a role in the Northern West Bank Municipalities.

H. 1: Decision Making doesn't play a role in the Northern West Bank Municipalities.

H.2: There are no statistically significant differences at ($\alpha = 0.05$) in the reality of strategic planning elements (clarity and concept, trends, practicing and criteria) and its impact on decision making in the municipalities in the North West Bank of Palestine attributed to variables (gender, qualification, position, and experience).

H.3: There is no statistically significant relationship between the reality of strategic planning and decision making in the municipalities in the North West Bank of Palestine.

H.4: There is no significant impact of the reality of strategic planning on decision making in the municipalities in the North West Bank of Palestine.

1.6 Study Terminology

The municipality: It is a local institution which is independent financially and administratively as it can cancel and determine its region and authority according to the provisions of the law No.29, 1995, its modification to provide citizens with services

through a limited local unit (The law of municipalities No.29, 1995, official newspaper, Jordan).

The Strategic planning: It is a future vision process of the institution which enables it to implement its necessary administrative operations to achieve that future having impacts for the purpose of putting obvious aims and means trying to fulfill them at a limited period (The Media Planning and its Role to confront Natural Disasters).

Decision Making: It is a choice of one of the possible alternatives which can be achieved throughout the available sources.

West Bank: It is a geographical area in Palestine that lies between River Jordan in the East and the Palestinian occupied territories in 1948 from North to South.

North of the West Bank: It is a part of the West Bank that includes Nablus, Tubas, Jenin, Tulkarm, Qalqilia and Sal feet districts.

Chapter Two

Theoretical Framework of Literature Review

2.1 Introduction

Planning is considered one of the most administrative jobs as no organization or institution can work or practice its role randomly. Otherwise, it finds itself in an embarrassing situation that makes it unable to solve problems that threaten its future and existence (Abu-Farah, 2009: 23).

Therefore, strategic planning is regarded as one of main administrative entrances that contributes to the success and the continuity of all institutions in addition to overcome all the dangers that may arise in the surroundings of the institution within the increasing in the local and international competition and chasing opportunities that would make them entrepreneur institution in performing their role on the long term (Abu-Farah, 2009: 24).

The importance of the strategic planning for any institution is manifested in being an instrument in the hands of the supreme administration of the institution that enables it to confront the present changes that may arise in its environment and has an effect on its ability to achieve its goals. Moreover, strategic planning constitutes the main line followed by the administration in dealing with the remote future and has been taken as a rule for decision making in relation to its services and its fundamental effect on the continuity, the effectiveness, and the success of the administration (Hayrishi, 2012, p.25).

Having a look at the public municipalities in the West Bank and the role of the strategic planning, the Ministry of Local Authority prepared a strategy that includes aims and sectorial policies. This strategy focuses on three main programs (initial long care services with high quality, strengthening lifestyles, administrative program and service governance) (Thabet,2006).

However, blame, incapability and lack of concerns are some of the characteristics of these programs as it is obvious from the weakness in control of the Palestinian National Authority on social limitations of the local Authority, municipalities, and obstacles in reform and growth plans. This causes social and economic destruction. Therefore, this study is of great importance as it discusses and reveals the role of strategic planning in the process of the administrative decision making in municipalities working in the Northern West Bank (Thabet,2006).

This chapter deals with the strategic planning in the process of the administrative decision making in municipalities, the importance of decision making in details, and the last section of this chapter focuses on the previous studies that dealt with the strategic planning, the previous studies concerning the process of administrative decision making. This chapter ends up with a discussion of the previous studies to find the differences and similarities between this study and the previous ones (Ziara & others, 2002).

2.2 Section One

2.2.1 Definition of Strategic Planning

Strategic planning is the process of a continuous decision making that is based on possible information about the future and the effect of these decisions, organizing the necessary efforts for implementing these decisions and measuring the results in the light of possible expectations that are based on an informative feedback system. Moreover, strategic planning is mainly concerned with the basic future of this institution, its broad objectives to be achieved (Al- Saidi, 2000).

Strategic planning is connected with the administrative strategy utilizing from the possible sources in order to gain the best consequences. Therefore, it reflects a real understanding of the inner environment of the institution (Al- Hawli & others, 2006, p 41).

2.2.2 The Characteristics of the Strategic Planning

Strategic Planning is characterized by the followings (Al- Maghribi, 2006, p 27):

1. The strategic planning covers relatively a long period.
2. All kinds of planning emerge from it.
3. It represents the high level of planning in the company supervised by the supreme administrations.
4. It is concerned with reinforcing all powers and resources to achieve the future vision of the company.

5. It contains all strategic vision, message, values, aims and concerns with revising and developing them.
6. It concentrates on specific details about the present situation, the opportunities and exterior challenges.

According to (Jones, 2002) Strategic Planning is a scientific method for all three administration levels, it is a comprehensive system and a perfect one to be challenged, it is also a process for the institution in future in as much as it is the vision, the message and the aims of it. Strategic planning is a field that distinguishes the institution in the future due to its work and activities, it's working steps due to the policies, programs and the procedures followed by the institution. In addition to that strategic planning is a reaction to the inner environment represented in strong and weak performance, and the exterior environment represented in opportunities and challenges for the institution (Al- Hawli & others, 2006, p35).

2.2.3 The Strategic Planning Aims

There is no doubt that one of the most strategic planning is represented in achieving a comprehensive and a complete harmony between the vision, the message and the aims of the institution and the goals adopted by it to gain its ambitions. As a result, strategic planning helps the institution to clarify its vision clearly and to formulate its strategic message and means to make the suitable decisions. Moreover, strategic planning must assure the possibilities of developing the institution forming rules, systems and activities that conform with the contents of that strategy (Bu- Asilah, 2014, p12).

2.2.4 The importance of Strategic planning

The importance of the strategic planning is obviously manifested in the followings (Al-Karkhi, 2009, p 36):

1. Answering the questions that face the institution.
2. Clarifying and identifying the challenges and the future opportunities.
3. Formulating limited goals to be achieved.
4. It is a suitable means for communication.
5. Developing the groups that focus on the future of the institution.
6. Providing the training requirements.
7. Implementation is not only an abstract theory but a key for success.
8. It is important to give the strategic planning process deeds, no delay or slow down.
9. Strategic planning is a continuous processes not an accidental one.
10. The strategic planning process should lead to results not to put on shelves to be proud of it (Johnson & Scholes, 2002).
11. The strategic planning process should be measured to contain a number of criteria and evidences but not to be a sample space.
12. Strategic planning should be an open offensive not a closed defensive process.
13. It helps the institution to use the mental method to determine its choices when working and to follow the best method to achieve its goals.
14. It strengthens the team work and to provide individuals with enough experiences where all participate in constructing the strategy and its goals (Al- Karkhi, 2009, p 36).

2.2.5 The Strategic Planning Steps

First: Strategic planning preparation Phase:

The Strategic Analysis for the Surrounding environment of the institution: The study of the surrounding environment of the institution is considered one of the most important steps in planning the strategy in as much as the institution is a part of the society affected by it and having effect on it, therefore it is possible to classify the surrounding environment as follows (Al- Maghribi, 2006, p 28):

- **The Exterior Environment:** It includes all factors that affect all institutions that are found outside the limits of the institution far away from the administration censorship and in which all administrative work is performed that includes all political, economic, cultural, social, legal and technological factors (Al- Maghribi, 2006, p 29).
- **The Interior Environment:** It represents all the possibilities of the institution such as the material, the human, the present and the future financial situation in addition to the values of individuals in the supreme administration that mainly affect the goals and the strategies of the institution. These factors may be considered as a source of strength or restrictions that should be avoided to eliminate some of the negative effects (Mursi, 2008, p 57).
- **Formulating the strategy:** The strategy is defined as an advertisement for intentions and to determine all hopes and wishes for a long term period. This requires a complete knowledge of all operations related to it in order to avoid any possible obstacles (Al-Najar, 2009, p 26).

- **Constructing the Plan Strategy:** Implementation of the plan strategy: Formulating the strategic plan passes through the following steps:
- **Formulating the vision and the message of the institution:** The Vision: It is said that the vision is formulating an image for the future shape of the institution as it is seen by the managers and this image is limited between 2-6 years (this image includes the position of the institution, its value and reputation (Maher, 2009, p74).
- **The message of the institution:** The existence of any institution is related to a special message that the institution wants to achieve and derived from the working situations and the society to which it belongs (Maher,2009,p 68).
- **Implementing the strategic means and goals:** The concept of means show the final results of the institution which is always connected to limit the goal that distinguish it from other similar institutions (Zu'abi, 2012, p28).

The strategic plan should be constructed as follows:

Figure (1): Strategic planning Phases



Source: Al –Najar, 2009, p26

Second: Strategic Analysis Phase:

This phase desires to implement expectations about the possibility of success in preparing the available necessary means that participate in the implementation of strategy. The more the expected results are positive, the more suitable is the followed strategy. However, the more the expected results are negative, the less suitable is the followed strategy. Therefore, it is preferable to find alternative strategies as a new working plan for planning (Bressy, 2000).

Third: Strategy Implementing Phase:

It is the process of putting plans and policies that are under performing through preparing programs and present budgets needed to achieve the best strategic choice followed by the implementation of the strategy and monitoring it to gain information reflected from any deviations to be modified or make assure and reinforce the right phases of implementation (Al-Qatameen, 2002, p68).

Fourth: Censorship & strategy evaluating phase

This phase aims to make sure of the truthfulness of thinking, accurate planning, and the capability of implementation as the process of censorship is to implement the strategic plan which extends to make sure of the quality of strategic thinking, the quality of the strategic plan and even to make certain of the quality of actual performance in order to correlate it with the target scheme (Mursi & others, 2002, p430).

2.2.6 The Strategic Alternatives:

It includes the study of a number of alternatives that help in filling the gap and achieve daily goals. Therefore, the decision maker tries to create new alternatives to solve the problem. The choice could be of one of the following strategies:

- **Offensive or protective strategies:** These are strategies that decision maker should take in advance before he was forced by environmental situations (Mursi, 2008, p 125).
- **Defensive or remedy strategy:** It includes the strategies that decision maker should take as reaction to pressures from the surrounding environment (Mursi, 2008, p 126).

2.2.7 The Strategic Planning Obstacles

1. The culture of the institution doesn't motivate others to participate.
2. The incapability of main leaders to strategic planning.
3. Lack of sources, the necessary requirements and abilities (Mursi, 2008, p16).
4. Internal conflict.
5. Lack of available information for the strategic planning.
6. Formulating the message doesn't suit the specific vision.
7. Performing programs and activities that don't respond with institution message and the strategic decisions.
8. Lack of continuity (Al –Najar, 2009, p26).
9. Pressures from the surrounding environment.
10. Lack of correspondence and communication with the target groups (Al-Kurakhi, 2008, p 84).

2.2.8 The Basic Elements of the Strategic Planning

2.2.8.1 Readiness

In order to perform the strategic planning, it is necessary to raise the range of readiness especially the worker's commitment to their institution and their ability to intensify their efforts, increase their attention to the "big image". If there is a financial crisis roving, or the institution is about to leave, or there is a disturbing environment, it is unsuitable to perform the strategic planning. The institution that is ready to perform the strategic planning is capable of doing the followings (Wolf & others, 2017):

1. Determine the basic issues and choices that should be discussed by the strategic Planning.
2. Determine the roles (Who does What...?)
3. Forming a planning committee.
4. Developing a future image for the institution.
5. Determine the information that is needed to make true decisions (Poister & Streib, 2005).

2.2.8.2 Vision and the Message Preparation:

The message of the institution is like an introduction in a book which makes the reader knows the author point of view or to where he is going as the message describes the institution through the followings:

1. The purpose which means what this institution is and what it seeks to achieve.

2. The job which means the way or the main activity that the institution tries to achieve that purpose.
3. The values which means the principles and values that lead the individuals of the institution through their work to achieve the purpose of the institution (Ahmad, 2013, p7).

The message is concerned with clarifying the nature and essence of the institution to the customers and the public. These are necessary for identifying the nature of the institution.

Identifying the purpose: It clarifies the purpose of the institution, what it aims to achieve, what are the final results of the institution?

Therefore, in determining the purpose it is necessary to focus on the outcomes and results not on the method (Pollanen & others, 2009).

Work index: summarizes the work (activities and programs) performed by the institution to achieve its goals. Messages usually include action "present" or connect purpose to deeds.

Values are beliefs adopted by the individuals of the institution in general and do their effort for applying them. Values direct individuals to perform their work (Maoz, 2015).

In addition to these three previous factors, the following questions can be treated through developing the message of the institution (Marquez & others, 2017):

1. What is the problem or the need that the institution tries to solve?
2. What makes your institution unique?
3. Who is benefited from your work?

The institution's vision:

The institution vision describes the success achieved by the institution and answers the question: How does success look like? Or it is the dream or ambition in the minds of workers who try to achieve them. The vision must be real, truthful, well-formulated, easy to understand, suitable, ambitious, and frequently changeable. The vision must direct the group abilities, and served as work evidence. It must also conform to with the values of the institution, challenge and motivate workers to achieve the message (Buzyan, 2011, p27).

Summary of the second phase: Preparing the institution to perform its message and vision (Buffleeci & Othman, 2009).

2.2.8.3 Evaluating the current situation of the organization

It means the awareness in the available sources and having a look at the future environment in order to enable the institution to respond successfully to environmental changes.

The evaluation of the present situation of the institution means to determine the present information about the strong and weak point in it, in addition to information about the roles towards the sensitive issues that confront the institution. It includes the strategic plan such as financial issues, new programing chances, changing law or needs for customers. The most important thing is to choose the most vital issues to be dealt with (Ahmad,2013).

In this phase, it is necessary to analyze the planning environment and the methods used which are:

2.2.8.3.1 SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats)

It is one of the most popular methods to analyze the planning environment. It aims to determining the strengths and weaknesses connected with the inner environment of the institution in addition to available opportunities and the threats that face the institution in the future (Hanafee, 1998).

Determining the strong points inside the institution participate in the best utilization of these points and depends on them to determining the priorities that can be achieved. Determining the weak points participate in paying attention to the necessity of hard work in order to overcome these points and change them to strong ones (Braisom, 2003).

Determining the available opportunities help the institution in planning to exploit and utilize from them while determining challenges and threats participate in avoiding dangers and being ready to face them in order to deal with them quickly. This will eliminate the amount of dangers, threats and the negative effects if any protective measures shouldn't take into account (Hanafee, 1998).

2.2.8.3.2 Steep Analysis

It means to determine the following factors that may affect the work of the institution whether these are exterior or interior ones. These factors are (Al-Shwaikh, 2007):

1. S (Social Factors): which include customer attitudes and opinions, purchasing patterns, demographic variables such as age, gender, race, family size ... etc. and education level.

2. T (Technical Factors): The development of innovations such as the Internet, transportation, biotechnology and genetics, as well as new ways of learning and collaboration, social networking and intellectual property issues (Al-Shwaikh, 2007).
3. E (Economic Factors): Domestic and external economies and trends, tax changes, job growth and unemployment.
4. E (Educational Factors): Ecological and environmental issues, organizational culture such as management style, employee attitude and participation towards the environment, as well as market and customer values towards the environment.
5. P (Political Factors): It includes funding, grants, trade initiatives, policies, government leadership, environmental regulations and the law of employment (Eynard & others, 2016).

Summary of the third phase: A data base about qualitative information that can be used in decision making and also a list of sensitive issues that the institution should respond to (Al-Dajani, 2011).

2.2.8.4 Developing strategies, major and minor objectives

After the agreement on the message, the vision and the major issues of the institution, it is time to determining what to do will all these, that is, to limit the methods that can be used (strategies), private and public results that should be used to gain the major and minor objectives. This may come from individual inspiration and group discussion, limited methods to take official decisions. Finally, the leadership of the institution must agree on the way to deal with the basic issues (Al-Shwaikh, 2007).

That will take time and flexibility is needed. Discussions at this phase require additional information or re-evaluating the consequences through evaluating the present situation. What is important here not feeling afraid of returning back to preliminary steps to benefit from the available information to construct a possible better plan (Kenny & Al-Sidairi, 2007).

Summary of the fourth phase:

Determining the broad lines that may clarify the strategic direction of the organization, that is, the public strategies, major and minor objectives that may respond easily to urgent issues (Kenny & Al-Sidairi, 2007).

2.2.8.5 Completion of the written plan

This phase includes writing everything to reach a draft paper to document the final planning so as to revise it by decision makers because this is the time to consult the supreme class of those who are responsible to determine whether this document can be translated to measurable plans and to make sure that the plan could answer the important questions about the priorities and directions with enough details. It is a big mistake to hide disputes that may happen during this phase just to finish it quickly. If this dispute was serious, the strategic directions that were chosen by the planning committee may collapse (Jones, 2002).

