



**Arab American University  
Faculty of Graduates Studies**

**The impact of strategic planning on the national policy  
agenda under unstable economic and social conditions**

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planning and fundraising**

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**Declaration**

The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification

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Date: 27 April 2022



## **Dedication**

I dedicate this work to....

A strong and gentle soul who taught me to trust in Allah, believe in hard work and that so much could be done with little

### **My Mother**

For being my first teacher and for supporting and encouraging me believe in myself

### **My Father**

To my partner

### **My wife**

Whom I couldn't imagine my life without

### **My Brothers and Sisters**

I can't forget my respected **colleagues** and my dear **students**.

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My appreciation is paid to everyone who helped me and I wouldn't have been able to complete my project without their help.

## **Abstract**

This study aims to identify the impact of strategic planning on the national policy agenda under unstable economic and social conditions needs to be acquainted with the plans of the national policy agenda and the extent of the Palestinian government's implementation of the economic sector. To achieve the objectives of the study and answer its hypotheses the researcher used the descriptive analytical approach which is based on the study of the problem, a method that does not stop at collecting information, but depends on analyzing it, revealing the relationships between its different dimensions in order to interpret it, and reaching conclusions that contribute to the improvement and development of reality. The researcher also uses two tools to collected data (interview and questionnaire) by surveying the sample of the study.

The study population was made up of all individuals specialized in the Palestinian financial and economic affairs, Research sample size for the first tool (interview) consist of (10) individual and the second tool (questionnaire) consist of (50) individuals specialized in the Palestinian financial and economic affairs.

The research results show that the implementation scale of the national policy agenda by Palestinian government which related to building the components of the Palestinian economy was medium with 60% degree, and the implementation scale of the national policy agenda by Palestinian government which related to providing decent job opportunities for all was medium with 56% degree, and the implementation scale of the national policy agenda by Palestinian government which related to providing an appropriate investment environment was medium with 64.4% degree, and the monitoring and evaluation level of the national policy agenda was low with 44.6% degree.

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Based on the results of the previous study, the researcher recommends a set of recommendations, which focus on motivate social participation and involve officials in the financial and economic sectors in decision making process, this will increase the implementation and developing practices of national policy agenda and the national policy agenda should be redefined to match the current challenges facing the economic and social sector of Palestinian society, and the Palestinian government must recruit a group of new jobs that are concerned with following up the implementation of the agenda, evaluating its activities on an ongoing basis, and working to develop it according to the needs and developments that accompany it.

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## **Chapter One**

### **Introduction**

## 1.1. Introduction

Strategic planning is the best way to know the different possibilities of institutions that enable them to measure and improve performance. It also contributes to the optimal utilization and distribution of resources commensurate with the nature and size of different activities, in addition made the development plans and strategies to deal with emergencies expected in the future, which enhances the ability of institutions to adapt the accelerating variables in the surrounding environment <sup>(1)</sup>.

Strategic planning represent an important part of the management process, as it is considered one of the most important concepts and most prominent and renewed in recent times as a continuous process based on the expectation of future variables in both the external and internal environment, assessing performance levels in the past and present, assessing opportunities and risks, and the development of goals, policies and strategies implementation plans are under constant monitoring and follow-up to determine what needs to be done within a given period and with a specific implementation mechanism <sup>(2)</sup>.

Anyone who follows the path of international aid and grants to the Palestinian Authority finds that it began with the convening of the donor countries conference in October 1993, which was held in Washington with the participation of 42 countries and donor institutions. The main objective of this conference was to mobilize assistance to the Palestinian people and to establish a mechanism to coordinate financial and technical assistance

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<sup>1</sup> - Al-Dirawi, Ayman Hassan (2017), The Impact of Strategic Planning on the Performance of Organizations (An Empirical Study on NGOs Working in the Gaza Strip), Journal of Economics and Business (Islamic University), M25, No. 3, pp. 76-98.

<sup>2</sup> - Nusseirat, Fareed and Al-Khatib, Saleh (2005), Strategic Planning and Institutional Performance (Analytical Study of the Jordanian Pharmaceutical Industry), Administrative Sciences Studies, M 32, No. 2, pp. 415-433.

to the Palestinian Authority, in order to enable it to manage the Palestinian areas to which it will come under political agreements with the Israeli side, in addition to its role in the rehabilitation of infrastructure and financing the management of the development process<sup>(3)</sup>.

Since the end of the last century and the beginning of the twenty-first century, the world has witnessed dramatic developments in the field of developmental literature. Then to sustainable development, which gave development to the human dimension and made the problems and needs of human beings as a starting point to transform the individual and society to a new stage to ensure a decent living and achieve with him the important proportions of freedom, culture, education, health and hygiene Sufficiency etc. This development led to a reconsideration of the concept of development to be integrated into the concept of economic and social aspect and even the political side<sup>(4)</sup>.

At the Palestinian level, the Palestinian government launched the National Policy Agenda (2017-2022), which is considered as the strategic plan for the government's work in that period and at all political, economic, social, etc. Chapter three, specifically the third section of the agenda, its clarify one of the most important objectives of sustainable development is to achieve economic independence through building the components of

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<sup>3</sup> - Abdullah, Samir (2005), Towards the Effective Employment of Foreign Aid to the Palestinian People, Palestinian Economic Policy Research Institute (MAS), Ramallah, Palestine, p. 21.

<sup>4</sup> - Hammoud, Mohamed (2019) The Role of Good Public Policies in Achieving Sustainable Development Goals, International Scientific Conference: Sustainable Development in Conflict and Crisis, Birzeit University, p. 21.

the Palestinian economy and provide decent jobs for all and provide a suitable investment environment, to be a strategic plan to work in the specified time period <sup>(5)</sup>.

In light of the economic and social conditions experienced by the Palestinian people, which are mainly affected by the existence of the occupation, the implementation of sustainable development and the development of plans for it are closely linked to the existence of the occupation and the great obstacles it places to abort any growth of the Palestinian economic sector, by addressing the Palestinian plans and projects that would disintegrate. The issue of achieving economic independence through building the components of the Palestinian economy and providing a suitable investment environment needs a stable political environment, which is not available in the Palestinian territories.

Therefore, the researcher considers that the study of the impact of strategic planning on the national policy agenda under unstable economic and social conditions needs to be acquainted with the plans of the national policy agenda and the extent of the Palestinian government's implementation of the economic sector, which is the focus of our current study.

## **1.2. Problem statement**

The Palestinian government is seeking to implement many development plans that aim to achieve the highest possible level of achievement at the service and administrative level, through the development of specific development plans based on the needs of the local community, the Government has difficulty in finding the necessary funding sources

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<sup>5</sup> - National Policy Agenda (2017-2022), Palestine, p. 34.

to implement these plans and projects. Development projects have been clearly linked to international grants and assistance.

The Palestinian people live in an economic and social situation characterized by instability in the presence of the occupation and their relentless endeavor to destroy all the elements of the Palestinian entity, specifically political and economic. The Israeli actions are represented by striking the Palestinian attempts to disintegrate and economic liberalization, which is one of the most important pillars of the national policy agenda set by the Palestinian government.

The researcher believes that there are many challenges facing the strategic plans of the Palestinian government to implement the national policy agenda, especially those related to the economic segment due to the unstable social and economic conditions in the Palestinian territories, and therefore the implementation of that agenda, especially those related to the economic part need to study and analysis to know the impact of strategic planning of the national policy agenda under unstable economic and social conditions.

Therefore, the problem of this study is to answer the main question of the study:

**What is the impact of strategic planning on the national policy agenda under unstable economic and social conditions?**

### **1.3. Research questions**

This research aims at answering the following questions:

1. What is the impact of the economic and social conditions experienced by the Palestinian people on the success of the national policy agenda in the economic sector?
2. Is the Palestinian government committed to pursuing the implementation of the objectives of the national policy agenda in relation to the economic aspect?
3. To what extent is the Palestinian government implementing the national policy agenda related to building the components of the Palestinian economy?
4. To what extent is the Palestinian government implementing the national policy agenda for decent work for all?
5. To what extent is the Palestinian government implementing the national policy agenda related to providing an appropriate investment environment?

#### **1.4. Significance of research**

The importance of the study stems from the importance of the subject it addresses as it addresses the indicators of sustainable development in light of the economic and social conditions in which the Palestinian people live, and what the development indicators and their agenda play a key role in the Palestinian political and economic life. Economic sector.

The importance of the study is shown in the following aspects:

- Theoretical importance: increase the number of new studies on the subject of research and its problem and questions in light of the lack of clear coverage of development plans that the government seeks to implement, and the researcher hopes that this study will be the starting point for recent studies on this subject.

- Practical importance: it appears in the answer to the study questions and hypotheses that relate to know the impact of strategic planning on indicators of sustainable development under unstable economic and social conditions, because of the lack of clarity of development vision, which leads to the optimal use of financial resources coming from grants and international assistance to the development process

-Temporal importance: the period of the Palestinian people is in a financial crisis due to the Israeli complications and constraint on the sources of Palestinian collection and financing, and the negative effects on the implementation of plans, especially those related to sustainable development in implementation of national policies, in addition to the successive economic and social changes.

### **1.5. Research objective**

The study seeks to investigate the impact of strategic planning on the national policy agenda under unstable economic and social conditions, and to achieve the following sub-objectives:

1. Shed light on the impact of the economic and social conditions experienced by the Palestinian people on the success of the national policy agenda in the economic sector.
2. Identify the extent of the commitment of the Palestinian government to follow up the implementation of the objectives of the national policy agenda in relation to the economic aspect.
3. Study the extent of the Palestinian government's implementation of the national policy agenda related to building the components of the Palestinian economy.

4. Identify the extent to which the Palestinian government is implementing the national policy agenda related to providing decent job opportunities for all.
5. Studying the extent of the Palestinian government's implementation of the national policy agenda related to providing a suitable investment environment.

### **1.6. Research hypotheses**

Depending on the research questions described above this research aims to test the following hypotheses:

1. The researcher assumes that international grants and assistance contribute to achieving the national policy agenda related to the economic aspect.
2. The level of success of the Government in achieving the objectives of the national policy agenda in the economic sector is influenced by the extent of planning and strategy to channel the PA's financial resources.
3. The economic and social conditions of the Palestinian people have a negative impact on the successful implementation of the national policy agenda related to the economic aspect.
4. There is a lack of implementation by the Palestinian government of the national policy agenda related to building the components of the Palestinian economy and providing decent job opportunities for all.

## **1.7. Research methodology**

In light of the study's objectives and questions, the researcher will rely on the descriptive analytical approach which is based on the study of the problem, a method that does not stop at collecting information, but depends on analyzing it, revealing the relationships between its different dimensions in order to interpret it, and reaching conclusions that contribute to the improvement and development of reality. The researcher will also use the case study methodology in order to reach scientific generalizations related to the unit studied <sup>(6)</sup>.

