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Examining Palestinian Youth Organizations' Views in West Bank on Empowerment National Strategic Plans (2017-2020, 2021-2023)

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

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Thesis Approval

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Declaration

I now declare that this thesis demonstrates my original research work after completing the master's degree requirements in Strategic Planning and Fundraising at the Arab American University-Graduate Studies-Ramallah Campus, Palestine. Where other people's contributions are involved, every attempt is made to highlight this clearly, with proper reference to the literature and recognition of joint research and discussions. I also declare that I comprehend the nature of plagiarism and am familiar with the university's stance on the subject and with the university's updated research ethics guidelines. Thus, I accept complete responsibility for conducting my thesis under the university's determinants.

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Date: 15-12-2024

Dedication

This dissertation fulfills the final requirement for the completion of the Master's program in Strategic Planning and Fundraising at the Arab American University, West Bank.

Firstly, I express my gratitude to the Almighty for His blessings in this life, especially for granting me good health, strength, and the ability to complete this study. All thanks and praise are due to God.

I extend my deep appreciation to my thesis supervisor, Professor Dr. Fathallah Ahmed Ghanem, for offering advice and encouragement with a perfect blend of insight and patience. I am thankful for the time I spent working with Professor Fathallah. I also appreciate my professors who facilitated the completion of this program for me.

Finally, and most importantly, I sincerely thank my family for their love, support, and compassion throughout my academic journey.

The Researcher

Acknowledgment

To my mother and father, who gave me the gift of their lives and nurtured me with love, pride, and tenderness, may God extend their lives.

To my dear daughter Sarah, the source of my joy and the embodiment of innocence and the future.

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The Researcher.

Abstract

The Palestinian Youth Supreme Council and several West Bank youth institutions have created two comprehensive national strategic plans to empower young people from 2017 to 2020 and from 2021 to 2023. However, we lack a clear understanding of how Palestinian youth organizations perceive and evaluate these plans. This study aims to bridge this gap by examining the opinions of these organizations regarding the effectiveness and impact of the empowerment initiatives outlined in the National Strategic Plans. The study will also assess the alignment between the stated empowerment objectives in the National Strategic Plans and the proposed initiatives and programs to determine the level of involvement and engagement of Palestinian youth organizations in the implementation and execution of empowerment initiatives. To achieve this, the study has used a structured questionnaire to collect quantitative and qualitative data from 164 youth institutions in the West Bank.

According to Palestinian youth institutions, the strategic plan initiatives have had a noticeable impact. Still, it is not enough to make the impact of these initiatives on the sense of empowerment and active participation among young people strong. The level of impact is high but uncomfortable, indicating that more efforts are needed to enhance this impact and strengthen the sense of empowerment and active participation among Palestinian youth. The study recommends that the Youth Supreme Council should maintain open communication channels between themselves and Palestinian youth institutions and should actively listen to the views, suggestions, complaints, and needs of young people, respond to them, and take them into account. Additionally, the Council should seek to leverage the experiences and

capabilities of young people in developing strategic national plans for empowerment. Moreover, the Youth Supreme Council must allocate funds to develop Palestinian youth and implement youth empowerment programs. Future research may explore the perspectives of various stakeholders, such as government officials, community leaders, and funders, on the empowerment of national strategic plans and their impact on Palestinian youth organizations and assess the long-term impact of the empowerment national strategic plans on Palestinian youth organizations in the West Bank

Keywords**:** Strategic plans, Palestinian youth, youth institutions, empowerment, initiatives.

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Chapter One

Research Introduction

In this chapter, the background of the research will be presented. It aims to provide the readers with an introduction to the topic being studied. This includes the problem statement and justification for conducting the research, research objectives, questions, hypotheses, delimitations, design, limitations, and contribution to knowledge. Additionally, an outline of the thesis will be included in this chapter.

1.1 Background

Youth empowerment is essential for long-term development, social advancement, and societal transformation (Mallick & Rahman, 2020; Vasava, 2018). Recognizing the potential and agency of young people, governments and organizations worldwide have developed strategic plans to promote their growth, involvement, and engagement (McGorry et al., 2022; Organization, 2019). In the Palestinian context, developing comprehensive national strategic plans for youth empowerment spanning 2017-2020 and 2021-2023 has been a big undertaking. These plans establish ambitious goals in education, employability, civic involvement, and other areas to improve Palestinian youth's well-being and future prospects in the West Bank.

However, a significant gap in our understanding of how these well-intended strategic plans are seen, assessed, and engaged with by the organizations that play crucial roles in their execution remains as none of previous studies have investigated that in the Palestinian context. As major stakeholders in youth development, Palestinian youth organizations have

a unique vantage point to offer insights into the alignment of these strategic plans with the real needs, aspirations, and issues faced by the youth they serve. The effectiveness of empowerment projects depends on their responsiveness to the different realities of young people's lives, such as the local sociocultural environment, economic situations, and growth opportunities (Kayumova & Tippins, 2021). Locally informed, participatory, and contextually relevant empowerment techniques are more likely to provide meaningful long-term results (Lintner & Elsen, 2020).

This study seeks to fill a knowledge gap of how Palestinian youth strategic plans are seen, assessed, and engaged with by the organizations that play crucial roles in their execution remains by investigating the viewpoints of Palestinian youth organizations on the empowerment measures contained in the West Bank's national strategic plans. This study sheds light on the intricacies of policy implementation, the alignment of objectives and actions, and the problems experienced in putting policy into practice by giving a platform for these organizations' perspectives.

1.2 Problem Statement

Despite the development of comprehensive national strategic plans for youth empowerment in the West Bank for 2017-2020 and 2021-2023, a critical gap in our understanding of how these plans are understood and evaluated by Palestinian youth organizations remains. While these plans specify particular activities and objectives aimed at promoting youth development, the viewpoints of the organizations that play a critical role in executing and profiting from these strategies have not been adequately investigated.

The argument of Peterson et al. (2011) that successful youth empowerment initiatives require active engagement and input from youth organizations to ensure relevance and effectiveness emphasizes the need to overcome this gap. While these national strategic plans offer lofty goals for improving education, employability, and civic engagement among Palestinian youth, it is critical to solicit feedback from youth organizations actively involved in their implementation. Existing research, such as Anam et al. (2022) and Kusumawardani and Septiarti (2019), emphasizes the importance of locally informed and participatory initiatives for overcoming Palestinian youth's issues.

As a result, the research gap was identified in understanding how Palestinian youth organizations perceive and contribute to executing these strategic objectives. This study attempts to close this gap by researching these organizations' viewpoints, concerns, and recommendations, informing policymakers and stakeholders about aligning national strategic goals with Palestinian youth's actual needs and aspirations.

1.3 Research Objectives

1. To examine the perception of Palestinian youth organizations regarding the effectiveness and impact of empowerment initiatives outlined in the National Strategic Plans.

2. To assess the alignment between the stated empowerment objectives in the National Strategic Plans and the actual initiatives and programs proposed.

3. To determine the level of engagement and involvement of Palestinian youth organizations in the implementation and execution of empowerment initiatives.

1.4 Research Questions

1. How do Palestinian youth organizations perceive the effectiveness and impact of empowerment initiatives outlined in the National Strategic Plans?

2. To what extent do the empowerment objectives stated in the National Strategic Plans align with the actual initiatives and programs proposed?

3. What is the level of engagement and involvement of Palestinian youth organizations in the implementation and execution of empowerment initiatives?

1.5 Hypotheses

1. Palestinian youth organizations' perception of empowerment initiatives will positively correlate with the perceived effectiveness of the National Strategic Plans' empowerment strategies.

2. There will be a significant alignment between the stated empowerment objectives in the National Strategic Plans and the actual initiatives and programs proposed.

3. The level of engagement of Palestinian youth organizations in the implementation and execution of empowerment initiatives will vary based on the perceived relevance and impact of the initiatives.

1.6 Research Diagram (framework)

Independent Variable:	Dependent Variables:
Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023)	• Perception of Empowerment • Alignment of Empowerment Objectives and Initiatives • Level of Engagement in Implementation and Execution
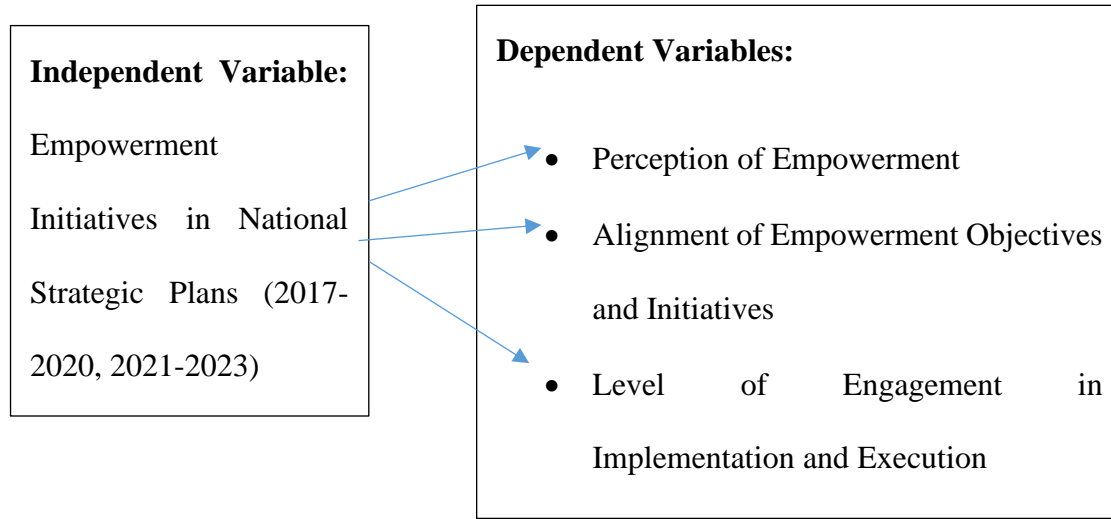
Figure 1: The study's framework diagram.

The graph depicts the relationship between the independent variable "Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023)" and three dependent variables: "Perception of Empowerment," "Alignment of Empowerment Objectives and Initiatives," and "Level of Engagement in Implementation and Execution." The arrow suggests that empowerment programs have an impact on the dependent variables.

1.7 Research Variables Breakdown

Independent Variable:

- Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023): This variable refers to the specific strategies, programs, and initiatives outlined in the National Strategic Plans for empowering Palestinian youth.

Dependent Variables:

- Perception of Empowerment: This variable measures the participants' perceptions of the effectiveness, relevance, and impact of the empowerment initiatives in the National Strategic Plans. It assesses whether the youth organizations believe that these initiatives contribute to youth empowerment.

- Alignment of Empowerment Objectives and Initiatives: This variable evaluates whether the empowerment objectives stated in the National Strategic Plans align with the actual initiatives and programs proposed. It assesses the extent to which the initiatives match the stated goals.

- Level of Engagement in Implementation and Execution: This variable measures the degree of involvement and engagement of the youth organizations in the implementation and execution of the empowerment initiatives. It assesses how actively the organizations participate in making the initiatives successful.

1.8 Research Significance

This research has important implications for academia and policy creation in youth empowerment and strategic planning in the West Bank. This study contributes to a better understanding of the complexities inherent in youth development projects by researching Palestinian youth organizations' perceptions of the effectiveness and alignment of national strategic plans for empowerment. Policymakers, governmental agencies, and non-governmental organizations (NGOs) involved in planning and executing youth-related programs will benefit from the study's findings. This research aims to improve the efficacy of youth empowerment efforts in the West Bank by bridging the existing knowledge gap

between policy formulation and basic-level execution. Policymakers can fine-tune strategic plans based on insights gathered from youth groups' perspectives, helping them better connect with Palestinian youth's actual needs, aspirations, and concerns. This collaboration will boost the relevance, engagement, and long-term viability of youth empowerment activities.

Furthermore, this study stresses the necessity of listening to people directly affected by policy, which improves the overall success of youth empowerment projects. The study's findings may affect future policies, program designs, and resource allocations to encourage more targeted, impactful, and inclusive youth empowerment activities. Furthermore, the study's findings will contribute to the scholarly discussion of youth development and strategic planning. This study adds to the corpus of knowledge on participatory development, empowerment, and the dynamics of policy implementation by providing empirical insights into the perceptions of Palestinian youth organizations. The study's findings will serve as a foundation for additional scholarly investigation, expanding discussions about the efficacy of youth-oriented tactics and their significance within specific cultural, social, and political contexts.

Keeping this in mind, investigating Palestinian youth organizations' perspectives on national strategic plans for empowerment in this study can potentially improve both theoretical knowledge and actual implementation of youth development efforts. The findings of this study will assist stakeholders in developing more responsive policies, supporting holistic youth development, and nurturing a generation that is empowered to make significant contributions to their communities and society at large.

1.9 Research Justification

The investigation of Palestinian youth organizations' perspectives on national strategic plans for empowerment is motivated by the urgent need to bridge the gap between policy formation and grassroots implementation. Despite the development of comprehensive plans for youth development, there is still a lack of understanding about how these plans are interpreted, implemented, and experienced by the organizations and individuals they are intended to serve.

This study is justified by the awareness that the effectiveness of youth empowerment efforts depends on their alignment with the actual needs, goals, and obstacles that Palestinian youth experience. Furthermore, genuine youth empowerment necessitates the active participation of youth organizations, emphasizing the importance of knowing how these organizations perceive and contribute to strategic plan implementation. Youth organizations must be included to guarantee that empowerment projects respond to young people's needs and desires.

The research is significant because of its potential to improve the efficacy of youth development initiatives. By providing a platform for the perspectives of youth organizations, this study aims to shed light on the gap between policy intentions and on-the-ground reality. The findings of this study can assist policymakers, government agencies, and non-governmental organizations in improving the design, implementation, and evaluation of empowerment projects.

Furthermore, the research contributes to the more extensive academic discussion by giving empirical insights into participatory development processes. It adds to the corpus of knowledge about youth empowerment, strategic planning, and policy implementation. The findings will contribute to discussions regarding the roles of youth organizations as development stakeholders, as well as the value of inclusivity, relevance, and local ownership in youth-oriented projects.

This study is congruent with the global development agenda's emphasis on youth empowerment techniques that are inclusive, participatory, and contextually relevant. This research is justified by the need to amplify the voices of Palestinian youth organizations, enrich the policy formulation process, and contribute to the academic understanding of participatory development by uncovering their perspectives, concerns, and suggestions. This study can potentially pave the path for more successful and locally relevant youth empowerment activities in the West Bank by evaluating the connection between national strategic goals and grassroots perspectives.

1.10 Delimitations of the Study

1. Geographical: This study covers the Palestinian youth organizations in the West Bank.

2. Population and sample: Statistics from the Palestinian News and Information Agency (WAFA) indicate that there are 164 youth organizations in the West Bank, distributed as follows (WAFA, n.d.).

Therefore, a comprehensive sample of the study population was utilized to ensure the study provides sufficient information on reliability and achieves a certain level of validity. This meant that all institutions in all the governorates mentioned above were included in the study.

Knowledge: This study attempts to clearly understand how Palestinian youth organizations perceive and contribute to executing these strategic objectives. It explores these organizations' viewpoints, concerns, and recommendations, informing policymakers and stakeholders about aligning national strategic goals with Palestinian youth's needs and aspirations. Thus, it investigates the national strategic plans for youth empowerment in the West Bank for 2017-2020 and 2021-2023 and how they are being understood and evaluated by Palestinian youth organizations.

Approach and Instrument: To get the intended results, this study employed a quantitative approach based on a survey designed to answer the research questions and to accomplish the study's goals.

Time: The questionnaire survey (distribution and collection) was administered over three weeks: October 15 - November 7, 2023.

1.11   Structure of the study

This study is divided into five chapters for better information flow as follows:

- Chapter 1: Introduction: The first chapter of the thesis provides a general background of the research. It gives the readers an introduction to the studied topic, the problem statement and justification for conducting the research, research objectives, questions, hypotheses, delimitations, design, limitations, and contribution to knowledge.

- Chapter 2: Literature Review: This chapter reviews the literature relevant to the study's research problem. The first section describes the strategic planning field. The second discusses the youth empowerment issues, and the third explores the national strategic plans for the Palestinian youth sector (2017-2020) and (2021-2023).

- Chapter 3: Research Methodology: This chapter discusses the research methodology, including data collection and analysis techniques.

- Chapter 4: Data Analysis and Discussion: The fourth chapter discusses the study's findings and compares them to previous research. The findings in this chapter were divided into three sections to respond to the three research questions.

- Chapter 5: Conclusions and Recommendations: In this chapter, the recommendations and conclusions of the research are discussed and debated.

- References: The references of this study were based on the APA7 manual.

- Appendices: The appendices included the final version of the survey after improvements and the names of the tool reviewers.

Chapter Two

Literature Review

This chapter reviews the literature relevant to the study's research problem. The first section describes the strategic planning field. The second discusses the youth empowerment issues, and the third explores the national strategic plans for the Palestinian youth sector (2017-2020) and (2021-2023).

1.2 Strategic Planning

Strategic planning entails a deliberate and systematic approach to making critical decisions and implementing actions that impact an organization's purpose, operations, and rationale. This process enables leaders and managers to comprehend what must be accomplished, how to achieve it, and why it is essential (Bryson et al., 2018; Crosby & Bryson, 2010). Leaders and managers can use strategic planning to tackle complex issues facing an organization that cannot be solved through simple technical fixes (Bryson, 2018). Effective strategic planning necessitates careful consideration of the environments that facilitate productive discussions (Crosby & Bryson, 2005). This requires establishing formal and informal platforms where significant issues can be recognized and tackled, fostering opportunities for valuable learning, and ensuring that outcomes are applied to informed decisions in pertinent fields (Moynihan & Landuyt, 2009).

Additionally, it is necessary to establish formal and informal settings for legislative, executive, and administrative decision-making. Formal and informal courts should be set to enforce or adjust existing laws and norms and to handle any unresolved conflicts arising from

policy-making or executive decisions. It is worth noting that the court of public opinion is often the most crucial (Garsten, 2006). Thus, this study seeks to explore the level of engagement and involvement of Palestinian youth organizations in the creation and execution of empowerment initiatives. I perceive these youth organizations in the West Bank as formal and informal courts. Those organizations that participated in creating the National Strategic Plans for Youth Empowerment can be seen as formal courts. In contrast, those who did not participate in the planning process and need to be engaged in the implementation process can be observed as informal courts.

Organizations, including governments, can efficiently manage change and plan for empowerment and development with strategic planning (Hințea et al., 2019). Strategic planning can be advantageous for organizations in various ways. It can enhance the focus of significant stakeholders and political leaders on the mission, goals, and priorities. It can also improve communication among stakeholders, enhance general management and decision-making within the organization, facilitate employee professional development, and lead to an overall improvement in organizational performance (Dwikat et al., 2022; Gradinaru et al., 2023; Poister & Streib, 2005). Accordingly, organizations must prioritize effective strategic planning to achieve successful decision-making. According to research, at least half of all strategic decision failures are due to poor decision-making processes. By prioritizing the most pressing challenges, strategic planning allows key decision-makers to identify the most appropriate course of action while considering the future implications of their decisions. This approach establishes a sound basis for decision-making and coordinates the implementation of those decisions across the organization. Additionally, it allows leaders to exercise

appropriate discretion over the areas within their control and influence actions and outcomes in areas outside their control. Ultimately, strategic planning helps organizations articulate and communicate their strategic goals to relevant stakeholders and take steps toward achieving them (Nutt, 2002).

Strategic planning can benefit organizations through promoting strategic thinking, acting, and learning. This is achieved by encouraging strategic conversation and deliberation among key actors (Van der Heijden, 2005). Successful strategic planning is essential for building and preserving an organization's reputation. Meeting the expectations of key stakeholders and providing authentic public value at a reasonable cost earns an organization the right to operate (Ackermann & Eden, 2011). Organizations are answerable to the public and must deliver quality service to justify their existence. Enduring organizations are those that succeed in adapting to changing circumstances, allowing them to concentrate on improving their services without the need to justify their use of resources from others (Suddaby et al., 2017).