2.3 The Second section

2.3.1 Municipalities in Palestine

The work of the local committee is organized by a legal frame formed by many factors created from a legal heritage which was a production of several eras through which Palestine passed through in addition to factors that work to formulate this legal frame after the Oslo agreement was signed in 1993. This agreement created occupational majors for the Palestinian National Authority towards the Palestinian citizen as the provision (85) from the basic modified law in 2003 mentioned that "Organizing the country with a law in local administrative that have a legal person, and there is an elected council for each unit formed by law (Amman Institution,2005).

The law of the Palestinian local institutions issued in 1997 is considered the legal frame that organizes the work of the local institutions in Palestine. This law works to organize the relationship between the local associations and the Ministry of local government and the relation between institutions themselves (Amman Institution,2005).

The legal frame requires the creation of a group of systems that organize the work of these institutions, giving responsibility to the Minister of local government and the local institutions to implement this system according to provisions No. (2) and (15) article (2) although the basic law authorized the Council of Ministers to issue these systems (Al-Hadraw & Al-Zuhairi, 2013).

It is noticed that since the establishment of the Palestinian National Authority today that there is a slow in the production of systems including the private systems of the local boards which depend on the previous systems for the previous institutions (Al-Arif, 2002).

Provision No (19) of the local boards in 1997 stated that "with consideration of the Palestinian Civil service law and its executive boards, the minister (local government) issued systems for the employees in the local association stated all their duties, degrees, the way they are employed and dismissed, punitive measures against them, medical care, insurance, salaries for pensioners, rewards, premiums, travel expenses, sending them for scholarships to major in different fields and other various matters related to them (Al-Arif, 2002).

2.3.2 Municipalities Classifications

Municipalities in Palestine were classified according to population, activities and services performed by them. These were four types (Al- Azawi, 2009):

1. The Central Municipalities (CM) (A), these are the Palestinian cities which are considered the center of the province and distinguished by having the largest local associations in that they present the most activities and services to citizens.
2. Major Municipalities (MM) (B), these are cities with a population more than 25 thousand people and are considered of having a medium size in it services.
3. Basic Municipalities (BM) (C), these are formed in the small Palestinian cities with a population 10-25 thousand people. Their activities are only limited to basic services.
4. Emerging Municipalities (EM) (D), and these are municipalities that are formed in small cities with a population less than 10 thousand people (Abu- Madi, 2015).

These were known as village council but were upgraded to municipality providing basic services for people.

Municipalities can also be grouped only for their service activities apart from any effective political role except for their traditional historical one. The authority make sure to

continue that role in some big Palestinian cities by reviving the role of some governor families and reproducing some out-of-date social relationships through distributing the local authorities on the basis of balance between families or clans in villages, camps and poor areas without and consideration to social, political or democratic development for the future of these areas overlooking the present conditions of those icons (Al- Azawi, 2009).

2.3.3 Municipalities' Services

According to law No (1) of 1997 concerning the Palestinian local institutions, the services that performed by them within their region are:

1. Town and streets planning: town planning, opening new roads, cancelling or amending them, assigning their width and straight, paving them and making sidewalks, maintenance, cleaning them, lightning, naming, numbering streets and buildings, beautifying and afforestation, preventing infringement on them, monitoring open territories and forcing their owners to make walls.
2. Buildings and building permits: monitoring the construction of buildings and demolishing them, changing their shape and reconstructing them, installation of electric elevators, founding shelters, granting permits to perform all these jobs and determining the site, the shape, the percentage of the building to the size of the land and making sure of the right conditions in that building.
3. Water: providing citizens with fresh water suitable for all kinds of usage, assigning their necessities prescription as water meters, pipes, organizing its distribution and prices, subscription, avoiding polluting springs, canals, wells and water basins.

4. Electricity: providing citizens with electricity, determining its price, subscription without exceeding the maximum specified by the ministry.
5. Sewage system: constructing sewage system and public lavatories, monitoring and managing them (Sadder, 2013).
6. Public markets: organizing public markets, constructing them, designating types of goods to be sold and preventing selling outside their borders.
7. Crafts and Industries: organizing crafts and industries designating special areas for each class, monitoring stores and disturbing deeds or causing damage to public health.
8. Cleanliness: collecting garbage and wastes from the streets, homes, public stores, transporting and destroying them.
9. Public health & monitoring it that includes the followings (Abu Ashour & Shatnawi, 2014):
 - a) Taking every precautions and measures necessary to keep the public health, preventing the spread of diseases.
 - b) Monitoring houses and stores to make sure that they get rid of their garbage regularly, cleanliness of healthy tools in public stores, taking measures to kill mosquitoes and other insects, fighting mice, rats and other harmful reptiles.
 - c) Establishing and organizing slaughterhouses, examining animals and poultry prepared to be slaughtered taking precautions to prevent them from being infected by diseases, finding suitable places to sell them, monitoring their slaughtering and discharging from their remains (Sadder, 2013).

- d) Monitoring bread, meat, fish, fruit, vegetables and other types of food, taking measures to prevent fraud, destructing the spoiled ones, determining their price, fighting high prices in accordance with the competent authorities.
 - e) Establishing ambulance centers, hospitals, and other health establishments, monitoring them in accordance with the competent authorities.
10. Public stores: organizing and monitoring restaurants, café's, clubs, playgrounds, theaters, amusement centers, determining its opening and closing time, fulfillment their tickets price.
 11. Parks: creating yards, gardens, parks, paths, swimming places in pools, lakes, on shores monitoring and organizing them (Sadder, 2013).
 12. Disaster management: taking precautions for floods, fires, natural disasters to prevent the dangers of fires, floods, and paying attention to flaming materials so as to relief calamities.
 13. Cultural and sports institutions: setting up museums, public libraries, schools, cultural, social, and musical centers in accordance with the competent authorities (Abu Samra, 2014).
 14. Organizing land and marine means of transportation: establishing, designating and organizing bus stations within the limits of local institution, monitoring ships, and boats that belong to the area of the local association in accordance with the competent authorities.
 15. Organizing Hawkers: monitoring and organizing hawkers and porters.
 16. Weights and scales: monitoring weights, scales and hall making that is sold in wholesale in public markets.
 17. Advertisements: organizing and monitoring billboards and advertisements.

2.3.4 The role of Municipalities and their jobs

Without any violation of the rules, the city council performed its duties and responsibilities mentioned in the system and has to do the followings:

1. The city council expresses its view and suggestions about the budget before ten days of discussing it by the minister. The chairman of the municipality has to present the budget to the council before 45 days of that date.
2. The council confirms the final account to the municipality before five days of submitting it to the competent authorities. The chairman of the municipality should present the final account to the council before a month from that date at least (Abu Samra, 2014).
3. The city council expresses its view and suggestions about the income and expenses of the municipality which is presented by the chairman of the municipality every six months.
4. The council studies the municipality systematic structure expressing his views and suggestions and then the municipality completes the systematic measures.
5. The council studies the suggestions presented by the municipality concerning some amendments or preparing systems or regulations, stipulations about the municipal activities expresses his view and suggestions, then the municipality send it competent authorities in the ministry for a completion of the systematic measures (Abu Ashour & Shatnawi, 2014).
6. The council suggests architectural projects within the range of the municipality services, discussed with the municipality mayor according to the possibilities and duties of it. The municipality should insert the proposed schemes in the

annual budget according to the priorities restricted by the council for all cities and villages within the range of its services.

7. The council should present his suggestions about imposing fees and fines, modifying or cancelling them without any violation in the systems and regulations. The municipality presents them to the competent authorities in the ministry to complete the systematic measures (Sadder, 2013).
8. The council studies the report presented by the municipality mayor about the present and the proposed investment projects writing notes and suggestions according to the systems and regulations and the municipality presents the decisions taken by the council within its investment plans.
9. The council should revise the report presented by the municipality mayor about the projects related to dispossession for public utilization in the light of systematic scams and regulations connected with it. The council also presents his suggestions that the municipality should insert them within its budget to be adopted (Law No (1) of 1997 concerning the Palestinian local institutions).
10. The municipality mayor should submit a comprehensive report about activities of the municipality every four months. The council should study it and give suggestions.
11. The council should request the municipality to provide it with the necessary information and data related to the topics that will be discussed in the sessions before a week of the fixed date of the session where projects will be discussed.
12. In accordance to his jurisdiction, the council studies complain or accusations, notes, and suggestions presented from the citizens and the council has to make periodical sessions or workshops with them every four months.

13. The council must monitor the performance of the municipality and work to upgrade its good performance according to the reports presented to it or being required.

2.3.5 Strategic Planning and Municipalities

There is no doubt that citizens have the right to express their views about the future of the area where they live and practice their activities especially in planning for the investment projects and using the lands in the region where they live (Al-Hadraw & Al-Zuhairi, 2013).

The developing thinking has changed being away from centralization and technicians towards decentralization and to more popular participation. The idea behind decentralization is moving decision making to people will lead to public decisions that reflect the local priorities. Therefore, the basis for new directions in planning depend mainly on the abilities and local qualifications. Although the role of experience is needed, people are aware of their affairs and social priorities in consulting them should be greeted. The participatory planning reinforces the political commitment and institutional support for local planning is necessary to build a co-understanding between the organizations and local groups (Ghanim, 2008).

2.3.6 The strategic planning concept in municipalities

Strategic planning in municipalities is considered the general base through which the municipality can be developed as municipalities in the West Bank depend on the rules and regulations issued by the Jordanian government. As the West Bank was a part of the Hashemite Kingdom of Jordan, the researcher see that it is impossible to study the reality of

strategic planning in the West Bank municipalities and its effect on decision making without having a look to what is written in Jordan (Awali, 2010).

It is worth mentioning and from the practices of the community participation in the duties of the Palestinian local associations, that these practices can be grouped under four levels (Al-Ramahi, 2010):

1. Disclosure: producing publications, becoming acquainted on the structural schemes, publishing procedures for obtaining services, publishing information about the financial situation of the association.
2. Consulting: Forming sectorial committees, holding consulting meeting, holding public meeting, complaint box, neighborhood committees, and an opened door policy.
3. Participating in planning and decision making: Participation of the representative of the local community in preparing a strategic development plan for some Palestinian cities and towns or their participation in determining the needs.
4. Participating in effort and money: performing voluntary work or financial and material donations.

Furthermore, it is obvious that many of these Palestinian local institutions practice on form or another of community participation varying degrees and different tools. These practices either come from self-initiative ones from the municipalities or as a sequence of funded programs from donors. These practices are limited to a number of local institutions and done on a non-well established and a non- obligatory process especially in the absence of systems and regulations connected with the reinforcement

of community participation in addition to fluctuation in the citizen interaction and his institutions in their awareness for the role to embody the institutions democratic concepts, wise judgment, and making local development as participation in many cases are pro-forma and ineffective (Awali, 2010).

Many of the local government institutions suffer from weakness in interaction between citizens and their institutions from one side and local institutions from other side due to scarcity in suitable means and methods of communication and lack of attention from a citizen in participation according to entrenched views about participation because these are pro-forma achieved before. Moreover, lack of awareness of local institution in the importance of participating the citizen in planning and decision making on the local level. Therefore, the most important challenge's that confront the community participation is the weakness in the clarity of understanding the levels and means of community participation for many local associations (Ghanim, 2008).

In addition to weakness in awareness of the public and the local institutions in the importance of community participation that embodies in the practices of the wise regime and making local progress especially in the clarity of systems and regulations that reinforce the effective community participation in the work of local associations (Al-Ramahi, 2010).

It is obvious that some Palestinian municipalities in the recent years and through their preparing the strategic development plan in this effective method by taking part of all powers of the civil community and the representatives of the local community reached the third level (participation in planning and decision making) even before they pass through the low participation which lead s to difficulties in implementing the plan

in this way. Therefore, the public weren't fully prepared enough to participate in this process as it is required skills and information with the content of the community participation. Some municipalities face difficulties in opening channels for dialogue with those who are interested in and presenting the objectives of planning process.

It is worth mentioned that the ministry of local government has put a classification for the Palestinian local associations and prepared a strategic development plan for Palestinian cities and towns according to a procedures manual specified as a means upgrade the level of this classification which encourages all municipalities to force themselves to prepare a strategic development plan in accordance with that manual (Buzyan, 2011,P25).

Therefore, knowing some members who participated in which are re institutions possible for preparing the plan before encourage the municipalities to make them participate more than the previous ones is the commitment of the local governance to municipalities to work according the procedures manual prepared by them (which guarantee for the representative of the community the biggest weight to make decisions, determine the community priorities of the plan), giving them more confidence that municipalities are serious in that subject (Awali, 2010).

Despite this, that matter may create some doubt in the municipalities commitment in instituting this work in the future if it wasn't connected with that classification or financial support directed to these municipalities. Therefore, the municipalities' commitment in this procedure should be created from the view that methodology at work is a correct direction in all cases and implementing the community participation

increases appreciation and considered as a true sign for the community progress (Buzyan,2011,P29).

2.3.7 The importance of planning in municipalities

The importance of planning is increasing for the followings (Al-Omari, 1983):

1. Increasing in demand for services presented by the municipality means increasing in number of population which requires increasing in municipality possibilities and powers.
2. Individuals are always looking for better services in quality and quantity which lead to more qualitative and quantitative changes on municipality financial and human powers to keep up with these changes.
3. Individuals of the local community dependence on the municipality to satisfy their needs.
4. International discussion of various social, economic, and cultural sides leads to a new dimension for the municipalities' objectives.

2.3.8 The characteristics of planning in municipalities

The characteristics of planning in municipalities can be listed as follows (Awamli, 1992):

1. Planning at municipalities is a means to make development and changes in individuals.
2. Planning at municipalities is a group process.

3. Planning at municipalities aims to exploit the community powers in the organization.
4. Planning at municipalities is a kind of social arrangement work and it is a comprehensive social and economic process in all sectors.

2.3.9 The objectives of planning in municipalities

Planning in municipalities achieves the following aims (Awamli, 1992):

1. Help provide satisfaction and psychological reassurance for individuals.
2. Help provide all exterior and interior resources and help improve exploitation of these resources effectively.
3. Make the monitoring process and commitment with regulations and systems easy and help determine responsibility accurately and objectively.
4. Help determine means, scientific and negotiable methods in order to make decisions to solve problems.

2.4 The Third Section

2.4.1 Administrative Decision Making

The administrative decisions are considered the basis of administration leadership work and a starting point for all activities and behaviors that are performed in the institution even its relationship and interaction with the exterior environment. Therefore, stopping taking decisions of any kind leads to break down work, activities, behaviors and increasing the importance and dangers of decisions as the size of the administrative organization increases, having various activities and more interaction with people (Kan'an,1998: p 10).

Different institutions hold great importance on decision making process due to that taking a wrong decision can cost much. Therefore, this process acquires great importance because of the developments in methods of collecting, analyzing, classifying, and storing information. It also becomes the present topic in class sessions, scientific meetings training programs in various countries. Decision making process attracts the attention of various parts in the various scientific fields such as Engineering, medicine, accounting, math's, and statistics.... etc (Kan'an,1998,P10).

Any responsible person can take decisions according to his views, their importance and his experience that can be used to reach solutions for the problems. Decision making process is directly connected with duties of the administration as planning, organizing, directing, and monitoring. It is a process in which every level of organizational ones, and activity can be performed. The general manager, the supervisor of workers and managers of administrations whether in production, marketing or others

face serious conditions that require them to take serious decisions. In the wide sense, decision making process represents the major administration which managers use in planning organizing, directing, and monitoring even this comprehensive meaning of the process encourages some writers to say that management is only a decision making one (Bufleeci & Othman, 2009, p 4).

2.4.2 The concept of administrative decision making

The traditional methods of depending on personal experience, using experiments and faults were unable to achieve the objectives of the institution that require wise decisions to invest in human resources, material and financial fields. Therefore, the decision represents an effective platform to enable the management to play its important role in utilizing from the technological advances, satisfying the needs of the environment and keep up with the present age (Al-Salim,2000).

This work encourages us to determine intellectual basis, building up a theory capable of achieving the objectives of institution through decision making process that enables the administration to deal with the various environmental changes efficiently. As a result, it becomes obvious that the importance of decision and its role to achieve growth and progress at the institution through depending on a clear scientific vision in taking the decision. The wise scientific decision achieves high level of financial and moral investment with less effort and little cost compared with the non- scientific decisions that are based on scientific methods (Al-Salim,2000).

2.4.3 Definitions of the decision

Decision making process was defined as "it is a choice of the best alternative from a group of alternatives" or "it is a behavior or a group of behaviors that are chosen from a number of possible alternatives" (Al-Rawi, 1997: p 251).

Furthermore, it was defined as "The conscious choice between alternatives in a special situation" or "it is a superlative process between alternative solutions to face a particular problem and chose the best solutions of all" (Al- Hawari, 1994: p117).