The researcher prepared the research tools to answer the research questions and hypothesis, which is represented by the tools (interview, and questionnaire) by surveying the intentional sampling methods of the study, which consist of (50) of Palestinian banks employees.

## **1.8. Research limitations**

- Objectivity limitations the present study will objectively examine the impact of strategic planning on the national policy agenda under unstable economic and social conditions.
- Time limitation: the timeframe of the study in the period (2008 - 2019) and related to the development plans in the economic sector in this period and the extent of their application.
- Spatial limitation: West Bank.

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<sup>6</sup> - Hassan, Abdel Baset (1990), the Origins of Social Research, Cairo, Wahba Library, pp. 240-241.

- Human limitation: means individuals who will be included in the field study and the researcher will conduct the study on a specific sample of individuals specialized in the Palestinian economic affairs.

## **Chapter Two**

### **Literature review and theoretical framework**

## 2.1 Strategic planning

### 2.1.1 Introduction

The term strategic planning emerged at the beginning of the 1950s and became popular among business organizations in the 1960s and 1970s. During that time, strategic planning was popularly considered as the solution for all obstacles encountered by companies. At the end of the 1970s, strategic planning suffered from decay in its popularity and impact as a consequence of the collapse of planning instruments to accomplish what is required from them at that time. However, during the 1990s, strategic planning has recaptured some of the reputation and influence that it had earlier missed.<sup>7</sup>

Planning is a science, art and method, and it is also a multi-dimensional activity, it always seeks to achieve integration between its various dimensions and deals in its temporal dimension with the past, present and future and establishes bridges between them, and it is also a collective process and not individual and each individual in the group of planners has an irreplaceable role, and in the same time no planner can successfully perform his planning role alone without the involvement and cooperation of other planners in the various stages of the planning process.<sup>8</sup>

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<sup>7</sup> kabeyi. Moses (2019) Organizational strategic planning, implementation and evaluation with analysis of challenges and benefits for profit and nonprofit organizations, International Journal of Applied Research 2019; 5(6): 27-32

<sup>8</sup> - Ghunaim, Othman: **Planning, foundations and general principles**, Dar Safaa for Publishing and Distribution, second edition, Jordan, 2006, P 26.

### 2.1.2 The concept of planning

Planning is defined as a general concept as a targeted, intended and organized effort to achieve a specific goal or goals within a specific time, with specific money and effort.<sup>9</sup>

Planning is a targeted, intended, and organized effort to achieve a specific goal or goals in a specific time period, and there is another definition for Friedman as a way of thinking and an organized method to apply the best knowledge means in order to guide and control the current process of change in order to achieve clear and specific goals agreed upon.<sup>10</sup>

In addition, planning is the process by which the future goals of the market are determined, policies and strategies are developed, and appropriate means are identified to achieve these goals.<sup>11</sup>

### 2.1.3 The concept of strategic planning

Many authors and scholars have defined strategic planning in different ways. However, they are complementary to each other. Drucker (1954) contended that strategic planning is defined as managing the organization through plans and an analytical process that aims to make optimal decisions. Ansoff (1970) expanded its definition arguing that

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<sup>9</sup> - The previous reference, P 27.

<sup>10</sup> - Naser, Muhammad Khamis: **The Impact of Organizational Culture on Adopting the Environmental Management System ISO14001: An Applied Study in the General Company for Glass and Ceramic Industry**, Anbar University - College of Administration and Economics, 2012, P 24.

<sup>11</sup> - Ghanem, Amjad: **Introduction to the Principles of Strategic Planning**, Elite Publishing, 2011, P3

strategic planning is the organization's ability to match its products and technologies with the requirements of the turbulent market. In view of the Ansoff definition, strategic planning takes into account the environment surrounding the organization, technologies, competitors, and consumer needs. In addition, Hofer and Schendel (1978) presented the concept of strategic planning as the management response to environmental changes, in which the strategic planning was considered as a proactive measure and future plans of the organization. On the same breath, Snyder (1982) defined strategic planning as a tool through which the organization would identify the financial and human resources required to achieve the desired objectives.

Strategic planning is an integrated process to identify what is in the minds of the owners of companies regarding the justifications for their establishment and survival, and what they want to achieve through them, when and how to determine the overall direction over the long term by setting goals and comprehensive means to achieve them.<sup>12</sup>

Also, strategic planning defines as an organized process in which professional and popular leaderships participate to bring about social changes aimed at moving the community from a social position to a better position during a specific time period by taking a set of decisions to use the resources currently and in the future to satisfy the needs and face the problem in light of the ideology of society.<sup>13</sup>

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<sup>12</sup> - Al-Obaidi, Ali Jasim: **The Impact of Strategic Planning on the Effectiveness of the Iraqi Ministry of Trade. An Analytical Exploratory Study of the Views of a Sample from its High Leadership**, Iraqi Journal of Economic Sciences, College of Administration and Economics, Al-Mustansiriya University, Iraq, vol. 10, 332, 2012, P 16.

<sup>13</sup> - Ali, Maher: **Social Planning: Practical Models from the Egyptian Society**, Zahrat Al Sharq Library, Sixth Book, Cairo, 2005, P 23-47.

Strategic planning is an ongoing and systematic process by which members of leaders in the Public Sector take decisions regarding the future of that Public Sector and its development<sup>14</sup>

the key constituents of strategic planning practices involve probing questions on where the establishment intends to go, the current situation of the organization, how the organization will get there and what alterations or fluctuations will occur in the establishment's environment.<sup>15</sup>

The reason for the difference and variation of the concept of strategic planning may be due to the fact that the future and the level of management awareness of it varies from one Public Sector to another because the future is an unspecified upcoming time. One Public Sector to another in addition to this method of planning is still relatively recent, especially in the field of Public Sector's and therefore it was not subject to a time test in order to put a specific definition for it.

#### **2.1.4 Benefits of strategic planning**

Strategic planning applies a system approach by looking at a Public Sector as a system composed of subsystems, it permits managers to look at the organization a whole and the interrelationships of parts, rather than deal with each separate part alone without reference to others. Therefore, it provides a framework for improved coordination and control of an organization's activities, strategic planning provides a basis for other management functions. Kiliko (2001) observes that strategic planning is inextricably

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<sup>14</sup> - Hamdan, Khaled, and Wael Idris: **Strategy and Strategic Planning**, Amman, Dar Al-Yazouri, 2007, P 9.

<sup>15</sup> - Grant, M. R: **Contemporary strategic management**, 6th edition, Wiley, West Sussex, 2014, P 344- 351.

interwoven into the entire fabric of management, it provides a framework for decision-making throughout the Public Sector and forces the setting of objectives, which provides a basis for measuring performance, and managers are able to spend time, efforts and resources in activities that pay off, and setting of goals and targets on the other hand facilitate evaluation of organization performance, individuals in an organization will strive to achieve clear objectives that are set.<sup>16</sup>

Through reviewing the previous literature, the benefits of strategic planning can be present as follows<sup>17</sup>:

1. Collecting all efforts and departments within the Public Sector towards one goal.
2. Determine the goals and direction necessary for the future of the Public Sector as a whole, which leads to discrimination and the development or improvement of the overall performance of the Public Sector in the long run.
3. Make managers constantly more responsive and aware of environmental conditions, both internal and external to the Public Sector and its changes.
4. Developing thinking habits in the future, which provides the Public Sector with a better possibility to see the future by identifying the strengths and weaknesses of the Public Sector.

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<sup>16</sup> - Kiliko, J: **Strategic Planning Within NGOs in Kenya**. Unpublished MBA Research Project, University of Nairobi, 2001, P21.

<sup>17</sup> - Shuwaikh, Atef Abdel Hamid Othman: **The reality of strategic planning in technical education institutions in the governorates of Gaza**, Islamic University, Gaza - Palestine, 2007, P 30.

5. Providing the opportunity for all levels of administration to participate in the planning process, and this has an impact on reducing resistance that may occur when implementing any change program.
6. It helps in providing a large amount of information by identifying and estimating future opportunities as well as expected problems, in addition to defining the direction of the Public Sector in the future.

### 2.1.5 Characteristics of strategic planning

There is no doubt that the success of any plan is based on a set of conditions, factors, and attributes that can be called characteristics that must be available in any plan in order for this plan to be sound and applicable and perform its purpose in achieving the goals, these characteristics include:

(Dweikat, 2012) also pointed out that strategic planning has several characteristics, including<sup>18</sup>:

- Strategic planning is concerned with the future, as it enables the Public Sector to direct and manage the future.
- Strategic planning is a way of thinking and acting in order to make a specific change, the administrative mindset is a mindset that is concerned with achieving the goals, and the administrative mind must acPublic Sector the change.
- The strategic planning process is difficult because it requires more efforts, as it requires intellectual effort and a lot of discipline and commitment.

Among the characteristics of strategic planning, (Aboushi, 2011) showed that it is a strategic planning process that must be effective towards available opportunities, and not late, and in response to environmental events. <sup>19</sup>

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<sup>18</sup> - Dwikat, Saad: **The Relationship between Strategic Planning and Excellence in Performance in the Palestinian Pharmaceutical Industry Sector**, Master Thesis, Al-Quds University, Palestine, 2012, P 28.

<sup>19</sup> - Al-Aboushi, Rond: **Obstacles to implementing strategic planning in the directorates of the Palestinian Ministry of Health in the northern West Bank and ways to confront them**. Master Thesis, Al-Quds University, Palestine, 2011, P 17.

### 2.1.6 The importance of strategic planning

In order for the strategic planning to be successful and effective, the full convictions of the planning process must be available, there are many things that drive the person or Public Sector to adopt planning as a method, and motives for the planning process are as follows: <sup>20</sup>

- Ensuring growth for the various social and economic sectors that work in the field of production and services.
- Adopt a high level of coordination to ensure that time; effort and money are not wasted on duplicate projects and programs.
- Avoiding the bad exploitation of local resources and capabilities, especially in its limited or non-renewable fields.
- Bridging the gap between income levels and overall living growth among regions of a single country.
- To benefit from scientific and cultural achievements through organizing the available energies and efforts and making use of them.

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<sup>20</sup> - Radayda, Shukri, **Strategic Planning in Palestinian Local Government, Reality and Capabilities, Case Study - West Bank**, Master Thesis, Al-Quds University, Palestine, 2006, P 11.