Strategic planning also impacts organizational productivity; for example, Yangailo (2023) indicated that strategic planning significantly affects organizational productivity. It also impacts the competitive advantage of organizations and companies. This was evident in Mulyaningsih et al. (2023) findings, which demonstrated that strategic planning significantly influenced the competitive advantage of small and medium enterprises. Such fact was addressed in many studies as well, such as in Tryson (2022) and Awino (2013) findings.

Strategic planning may also ensure sustainable performance of organizations. For example, Dwikat et al. (2022) found that strategic planning positively influences and enhances the sustainable performance of Palestinian firms. This was also confirmed by Thaher and Jaaron (2022), who demonstrated that strategic planning in developing countries positively affects the three dimensions of organizational sustainable performance (i.e., social, ecological, and economic). Chaib Lababidi et al. (2020) also suggested that strategic planning is positively related to organizational performance. This was proven by Fahed-Sreih and El-Kassar (2017), who investigated the impact of strategic planning on the performance of Lebanese family businesses and confirmed that strategic planning can positively affect a business's performance and that strategic planning can help non-family members develop innovative capabilities, contributing to the business's performance.

The advantages of strategic planning on the organizational level are not limited to guaranteeing productivity, competitive advantage, and sustainable performance. It also has its role in organizational excellence. For example, Al-Dhaafri and Alosani (2021) findings revealed that strategic planning plays a fully mediating role between leadership and organizational excellence.

In short, Organizations engage in strategic planning for many reasons. Proponents of strategic planning typically try to persuade their colleagues with one or more of the following kinds of statements (Bryson, 2018, p. 13):

- "We face so many conflicting demands we need to figure out what our focus and priorities should be."

- "The rules are changing on us. We are being told to emphasize measurable outcomes, the competition is stiffer, funding is getting tighter, and collaboration is being pushed, and we need to figure out what we do or can do well that fits with the changing picture."

- "We have gone through quality management, reinvention, and reengineering, downsizing and rightsizing, along with continuing revolutions in information technology. Now people are asking us to take on performance management, dashboards and scorecards, knowledge management, and who knows what else? How can we make sure all of this effort is headed in the right direction?"

- "We can expect a severe budget deficit next year, and the public will suffer unless we drastically rethink the way we do business. Somehow, we need to figure out how to do more with less through better integration of our activities, finances, human resources, and information technology."

- "Our city is changing, and in spite of our best efforts, things do not seem to be getting better."

- "Issue X is staring us in the face, and we need some way to help us think about its resolution or else we will be badly hurt."

- "We need to integrate or coordinate better the services we provide with those of other organizations. Right now, things are just too fragmented and poorly resourced, and our clients needing more than one service are suffering."

- "Our funders (or board of directors or new chief executive) have asked us to prepare a strategic plan."

- "We know a leadership change is coming and want to prepare for it."

- "We want to use strategic planning to educate, involve, and revitalize our board and staff."

- "Our organization has an embarrassment of riches, but we still need to figure out how we can have the biggest impact; we owe it to our stakeholders."

- "Everyone is doing strategic planning these days; we'd better do it too."

Despite the importance of strategic planning, there is a reluctance to adopt this type of planning sometimes, especially in developing countries, which are among the regions that need such type of planning to ensure the development process. For example, Majama and Magang (2017) found that most of the firms in Botswana, a landlocked country in Southern Africa engage in strategic planning activities to a limited extent, as several barriers contribute to the lack of strategic planning, such as most firms owners/managers having little knowledge of strategic planning. Some pointed out that they do not plan because of the business size. At the same time, some admitted that they still possess traditional thinking, where most business decisions are based on intuition.

Such findings highlight the importance of the recommendations suggested in other studies, such as Tapera (2022), that recommended investing in the continuous training of managers in strategic management, focusing on improving their strategic planning capabilities so that there is greater scope for them to significantly contribute to improving the performance of the organizations they lead. Tapera (2022) also recommended that the carrying out of strategic planning processes and development of strategic plans be given the importance they deserve, as opposed to the current practice in most developing countries wherein the exercise

is done routinely. In addition, Mashal (2021) findings indicated the need in strategic planning to develop a proposed perception that addresses the availability of financial resources and the effectiveness of human resources. Fahed-Sreih and El-Kassar (2017) also suggested that strategic planning is crucial in family businesses, and owners should consider implementing it to improve performance.

Despite many organizations having their strategic plans, some shortcomings exist. Flores and Leal (2023), in their case study investigating Hispanic-serving institutions in Texas, found some misalignments between the outlined goals in some strategic plans and the measures and practices provided to achieve these goals. Similarly, the current study attempts to evaluate whether the National Strategic Plans' empowerment objectives align with the initiatives and programs proposed. It assesses the extent to which the initiatives match the stated goals. A related study conducted by Larrán Jorge et al. (2015) to explore the presence of sustainability initiatives in the strategic planning of Spanish universities found that there was a scarce presence of sustainability initiatives in the analyzed universities' strategic plans, which was for 77 Spanish universities.

In addition, it is noticed in many strategic plans in different contexts and fields that all stakeholders lack participation in planning and implementing their organization's strategic plans. For example, a study conducted by Saleh et al. (2013) considered hospitals in Lebanon and found that of the 79 hospitals assessed, approximately 90% had moderately developed and implemented strategic plans. The CEO was responsible for the plan in 46% of the hospitals, while governing board involvement was moderate, and physician participation was lower. The current study proposes that the level of engagement of Palestinian youth

organizations in the implementation and execution of empowerment initiatives will vary based on the perceived relevance and impact of the initiatives.

The conventional wisdom about strategic planning is that successful strategic planning can benefit individuals involved by supporting policymakers and decision-makers in fulfilling their duties while fostering participant teamwork and expertise. This can lead to an increase in human, social, political, and intellectual capital. Moreover, accomplishing tasks can boost morale and reduce anxiety, as individuals or organizations that create tangible and measurable public value have more job security in the future. In addition, strengthened relationships and enhanced job prospects are potential benefits of successful strategic planning (Bryson, 2018).

1.3 Youth Empowerment

The United Nations characterizes the youth as individuals in the age group (15-24 years). However, each country can adjust this category according to their needs. In Palestine, the Central Bureau of Statistics (PCBS) believes the age group (18-29 years) is suitable for defining the youth (PCBS, 2022). Accordingly, the Palestinian youth (18-29 years) constituted about 22% of the Palestinian society, i.e., 1.17 million of the total population in mid-2022 (22.2% in the West Bank and 21.5% in the Gaza Strip). At the same time, the sex ratio was 105 males per 100 females (PCBS, 2022).

Young people are the driving source of their communities and the agents of change. They contribute to the resilience of their communities, proposing innovative solutions, driving social advancement, and inspiring political transition. Young people are the mobilizing

resource to advance Sustainable Development Goals to enhance people's lives and the planet's health (UN, n.d.). Hence, they should be provided with the required skills and opportunities to gain their potential to be a driving force for supporting development and contributing to global peace and security. Accordingly, youth-led institutions need to be encouraged and empowered to participate in translating the 2030 Agenda into local, national, and regional policy. Such organizations play a decisive role in implementing, monitoring, and reviewing the agenda and holding governments accountable. Therefore, with political commitment and sufficient resources, young people have the potential to make the most influential transformation of the planet into a more pleasing place (UN, n.d.).

The goals and targets of the 2030 Agenda aim to integrate the three dimensions of sustainable development: economic, social, and environmental. Young people are profoundly embedded within their national fabric. Thus, their knowledge, reach, and innovative solutions are essential if sustainable development is to be realized (UNDP, 2017). The paragraph 53 of the 2030 Agenda stated: "the future of humanity and of our planet lies in our hands. It lies also in the hands of today's younger generation who will pass the torch to future generations." Therefore, the countries' strategic plans have highly valued youth development and academic scholars. Despite that, youth, who comprise a quarter of the world's population, still face many challenges in today's rapidly changing world. They deal with a growing digital economy, changing labor markets, conflicts, and climate change. However, despite their increasing numbers, young people remain neglected and underserved. Their rights and needs are often compromised, especially in countries with a large young population (Dabis & Allabadi, 2022).

Dabis and Allabadi (2022) emphasize the importance of involving youth in public decision-making to realize their rights. According to them, young people's demand for recognition of their right to be heard, to have their views considered, and to play an active role in promoting their best interests is not respected. Society and governments often believe that young people are too young to make decisions and make a difference, leading to a feeling of voicelessness among youth. In addition, young people in the Middle East and North Africa struggle with high unemployment rates, increased child marriage rates, lack of gender equality, limited access to healthcare services (particularly sexual and reproductive health services), and limited roles in civic participation. Dabis and Allabadi (2022) argue that investing in youth education has not been a priority despite these emerging issues. In the Palestinian context, the developed national strategic plans for youth empowerment spanning 2017-2020 and 2021-2023 have addressed these issues. These plans aim to improve Palestinian youth's well-being and future prospects in the West Bank through ambitious goals in education, employability, civic involvement, and other areas. However, there is still a gap in our understanding of how these plans are perceived and executed.

Despite the existing of these strategic plans, many young people in Palestine are struggling with a leadership gap due to inconsistent youth programs, an unsupportive and unstable government, and a general lack of understanding of what leadership means in the Palestinian context. As a result, they are left feeling uncertain about their future and focused solely on survival during a critical period of their lives when they are developing their biological, cognitive, and social identities. They must have access to various activities that aid in

developing their identities to understand how they can actively contribute to their communities as citizens (Masters, 2023).

Many studies have explored the factors that enhance and limit youth empowerment. For example, Llena Berñe et al. (2023) found that the key factors contributing to empowering young people are their immediate surroundings and the issues most affecting them. For these factors to be empowering, young people need support based on connectedness, horizontal relationships, and the creation of safe spaces and learning experiences. The microsystem and mesosystem are the immediate reality where young people operate, and the ecosystem facilitates empowerment. Therefore, communities play a significant role in providing opportunities for youth empowerment. The authors suggest that social and youth policies should be more transversal and less welfare-based, generating empowerment rather than dependency.

However, Shaterian and Mirzaei (2022) suggested that the environmental factor most influences limiting or enhancing youth empowerment. It seems that modern technology has a significant role in empowering youth. For example, Cortés-Ramos et al. (2021) concluded that youth participation in social activism is increasingly vital in a hyperconnected world. The potential for social transformation through youth participation in social movements is significant, as social media serves as an informal communication model with features that can effectively drive social change.

The National Strategic Plans for the Palestinian Youth Sector (2017-2020) and (2021-2023) address factors that enhance and limit youth empowerment. However, how these well-intentioned strategic plans are perceived, evaluated, and implemented by the organizations

responsible for their execution remains to be seen. This study aims to bridge this gap by providing a platform for Palestinian youth organizations to share their insights on how well these strategic plans align with the real needs, aspirations, and challenges faced by the youth they serve. This is especially important because the effectiveness of empowerment projects depends on their ability to respond to the unique realities of young people's lives, such as the local sociocultural environment, economic circumstances, and growth opportunities. Empowerment techniques that are locally informed, participatory, and contextually relevant are more likely to yield meaningful and lasting results.

In short, improving broader societal systems necessitates effective strategic planning. Public issues such as youth, education, health, employment, poverty, and the environment are not limited to any organization. We must consider these issues at a system level rather than within individual organizations to improve our lives and generate valuable public benefits. Organizations can contribute to improving these systems, but they must do so in partnership with others or by considering other actors (Emerson & Nabatchi, 2015). Strategic planning can help organizations account for the broader environment and determine the best way to collaborate with other organizations. Ultimately, this should lead to a coordinated effort to redesign institutions at the system level to improve public services (Agranoff, 2012).

1.4 The National Strategic Plans for the Palestinian Youth Sector (2017-2020) and (2021-2023)

Since adopting the 2030 Agenda for Sustainable Development in 2015, countries worldwide have created and implemented their strategic plans in different sectors as an ambitious response to the most pressing global development challenges and to guide their development priorities for the entire generation. As young people played a crucial role in shaping this

agenda, many strategic plans for the youth sector at the national level in each country were developed to address the young people's issues and problems and prepare them to be future leaders. At the Palestinian national level, in 2017, the Higher Council for Youth and Sports - Palestine launched the national strategy for the Palestinian youth sector with goals of integrating the priorities of Palestinian youth issues within the sectoral development plan for the years (2017-2022) in partnership with the relevant authorities to solve the problems of Palestinian youth in the West Bank, the Gaza Strip, East Jerusalem, and the Palestinians of the interior and the diaspora.

This strategic plan was followed by another entitled "Youth Sectoral Strategy 2021-2023". Both strategies were prepared based on the information obtained through workshops held with youth groups at the national level, as follows (HCYS, 2021):

- (102) workshops were held with Palestinian youth: (26) seminars in the southern governorates, (72) workshops in the northern governorates, and (4) workshops in refugee camps in Lebanon. A branch of the Higher Council for Youth and Sports was opened in Lebanon to determine Palestinian youth's needs in the diaspora.
- Workshops were also held with official institutions, the civil sector, and the private sector. Six Workshops with all relevant parties from the ministries and civil society institutions with the participation of the Higher Council for Youth and Sports work teams, and follow-up plans of all relevant ministries and bodies to review them and ensure that they include what was mentioned in the Palestinian youth strategy (HCYS, 2021).

The strategic plan for the Palestinian youth sector dealt with the following themes (HCYS, 2021):

1. Political and community participation.

2. Sports, culture and entertainment.

3. Education and training.

4. Work and economic empowerment.

5. Environmental health and positive behaviors.

6. Media and information technology.

These six dimensions and the proposed interventions for each are addressed in the following subsections.

2.1.1 Societal and political participation

Palestinian youth suffer from weak community participation, as the role of the youth has become more limited in contributing and implementing community campaigns and volunteer work activities. The Israeli policy of separation, which would lead to the fragmentation of the national identity into geographic regional identities, encouraged the desire to emigrate and destabilize the belonging of the youth in light of the worsening of the problems of unemployment, intolerance, and extremism. The Palestinian youth in the occupied territories and the Jerusalemite youth have become under Israeli attack aimed at eliminating the Palestinian identity and stripping it of its cultural and social components, as the data indicated that only 19.6% of the youth within the age group (15-29) had engaged in voluntary work (HCYS, 2021).

It should be noted that the youth with disabilities are also suffering from marginalization. Studies such as Snounu (2019) indicate that recognizing disability in Palestine involves identifying the broader factors of the Israeli occupation and international relationships involving Palestine. These factors lead to discrimination against Palestinians, resulting in physical disabilities and marginalizing their bodies and land. It is essential to address these underlying causes to enhance the lives of Palestinians. Israel and the United States, while claiming to be democracies that include all voices, divide Palestinians and strip them of their right to self-determination. Snounu (2019) concludes that discriminatory and exclusionary democracy manifests itself in the torture of Palestinians as part of Israel's military policy, targeting the head, legs, and spine of protesters and intentionally harming unarmed Palestinians.

Therefore, the first strategic objective in the sectoral youth strategic plan concentrated on activating and expanding the levels of political and civic participation of youth groups through the following policies and interventions:

1. Increasing the role of youth in influencing public life and decision-making at the national level.
2. Activating the role of youth in elected youth frameworks, institutions, clubs, and centers.
3. Increasing the participation of people with special needs and the less fortunate groups and integrating them into society.

It is worth noting that the exclusion of disabled people starts from their childhood. Based on MacKenzie et al. (2020) investigation using participatory methods that adhere to human rights protocols, they explored the experiences of children with disabilities and their inclusion in schools. Their findings indicate that the provisions outlined in the UN Convention on the Rights of the Child (UNCRC) or United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) are not being fully understood and implemented, leading to the exclusion or marginalization of these children from education. Thus, to ensure that every child's right to education is fulfilled, MacKenzie et al. (2020) recommend a comprehensive approach that considers the entire system, educational practices, and individual needs while implementing a policy framework based on human rights principles.

The second strategic goal focused on raising awareness of the values of citizenship and young people's civil and political rights. Thus, the following proposed policies and interventions were raised:

1. Educating young people about international conventions and covenants related to human rights, civil and political rights, and their role in achieving sustainable development goals (2030).
2. Implementing initiatives to promote and activate youth participation in civil and political life.

The third strategic objective related to societal and political participation was developing the concepts and culture of voluntary work and scouting among youth and pioneers. As an intervention, the plan suggested educating youth groups and university and school students

about the importance of volunteer work and promoting volunteer work practices among young people.

The fourth strategic objective in the same category promoted the concept of gender equality among young people and proposed the following policies and interventions:

1. Educating young people about gender equality and gender concepts.
2. Increasing girls' participation in decision-making within youth institutions and frameworks.

2.1.2 Sports, culture, and entertainment.

Concerning the sports aspect, it suffers from many problems, the most important of which is the lack of infrastructure, whether in schools or universities, where it is noticed that there is an evident lack of clubs, buildings, and stadiums that serve the youth, and most of the clubs and sports facilities are located in cities and thus the lack of availability of these facilities in the countryside, camps, and Jerusalem. According to the plan, if clubs are available in the areas mentioned earlier, the focus will be on football without the availability of other sports. This comes in addition to the weakness of the sports sector at the level of Palestinian universities in not prioritizing sports within the university curriculum and considering it secondary activities and the lack of stadiums in most universities except for colleges with majors in sports (HCYS, 2017).

There is a scarcity in the availability of women's sports clubs and a low level of society's acceptance of women's sports. The main reason for this is due to the customs and traditions that prevent mixing and the lack of awareness of the parents that limit women's participation

in society in general and in the sports field in particular, as the Palestinian Youth Survey of 2015 showed only 6.3% of young people belong to clubs and youth centers (HCYS, 2021).

Accordingly, the National Strategic Plan for the Palestinian Youth Sector "Youth is Our Future" (2017-2020) introduced five strategic goals related to sports, culture, and entertainment. The first one focused on supporting sports centers and developing the infrastructure of the sports sector through the following suggested policies and interventions:

1. Providing support for sports and youth centers and clubs.
2. Developing sports clubs' capabilities and enhancing governance levels and the programmatic and organizational structure.

The second strategic objective for sports, culture, and entertainment centered around providing the requirements for the advancement of the sports sector at the local and national levels through the following proposed policies and interventions:

1. Capacity building for athletes, players, administrators, and technicians and enabling them to reach an advanced professional level.
2. Providing equipment and requirements for the various sports teams, clubs, and youth centers.

The third strategic objective in this category rolled around expanding youth participation in sporting activities and events through the following interventions:

1. Encouraging the involvement of young people in sports activities in all its forms.
2. Upgrading and developing women's sports and providing for their requirements

3. Developing the sports sector for people with special needs.

Regarding the fourth strategic objective it concentrated on improving intellectual awareness and youth groups' cultural and artistic levels. It proposed the following policies and interventions:

1- Organizing campaigns to encourage reading among young people.
2- Developing cultural and artistic business incubators to empower and refine talents and build their capacities at the governorate level.

Finally, on the sports, culture, and entertainment dimension, the fifth strategic goal highlighted sponsoring and embracing innovators and enabling them to access specialized services and centers. To do so, the plan suggested the after mentioned policies and interventions:

1- Paying attention to the creative and distinguished youth groups, developing their abilities, and supporting their initiatives.
2- Establishing centers specialized in nurturing creators and adopting their innovations.

2.1.3   Education and Training

The impact of the Israeli occupation on the lives of Palestinians in the West Bank, East Jerusalem, and the Gaza Strip is significant, particularly in relation to their ability to access quality education and their overall respect for their rights (MacKenzie et al., 2020). The enrollment rate of Palestinian youth in schooling within the age group (15-29) represented 36.9%, as Palestinian youth face many problems, including a lack of school infrastructure and the inability to reach schools due to the occupation's control over some areas in addition

to the phenomenon of school dropout, weakness in the capabilities of some educational staff, and the lack of appropriate educational means and equipment, in addition to the lack of compatibility between education outputs and the labor market (HCYS, 2017).