It was also defined as "The choice which is based on some criteria for one alternative of two or more possible ones". The definition distinguishes between the administrative decision and decision making process as the first is the solution or the alternative that is chosen from different alternatives in order to deal with a problem, whereas the administrative decision making is "a group of practical successive steps that are used by decision maker so as to reach best decision choice" (Al- Shami & Nino, 2001: p 287).

From the above previous definitions, it is noticed that decision making process at the institution is the basis of administrative processes and the administrative environmental depends mainly on its institution and the continuity on administrative decision making at the institution by those who are responsible for playing an important role in achieving the desired objectives of the institution.

2.4.4 The importance of decision making

As it was mentioned previously, decision making are the basis of administrative process and is considered as a task of central and basic management. Its position in administrative process is as the pole in the millstone in analyzing problems, making decisions that may pass on to various public tasks of administration. Therefore, management is a group of processes: collecting data, dealing with data, producing new data, planning, organizing, leadership, supervision and monitoring. In business institutions (for example): managing production, marketing, human resources and individuals, financial, public relations, scientific research, training and others.

Based upon this administrative decision all tasks are performed due to the fact that decision making process in an international one in all its tasks and activities. The administration also takes decisions concerning the systematic structure, its kind and size, and the basis of dividing management and sections. Therefore, decision making leads either to success or failure in any task (Shams Al-Deen, 2005).

Bearing in mind that decision making process is of great importance in the field of management, its importance can be summarized as follows (Mushrifi, 1997):

First: The ability of the manager for decision making is that one which marks him from other members of the organizational system as decision making is a fundamental tasks of the manager.

Second: There is a remarkable increase in in problems that face the administrative leadership due to a number of complicated objectives facing the recent administrative institutions and this requires taking several decisions to face these problems.

Third: Without decision making process, not only the administration process stops but even all tasks.

2.4.5 Types of Decisions

2.4.5.1 Classification of Decisions according to a type of Participation:

This classification means who are responsible to take decision by law at the institution and the consequences of these decisions (Al– Zu'bi, 2014):

1. **Individual Decisions:** these are decisions taken by the one manager who is the first official one in the institution and allows him to take decisions about employment, promotion and dismissal from work.
2. **Systematic decisions:** these are decisions in which a number of managers, association in meeting take obligatory general rules implemented on an unlimited number of individuals such as issuing regulation list and determining the authorities that should be followed.

2.4.5.2 Classification of Decisions according to administrative levels:

Classification according to administrative levels varies from one organization to another, and the most common classification in this context is as follows (Khalfi, 2009):

1. **Strategic Decisions:** these are decisions affected by the exterior surrounding of the institution, its mutual relation and the range of interaction with it. Or these that aim to change the mutual objectives for a long term and the general shape of the institution in the future. In other words, these are decisions that restrict the future of the institution as its size, market value and share. The top management

is responsible of this kind of these decisions because it is rare to be repeated and related to the institution as a whole.

2. **Tactic Decisions:** these are occupational decisions taken by the central administration levels to upgrade these activities such as production, marketing, human resources task and other to the best. It is characterized by their relations with short term activities and acceptable that are less ambiguous, less complicated, and unrepeated such as decision making concerning monitoring all productive, financial and administrative lines...etc. or any decision related to informative accounting program.
3. **Operational:** concerning the assurance that all activities and duties are performed efficiently and effectively and they aim to operate usual matters, solve daily activities. These are frequent decisions such as the decisions to determine the needed quantity from fundamental stuff in order to put the stock in safety average account of laborers' wages and the decision to monitor the product quality (Khalfi, 2009).

2.4.6 Decision Making Process

The decision-making process is characterized by a lot of overlap and complexity, so the decision maker has to follow certain steps to ensure that he/ she avoids the random in decision- making. Therefore, the decision- making process can be classified into several stages:

2.4.6.1 Determine the Problem

The standard method helps in analyzing data that is mainly concerned with the actual and the planned performance or the standard to find out problems that may face the system or the institution. This enables the decision maker to determine the problem from a comparative sense with what is planned for, finding the defect location, understanding it, expressing and describing it in a scientific, technical language to enable the rest of individuals at the institution or the professional people to understand it, sharing knowledge and giving opinions (Hanafi & Al- Sahin, 1991).

2.4.6.2 Determine Alternatives

These are looking for possible solutions that can solve the problem according each one's way which makes it possible for decision makers to compare between different solutions (Hashem, 2001).

2.4.6.3 Evaluating the alternatives

Classification of solutions in accordance with factors and characteristics that they share in and what is required is to summarize them in criteria to compare between types such as cost, benefits, time and revenues...etc (Al- Sharqawi, 2002).

2.4.6.4 Choosing the best alternative (decision making)

This is the last phase of decision making process and it is the choice of one alternatives that achieves the aim and the best criterion that it belongs to. It is worth mentioning that management should follow one special kind of censorship to make sure from the effectiveness of this decision. Censorship is a retroactive feedback for later

decisions to develop and rationalize the future decision or correcting previous decisions (Al- Sharqawi, 2002).

2.4.7 Characteristics of decision making:

Decision making process has many characteristics that makes it unique in the field of management. Most researchers and writers who wrote in researches about the process of decision making found that there are many features that marked it as follows (Kan'an, 1998: p 87):

- a) The decision ability to be rationalized: there is a way of correcting decisions, develop and increase its efficiency by increasing experience in its field, that is to say there is no decision which is 100% true, but there is a decision which is closer to correctness.
- b) It is a process that extends from past to the present: decision making is taken based upon information from the past and what is likely to happen in the future.
- c) Affected by the mutual collective effort: decision making process requires a collective effort in preparation, collecting and analyzing, evaluating data and performing the decision.
- d) Universal and comprehensive: universal means that decision making is similar in its steps and procedures despite various conditions. Comprehensive means availability in abilities to take decisions for all those who occupy administrative positions of different levels, the upper, the central and the lower ones.
- e) Dynamics and continuity: this feature is clear in the decision making process as it transfers from one step to another to reach the desired goal to solve the problem in addition to nature of the problem which changes continuously. This

imposes the decision maker to keep up with these changes in order to distinguish between the problem, its features, symptoms, and reasons for proper diagnosis (Kan'an, 1998: p 87).

2.4.8 Types of administrative decisions

According to researchers and scientists, there are different types with different names which lead to having many suggestions about a number of types of decisions that carry various names and concepts. Therefore, administrative decisions are classified as follows:

2.4.8.1 Concerning Activity

1. Strategic planning decisions that include a long term planning as entering new markets.
2. Tactical planning decisions that are mainly concerned with the capability and efficiency of using resources, evaluating the efficiency of performance of organizational units as pricing decisions.
3. Administrative censorship decisions as evaluating and motivating managers.
4. Censorship operational decisions that include decisions processes related to direct daily processes as re-buying fundamental stuff decision (Mutee' & others, 2007: p 46).

2.4.8.2 Concerning the structure of the problem:

1. Programed or structural decisions as adoption credit for customers.
2. Semi- programed or Semi –structural decisions as price restriction for production or choosing an employee for AONE of the administrative tasks (Faraj Allah, 2011).

2.4.8.3 Concerning resources:

1. Employment decisions as hiring workers.
2. Resources decisions as raising the quality of materials.
3. Facilitating decisions as constructing a new factory.
4. Transforming decisions as issuing stocks.
5. Data decisions as gaining economic information (Faraj Allah, 2011).

2.4.8.4 Concerning the nature of the problem:

1. Frequent decisions as preparing a list of annual financial center.
2. Unique decisions as merging with another company.
3. Routine decisions as restriction of employees' salaries.
4. Complex decisions as determining the location of a new store.
5. Short-term decisions as borrowing using bills.
6. Long-term decisions as owing a new machine (Mutee' & others, 2007: p 46).

2.4.8.5 Concerning operational task:

1. Accounting decisions as choosing the method to evaluate the stock.
2. Production cost as decisions related to the size of production.
3. Marketing decisions as distributing salespersons on sales areas.

4. Material production as restriction of the level of safety stock (Mutee' & others, 2007, p 46).

From the previous mentioned details and the researcher acquaintance on many researches and studies concerning the decision making subject and its relation with strategic planning, the researcher find out the strategic planning has many several clues in decision making process. Although strategic planning are decisions taken for precedence between a number of choices and selecting the best of all, this strategic decision making process can't be an arbitrary one because a successful strategic decision is constructed on successful strategic planning platform. This is an evidence of a relation (three basic one) that starts from the top and finishes in the bottom. The top here is the strategic planning and the bottom is the strategic decision.

The strategic planning occupies a big part in strategic decision making process because setting up a decision can't be done without having a previous plan that can guide those who are interested in making strategic decision (Bani Arrabeh, 2018).

This process passes through various and complicated phases to become strategic decisions. These are collecting data about the strategic decision, classification and sorting out data, making sure of its correctness, measuring the resources that this decision requires, measuring the available resources for the State, measuring the reality of the strategic decision, constructing a theoretical supervision frame for the consequences of strategic decision and making precedence between a number of possibilities to reach the decision making phase. All these processes are done in accordance with the relation between the strategic planning for a decision and decision making and adopting decision (Bani Arrabeh, 2018).

The most important thing that is related to this topic is the planner, or the decision maker is one person, institution or an organization. To answer this question, we have to say that this matter is different from one to another, or from a political regime to another. The democratic regime always supports or with the president of the State or the Prime Minister and a number of strategic counselors and specialists, who perform the planning process and giving suggestions, related studies to decision makers to do the best. The president or the decision maker himself sometimes participating in this process or he sometimes put in charge to other associations, for example the Ministry of Foreign Affairs. Concerning the totalitarian systems, these things are seldom or almost non-existent and there are no such institutions mentioned before. It is obvious that there is a cultural dominance of one opinion, one party and one thought. Therefore, the decision maker doesn't consult any of the persons inside or outside the government and, if it is done, it doesn't change the governor or decision making opinion. Here, the connection between the strategic planner and the strategic decision maker is separated (Faraj Allah, 2011).

2.5 Literature Review

2.5.1 Studies concerned with the strategic planning concept

A. Arabic Studies:

1. Boukleila & Dudai's study (2017) aimed to investigate the reality of strategic planning in small and medium enterprises in Ain al- Dafla, the study used the descriptive analytical method which is suitable for this kind of studies using the questionnaire as a means for collecting data from the selected research resources. The study results showed that these small and medium institutions gained reflects the importance of this sector in the world economies; therefore, most of the countries especially the developing countries bet it to develop their economies. Algeria is interested in this kind of institutions devoted its effort to be developed giving them a basic role in the economic activities. Therefore, these institutions should own a strategic will and a future vision that make them able to adopt the strategic planning style. According to modern advances in the organization surroundings from the inside or outside, it was necessary for these institution to depend on management and the strategic planning to solve problems that may confront them in their relation with the surroundings through connecting between the objectives and the used methods by following well studied policies and good expectations about the future situation with good readiness to face the threats that may confront them.
2. The study of Al- Zu'bi (2014) aimed to investigate the views of administrative employees at Baskrah's university towards the effect of strategic planning at the Baskrah university performance level and examine the differences in these views according to their personal and occupational characteristics. The study used the

descriptive analytical method and found the following important results: The strategic analysis and the strategic choice affect the university performance. The results show that there are statistical evidences in trends of respondents about the strategic planning concept which is due to the changes in the scientific qualification and the present employment. There are there are statistical evidences in trends of respondents about the performance concept which is due to changes in gender, scientific qualification and the present employment.

3. Another research prepared by Zabdz's (2014) aimed to investigate the administrative and financial situation of the local associations at Tulkarim district. There were 12 municipalities and 12 councils and 2 population assemblages. In order to investigate the real situation of the institutions work, a questionnaire was distributed on the mayors and members of this association in Tulkarim. One of the most important results was that most of the mayors of the local institution were appointed by the Ministry of Local government as soon as the latest elections will be held. Most of the services presented by these institutions were limited to water and electricity services only. There was no real partnership between the private and public sectors that reflects the failure of these institutions to gain the support needed from the individuals. The study recommended that giving the local associations more prerogatives concerning the education and health as in developed countries, reconstructing bridges of confidence with the public to gain much support from the individuals, and the local institutions should perform some private projects in order to increase money needed for projects without depending on donations from various authorities.

4. Also Halima's (2012) study aimed to recognize the effect of strategic planning in crisis management at the civil community associations at Gaza District to recognize the clarity of the scientific concept of the strategic planning to manage the crisis for the managers of these institutions, the range of practice and application of this concept. The study used the descriptive analytical method and the field study where 23 questionnaires were distributed to employees to answer the questions, and 12 were given back to the researcher and were analyzed using SPSS. The study found that managers don't pay attention to specific obstacles in the questionnaire in general as obstacles that stand in front of the strategic planning process. Some of them mentioned that there are other obstacles as changing the staff from one period to another, shortage of financial support, not having enough support from the administration of the association. The study recommended increasing the awareness in the association about the strategic planning concept through sessions, meetings and workshops.
5. Al- Otaibi's study (2012) aimed to investigate the effect of strategic planning on the efficiency of independent institutions in Kuwait, to realize the effect of continuous on the efficiency on the independent associations at Kuwait. The results of the study were that Kuwaiti independent institutions work on discussing improvement and quality plan continuously as a strategic feedback of the association, giving priority for improvement projects and working on redesigning their activities frequently.
6. Whereas Buzyan's (2011) carried out a study, its purpose was to investigate the reality of strategic planning in small and medium institutions. The strategic planning is considered a basic requirement to achieve the objectives of the institutions as it connects it with its surroundings which help them to choose the suitable strategies to

keep up with the changing surroundings and its complications. Therefore, it is regarded as one of the most important factors for their success. The study results revealed that the guarantee for the continuity and the development of this kind of institution is connected to great extent on their application of the strategic planning in their management, despite their privacy and limited possibilities that form an obstacle for them in most cases. This was focused on through the study of the reality of the strategic planning restricting its important obstacles on the World Institution for making perfumes and a sample from MSM located in Al-Wadi district which focused on the absence of strategic planning in its administration completely despite that MSM was a successful one.

7. Al- Dajani's Study (2011) investigated the role of strategic planning in the quality of institutional performance - An analytical descriptive study in the Palestinian regular universities". The study concluded many important results: there is a relation between the role of the strategic planning level, the criterion of the philosophy and the message, and the objectives as a dimension for the performance quality. There is an existence of the strategic planning in it environmental analysis for the exterior and the interior environment. Moreover, there is a real ion between the role of strategic planning and the institutional performance quality.

B. Foreign Studies:

1. Sadder's Study (2013) aimed to investigate the reality of strategic planning for human resources at Palestinian Universities and it focuses on the real methodological practice of strategic planning in the human resources at Palestinian Universities. The study concluded that there is no application of strategic planning methodologies in

managing the human resources at universities in addition to that if they exist as practices, they don't achieve the possible objectives effectively. Sadly, the human resources department at universities only performs the assigned activities without connecting them with the university objectives as a whole.

2. Another study conducted by Hoffman (2007) investigate of the relationship between the strategic planning and performance and whether the employee's multinational culture affect it especially with multinational ties it become important for managers to know if the strategic planning reinforces the performance of the institution with different cultures. Using a sample study from these international institutions, the study concluded that the general strategic planning method suitable for all cultures. The study also proves that there is a simple relation between culture and planning as culture has a small effect on planning and performance. Moreover, it was that some cultural values have an effect in culture diversity on the strategic planning and performance.
3. Wiseman's (2006) study aimed to investigate that the strategic planning is the fundamental factor in every public institution and without it the work at this institution will be random frustrating. With it the work is moving towards the right direction. The study concluded that one of the most important matters to have an excellent management and develop the strategic planning is planning, developing the work, achieving the effective strategic objectives for the success of the institution and remaining in work domain.
4. Also French & Others (2004) aimed to investigate the real ion the performance of the institution and the various sides of strategic planning using a sample study from the small vocational services institutions. Therefore, many factors were determined such

as obvious vision, a message, hidden powers, competitive and marketing sides, in addition to the classification of planning into random planning, official and non-official planning, developed one, and the performance of the association. The study concluded that there is no fundamental relation between the measuring performance and the previous factors. The study also concluded that there is an important relation between profits and a no-official planning.