### 2.1.7 The foundations of strategic planning

Strategic planning requires specific elements to achieve the goals of technology companies, and these elements generally aim to support the efficiency of these companies, and among the most prominent of these elements: <sup>21</sup>

1. Mobility Flexibility means flexibility: modification of some planning elements to conform to the new conditions, and the variables that occurred during the application of the plan, which are unlikely to be expected when developing it. Continuation of strategic planning, and its interaction with the variables so that the planning process remains in a state of movement that is compatible with the processes of follow-up, review and codification of the stages of implementing the plan and the processes of altering and amending it whenever conditions so require.
2. Depth and formality: the depth of strategic planning means: its interest in the content and its penetration into the depths of other levels. The formality of planning means that style that constitutes the plan and its structure at the expense of its content and is not implemented to the depths of society by achieving its goals and satisfying its needs.
3. Clarity and realism in the goals: the planning goals must be clear so that all workers and implementers understand the plan. Clarity in the plan achieves clarity in the work required of them, which achieves demand for work efficiently and

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<sup>21</sup> - Dubilihla, J. & Sandada, M: **impact of strategic planning on small and medium sized enterprises' (SMEs) performance: The role of employee participation, implementation incentives and evaluation and control**, Journal of Economics 5(1), 2014, P 45–55

effectively. As for ambiguity of the goals, it causes a lack of correlation between planners and implementers.

4. Accuracy of defining the timetable: a specific timetable must be specified for each stage of the plan by defining appropriate time periods in which implementation is carried out, provided that those periods are determined with complete accuracy so that the period is not short leading to unreality and overburden the implementers as a whole that is long leading to waste of time and increase Expenses.
5. Achieving follow-up and control: the strategic planning must include a basis for measuring performance rates so that the plan can be followed up in its various stages. It must also include a monitoring device that monitors the implementation process and the correctness of performance and notify management of any defect in performance deviation as soon as it occurs to be corrected in time and solve the problems caused about him before understanding and making it worse.
6. Integration of efforts: strategic planning is based on the integration of efforts and support between performance to achieve planning work, efficiency in performance, and the desired effectiveness that achieves its goals.
7. Planning by setting goals: that strategic planning depends on several methods, such as the method of planning by setting goals, and this method is concerned with giving the goals the center of priority and priority, and the justification for taking any actions or relying on the method of comprehensive planning. This method is concerned with the principle of integration in planning, a principle that is based on balance and support between roles and procedures.

### 2.1.8 Constraints in applying strategic planning

Many obstacles and factors affecting strategic planning emerge because of many reasons, according to the characteristics of Public Sector in each Public Sector, the most important of which are: <sup>22</sup>

1. Failure of the senior leadership to use this method because of their belief that they do not have sufficient time or that this activity does not fall within their responsibilities.
2. The turbulent external environment that can make planning obsolete before it begins because of rapid changes in the work environment.
3. The lack of the minimum elements of effective strategic planning such as databases, support of the highest authority in the Public Sector, and the competence of those responsible for planning.

In addition, some point to various factors that affect strategic planning in companies which including: <sup>23</sup>

- Lack of coordination between different projects, and linking them together as an integrated process. Which contributes to duplication in one work, and the loss of time in repeated work.
- Weak follow-up and review of the plan, from implementation to the end.
- The poor creativity of some planners and their lack of familiarity with the conditions of the internal work environment.

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<sup>22</sup> - Radayda, Shukri, **Strategic Planning in Palestinian Local Government, Reality and Capabilities, Case Study - West Bank**, Master Thesis, Al-Quds University, Palestine, 2006, P 11.

<sup>23</sup> - Yaghi, Mohamed Abdel-Fattah: **Principles of Public Administration**, Ahmed Yassin Technical Center, Amman, Jordan, 1998, P 105.

- Unreality as a request for information not available for planning.
- Trying to justify mistakes by managers instead of acknowledging them to make the necessary adjustments to the strategic plan.

Moreover, many other researchers assert that the lack of information necessary for planning impedes the planning process and leads to its contradiction with reality.<sup>24</sup>

### **2.1.9 The palestinian experience in strategic planning**

Before the establishment of the Palestinian National Authority the Palestine Liberation Organization conducted many studies during its presence abroad on Palestinian development, the most prominent of which are the study of “The Seven Palestinian Development Program 1994-2000” carried out by the Department of Economic Affairs and Development Planning in 1993, this program is one of the first Palestinian experiences, which was prepared in cooperation with non-Palestinian competencies and experiences.

The program included a number of political and demographic proposals. This program assumed that the Palestinian National Authority would have the ability to make economic, political and development decisions, and thus the State of Palestine would be based on geographical unity. Between the Gaza Strip and the West Bank, and it should be noted that some of the objectives that came in the program have been implemented and some achievements have been achieved, but there were obstacles that prevented the full implementation of the program and the achievement of its various objectives, most

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<sup>24</sup> - Al-Natour, Muhammad: **Manpower Planning in the Public Sector**, Yarmouk University, Irbid, Jordan, 2000, P 81.

notably the lack of the necessary financial resources as a result of the non-fulfillment of the donor countries. In addition, the obstacles and obstacles caused by the Israeli occupation in all its forms and its aspects.<sup>25</sup>

After the emergence and establishment of the Palestinian Authority, there were many approaches and methods for preparing plans, and the comprehensive plans varied and expanded to include all Palestinian governorates. The plans were as follows: the medium-term development plan 2005-2007, the reform and development plan 2008-2010, the national development plan 2011-2013, and the building The state and the embodiment of sovereignty 2014-2016, and the national policy agenda 2017-2022.

## **2.2 The national policy agenda (2017- 2022)**

The national policy agenda, which came under the title "Citizen First", is the fourth plan prepared by the Palestinian government since 2008, it is committed to placing the service of the citizen at its core, and this plan relies on a realistic political and financial framework that remains on the achievement of independence as a main focus, with the public institution focusing on the citizens, and the plan is committed to spending within the limits of possibilities by employing the available resources efficiently and effectively to improve the quality of our people life. The national policy agenda revolves around the national vision, and is based on three axes <sup>26</sup>:

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<sup>25</sup> - Firoiu, D., Ionescu, G. H., Băndoi, A., Florea, N. M., & Jianu, E. (2019). **Achieving sustainable development goals (SDG): Implementation of the 2030 Agenda in Romania.** *Sustainability*, 11(7), 2156.

<sup>26</sup> - Beyne, J. (2020). **Designing and Implementing Sustainability: An Integrative Framework for Implementing the Sustainable Development Goals.** *European Journal of Sustainable Development*, 9(3), 1-1.

1. The road to independence: this axis includes the following national policies and priorities:

- Embodying the independent state and ending the occupation by escalating national and international efforts to end the occupation and activating its accountability mechanisms.
- National unity through achieving the unity of the land and the Palestinian people and the embodiment of democratic practice in the State of Palestine.
- Strengthening the international standing of the State of Palestine by enhancing participation in the international system and strengthening the bilateral relations of the State of Palestine.

2. Reform and improve the quality of public services:

The plan constitutes a new stage of administrative and institutional reform in Palestine, as it was designed to reshape the way the government deals with citizens, to enhance their participation and inclusion in its decisions that affect their lives, and the mechanisms by which services are provided to them. It consists of the following national priorities and policies:

- Citizen Responsive Government: increasing the responsiveness of local governments to citizens and raising the level of public services provided to them.
- Effective government by promoting accountability, transparency, efficiency and effectiveness of public money management.

3. Sustainable development:

It includes the majority of the reform agenda adopted by the State of Palestine. This axis is to be implemented through five national priorities and nineteen national policies:

- Achieving economic independence by building the foundations of the Palestinian economy, providing decent job opportunities for the Palestinian community, providing an appropriate investment environment, and strengthening national industries.
- Social justice and the rule of law by reducing poverty, providing social protection for the poor and marginalized, enhancing citizens' access to justice, promoting gender equality and empowering women, and caring for young people, who are the pillar of the future.
- Quality and inclusive education for all through early education for children, improved enrollment and retention in education and improved quality, and from education to work. D- Comprehensive health care of high quality and available to all through the provision of comprehensive health care services for all, and raising the share and well-being of the country.
- A society capable of resilience and development by providing security and safety for the homeland and the citizen, strengthening the rule of law, providing the basic needs of residential communities, ensuring the sustainability of the environment and promoting agriculture, in addition to protecting the Palestinian identity and cultural heritage.

Our study focuses on specific texts of the national policy agenda, which we will address in the following sections <sup>27</sup>.

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<sup>27</sup> - First draft of Palestine: **2017—2022 National Policy Agenda**, putting citizen first, 2016.

### **2.3 Empirical studies**

A review of the literature relating to strategic planning and the national policy agenda:

#### **Previous studies:**

First of all, Alaa Gharib, (2019) wrote a study about the national policy agenda entitled “reviewing the readiness of the Palestinian government to implement the sustainable development goals within the national policy agenda (2017-2022)”, this study aims to know the extent of the readiness of the Palestinian government to implement and monitor the implementation of sustainable development goals in light of conflicts and crises, by knowing the extent to which the Palestinian government implements political programs to achieve sustainable development goals.

The study relied on interviewing relevant stakeholders and using the United Nations and other official websites, with the aim of studying the documents related to the national plan agenda, and reviewing a sample of strategies for implementing the sustainable development goals. The results of the study indicated that there is a governmental commitment and national responsibility to implement the sustainable development goals, and interest in building awareness and the participation of relevant parties, in addition to the high opportunities for improvement that the Palestinian government is constantly trying to implement.

Hammad, (2020) conducted a study entitled “Palestinian Development Indicators in the Light of Global Sustainable Development Goals - The Social Dimension within the Axes of Education and Health”, this study dealt with a statement of knowing the extent to

which the sustainable development goals that were identified in the United Nations Development Program can be achieved in the light of the Palestinian National Policy Agenda (2017-2022). The researcher used the descriptive approach and the questionnaire as a tool for collecting the necessary data. The study population consisted of teachers and administrators in schools, and doctors and administrators in hospitals within the limits of her spatial study. The study sample amounted to 108 employees from the sector employees. Education, and 42 health sector employees. Moreover, the researcher reached several results, the most important of which is the commitment of the Ministry of Education to an average degree in achieving the fourth goal of the sustainable development goals 2030, which is to ensure quality, equitable and inclusive education for all and enhance lifelong learning opportunities for all, as well as the weakness of The Ministry in implementing the goal of the fourth goal of the 2030 goals.

As for the Ministry of Health, the results showed that the ministry's commitment came in an average way in activating the goals of the implementation Sustainable water 2030, especially the third goal, health for all, and the study's recommendations concluded with the education index of the need to prepare an environment conducive to teaching and learning. As for the health index, the recommendations came to provide a special budget for solid waste management within residential communities and to provide strict control over the private sector, specifically the owners of quarries and factories that it resides among residential communities, and many recommendations regarding deterrent laws for medical staff, and citizens' attacks on medical staff.