Thus, the National Strategic Plan for the Palestinian Youth Sector, "Youth is Our Future" (2017-2020), allocated three strategic goals related to the education and training issues:

1- Improving the quality of education and providing students with practical and behavioral skills.

From this strategic goal emerged a set of interventions and policies (HCYS, 2017, 2021):

- Improving areas of education related to basic skills such as technology and languages within the educational curriculum.

- Providing scientific laboratories that rely on technology to develop students' abilities in the scientific field.

- Encouraging educational departments to adopt training and interactive methods in the educational process.

- Enhancing life skills in curricular and extracurricular activities in schools and universities.

- Increasing the proportion of students with disabilities enrolled in education.

- Encouraging entrepreneurial initiatives and volunteer activities by students in schools and universities.

- Rehabilitating students who have dropped out and dropped out of education within supplementary education programs and adult education programs.

2- Enhancing training opportunities, capacity development, and skills development for young men and women.

From this strategic goal emerged a set of interventions and policies (HCYS, 2017, 2021):

- Integrating behavioral and practical skills into youth extracurricular activities.

- Encouraging girls to participate in training programs for civil society organizations and adult education programs.

- Encouraging the private sector to adopt youth initiatives in universities and youth institutions.

3- Promoting a culture of vocational and technical education in the corners of society and supporting the creation of job opportunities in the economy.

From this strategic goal emerged a set of interventions and policies (HCYS, 2017, 2021):

- Promoting trends and initiatives that support the value of professional work.

- Providing vocational training opportunities for young people to enhance acquired skills.

- Strengthening and building the capabilities of vocational rehabilitation centers for youth.

- Increasing the number of schools and vocational centers and the diversity of their specializations.

- Encouraging local government councils to establish community centers for adult education.

El Talla et al. (2017) recommended paying attention to technical education in line with the National Strategic Plans, especially the one related to Higher Education, by moving towards technical education and offering special courses in all technical education programs in the Palestinian colleges. Providing technical education is crucial to meet the demands of individuals who can keep up with advancements in science and technology within the industrial, agricultural, and commercial sectors. Like all education, it involves inputs, processes, and outcomes. Prioritizing the inputs is essential to achieve positive results that align with the goals of Palestinian society (Aboudjerad, 2019). Therefore, Assaf (2018) recommended the creation of a Higher National Committee for Vocational and Technical Education, which aims to coordinate with all institutions concerned to guarantee that human resources are developed as much as possible.

2.1.4   Work and Unemployment

The unemployment rate among Palestinian youth represented 37.2due to the problems and challenges facing Palestinian youth, the most important of which are: the lack of sufficient job opportunities as a result of the weakness of the Palestinian economy, the low level of general income and the low ability of the public and private sectors to provide sufficient job opportunities that correspond to the increasing number of graduates, not to mention the marginalization and exclusion policies imposed by the Israeli occupation.

Hence, the National Strategic Plan for the Palestinian Youth Sector, "Youth is Our Future" (2017-2020) and (2021-2023), allocated three strategic goals related to the work and unemployment issues (HCYS, 2017, 2021):

1- Enabling youth and graduates to keep pace with the requirements and needs of the Palestinian labor market.

From this strategic goal emerged a set of interventions and policies (HCYS, 2017, 2021):

- Aligning educational outcomes with the requirements of the labor market.

- Providing vocational guidance opportunities for students before enrolling in university education.

- Building the capabilities of graduates and providing them with the skills required in the labor market, in line with the government's directions by linking regions to development clusters.

2- Improving the economic conditions of youth by creating more job opportunities for youth and stimulating the entrepreneurial business environment.

From this strategic goal emerged a set of interventions and policies (HCYS, 2017, 2021):

- Reviewing economic policies related to small projects and entrepreneurial businesses.

- Motivating young people to take initiative, innovate, and launch small and micro projects.

- Encouraging cooperative work and motivating graduates to form cooperatives in different regions that benefit from government incentives according to development clusters.

- Facilitating youth access to Palestinian and cross-border labor markets.

- Assisting and encouraging manual professions, traditional works, and local productive activities, especially women, and motivating them to engage in cooperatives.

- Activating the role of the private sector to create an effective partnership targeting training youth and building their capabilities.

- Establishing support funds for youth and entrepreneurial initiatives and youth cooperatives.

3- Improving the available work environment and providing fair employment conditions for young people.

From this strategic goal emerged a set of interventions and policies (HCYS, 2017, 2021):

- Improving working conditions, reducing discrimination, ensuring equal opportunities between the genders, and adhering to the minimum wage.

- Establish procedures and policies such as quotas to encourage employers to hire new graduates.

- Ensuring the application of the Palestinian Labor Law and increasing levels of oversight that provide a suitable and safe work environment.

- Activating the employment clause and providing job opportunities according to the law for people with disabilities.

- Promoting transparency, integrity, and combating mediation in recruitment and appointment among young people.

However, these strategic plans lack any intervention regarding enhancing self-employment among young people. Morrar et al. (2022) provided strong evidence that the likelihood of self-employment in Palestine increases with age. Such results are inconsistent with the well-known curvilinear relationship between age and self-employment. Their results show that young men are more likely to become self-employed than young women. Results indicate a significant and negative impact of an increasing level of education on self-employment entry for both youth and the whole population. Conversely, training after graduation increases the likelihood of self-employment entry for youth with high education levels. Besides, this paper finds that young workers living in urban areas are more likely to enter self-employment than those in rural areas, and young workers in Gaza are more likely to enter self-employment than their counterparts in the West Bank. I believe that such findings provide a solid background for future interventions to be considered in future strategic plans for youth empowerment.

It was found that unemployed youths frequently pursued agriculture, local value-added business activities, food-related services, petty trade, and local transportation as viable business options for youth. According to Melak and Derbe (2022) factors like loan size, loan repayment period, sex, and training gap were significant predictors of the likelihood of youth choosing various self-employment career paths. It has been observed by Melak and Derbe (2022) that a bigger loan size has a significant and favorable effect on the participation of young individuals in self-employment business opportunities. Thus, it is crucial to consider reviewing or eliminating the loan size limit to enable the support of young individuals in productive sectors. Furthermore, the positive link between female youth and value-added

activities implies the necessity of tailored interventions designed for women. Therefore, future strategic plans for youth employment and those who work with young people can provide support in pursuing self-employment careers by understanding their motivation. This may involve training in specific skills and offering relaxed loan terms and repayment options, which can increase the likelihood of these businesses being successful. This can contribute to the local economy by creating new job opportunities and expanding small businesses.

2.1.5 Health and Positive Behaviors.

The percentage of chronic diseases has recently increased, as out of every 100 Palestinian youth, ten young men/women suffer from at least one chronic disease. The problem of drug abuse has been exacerbated as a result of the state of despair and frustration that young people suffer from due to the absence of job opportunities, the difficult economic conditions, the imposed siege, the lack of life opportunities, the difficult political reality, and the large number of Israeli attacks, which are constantly increasing, especially in Jerusalem. As a result of the Israeli occupation's facilitation to reach drugs and its systematic promotion among Palestinian youth, the percentage of drug abusers has increased. Girls in Jerusalem significantly suffer from the problem of early marriage, as it threatens girls' health, especially when giving birth, not to mention their exposure to domestic violence by husbands, as girls are forced to drop out of school, either to marry or to look for work to help the family.

Accordingly, the strategic plan highlighted three strategic goals in this regard (HCYS, 2017, 2021):

1- Improving youth health and positive behaviors, motivating a healthy lifestyle.

From this strategic goal emerged a set of interventions and policies (HCYS, 2017, 2021):

- Consolidating positive, healthy behaviors and preventing the transmission of infectious diseases.

- Educating young people about reproductive health.

- Promoting a healthy lifestyle approach among Palestinian youth.

- Reducing the spread of drugs and negative behaviors.

2- Meeting the needs of youth groups in mental health and social well-being.

From this strategic goal emerged a set of interventions and policies (HCYS, 2017, 2021):

- Raising awareness regarding community mental health concepts.

- Expanding mental health support and counseling services provided to youth.

- Promoting practices and behaviors that encourage mental health among young people.

3- Raising health awareness for students and promoting school health practices.

From this strategic goal emerged a set of interventions and policies (HCYS, 2017, 2021):

- Developing school health facilities.

- Raising awareness and improving the level of personal hygiene among school students.

- Activating the role of families and relevant institutions in school health.

Many studies have suggested that tailored health education and promotion are required for students with low parental education and moderate to high distress. According to Sarhan et al. (2020), university students in Palestine who have parents with higher levels of education, receive more medical checkups, report better health status, and have access to more sources of information tend to have higher health literacy. Conversely, those with moderate to high levels of distress tend to have lower health literacy scores. It is important to consider gender differences when addressing health literacy and distress among university students.

The National Strategic Plans for the Palestinian Youth Sector (2017-2020) and (2021-2023) have not adequately addressed the issue of mental health among Palestinian youths. The prolonged Israeli-Palestinian conflict has made young Palestinians vulnerable to various forms of violence. According to Wagner et al. (2020), a high percentage of Palestinian youths suffer from elevated symptoms of global distress (46%), depression (55%), and anxiety (37%). Almost half of them have experienced personal victimization, while (71%) witnessed violence and (69%) heard about violence experienced by someone close to them. These findings indicate the need for mental health services that cater to the needs of youths in violent environments, with specific attention to gender-specific strategies. Therefore, prioritizing mental health in the Palestinian strategic plans for youth empowerment is crucial.

2.1.6 Information and media technology.

The youth are highly attracted to media and technology, with the majority spending significant time on various technological platforms. According to data from the Palestinian Central Bureau of Statistics, 69.7% of individuals aged 15-29 use computers, while the same percentage know and use the internet. Additionally, only 7% of Palestinian youth do not use

or know about this service. Hence, the first strategic objective is to promote youth issues through diverse media outlets. This objective is meant to be delivered through many interventions as follows (HCYS, 2017, 2021):

- Implementing media programs concerned young people's needs, requirements, and societal roles.

- Increasing the ability of young people to have a positive influence through the media and its various forms.

- Highlighting young talents and creative youth initiatives in the media.

The second objective focuses on enhancing youth capabilities and experiences in technical and technological fields, along with scientific leadership. This objective is meant to be delivered through many interventions as follows (HCYS, 2017, 2021):

- Supporting, adopting, and developing pioneering projects and initiatives of a technological nature for graduates.

- Benefiting from information technology graduates and creating qualified cadres working in this field.

- Increasing young people's knowledge of using media and social networking for business and entrepreneurial projects.

- Providing laboratories and clubs that rely on technology to develop and encourage talent.

However, Althalathini and Tlaiss (2023) presented empirical evidence demonstrating that while digital technologies enabled Palestinian women to launch their enterprises, the

unsupportive institutional contexts confined them to home-based, feminine enterprises and subjected them to a toll of additional challenges, health issues, and hostility. Such findings challenge the claim that digital entrepreneurship emancipates women by showcasing the context-specific nature of emancipation. Thus, any Palestinian strategic plan for empowering young people of both genders should consider the intersection between emancipatory enablers and unique, conflict-laden regulatory, normative, and cultural-cognitive institutional pillars.

1.5 Chapter Conclusion

Numerous studies have emphasized the significance of strategic planning in making crucial decisions and executing actions that affect an organization's purpose, operations, and rationale. It helps leaders and managers comprehend what needs to be accomplished, how to achieve it, and why it is crucial. Therefore, the researcher believes that the development of comprehensive national strategic plans for youth empowerment in the West Bank for 2017-2020 and 2021-2023 was crucial to address the complex challenges faced by Palestinian youth that cannot be resolved through simple technical fixes. However, none of the previous studies has investigated these plans to understand how Palestinian youth organizations evaluate them.

Many studies, such as Crosby and Bryson (2005) and Moynihan and Landuyt (2009), stressed that effective strategic planning necessitates careful consideration of the atmospheres that facilitate productive discussions through establishing formal and informal platforms to tackle significant issues, recognizing strategic problems, fostering opportunities for valuable learning, and ensuring that outcomes are applied. It seems that the Palestinian Higher Youth

and Sport Council considered such advice through the planning process of the 2017-2020 and 2021-2023 National Strategic Plans for the Palestinian Youth Sector. Revising these plans ensures that the Higher Council for Youth and Sports follows a concrete strategy to ensure that the youth institutions have their input through (102) workshops held with Palestinian youth.

Still, after the implementation of these strategic plans, no studies showed how this participation was reflected in the implementation of the initiatives contained in the strategic plans, and this represents a new opportunity for the current research to provide a practical addition in this regard. This study aims to investigate the extent to which Palestinian youth organizations are involved in developing and implementing programs that enhance youth empowerment. I view these West Bank organizations as formal or informal institutions. The ones that took part in creating the National Strategic Plans for Youth Empowerment can be considered formal institutions. At the same time, those that need to be engaged in the implementation phase can be recognized as informal institutions.

According to previous studies such as Dabis and Allabadi (2022), the youth still face numerous challenges in today's rapidly changing world. The Higher Youth and Sports have revised the national strategic plans for youth empowerment in two phases, i.e., 2017-2020 and 2021-2023, to improve the well-being and prospects of Palestinian youth in the West Bank. This has been done by setting ambitious goals to enhance education, employability, civic involvement, and other areas. Despite these efforts, a gap exists in our understanding of how these plans are perceived and executed.

The national strategic plans for youth empowerment in the West Bank, which were revised for the years 2017-2020 and 2021-2023, focused on six main dimensions: political and community participation, sports, culture and entertainment, education and training, work and economic empowerment, environmental health and positive behaviours, and media and information technology. Each of these dimensions included several initiatives. However, there is still a gap in the literature about how effective and impactful these initiatives have been from the perspective of Palestinian youth organizations. Therefore, this study aims to fill this gap and evaluate how well the initiatives and programs proposed align with the stated empowerment objectives in the National Strategic Plans.

Chapter Three

Methodology

This chapter describes the research methodology, design, data collection, and analysis techniques.

3.1 Research Methodology

In this chapter, the research design, review of the study population and sample, in addition to the data collection tool, questionnaire design and content, validity and reliability of the study tool, experimental study, and research mechanisms were discussed. Data processing and statistical analysis will be covered. The population of the study consisted of 164 youth institutions in West Bank as shown in table 1 *(WAFA, n.d.).*

Table 0.1 Shows the Palestinian governorates in the West Bank and the number of youth organizations in each

#	Governorate	Number of Youth Organizations
1.	Ramallah and AlBireh	53
2.	Jerusalem	31
3.	Hebron	11
4.	Jericho and Alaghwar	4
5.	Qalqilya	6
6.	Jenin	12
7.	Bethlehem	16
8.	Tulkarem	5
9.	Salfit	7
10.	Nablus	19
Total		164

3.2.   Research Strategy

The research strategy is based on the use of the descriptive analytical approach, which aims to collect facts and data on a particular phenomenon or situation, with an adequate interpretation of these facts, and the quantitative method has been used in the research, which is the method in which quantitative measurement tools are relied on that are developed and subject to the conditions of honesty and stability, and their data are processed statistically. Their results can be generalized to the original community of the study (Dagar, 2019).

This approach was adopted as it is compatible with the requirements of the study in collecting data from the study population, classifying and analyzing these data, and extracting their indications to reach results that achieve the study's objectives and answer its questions.

3.3 Research Timeframe

The researcher began her study in the first quarter of 2023, immediately after the proposal was approved. The researcher also started working on a literature review in the same period, continuously and consistently, until September 30, 2023. The researcher completed data design in July 18, 2023, data collection and field work in August 1, 2023 until the September 30, 2023, and data analysis, assessment, and evaluation in October 2023. The researcher also completed data analysis, discussions, conclusions, and recommendations in December 20, 2023.

The action research was conducted during the first quarter to the last quarter of 2023 and included a high level of interaction and physical effort for approximately one hour a day, five days a week.

3.4 The framework of the Research Methodology

Many handbooks and university professors emphasize that scientific studies should be understandable, definite, and concise (Brushan & Alok, 2018; Flick, 2015; Mohajan, 2018). To establish a valid truth, any research must be conducted with good planning and organization and by selecting the most appropriate method for data collection and research strategy. The use of methodological frameworks has several advantages, including improving consistency, reliability, and reporting of research activities, enhancing the quality of the research, standardizing approaches, and optimizing the accuracy of study results (Antony et al., 2007; Cheng et al., 2014; Sileyew, 2019).

Saunders et al. (2008) labeled a model named as the 'Research Onion Model'; the model classifies research into six layers. It entails philosophies, methodologies, strategies, options, timeframes, techniques, and processes (Melnikovas, 2018).

At the beginning of the research, this 'Research Onion Model' provided a clear path to outline for the best methods and strategies to use. As it stimulates knowledge and generates ideas for finding an answer to the research questions. The researcher applied the principles of the Research Onion Model broadly to each research question.
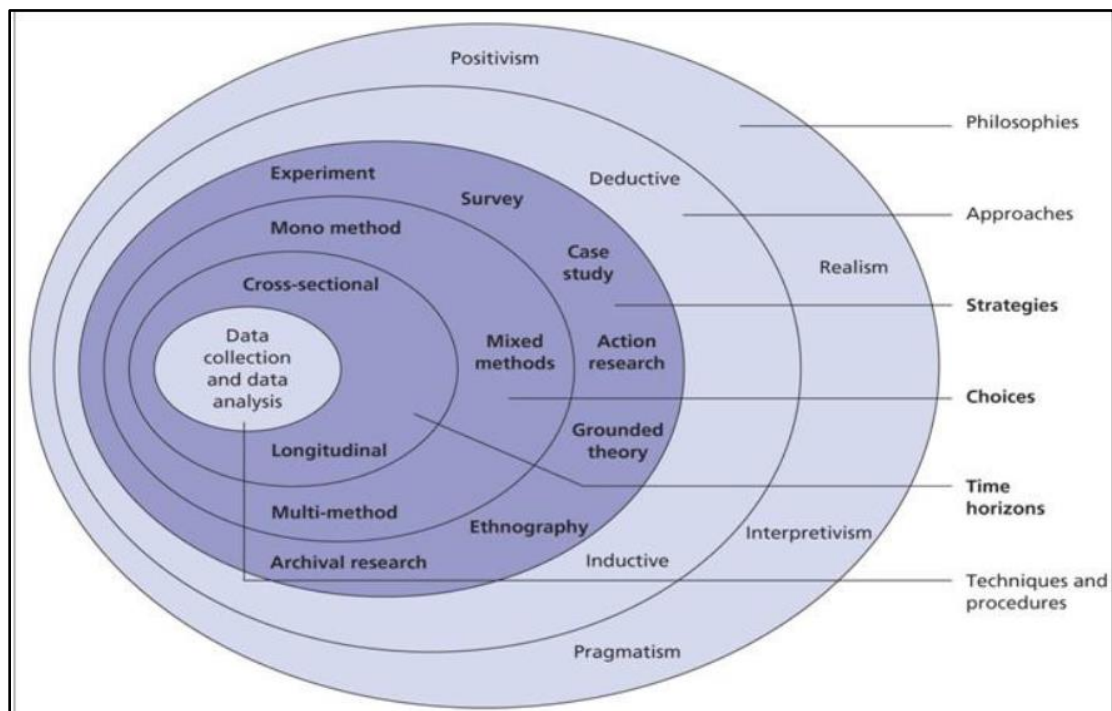
Figure 2: RESEARCH ONION MODEL (Saunders et al., 2009).