2.5.2 Studies Concerning Decision Making Dangers

A. Arabic Studies:

1. Abu Ashour, & Shatnawi's Study (2014) Discussed effectiveness of decisions taken in the boards of academic departments in Jordanian universities. The study aims to investigate the degree of effectiveness of decisions taken in the academic council sectors at Jordan University. The researcher used the descriptive analytical method and the questionnaire to collect data for the study. It was implemented on a sample from a teaching staff at the Jordanian Universities about (378) members of the society study which was about (3072) members from the teaching staff. The study concluded that the effectiveness of decisions taken in the academic council sectors was very high from the teaching staff point of view.
2. Another study prepared by Abu- Samra (2014) examined the degree of effectiveness of decision making and adopting leadership changing for the Heads of the Academic Departments at the Palestinian Universities. Also to investigate the relationship between the effectiveness of decision making and adopting the leadership changing for the Heads of the Academic Departments at the Palestinian Universities. The variables of the study were (gender, qualification, years of experiences, and the

university). The researcher used the descriptive analytical method and the questionnaire to collect data for the study. The sample study was through a comprehensive survey for the Heads of the Academic Departments at the three Palestinian Universities: (Islamic University, Al-Azhar University, and Al- Aqsa University with a number of (117). The study concluded that the effectiveness of the decision making for the heads of the academic departments at Palestinian Universities was high with a relative weight of (82, 84), there are no fundamental statistical differences between the range of expectations of the heads of the academic departments and the range of effectiveness of decision making due to variables as (qualification, years of experiences, and the university)

3. Whereas Al-Zu'bi & Al-Sakarneh's (2007) prepared a study, its objective was to focus on the role and the importance of managing dangers in reinforcement of the vital strategic marketing decision making process that is related to strategic problems of different variables and of great depth and complex. This kind of decisions require deep research for dangers and having the abilities for future analysis that take into account all hypothesis and possibilities for discussion. Therefore; decision makers are the critical source for the company. It is vital to make sure of the importance of managing dangers in reinforcement of the vital strategic marketing decision making process which is considered a method for companies for future leadinging. To achieve the aims of the study a questionnaire was developed and distributed by hand on a sample of the heads of industrial companies in the Jordanian private sector. A forty-five questionnaire out of sixty were taken and answers were statically analyzed. The study findings found that decision makers of strategic marketing at industrial companies are aware of the importance of managing dangers and employing it in

constructing a strategic marketing decision making process, in addition, the true and actual administration or the best investment for managing dangers at the industrial sector is still limited due to obstacles and restrictions related to heads, leaders, material, informative and financial possibilities.

B. Foreign Studies:

1. The study of Cowburn's (2005) performed in the UK to realize the strategic planning process in the British higher educational institutions. The sample study consisted of 50 British higher educational institutions which their documents were analyzed, compared and noticed the performance of their administrators. The study showed that British Universities don't practice the strategic planning process due to the scarcity of the available financial resources and duplicated resolution. It also showed that the absence of real plans for work with definite objectives leads to failure in the planning process that are performed by the British University until now.
2. Also Harrison (2002) prepared a study about the communication and participative decision making- An exploratory. The study aimed to investigate the effectiveness of using communication means and participative decision making in governmental institutions and improving performance. The researcher used the descriptive analytical method and the questionnaire to collect data for the study. The researcher distributed (264) questionnaire on employees who occupy higher administrative at the governmental organizations. The sample study was regularly and randomly chosen. The study concluded that written communication was the best means used in decision making. The study recommended to improve communication skills for all

administrative employees and to reinforce the relationship among them for the advantage of decision making process.

2.5.3 Discussion the results of the previous studies:

Through the previous studies that deal with different domains and despite the various numbers about the strategic planning and its effect on decisions, all of them deal with various variables in relation. Therefore, this study agrees in its content with the previous mentioned ones but it varies in some situations as the time, the place and the sample in which the study was performed in addition to the environment, that is, the Palestinian environment in general and in the Northern West Bank in particular.

To enrich the theoretical frame of this study, it benefited from issues that deal with the strategic planning, deducing research inquires and its means in addition to the present and the previous studies in choosing the suitable and the best method, constructing the research means, forming its statements and explaining the results of the present study comparing them with the previous ones.

The study agrees with the previous in that it deals with the strategic planning and the dangers that accompany decision making process in general. This study is characterized from the previous ones in that it connects between the strategic planning variables in all its domains such as the (vision, mission statement, the objectives, analysis and the choice) and the dangers related to decision making in addition to actual studying the relationship between them in the West Bank Municipalities.

Having a deep investigation on the previous studies dealing with the strategic planning and decision making, the researcher pointed out that most of the studies dealt with the

strategic planning from different views, a matter that help the researcher to build up his first image about the research. Most of the researchers in the previous studies discuss different topic related to strategic planning and its relation with the strategic decision making which help the researcher to find out the relation between the two processes through which the researcher concluded that strategic planning process is a fundamental one and important to perform and eliminate the available choices in order to reach a suitable and best decision for the advantage of the institution.

Chapter Three

Research Design and Methodology

3.1. Introduction

This chapter discusses research methodology following topics: (research design, data collection, primary and secondary data, thesis instruments (questionnaire design and the questionnaire steps), validity and reliability of questionnaire, conceptual model, population of the thesis, sample size and methods of data analysis).

3.2. Research Design

Methodology of the study

The researcher used the descriptive analytical approach to suit the problem of the study and the field study method so that data will be collected to accomplish this it.

3.3. Data Collection (Primary & Secondary Data)

Data for this research is obtained by two sources:

Firstly: Primary Resources through collecting data from municipalities in relation to the study. The questionnaire was designed to cover all study variables and distribute it to among members of sample study.

Secondly: Secondary Resources from previous studies, published researches, magazines and periodical, in addition to scientific references and books.

3.4. Questionnaire Design

The researcher designed the questionnaire showing it to a panel of arbitrators for the purpose of the study and collecting data. It was distributed among the members of the sample study benefitting from a number of Arabic and foreign thesis when designing the questionnaire. These are (The reality of strategic planning in the Northern West Bank Municipalities, Nabil Al-Atal, 2008), (The impact of strategic cleverness on decision making process, Su'ad Qasem, 2011), (Merging municipalities project, Toronto,2000), (The impact of Portfolio methods in strategic planning on decision making, Armstrong & Brodie, 1994).

The questionnaire consists of three sections. The first section is about the personal information of the target group. The second section contains four parts: first domain: The clarity of the strategic planning concept to target group The Second domain: What are the Municipalities trends towards strategic planning. The Third domain: The extent of practicing the Municipality administration for the strategic planning. The fourth domain: The extent of a good available criteria in the components and the elements of the Municipalities strategic plan. This section has four parts: The Municipality message, The Municipality Vision, Municipality Objectives, and decision making.

Each of the previous part was measured by a group of questions provided with five alternatives based on Likert(1934). These alternatives vary between: strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1).

3.4.1 Measuring Tool

To become acquainted of the previous scientific and literal studies related to the topic, hypotheses were adopted, questions were specified in the questionnaire to achieve the aims of all questions in the study, its various hypotheses.

3.4.2 Questionnaire development

The questionnaire was developed as follows:

1. The researcher designed the questionnaire with all its components and it was discussed with the supervisor to ensure that it covers all aspects of the study.
2. The questionnaire was reviewed by a group of arbitrators from different universities, Al-Najah National University, Al-Qudis Open University, The Arab American University and Khadouri University to make sure that it is strongly related to the study. Therefore, some of the sections and paragraphs were modified, others were deleted making the questionnaire more obvious to achieve its aims.
3. A trial examination of the questionnaire was done on a pilot study on (10) members of the target study which was chosen. Notes were taken into account from the target group. Therefore, the questionnaire was redesigned and presented to the supervisor again to have a clear final draft that includes the followings:
 - **First section:** includes the demographic information about persons filling the questionnaire. This section contains four parts: part one is about gender: male or female; part two is about qualification (Diploma, BA, Or MA); part three is

about job title Municipal Manager, Municipal Mayor, Head of Service, Head of department; part four is about work experience: below 5 years, 5-less than 10, 10-less than 15, more than 15.

- **Second section:** includes a group of different fields and aspects that are classified as follows: The first domain: The clarity of the strategic planning concept to target group that contains seven statements (1-7) respectively. The Second domain: What are the Municipalities trends to strategic planning that includes eight statements (8-15) respectively. The third domain: The extent of practicing the Municipality administration for the strategic planning including nine statements (16-24) respectively. The fourth domain: The extent of a good available criteria in the components and the elements of the Municipalities strategic plan that is classified into three parts: the first part is about the Municipality message, the second one is about the municipality vision and the third is about municipality objectives that contains 19 statements (25-43).
- **Third section:** is about decision making that includes eleven statements (44-54) respectively.

3.5 Validity and Reliability of Study

3.5.1 Validity: The questionnaire was discussed with the supervisor and by a group of arbitrators from different universities to ensure that it measures what is required to measure.

A study was performed on 10 members of the target group to make sure that are aware of the appendixes and the statements mentioned in the questionnaire. The aim was to

test the clarity of the questionnaire so as to achieve a high degree of faithfulness and to take notes concerning the final draft.

3.5.2 Reliability: The (SPSS) was used to measure the stability of the tool.

Table (3.1): Cronbach's alpha coefficients of the research variables

Construct	Items	Reliability	Results
Clarity of Strategic Planning Concept	7	.647	Pass
Municipality attitudes toward strategic planning	8	.678	Pass
Strategic planning practice by the Municipalities	9	.890	Pass
The availability of strategic planning elements	19	.888	Pass
The reality of strategic planning in the Municipalities	43	.899	Pass
Decision making	11	.917	Pass
Total	54	.919	Pass

Source: Own

As show from the above table, reliability of the instruments was tested by using Cronbach's Alpha coefficient and the result was found to be more than 0.7, the Cronbach's Alpha coefficient for all dimensions Scale was 0.919.

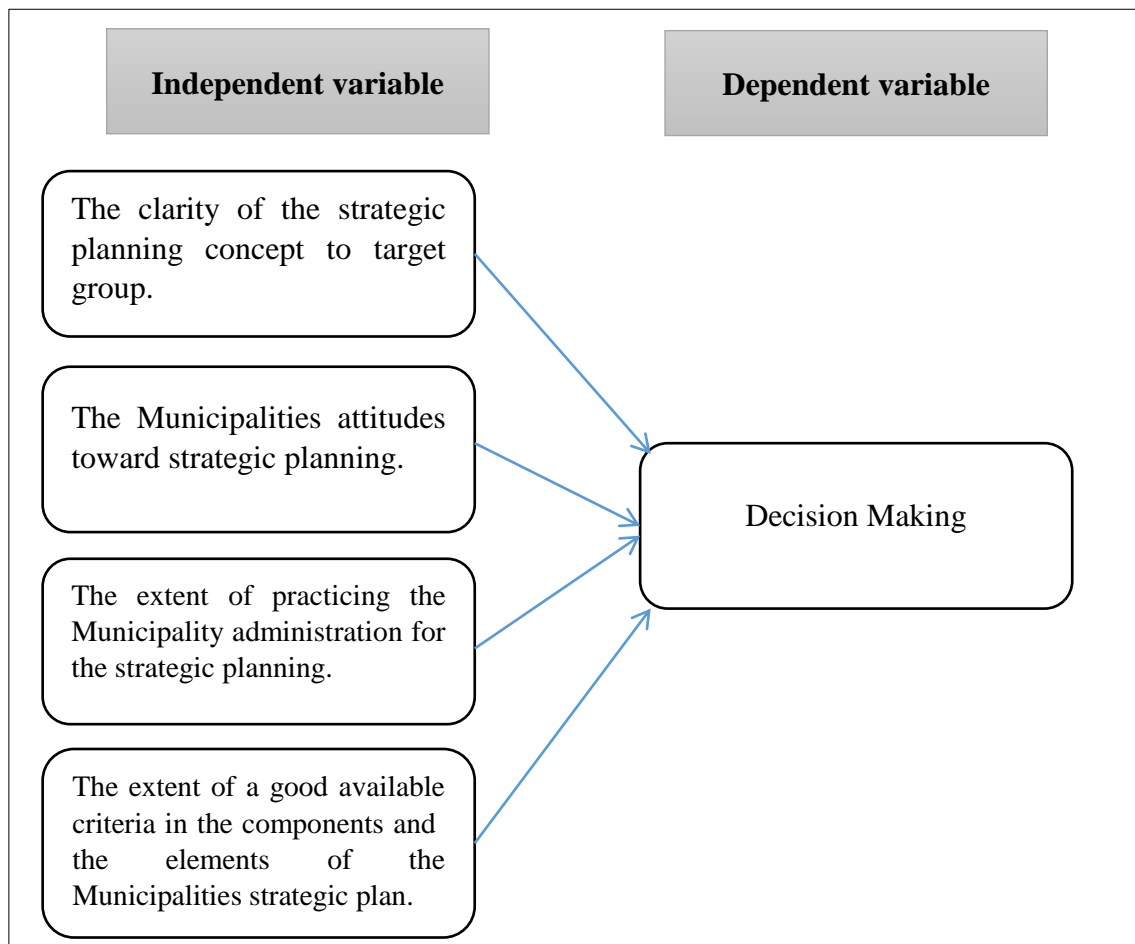
3.6 Application of the measurement tool

1. Being aware of the faithfulness and the stability of the measurement tool, sixty questionnaires was distributed on the target group.
2. The questionnaire was distributed directly on all members of the target group by the researcher himself indicating that this study is a part of MA requirements in strategic planning and fundraising at AAUJ to keep the information in confidence.
3. Fifty-four questionnaire were collected, four were useless to analyze as they are incomplete. The questionnaire was due back to delivery in three weeks.

3.7. Conceptual Model

This model was used to achieve the aim of this study, that is, (The reality of strategic planning in the Northern West Bank Municipalities and their effects on decision making) as it was developed based on the following previous studies: (Nabil Al. Atal, 2008, Su'ad Qasem, 2011), (Merging municipalities project, Toronto,2000), (Armstrong & Brodie, 1994).

Figure (2): The Study Conceptual Model



Source: The Researcher

3.8 Thesis Population

The thesis population includes all the municipalities in the Northern West Bank totaled (6) major municipalities in the Northern Districts as shown in the following table:

Table (3.2) Municipalities in the Northern Districts

Municipalities in the Northern Districts				
No.	Municipality Name	Municipality classification	Year Founded	population
1.	Municipality of Nablus	A	1889	126132
2.	Municipality of Tubas	B	2009	16365
3.	Municipality of Jenin	A	1980	39004
4.	Municipality of Tulkarem	A	1956	51300
5.	Municipality of Qalqilya	A	1951	41739
6.	Municipality of Salfeet	B	1963	8796

Source: www.molg.pna.ps

3.9 Sample Size

A random stratified sample was used in this study that includes municipalities managers, municipalities mayors, heads of departments, as they all occupy administrative positions which enable them to give exact answers that suit the reality of strategic planning of the municipality. The number of the sample size was (60) distributed on (60) targeted one. Fifty-four questionnaire were collected back. Four of which were useless as they are not fully completed, the rest (2) were not collected back.

3.10 Statistical Approaches

The data was analyzed by using the statistical package for social science (SPSS). The data was checked for entry errors. The relationship between the demographic variables and other all dimensions were analyzed by the using parametric tests:

frequency to describe the demographic variable, mean and standard deviation to answer the research question, one sample T test, independent test, and One ANOVA and LSD to test hypotheses, Pearson correlation test to examine the relationship between endogenous and the exogenous variable, multi-linear regression, one-sample Kolmogorov-Simonov test is used to test the normality of the thesis variable.

3.11 Ethical Issues

This study is conducted on human subjects, and to assure that the ethical issues are taken into consideration, permission to conduct this study was obtained, respondents were informed about the purpose of the study before the interview and were told that their participation was voluntary, and any information obtained would be confidential and would be used for scientific research purposes only.

Chapter Four

Research Analysis and Discussion

4. Data Analysis

4.1 Introduction

This chapter shows the analysis of the collected data; the population characteristics related to demographic characteristics of participants, the descriptive statistics of the variables used, the assumptions of regression analysis, and the findings related to the study questions and hypothesis.

4.2 Descriptive analysis

Four demographic items were required to provide more information about the respondents. The items describe the nature of the system.