Abu Zahra, (2013) examinants the strategic planning entitled "The Role of Strategic Planning in Enhancing the Business Environment in Bethlehem Governorate",

the study aimed to contribute to the preparation of a scientific vision for the role that the Bethlehem Governorate Office should play in cooperation with relevant institutions in enhancing its business environment. Secondary information related to the study was collected through many previous studies, and the descriptive analytical approach was used within the comprehensive survey method on 123 officials in Bethlehem Governorate institutions from the public and private sectors, civil society, educational institutions and international organizations. The institutions of the Bethlehem Governorate are greatly aware of the importance of strategic planning as a means to advance the governorate's economic reality, by adopting strategic issues that contribute to solving economic problems and moving to a better economic situation. To implement strategic issues and confront the policies of the Israeli occupation as a prerequisite for achieving economic development and formalization. On the strategic planning process, and provides management to the officials of all sectors to support the formulation and implementation of a local strategy to enhance the business environment.

Mleha, (2016) conduct a study entitled "The reality of strategic planning and its role in the sustainability of social services organizations in the Gaza Strip", this study came to identify the reality of strategic planning and its role in the sustainability of social services organizations in the Gaza Strip. In his study, the researcher used the descriptive analytical method and the questionnaire as a tool for the study. The study concluded with several results, the most important of which are: that the reality of strategic planning in social service organizations in the Gaza Strip came to a highly satisfactory rate on all the elements of strategic planning for organizations, and that the reality of sustainability was also highly satisfactory, and this indicates a good level of sustainability operations in

service organizations social security in the Gaza Strip and the sustainability of those institutions. The researcher recommended the necessity of spreading and strengthening the concept of strategic planning among social work organizations in the Gaza Strip by focusing on the vision and mission objectives (planning, implementation, monitoring, and evaluation) and holding specialized courses in strategic planning and sustainable development in order to raise the level of awareness among managers.

Another study written by Badr Shehdeh and Samir Mustafa, (2018) entitled "Determinants of economic development in Palestine and its future sustainability", The study aimed to determine the determinants of economic development in Palestine, and the extent of its sustainability in the future, and to estimate the impact of the determinants on economic development during the time period (1995-2016). The time series analysis method was used. The results showed that the economic variables contain the unit root, that is, they are unstable over time, and the variables become stable after the first differences, and this was followed by subjecting the variables to the co-integration test by Johansson's method, which proved the existence of four vectors of co-integration. The study reached a number of results, including: the existence of a long-term reciprocal relationship between the variables of the study, the effect of foreign direct investment and exports and imports was positive on economic development, while public spending and credit facilities had a negative impact on economic development in Palestine. Based on the results of the study, the study recommended the need to attract foreign direct and local investment, and build an advanced production base by focusing on agriculture, industry and tourism.

## **Chapter Three**

### **Methodology**

### **3.1 Introduction**

This chapter introduces the research strategies and method used, the data collection process the sources of data, the instruments utilized, the sample and sampling techniques observed, the data gathering procedures employed, and the statistical tools used to treat the data gathered via research tool (interview and questionnaire). In this study, the researcher utilized the qualitative approach by using the interview, and the quantitative approach by using the questionnaire to solve the research problem and answer the research questions.

Determining an appropriate research methodology is considered as an important element in a research study. All methods used by a researcher during a research study are termed as research methods, which includes the theoretical procedures, experimental studies, numerical schemes, and statistical approaches. Its help the researchers in collect samples, data and find the research. Particularly, scientific research methods call for explanations based on collected facts, measurements and observations and not on reasoning alone.

### **3.2 Research methodology and design**

Research methodology is a systematic way to solve a problem. It is a science of studying how research is to be carried out. Essentially, the procedures by which researchers go about their work of describing, explaining and predicting phenomena are called research methodology. It is also defined as the study of methods by which knowledge is gained. Its aim is to give the work plan of research.

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In this research, the methodology which was followed to gain the objective of this study was analytical descriptive methods, which is known as a method that is heavily dependent on instrumentation for measurement and observation.

This research aimed to describe the impact of strategic planning on the national policy agenda under unstable economic and social conditions, specifically describe and analyze the impact of the economic and social conditions experienced by the Palestinian people on the success of the national policy agenda in the economic sector, and how Palestinian government committed to pursuing the implementation of the objectives of the national policy agenda in relation to the economic aspect, and building the components of the Palestinian economy, and providing an appropriate investment environment. To gain this, the researcher develop research tools (interview and

questionnaire) based on the available literature and related study. Pilot study was performed before the questionnaire distribution process; also, validity and reliability test were made to ensuring the quality of questionnaire. After that questionnaire distributed and gathered, then statistical analysis accomplished to performed final report and results using SPSS 20 computer software.

To solve the research problem and answer the research questions, the researcher utilized a mixed model approach that combines both qualitative and quantitative approach. The researcher used exploratory interviews to explore and understand the impact of strategic planning on the national policy agenda under unstable economic and social conditions. To achieve this purpose, the researcher used flexible questions. Qualitative approach is used in this area.

### **3.3 Data collection**

The research depended on two basic types of data (primary and secondary data):

- 1. Primary data:** In this research, the primary data obtained from a structural questionnaire and interviews, which was conducted with individuals specialized in the Palestinian economic affairs, since this research aimed to describe and analyze their perspectives, then the researcher distribute the questionnaires to research sample, then collected and analyzed by making statistical analysis using SPSS computer software.
- 2. Secondary data:** this data was used to introduce the related study of the research, and was obtained from several sources, for example books, journals,

reports, internet websites, and many other resources and references that were available and related to the research title. Literature review was introduced to help in preparing the research and classified the purpose of it which focused in the impact of strategic planning on the national policy agenda under unstable economic and social conditions.

### **3.4 Research tool**

#### **3.4.1 Interviews**

In this research, semi-structured interviews were used because the researcher needs to hear about research problem as much as possible with some restrictions or orders by defining some important. Furthermore, semi-structured interviews enable participants to answer the specific questions without limitations.

The researcher conducted telephone and face-to-face interviews with individuals specialized in the Palestinian economic affairs in order to illustrate the impact of strategic planning on the national policy agenda under unstable economic and social conditions. Furthermore, the number of interviews conducted was with ten participants to collect the required information. In this case should be noted that face-to-face interviews needed a lot of time and effort.

The interviews have seven main questions, and it contains the general information in order to discover the impact of strategic planning on the national policy agenda under unstable economic and social conditions, and to determine the committed of Palestinian

government to pursuing the implementation of the objectives of the national policy agenda in relation to the economic aspect. The questions in this field are refined to be as the following:

Do you think that the economic and social conditions experienced by the Palestinian people have an impact on the success of the national policy agenda in the economic sector? How do you see this effect?

In your opinion, is the commitment of the Palestinian government to follow up the implementation of the objectives of the national policy agenda with regard to the economic aspect? In addition, how successful is it?

Do you think that the Palestinian government implements the national policy agenda related to building the foundations of the Palestinian economy? What are the challenges you face in this field?

How do you see the Palestinian government's implementation of the national policy agenda related to providing decent job opportunities for all? What is the nature of the obstacles that you face in this regard?

With regard to the necessity of providing an investment environment, which was mentioned in the national policy agenda, to what extent does the Palestinian government implement this item? What are the obstacles facing its application?

What is the extent of social participation in planning the national policy agenda?

What is the impact of the following strategic risks on the national policy agenda: corona epidemic spread, political division, lack of legitimacy of institutions.

### 3.4.2 Questionnaire

The researchers conducted a questionnaire designer from two parts. The researchers using the questionnaire to gather and acquire the primary data that will be analyzed to achieve the research goals. The questionnaire was designed into two languages (Arabic and English), the English version to be used in the research content and then translated to Arabic version to be distributed on participants because it is the native language in Palestine.

Research questionnaire was adjusted two time before getting the final design, the first adjustment was upon the supervisor request, second was upon to experts opinions.

The questionnaire was consisted of three main parts:

#### **Part one:**

This part of questionnaire included a description of the research objective and importance. In addition, these parts assured participants of the confidentiality of the information, and encourage them to answer the questionnaire.

#### **Part two:**

This part was put to collect demographic information about respondents which included (gender, place, and educational level).

### **Part three:**

This part consisted of (23) items constructed in close-ended statements designed based on the five- Likert scale (5= strongly agree, 4= agree, 3= neutral, 2= disagree, 1= strongly disagree), which are divided into four main groups; the first one about "the implementation scale of the national policy agenda by Palestinian government which related to building the components of the Palestinian economy". The second about "the implementation scale of the national policy agenda by Palestinian government which related to providing decent job opportunities for all". The third about "the implementation scale of the national policy agenda by Palestinian government which related to providing an appropriate investment environment". Moreover, the last one about "monitoring and evaluation level of the national policy agenda".

## **3.5 Sampling technique**

Researchers are interested in how they will choose research samples, so, it is important to determine the methods that suit with research purposes, then define research population and sample size.

### **3.5.1 Research population:**

The research population consists of all individuals specialized in the Palestinian financial and economic affairs.

### **3.5.2 Research sample:**

Research sample size for the first tool (interview) consist of (10) individual and the second tool (questionnaire) consist of (50) individuals specialized in the Palestinian financial and economic affairs.

### **3.6 Validity**

In this research, the reviewed literature formed the references of research tools statements. In addition, the conducted interviews extracted many ideas that contained in the questionnaire, then the researcher was reviewed the questionnaire and discussed it with the supervisor to ensure the accuracy of questionnaire questions. The researcher also sent the questionnaire to several experts and arbitrators to get their opinions and recommendations, and discuss repeated questions, clarity of the questions, order of the questions, and if the question are directed the participants toward a specific alternative.

### **3.7 Reliability**

Research results shows that the results of Cronbach alpha test of the research sample is (86.2%), the following table show more details:

**Table (1): Cronbach alpha test**

<b>Num</b>	<b>Field</b>	<b>Num of statements</b>	<b>Value</b>
<b>1</b>	The implementation scale of the national policy agenda by Palestinian government which related to building the components of the Palestinian economy	6	0.882
<b>2</b>	The implementation scale of the national policy agenda by Palestinian government which related to providing decent job opportunities for all	4	0.851
<b>3</b>	The implementation scale of the national policy agenda by Palestinian government which related to providing an appropriate investment environment	7	0.723
<b>4</b>	Monitoring and evaluation level of the national policy agenda	6	0.804

### **3.8 Statistical analysis**

Statistical Package for social Science (SPSS) version 20 was used for data analysis. The researcher used the following statistical methods:

1. Frequencies, Percentage, Mean, and Standards Deviation tables: This method performed to describe the research sample.
2. Independent Samples T Test: to test if there are statistical differences between means of two variables like gender variable.
3. ANOVQ-Test: to test if there are statistical differences between means of more than two variables like place and education variable.
4. Cronbach's Alpha: to test the reliability of the questionnaire.

## **Chapter Four**

### **Data analysis**

This chapter presents the results of analysis data collected and discusses via research tools (interview, questionnaire), and it shows the results of descriptive statistics and hypotheses testing by surveying the intentional sampling methods of the study, which consist of (50) of Palestinian banks employees derived from the Statistical Package for Social Science (SPSS) software, in order to determine the impact of strategic planning on the national policy agenda under unstable economic and social conditions.