This study's methodology, which includes the development of questionnaires, the validation of structured questionnaires, and the data collection, can be expansively divided into six major stages, as explained below:

- Stage one – Theme Development

The first stage included problem definition, objective development, hypotheses development, and conceptual model development.

- Stage two – Literature Review

Literature was identified on the strategic national plans (2017-2020, 2021-2022), and what is related to the perception of empowerment and Palestinian youth institutions.

Foundations for developing the research framework for this study. The literature review yielded a set of factors related to each component, and a pilot study subsequently modified those components.

- Stage three – Pilot Study

The researcher conducted and administered a pilot study to 30 employees in order to pre-test the survey and adjust it before producing the final version of it. The pilot study helped ensure the clarity of the questionnaire before distributing the main survey. It also showed that the questionnaire items contribute to the study objectives. Thus, according to the findings of the pilot study, the researcher modified the survey. However, the modification was minor.

- Stage four – The Main Questionnaire

To reach this stage, the researcher used the quantitative approach as a main component of this study. To obtain reliable and expressive quantitative results, a questionnaire was applied to youth institutions in the Palestinian governorates.

- Stage five – Statistical Analysis and Research Findings

The researcher analyzed the collected data using descriptive and analytical tools (SPSS). The descriptive tools used are percentages, averages and standard deviations. The researcher also used factor analysis for validity, Cronbach's alpha for reliability statistics, and nonparametric tests.

- Stage six – Conclusions and Recommendations

3.5 Design of the Study

The design of the research refers to the executive plan of the research study, which is the plan that allows achieving the required type by answering the research question, and also refers to the comprehensive strategy applied by the researcher by integrating the various components of her study in a logical way, which will lead to the result of addressing the research problem, as it is the planner for collecting, measuring and processing data (Hunziker & Blankenagel, 2021).

Creswell (2014) explains that mixed methods research is a combination of quantitative and qualitative approaches. This means that it incorporates elements of both methods. For this particular study, a mixed approach was utilized. Qualitative data was collected through open-ended survey questions, while a structured questionnaire was administered to gather quantitative data. By using both methods, the researcher can gain a deeper understanding of how variables are related in the study.

3.6. Research Location

The study was carried out in the youth institutions of Palestine located in the West Bank. There was a total of 164 youth institutions in all Palestinian governorates. The researcher distributed a questionnaire to each of these institutions, requesting one questionnaire to be filled out by each institution's managers. The method used for the survey was a comprehensive survey of the study population.

3.7 Research Population, Sample and Sampling Procedure

To ensure that the study is reliable and valid, a comprehensive sample of the study population was used. This involved including all 164 institutions in all the governorates mentioned earlier in the study. The researcher asked the institution manager to fill out a questionnaire personally or pass it on to the planning director.

3.8 Instruments of the Study

This study relied on two sources of data: a secondary source and a primary source. The secondary source consisted of a review of previous literature, studies, and research conducted by other scholars in the fields related to the current study and its variables as discussed in the literature revere. This included refereed scientific articles, books, journals, and internet sites.

The primary source of data was collected through a structured questionnaire. The questionnaire comprised related questions and inquiries designed to achieve the study's objectives. This method was chosen as it enables respondents to present facts, opinions, or specific ideas systematically and codified without the researcher's intervention. The questionnaire was designed to collect two data types: qualitative and quantitative.

The following table (3.2) shows the hypotheses of the study and the nature of the statistical test used in its test:

Table 0.2: Summary of Data Analysis Technique

#	Research Hypotheses	Data Technique Analysis
$H_1 1$	Palestinian youth organizations' perception of empowerment initiatives will positively correlate with the perceived effectiveness of the National Strategic Plans' empowerment strategies.	Standard Regression
$H_1 2$	There will be a significant alignment between the stated empowerment objectives in the National Strategic Plans and the actual initiatives and programs proposed.	Standard Regression
$H_1 3$	The level of engagement of Palestinian youth organizations in the implementation and execution of empowerment initiatives will vary based on the perceived relevance and impact of the initiatives	Standard Regression

3.8.1 Questionnaire Design

The first draft questionnaire was intended to change in response to experimental results. The supervisor and four reviewers updated and enhanced the structure of the questionnaire. The questionnaire was accompanied by an introductory letter explaining the purpose of the study, the confidentiality of information to enhance the high response rate, and the method of response.

The five-point Likert scale was adopted and used to measure the constructs with anchors strongly agree (5) and strongly disagree (1).

In order to interpret the results of the data analysis, the researcher relied on the relative rating model, by interpreting the respondents' answers based on the means of their choices related to the five-point Likert scale. These means are presented in Table (3.3) as follows (Pimentel, 2010):

Table 0.3: Weighted Mean

Range Value	Score	Likert Scale	Verbal Interpretation	Shortcut Degree
1.00-1.80	1	Strongly Disagree	Very low	V. L
1.81-2.60	2	Disagree	low	L
2.61-3.40	3	Neutral	Moderate	M
3.41-4.20	4	Agree	High	H
4.21-5.00	5	Strongly Agree	Very high	V. H

The questionnaire is used in descriptive, explanatory or causal studies, and in descriptive studies, where it is used to ask the study sample and its community about their views, preferences, or the reasons (causes) of their actions, and the questionnaire is popular because it provides a quick and effective way to do so, and to obtain general answers based on a sample before circulating it to the study population (Tan, 2022).

The researcher worked on developing the questionnaire, and it was according to the following divisions:

- Demographic data of the study sample: It included data related to gender, age group, educational qualification, occupation, years of experience, and governorate.

- Study topics

  o Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023): These are paragraphs that provide a comprehensive understanding of how Palestinian youth organizations perceive and interact with the empowerment initiatives described in the National Strategic Plans.

- o Empowering Perception: Segments aimed at identifying the remarkable impact of empowerment initiatives on Palestinian youth's sense of empowerment and their active participation in various aspects of life.

- o Alignment of Empowerment Objectives and Initiatives: A set of paragraphs aimed at assessing the perceived alignment between the objectives and actions of national strategic plans, as well as the adaptability, effectiveness and inclusiveness of empowerment initiatives for Palestinian youth.

- o Level of participation in implementation and implementation: A set of paragraphs that aim to measure the active participation, influence and satisfaction of Palestinian youth organizations in the implementation and implementation of empowerment initiatives and their perception of the impact of their participation.

- Open Questions:

1. Describe the main challenges or obstacles faced by Palestinian youth organizations in effectively participating in the empowerment initiatives identified in the national strategic plans and their implementation.

2. Share any specific success stories or notable achievements of your organization regarding the implementation of empowerment initiatives under national strategic plans, and how these initiatives have positively impacted Palestinian youth.

Additional suggestions or recommendations that can be made to policymakers and stakeholders to further enhance the effectiveness and alignment of empowerment strategies with the needs and aspirations of Palestinian youth as perceived by your organization.

The following table (3.4) shows the division of the paragraphs of the questionnaire on the study axes:

Table 0.4: the division of the paragraphs of the questionnaire on the study axes.

#	*Axis*	*No. Item*
1.	Demographic data	6
2.	Empowerment initiatives in the national strategic plans (2017-2020, 2021-2023)	13
3.	Realizing empowerment	10
4.	Aligning empowerment goals and initiatives	10
5.	Level of participation in implementation and application	10
6.	Open questions	3
Total		**52**

3.8.2 Pilot Study

The experimental study, also known as preliminary study, is conducted before the basic study, when a problem, process or phenomenon is not studied in a particular community, and this study is often conducted on a small scale, which constitutes the first contact with the reality to be analyzed (DŹWIGOŁ, 2020).

An experimental study was conducted by distributing a questionnaire to an experimental sample of (30) research items from the study population. These items were excluded later from the final data.

The validity of the questionnaire describes how accurately the scale represents the concept it claims to measure, there are two broad measures of health - external and internal. External authority addresses the ability to confidently apply study results to other people and other

situations, and ensures that the conditions under which the study is conducted represent situations and the time at which the results are carried out (Roberts et al., 2006).

With factor analysis, the construct validity of a questionnaire can be tested (Rattray & Jones, 2007). If a questionnaire is construct valid, all items together represent the underlying construct.

The validity of the tool was confirmed statistically, using the statistical package for social sciences SPSS V27, developed by IBM, through the Factor Analysis test for the questionnaire paragraphs, to measure the correlation of each paragraph to the dimension or axis to which it belongs, and the questionnaire achieves validity if the extraction of paragraphs is >0.50 (Shrestha, 2021). The results were as follows in Table (3.5):

Table 0.5**:** Factor Analysis Result

Item	Extraction	Item	Extraction	Item	Extraction	Item	Extraction
1	.773	12	.777	23	.861	34	.799
2	.887	13	.889	24	.844	35	.809
3	.906	14	.907	25	.774	36	.862
4	.888	15	.770	26	.806	37	.877
5	.822	16	.899	27	.835	38	.850
6	.946	17	.835	28	.791	39	.880
7	.861	18	.904	29	.926	40	.869
8	.902	19	.786	30	.906	41	.916
9	.784	20	.808	31	.923	42	.918
10	.813	21	.815	32	.882	43	.864
11	.859	22	.832	33	.894		

From Table (3.4), all paragraphs of the questionnaire had saturation scores higher than (0.50), which means that all these paragraphs share a measurement of what they were designed to measure, and thus the validity of the questionnaire is achieved.

Cronbach's alpha is a statistic commonly cited by authors to prove that tests and metrics created or adopted for research projects are fit for purpose. Cronbach's alpha is regularly adopted in studies as a measure of reliability (Taber, 2018).

The reliability of the study measures the compatibility and consistency of its results if it is redistributed and applied more than once in the same current conditions, and to ensure the reliability, the internal consistency coefficient of the resolution was calculated through the Cronbach Alpha Coefficient test, whose results were as shown in the following Table (3.6):

Table 0.6: Cronbach Alpha Result

#	Axes	Items	Alpha Value
1.	Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023)	13	.937
2.	Perception of Empowerment	10	.953
3.	Alignment of Empowerment Objectives and Initiatives	10	.940
4.	Level of Engagement in Implementation and Execution	10	.936
All		**43**	**.980**

From the results in the previous table (3.6), the total reliability value of the study questionnaire was high and the Alpha value of total reliability was (.980), which is an excellent reliability value according to Saidi and Siew (2019).

The study found that all the axes of the study had high Alpha coefficients and higher than (.90), which indicates the reliability of the study questionnaire, which means that the questionnaire is characterized by a high degree of reliability, and that its results can be trusted by (98.0%).

3.8.3 Data Analysis Technique

In order to test the research hypotheses, the researcher used inferential statistics. The researcher also used the Standard Regression test, which shows the correlation of variables among themselves in addition to the degree of influence of the relationship and the coefficient of determination of these relationships, also called the econometric model, is a quantitative analytical tool through which the behavior of some variables is explained by other variables. The single-equation regression model has the form of an equation (mathematical function) that defines the relationship between a dependent variable (which is explained by model) and one or more illustrative variables, also called rebound (which have statistical or causal relationships with the dependent variable) (Welc & Esquerdo, 2018).

To determine whether the research hypotheses tested using this technique are significant or not, the researcher was primarily concerned with the level of importance represented by the outputs of the regression model, with the value of sig, whether the value is equal to p=0.00 or less than 0.05 (p <0.05), the researcher can conclude that the alternative research hypotheses have been accepted or not, and the value of R has also been taken care of. To determine the strength of the relationship between variables, as well as the value of R-Square to know the effect of the independent variable on the dependent variable, the calculated Beta value was also relied upon to know the size of this effect.

The following table shows the interpretation of the results of the R coefficient adopted in the study. (Sayago et al., 2006)

Table 0**.**7: Interpretation of R Value

Correlation coefficient value R	Interpretation of correlation
R=0	No relationship
0.00 <R<0.25	Low relationship
0.25≤R<0.75	Moderate relationship
0.75 ≤R<1	High relationship
R=1	Very high relationship

3.9 Demographic Characteristic of Participants

The study's questionnaire was given to all youth organizations in the Palestinian governorates, which came up to 164 institutions. The comprehensive survey method was used in the inspection by giving the questionnaire to one of these institutions. A total of 155 questionnaires were retrieved, which were analyzed and studied. The retrieval rate was 94.5%, which is an acceptable percentage. The distribution of the study population according to demographic characteristics is presented in Table 3.8.

Table 0.8: The distribution of the study population according to demographic characteristics

Variable	Values	f	%
Sex	Male	85	54.8%
	Female	70	45.2%
Total		**155**	**100.0%**
Age	Less than 25 years old	48	31.0%
	25 – 35 years	48	31.0%
	Over 35 years old	59	38.1%
Total		**155**	**100.0%**
Education	Diploma or below	17	11.0%
	Bachelor's	62	40.0%
	Postgraduate	76	49.0%
Total		**155**	**100.0%**
Position	employee	94	60.6%
	Director of a department/department	30	19.4%

Variable	Values	*f*	%
	Director/President of the institution	31	20.0%
Total		**155**	**100.0%**
Experience	Less than 5 years	59	38.1%
	5- 10 years	20	12.9%
	More than 10 years	76	49.0%
Total		**155**	**100.0%**
Governorate	Nablus	19	12.3%
	Ramallah and Al-Bireh	53	34.2%
	Hebron	11	7.1%
	Bethlehem	16	10.3%
	Embryo	12	7.7%
	Jerusalem	31	20.0%
	Qalqilya	6	3.9%
	Salfit	7	4.5%
Total		**155**	**100.0%**

According to Table 3.8, the study sample had a higher percentage of males (54.8%) than females (45.2%). The age group above 35 had the highest percentage (38.1%) in the study sample. The percentages of those in the age group less than 25 years and the age group from 25 to 35 years were similar, with each being 31.0%. Regarding academic qualifications, the highest percentage was of those holding postgraduate degrees. According to the study, 49% of the participants held a degree, while the highest percentage of employees belonged to the job level category. On the other hand, only 19.4% of the participants were directors of their institutions.

Regarding work experience, 49% of the participants had more than ten years of experience, while only 12.9% had 5-10 years of experience. The study also revealed that 34.2% of the participants were from Ramallah and Al-Bireh governorate, whereas Qalqilya governorate had the lowest participation rate at 3.9%.

3.9.1 Non-parametric Test

Non-parametric methods are commonly used for studying populations that take on a ranked order. The use of non-parametric methods may be essential when data on ordinal scale or data have a ranking but no clear numeric clarification. Non-parametric methods make fewer assumptions; their applicability is much wider than the corresponding parametric methods. In particular, they may be practical in situations where little is known about the application in question. Also, due to the dependence on fewer assumptions, non-parametric methods are more successful. Another reason for the use of non-parametric methods is simplicity.

3.9.2 Mann-Whitney Test

This test was used to examine whether there were statistically significant differences between two means among participants, in the averages of their answers regarding the study variables, according to the gender variable.

The following table shows the results of the Mann-Whitney test for differences in the responses of the study sample towards the study variables attributed to the sex variable:

Table 0.9: the results of the Mann-Whitney test

Axes	sex	N	Mean Rank	Sum of Ranks	Sig.
Total Degree of Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023)	Male	85	77.18	6560.50	.802
	Female	70	78.99	5529.50	
	Total	155			
total degree of Perception of Empowerment	Male	85	70.30	5975.50	.018
	Female	70	87.35	6114.50	
	Total	155			
	Male	85	72.61	6172.00	.098

total degree of Alignment of Empowerment Objectives and Initiatives	Female	70	84.54	5918.00	
	Total	155			
total degree of Level of Engagement in Implementation and Execution	Male	85	75.70	6434.50	
	Female	70	80.79	5655.50	.481
	Total	155			

Based on the results presented in Table 3.9, it is evident that there are considerable variations in the average responses of the study participants concerning the Perception of Empowerment variable. The Sum of Ranks values indicate that these differences favored female participants over male participants. Furthermore, the significance level of these differences was lower than the acceptable significance level of 0.05, reaching a value of 0.018.

3.9.3 Kruskal-Wallis Test

This test was used to determine whether there were statistically significant differences in the averages of the study sample's answers regarding the study variables, which were due to the variables of age group, educational qualification, job level, years of experience, and governorate.

Table 0.10: Summary of the study hypotheses related to age group differences

#	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Total Degree of Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023) is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	.002	Reject the null hypothesis.
2	The distribution of total degree of Perception of Empowerment is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	.000	Reject the null hypothesis.

3	The distribution of total degree of Alignment of Empowerment Objectives and Initiatives is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	.009	Reject the null hypothesis.
4	The distribution of total degree of Level of Engagement in Implementation and Execution is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	.018	Reject the null hypothesis.
Asymptotic significances are displayed. The significance level is .050.				

The study analyzed the responses of the participants based on their age groups. The results showed statistically significant differences in participants' responses across all study dimensions based on their age group. These differences were significant at a significance level of less than 0.05. This suggests that age significantly shapes participants' opinions toward the study variables in youth institutions. This result relates that younger ages are more energized to achieve that empowerment goal. To investigate further, comparisons were made across age groups, as presented in Table 3.11:

Table 0.11: Pairwise Comparisons of Age

	Sample 1-Sample 2	Test Statistic	Std. Test Statistic	Sig.
Total Degree of Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023)	25 - 35 years - less than 25 years	31.760	3.472	.001
	More than 35 years old - less than 25 years old	19.369	2.223	.026
total degree of Perception of Empowerment	25 - 35 years - less than 25 years	36.990	4.049	.000
	More than 35 years old - less than 25 years old	28.689	3.298	.001
total degree of Alignment of Empowerment Objectives and Initiatives	More than 35 years old - less than 25 years old	25.207	2.903	.004
	25 - 35 years - less than 25 years	21.927	2.405	.016
total degree of Level of Engagement in	More than 35 years old - less than 25 years old	24.276	2.791	.005

	Sample 1-Sample 2	Test Statistic	Std. Test Statistic	Sig.
Implementation and Execution				

According to Table 3.11, the Total Degree of Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023) showed significant differences based on age groups. Specifically, the age group of 25-35 years had higher levels of empowerment initiatives compared to the group under 25 years old. On the other hand, the age group over 35 also had higher levels of empowerment initiatives than the younger age group. The statistical difference was significant at (0.001). This can be attributed to the fact that younger individuals lack the experience and knowledge that the older age groups possess.

Regarding the overall level of participation in empowerment, the researcher observed that the age group between 25 and 35 years had higher participation levels than the age group under 25 years. Furthermore, this age group exhibited more alignment with the objectives and initiatives of the empowerment program. However, in terms of participation in implementation, the age group over 35 had higher participation levels than the age group under 25 years. This can be attributed to the fact that younger people at the university level focus more on achieving their education purposes than participating in voluntary work, and they are less experienced in planning for institutions.

Table 0.12: Summary of the study hypotheses related to Education group differences

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Total Degree of Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023) is the same across categories of Education.	Independent-Samples Kruskal-Wallis Test	.003	Reject the null hypothesis.

	Null Hypothesis	Test	Sig.	Decision
2	The distribution of total degree of Perception of Empowerment is the same across categories of Education.	Independent-Samples Kruskal-Wallis Test	.000	Reject the null hypothesis.
3	The distribution of total degree of Alignment of Empowerment Objectives and Initiatives is the same across categories of Education.	Independent-Samples Kruskal-Wallis Test	.000	Reject the null hypothesis.
4	The distribution of total degree of Level of Engagement in Implementation and Execution is the same across categories of Education.	Independent-Samples Kruskal-Wallis Test	.014	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .050.