The table below shows the frequency, percentage and characteristic of the sample individuals

Table (4.1): Descriptive statistics of demographic variable

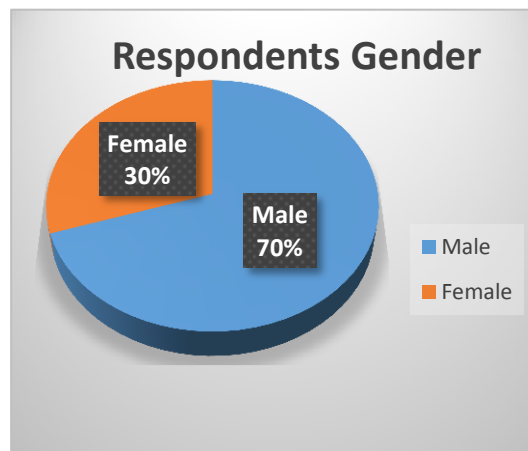
Dimensions	Category	Frequency	Percent
Gender	Male	35	70.0
	Female	15	30.0
	Total	50	100.0
Qualification	Diploma or <	7	14.0
	Bachelor	37	74.0
	Master or >	6	12.0
	Total	50	100.0

Position	Municipality Manager	4	8.0
	Municipality Mayor	3	6.0
	Department Head	13	26.0
	Section Head	30	60.0
	Total	50	100.0
Years of Experience	< 5 Years	5	10.0
	5 Years - < 10 Years	6	12.0
	10 Years - < 15 Years	21	42.0
	> 15 Years	18	36.0
	Total	50	100.0

As shown by the above table, out of a total of 50 respondents in this study:

The weight between the Male and Female is 70:30. (See figure 3)

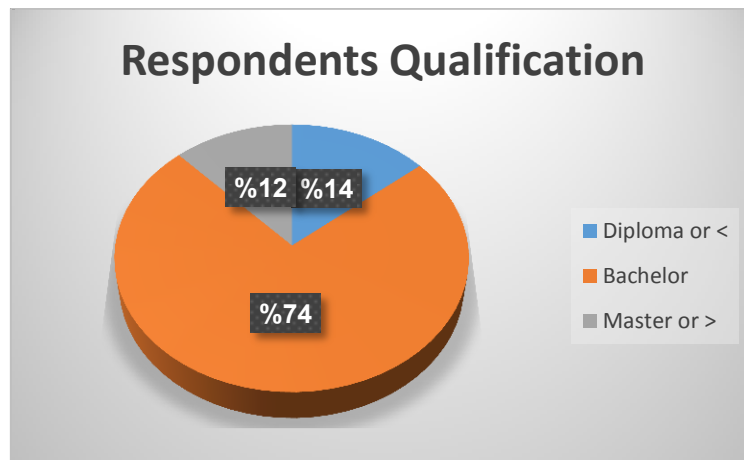
Figure (3): The distribution of the respondents by gender



The results from analysis showed that (70%) of the sample were males and (30%) were females.

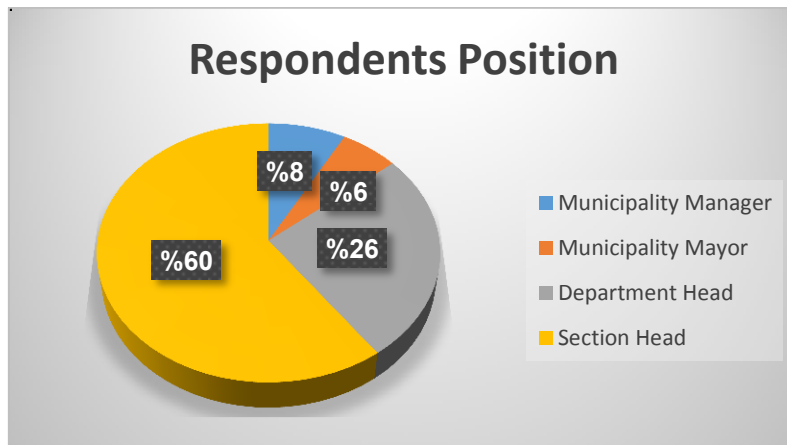
Subjects were also inquired about their qualifications and (12%) of them were post graduates (master), (74%) were graduates (B.A), while the remaining (14%) did diplomas. Therefore, the percentage of B.A degree is the highest. (See figure 4)

Figure (4): The distribution of the respondents by qualification



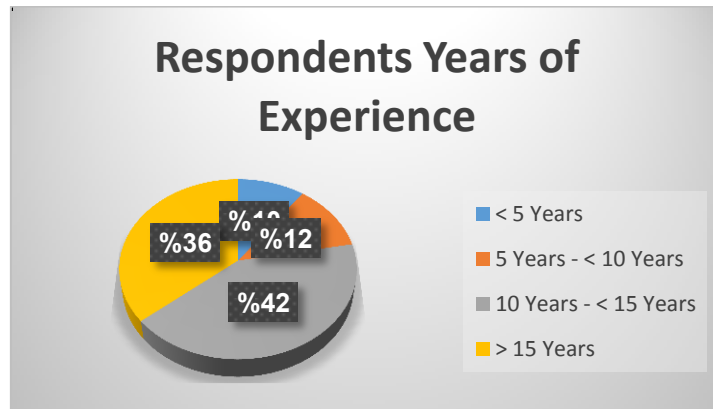
Most respondents had section head position (60%), nearly a quarter (26%) of them were department head, 8% of them were municipalities managers and the rest of them were municipalities mayors. (See figure 5).

Figure (5): The distribution of the respondents by position



As to the years of experience most of the respondents have experience were between (10 and <15) that is, 42%; while the category of (< 5), become lowest (10%). The second largest group is the respondents whose years of experience are (> 15), which covers 36%. (See figure 6)

Figure (6): The distribution of the respondents by years of experience



4.3 Descriptive Statistics

Based on the mean and the standard deviation, this study section aims to answer the thesis questions which show the level of strategic planning and its dimensions and decision making.

To judge on the level of items on the Likert scale the researcher considered that if the mean of the item (1-2.33) so the level is low, (2.34-3.66) moderate but for high level item its mean will be (3.67-5.00). (see table 4.2).

Table (4.2): Likert scale classifications

Degree	Range
High	5-3.67
Moderate	3.66-2.34
Low	2.33-1

4.3.1 Answering the research questions

Question 1: What is the reality of strategic planning in the municipalities of North West Bank of Palestine?

To answer the question: descriptive statistics were used to summarize the overall trends in the data. These will include measures of central tendency (means) and variability (standard deviations) for the independent and the dependent variables as shown in table (4.3):

Table (4.3): Mean and Standard Deviation of the reality of strategic planning in the municipalities dimension

No.	Items	Mean	Std. Deviation	Level
1	Clarity of Strategic Planning Concept	3.95	0.78	High
2	Municipality attitudes toward strategic planning	4.04	0.68	High
3	Strategic planning practice by the Municipalities	3.66	0.82	Moderate
4	The availability of strategic planning elements	3.75	0.74	High
The reality of strategic planning in the Municipalities		3.85	0.755	High

As shown in the above table; the items of the reality of strategic planning in the municipalities dimensions had a high level except the third dimension (the strategic planning practice by the municipalities) which had a moderate level, whereas the mean for all of them ranges from (3.75-4.04), “clarity of strategic planning concept”, “municipality attitudes toward strategic planning”, “the availability of strategic planning elements”. And on the total scope (The reality of strategic planning in the Municipalities) (M=3.85, SD=0.755) and that means there is a high level of the reality of strategic planning in the municipalities in the northern west bank municipalities.

The result is consistent with the results of (Abu-Farah, 2009) study and (Hairis, 2012) study which showed that no organization or institution can work or practice its role without strategic planning , and that strategic planning is regarded as one of main

administrative entrances that contributes to the success and the continuity of all institutions. The result is also consistent with (Boukleila & Dudai, 2017) and (Zabdaz's, 2014) who found that most of the countries especially the developing countries bet strategic planning to develop their economies.

Question 2: What is the level of clarity of strategic planning concept in the municipalities of North West Bank of Palestine?

To answer this question descriptive statistics were used to summarize the overall trends in the data. These will include measures of central tendency (means) and variability (standard deviations) for the independent and the dependent variables as shown in table (4.4):

Table (4.4): Mean and Standard Deviation of the clarity of strategic planning concept dimension

No.	Items	Mean	Std. Deviation	Level
1	The concept of strategic planning is clear to the municipality employees.	2.82	1.190	Moderate
2	The concept of strategic planning indicates using scientific means in the employment of the available resources to gain the required objectives.	3.96	.638	High
3	The strategic planning includes a long- term plan with the Municipality's aims and message.	4.08	.877	High
4	Strategic planning predicts the future incidents.	4.08	.900	High
5	The strategic vision is the main aim of the Municipality from which the objectives are achieved.	4.24	.657	High
6	The strategic planning is considered one of the strategic planning outcomes.	4.36	.563	High
7	The procedural labor planning is a part of strategic planning.	4.12	.627	High
Clarity of Strategic Planning Concept		3.95	0.78	High

As shown in the table above; the items of the clarity of strategic planning concept dimension had a high level except for item 1, which had a moderate level. This means that there is a high level of the clarity of strategic planning concept in the northern west bank municipalities ($M=3.95$, $SD=0.78$), whereas the mean for all of them is from (3.96-4.36), all respondents believed that item six “The strategic planning is considered one of the strategic planning outcomes” were the most important item in the clarity of strategic planning concept dimension was due to its greater mean 4.36 with 87.2% importance percentage, while the 5th item “The strategic vision is the main aim of the Municipality from which the objectives are achieved” comes in the 2nd stage of importance since its mean was 4.24 with 84.8% importance percentage, but the lowest items of the clarity of strategic planning concept dimension was the first item “The concept of strategic planning is clear to the municipality employees” with a moderate level, as its mean was (2.82) with (56.4%). Also, the overall level of clarity of strategic planning concept dimension was high with a mean of (3.95) and (78%) of importance percentage for the respondents. This means that there is a high level of clarity of strategic planning concept in the municipalities of North West Bank of Palestine.

This result is consistent with the results of (Al-Sidairi, 2010) who concluded that strategic planning helps in the development of a clear concept of the institution, enables it to be able to formulate plans and activities in a close relation to its aims and makes it possible for managers to confront and deal with the environmental changes which means to find a true treatment for a quick- changing environment where their institution work.

Question 3: What are the municipalities' attitudes towards strategic planning elements in the municipalities of North West Bank of Palestine?

To answer this question descriptive statistics were used to summarize the overall trends in the data. These will include measures of central tendency (means) and variability (standard deviations) for the independent and the dependent variables as shown in table (4.5):

Table (4.5): Mean and Standard Deviation of the municipality attitudes toward strategic planning elements

No.	Items	Mean	Std. Deviation	Level
1	The Municipality seeks to deepen the concept of strategic planning among the employees.	3.76	.822	High
2	The Municipality lets its employees to participate in the strategic planning process.	3.88	.961	High
3	The Municipality lets its public to participate in general administrative and developmental strategies.	4.04	.638	High
4	The strategic planning supports the Municipality's efforts to improve services to its public.	4.34	.479	High
5	The strategic planning helps in the Municipality development.	4.20	.452	High
6	The Municipality administration has the ability to implement a strategic plan that suits its needs and the public.	3.80	.808	High
7	The strategic planning improves the performance of the Municipality sectors.	4.18	.560	High
8	The strategic planning improves the performance of the individuals in the Municipality.	4.08	.695	High
Municipality attitudes toward strategic planning		4.04	0.68	High

The table above shows that all the items of the municipality attitudes toward strategic planning dimension had a high level ($M=4.04$, $SD=0.68$), whereas the mean for all of them ranged from (3.76-4.34), all respondents believed that item four “The

strategic planning supports the Municipality's efforts to improve services to its public” were the most important item in the municipality attitudes toward strategic planning dimension was due to its greater mean 4.34 with 86.8% importance percentage, while the 5th item “The strategic planning helps in the Municipality development” comes in the 2nd stage of importance since its mean was 4.20 with 84% importance percentage, but the lowest items of the municipality attitudes toward strategic planning dimension was the first item “The Municipality seeks to deepen the concept of strategic planning among the employees” as its mean was 3.76 with 75.2%. Also, the municipality attitudes toward strategic planning dimension overall mean was 4.04 with high level and 80.8% of importance percentage for the respondents. That means there is a high level of the municipality attitudes toward strategic planning in the northern west bank municipalities.

The result supports that of (Awali, 2010) study and (Al-Omari, 1983) study which indicated that strategic planning in municipalities is considered the general base through which the municipality can be developed.

Question 4: What is the level of strategic planning practice in the municipalities of North West Bank of Palestine?

To answer this question descriptive statistics were used to summarize the overall trends in the data. These will include measures of central tendency (means) and variability (standard deviations) for the independent and the dependent variables as shown in table (4.6):

Table (4.6): Mean and Standard Deviation of the strategic planning practice by the municipalities dimension

No.	Items	Mean	Std. Deviation	Level
1	The Municipality performs an outer environmental analysis to recognize the opportunities and the threats that it faces.	3.54	.862	Moderate
2	The Municipalities perform an inner environmental analysis to recognize the strong resources and the weak points.	3.42	.950	Moderate
3	The Municipalities operate within an obvious vision to improve the strong points and reduce the weak ones.	3.54	.885	Moderate
4	The strategic plan of the Municipalities includes an obvious vision.	3.86	.808	High
5	The strategic plan of the Municipalities includes a clear message.	3.86	.756	High
6	The strategic plan of the Municipalities includes a written objective.	3.84	.618	High
7	The Municipalities have suitable strategic alternatives.	3.70	.763	High
8	The Municipalities participate their employees in the preparation of executive plan.	3.58	.859	Moderate
9	The Municipalities committed to the specific budget in the executive plan.	3.62	.878	Moderate
Strategic planning practice by the Municipalities		3.66	0.82	Moderate

The above table concludes that most of the items for the strategic planning practice by the municipalities dimension had a moderate level, ($M=3.66$, $SD=0.82$), whereas the mean for all of them from (3.42-3.86), all respondents believed that the two items four and five “The strategic plan of the Municipalities includes an obvious vision”, “The strategic plan of the Municipalities includes a clear message” respectively were the most important item in the strategic planning practice by the municipalities dimension due to its greater mean 3.86 with 77.2% importance percentage with a high level, but the lowest items of the strategic planning practice by the municipalities

dimension was the 2nd item “The Municipalities perform an inner environmental analysis to recognize the strong resources and the weak points” as its mean was 3.42 with 68.4%. Also, the strategic planning practice by the municipalities dimension overall mean was 3.66 with moderate level and 73.2% of importance percentage for the respondents. That means there is a moderate level of the strategic planning practice by the municipalities in the northern west bank municipalities.

The result is not consistent with Cowburn's Study (2005) which found no practice of the strategic planning process in some British organizations due to the scarcity of the available financial resources and duplicated resolution.

Question 5: What is the level of availability of strategic planning elements in the municipalities of North West Bank of Palestine?

To answer this question descriptive statistics were used to summarize the overall trends in the data. These will include measures of central tendency (means) and variability (standard deviations) for the independent and the dependent variables as shown in table (4.7):

Table (4.7): Mean and Standard Deviation of the availability of strategic planning elements dimension

No.	Items Strategic Planning Elements	Mean	Std. Deviation	Level
1	The Municipality message is characterized by flexibility.	3.72	.671	High
2	The Municipality message is characterized by clarity.	3.74	.751	High
3	The Municipality message is characterized by accuracy.	3.64	.851	Moderate
4	The Municipality message supervise the realistic and the objective circumstances.	3.96	.699	High

5	The Municipality message is characterized by its ability to motivate its employees.	3.60	1.010	Moderate
6	The Municipality message expresses the values and the philosophy of it.	3.80	.808	High
7	The Municipality message consistent with the strategic objectives.	3.92	.601	High
8	The Municipality message is able to be transformed into plans, policies and clear labor programmes.	3.94	.740	High
Municipality Mission		3.79	0.77	High
9	The Municipality strategic vision is characterized by ability to determine objectives for growth.	4.12	.689	High
10	The Municipality vision measured the degree of its growth.	3.98	.589	High
11	The Municipality vision suites its message.	3.94	.586	High
12	The Municipality vision participates in making administrative changes.	3.98	.742	High
Municipality Vision		4.01	0.65	High
13	The Municipality objectives is able to be measured in quantity.	3.78	.708	High
14	The Municipality objectives is measured descriptively.	3.58	.731	Moderate
15	The Municipality objectives are clear and understood for all employees.	3.02	.958	Moderate
16	All responsible parties participate in formulating the Municipality objectives.	3.52	.839	Moderate
17	The Municipality objectives are acceptable for all employees.	3.60	.728	Moderate
18	The Municipality objectives are acceptable for the local community.	3.68	.653	High
19	The Municipality objectives are comprehensive for all aspects of developments in the inner and outer community.	3.80	.756	High
Municipality Objectives		3.57	0.77	Moderate
The availability of strategic planning elements		3.75	0.74	High

The table above shows that the fourth dimension which is the availability of strategic planning elements dimension consists of three sub-dimensions (municipality mission, municipality vision, and the municipality objectives), two of these sub-dimensions of the availability of strategic planning elements dimension had a high level while the third one (municipality objectives) is moderate ($M=3.57$, $SD=0.77$. All

respondents believed that the two dimensions were the most important in the availability of strategic planning elements dimension due to its greater mean 4.01,3.79 with 80.2%,75.8% importance percentage respectively with a high level. The availability of strategic planning elements dimension mean was 3.75 with a high level and 75% of importance percentage for the respondents. This means there is a high level of availability of strategic planning elements in the municipalities of North West Bank of Palestine.

Question 6: What is the reality of decision making in the municipalities of North West Bank of Palestine?