#### **4.1 Interviews analysis**

The researcher obtained the research interview results based on three generally steps to analyze qualitative data, that's are: data reduction, data display, and conclusions drawing. Whereas, data reduction refers to how select, code, and categorize qualitative data; while data display refers to the pattern in which data will be presented such as a matrix, a graph, a diagram, or a chart.

The researcher coding the interview data with theme unit which considered to be the larger and often the more useful unit of content analysis. Then a matrix was selected to bring together and to display the coded data. After that, a matrix was developed to display the qualitative data, a higher themes was extracted from the data, and then all subcategories have been combined into 3 categories. Posteriorly, the researcher making contrast between respondents answers. Table (4.1) shows the displaying of the qualitative data in an organized condensed manner, after reduction and coding.

**Table (4.1): qualitative data where been displayed in an organized condensed manner**

Category	The viewpoint of respondents
<b>The impact of economic and social conditions</b>	<ul style="list-style-type: none"> <li>- There is a significant impact of the agenda depends mainly on the Palestinian citizen under difficult and complex political, economic and social conditions that affect the success of its application of national politics.</li> <li>- In the presence of unstable conditions, national policies agenda in the economic and social sector will have little or almost no impact.</li> <li>- The economic and social conditions have a major role in economic development</li> <li>- The implementation of the national policy agenda depends largely on the political, security and economic conditions.</li> </ul>
<b>The level of follow-up from the Palestinian government to the implementation of the agenda</b>	<ul style="list-style-type: none"> <li>- The role of the government is to plan, organize and define agenda goals, but in the presence of many obstacles, the most important of which is the Israeli occupation, its success is limited.</li> <li>- The Palestinian government tried to apply the development method by clusters and tried to activate the economic cluster in the Palestinian areas, but the successive crises negatively affected the implementation of the goals of the agenda.</li> <li>- The Palestinian government is not interested in achieving the</li> </ul>

	<p>national agenda and policies.</p> <ul style="list-style-type: none"> <li>- The role of the Palestinian government was limited to launching the national policy agenda.</li> </ul>
<p><b>The level of implements the agenda to building the foundations of the Palestinian economy</b></p>	<ul style="list-style-type: none"> <li>- The Palestinian government was unable to implement the national policy agenda related to building the components of the Palestinian economy due to the obstacles related to ease of movement, the absence of a solid economy capable of facing challenges, the lack of self-reliable resources, and its connection to the occupation.</li> <li>- In the presence of many challenges such as the Israeli occupation, lack of control over all economic resources, lack of a national currency, which affects economic monetary policies, as well as division.</li> <li>- The Palestinian economy lacks an economic policy that raises the standard of living, eliminates unemployment rates, and achieves public employment in society by improving economic growth rates.</li> <li>- The implementation of the national policy agenda is very weak, due to its inability to finance it.</li> </ul>
<p><b>The level of implements the agenda to providing</b></p>	<ul style="list-style-type: none"> <li>- The government is preparing, preparing and organizing the required agenda, but the number of job seekers is very large in the country, as the government is unable to provide a large number of job opportunities due to the scarcity and limited</li> </ul>

<p><b>decent job opportunities for all</b></p>	<p>resources.</p> <ul style="list-style-type: none"> <li>- There is a significant impact on the creation of job opportunities, Due to the complex economic situation, and the lack of sources of international support and the halting of projects in the Palestinian territories, which affects the weakness of creating new job opportunities and covering the volume of new graduates in the Palestinian market.</li> <li>- The national agenda aims to guarantee the right to work for both sexes, and to ensure a decent life for all citizens. Despite the efforts made to increase job opportunities, the percentage of achievement in this was very small.</li> </ul>
<p><b>The level of implements the agenda to providing an investment environment</b></p>	<ul style="list-style-type: none"> <li>- The investment environment is very weak, because there is no suitable climate that provides all the ingredients that help in achieving success for the investment environment.</li> <li>- The Palestinian government is trying to provide the investment environment mentioned in the national policy agenda. One of the most important obstacles is the lack of control over all the Palestinian lands, as well as the lack of control over the borders and many natural resources.</li> </ul>
<p><b>Social participation role in planning the agenda</b></p>	<ul style="list-style-type: none"> <li>- It is low.</li> <li>- There is no great participation or knowledge from all members of the community.</li> <li>- Weak and ineffective participation.</li> </ul>

	- Neither civil society institutions, the private sector nor representatives of unions and federations participated in formulating this policy.
<b>The impact of the following strategic risks on the national policy agenda:</b>	<ul style="list-style-type: none"> <li>- Corona epidemic spread: is very high. In some cases, it may lead to suspension of measures that contribute to the implementation of national goals and policies</li> <li>- Political division: medium, negative. The creation of two separate entities in terms of economic, legal and political terms, which led to a weakening of the ability to achieve strategic national goals.</li> <li>- Lack of legitimacy of institutions: medium. The legitimacy of Palestinian institutions from a political and legal point of view makes them more capable of carrying out the necessary activities in cooperation with regional and international institutions</li> </ul>

The results of interview data analysis explores the following facts:

1. In terms of the current political situation and the complexities of implementing the policy agenda as a result of the Israeli obstacles. However, there is also a discrepancy between these conditions in each governorate, not to mention the northern and southern governorates. In terms of needs, and in terms of the economic dynamics that govern each region and thus the economic and social factors that affect the implementation of the agenda.
2. The government is the regulator of all business. There are many obstacles related to a number of laws and legislations that often hinder the implementation or

encouragement of economic initiatives. For example, but not limited to, the registration of companies, especially start-ups, the law on investment in renewable energy, and the investment promotion law. Which in general, if it is updated to keep pace with global trends on the one hand and on the other hand socio-economic factors in Palestine, taking into account the situation related to the conflict, the results may be the opposite of the right direction.

3. There are serious attempts by the government to implement the national policy agenda related to building the components of the Palestinian economy, but there are many challenges related to the political situation and the lack of control over natural resources such as water and free access to land and natural resources such as gas. In addition to the challenges related to the performance of public work in general in terms of lax bureaucracy and in terms of accounting and the legislative environment regulating work.
4. The government has become the largest employer of labor, which has strained its budget compared to the allocation of development budgets, which has hampered growth, because strong economies depend on the private sector to create jobs. In addition, the economy remains within the category of the consumer economy, which cannot be able to face crises or growth.
5. The national policy agenda did not deal with the reality under the occupation in developing the infrastructure and the Palestinian economy in order to achieve the required level of development, The agenda must also overcome obstacles related to barriers and mobility.

6. The most important challenge facing the investment environment is the legislation, regulations and laws. For example, many startups fail to register their companies due to bureaucratic obstacles, and the incentives to encourage investment are weak and do not apply to everyone. In contrast, the tax policy is repulsive rather than attractive, and thus the rate of tax evasion reaches astronomical figures. The absence of a legislative body is one of the biggest obstacles, and the overlap in roles between the government as an executive authority and the enactment of laws is one of the most important and biggest challenges.
7. The extent of social participation in planning the national policy agenda is weak, or at least not well publicized.
8. The following strategic risks have a clear impact on the national policy agenda:
  - Corona epidemic spread: it has proven that consumption-based economies are the most vulnerable, and there are entire sectors that have been damaged in a way that threatens their existence, and it is clear that a comprehensive plan must be launched at the national level for recovery.
  - Political division: in addition to its effects at the national level, the division led to the loss of half of the country, this means losing half of the market, half of the revenues, and half of the trade exchange, and all of that is negatively reflected on economic growth and incomes, especially for the government and specifically on the issue of expenses incurred by that.
  - Lack of legitimacy of institutions: the greatest impact is the absence of an environment regulating legislation and updating laws in line with scientific and global developments.

## **4.2 Questionnaires analysis**

In order to obtain the research results, Statistical Package for the Social Sciences (SPSS) software used to analyze the questionnaires. SPSS has been chosen in this research because it has many features and properties, which can provide appropriate results, these results, lead to achieve research purpose by providing several statistics for each element in the research questionnaire. Hence, SPSS is useful to get the causal relationships between questionnaire elements.

According to the questionnaire design, respondents have different personal information; these differences introduce different responses toward the impact of strategic planning on the national policy agenda under unstable economic and social conditions. The following sections show these differences.

### **4.2.1 First part: personal information**

The total number of participants is 50, which covered the research sample size, with response rate 83%; the following table present the characteristics of the participants.

**Table (4.2): distribution of research sample participants**

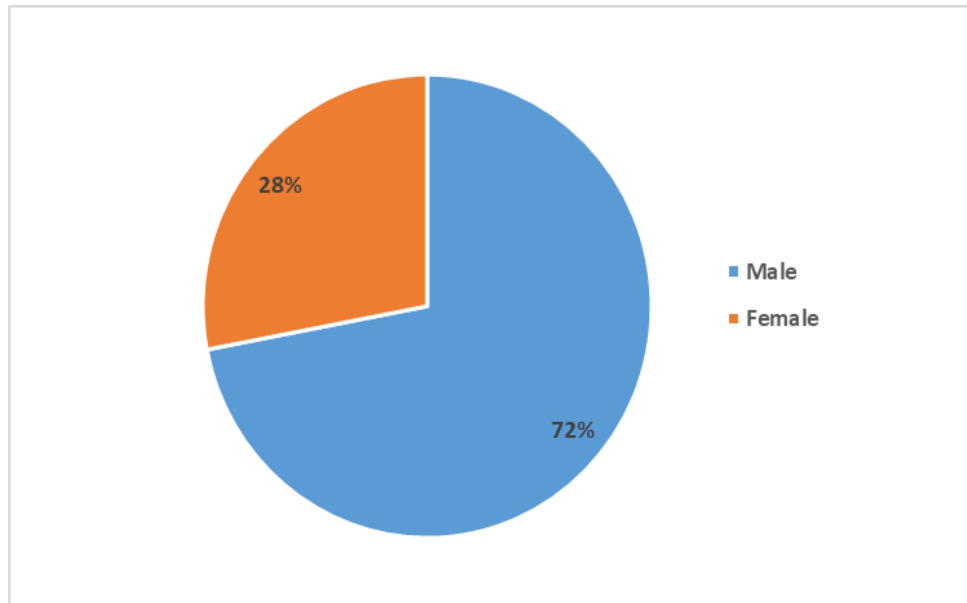
<b>Variable</b>	<b>Characteristics of the Variable</b>	<b>Frequencies</b>	<b>Percentage</b>
<b>Gender</b>	Male	36	72%
	Female	14	28%
<b>Place</b>	City	26	52%
	Village	20	40%
	Camp	4	8%
<b>Qualification</b>	Bachelor's degree or less	34	68%
	Master degree	13	26%
	Doctoral degree or above	3	6%
<b>Total</b>		<b>50</b>	<b>100%</b>