Based on the previous table, the study concluded that there are significant variations in the average responses of the study participants across all axes of the study. These variations can be attributed to their educational qualifications. The statistical analysis revealed that the differences were significant at a significance level of 0.05. Table 3.13 provides additional details on the sources of these differences:

Table 0.13: Pairwise Comparisons of Education

	Sample 1-Sample 2	Test Statistic	Std. Test Statistic	Sig.
Total Degree of Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023)	Postgraduate-Bachelor	20.664	2.694	.007
	Postgraduate - Diploma and below	33.630	2.797	.005
total degree of Perception of Empowerment	Postgraduate - Diploma and below	25.891	2.157	.031
	Postgraduate-Bachelor	31.157	4.069	.000
total degree of Alignment of Empowerment Objectives and Initiatives	Postgraduate-Bachelor	27.458	3.592	.000
	Postgraduate - Diploma and below	32.785	2.735	.006

	Sample 1-Sample 2	Test Statistic	Std. Test Statistic	Sig.
total degree of Level of Engagement in Implementation and Execution	Postgraduate - Diploma and below	20.750	1.728	.084
	Postgraduate-Bachelor	21.038	2.747	.006

According to the data presented in Table 3.13, the researcher has concluded that there are significant differences between the study participants in terms of their level of education. Specifically, those with a postgraduate degree outperformed those with only a bachelor's or diploma qualification. This difference can be attributed to individuals with higher degrees having a deeper understanding of the study variables. As a result, they are more knowledgeable about the strategic planning process than those with lower qualifications.

Table 0.14: Summary of the study hypotheses related to Position group differences

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Total Degree of Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023) is the same across categories of Position.	Independent-Samples Kruskal-Wallis Test	.119	Retain the null hypothesis.
2	The distribution of total degree of Perception of Empowerment is the same across categories of Position.	Independent-Samples Kruskal-Wallis Test	.004	Reject the null hypothesis.
3	The distribution of total degree of Alignment of Empowerment Objectives and Initiatives is the same across categories of Position.	Independent-Samples Kruskal-Wallis Test	.014	Reject the null hypothesis.
4	The distribution of total degree of Level of Engagement in Implementation and Execution is the same across categories of Position.	Independent-Samples Kruskal-Wallis Test	.006	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .050.

The researcher has observed from Table 3.14 that there are significant differences in the study axes due to the functional level variable, except for the distribution of the Total Degree of

Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023), which is the same across Position categories. The researcher did not notice any significant differences attributed to the functional level in this axis, where the statistical significance value of the differences in this axis (0.119) is higher than the acceptable significance (0.05). To identify the sources of differences in other axes, you can review the results in the following table (3.15).

Table 0.15: Pairwise Comparisons of Position

	Sample 1-Sample 2	Test Statistic	Std. Test Statistic	Sig.
total degree of Perception of of Empowerment	Director/Head of the institution - Director of a department/section	18.330	1.599	.110
	Director/head of the organization-employee	30.586	3.300	.001
total degree of Alignment of Empowerment Objectives and Initiatives	Director/head of the organization-employee	27.028	2.921	.003
total degree of Level of Engagement in Implementation and Execution	Director/head of the organization-employee	23.383	2.523	.012
	Director/Head of the institution - Director of a department/section	35.316	3.082	.002

According to the results of the previous table, those at the director or head of an institution had better scores in all axes than those at the lower levels, particularly employees and heads of sections. This can be related to the fact that the directors or the head of the organization have more experience and recognition at a glance. In addition, they may have more knowledge than others about coordination with other institutions and the financial sources that come to them from the Supreme Council for Youth.

Table 0.16: Summary of the study hypotheses related to Experience group differences

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Total Degree of Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023) is the same across categories of Experience.	Independent-Samples Kruskal-Wallis Test	.039	Reject the null hypothesis.
2	The distribution of total degree of Perception of Empowerment is the same across categories of Experience.	Independent-Samples Kruskal-Wallis Test	.003	Reject the null hypothesis.
3	The distribution of total degree of Alignment of Empowerment Objectives and Initiatives is the same across categories of Experience.	Independent-Samples Kruskal-Wallis Test	.020	Reject the null hypothesis.
4	The distribution of total degree of Level of Engagement in Implementation and Execution is the same across categories of Experience.	Independent-Samples Kruskal-Wallis Test	.042	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .050.

The table (3.15) highlights significant differences in all axes due to years of experience. These differences were statistically significant at the 0.05 level. Furthermore, the differences were observed in all axes. To better understand these differences, we need to review the results presented in Table 3.17. It seems that people with more years of experience have more information about the strategic plans and the processes of their implementations.

Table 0.17: Pairwise Comparisons of Experience

	Sample 1-Sample 2	Test Statistic	Std. Test Statistic	Sig.
Total Degree of Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023)	From 5-10 years - less than 5 years	26.826	2.313	.021
	From 5-10 years - less than 5 years	30.606	2.643	.008

	Sample 1-Sample 2	Test Statistic	Std. Test Statistic	Sig.
total degree of Perception of Empowerment	More than 10 years - less than 5 years	23.264	2.996	.003
total degree of Alignment of Empowerment Objectives and Initiatives	More than 10 years - less than 5 years	20.607	2.659	.008
total degree of Level of Engagement in Implementation and Execution	More than 10 years - less than 5 years	19.201	2.473	.013

Based on the data in Table 3.17, individuals with less than five years of experience had lower scores than those with higher years of experience in all dimensions. This could be attributed to the fact that experience plays a vital role in comprehending the study's variables.

Table 0.18: Summary of the study hypotheses related to Governate group differences

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Total Degree of Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023) is the same across categories of Governate.	Independent-Samples Kruskal-Wallis Test	.052	Retain the null hypothesis.
2	The distribution of total degree of Perception of Empowerment is the same across categories of Governate.	Independent-Samples Kruskal-Wallis Test	.168	Retain the null hypothesis.
3	The distribution of total degree of Alignment of Empowerment Objectives and Initiatives is the same across categories of Governate.	Independent-Samples Kruskal-Wallis Test	.314	Retain the null hypothesis.
4	The distribution of total degree of Level of Engagement in Implementation and Execution is the same across categories of Governate.	Independent-Samples Kruskal-Wallis Test	.406	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .050.

Based on the table 3.18, it is observed that there were no significant variations in any of the study's axes associated with the governorate variable at a significance level of 0.05. Therefore, the null hypotheses are accepted. This can be attributed to most Palestinian youth institutions and clubs having similar structures and following the exact work mechanism under the High Council of Youth and Sports supervision. These plans were implemented following the High Council of Youth and Sports instructions and support. Accordingly, the youth organizations in the West Bank likely have the same opinion.

Chapter Four

Data Analysis and Discussion

4.1 Overview

This chapter is devoted to analyzing data, testing hypotheses, and discussing the results of the study. The data were analyzed using SPSS V.27, including descriptive and inferential statistical tools.

This chapter also deals with the quantitative analysis of the questionnaire and testing of the research questions and research hypotheses.

4.2 Analysis of the Research Questions

Q1*:* How do Palestinian youth organizations perceive the effectiveness and impact of empowerment initiatives outlined in the National Strategic Plans?

Through the SPSS program, metadata related to the first question were extracted in terms of mean, standard deviation, calculated t-values, as well as statistical significance and relative weight of the questionnaire paragraphs related to the first question, and the respondents' response direction:

Table 0.1: effectiveness and impact of the empowerment initiatives outlined in the national strategic plans

No.	Item	Mean	S. D	t Value	Sig.	Relative weight	DOA
1.	There is tangible effectiveness of the empowerment initiatives outlined in the national strategic plans (2017-2020, 2021-2023) in promoting youth development.	3.47	.792	7.403	.000	69.4%	H

No.	Item	Mean	S. D	t Value	Sig.	Relative weight	DOA
2.	There is consistency in the objectives contained in the national strategic plans with the actual initiatives and programs proposed.	3.62	.750	10.286	.000	72.4%	H
3.	Empowerment initiatives have positively impacted youth education, employability, and civic engagement.	3.47	.870	6.738	.000	69.4%	H
4.	The National Strategic Plans (2017-2020, 2021-2023) provided clear and achievable guidelines for implementing empowerment initiatives.	3.70	.928	9.343	.000	74.0%	H
5.	The degree of cooperation and communication between your organization and the authorities responsible for implementing these empowerment initiatives is high.	3.54	.840	7.941	.000	70.8%	H
6.	Empowerment initiatives are adapted to the evolving needs and challenges facing Palestinian youth.	3.44	.974	5.606	.000	68.8%	H
7.	National strategic plans have been effective in facilitating the acquisition of skills and knowledge among Palestinian youth.	3.66	.929	8.820	.000	73.2%	H
8.	I am satisfied with the support and resources provided to implement these empowerment initiatives as outlined in the national strategic plans.	3.45	.869	6.378	.000	69.0%	H
9.	The National Strategic Plans (2017-2020, 2021-2023) emphasize youth participation and involvement in the design and implementation of empowerment initiatives.	3.50	.921	6.712	.000	70.0%	H
10.	According to my experience, there is a high level of funding and resources allocated to empowerment initiatives in the 2017-2020 and 2021-2023 plans.	3.62	.855	9.020	.000	72.4%	H
11.	There is success in the national strategic plans (2017-2020, 2021-2023) in incorporating innovative methods and technologies to empower Palestinian youth.	3.43	.829	6.393	.000	68.6%	H
12.	Empowerment initiatives focus on education and skills development among Palestinian youth.	3.64	.797	9.980	.000	72.8%	H
13.	The national strategic plans (2017-2020, 2021-2023) take into account the cultural and societal context of Palestinian youth.	3.51	.921	6.887	.000	70.2%	H

No.	Item	Mean	S. D	t Value	Sig.	Relative weight	DOA
	The total degree of effectiveness and impact of the empowerment initiatives outlined in the national strategic plans?	**3.54**	**.567**	**11.868**	**.000**	**70.8%**	**H**

The study found that the empowerment initiatives included in national strategic plans were highly effective and impactful. Table 4.1 shows that the sample gave an average rating of 3.54, with a standard deviation of 0.567, indicating a high approval rate of 70.8% for the effectiveness and impact of these initiatives.

This high approval rating can be attributed to the comprehensive strategic plan design process. The process included multiple stages with participation from various organizations and youth institutions from different Palestinian governorates. Workshops were held with Palestinian youth, including 26 seminars in the southern governorates, 72 workshops in the northern governorates, and four workshops in refugee camps in Lebanon.

Official institutions, civil society, and the private sector participated in the workshops. Six workshops were held with all relevant parties from the ministries and civil society institutions, with the participation of the Higher Council for Youth and Sports work teams. All relevant ministries and bodies made follow-up plans to review the initiatives and ensure that they aligned with the goals of the Palestinian youth strategy. This process helped to ensure that participants were more involved in these initiatives. This contrasts with the findings of Dabis & Allabadi (2022) that young people remain neglected and underserved.

Looking at the paragraphs that measure this axis, the highest of these paragraphs in terms of approval of the study sample was the fourth paragraph in the questionnaire (The National

Strategic Plans (2017-2020, 2021-2023) provided clear and achievable guidelines for implementing empowerment initiatives), where it came with a relative weight of (74.0%) and a mean of (3.70), which showed high approval among the study sample towards submitting national strategic plans in the years studied for clear guidelines that are amenable to the implementation of empowerment initiatives.

Paragraph (11) of the study sample received the least response. However, it still showed that the national strategic plans (2017-2020, 2021-2023) have been successful in incorporating innovative methods and technologies to empower Palestinian youth. The average response towards this paragraph was (3.43) with a relative weight of (68.6%). Similarly, paragraph (6) received a low response rate but still showed that empowerment initiatives are being adapted to the evolving needs and challenges facing Palestinian youth. The average response towards this paragraph was (3.44) with a relative weight of (68.8%).

This can be attributed to the Palestinian youth having the same problems, challenges, and obstacles. Thus, the responses to these issues through adapting the strategic plans were unique and took these problems at the core of their interests. This comes in agreement with Tapera (2022) recommendations that the carrying out of strategic planning processes and development of strategic plans be given the importance they deserve, as opposed to the current practice in most developing countries wherein the exercise is done routinely.

Q2. What is the significant impact of empowerment initiatives on Palestinian youth's sense of empowerment and their effective participation in various aspects of life?

Through the SPSS program, metadata related to the second question were extracted in terms of arithmetic mean, standard deviation, calculated t-values, as well as statistical significance and relative weight of the questionnaire paragraphs related to the second question, and the respondents' response direction:

Table 0.2: Palestinian youth's sense of empowerment and their effective participation in various aspects of life

No.	Item	Mean	S. D	t Value	Sig.	Relative weight	DOA
1.	My organization sees the impact of the empowerment initiatives outlined in the National Strategic Plans (2017-2020, 2021-2023) on youth development.	3.55	.995	6.863	.000	71.0%	H
2.	These initiatives have been successful in meeting the actual needs and aspirations of Palestinian youth.	3.38	.870	5.448	.000	67.6%	M
3.	My organization's level of satisfaction with the results achieved by youth development empowerment initiatives is high.	3.51	.871	7.288	.000	70.2%	H
4.	The empowerment initiatives outlined in the national strategic plans (2017-2020, 2021-2023) have positively impacted the overall sense of empowerment among Palestinian youth.	3.41	.945	5.439	.000	68.2%	H
5.	I have confidence that these empowerment initiatives have improved self-esteem and self-efficacy among Palestinian youth.	3.38	.808	5.865	.000	67.6%	M
6.	Empowerment initiatives have contributed to Palestinian youth feeling more involved and participating in community and civic activities.	3.52	.817	7.868	.000	70.4%	H
7.	Empowerment initiatives strengthened the ability of Palestinian youth to make informed decisions and choices about their future.	3.41	.866	5.934	.000	68.2%	H
8.	Empowerment initiatives fostered a greater sense of inclusivity, where all Palestinian youth can	3.60	.842	8.871	.000	72.0%	H

No.	Item	Mean	S. D	t Value	Sig.	Relative weight	DOA
	participate regardless of their background or circumstances.						
9.	There is a growing desire among Palestinian youth to assume leadership roles and actively participate in decision-making processes within their communities, influenced by empowerment initiatives.	3.43	.933	5.768	.000	68.6%	H
10.	I see these empowerment initiatives' overall impact on Palestinian youth's ability to pursue education, training, and employment opportunities.	3.36	.973	4.623	.000	67.2%	M
	The total degree of Palestinian youth's sense of empowerment and their effective participation in various aspects of life	3.46	.627	9.049	.000	69.2%	H

From the results in the previous table (4.2), the total degree of Palestinian youth's sense of

empowerment and their effective participation in various aspects of life was a high score, as

the mean of the sample answers about this axis was (3.46) with a standard deviation of

(0.627), while the relative weight of the total score was (69.2%), which is a high percentage.

The results show that the empowerment initiatives promoted a greater sense of inclusiveness

so that all Palestinian youth can participate regardless of their background or circumstances,

which came with a high degree of approval with a relative weight (72.0%) and an arithmetic

mean (3.60), as well as high approval towards the Foundation's vision of the impact of

empowerment initiatives described in the national strategic plans, which came with an mean

of (3.55) and a relative weight of (71.0%). This can be attributed to the fact that the

development process of the National Strategic Plans for the Palestinian Youth Sector (2017-

2020) and (2021-2023) followed a solid strategy to ensure the participation of the Palestinian

youth in the planning process through 102 workshops. This helped to ensure the Palestinian youth's obligation to the implementation process.

The response of the study sample towards the overall impact of empowerment initiatives on the ability of Palestinian youth to continue education, training and job opportunities was at an average level, and its arithmetic mean was (3.36) and its relative weight was (67.2%), which is an moderate percentage, and the results also showed that the sample's possession of confidence that these empowerment initiatives led to improved self-esteem and self-efficacy among young people came by an moderate rate of (67.6%), and the mean of their answers about this level was (3.38), which is an moderate degree of approval, as well as The results showed that there is an moderate agreement towards the success of the initiatives in meeting the actual needs and aspirations of Palestinian youth, and the moderate responses of the study sample towards this approval were (3.38) with a relative weight of (67.6%).

This results comes in agreement with Masters (2023), who found that despite the existing of these strategic plans, many young people in Palestine are struggling with a leadership gap due to inconsistent youth programs, an unsupportive and unstable government, and a general lack of understanding of what leadership means in the Palestinian context.

Q3. To what extent do the empowerment objectives stated in the National Strategic Plans align with the actual initiatives and programs proposed?

Through the SPSS program, metadata related to the third question were extracted in terms of arithmetic mean, standard deviation, calculated t-values, as well as statistical significance

and relative weight of the questionnaire paragraphs related to the third question, and the respondents' response direction:

Table 0.3: alignment of the empowerment objectives contained in the national strategic plans with the actual proposed initiatives and programmes

No.	Item	Mean	S. D	t Value	Sig.	Relative weight	DOA
1.	The empowerment goals outlined in the national strategic plans (2017-2020, 2021-2023) are consistent with the actual initiatives and programs proposed to empower Palestinian youth.	3.41	.902	5.608	.000	68.2%	H
2.	There is a clear relationship between the declared empowerment goals and the specific activities and projects implemented within the national strategic plans for Palestinian youth.	3.57	.994	7.114	.000	71.4%	H
3.	Empowerment initiatives in national strategic plans address the unique needs and aspirations of Palestinian youth.	3.30	.839	4.405	.000	66.0%	M
4.	I believe the initiatives implemented within the national strategic plans are consistent with the stated goals and objectives to empower Palestinian youth.	3.39	.894	5.483	.000	67.8%	M
5.	The initiatives of the national strategic plans fulfilled the expectations and priorities of Palestinian youth.	3.53	.914	7.207	.000	70.6%	H
6.	The initiatives are flexible and adaptable enough to accommodate changes in the needs and aspirations of Palestinian youth over time.	3.39	.818	5.991	.000	67.8%	M
7.	The National strategic plan initiatives address Palestinian youth's diverse cultural, social, and economic backgrounds.	3.47	.741	7.910	.000	69.4%	H
8.	The initiatives encourage active participation and feedback from Palestinian youth in shaping the direction of empowerment efforts.	3.50	.856	7.322	.000	70.0%	H

No.	Item	Mean	S. D	t Value	Sig.	Relative weight	DOA
9.	There is transparency and good communication between the implementation processes of empowerment initiatives within the national strategic plans.	3.43	.837	6.333	.000	68.6%	H
10.	Alignment between stated empowerment goals and actual initiatives is continuously monitored and improved based on feedback and changing circumstances.	3.64	.746	10.655	.000	72.8%	H
	The total degree of alignment of the empowerment objectives contained in the national strategic plans with the actual proposed initiatives and programmes	3.46	.635	9.066	.000	69.2%	H

From the results of the table (4.3), it is clear that the total degree of alignment of the empowerment objectives contained in the national strategic plans with the actual proposed initiatives and programs came with a high score with an arithmetic mean of (3.46) and a standard deviation of (0.635), while the relative weight of this degree was (69.2%), which is a high score.

From the results, it is clear that there is a high agreement towards alignment between the stated empowerment goals and the actual initiatives that are monitored and improved continuously based on reactions and changing circumstances, and the arithmetic mean of the sample's approval on this is (3.64) with a high relative weight of (72.8%).

The empowerment initiatives in the national strategic plans met Palestinian youth's unique needs and aspirations. They came with a moderate level of approval from the study sample, where the mean measuring this approval was (3.30). A moderate relative weight of (66.0%), and approval towards the flexibility and adaptability of the initiatives are sufficient to

accommodate changes in the needs and aspirations of Palestinian youth over time. It was also average, with a mean of (3.39) and a moderate relative weight of (67.8%), as well as the approval of the compatibility of the initiatives implemented within the national strategic plans with the declared goals and objectives to empower Palestinian youth was medium, and the relative weight of this approval was (67.8%). The arithmetic mean was (3.39).

This result could be related to the fact that many groups from the Palestinian youth participated in the planning process of the national plans.

Q4. What is the level of engagement and involvement of Palestinian youth organizations in the implementation and execution of empowerment initiatives?