To answer this question descriptive statistics were used to summarize the overall trends in the data. These will include measures of central tendency (means) and variability (standard deviations) for the independent and the dependent variables as shown in table (4.8):

Table (4.8): Mean and Standard Deviation of the reality of Decision Making dimension

No.	Items	Mean	Std. Deviation	Level
1	The Municipality collects all the necessary information before decision making.	3.48	.886	Moderate
2	The Municipality works on preparing all suitable circumstances for decision-making process.	3.48	.789	Moderate
3	All Municipality administrative decisions are connected with the Municipality objectives specified in the strategic plan.	3.46	.788	Moderate
4	All Municipality decisions are based on logical justifications.	3.64	.921	Moderate
5	All decision are discussed collectively by the Municipality Administration.	3.46	.885	Moderate
6	The Municipality studies all alternatives related to the decisions.	3.68	.868	High

7	The Municipality modifies all its decisions having negative effects.	3.98	.714	High
8	The Municipality discusses the positive and negative effects on decision-making process.	3.78	.910	High
9	The Municipality Administration allows pass on information among the employees in the Municipality.	3.76	.870	High
10	The Municipality modifies all its decisions having negative effects.	3.94	.935	High
11	The local council participate with the Municipality Mayor in decision making.	3.82	.748	High
Decision Making		3.68	0.85	High

The table above shows that most of the items (54.54%) of the decision making dimension had a high level ($M=3.68$, $SD=0.85$), whereas the mean for all of them ranged from (3.68-3.98), all respondents believed that 7th item “The Municipality modifies all its decisions having negative effects” was the most important item in decision making dimension due to its greatest mean 3.98 with 79.6% importance percentage, while the 10th item “The Municipality modifies all its decisions having negative effects ” comes in the 2nd stage of importance since its mean was 3.94 with 78.8% importance percentage. While the other first five items had a moderate level, the mean for all of them from (3.46-3.64), the lowest two items of decision making dimension was “All Municipality administrative decisions are connected with the Municipality objectives specified in the strategic plan”, ”All decision are discussed collectively by the Municipality Administration “as their means were 3.46 with 69.2%. Decision making dimension overall mean was approximately 3.68 with high level and 73.6% of importance percentage for the respondents. That means there is a high level of decision making in the northern west bank municipalities. This result indicated that respondents are aware of the decision-making process in their municipalities.

This result is consistent with the results of Abu- Ashour's Study (2014) which concluded that the effectiveness of decisions taken in the academic council sectors was very high from the teaching staff point of view. It is also consistent with the result of Abu-Samra's Study (2014) which concluded that the effectiveness of the decision making for the heads of the academic departments at Palestinian Universities was high with a relative weight of (82, 84).

4.3.2 Testing the Research hypotheses

- **Normality Analysis**

The researcher runs the test of normality to assess the normality of the distribution of the scores for the strategic planning elements in this thesis.

Table (4.9): Normality Test

Dimensions	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Clarity of Strategic Planning Concept	.103	50	.200*	.971	50	.265
Municipality attitudes toward strategic planning	.164	50	.002	.938	50	.052
Strategic planning practice by the Municipalities	.139	50	.017	.956	50	.060
The availability of strategic planning elements	.093	50	.200*	.972	50	.290
The reality of strategic planning in the Municipalities	.093	50	.200*	.971	50	.250

*. This is a lower bound of the true significance

a. Lilliefors Significance Correction

The Normality Test shows that clarity of strategic planning concept, municipality attitudes toward strategic planning, strategic planning practice by the municipalities, the availability of strategic planning elements, the reality of strategic

planning in the municipalities, and decision making. "A non-significant result (Sig. Value of more than .05) indicates normality" (Pallant, 2010, p. 58). The Kolmogorov-Smirnov test was done separately through SPSS. The not- significance values shown in the Kolmogorov-Smirnov test of normality confirmed the output of the normality for all dimensions of this paper and all variables as in table (4.9). So, since the assumption of normal distribution was achieved so we can use the parametric tests.

H0-1: Strategic Planning doesn't play a role in the Northern West Bank Municipalities.

Table (4.10): The results of one sample t test for Strategic Planning dimensions

Dimensions	Mean	Std. Deviation	Mean Difference	t Value	p Value
Clarity of Strategic Planning Concept	3.9514	.41785	3.95143	66.867	.000
Municipality attitudes toward strategic planning	4.0350	.35087	4.03500	81.316	.000
Strategic planning practice by the Municipalities	3.6622	.60190	3.66222	43.023	.000
The availability of strategic planning elements	3.7537	.43211	3.75368	61.425	.000
Strategic Planning	3.8191	.33472	3.81907	80.680	.000

One sample t-test was used to examine the first hypothesis (Strategic Planning doesn't play a role in the Northern West Bank Municipalities), with a 95% level confidence, table 13 shows that the Strategic Planning (mean=3.8191, SD=.33472) was significantly different from 3.67 (cut point), $t = 80.680$, $p = 0.000$. The results support the alternative hypothesis which stated that Strategic Planning plays a role in the Northern West Bank Municipalities, as same as for all dimensions.

This result supports the result of (Buzyan, 2011) and (Al- Dajani's,2011) study which found that application of the strategic planning was mainly connected with big institutions that have the ability to adopt it in their management.

H0-2: The availability of strategic planning elements doesn't play a role in the Northern West Bank Municipalities.

Table (4.11): The results of one sample t test for the availability of strategic planning elements Dimension

Dimensions	Mean	Std. Deviation	Mean Difference	t Value	p Value
Municipality Mission	3.7900	.59464	3.79000	45.068	.000
Municipality Vision	4.0050	.54043	4.00500	52.402	.000
Municipality Objectives	3.5686	.46582	3.56857	54.171	.000
The availability of strategic planning elements	3.7537	.43211	3.75368	61.425	.000

One sample t-test was used to examine the second hypothesis (the availability of strategic planning elements doesn't play a role in the Northern West Bank Municipalities), with a 95% level confidence, table 14 shows that the availability of strategic planning elements (mean=3.7537, SD=.43211) was significantly different from 3.67 (cut point), $t = 61.425$, $p = 0.000$. The results support that the alternative hypothesis means that the availability of strategic planning elements play a role in the Northern West Bank Municipalities and the same for all dimensions. The results show that the availability of strategic planning elements play a role in the Northern West Bank Municipalities. So the alternative hypothesis is accepted.

This result does not support the result of (Sadder's ,2013) there is no application of strategic planning methodologies in managing the human resources at universities in

addition to that if they exist as practices, they don't achieve the possible objectives effectively

H0-3: Decision Making doesn't play a role in the Northern West Bank Municipalities.

Table (4.12): The results of one sample t test for Strategic Planning dimensions

Dimension	Mean	Std. Deviation	Mean Difference	t Value	p Value
Decision Making	3.6800	.62829	3.68000	41.416	.000

One sample t-test was used to examine the third hypothesis (Decision Making doesn't play a role in the Northern West Bank Municipalities), with a 95% level confidence, table 15 shows that Decision Making (mean=3.6800, SD=.62829) was significantly different from 3.67 (cut point), $t = 41.416$, $p = 0.000$. The results support the alternative hypothesis which stated that Decision Making plays a role in the Northern West Bank Municipalities.

H0.4: There are no statistically significant differences at ($\alpha = 0.05$) in the reality of strategic planning elements (clarity and concept, trends, practicing and criteria) and its impact on decision making in the municipalities in the North West Bank of Palestine attributed to variables (gender, qualification , position, and experience).

H0.4-1: There are no statistically significant differences at ($\alpha = 0.05$) in the reality of strategic planning elements (clarity and concept, trends, practicing and criteria) and its impact on decision making in the municipalities in the North West Bank of Palestine attributed to variable (gender).

Table (4.13): The results of independent t test for all dimensions according to gender

	Gender	N	Mean	Std. Deviation	t Value	p Value
Clarity of Strategic Planning Concept	Male	35	4.0245	.44974	1.941	.058
	Female	15	3.7810	.27461		
Municipality attitudes toward strategic planning	Male	35	4.1286	.29313	3.128	.003
	Female	15	3.8167	.38634		
Strategic planning practice by the Municipalities	Male	35	3.6762	.63450	0.248	.805
	Female	15	3.6296	.53727		
The availability of strategic planning elements	Male	35	3.8662	.39743	3.039	.004
	Female	15	3.4912	.40557		
Strategic Planning	Male	35	3.9010	.31008	2.826	.007
	Female	15	3.6279	.32044		
Decision Making	Male	35	3.9117	.53123	4.794	.000
	Female	15	3.1394	.49896		

An independent t-test is used in Table (4.13), with a 95% level confidence shows that there is no significant difference in exogenous and endogenous variables in the northern west bank municipalities due to gender since the p-value of the observed t-statistic is greater than 0.05. Hence, the researcher can accept the null that there is no significant difference in exogenous and endogenous variables in the in the northern west bank municipalities due to gender. Except the variables (municipality attitudes toward strategic planning, the availability of strategic planning elements, strategic planning and decision making) since the p-values are 0.003, 0.004, 0.007 and 0.000, which is less than 0.05. So the researcher rejects the null hypotheses and accepts the alternative hypothesis that suggests a significant difference due to gender of municipalities employees, which means male employees are more aware of and have a good mean of strategic planning and decision making practice than females due to male employees mean 4.1286, 3.8662, 3.9010, 3.9117 respectively greater than women mean. This means that there are statistically significant differences at ($\alpha = 0.05$) in the reality of

strategic planning elements (clarity and concept, trends, practicing and criteria) and its impact on decision making in the municipalities in the North West Bank of Palestine attributed to variable (gender).

H0.4-2 There are no statistically significant differences at ($\alpha = 0.05$) in the reality of strategic planning elements (clarity and concept, trends, practicing and criteria) and its impact on decision making in the municipalities in the North West Bank of Palestine attributed to variable (qualification)

Table (4.14): The results of F- test for all dimensions according to qualifications

		Sum of Squares	df	Mean Square	F	Sig.
Clarity of Strategic Planning Concept	Between Groups	1.468	2	.734	4.866	.012
	Within Groups	7.088	47	.151		
	Total	8.556	49			
Municipality attitudes toward strategic planning	Between Groups	1.058	2	.529	4.996	.011
	Within Groups	4.975	47	.106		
	Total	6.033	49			
Strategic planning practice by the Municipalities	Between Groups	2.160	2	1.080	3.255	.047
	Within Groups	15.592	47	.332		
	Total	17.752	49			
The availability of strategic planning elements	Between Groups	.941	2	.470	2.693	.078
	Within Groups	8.209	47	.175		
	Total	9.149	49			
Strategic Planning	Between Groups	.474	2	.237	2.220	.120
	Within Groups	5.016	47	.107		
	Total	5.490	49			
Decision Making	Between Groups	.538	2	.269	.673	.515
	Within Groups	18.804	47	.400		
	Total	19.343	49			

One Way ANOVA test used. Table (4.14), with a 95% level confidence shows that there is a significant difference in exogenous and endogenous variables in the northern west bank municipalities due to qualifications of the municipalities employees since the p-value is less than 0.05 on the first three dimensions, and greater than 0.05 on the other three dimensions . Hence, the researcher accepted the null hypothesis that there is no significant difference in exogenous and endogenous variables in the northern west bank municipalities due to qualifications of municipalities employees, except for the variables “clarity of strategic planning concept”, “municipality attitudes toward strategic planning”, and “strategic planning practice by the municipalities” since the p-values are 0.012, 0.011, and 0.047 respectively, which is less than 0.05, so the researcher accepted the alternative hypothesis that suggested a significant difference in clarity of strategic planning concept, municipality attitudes toward strategic planning, and strategic planning practice by the municipalities due to qualifications of the municipalities employees. This means that there are statistically significant differences at ($\alpha = 0.05$) in the reality of strategic planning elements (clarity and concept, trends, practicing and criteria) and its impact on decision making in the municipalities in the North West Bank of Palestine attributed to variable (qualification).

This result is not consistent with the result of Abu-Samra's Study (2014) who found that there is no fundamental statistical differences in the effectiveness of strategic planning in decision making due to variable (qualification).

Table (4.15): The results of LSD- test for all dimensions according to qualifications

Dependent Variable			Mean Difference (I-J)	Std. Error	Sig.
Clarity of Strategic Planning Concept	Diploma or <	Bachelor	.49862 [*]	.16006	.003
		Master or >	.39116	.21605	.077
	Bachelor	Diploma or <	-.49862 [*]	.16006	.003
		Master or >	-.10746	.17091	.533
	Master or >	Diploma or <	-.39116	.21605	.077
		Bachelor	.10746	.17091	.533
Municipality attitudes toward strategic planning	Diploma or <	Bachelor	.06515	.13410	.629
		Master or >	.49702 [*]	.18100	.009
	Bachelor	Diploma or <	-.06515	.13410	.629
		Master or >	.43187 [*]	.14319	.004
	Master or >	Diploma or <	-.49702 [*]	.18100	.009
		Bachelor	-.43187 [*]	.14319	.004
Strategic planning practice by the Municipalities	Diploma or <	Bachelor	-.55856 [*]	.23740	.023
		Master or >	-.22222	.32044	.491
	Bachelor	Diploma or <	.55856 [*]	.23740	.023
		Master or >	.33634	.25349	.191
	Master or >	Diploma or <	.22222	.32044	.491
		Bachelor	-.33634	.25349	.191
*. The mean difference is significant at the 0.05 level.					

Table (4.15) investigates which municipality employee's qualifications is more effective in strategic planning dimensions, the researcher used LSD test and from the results the researcher can say:

- 1) Diploma (diploma or <) employees are more aware of and have a better practice in the clarity of strategic planning concept than those who have Bachelor due to the p-value is 0.003 which is less than 0.05 and the mean differences 0.49862 respectively.

- 2) Diploma employees are more aware of and understand municipality attitudes toward strategic planning than those who have master due to the p-value is 0.009 which is less than 0.05 and the mean difference 0.49702. Furthermore, bachelor is also more aware in understanding the municipality attitude toward strategic planning than master employees.
- 3) Bachelor employees are more effective in strategic planning practice than those who have diploma due to the p-value is 0.023 which less than 0.05 and the mean difference 0.55856.

H0.4-3 There are no statistically significant differences at ($\alpha = 0.05$) in the reality of strategic planning elements and its impact on decision making in the municipalities in the North West Bank of Palestine attributed to variable (position).

Table (4.16): The results of F- test for all dimensions according to Position

Dimensions		Sum of Squares	df	Mean Square	F	Sig.
Clarity of Strategic Planning Concept	Between Groups	.159	3	.053	.290	.833
	Within Groups	8.397	46	.183		
	Total	8.556	49			
Municipality attitudes toward strategic planning	Between Groups	1.300	3	.433	4.211	.010
	Within Groups	4.733	46	.103		
	Total	6.033	49			
Strategic planning practice by the Municipalities	Between Groups	1.575	3	.525	1.493	.229
	Within Groups	16.177	46	.352		
	Total	17.752	49			
The availability of strategic planning elements	Between Groups	3.640	3	1.213	10.132	.000
	Within Groups	5.509	46	.120		
	Total	9.149	49			

Strategic Planning	Between Groups	1.657	3	.552	6.630	.001
	Within Groups	3.833	46	.083		
	Total	5.490	49			
Decision Making	Between Groups	7.662	3	2.554	10.058	.000
	Within Groups	11.681	46	.254		
	Total	19.343	49			

One Way ANOVA test used. Table (4.16) with a 95% level confidence concludes that there is no significant difference in exogenous and endogenous variables in the northern west bank municipalities due to position of the municipalities employees since the p-value of the observed F statistic is greater than 0.05. Hence, the researcher can accept the null hypothesis that there is no significant difference in exogenous and endogenous variables in the northern west bank municipalities due to position of municipalities employees, except the variables “municipality attitudes toward strategic planning”, “the availability of strategic planning elements”, “strategic planning” and “decision making” since the p-values are 0.010, 0.000, 0.001, and 0.000 respectively, which is less than 0.05, so the researcher accept the alternative hypothesis that demonstrated a significant difference in municipality attitudes toward strategic planning, the availability of strategic planning elements, strategic planning and decision making due to position of the municipalities employees.

This means that there are statistically significant differences at ($\alpha = 0.05$) in the reality of strategic planning elements and its impact on decision making in the municipalities in the North West Bank of Palestine attributed to variable (position).