The results of analysis personal information data illustrate the following facts:

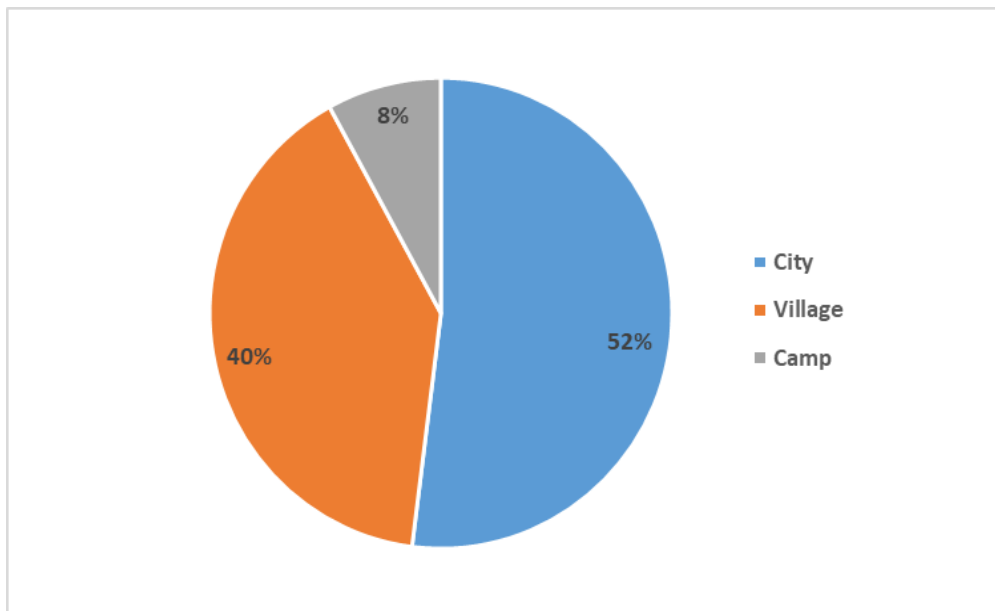
1. The percentage of males is more than females; the males form 72% of respondents for each, but the female form 28% of the respondents.
2. According to place variable, the highest percentage of participants who lives in (city) with 52% of the respondents, then who lives in (village) with 40%, and the least of them was who lives in (camp) with 8% of the respondents.
3. According to qualification variable, the highest percentage of participants who have (bachelor's degree or less) with 68% of the respondents, then who have

(master degree) with 26%, and the least of them was who have (doctoral degree or above) with 6% of the respondents.

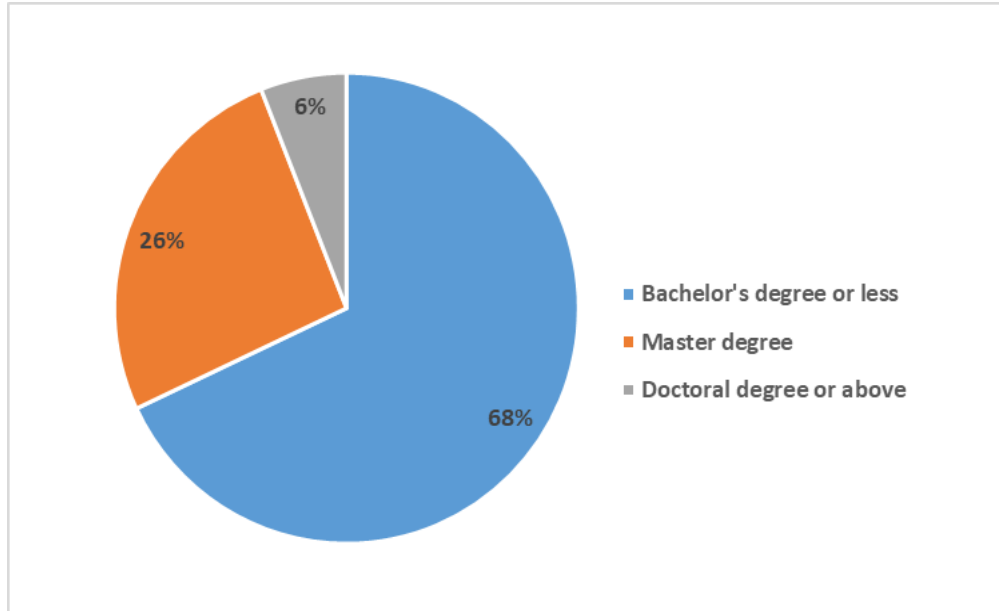
The following figures show this results:



**Figures (1): the distribution of gender variable.**



**Figures (2): the distribution of place variable.**



**Figures (3): the distribution of qualification variable.**

#### **4.2.2 Second part: degree of the impact of strategic planning on the national policy agenda under unstable economic and social conditions**

In order to describe the results of questionnaire statements the following tables show the mean, standard deviation, percentage, according to the following standard of approval based on the five-dimensional Likert scale, which specifies five periods to separate the high and low grades; the length is calculated as  $(5-1 = 4)$  for 5 periods ( $4/5 = 0.8$ ) and therefore the length of the period is (0.8), therefore the researcher adopted the following estimate, to separate the grades, as the following:

- Mean (4.21 and above = 84.2% or higher) is very high.
- Mean (4.20 – 3.41 = 68.2% - 84.0) is high.

- Mean ( $3.40 - 2.61 = 52.2\% - 68.0\%$ ) is medium.
- Mean ( $2.6 - 1.81 = 36.2\% - 52.0\%$ ) is a low.
- Mean (less than  $1.81 = 36\%$  or less) is very low.
- **The implementation scale of the national policy agenda by Palestinian government which related to building the components of the Palestinian economy**

The following table presents the answer of the participants about the questionnaire first axis:

**Table (4.3): Descriptive statistics for the first axis**

No.	Statement	mean	SD	%	degree
1	The government is rebuilding and developing the productivity base of the Palestinian economy, focusing on industry, agriculture, and tourism.	2.67	.811	%53.4	mid
2	The government is attracting and encouraging local and foreign direct investment, focusing on the construction, tourism, agriculture, energy, communications and information technology sectors.	3.20	.706	%64	mid
3	The government develops exports and expands world trade	3.00	.633	%60	mid
4	The government designs and implements vital infrastructure projects necessary for the economy,	3.29	.741	%65.8	mid

	such as the airport and port, industrial zones, transportation networks, water, electricity and communications				
<b>5</b>	The government strengthens the role of the financial sector in supporting the growth of the private sector	3.18	.706	%63.6	mid
<b>6</b>	The government is working to bridge the development gap between the northern and southern governorates	2.67	.572	%53.4	mid
<b>Total</b>		<b>3.00</b>	<b>.695</b>	<b>%60</b>	<b>mid</b>

The results of the above table illustrate the following facts:

1. The highest statement was statement number (4) which about "The government designs and implements vital infrastructure projects necessary for the economy, such as the airport and port, industrial zones, transportation networks, water, electricity and communications" with 65.8% degree.
2. The lowest statement was statement number (1) which about "The government is rebuilding and developing the productivity base of the Palestinian economy, focusing on industry, agriculture, and tourism", and statement number (2) which about "The government is working to bridge the development gap between the northern and southern governorates" with 53.4% degree.

3. The total percentage of participants about the implementation scale of the national policy agenda by Palestinian government which related to building the components of the Palestinian economy was mid with approximately 60% degree.

**- The implementation scale of the national policy agenda by Palestinian government which related to providing decent job opportunities for all**

The following table presents the answer of the participants about the second axis:

**Table (4.4): Descriptive statistics for the second axis.**

No.	Statement	mean	SD	%	degree
1	The government adopts measures to accelerate the creation of permanent job opportunities through investment partnerships between the public and private sectors.	3.17	1.124	63.4	mid
2	The government adopts measures to expedite the launch of pilot projects to rehabilitate and employ graduates of both sexes	2.50	1.165	50	low
3	The government supports and develops the Palestinian Employment Fund	3.00	.907	60	mid
4	The government guarantees a safe work environment that	2.50	1.064	50	low

	respects occupational health and safety standards.				
<b>Total</b>		<b>2.8</b>	<b>1.14</b>	<b>%56</b>	<b>mid</b>

The results of the above table illustrate the following facts:

1. The highest statement was statement number (1) which about "The government adopts measures to accelerate the creation of permanent job opportunities through investment partnerships between the public and private sectors." with 63.4% degree.
2. The lowest statement was statement number (2) which about "The government adopts measures to expedite the launch of pilot projects to rehabilitate and employ graduates of both sexes", and statement number (3) which about "The government guarantees a safe work environment that respects occupational health and safety standards" with 50% degree.
3. The total percentage of participants about the implementation scale of the national policy agenda by Palestinian government which related to providing decent job opportunities for all was mid with approximately 56% degree.

- **The implementation scale of the national policy agenda by Palestinian government which related to providing an appropriate investment environment**

The following table presents the answer of the participants about the third axis:

**Table (4.5): Descriptive statistics for the third axis.**

<b>No.</b>	<b>Statement</b>	<b>mean</b>	<b>SD</b>	<b>%</b>	<b>degree</b>
<b>1</b>	The government provides support for start-ups.	3.18	.746	63.6	mid
<b>2</b>	The government is working to develop micro, small and medium enterprises.	3.43	.756	68.6	high
<b>3</b>	The government supports and encourages digital and technology industries, and promotes digital content.	3.30	.786	66	mid
<b>4</b>	The government supports cooperative societies and expands and develops their base.	3.37	.548	67.4	mid
<b>5</b>	The government provides a legislative environment and administrative procedures that support the business sector.	3.17	.566	63.4	mid
<b>6</b>	The government provides the necessary information and communication technology for the development of the business sector.	3.21	.581	64.2	high
<b>7</b>	The government is working to liberate the information	2.88	.727	57.6	mid

	technology sector from domination and piracy, and to enhance security.				
<b>Total</b>		<b>3.22</b>	<b>.673</b>	<b>64.4%</b>	<b>mid</b>

The results of the above table illustrate the following facts:

1. The highest statement was statement number (2) which about "The government is working to develop micro, small and medium enterprises" with 68.6% degree.
2. The lowest statement was statement number (7) which about "The government is working to liberate the information technology sector from domination and piracy, and to enhance security." with 57.6% degree.
3. The total percentage of participants about the implementation scale of the national policy agenda by Palestinian government which related to providing an appropriate investment environment was mid with approximately 64% degree.