Through the SPSS program, metadata related to the fourth question were extracted in terms of arithmetic mean, standard deviation, calculated t-values, as well as statistical significance and relative weight of the questionnaire paragraphs related to the fourth question, and the respondents' response direction:

Table 0.4: the level of participation and involvement of Palestinian youth organizations in implementing and executing empowerment initiatives

No.	Item	Mean	S. D	t Value	Sig.	Relative weight	DOA
1.	There is a high level of effective participation of Palestinian youth organizations in implementing the empowerment initiatives outlined in the national strategic plans (2017-2020, 2021-2023).	3.43	.813	6.517	.000	68.6%	H
2.	Youth organizations consider themselves key participants in designing and implementing empowerment initiatives for Palestinian youth.	3.45	.815	6.896	.000	69.0%	H

No.	Item	Mean	S. D	t Value	Sig.	Relative weight	DOA
3.	Palestinian youth organizations have a strong sense of ownership and commitment in implementing the activities and programs identified in the national strategic plans.	3.60	.951	7.857	.000	72.0%	H
4.	Empowerment initiatives within the framework of national strategic plans have contributed to encouraging collaborative efforts and partnerships between Palestinian youth organizations and other stakeholders.	3.40	.930	5.355	.000	68.0%	M
5.	The organizations effectively contributed to shaping the direction and priorities of empowerment initiatives to match the actual needs and goals of Palestinian youth.	3.27	.741	4.551	.000	65.4%	M
6.	There is a high response in the national strategic plans to the observations and suggestions of Palestinian youth organizations to improve and enhance empowerment initiatives.	3.23	.867	3.337	.001	64.6%	M
7.	Youth organizations are encouraged and supported in their own initiatives that complement the objectives of the national strategic plans to empower Palestinian youth.	3.54	.877	7.692	.000	70.8%	H
8.	There is ease in the implementation process in facilitating active communication and cooperation between various Palestinian youth organizations involved in empowerment activities.	3.43	.904	5.863	.000	68.6%	H
9.	The organization has access to the resources, information and training necessary to effectively implement the empowerment initiatives outlined in the national strategic plans.	3.55	.968	7.051	.000	71.0%	H
10.	There is a high level of participation of Palestinian youth organizations, which has contributed to the overall success and impact of empowerment initiatives within the framework of national strategic plans.	3.51	.848	7.483	.000	70.2%	H

No.	Item	Mean	S. D	t Value	Sig.	Relative weight	DOA
	The total degree of the level of participation and involvement of Palestinian youth organizations in implementing and executing empowerment initiatives	3.44	.610	8.989	.000	68.8%	H

The previous table shows that the overall score for the level of participation and involvement of Palestinian youth organizations in the implementation and implementation of empowerment initiatives was high, with the arithmetic mean measuring this score reaching (3.44) with a standard deviation of (0.610), while the relative weight was high (68.8%) but at the lowest levels of the high score.

It is clear that there is a strong sense of ownership and commitment among Palestinian youth organizations in implementing the activities and programs specified in the national strategic plans, and the mean of the sample's approval for this was (3.60), which is a high degree with a high relative weight of (72.0%), as well as high approval that organizations have access to the resources, information and training necessary to implement the empowerment initiatives described in the national strategic plans effectively, and the mean of this approval was (3.55) with a high relative weight of (71.0%). This aligns with Tapera (2022), who recommended investing in the continuous training of managers in strategic management, focusing on improving their strategic planning capabilities so that there is greater scope for them to significantly contribute to improving the performance of the organizations they lead.

The response of national strategic plans to the observations and proposals made by Palestinian youth organizations to improve and promote empowerment initiatives was moderate. The mean response rate was 3.23, with a relative weight of 64.6%. The

contribution of organizations in shaping the direction and priorities of empowerment initiatives to align with the actual needs and goals of Palestinian youth was also moderate, with an arithmetic mean of 3.27 and a relative weight of 65.4%. The level of contributions of empowerment initiatives within the framework of national strategic plans to encourage collaborative efforts and partnerships between Palestinian youth organizations and other stakeholders was average, with a mean of 3.40 and a relative weight of 68.0%. This may be attributed to the fact that the national strategic plans focuses more on the youth organizations empowerment rather then networking. Bryson (2018) argued that strengthened relationships are potential benefits of successful strategic planning

4.3 Testing the study hypotheses

$H_1$1: Palestinian youth organizations' perception of empowerment initiatives will positively correlate with the perceived effectiveness of the National Strategic Plans' empowerment strategies.

Through the use of standard regression test the hypothesis was tested as follows:

Table 0.5: The relationship of the independent variable with Perception of Empowerment

Dependent	Independent	R	F	F sig.	Beta	t value	Sig
Perception of Empowerment	Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023)	.798**	268.091	.000	.882	16.373	.000
R- Square=.634							

Through the previous table (4.5), which shows the standard regression model between empowerment initiatives in national strategic plans as an independent variable and the

perception of empowerment as a dependent variable, there is a strong correlation between the two variables, which is a positive directional relationship, where the value of R (0.798) shows a strong relationship, and the value of F calculated for this relationship was high, reaching (268.091) and the significance of this relationship was (0.000), which is an acceptable statistical significance, and therefore the first alternative hypothesis of the study was accepted after confirmation. of her health.

From the previous table, and according to the value of R-Square, it can be said that the empowerment initiatives in the national strategic plans (2017-2020, 2021-2023) explain the variation in the level of empowerment perception by a percentage similar to the value of R-Square in the model, i.e. (63.4%), which is an average percentage.

According to the Beta value in the model, it can be said that the better the level of empowerment initiatives in the national strategic plans (2017-2020, 2021-2023) by one unit, the more this affects the perception of empowerment by at least (88.2%), which is very high according to the Beta value. Thus, the researcher argues that once the youth strategic plans consider the Palestinian youth's aspirations and needs, there is a positive perception of these plans and their initiatives.

$H_1 2$**:** There will be a significant alignment between the stated empowerment objectives in the National Strategic Plans and the actual initiatives and programs proposed.

Through the use of standard regression test the hypothesis was tested as follows:

Table 0.6: The relationship of the independent variable with Alignment of Empowerment Objectives and Initiatives

Dependent	Independent	R	F	F sig.	Beta	t	t Value
Alignment of Empowerment Objectives and Initiatives	Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023)	.840[**]	365.823	.000	.941	19.126	.000
R- Square=.705							

The previous table, which reviews the standard regression model between empowerment initiatives in national strategic plans (2017-2020, 2021-2023) as an independent variable, and the alignment of empowerment objectives and initiatives as a dependent variable, shows that there is a strong correlation between the two variables, which is a positive directional relationship, with a value of R (0.840), which shows a strong relationship, and the value of F The calculated for this relationship was high, reaching (365.823) and the significance of this relationship was (0.000), which is an acceptable statistical significance, which is lower than the significance (0.05), and therefore the second alternative hypothesis of the study was accepted after confirming its validity.

From the previous table, and according to the value of R-Square, it can be said that the empowerment initiatives in the national strategic plans (2017-2020, 2021-2023) explain the variation in the degree of alignment of empowerment objectives and initiatives by a percentage similar to the value of R-Square in the model, i.e. (70.5%), which is a high percentage.

According to the value of Beta in the model, it can be said that the better the level of empowerment initiatives in the national strategic plans (2017-2020, 2021-2023) by one unit, the more this affects the degree of alignment of empowerment goals and initiatives by at least (94.1%), which is very high according to the value of Beta.

H_13: The level of engagement of Palestinian youth organizations in the implementation and execution of empowerment initiatives will vary based on the perceived relevance and impact of the initiatives

Through the use of standard regression test the hypothesis was tested as follows:

Table 0.7: The relationship of the independent variable with Level of Engagement in Implementation and Execution

Dependent	Independent	R	F	F sig.	Beta	t	t Value
Level of Engagement in Implementation and Execution	Empowerment Initiatives in National Strategic Plans (2017-2020, 2021-2023)	.726**	170.441	.000	.781	13.055	.000
R- Square=.527							

The previous table (4.7), which reviews the standard regression model between empowerment initiatives in the national strategic plans (2017-2020, 2021-2023) as an independent variable, and the level of participation in implementation and implementation as a dependent variable, shows that there is a strong correlation between the two variables, which is a positive directional relationship, with a value of R (0.726), which shows a strong relationship, and the value of F The calculated for this relationship was high, reaching

(170.441) and the significance of this relationship was (0.000), which is an acceptable statistical significance and is lower than the significance (0.05), and therefore the third alternative hypothesis of the study was accepted after verifying its validity.

From the previous table, and according to the value of R-Square, it can be said that the empowerment initiatives in the national strategic plans (2017-2020, 2021-2023) explain the variation in the level of participation in implementation and implementation by a percentage similar to the value of R-Square in the model, i.e. (52.7%), which is a moderate percentage.

According to the value of Beta in the model, it can be said that the better the level of empowerment initiatives in the national strategic plans (2017-2020, 2021-2023) by one unit, the more this affects the degree of alignment of empowerment goals and initiatives by at least (78.1%), which is very high according to the value of Beta Hence, the researcher argues that the alignment between the goals of the strategic plans and the empowerment initiatives of these plans positively affects the perception of youth organizations of these strategic plans. Fahed-Sreih and El-Kassar (2017) also stressed that aligning strategic planning goals with initiatives is crucial to improving performance.

4.4 Open-ended Questions (Analysis of Responses)

Three main questions formed the final section of the questionnaire as follows:

1. What are the most important challenges or obstacles that Palestinian youth organizations face in effectively participating in and implementing the empowerment initiatives specified in the national strategic plans?

Table 0.8: List of the most important challenges

#	Challenges	%
1.	Occupation	16.7%
2.	Lack of knowledge and funding	13.9%
3.	Lack of support	13.9%
4.	The lack of empowerment projects for institutions and the narrow definition of empowerment	13.9%
5.	Lack of a supportive environment for youth and insufficient budgets to implement youth empowerment programs	13.9%
6.	Lack of knowledge of empowerment initiatives	13.9%
7.	Weak programs of youth institutions and their dependence on funded programs	13.9%
8.	Weak youth participation, especially for females, due to the negative cultural heritage of some Palestinian societies, weak personal economic income for youth organizations and scarcity of funding sources, political conditions, and movement between cities depends on the stability of the political situation.	13.9%
9.	Its lack of successful young people	13.9%
10.	Providing appropriate support to institutions in this framework	13.9%
11.	Involving institutions more in formulating and developing national strategies and the resulting initiatives	13.9%
12.	Developing joint work and networking between youth institutions, which contributes to achieving greater achievements and a high degree of integration and comprehensiveness in implementing initiatives related to empowerment and various strategic interventions in this context.	13.9%
13.	The community as a whole must be involved	8.3%
14.	No special budget	8.3%
15.	Lack of opportunities	8.3%
16.	Lack of knowledge of strategic plans at all	8.3%
17.	The most important challenge is to limit these initiatives to youth organizations in one city and do not include all governorates, as the focus is actually on one region.	8.3%
18.	Poverty that makes young people search for a source of livelihood instead of engaging in these fields	8.3%
19.	Funding is limited, management methods are complex, and topics are limited	8.3%

#	Challenges	%
20.	Finance	8.3%
21.	Young people's reluctance to actively participate in organizations because of their need to work	5.6%
22.	The lack of true leaders in the right place who are serious about achieving goals regardless of their personal interests.	5.6%
23.	Challenges in creating funding for programs appropriate to the needs of youth. Political challenges as a result of the occupation hinder the implementation of many programs. There are economic, social, and educational challenges, and a large number of ineffective institutions.	5.6%
24.	Lack of moral and material support	5.6%
25.	Political/economic situation	5.6%
26.	Obstacles related to the movement of affiliates and volunteers, and the penal conditions imposed on donors	5.6%
27.	The difficult circumstances that Palestinian youth are going through economically and the unemployment rate do not provide sufficient time for young people to participate in these activities	5.6%
28.	Permanent coordination	5.6%
29.	Occupation	5.6%
30.	Lack of funding for some institutions, even if their goals are completely national and cultural, if they do not adhere to conditional funding	5.6%
31.	The political situation also constitutes an obstacle to implementation in geographical regions and their parts.	5.6%
32.	There is participation, but due to distance and lack of awareness and interest in a clear and continuous structure that includes the sustainability of plans and projects, it is difficult for young people to continue.	2.8%
33.	The lack of a clear strategic decision by official authorities to involve all youth institutions in drawing up plans and policies	2.8%
34.	Lack of job opportunities	2.8%
35.	Lack of clear plans for initiatives	2.8%
36.	Lack of job opportunities	2.8%
37.	Lack of material and financial resources	2.8%

Through the answers obtained by the researcher, the most prominent challenge facing Palestinian youth organizations in the effective participation and implementation of empowerment initiatives specified in the National Strategic Plan was the most important place is the Israeli occupation through racist and occupation policies and measures on the ground against the Palestinian people in all its sects and institutions, and within the challenges and obstacles, the occupation occupies a first percentage (16.7%) of its importance compared

to other challenges proposed by the participants, while we find that the lack of knowledge and funding is the challenge.

The finding aligns with Masters' (2023) views that the Israeli occupation has caused the Palestinian youth to become unsure about their future. Consequently, they are more focused on survival during a crucial stage of their lives when they are forming their biological, cognitive, and social identities. They are deprived of opportunities that assist in shaping their identities and understanding how they can positively contribute to their communities as responsible citizens. The UNFPA also emphasized that Palestinian youth encounter significant hurdles, including high unemployment, poor living standards, and increased insecurity due to Israeli military occupation (InterPeace, 2017).

The second most important among these proposals, which reached (13.9%), followed by the lack of support, the lack of empowerment projects for institutions, the narrow broad definition of empowerment, the lack of a supportive environment for youth, the lack of sufficient budgets to implement empowerment programs directed to youth, as well as the lack of knowledge of empowerment initiatives, and the weakness of youth institutions' programs and their dependence on funded programs. According to Morrar and Baba (2022), the Palestinian youth institutions rely on international funds, threatening the sustainability of their operational activities.

These are all important challenges with a similar percentage of importance (13.9%), and the previous table (4.8) shows the other challenges with their importance ratios according to the participants in the study.

This result is consistent with Interspace's (2017) research, which found that Palestinian youth face numerous challenges. These include young people's fears leading to feelings of insecurity, various forms of violence, conflicts, and insecurity as perceived by the youth, and the causes of violence in Palestinian society (InterPeace, 2017).

Participants believe that the educational system is ineffective in meeting market needs. According to many studies such as Morrar and Arman (2020) and Hanieh et al. (2015) argue that the education system in Palestine is criticized for its weak linkages with society and the real needs of the market.

2. Please share any specific success stories or notable achievements of your organization regarding the implementation of empowerment initiatives within the framework of national strategic plans, and how have these initiatives positively impacted Palestinian youth?

Through the answers of the study participants to this question, I monitored (17) similar answers, and the results were as follows:

Table 0.9: List of success stories or notable achievements

#	Specific success stories or notable achievements	%
1.	The impact was positive and change became possible and effective	29.4%
2.	Training and building the capabilities of young people in the field of managing NGOs and providing funding for community initiatives	29.4%
3.	Many views	29.4%
4.	A place must be found for active youth within institutions	17.6%
5.	We work focused on developing young people and involving them in institutional work	17.6%
6.	Creating successful community initiatives that taught young people ways to learn and teach with other institutions	17.6%

#	Specific success stories or notable achievements	%
7.	All initiatives are limited due to the institution's limited income	17.6%
8.	A special office that encouraged young people to be self-reliant	11.8%
9.	Accountability of municipalities has had a positive impact by strengthening personalities and accountability legally	11.8%
10.	Love initiative and interaction	11.8%
11.	Through the work of our organization, we have been able to raise the level of awareness among young people in many areas, which has had a direct positive impact on their abilities and the level of awareness achieved for them.	11.8%
12.	Forming a youth team capable of implementing volunteer initiatives and innovation	11.8%
13.	Raising awareness of the importance of youth participation in building an effective Palestinian society	11.8%
14.	Youth Forum initiatives are related to conducting various activities for all groups that are chosen by the youth themselves, such as the "Know Your Rights" initiative	5.9%
15.	The story of the Injaz Foundation to identify institutions and empower youth at work	5.9%
16.	Empowerment programs for youth were implemented in the field of promoting citizenship, participation, and community accountability over a period of 12 months, during which youth participation was reflected in their ability to integrate into the societal context of public life, especially during the period of municipal elections, in which the youth role contributed to awareness campaigns to urge youth and society to participate in elections, and	5.9%
17.	Gender-based cyber violence	5.9%

From the previous table (4.9), the most prominent success stories or observations made by the participants in this study is the positive impact and the reality of the possibility of change and its effectiveness that has become possible, which constituted a percentage (29.4%), followed by training and building the capacity of young people in the field of managing NGOs and providing funding for community initiatives, and the rank of this observation was the same percentage, and it was also similar to those who saw that the views about success stories and positive observations were many views, by (29.4%), and the participants responded in Work in a focused manner is to develop young people and involve them in institutional work attempts, which took (17.6%) of their answer.

Respondents (11.8%) believe that through the work of their institutions, they have been able to raise awareness among young people in many areas that have had a direct positive impact on their abilities and the level of awareness achieved for them, and by the same percentage (11.8%) respondents find that the Municipal Accountability Program has had a significant impact in strengthening and strengthening the personality and legal accountability of young people.

In addition, (5.9%) of respondents found that youth empowerment programs were implemented in the field of promoting citizenship, participation and community accountability over a period of 12 months, in which youth participation was reflected in their ability to integrate into the societal context of public life, especially during the municipal elections, in which the youth role contributed to awareness campaigns to urge youth and society to participate in elections. Positive youth development programs can help boost self-esteem among young people. Research indicates that young people with various opportunities for positive encounters are less likely to engage in risky behavior and are more likely to transition into adulthood successfully. Positive youth development programs that engage young people in productive and constructive ways while recognizing and enhancing their strengths can help achieve these goals (PYD, 2023).

3. Are there any additional suggestions or recommendations that you would like to provide to policy makers and stakeholders to further enhance the effectiveness and alignment of empowerment strategies with the needs and aspirations of Palestinian youth as perceived by your organization?

The study participants made (21) suggestions and recommendations, which are shown in the following table:

Table 0.10: List of Suggestions and recommendations

#	Suggestions and recommendations	%
1.	Greater involvement of youth and active youth institutions in developing plans and strategies	23.8%
2.	There should be effective plans and that all young people should be informed of them, not just a specific group that only represents themselves	23.8%
3.	Involving young people	23.8%
4.	A national strategy for youth with real tools and reallocating the Ministry of Youth and Youth Empowerment with large budgets	23.8%
5.	Choosing the right person in the right place and giving them implementation powers	23.8%
6.	Do not focus on the middle area only	14.3%
7.	providing job opportunities for the youth	14.3%
8.	Empower them and conduct training	14.3%
9.	Change those in charge of this field	14.3%
10.	Allocate a financial budget concerned with youth affairs and their empowerment	14.3%
11.	Considering the needs of young people, making them a priority and providing job opportunities	14.3%
12.	Inclusion of all organizations in policy making and implementation of initiatives	14.3%
13.	Holding conferences and seminars to raise awareness and educate, working to prepare an effective youth generation with leadership within society	9.5%
14.	Consultation sessions before setting the goals, activities, and topics to be worked on to collect the largest number of ideas and topics, then choosing and working on them.	9.5%
15.	Providing suitable places	9.5%
16.	Activating the youth sector with initiatives and projects that are sustainable for long periods and not for a short period of time of months	9.5%
17.	And implementing new, non-expendable activities and initiatives.	9.5%
18.	Continuity and increased work on initiatives	9.5%
19.	Involving active and effective institutions in developing strategic policies	4.8%
20.	Understanding the tendencies and desires of young people and creating initiatives that suit them	4.8%

#	Suggestions and recommendations	%
21.	These plans must be part of a long-term strategy	4.8%
22.	Salaries are the most important thing for an individual and they are his right	4.8%

Through the data in the previous table (4.10), we find that the most prominent proposals made by the participants in this study are greater involvement of young people in youth institutions active in the development of plans and strategies, as well as a proposal to have effective plans that are widely informed to young people and not only a specific group that is not represented. They do the most work, all of which came with the highest representation rate (23.8%). Al-Zoughbi (2020) argues that investing in the well-being, education, and empowerment of Palestinian youth can lead to a more prosperous and sustainable future for the society by bringing fresh perspectives, innovative ideas, and energy to drive positive change.