Table (4.17): The results of LSD- test for all dimensions according to Position

Dependent Variable			Mean Difference (I-J)	Std. Error	Sig.
Municipality attitudes toward strategic planning	Municipality Manager	Municipality Mayor	-.29167	.24499	.240
		Department Head	.16346	.18340	.377
		Section Head	.31667	.17074	.070
	Municipality Mayor	Municipality Manager	.29167	.24499	.240
		Department Head	.45513*	.20545	.032
		Section Head	.60833*	.19423	.003
	Department Head	Municipality Manager	-.16346	.18340	.377
		Municipality Mayor	-.45513*	.20545	.032
		Section Head	.15321	.10651	.157
	Section Head	Municipality Manager	-.31667	.17074	.070
		Municipality Mayor	-.60833*	.19423	.003
		Department Head	-.15321	.10651	.157
The availability of strategic planning elements	Municipality Manager	Municipality Mayor	.09211	.26431	.729
		Department Head	.82085*	.19787	.000
		Section Head	.81316*	.18421	.000
	Municipality Mayor	Municipality Manager	-.09211	.26431	.729
		Department Head	.72874*	.22166	.002
		Section Head	.72105*	.20955	.001
	Department Head	Municipality Manager	-.82085*	.19787	.000
		Municipality Mayor	-.72874*	.22166	.002
		Section Head	-.00769	.11491	.947
	Section Head	Municipality Manager	-.81316*	.18421	.000
		Municipality Mayor	-.72105*	.20955	.001

		Department Head	.00769	.11491	.947
Strategic Planning	Municipality Manager	Municipality Mayor	-.00388	.22046	.986
		Department Head	.50000*	.16504	.004
		Section Head	.53101*	.15364	.001
	Municipality Mayor	Municipality Manager	.00388	.22046	.986
		Department Head	.50388*	.18488	.009
		Section Head	.53488*	.17478	.004
	Department Head	Municipality Manager	-.50000*	.16504	.004
		Municipality Mayor	-.50388*	.18488	.009
		Section Head	.03101	.09584	.748
	Section Head	Municipality Manager	-.53101*	.15364	.001
		Municipality Mayor	-.53488*	.17478	.004
		Department Head	-.03101	.09584	.748
Decision Making	Municipality Manager	Municipality Mayor	-.50000	.38487	.200
		Department Head	-.03147	.28813	.914
		Section Head	.67273*	.26823	.016
	Municipality Mayor	Municipality Manager	.50000	.38487	.200
		Department Head	.46853	.32277	.153
		Section Head	1.17273*	.30514	.000
	Department Head	Municipality Manager	.03147	.28813	.914
		Municipality Mayor	-.46853	.32277	.153
		Section Head	.70420*	.16733	.000
	Section Head	Municipality Manager	-.67273*	.26823	.016
		Municipality Mayor	-1.17273*	.30514	.000
		Department Head	-.70420*	.16733	.000

*, The mean difference is significant at the 0.05 level.

Table (4.17) investigates which municipality employee's position are more effective in the study variables, the researcher used LSD test, and the results show that:

1. The employees in a municipality mayor position have a clear view of the municipality attitudes toward strategic planning than of those whose department and section head position due to the p-values are 0.032, 0.003 which less than 0.05 and the mean differences 0.45513, 0.60833 respectively.
2. The municipalities managers are aware of the availability of strategic planning elements in the municipalities than those in department and section head positions due to the p-value is 0.000 which less than 0.05 and the mean difference 0.82085, 0.81316 respectively. Moreover, the municipality mayors are also more aware of understanding the availability of the strategic planning elements in the municipalities than department and section head positions due to the p-values are 0.002, 0.001 which less than 0.05 and the mean difference 0.72874, 0.72105 respectively.
3. The municipalities managers are aware of and understand strategic planning in the municipalities than those in section and department head positions due to the p-values are 0.001, 0.004 which less than 0.05 and the mean difference 0.53101, 0.50000 respectively. Also, the municipality mayors are also more aware of understanding the strategic planning process in the municipalities than section and department head positions due to the p-values are 0.004, 0.009 which less than 0.05 and the mean difference 0.53488, 0.50388 respectively.
4. The municipalities managers are aware of and understand the decision making process in the municipalities than the other positions due to the p-values are 0.016 which less than 0.05 and the mean difference 0.67273.

H0.4-4 There are no statistically significant differences at ($\alpha= 0.05$) in the reality of strategic planning elements (clarity and concept, trends, practicing and criteria) and its impact on decision making in the municipalities in the North West Bank of Palestine attributed to variable (years of experience)

Table (4.18): The results of F- test for all dimensions according to Years of Experience

		Sum of Squares	df	Mean Square	F	Sig.
Clarity of Strategic Planning Concept	Between Groups	3.283	3	1.094	9.546	.000
	Within Groups	5.273	46	.115		
	Total	8.556	49			
Municipality attitudes toward strategic planning	Between Groups	.682	3	.227	1.954	.134
	Within Groups	5.351	46	.116		
	Total	6.033	49			
Strategic planning practice by the Municipalities	Between Groups	1.249	3	.416	1.160	.335
	Within Groups	16.503	46	.359		
	Total	17.752	49			
The availability of strategic planning elements	Between Groups	2.645	3	.882	6.235	.001
	Within Groups	6.504	46	.141		
	Total	9.149	49			
Strategic Planning	Between Groups	1.377	3	.459	5.132	.004
	Within Groups	4.113	46	.089		
	Total	5.490	49			
Decision Making	Between Groups	2.662	3	.887	2.446	.076
	Within Groups	16.681	46	.363		
	Total	19.343	49			

One Way ANOVA test used. Given the table (4.18), with a 95% level confidence the researcher can conclude: There is no significant difference in exogenous and endogenous variables in the northern West Bank municipalities due to years of experience since the p-value of the observed F statistic is greater than 0.05. Hence, the researcher can accept the null hypothesis that there is no significant difference in exogenous and endogenous variables in the northern west bank municipalities due to years of experience, except the variables “clarity of strategic planning concept”, “the availability of strategic planning elements”, and “strategic planning” since the p-values are 0.000, 0.001, and 0.004 respectively, which is less than 0.05, so the researcher accept the alternative hypothesis that demonstrated for a significant difference in clarity of strategic planning concept, the availability of strategic planning elements, and strategic planning. This means that there are statistically significant differences at ($\alpha=0.05$) in the reality of strategic planning elements (clarity and concept, trends, practicing and criteria) and its impact on decision making in the municipalities in the North West Bank of Palestine attributed to variable (years of experience)

Table (4.19): The results of LSD- test for all dimensions according to Years of Experience

Dependent Variable			Mean Difference (I-J)	Std. Error	Sig.
Clarity of Strategic Planning Concept	< 5 Years	5 Years - < 10 Years	-1.09048*	.20501	.000
		10 Years - < 15 Years	-.63129*	.16847	.000
		> 15 Years	-.66984*	.17115	.000
	5 Years - < 10 Years	< 5 Years	1.09048*	.20501	.000
		10 Years - < 15 Years	.45918*	.15672	.005

		> 15 Years	.42063*	.15960	.011
	10 Years - < 15 Years	< 5 Years	.63129*	.16847	.000
		5 Years - < 10 Years	-.45918*	.15672	.005
		> 15 Years	-.03855	.10875	.725
	> 15 Years	< 5 Years	.66984*	.17115	.000
		5 Years - < 10 Years	-.42063*	.15960	.011
		10 Years - < 15 Years	.03855	.10875	.725
The availability of strategic planning elements	< 5 Years	5 Years - < 10 Years	-.93860*	.22770	.000
		10 Years - < 15 Years	-.33083	.18712	.084
		> 15 Years	-.37135	.19009	.057
	5 Years - < 10 Years	< 5 Years	.93860*	.22770	.000
		10 Years - < 15 Years	.60777*	.17407	.001
		> 15 Years	.56725*	.17726	.002
	10 Years - < 15 Years	< 5 Years	.33083	.18712	.084
		5 Years - < 10 Years	-.60777*	.17407	.001
		> 15 Years	-.04052	.12078	.739
	> 15 Years	< 5 Years	.37135	.19009	.057
		5 Years - < 10 Years	-.56725*	.17726	.002
		10 Years - < 15 Years	.04052	.12078	.739
Strategic Planning	< 5 Years	5 Years - < 10 Years	-.70155*	.18107	.000
		10 Years - < 15 Years	-.37984*	.14880	.014
		> 15 Years	-.43540*	.15116	.006
	5 Years - < 10 Years	< 5 Years	.70155*	.18107	.000
		10 Years - < 15 Years	.32171*	.13842	.025

		> 15 Years	.26615	.14096	.065
	10 Years - < 15 Years	< 5 Years	.37984*	.14880	.014
		5 Years - < 10 Years	-.32171*	.13842	.025
		> 15 Years	-.05556	.09605	.566
	> 15 Years	< 5 Years	.43540*	.15116	.006
		5 Years - < 10 Years	-.26615	.14096	.065
		10 Years - < 15 Years	.05556	.09605	.566
*The mean difference is significant at the 0.05 level.					

Given the table (4.19), to investigate which municipality employee's years of experience have an impact in the study variables, the researcher used LSD test. And from those results the researcher can say:

1. The employees with (5- < 10 years of experience) have the clear view of the strategic planning concept than whom with (< 5, 10- < 15, > 15 years of experience) due to the p-values are 0.000, 0.005, and 0.011 which less than 0.05 and the mean differences 1.09048, .45918, and .42063 respectively.
2. The employees with (5- < 10 years of experience) have the clear view and understand of the availability of strategic planning elements in the municipalities than whom with (< 5, 10 - < 15, > 15 years of experience) due to the p-values are 0.000, 0.001, and 0.002 which less than 0.05 and the mean differences .93860, .60777, and .56725 respectively.
3. The employees with (5- < 10 years of experience) have the clear view and understand of the availability of strategic planning elements in the municipalities than whom with (< 5, 10 - < 15 years of experience) due to the p-values are 0.000

and 0.025 which less than 0.05 and the mean differences .70155, and .32171 respectively.

This result is not consistent with the result of Abu-Samra's Study (2014) who found that there is no fundamental statistical differences in the effectiveness of strategic planning in decision making due to variable (years of experience).

H0-5: There is no statistically significant relationship between the reality of strategic planning and decision making in the municipalities in the North West Bank of Palestine.

To test this hypothesis Correlation coefficients test among exogenous and endogenous variables was made as shown in the following table:

Table (4.20): Correlation coefficients among exogenous and endogenous variables

Dimensions	1	2	3	4	5	6
Clarity of Strategic Planning Concept	1					
Municipality attitudes toward strategic planning	.332*	1				
Strategic planning practice by the Municipalities	.209	.470**	1			
The availability of strategic planning elements	.280*	.542**	.327*	1		
Strategic Planning	.506**	.749**	.697**	.856**	1	
Decision Making	.096	.303*	.112	.538**	.428**	1

*, Correlation is significant at the 0.05 level (2-tailed).

**, Correlation is significant at the 0.01 level (2-tailed).

The size of the value of the correlation coefficient was decided, for indicating the strength relationship between two variables. According to Cohen's standard (1962), the guidelines for assessing the relationship are shown in Table (4.20):

Table (4.21): The guidelines for assessing the relationship

Strength	Value
Small	0.10 to 0.29
Medium	0.30 to 0.49
Large	0.50 to 1.0

Source: (Cohen,1962)

As shown in table (4.21), the relationships between all exogenous and endogenous variables are seen positive. Here the researcher can see that, 1) In West Bank municipalities, the availability of strategic planning elements significantly related to strategic planning, according to the high strength relationship between them, this shows that the strategic planning elements which are (mission, vision, and the objectives) significantly related to the strategic planning implementation. The municipalities have an understanding about the strategic planning main pillars and how it affects the strategic planning implementation in the municipalities. Although the municipalities attitude towards the strategic planning implementation process is significantly related to strategic planning implementation, this result leads to find how important the municipalities top management commitment towards strategic planning. 2) The availability of strategic planning elements and the reality of strategic planning implementation are a better predictor than the other dimensions of decision making, as its higher correlation of 0.538 and 0.428 respectively.

Based on the scale in the above table (4.21), the researcher can conclude that: There is There is a statistically significant positive relationship between the reality of strategic planning and decision making in the municipalities in the North West Bank of Palestine. And that the availability of strategic planning elements has the strongest

relationship with the process of decision making, oppositely, the clarity of strategic planning concept has the smallest impact on decision making.

The result supports the results of (Abu- Halima's, 2013) study which discussed the reality of decision making in some organizations and found that there is a relationship between strategic planning elements and decision making. But the result does not support the result of (Hoffman's, 2007) which found only a simple relation between culture and planning as culture has a small effect on planning and performance.

H0-6: There is no significant impact of the reality of strategic planning on decision making in the municipalities in the North West Bank of Palestine.

To test this hypothesis R-square and ANOVA for econometrics model tests were made as shown in the following table:

Table (4.22): R-square and ANOVA for econometrics model

Model		Sum of Squares	df	Mean Square	F	Sig.	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	Regression	3.539	1	3.539	10.747	.002 ^b	.428 ^a	.183	.166	.57381
	Residual	15.804	48	.329						
	Total	19.343	49							

a. Dependent Variable: Decision Making

b. Predictors: (Constant), Strategic Planning

From table (4.22), the results of Anova test show a significant value of 10.747 for the F distribution with 1 and 48 df. The F-test can be taken as a measure of overall model significance of the estimated regression, indicates that the p-value is less than 0.05, which implies that a significant relationship exists between the selected variables in this model in other words “Indicates that the combination of these variables significantly predicts the variable”. $R^2 = 0.183$ means that the independent variables can

explain 18.3% of the variation in dependent variable “decision making”, and Multiple correlation coefficient “ $r=0.428$ ” shows positive and moderate linear relationship between dependent variable “decision making” and the predictors.

Table (4.23): The OLS summary statistics of the null hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.902	1.034		.873	.388
Clarity of Strategic Planning Concept	-.092	.201	-.061	-.460	.648
Municipality attitudes toward strategic planning	.121	.292	.068	.415	.680
Strategic planning practice by the Municipalities	-.089	.149	-.086	-.602	.551
The availability of strategic planning elements	.794	.219	.546	3.633	.001

a. Dependent Variable: Decision Making

Multiple regression analysis was used to test if the strategic planning dimensions significantly predicted decision making. The results of the regression indicated the one predictor (the availability of strategic planning elements) explained 18.3% of the variance ($R^2 = 0.183$, $F(1,48) = 10.747$, $P < 0.05$). It was found that the availability of strategic planning elements highly predicted decision making ($\beta = .794$, $p = 0.001$).

4.3.3 The econometric model equation:

Decision Making = .794 the availability of strategic planning elements

The interpretations of the significant independent variables:

There is a direct impact between the availability of strategic planning elements and decision making, and increasing the availability of strategic planning elements by

10 units may increase the decision making by 7.94 units. This means that there is a significant impact of the reality of strategic planning on decision making in the municipalities in the North West Bank of Palestine.

But there is no impact of the predictor variables (clarity of strategic planning concept, municipality attitudes toward strategic planning, and strategic planning practice by the municipalities) on decision making.

The result support the results of (Wiseman,2006) who concluded that one of the most important matters to have an excellent management and develop the strategic planning is planning, developing the work, achieving the effective strategic objectives for the success of the institution and remaining in work domain.

In this chapter, the researcher found that strategic planning dimensions are positively correlated to each other, all the dimensions have been used in the model affect each other. It was clear from the thesis that the most significant strategic planning dimensions on decision making are the availability of strategic planning elements, and the municipalities' attitude toward the strategic planning.

The role of these dimensions will affect the other dimensions (clarity of strategic planning concept and strategic planning practice by the municipalities) to help the municipalities to build effectively a successful strategic plan. On the other hand, the availability of strategic planning elements has a direct effect on decision making in Northern West Bank Municipalities.

Chapter Five

Conclusion & Recommendations

The study aims to investigate the reality of strategic planning in the Northern municipalities of the West Bank and their effect on decision making in relation to some demographic variables. Having the data collected, it was statistically dealt with SPSS, the researcher pointed out the following results and recommendations

5.1 Results taken from the characteristics of the sample study

1. The rate number of male mayors, managers of municipalities, the managers of section and chiefs of departments was 70% whereas the number of female who participated was 30%. This indicates a low participation from women in administrative positions.
2. The rate number of male mayors, managers of municipalities, the managers of section and chiefs of departments in Northern municipalities of the West Bank who hold a BA was 74%. This is a positive index that university education of BA was the highest rate.
3. The rate number of male mayors, managers of municipalities, the managers of section and chiefs of departments in Northern municipalities of the West Bank who have the job title of a mayor was 60%. This indicates that the heads of sections were the most aware of the strategic planning concept.
4. The rate number of male mayors, managers of municipalities, the managers of section and chiefs of departments in Northern municipalities of the West Bank

which is between 10 Years - < 15 Years was 42%, then followed by those who have work experience more than > 15 was 36%.

The Results of study Analysis:

1. The strategic plan at municipalities is one most important outcomes of the strategic planning process that should be performed and implemented for the success of the strategic plan at municipalities.
2. Having and performing a strategic plan contribute effectively in developing and improving services for citizens because the strategic plan is capable of recognizing the citizen's needs and requirements.
3. The municipalities have a clear message and vision concerning its strategic plans and services which are presented to citizens.
4. The municipalities' message keeps up with the real and objective situations.
5. There is an obvious strategic vision aims at development and growth of the municipality.
6. The municipalities seek to develop the internal and the external parts of the community through comprehensive objectives performed by the municipality.
7. The municipality modified its decisions if these have any negative effect on citizens.
8. Decision making at the municipality should be taken in cooperation and participation of all section managers.