#### **- Monitoring and evaluation level of the national policy agenda**

The following table presents the answer of the participants about the fourth axis:

**Table (4.6): Descriptive statistics for the fourth axis.**

<b>No.</b>	<b>Statement</b>	<b>mean</b>	<b>SD</b>	<b>%</b>	<b>degree</b>
<b>1</b>	The government is following up on the implementation of the national policy agenda related to providing an appropriate investment environment.	2.00	.730	%40	low
<b>2</b>	The government is following up on the implementation of the national policy agenda related to building the foundations of the Palestinian economy.	2.88	.573	%57.6	mid
<b>3</b>	The government is following up on the implementation of the national policy agenda related to providing decent job opportunities for all.	2.64	.625	%52.8	mid
<b>4</b>	The government periodically evaluates the agenda and studies the extent of its implementation.	2.91	.655	%58.2	mid
<b>5</b>	The government is seriously monitoring the extent to which the	2.82	.528	%56.4	mid

	concerned authorities are committed to implementing the national policy agenda.				
<b>6</b>	The government is constantly scrutinizing and reviewing to ensure that the agenda is fully implemented.	2.36	.475	%47.2	low
<b>Total</b>		<b>2.60</b>	<b>.598</b>	<b>%44.6</b>	<b>low</b>

The results of the above table illustrate the following facts:

1. The highest statement was statement number (4) which about "The government periodically evaluates the agenda and studies the extent of its implementation" with 58.2% degree.
2. The lowest statement was statement number (1) which about "The government is following up on the implementation of the national policy agenda related to providing an appropriate investment environment" with 40% degree.
3. The total percentage of participants about monitoring and evaluation level of the national policy agenda was low with approximately 45% degree.

In order to answer the main question of the study related to the impact of strategic planning on the national policy agenda under unstable economic and social conditions, the arithmetic averages and standard deviations of the study axes were extracted, and the following is a statement of that:

**Table (4.7): Degree of the impact of strategic planning on the national policy agenda under unstable economic and social conditions.**

<b>No.</b>	<b>Field</b>	<b>mean</b>	<b>SD</b>	<b>%</b>	<b>degree</b>
<b>1</b>	<b>The implementation scale of the national policy agenda by Palestinian government which related to building the components of the Palestinian economy</b>	3.00	.695	%60	mid
<b>2</b>	<b>The implementation scale of the national policy agenda by Palestinian government which related to providing decent job opportunities for all</b>	2.8	1.14	%56	mid
<b>3</b>	<b>The implementation scale of the national policy agenda by Palestinian government which related to providing an appropriate investment environment</b>	3.22	.673	64.4%	mid
<b>4</b>	<b>Monitoring and evaluation level of the national policy agenda</b>	2.6	.598	%44.6	low
<b>Total</b>		<b>2.9</b>	<b>.776</b>	<b>%60</b>	<b>mid</b>

The results in the previous table show the total degree of all the axes of the impact of strategic planning on the national policy agenda under unstable economic and social

conditions which was mid, so the arithmetic averages of the paragraphs of the implementation scale of the national policy agenda by Palestinian government which related to providing an appropriate investment environment axis is the highest, which reaching (3.22), then the arithmetic mean of the implementation scale of the national policy agenda by Palestinian government which related to building the components of the Palestinian economy axis which reached (3.00), then the implementation scale of the national policy agenda by Palestinian government which related to providing decent job opportunities for all axis which reach (2.8), and the lowest was the paragraphs of the monitoring and evaluation level of the national policy agenda where their arithmetic averages reached (2.6), and with regard to the total score it was significant in terms of the arithmetic mean which amounted to (2.9), and this result indicates that the effect of all study axes was significant for the study question and the items included in the questionnaire questions according to the answers of the study sample.

### 4.3 Statistical differences among survey respondents

This section outlines the statistical differences between participants in this research according to received data. Independent Samples Test (t-test for Equality of Means) and one-way ANOVA Test are used to explain these differences; these two tests are used because correlations between qualitative and quantitative factors will be tested.

T-test method compares means of qualitative independent variable which has two levels, whereas one-way ANOVA compares means of qualitative independent variable which has more than two levels. In this case, the dependent variables are quantitative.

#### ➤ Statistical differences according to gender

This study included both genders males and females, both participated in the survey; therefore, this variable has two levels so T-test method is used. Statistical differences between males and females shows that there is no statistical differences between males and females is recognizing where ( $P > 0.05$ ) for all.

The following tables shows full details about this result:

**Table (4.8): Statistical differences among participants according to their gender**

<b>Factors</b>	<b>Gender</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Total Score</b>	Male	36	2.52	0.779
	Female	14	3.28	0.773

**Table (4.9): Independent Samples Test for gender differences among participants**

Factors	t-test for Equality of Means		
	t	df	Sig. (2-tailed)
<b>Total Score</b>	.550	49	.564

➤ **Statistical differences according to place**

One-way ANOVA test is also used to outline the statistical differences between participants according to their place. Statistical differences between education categories shows that there is no statistical differences between them is recognizing where ( $P > 0.05$ ) for all.

The following tables shows full details about this result:

**Table (4.10): Descriptive of statistical differences among participants according to their place**

	Place	N	Mean	Std. Deviation
<b>Total Score</b>	city	26	3.09	0.771
	village	20	2.97	0.875
	camp	4	2.83	0.682

	total	50	2.9	0.776
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**Table (4.11): ANOVA Test for place differences among participants**

Factors		F	Sig.
Total Score	Between Groups	.881	.511

➤ **Statistical differences according to education**

One-way ANOVA test is also used to outline the statistical differences between participants according to their education to determine the correlation between participant education and other dependent variables. Statistical differences between education categories shows that there is no statistical differences between them is recognizing where ( $P > 0.05$ ) for all.

The following tables shows full details about this result:

**Table (4.12): Descriptive of statistical differences among participants according to their education**

Factors	Education	N	Mean	Std. Deviation
Total Score	Bachelor or less	34	3.1	0.901
	Master	13	2.91	0.611
	Doctoral or above	3	2.79	0.816
	total	50	2.9	0.776

**Table (4.13): ANOVA Test for education differences among participants**

<b>Factors</b>		<b>F</b>	<b>Sig.</b>
<b>Total Score</b>	Between Groups	.055	.902

## **Chapter Five**

### **Conclusion and recommendations**

## **5.1 Chapter overview**

This chapter summarizes the research results and presents the conclusion. It also presents the contribution of the thesis, mitigations and suggested recommendations that are based on the research findings in order to illustrate the impact of strategic planning on the national policy agenda under unstable economic and social conditions. Besides, this chapter discusses the suggestions of conducting future studies.

## **5.2 Conclusions**

This research aims to investigate the impact of strategic planning on the national policy agenda under unstable economic and social conditions, via shed light on the impact of the economic and social conditions experienced by the Palestinian people on the success of the national policy agenda in the economic sector, and describe the extent of the Palestinian government's implementation of the national policy agenda related to building the components of the Palestinian economy, and to providing decent job opportunities for all, and to provide a suitable investment environment.

Interview results show that the impact of economic and social conditions was high according to the complexities of implementing the policy agenda as a result of the Israeli obstacles. However, in the presence of unstable conditions, national policies agenda in the economic and social sector will have little or almost no impact.

The Palestinian government tried to apply the development method by clusters and tried to activate the economic cluster in the Palestinian areas, but the successive crises negatively affected the implementation of the goals of the agenda. In addition,

there are many obstacles related to a number of laws and legislations that often hinder the implementation or encouragement of economic initiatives.

The Palestinian government was unable to implement the national policy agenda related to building the components of the Palestinian economy due to the obstacles related to ease of movement, the absence of a solid economy capable of facing challenges, the lack of self-reliable resources, and its connection to the occupation. In addition to the challenges related to the performance of public work in general in terms of lax bureaucracy and in terms of accounting and the legislative environment regulating work.

The Palestinian government is trying to provide the investment environment mentioned in the national policy agenda. One of the most important obstacles is the lack of control over all the Palestinian lands, as well as the lack of control over the borders and many natural resources, and there is no suitable climate that provides all the ingredients that help in achieving success for the investment environment.

Regarding the research questionnaire, they were collected, then its variables were coded and defined in to the SPSS program by which various statistical analysis tools such as frequency, means, percentages, t-test, ANOVA test, LSD, were employed in order to investigate the impact of strategic planning on the national policy agenda under unstable economic and social conditions. Questionnaire results show the following results:

1. The implementation scale of the national policy agenda by Palestinian government which related to building the components of the Palestinian economy was medium with approximately 60% degree.

2. The implementation scale of the national policy agenda by Palestinian government which related to providing decent job opportunities for all was medium with approximately 56% degree.
3. The implementation scale of the national policy agenda by Palestinian government which related to providing an appropriate investment environment was medium with approximately 64.4% degree.
4. The monitoring and evaluation level of the national policy agenda was low with approximately 45% degree.

The results of the previous study are in agreement with the study of Alaa Gharib, (2019), Hammad, (2020), and Mleha, (2016) study.

### **5.3 Research contributions**

The results of this research contribute to assisting officials and those interested in developing the Palestinian national policy agenda based on the impact of strategic planning in light of the unstable economic and social conditions, with the aim of achieving the goals of this agenda and implementing its programs effectively.

The research provides:

- Evaluate the effect of unstable economic and social conditions on implementing the national policy agenda depending on strategic planning practices.
- Highlight the palestinian government's role in the implementation of the national policy agenda related to building the components of the Palestinian economy, and to providing decent job opportunities for all, and to provide a suitable investment environment.

## **5.4 Research recommendations**

Research is persistently showing that the national policy agenda can benefit by strategic planning practices to support and motivate commitment toward implementing it and develop the investment environment and support the policies and initiatives generated from the Palestinian government. Thus, the study proposes a set of recommendations to the West Bank education sector to improve it by the following:

1. The national policy agenda should be redefined to match the current challenges facing the economic and social sector of Palestinian society.
2. The Palestinian government must recruit a group of new jobs that are concerned with following up the implementation of the agenda, evaluating its activities on an ongoing basis, and working to develop it according to the needs and developments that accompany it.
3. The Palestinian government should work to provide an investment environment which suitable with the unstable economic and social conditions by supporting small projects and business, and providing grants to an effective economic establishment in the Palestinian market, which means providing more job opportunities for individuals
4. Motivate social participation and involve officials in the financial and economic sectors in decision making process, this will increase the implementation and developing practices of national policy agenda.

5. Increase palestinian individual awareness and knowledge about the role of strategic planning on the national policy agenda under unstable economic and social conditions.

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## Appendices

### Appendices (1)

#### الاستبانة

الأخوة والأخوات

تحية طيبة وبعد,

يعد هذا الاستبيان جزء من رسالة الماجستير التي أقوم بها حول "

### **The impact of strategic planning on the national policy agenda under unstable economic and social conditions**

(اثر التخطيط الاستراتيجي على أجندة السياسات الوطنية في ظل ظروف اقتصادية واجتماعية غير مستقرة)

يرجى من حضرتكم تعبئة هذه الاستمارة لما لها من أهمية لإنجاز رسالة الماجستير, وتحيطكم الباحثة علماً بأن هذه البيانات ستحاط بالسرية التامة وسوف تستخدم لأغراض البحث العلمي فقط.