The participants stressed the importance of not focusing on areas at the expense of others, which was important (14.3%), with recommendations to provide job opportunities for youth, empowerment and development programs, and table (4.10) reviews the most prominent proposals and recommendations. However, I argue that future initiatives should focus on enhancing youth self-employment. Morrar et al. (2022) provided strong evidence that the likelihood of self-employment increases with age. They argue that training after graduation increases the probability of self-employment entry for youth with high education levels. They found that young people living in urban areas are more likely to enter self-employment than those in rural areas, and young people in Gaza are more likely to enter self-employment than their counterparts in the West Bank.

Chapter Five

Conclusion and Recommendations

5.1 Overview

In this chapter, the researcher summarizes the most significant findings by answering her research questions and testing her hypotheses based on the study's objectives. She will also provide comments on these results and emphasize their need to contribute to achieving the study objectives that the researcher established in the first chapter. Additionally, the chapter discusses the importance of conducting further research on this topic.

5.2 Conclusions of the objectives of the study

5.2.1 Findings Related to the first Objective:

The first objective of this study was to study the perceptions of Palestinian youth organizations regarding the effectiveness and impact of empowerment initiatives outlined in the national strategic plans (2017-2020, 2021-2023), and it was found that there is a high degree of effectiveness and impact in terms of Palestinian youth organizations' perceptions, but this level must be strengthened and further developed, as it was found that the national strategic plans in the mentioned years, provided high clear guidelines and amenable to the implementation of these plans also take into account the cultural, historical and societal context of Palestinian youth to a large extent, in addition to placing a high emphasis on education and skills development among Palestinian youth.

Although these plans are highly successful in integrating innovative methods and technologies to empower youth, the continued need to build on this success cannot be

overlooked or compromised, as does the need to adapt empowerment initiatives to the evolving needs and challenges facing Palestinian youth. Agranoff (2012) stressed that strategic plans should lead to a coordinated effort to redesign institutions at the system level to improve public services, thus, such plans should be adapted consistently. Emerson and Nabatchi (2015) suggested that organizations must consider all issues at a system level rather than within individual organizations to improve the lives of youth and generate valuable public benefits. Accordingly, the researcher believes that the Supreme Youth Council should play a vital role in coordinating the efforts of strategic plans adaption and adoption to the new needs of the generation.

5.2.2   Findings Related to the second Objective:

The second objective in this study was to identify the remarkable impact of empowerment initiatives on the Palestinian youth's sense of empowerment and their active participation in various aspects of life, and it was found that the level of noticeable impact of these initiatives was at a high level, but not at the comfortable level that makes the impact of these initiatives on the sense of empowerment and active participation among young people strong according to the opinion of Palestinian youth institutions, and therefore lacks a lot of efforts to enhance this impact and strengthen the Palestinian youth's sense of empowerment and active participation.

However, the level of participation of stakeholders in implementing the national strategic plans (2017-2020, 2021-2023) has achieved a better understanding than it was discovered in many case studies and contexts. For example, Saleh et al. (2013) found that of the 79 hospitals in Lebanon, approximately 90% had moderately developed and implemented strategic plans

and the CEO was responsible for the plan in 46% of the hospitals, while governing board involvement was moderate, and other stakeholders participation was lower. In the current study, results indicated that empowerment initiatives have fostered a heightened sense of inclusiveness among Palestinian youth, which means that everyone can participate without regard to the background or circumstances facing the youth, and Palestinian youth organizations find that the impact of these initiatives on development has been at a high and reliable level.

With regard to enhancing opportunities for further education, training and job creation, Palestinian youth organizations believe that the impact of these strategic plans on achieving this has been at an average level, and also with regard to improving self-esteem and self-efficacy among young people. Youth initiatives can have a positive impact on young people's self-esteem. According to a report by the Annie E. Casey Foundation, involving young people in authentic engagement can help develop their self-esteem, leadership, advocacy, and professional skills while increasing their influence and personal stake in the community (Casey, 2019).

Given the hypothesis associated with this goal, the study indicates a strong and positive correlation between initiatives aimed at empowering Palestinian youth, as outlined in national strategic plans, and their perception of empowerment and active participation in various aspects of life. It was found that strengthening empowerment initiatives in these national plans leads to an improvement in the feeling and perception of Palestinian youth for empowerment and effective participation. The study further revealed that the empowerment initiatives in strategic national plans significantly impact the perception of empowerment

among Palestinian youth. These initiatives have a moderate responsibility for the differences in the levels of perception and sense of empowerment among Palestinian youth. It can be inferred that reinforcing initiatives that promote empowerment may result in sustainable outcomes in strategic plans. However, several studies, including the one conducted by Larrán Jorge et al. (2015), have revealed that sustainability initiatives are not prevalent in the strategic plans of 77 Spanish universities.

5.2.3   Findings Related to the third Objective

The results of answering the question related to this goal showed that the level of alignment of the empowerment objectives contained in the national strategic plans with the proposed initiatives and programs according to Palestinian youth institutions was high, but not at a level that meets the very great satisfaction of these institutions.

Palestinian youth organizations believe that there is a high level of monitoring and improving the process of compatibility between the stated empowerment goals and the actual initiatives, while these institutions find that the level of meeting these initiatives presented in the strategic plans to the unique needs and aspirations of youth is medium, as well as the level of flexibility of these initiatives and their ability to adapt to accommodate changes in the needs of Palestinian youth over time is also average, and these institutions find that the degree to which these initiatives implemented within the strategic plans are compatible with the stated goals and objectives of empowerment. A mediocre degree needed efforts to promote this compatibility.

According to the hypothesis associated with this goal, we find that empowerment initiatives in the national strategic plans (2017-2020, 2021-2023) enter into a strong relationship with

the alignment of empowerment goals and initiatives, which is a positive relationship with a significant impact, which means the importance of the role played by empowerment initiatives in the national strategic plans (2017-2020, 2021-2023) in improving and enhancing the compatibility between the specific and stated objectives of empowerment and the initiatives presented, and the results show the validity of the hypothesis and that the empowerment initiatives in the national strategic plans for the mentioned years are highly responsible. It is higher than the reasons for the variation in the degree of alignment of empowerment goals and initiatives. However, many studies in different countries such as Flores and Leal (2023) found some misalignments between the outlined goals in some strategic plans and the measures and practices provided to achieve these goals.

5.2.4   Findings Related to the fourth Objective

The fourth objective of this study was to determine the level of participation and involvement of Palestinian youth organizations in the implementation of empowerment initiatives, and according to the answer to the question associated with this goal, we find that this level was high, but not enough to achieve an impact for the participation of these youth organizations.

To achieve this goal, the results show that there is a strong and significant sense of ownership among Palestinian youth organizations towards the implementation of the activities and programs identified in the national strategic plans, and that these organizations have a high degree of access to the necessary resources and information as well as the necessary training to implement the empowerment initiatives outlined in the national strategic plans, an access that effectively achieves the participation of these organizations.

We also note that the level of response of the national strategic plans to the observations and proposals of youth organizations to improve and promote empowerment initiatives was an average level, which requires strengthening and strengthening this level, and we also find, according to the opinion of Palestinian youth organizations, that the level of their effective contribution to the formation of empowerment priorities and initiatives to align with the actual needs and goals of Palestinian youth was average, and these organizations believe that the level of contributions of empowerment initiatives within the framework of national strategic plans is average with regard to encouraging cooperation and partnership efforts between these organizations. organizations and among other stakeholders.

The results showed that there is a solid and positive relationship between empowerment initiatives in the national strategic plans (2017-2020, 2021-2023) and the level of participation in implementation and that empowerment initiatives in national strategic plans have a high impact on the level of involvement in implementation, and are primarily responsible for the reasons for the disparity in the level of participation in implementation. Nutt (2002) believes that strategic planning helps organizations articulate and communicate their strategic goals to relevant stakeholders and take steps toward achieving them. This study adds to this finding that empowerment initiatives in national strategic plans have a high impact on the level of involvement in implementation.

5.2.5   Results related to the most important challenges

The study results on the challenges related to empowerment initiatives in national strategic plans have shown that the most critical obstacle is the Israeli occupation. Its policies pose a threat to all empowerment efforts directed toward Palestinian youth, and its measures on the

ground undermine all the attempts made in this field. Additionally, lack of knowledge, funding, and support are significant challenges that hinder the success of national initiatives for youth empowerment. Moreover, the absence of empowerment projects for institutions, the vague definition of empowerment, and the lack of an environment that supports youth, especially in the absence of budgets to implement youth empowerment programs, also contribute to these challenges. Therefore, Palestinian youth strategic plans needs to align their initiatives and with their capabilities. Mashal (2021) indicated the need in strategic planning to develop a proposed perception that addresses the availability of financial resources and the effectiveness of human resources.

5.2.6   Results linked to specific success stories or notable achievements

One of the most prominent observations is the positive impact and the possibility of effective change, as well as trends toward training and building Palestinian youth's capacity in managing civil institutions and providing funding for combined initiatives. There are many observations about the matter, and municipal accountability programs are among the most prominent positive experiences that contribute to strengthening and enhancing the personality of young people, primarily because accountability is carried out legally.

5.2.7   Results related to additional suggestions or recommendations from participants

The participants in the study made some recommendations and suggestions, the most important of which is working to involve youth and youth institutions that are highly effective in the process of developing national plans and strategies, in addition to the importance of having effective plans and informing all young people about them, not only a specific group that is not representative of the youth community, noting the need to develop a national youth

strategy characterized by the presence of real tools, with a recommendation to reallocate the Ministry of Youth and Youth Empowerment in the Palestinian government and provide it with an appropriate budget.

5.3 Recommendations:

The following recommendation can be made based on the results and conclusions:

1. The Palestinian Supreme Youth Council should collaborate with youth institutions to encourage innovation and creativity in methods and programs that intend to empower the youth in national strategic plans. It is crucial to identify specific and measurable criteria for these programs and methods to evaluate their effectiveness in meeting the evolving needs of Palestinian youth.

2. Future Youth Strategic Plans should focus on initiatives to improve and develop opportunities for continuity of quality education and training and increase job creation opportunities for Palestinian youth through joint initiatives with Palestinian universities, academic and community institutions, and continuing training centers.

3. It is crucial for the strategic plans targeting the youth to partner with national and community institutions and introduce programs and initiatives that can promote self-esteem and self-efficacy in young people.

4. Future youth strategic plans should include initiatives related to youth empowerment and working to give flexibility to these programs and initiatives to meet the changing needs and rapid developments in their reality.

5. The Youth Supreme Council should maintain open communication channels between themselves and Palestinian youth institutions. They should actively listen to the

views, suggestions, complaints, and needs of young people, respond to them, and take them into account. Additionally, the Council should seek to leverage the experiences and capabilities of young people in developing strategic national plans for empowerment.

6. The Youth Supreme Council must come up with potential and practical solutions to tackle Israeli policies that hinder the progress of Palestinian youth. Furthermore, they should explore legal and national measures to safeguard the Palestinian youth from the policies of ignorance and deliberate sabotage of their intellectual growth.

7. The Youth Supreme Council must allocate funds to develop Palestinian youth and implement youth empowerment programs.

- Future Studies

1. Future scholars may advance this exploratory study by taking on board the focus group tool with the involvement of different groups from all the Palestinian governorates, including the youth institutions located in villages, to explore the variables of the current study.

2. Exploring the perspectives of various stakeholders, such as government officials, community leaders, and funders, on the empowerment national strategic plans and their impact on Palestinian youth organizations.

3. Assessing the long-term impact of the empowerment national strategic plans on Palestinian youth organizations in the West Bank

4. Comparing the views and experiences of Palestinian youth organizations in the West Bank with those in other regions or countries that have implemented similar empowerment national strategic plans.

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Appendices

Appendix (1)

The questionnaire in English

Dear employee,

The first part of this questionnaire represents your profile, while the second and third parts

represent the independent and dependent variables sought by this study.

- **Part One: Personal Information**

Please check the appropriate answer

1.	**Sex**	Male ☐	Female ☐	
2.	**Age**	Less than 25 ☐	25- 35 ☐	More than 35 ☐
3.	**Education**	Diploma or less ☐	Bachelor ☐	Postgraduate ☐
4.	**Job**	Director/ Head of Institution ☐	Head of Department ☐	Employee ☐
5.	**Experience**	Less than 5 years ☐	5- 10 years ☐	More than 10 years ☐
6.	**Governorate**	Nablus ☐	Ramallah ☐	Hebron ☐
		Bethlehem ☐	Jenin ☐	Jerusalem ☐

- **The second part:**

The questions below aim to study the opinions of Palestinian youth organizations in the West

Bank on the national strategic plans for youth empowerment (2017-2020, 2021-2023). Please

select the appropriate response to reflect your degree of agreement with each question from

the survey. Your response will help us better understand how Palestinian youth organizations

perceive and engage with the empowerment initiatives outlined in the national strategic plans. Please keep in mind that your answers will be read on a Likert scale, where: ("Strongly agree" is the highest value = 5, and "Strongly disagree" is the lowest value = 1. We appreciate your participation and honesty in completing the survey.

#	Empowerment initiatives in the national strategic plans (2017-2020, 2021-2023): The following questions comprehensively understand how Palestinian youth organizations perceive and engage with the empowerment initiatives outlined in the national strategic plans.	Strongly agree	Agree	Kind of	Disagree	Strongly disagree
1.	There is tangible effectiveness of the empowerment initiatives outlined in the national strategic plans (2017-2020, 2021-2023) in promoting youth development.					
2.	There is consistency in the objectives contained in the national strategic plans with the actual initiatives and programs proposed.					
3.	Empowerment initiatives have positively impacted youth education, employability, and civic engagement.					
4.	The National Strategic Plans (2017-2020, 2021-2023) provided clear and achievable guidelines for implementing empowerment initiatives.					
5.	The degree of cooperation and communication between your organization and the authorities responsible for implementing these empowerment initiatives is high.					
6.	Empowerment initiatives are adapted to the evolving needs and challenges facing Palestinian youth.					

7.	National strategic plans have been effective in facilitating the acquisition of skills and knowledge among Palestinian youth.					
8.	I am satisfied with the support and resources provided to implement these empowerment initiatives as outlined in the national strategic plans.					
9.	The National Strategic Plans (2017-2020, 2021-2023) emphasize youth participation and involvement in the design and implementation of empowerment initiatives.					
10.	According to my experience, there is a high level of funding and resources allocated to empowerment initiatives in the 2017-2020 and 2021-2023 plans.					
11.	There is success in the national strategic plans (2017-2020, 2021-2023) in incorporating innovative methods and technologies to empower Palestinian youth.					
12.	Empowerment initiatives focus on education and skills development among Palestinian youth.					
13.	The national strategic plans (2017-2020, 2021-2023) take into account the cultural and societal context of Palestinian youth.					
Realizing empowerment: The following questions aim to identify the noticeable impact of empowerment initiatives on Palestinian youth's sense of empowerment and their effective participation in various aspects of life.		**Strongly agree**	**Agree**	**Kind of**	**Disagree**	**Strongly disagree**
14.	My organization sees the impact of the empowerment initiatives outlined in the National Strategic Plans (2017-2020, 2021-2023) on youth development.					

15.	These initiatives have been successful in meeting the actual needs and aspirations of Palestinian youth.					
16.	My organization's level of satisfaction with the results achieved by youth development empowerment initiatives is high.					
17.	The empowerment initiatives outlined in the national strategic plans (2017-2020, 2021-2023) have positively impacted the overall sense of empowerment among Palestinian youth.					
18.	I have confidence that these empowerment initiatives have improved self-esteem and self-efficacy among Palestinian youth.					
19.	Empowerment initiatives have contributed to Palestinian youth feeling more involved and participating in community and civic activities.					
20.	Empowerment initiatives strengthened the ability of Palestinian youth to make informed decisions and choices about their future.					
21.	Empowerment initiatives fostered a greater sense of inclusivity, where all Palestinian youth can participate regardless of their background or circumstances.					
22.	There is a growing desire among Palestinian youth to assume leadership roles and actively participate in decision-making processes within their communities, influenced by empowerment initiatives.					
23.	I see these empowerment initiatives' overall impact on Palestinian youth's ability to pursue education, training, and employment opportunities.					

Aligning empowerment goals and initiatives: The following questions aim to assess the perceived alignment between the objectives and actions of national strategic plans, as well as the adaptability, effectiveness and comprehensiveness of Palestinian youth empowerment initiatives.	**Strongly agree**	**Agree**	**Kind of**	**Disagree**	**Strongly disagree**
24.	The empowerment goals outlined in the national strategic plans (2017-2020, 2021-2023) are consistent with the actual initiatives and programs proposed to empower Palestinian youth.					
25.	There is a clear relationship between the declared empowerment goals and the specific activities and projects implemented within the national strategic plans for Palestinian youth.					
26.	Empowerment initiatives in national strategic plans address the unique needs and aspirations of Palestinian youth.					
27.	I believe the initiatives implemented within the national strategic plans are consistent with the stated goals and objectives to empower Palestinian youth.					
28.	The initiatives of the national strategic plans fulfilled the expectations and priorities of Palestinian youth.					
29.	The initiatives are flexible and adaptable enough to accommodate changes in the needs and aspirations of Palestinian youth over time.					
30.	The National strategic plan initiatives address Palestinian youth's diverse cultural, social, and economic backgrounds.					

31.	The initiatives encourage active participation and feedback from Palestinian youth in shaping the direction of empowerment efforts.					
32.	There is transparency and good communication between the implementation processes of empowerment initiatives within the national strategic plans.					
33.	Alignment between stated empowerment goals and actual initiatives is continuously monitored and improved based on feedback and changing circumstances.					
Level of participation in implementation and application: The following questions aim to measure the active participation, influence and satisfaction of Palestinian youth organizations in implementing and executing empowerment initiatives and their perception of the impact of their participation		**Strongly agree**	**Agree**	**Kind of**	**Disagree**	**Strongly disagree**
34.	There is a high level of effective participation of Palestinian youth organizations in implementing the empowerment initiatives outlined in the national strategic plans (2017-2020, 2021-2023).					
35.	Youth organizations consider themselves key participants in designing and implementing empowerment initiatives for Palestinian youth.					
36.	Palestinian youth organizations have a strong sense of ownership and commitment in implementing the activities and programs identified in the national strategic plans.					
37.	Empowerment initiatives within the framework of national strategic plans have contributed to encouraging collaborative efforts					

	and partnerships between Palestinian youth organizations and other stakeholders.				
38.	The organizations effectively contributed to shaping the direction and priorities of empowerment initiatives to match the actual needs and goals of Palestinian youth.				
39.	There is a high response in the national strategic plans to the observations and suggestions of Palestinian youth organizations to improve and enhance empowerment initiatives.				
40.	Youth organizations are encouraged and supported in their own initiatives that complement the objectives of the national strategic plans to empower Palestinian youth.				
41.	There is ease in the implementation process in facilitating active communication and cooperation between various Palestinian youth organizations involved in empowerment activities.				
42.	The organization has access to the resources, information and training necessary to effectively implement the empowerment initiatives outlined in the national strategic plans.				
43.	There is a high level of participation of Palestinian youth organizations, which has contributed to the overall success and impact of empowerment initiatives within the framework of national strategic plans.				

- **The third part**

Open questions

These open-ended questions allow respondents to provide detailed, qualitative feedback, share their unique experiences, and provide insights that may not be captured by quantitative Likert scale questions.