5.2 Recommendations:

1. Making it possible for all employees at municipalities and training them about the concept of the strategic planning concerning the preparation of strategic plan, studying and implementing it.
2. Activating the role of the municipality and increasing the awareness of employees in the strategic planning to have best results.
3. Increasing the efforts performed by the municipalities to analyze the internal environment having knowledge of weak and strong resources, working to develop or exceed them.
4. Activating the performance of the employees through the message of the municipalities.
5. All municipality objectives should be obvious for all its employees.
6. All administrative decisions taken by the municipality should be related and connected to its objectives mentioned in the strategic plan.
7. All administrative decisions taken by the municipality should be discussed collectively but not individually.

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Appendices

Appendix (1): The Evaluators

Name	Academic Rank	Specialization	University
DR. Rani Shahwan	Assistant Professor	Business Administration	An- Najah National University
Dr. Sam Alfoqahaa	Associate Professor	Marketing	An- Najah National University
Dr. Raed Iriqat	Assistant Professor	Business Administration	Arab American University
Dr. Shaher Obaid	Associate Professor	Business Administration	Al- Quds Open University
Dr. Saheer Al- Shomali	Assistant Professor	Business and Economics	Palestine Technical University- kadoorie
Dr. Salama Salama	Assistant Professor	Business Administration	Al- Quds Open University

Appendix (2): Questionnaire



Arab American University Faculty of Graduate Studies The Questionnaire

Dear Employees:

The researcher is performing a thesis study" The Reality of Strategic Planning in the North Municipalities of the West Bank, their effect on decision making" This thesis was submitted in partial fulfillment of the requirements for the Master's degree in Strategic Planning and Fundraising (Jenin). Kindly you are requested to read the thoroughly the Appendixes then put (X) in the space provided, with my great thanks to you for your cooperation.

Thank you for your cooperation

Researcher: Ala'a Abu Khaled

Section One: Personal Information: Kindly, put (x) in the space provided

1. Gender: Male ☐ Female ☐
2. Qualifications: Diploma ☐ BA ☐ MA ☐
3. Job title: Municipal Manager ☐ Municipal Mayor ☐ Head of Service ☐
Head of Department ☐
4. Work Experience: below 5 years ☐ 5-less than 10 ☐ 10-less than 15 ☐
more than 15 ☐

Section Two: Questionnaire Appendixes

Kindly, you are requested to put (x) in the space provided according to your personal perspectives.

No	Paragraph text	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
First domain: The clarity of the strategic planning concept to target group						
1.	The concept of strategic planning is clear to the municipality employees.					
2.	The concept of strategic planning indicates using scientific means in the employment of the available resources to gain the required objectives.					
3.	The strategic planning includes a long- term plan with the Municipality's aims and message.					
4.	Strategic planning predicts the future incidents.					
5.	The strategic vision is the main aim of the Municipality from which the objectives are achieved.					
6.	The strategic planning is considered one of the strategic planning outcomes.					
7.	The procedural labor planning is a part of strategic planning.					
The Second domain: What are the Municipalities trends to strategic planning						
1.	The Municipality seeks to deepen the concept of strategic planning among the employees.					
2.	The Municipality lets its employees to participate in the strategic planning process.					
3.	The Municipality lets its public to participate in general administrative and developmental strategies.					
4.	The strategic planning supports the Municipality's efforts to improve services to its public.					
5.	The strategic planning helps in the Municipality development					
6.	The Municipality administration has the ability to implement a strategic plan that suits its needs and the public					
7.	The strategic planning improves the performance of the Municipality sectors.					
8.	The strategic planning improves the performance of the individuals in the Municipality.					
The Third domain: The extent of practicing the Municipality administration for the strategic planning						
1.	The Municipality performs an outer environmental analysis to recognize the opportunities and the threats that it faces.					
2.	The Municipalities perform an inner environmental analysis to recognize the strong resources and the weak points. .					
3.	The Municipalities operate within an obvious					

	vision to improve the strong points and reduce the weak ones.					
4.	The strategic plan of the Municipalities include an obvious vision.					
5.	The strategic plan of the Municipalities includes a clear message.					
6.	The strategic plan of the Municipalities includes a written objective.					
7.	The Municipalities have suitable strategic alternatives.					
8.	The Municipalities participate their employees in the preparation of executive plan.					
9.	The Municipalities committed to the specific budget in the executive plan.					
10.	The Municipality performs an outer environmental analysis to recognize the opportunities and the threats that it faces.					
The Fourth domain: The extent of a good available criteria in the components and the elements of the Municipalities strategic plan						
A. The Municipality message						
1.	The Municipality message is characterized by flexibility.					
2.	The Municipality message is characterized by clarity.					
3.	The Municipality message is characterized by accuracy.					
4.	The Municipality message supervise the realistic and the objective circumstances.					
5.	The Municipality message is characterized by its ability to motivate its employees.					
6.	The Municipality message expresses the values and the philosophy of it.					
7.	The Municipality message consistent with the strategic objectives.					
8.	The Municipality message is able to be transformed into plans, policies and clear labor programmers.					
B. The Municipality Vision						
9.	The Municipality strategic vision is characterized by ability to determine objectives for growth.					
10.	The Municipality vision measured the degree of its growth.					
11.	The Municipality vision suites its message.					
12.	The Municipality vision participates in making administrative changes.					
c. Municipality Objectives						
1.	The Municipality objectives is able to be measured in quantity.					
2.	The Municipality objectives is measured descriptively.					
3.	The Municipality objectives are clear and understood for all employees.					

4.	All responsible parties participate in formulating the Municipality objectives.					
5.	The Municipality objectives are acceptable for all employees.					
6.	The Municipality objectives are acceptable for the local community.					
7.	The Municipality objectives are comprehensive for all aspects of developments in the inner and outer community.					
Decision Making						
1.	The Municipality collects all the necessary information before decision making.					
2.	The Municipality works on preparing all suitable circumstances for decision-making process.					
3.	All Municipality administrative decisions are connected with the Municipality objectives specified in the strategic plan.					
4.	All Municipality decisions are based on logical justifications.					
5.	All decision are discussed collectively by the Municipality Administration.					
6.	The Municipality studies all alternatives related to the decisions.					
7.	The Municipality modifies all its decisions having negative effects.					
8.	The Municipality discusses the positive and negative effects on decision-making process.					
9.	The Municipality Administration allows pass on information among the employees in the Municipality.					
10.	All the Municipality heads of departments participate in decision making.					
11.	The local council participate with the Municipality Mayor in decision making.					

The End of the questions

Thanks

الاستبانة: (3) Appendix



الجامعة العربية الأمريكية - جنين كلية الدراسات العليا الاستبانة

أخي الموظف / أختي الموظفة تحية وبعد:

يقوم الباحث بإجراء دراسة بعنوان: " واقع التخطيط الاستراتيجي في بلديات شمال الضفة الغربية وأثرها على اتخاذ القرار)"، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير من كلية الدراسات العليا تخصص التخطيط الاستراتيجي وتجنيد الأموال، راجين من حضرتكم قراءة الفقرات بدقة وعناية، وتحديد درجة استجابتك على كل فقرة، وذلك بوضع إشارة (x) في المكان المناسب لدرجة تقديرك أمام كل عبارة.

شاكرين لكم حسن تعاونكم

الباحث: علاء أبو خالد

القسم الأول: المعلومات الشخصية: يرجى التكرم بوضع (x) في المربع المناسب:

1. الجنس: ☐ ذكر ☐ أنثى

2. المؤهل العلمي: ☐ دبلوم فأقل ☐ بكالوريوس ☐ ماجستير فأعلى.

3. المسمى الوظيفي: ☐ مدير البلدية ☐ رئيس البلدية ☐ رئيس الدائرة ☐ رئيس قسم

4. سنوات الخبرة: ☐ أقل من 5 سنوات ☐ من 5 - أقل من 10 سنوات ☐ من 10 - أقل من 15 سنة

☐ أكثر من 15 سنة.

القسم الثاني: فقرات الاستبانة

الرجاء الاطلاع على هذه الفقرات ووضع إشارة (x) مقابل كل منها حسب تقديرك الشخصي.

الرقم	نص الفقرة	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
المجال الأول/ مدى وضوح مفهوم التخطيط الاستراتيجي من قبل المبحوثين						
1.	يعد مفهوم التخطيط الاستراتيجي واضح لدى العاملين في البلديات					
2.	يشير مفهوم التخطيط الاستراتيجي الى اتباع أساليب علمية لتوظيف الموارد المتاحة للوصول الى الأهداف المنشودة					
3.	يتضمن التخطيط الاستراتيجي خطة طويلة الاجل يحدد فيها رسالة واهداف وغايات البلدية					
4.	التخطيط الاستراتيجي هو تنبؤ لما يمكن ان يحدث بالمستقبل					
5.	الرؤية الاستراتيجية هي الغاية التي ترغب البلدية للوصول اليها والتي تنبثق منها الغاية والهدف					
6.	تعد الخطة الاستراتيجية من اهم مخرجات التخطيط الاستراتيجي					
7.	الخطة الإجرائية التشغيلية هي جزء من الخطط الاستراتيجية					
المجال الثاني/ ما هي اتجاهات البلديات نحو التخطيط الاستراتيجي						
8.	تسعى البلدية الى تعميق معرفة العاملين بالتخطيط الاستراتيجي					
9.	تشرك البلدية عاملها وموظفيها في عملية التخطيط الاستراتيجي					
10.	تشرك البلدية جمهورها في وضع استراتيجيتها الادارية والتنمية العامة					
11.	يدعم التخطيط الاستراتيجي البلديات في جهودها لتحسين الخدمات المقدمة للجمهور					
12.	يساعد التخطيط الاستراتيجي في تطوير البلدية					
13.	تمتلك ادارة البلدية القدرة على وضع الخطة الاستراتيجية					

الرقم	نص الفقرة	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
	تلائم احتياجاتها واحتياجات الجمهور					
14.	يساعد التخطيط الاستراتيجي على تحسين اداء الاقسام في البلديات					
15.	يساعد التخطيط الاستراتيجي على تحسين اداء الافراد في البلديات					
المجال الثالث / ما هي درجة ممارسة إدارة البلديات للتخطيط الاستراتيجي						
16.	تقوم البلديات بتحليل بيئتها الخارجية للتعرف على الفرص والتهديدات التي تواجهها					
17.	تقوم البلديات بتحليل البيئة الداخلية لمعرفة مصادر القوة ونقاط الضعف					
18.	تعمل البلديات وفق رؤية واضحة لتطوير نقاط القوة والتقليل من نقاط الضعف					
19.	تتضمن الخطة الاستراتيجية للبلديات رؤيا واضحة					
20.	تتضمن الخطة الاستراتيجية للبلديات رسالة واضحة					
21.	تتضمن الخطة الاستراتيجية للبلديات أهدافا مكتوبة					
22.	تضع البلديات بدائل استراتيجية مناسبة					
23.	تشارك البلديات العاملين في اعداد الخطة التنفيذية					
24.	تلتزم البلديات بالموازنة المحددة في الخطة التنفيذية					
المجال الرابع/ ما هي درجة توفر المعايير الجيدة في مكونات وعناصر الخطة الاستراتيجية للبلديات						
أ. رسالة البلدية:						
25.	تتسم رسالة البلدية بالمرونة					
26.	تتسم رسالة البلدية بالوضوح					
27.	تتسم رسالة البلدية بالدقة					
28.	تراعي رسالة البلدية الظروف الواقعية والموضوعية					
29.	تتسم رسالة البلدية بانها محفزة لأداء العاملين					
30.	تعبر رسالة البلدية عن قيم وفلسفة البلدية					
31.	تتسجم رسالة البلدية مع الاهداف الاستراتيجية					
32.	رسالة البلدية قابلة للتحويل الى خطط وسياسات وبرامج عمل واضحة					

الرقم	نص الفقرة	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
ب. رؤية البلدية:						
33.	تتسم الرؤية الاستراتيجية للبلدية بأنها تحدد اهدافا للنمو					
34.	رؤية البلدية تقيس مقدار التقدم الذي تحرزه البلدية					
35.	تتلائم رؤية البلدية مع رسالتها					
36.	تساهم رؤية البلدية في احداث تغيرات ادارية					
ج. أهداف البلدية:						
37.	اهداف البلدية قابلة للقياس الكمي					
38.	اهداف البلدية قابلة للقياس الوصفي					
39.	اهداف البلدية واضحة ومفهومة لدى جميع الافراد في البلدية					
40.	يشارك في صياغة اهداف البلدية جميع الأطراف المسؤولة عن تحقيقها					
41.	اهداف البلدية مقبول لدى العاملين في البلدية					
42.	اهداف البلدية مقبولة للمجتمع المحلي					
43.	اهداف البلدية شاملة لجميع جوانب التطوير للمجتمع الداخلي والخارجي					
اتخاذ القرار						
44.	تعمل البلدية على جمع المعلومات اللازمة قبل اتخاذ القرار					
45.	تقوم البلدية بتهيئة جميع الظروف المناسبة لعملية اتخاذ القرار					
46.	ترتبط جميع القرارات الإدارية المتخذة من قبل إدارة البلدية بأهداف البلدية المحددة في الخطة الاستراتيجية					
47.	تستند جميع القرارات في البلدية الى مبررات منطقية					
48.	تتناقش القرارات بصورة جماعية من قبل ادارة البلدية					
49.	تدرس البلدية كافة البدائل المتعلقة بالقرارات					
50.	تعديل البلدية قراراتها اذا كان لها أي تأثير سلبي					
51.	تتناقش البلدية الآثار الايجابية والسلبية المترتبة على عملية اتخاذ القرار					
52.	تسمح ادارة البلدية بتداول المعلومات بين العاملين في البلدية					

الرقم	نص الفقرة	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
53.	يشارك رؤساء الأقسام في البلدية في اتخاذ القرارات					
54.	يشارك المجلس البلدي مدير البلدية باتخاذ القرار					

انتهت الاسئلة مع الشكر

ملخص الرسالة

واقع التخطيط الاستراتيجي في بلديات شمال الضفة الغربية وأثره على اتخاذ القرار

أجريت هذه الرسالة للتعرف على واقع التخطيط الاستراتيجي في بلديات شمال الضفة الغربية وأثرها على اتخاذ القرار والبالغ عددها (6) بلديات، حيث مثل مجتمع الدراسة على رؤساء البلديات ومدراء البلديات ورؤساء البلديات ورؤساء الأقسام، وهدفت هذه الدراسة للتعرف على مدى وعي مفهوم التخطيط الاستراتيجي، وما هي اتجاهات البلديات نحو التخطيط الاستراتيجي، وتوفير المعلومات حول ممارسة التخطيط في تلك البلديات، ودرجة توفر المعايير الجيدة في مكونات وعناصر الخطة الاستراتيجية في البلديات.

قام الباحث باستخدام المنهج الوصفي التحليلي على تطوير الاستبانة، وبعد ان تم التأكد من صدق وثبات الأداء، تم توزيع (60) استبانة على عينة الدراسة، كما قام الباحث بجمع المعلومات ودراسة اختبار الفرضيات والاستعانة في الاستبانة ومراجعة الادبيات السابقة، ومن ثم قام بتحليل ومعالجة مخرجات الاستبانة احصائيا مستخدما برنامج حزم العلوم الاجتماعية الإحصائية SPSS.

أظهرت نتائج البحث أن هناك تأثيراً مباشراً بين توافر عناصر التخطيط الاستراتيجي وصنع القرار، وأن زيادة توافر عناصر التخطيط الاستراتيجي قد يزيد من اتخاذ القرار بمقدار 7.94، وهذا يعني أن هناك تأثيراً ملموساً لواقع التخطيط الاستراتيجي على صنع القرار في البلديات في شمال الضفة الغربية. ولكن لا يوجد تأثير لمتغيرات (وضوح مفهوم التخطيط الاستراتيجي، ومواقف البلدية نحو التخطيط الاستراتيجي، وممارسات التخطيط الاستراتيجي من قبل البلديات) على عملية صنع القرار.

أوصى البحث بضرورة إتاحة الفرصة لجميع العاملين بالبلديات وتدريبهم على مفهوم التخطيط الاستراتيجي فيما يتعلق بإعداد الخطة الاستراتيجية ودراساتها وتنفيذها.

كما بينت الدراسة مجموعة من النتائج والتي تم ذكرها في هذه الدراسة، وخلصت هذه الدراسة الى مجموعة من النتائج والتوصيات، وبغض النظر عن البيئة الداخلية والخارجية لهذه البلديات لما تقدمه من خدمات للجمهور، مع ضرورة التزام البلديات في اعداد الخطة الاستراتيجية وعدم ربط ذلك بتوفير التمويل الخارجي لتلك البلديات.