مع جزيل الشكر والاحترام لتعاونكم

الباحثة : كمال المعصراني

المعلومات الشخصية:

القسم الأول: يرجى وضع إشارة ( X ) في المكان المناسب:

النوع الاجتماعي: ذكر ( ) أنثى ( )

مكان السكن: مدينة ( ) قرية ( ) مخيم ( )

المؤهل العلمي: بكالوريوس فأقل ( ) ماجستير ( ) أعلى من ماجستير ( )

القسم الثاني: فيما يلي مجموعة من الفقرات الرجاء وضع إشارة " X " أمام الخيار المناسب الذي يمثل وجهة رأيك.

الرقم	الفقرة	أوافق بشدة	أوافق	محايد	أعارض بشدة	أعارض
<b>المحور الأول: مدى تطبيق الحكومة الفلسطينية لأجندة السياسات الوطنية والمتعلقة ببناء مقومات الاقتصاد الفلسطيني</b>						
1	تُعيد الحكومة بناء قاعدة الإنتاجية للاقتصاد الفلسطيني وتطويرها، بالتركيز على الصناعة والزراعة والسياحة.					
2	تقوم الحكومة بجذب الاستثمار المحلي والأجنبي المباشر وتشجيعه، بالتركيز على قطاعات الإنشاءات، والسياحة، والزراعة، والطاقة، والاتصالات وتكنولوجيا المعلومات					
3	تطور الحكومة الصادرات وتوسع نطاق التجارة العالمية					
4	تصمم الحكومة وتنفذ مشاريع البنية التحتية الحيوية اللازمة للاقتصاد كالمطار والميناء، المناطق الصناعية، شبكات المواصلات والمياه والكهرباء والاتصالات.					
5	تعزز الحكومة دور القطاع المالي في إسناد نمو القطاع الخاص					
6	تعمل الحكومة على جسر الفجوة التنموية بين المحافظات الشمالية والجنوبية					
<b>المحور الثاني: مدى تطبيق الحكومة الفلسطينية لأجندة السياسات الوطنية والمتعلقة بتوفير فرص عمل لائقة للجميع</b>						
7	تعتمد الحكومة إجراءات تُعنى بالتعجيل بخلق فرص عمل دائمة من خلال شراكات استثمارية بن القطاعين العام والخاص.					
8	تعتمد الحكومة إجراءات تعنى بالإسراع في إطلاق المشاريع الريادية لإعادة تأهيل الخريجين وتشغيلهم من كلا الجنسين					
9	تدعم الحكومة صندوق التشغيل الفلسطيني وتطوره					
10	تضمن الحكومة بيئة عمل آمنة ومراعية للمعايير الصحية والسلامة المهنية.					
<b>المحور الثالث: مدى تطبيق الحكومة الفلسطينية لأجندة السياسات الوطنية والمتعلقة بتوفير بيئة استثمارية ملائمة</b>						
11	تقدم الحكومة الدعم للشركات الناشئة.					
12	تعمل الحكومة على تنمية المنشآت المتناهية الصغر والصغيرة والمتوسطة					
13	تدعم الحكومة الصناعات الرقمية والتقنية وتشجعها، وتعزز المحتوى الرقمي.					

					14	تدعم الحكومة الجمعيات التعاونية وتوسع قاعدتها وتطويرها.
					15	توفّر الحكومة بيئة تشريعية واجراءات إدارية مساندة لقطاع الأعمال.
					16	توفر الحكومة تكنولوجيا المعلومات والاتصالات اللازمة لتطوير قطاع الأعمال.
					17	تعمل الحكومة على تحرير قطاع تكنولوجيا المعلومات من الهيمنة والقرصنة، وتعزيز الأمن السيبراني
المحور الرابع: المتابعة والتقييم لأجندة السياسات الوطنية						
					18	تقوم الحكومة بمتابعة تنفيذ أجندة السياسات الوطنية المتعلقة بتوفير بيئة استثمارية ملائمة
					19	تقوم الحكومة بمتابعة تنفيذ أجندة السياسات الوطنية المتعلقة ببناء مقومات الاقتصاد الفلسطيني
					20	تقوم الحكومة بمتابعة تنفيذ أجندة السياسات الوطنية المتعلقة بتوفير فرص عمل لائقة للجميع
					21	تعمل الحكومة بشكل دوري على تقييم الاجندة ودراسة مدى تنفيذها.
					22	تراقب الحكومة بشكل جدي مدى التزام الجهات المعنية على تنفيذ أجندة السياسات الوطنية.
					23	تقوم الحكومة بالتدقيق المتواصل والمراجعة لضمان تنفيذ الأجندة على اكمل وجه.

وفي الختام

أشكركم على حسن تعاونكم

## Appendice (2)

### أسئلة المقابلة

السيد /..... المحترم

تحية طيبة وبعد

أقوم بالعمل على إعداد رسالة ماجستير حول:

**"The impact of strategic planning on the national policy agenda under unstable economic and social condition "**

(اثر التخطيط الاستراتيجي على أجندة السياسات الوطنية في ظل ظروف اقتصادية واجتماعية غير مستقرة)

وعليه أرجو من حضرتك التعاون في الإجابة على الأسئلة وذلك لأغراض البحث العلمي البحث. وتقبل مني فائق الشكر والتقدير

1. هل تعتقد أن هناك تأثير للأوضاع الاقتصادية والاجتماعية التي يعيشها الشعب الفلسطيني

في نجاح أجندة السياسات الوطنية في القطاع الاقتصادي؟ وكيف ترى هذا التأثير؟

2. برأيك ما مدى التزام الحكومة الفلسطينية بمتابعة تنفيذ أهداف أجندة السياسات الوطنية بما

يتعلق بالشق الاقتصادي؟ وما مدى نجاحها في ذلك؟

3. هل تعتقد أن الحكومة الفلسطينية تطبق أجندة السياسات الوطنية والمتعلقة ببناء مقومات

الاقتصاد الفلسطيني؟ وما التحديات التي تواجهها في هذا المجال؟

4. كيف ترى تطبيق الحكومة الفلسطينية لأجندة السياسات الوطنية والمتعلقة بتوفير فرص

عمل لائقة للجميع؟ وما طبيعة المعوقات التي تواجهها في هذا الشأن – إن وجدت؟

5. فيما يتعلق بضرورة توفير بيئة استثمارية والتي وردت في اجندة السياسات الوطنية، ما

مدى تطبيق الحكومة الفلسطينية لهذا البند؟ وما هي المعوقات التي تواجه تطبيقه؟

ما مدى المشاركة الاجتماعية في التخطيط لاجندة السياسات الوطنية؟

ما هو تأثير المخاطر الإستراتيجية التالية على أجندة السياسات الوطنية:

- كورونا
  - الانقسام
  - انعدام شرعية المؤسسات
- مع وافر الشكر والتقدير  
الطالب كمال المعصراني

### Appendice (3)

#### أسماء من تم مقابلتهم

الاسم	الوظيفة
عيسى باشا	المدير الإقليمي للبنك الأهلي الأردني
سلامة دعبس	مدير دائرة المتابعة و التحصيل في البنك الوطني
عوض دعبس	مدير العلاقات العامة و الاتصال في صندوق الاستثمار الفلسطيني
إسماعيل صبيحات	مدير دائرة الائتمان في البنك الأهلي الأردني
عاصم عودة	مدير الرقابة على الائتمان في البنك الأهلي
وائل بشرية	مدير بنك القدس البيرة
رائد معاينة	مدير التسويق ببنك القدس
باسم خوري	رئيس مجلس إدارة شركة دار الشفاء و وزير سابق
احمد أبو العلا	مدير قطاع الشركات في البنك الأهلي الأردني
علاء أبو عين	مدير و مالك مجموعه رويل جروب العقارية

## الملخص

تهدف هذه الدراسة إلى التعرف على أثر التخطيط الاستراتيجي على أجندة السياسة الوطنية في ظل الظروف الاقتصادية والاجتماعية غير المستقرة، من خلال التعرف على خطط أجندة السياسة الوطنية ومدى تنفيذ الحكومة الفلسطينية للقطاع الاقتصادي. ولتحقيق أهداف الدراسة والإجابة على فرضياتها استخدم الباحث المنهج الوصفي التحليلي القائم على دراسة المشكلة، وهو أسلوب لا يتوقف عند جمع المعلومات بل يعتمد على تحليلها وكشف العلاقات فيما بينها، وبهدف التوصل إلى استنتاجات تساهم في تحسين وتطوير الواقع.

كما استخدم الباحث أداتين لجمع البيانات (المقابلة والاستبانة) من خلال مسح عينة الدراسة، وتكون مجتمع الدراسة من جميع الأفراد المتخصصين في الشؤون المالية والاقتصادية الفلسطينية، ويتكون حجم عينة البحث للأداة الأولى (المقابلة) من (10) أفراد والأداة الثانية (الاستبيان) تتكون من (50) أفراداً متخصصين في الشؤون المالية والاقتصادية الفلسطينية.

أظهرت نتائج البحث أن مقياس تنفيذ أجندة السياسة الوطنية من قبل الحكومة الفلسطينية والمتعلق ببناء مكونات الاقتصاد الفلسطيني كان متوسط بنسبة 60%، ومقياس تنفيذ أجندة السياسة الوطنية من قبل الحكومة الفلسطينية فيما يتعلق بتوفير اللائق، وكانت فرص العمل للجميع متوسطة بنسبة 56%، وكان مقياس تنفيذ أجندة السياسة الوطنية من قبل الحكومة الفلسطينية والمتعلق بتوفير بيئة استثمارية مناسبة متوسط بنسبة 64.4%، وكان مستوى المتابعة والتقييم لأجندة السياسة الوطنية منخفض بنسبة 44.6%.

وبناءً على نتائج الدراسة السابقة يوصي الباحث بمجموعة من التوصيات التي تركز على تحفيز المشاركة الاجتماعية وإشراك المسؤولين في القطاعين المالي والاقتصادي في عملية صنع القرار، مما سيزيد من تنفيذ وتطوير ممارسات أجندة السياسة الوطنية، كما يجب إعادة تحديد أجندة السياسة الوطنية لتناسب مع التحديات الحالية التي تواجه القطاع الاقتصادي والاجتماعي في المجتمع الفلسطيني، ويجب على الحكومة الفلسطينية توظيف مجموعة من الوظائف الجديدة التي تعنى بمتابعة تنفيذ الأجندة وتقييم أنشطتها على أساس بشكل مستمر، والعمل على تطويره بما يتناسب مع الاحتياجات والتطورات المصاحبة له.