1. In your own words, please describe the most important challenges or obstacles that Palestinian youth organizations face in effectively participating in and implementing the empowerment initiatives identified in the national strategic plans?

_____

_____

_____

_____

2. Please share any specific success stories or notable achievements of your organization regarding the implementation of empowerment initiatives within the framework of national strategic plans, and how have these initiatives positively impacted Palestinian youth?

_____

_____

_____

3. Are there any additional suggestions or recommendations that you would like to provide to policy makers and stakeholders to further enhance the effectiveness and alignment of empowerment strategies with the needs and aspirations of Palestinian youth as perceived by your organization?

_____

_____

_____

The questions ended with sincere thanks and appreciation

The Researcher

Questionnaire Revision

List of Academic and Professional Referees

	Name	Specialization	Rank	University
1.	Iyad A.A Khanfar	Strategic Marketing	Associate Professor	Zarqa University
2.	Moeen F.M. Koa	Strategic Communication	Assistant Professor	Al-Quds Univesrity
3.	Abdulrazzaq Othman	Economic Studies	Associate Professor	Zarqa University

Appendix (2)

The questionnaire in Arabic

عزيزي الموظف/الموظفة

أدعوك للمشاركة في دراسة بحثية تركز على دراسة آراء المنظمات الشبابية الفلسطينية في الضفة

الغربية حول الخطط الاستراتيجية الوطنية لتمكين الشباب (2017-2020، 2021-2023).

الغرض من هذه الدراسة هو اكتساب فهم أفضل لتأثير الخطط على مدى تمكين الشباب. مشاركتك في

هذه الدراسة تطوعية بالكامل.

تتضمن الدراسة إكمال استبيان يستغرق إكماله تقريبًا (خمسة دقائق). يتضمن الاستبيان بيانات تتعلق

بالخطط الاستراتيجية الوطنية لتمكين الشباب (2017-2020، 2021-2023). سيُطلب منك تقييم

مدى موافقتك أو عدم موافقتك على كل عبارة على مقياس ليكرت.

ستبقى ردودك سرية ومجهولة المصدر. لن يكون لمشاركتك في هذه الدراسة أي تأثير على عملك أو

علاقتك بمكان عملك.

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إذا اخترت المشاركة، يرجى إكمال الاستبيان، واعادته مشكورا للباحثة، وفي حال كان لديك أي أسئلة

أو مخاوف بشأن الدراسة، فلا تتردد في الاتصال بالباحثة على جوال رقم 0593380052،

وسأكون سعيدة بسماع صوتك.

شكرا لك على وقتك ومشاركتك في هذه الدراسة. مساهمتك قيّمة وستساهم في فهم أفضل لدراسة آراء

المنظمات الشبابية الفلسطينية في الضفة الغربية حول الخطط الاستراتيجية الوطنية لتمكين الشباب

(2017-2020، 2021-2023).

مع خالص الاحترام والقدير،

الباحثة

رندة الشلة

عزيزي الموظف/الموظفة

يمثل الجزء الأول من هذا الاستبيان الملف الشخصي لك، بينما يمثل الجزءان الثاني والثالث

المتغيرات المستقلة والتابعة التي تسعى إليها هذه الدراسة.

- **الجزء الأول: المعلومات الشخصية**

من فضلك تحقق في الإجابة المناسبة

1	الجنس	☐ ذكر	☐ أنثى

أكثر من 35 سنة ☐	25 – 35 سنة ☐	اقل من 25 سنة ☐	العمر	2
دراسات عليا ☐	بكالوريوس ☐	دبلوم فما دون ☐	المؤهـل العلمي	3
موظف ☐	مدير دائرة/ قسم ☐	مدير/رئيس المؤسسة ☐	العمل	4
اكثر من 10 سنوات ☐	من 5- 10 سنوات ☐	أقل من 5 سنوات ☐	الخبرة	5
الخليل ☐	رام الله والبيرة ☐	نابلس ☐	المحافظة	6
القدس ☐	جنين ☐	بيت لحم ☐		

- **الجزء الثاني:**

تهدف الأسئلة أدناه إلى دراسة آراء المنظمات الشبابية الفلسطينية في الضفة الغربية حول الخطط الاستراتيجية الوطنية لتمكين الشباب (2017-2020، 2021-2023)، يرجى تحديد الرد المناسب لتعكس درجة موافقتك على كل سؤال من أستله الاستبيان. ستساعدنا استجابتك في استنتاج فهمًا أكثر شمولاً لكيفية إدراك المنظمات الشبابية الفلسطينية لمبادرات التمكين المبينة في الخطط الاستراتيجية الوطنية وتفاعلها معها. يرجى أن تضع في اعتبارك أن إجاباتك ستتم قراءتها على مقياس ليكرت، حيث: (تمثل "أوافق بشدة" أعلى قيمة = 5، وتمثل "أعارض بشدة" أقل قيمة = 1. نحن نقدر مشاركتك وصدقك في إكمال الاستبيان.

غـــير موافـق بشدة	غير موافق	محايد	موافق	موافق بشدة	مبادرات التمكين في الخطط الاستراتيجية الوطنية (2017-2020، 2021-2023):	الرقم
					توفر الأسئلة التالية فهمًا شاملاً لكيفية إدراك المنظمات الشبابية الفلسطينية لمبادرات التمكين الموضحة في الخطط الاستراتيجية الوطنية وتفاعلها معها.	
☐	☐	☐	☐	☐	هناك فعالية ملموسة لمبادرات التمكين المبينة في الخطط الاستراتيجية الوطنية (2017-2020، 2021-2023) في تعزيز تنمية الشباب.	.1
☐	☐	☐	☐	☐	هناك توافق في الأهداف الواردة في الخطط الإستراتيجية الوطنية مع المبادرات والبرامج الفعلية المقترحة.	.2
☐	☐	☐	☐	☐	مبادرات التمكين أثرت بشكل إيجابي على تعليم الشباب وقابلية التوظيف والمشاركة المدنية.	.3
☐	☐	☐	☐	☐	الخطط الاستراتيجية الوطنية (2017-2020، 2021-2023) قدمت مبادئ توجيهية واضحة وقابلة لتنفيذ مبادرات التمكين.	.4
☐	☐	☐	☐	☐	درجة التعاون والتواصل بين مؤسستك والسلطات المسؤولة عن تنفيذ مبادرات التمكين هذه عالية.	.5
☐	☐	☐	☐	☐	يوجد تكييف لمبادرات التمكين مع الاحتياجات والتحديات المتطورة التي يواجهها الشباب الفلسطيني.	.6
☐	☐	☐	☐	☐	الخطط الاستراتيجية الوطنية كانت فعالة في تسهيل اكتساب المهارات والمعرفة لدى الشباب الفلسطيني.	.7

غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة		
☐	☐	☐	☐	☐	لدي رضا عن الدعم والموارد المقدمة لتنفيذ مبادرات التمكين هذه على النحو المبين في الخطط الاستراتيجية الوطنية.	8.
☐	☐	☐	☐	☐	تؤكد الخطط الاستراتيجية الوطنية (2017–2020، 2021–2023) على مشاركة الشباب وإشراكهم في تصميم وتنفيذ مبادرات التمكين.	9.
☐	☐	☐	☐	☐	هناك مستوى عال من التمويل وتوفير الموارد المخصصة لمبادرات التمكين في خطتي 2017–2020 و2021–2023 وفقاً لتجربتي.	10.
☐	☐	☐	☐	☐	هناك نجاح للخطط الاستراتيجية الوطنية (2017–2020، 2021–2023) في دمج أساليب وتقنيات مبتكرة لتمكين الشباب الفلسطيني.	11.
☐	☐	☐	☐	☐	مبادرات التمكين تركز على التعليم وتنمية المهارات لدى الشباب الفلسطيني.	12.
☐	☐	☐	☐	☐	تأخذ الخطط الاستراتيجية الوطنية (2017–2020، 2021–2023) بعين الاعتبار السياق الثقافي والمجتمعي للشباب الفلسطيني.	13.
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	**ادراك التمكين:** تهدف الأسئلة التالية إلى التعرف على التأثير الملحوظ لمبادرات التمكين على شعور الشباب الفلسطيني بالتمكين ومشاركتهم الفعالة في مختلف جوانب الحياة.	
☐	☐	☐	☐	☐	ترى مؤسستي تأثير مبادرات التمكين الموضحة في الخطط الإستراتيجية الوطنية (2017–2020، 2021–2023) على تنمية الشباب.	14.

☐	☐	☐	☐	☐	يوجد نجاح لهذه المبادرات في تلبية الاحتياجات والتطلعات الفعلية للشباب الفلسطيني.	15.
☐	☐	☐	☐	☐	مستوى رضا مؤسستي عن النتائج التي حققتها مبادرات تمكين تنمية الشباب عالية.	16.
☐	☐	☐	☐	☐	مبادرات التمكين المبينة في الخطط الاستراتيجية الوطنية (2017–2020، 2021–2023) أثرت بشكل إيجابي على الشعور العام بالتمكين لدى الشباب الفلسطيني.	17.
☐	☐	☐	☐	☐	لدي ثقة في أن مبادرات التمكين هذه قد أدت إلى تحسين احترام الذات والكفاءة الذاتية بين الشباب الفلسطيني.	18.
☐	☐	☐	☐	☐	ساهمت مبادرات التمكين في شعور الشباب الفلسطيني بمزيد من المشاركة والانخراط في الأنشطة المجتمعية والمدنية.	19.
☐	☐	☐	☐	☐	مبادرات التمكين عززت قدرة الشباب الفلسطيني على اتخاذ قرارات وخيارات مستنيرة بشأن مستقبلهم.	20.
☐	☐	☐	☐	☐	مبادرات التمكين عززت شعورًا أكبر بالشمولية، حيث يمكن لجميع الشباب الفلسطيني المشاركة بغض النظر عن خلفيتهم أو ظروفهم.	21.
☐	☐	☐	☐	☐	يوجد رغبة متزايدة لدى الشباب الفلسطيني لتولي أدوار قيادية والمشاركة بفعالية في عمليات صنع القرار داخل مجتمعاتهم، متأثرين بمبادرات التمكين.	22.
☐	☐	☐	☐	☐	أرى التأثير الإجمالي لمبادرات التمكين هذه على قدرة الشباب الفلسطيني على مواصلة التعليم والتدريب وفرص العمل.	23.

غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	**مواءمة أهداف ومبادرات التمكين:**	
					تهدف الأسئلة التالية إلى تقييم التوافق الملحوظ بين أهداف وإجراءات الخطط الإستراتيجية الوطنية، بالإضافة إلى القدرة على التكيف والفعالية والشمولية لمبادرات التمكين للشباب الفلسطيني.	
☐	☐	☐	☐	☐	أهداف التمكين المبينة في الخطط الاستراتيجية الوطنية (2017–2020، 2021–2023) تتوافق مع المبادرات والبرامج الفعلية المقترحة لتمكين الشباب الفلسطيني.	24.
☐	☐	☐	☐	☐	هنالك علاقة واضحة بين أهداف التمكين المعلنة والأنشطة والمشاريع المحددة المنفذة ضمن الخطط الاستراتيجية الوطنية للشباب الفلسطيني.	25.
☐	☐	☐	☐	☐	تبلي مبادرات التمكين في الخطط الإستراتيجية الوطنية الاحتياجات والتطلعات الفريدة للشباب الفلسطيني.	26.
☐	☐	☐	☐	☐	أعتقد أن المبادرات المنفذة ضمن الخطط الاستراتيجية الوطنية تتفق مع الأهداف والغايات المعلنة لتمكين الشباب الفلسطيني.	27.
☐	☐	☐	☐	☐	حققت مبادرات الخطط الاستراتيجية الوطنية توقعات وأولويات الشباب الفلسطيني.	28.
☐	☐	☐	☐	☐	المبادرات مرنة وقابلة للتكيف بما يكفي لاستيعاب التغيرات في احتياجات وتطلعات الشباب الفلسطيني مع مرور الوقت.	29.
☐	☐	☐	☐	☐	عالجت مبادرات الخطط الإستراتيجية الوطنية الخلفيات الثقافية والاجتماعية والاقتصادية المتنوعة للشباب الفلسطيني.	30.
☐	☐	☐	☐	☐	تشجع المبادرات المشاركة الفعالة وردود الفعل من الشباب الفلسطيني في تشكيل اتجاه جهود التمكين.	31.

غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة		
☐	☐	☐	☐	☐	يوجد شفافية وحسن تواصل بين عمليات تنفيذ مبادرات التمكين ضمن الخطط الإستراتيجية الوطنية.	32.
☐	☐	☐	☐	☐	المواءمة بين أهداف التمكين المعلنة والمبادرات الفعلية تتم مراقبتها وتحسينها بشكل مستمر بناءً على ردود الفعل والظروف المتغيرة.	33.

غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	**مستوى المشاركة في التنفيذ والتطبيق:**	
					تهدف الأسئلة التالية إلى قياس المشاركة النشطة والتأثير والرضا لدى المنظمات الشبابية الفلسطينية في تنفيذ وتنفيذ مبادرات التمكين وتصورهم لتأثير مشاركتهم	
☐	☐	☐	☐	☐	يوجد مستوى عال من مشاركة المنظمات الشبابية الفلسطينية بشكل فعال في تنفيذ مبادرات التمكين المبينة في الخطط الاستراتيجية الوطنية (2017-2020، 2021-2023).	34.
☐	☐	☐	☐	☐	تعتبر المنظمات الشبابية نفسها مشاركين رئيسيين في تصميم وتنفيذ مبادرات التمكين للشباب الفلسطيني.	35.
☐	☐	☐	☐	☐	هناك شعور قوي بالملكية والالتزام لدى المنظمات الشبابية الفلسطينية في تنفيذ الأنشطة والبرامج المحددة في الخطط الاستراتيجية الوطنية.	36.
☐	☐	☐	☐	☐	ساهمت مبادرات التمكين في إطار الخطط الاستراتيجية الوطنية في تشجيع الجهود التعاونية والشراكات بين المنظمات الشبابية الفلسطينية وأصحاب المصلحة الآخرين.	37.
☐	☐	☐	☐	☐	ساهمت المنظمات بشكل فعال في تشكيل اتجاه وأولويات مبادرات التمكين لتتوافق مع الاحتياجات والأهداف الفعلية للشباب الفلسطيني.	38.

☐	☐	☐	☐	☐	39. يوجد استجابة عالية للخطط الإستراتيجية الوطنية لملاحظات ومقترحات المنظمات الشبابية الفلسطينية لتحسين وتعزيز مبادرات التمكين.
☐	☐	☐	☐	☐	40. يتم تشجيع ودعم المنظمات الشبابية في مبادراتها الخاصة المكملة لأهداف الخطط الاستراتيجية الوطنية لتمكين الشباب الفلسطيني.
☐	☐	☐	☐	☐	41. هناك سهولة في عملية التنفيذ في تسهيل التواصل والتعاون النشط بين مختلف منظمات الشباب الفلسطينية المشاركة في أنشطة التمكين.
☐	☐	☐	☐	☐	42. تتمتع المنظمة بإمكانية الوصول إلى الموارد والمعلومات والتدريب اللازمة لتنفيذ مبادرات التمكين الموضحة في الخطط الإستراتيجية الوطنية بشكل فعال.
☐	☐	☐	☐	☐	43. هناك مستوى مشاركة عال للمنظمات الشبابية الفلسطينية ما ساهم في النجاح الشامل وتأثير مبادرات التمكين في إطار الخطط الاستراتيجية الوطنية.

• **الجزء الثالث**

الأسئلة المفتوحة

تتيح هذه الأسئلة المفتوحة للمستجيبين تقديم تعليقات تفصيلية ونوعية ومشاركة تجاربهم الفريدة وتقديم رؤى قد لا يتم التقاطها بواسطة أسئلة مقياس ليكرت الكمية.

1. بكلماتك الخاصة، يرجى وصف أهم التحديات أو العوائق التي تواجهها المنظمات الشبابية الفلسطينية في المشاركة الفعالة في مبادرات التمكين المحددة في الخطط الاستراتيجية الوطنية وتنفيذها؟

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2. يرجى مشاركة أي قصص نجاح محددة أو إنجازات ملحوظة لمؤسستك فيما يتعلق بتنفيذ مبادرات التمكين في إطار الخطط الاستراتيجية الوطنية، وكيف أثرت هذه المبادرات بشكل إيجابي على الشباب الفلسطيني؟

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3. هل هناك أي اقتراحات أو توصيات إضافية تود تقديمها لصانعي السياسات وأصحاب المصلحة لزيادة تعزيز فعالية ومواءمة استراتيجيات التمكين مع احتياجات وتطلعات الشباب الفلسطيني كما تراها مؤسستك؟

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انتهت الأسئلة مع خالص الشكر والتقدير

الباحثة

الملخص

خلال السنوات الماضية عمل المجلس الأعلى للشباب والرياضة في فلسطين، بالتعاون مع بعض المؤسسات الشبابية في الضفة الغربية بإنشاء خطتين استراتيجيتين وطنيتين شاملتين لتمكين الشباب من عام 2017 إلى عام 2020 ومن عام 2021 إلى عام 2023. ومع ذلك، هناك حاجة إلى فهم واضح لكيفية إدراك المنظمات الشبابية الفلسطينية لهذه الخطط وتقييمها. وعليه تهدف هذه الدراسة إلى سد هذه الفجوة من خلال دراسة آراء هذه المنظمات فيما يتعلق بفعالية وتأثير مبادرات التمكين المبينة في الخطط الاستراتيجية الوطنية. عملت الدراسة على تقييم التوافق بين أهداف التمكين المعلنة في الخطط الإستراتيجية الوطنية والمبادرات والبرامج المقترحة لتحديد مستوى مشاركة وإشراك المنظمات الشبابية الفلسطينية في تنفيذ مبادرات التمكين. ولتحقيق ذلك، استخدمت الدراسة استبياناً منتظماً لجمع البيانات الكمية والنوعية من 164 مؤسسة شبابية في الضفة الغربية أجاب عنها مدراء هذه المؤسسات.

وبحسب المؤسسات الشبابية الفلسطينية، كان لمبادرات الخطة الاستراتيجية أثر ملحوظ. ومع ذلك، لا يكفي أن يكون تأثير هذه المبادرات قويًا على حس التمكين والمشاركة النشطة بين الشباب. إن مستوى التأثير مرتفع ولكنه غير كافٍ، ما يشير إلى أن هناك حاجة إلى بذل المزيد من الجهود لتعزيز هذا التأثير وتعزيز الشعور بالتمكين والمشاركة الفعالة بين الشباب الفلسطيني. أوصت الدراسة بضرورة أن يحافظ المجلس الأعلى للشباب على قنوات اتصال مفتوحة بينه وبين المؤسسات الشبابية الفلسطينية، وأن يستمع بشكل فاعل لآراء ومقترحات وشكاوى واحتياجات الشباب، والاستجابة لها، وأخذها بعين الاعتبار. بالإضافة إلى ذلك، ينبغي للمجلس أن يسعى إلى الاستفادة من خبرات وقدرات الشباب في تطوير الخطط الوطنية الاستراتيجية للتمكين، وتخصيص الأموال لتطوير الشباب الفلسطيني وتنفيذ برامج تمكين الشباب. يمكن للأبحاث المستقبلية استكشاف وجهات نظر مختلف أصحاب المصلحة، مثل

المسؤولين الحكوميين وقادة المجتمع والممولين، حول تمكين الخطط الاستراتيجية الوطنية وتأثيرها على منظمات الشباب الفلسطينية، وتقييم الأثر طويل المدى للخطط الاستراتيجية الوطنية التمكينية على المنظمات الشبابية الفلسطينية في الضفة الغربية.

الكلمات المفتاحية: الخطط الاستراتيجية، الشباب الفلسطيني، المؤسسات الشبابية، التمكين، المبادرات.