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جامعة القدس  
عمادة الدراسات العليا  
معهد التنمية المستدامة

## إجازة الرسالة

نحو أنموذج متكامل للتخطيط الاستراتيجي في مؤسسات السلطة الفلسطينية:  
دراسة حالة، وزارة المالية الفلسطينية.

إعداد: محمد مرزوق أحمد عبد ربه  
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المشرف: د. مروان درويش

نوقشت هذه الرسالة وأجيزت بتاريخ 11-01-2012 من لجنة المناقشة المدرجة أسماؤهم  
وتوافقهم:

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|---|--|
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| .....التوقيع:  | 2. ممتحنا داخليا: د. عبد الوهاب الصباغ |
| .....التوقيع:  | 3. ممتحنا خارجيا: د. مجيد منصور        |

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## **Towards an integrated model for strategic planning in the institutions of the Palestinian Authority, a case study, Ministry of Finance.**

### **Abstract:**

This study aimed to build an integrated model for strategic planning in the Palestinian Authority institutions in general and the Palestinian Ministry of Finance in particular, in addition to identifying the most important proposals and recommendations to strengthen the role of strategic planning at the Palestinian Ministry of Finance.

The apparent lack of studies on strategic planning in the institutions of the Palestinian National Authority in general, and in the Ministry of Finance in particular, in addition to the personal desire of the researcher, who works in the Ministry of Finance, to study this issue, were the most important justifications of this study.

The researcher accomplished his study using the descriptive approach. Data collection, answers to the questions, and test hypotheses were done using the review, criticism and analysis of previous references, as well as designing of a special study's questionnaire. Analysis, process and display of the study's results were done by using Statistical Package for Social Sciences (SPSS), between February 2011 until October 2011.

The study's population included the top, middle and lower management levels in the Palestinian Ministry of Finance in the West Bank, assuming that these groups are capable of diagnosing the reality of strategic planning, and the obstacles of its implementation, in the Ministry of Finance. The researcher used the method of stratified random sample, where he distributed 340 questionnaires of which 320 were recovered. The validity and reliability of the tool were verified, and the Alpha Cronbach coefficient of stability reached 97.3%, indicating a high degree of stability.

The most important results of this study showed that the Palestinian Ministry of Finance moderately exercises strategic planning, and that it follows the strategic planning approach, at all levels in terms of: Environmental analysis, strategy formulation and strategy implementation, evaluation and oversight. The results also showed that not all environmental externalities were taken into account while building a strategic plan for the Ministry of Finance, and that the external environmental analysis is the most vulnerable component of the model of strategic planning in the Ministry of Finance. The study's results also confirmed the lack of adequate attention to the development, training and improvement of the performance of human resources with regard to strategic planning, and that the Ministry does not involve all levels of management in the process of strategic planning, since its limited to only senior management levels.

The results also showed a set of internal and external constraints, that hinder the process of strategic planning in the Palestinian Ministry of Finance, according to the respondents. The most important internal barriers are the concentration of decision making in the senior management level, the lack of delegation of authority, and rigidity of management's techniques used in the process of strategic planning. The external constraints were apparent in the linkage between the ministry's projects with the of foreign aid and grants, the continuous volatility of the external environment, and the absence of full sovereignty over the territory.

The study came out with a set of recommendations, the most important of which were: Paying more comprehensive and general attention to the internal and external environmental analysis.

Another recommendation was the need for adequate attention to the development, training, improvement and investment in the performance of human resources, as well as further involvement of workers, of all levels, in the administrative process of strategic planning, and not restrict it to senior management levels. The study also recommends the delegation of authority since it is of great benefit to the process of strategic planning and to the communication process between different administrative units, In addition to paying attention to the scenarios, because of their importance to the department's ability of facing the worst possibilities. Another recommendation of the study was the need to minimize and reduce the obstacles- which emerged according to the respondents - that hinder the implementation of the Strategic Plan, side by side with strengthening proposals that contribute to the development of strategic planning application. Finally, the study recommends the adoption of the proposed model of the Ministry of Finance Strategic Plan.

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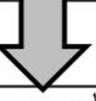
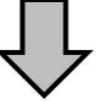
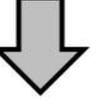
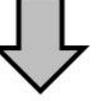
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<p>التحليل البيئي الخارجي والداخلي وتقييم الموقف البيئي</p> 	<ul style="list-style-type: none"> <li>• التحليل والتقييم البيئي</li> <li>• المتعاملين</li> <li>• المنافسين</li> <li>• لهيكل التنظيمي والثقافة</li> <li>• القيادة والموارد</li> <li>• لقضايا والأولويات الإستراتيجية</li> </ul>
<p>رسالة المنظمة ومنظومة قيمها أين نحن الآن؟</p> 	<ul style="list-style-type: none"> <li>• بيانات الرسالة والغرض الذي أنشئت من أجله المنظمة</li> <li>• منظومة القيم ووسائل إنجاز الرسالة</li> <li>• مشاركة الإدارة والعاملين</li> </ul>
<p>الرؤية المستقبلية لمنظمة الأعمال</p> 	<ul style="list-style-type: none"> <li>• تفرد منظمة الأعمال</li> <li>• الصورة المستقبلية والمرغوبة للمنظمة</li> </ul>
<p>الغايات والأهداف الإستراتيجية والمحاور الإستراتيجية الرئيسية</p> 	<ul style="list-style-type: none"> <li>• النتائج المرغوب تحقيقها بعد ثلاث سنوات فأكثر</li> <li>• الغايات والأهداف المحددة والقابلة للقياس</li> <li>• الخصائص الأساسية لتحقيق رسالة ورؤية المنظمة</li> </ul>
<p>الخطط التشغيلية</p> 	<ul style="list-style-type: none"> <li>• الإستراتيجيات المستخدمة لانجاز الغايات والأهداف</li> <li>• خطط العمل والبرامج والمبادرات</li> <li>• تخصيص الموارد</li> </ul>
<p>مقاييس الأداء والمسؤوليات</p> 	<ul style="list-style-type: none"> <li>• طرق ووسائل قياس النتائج</li> <li>• ضمان المسؤولية والتحسين المستمر وربطه مع مستهدفات الأداء</li> </ul>
<p>الرقابة ومتابعة النتائج</p>	<ul style="list-style-type: none"> <li>• أنظمة متابعة التقدم</li> <li>• معلومات الإدارة</li> <li>• الاستمرارية بالتخطيط لمسار العمل</li> </ul>

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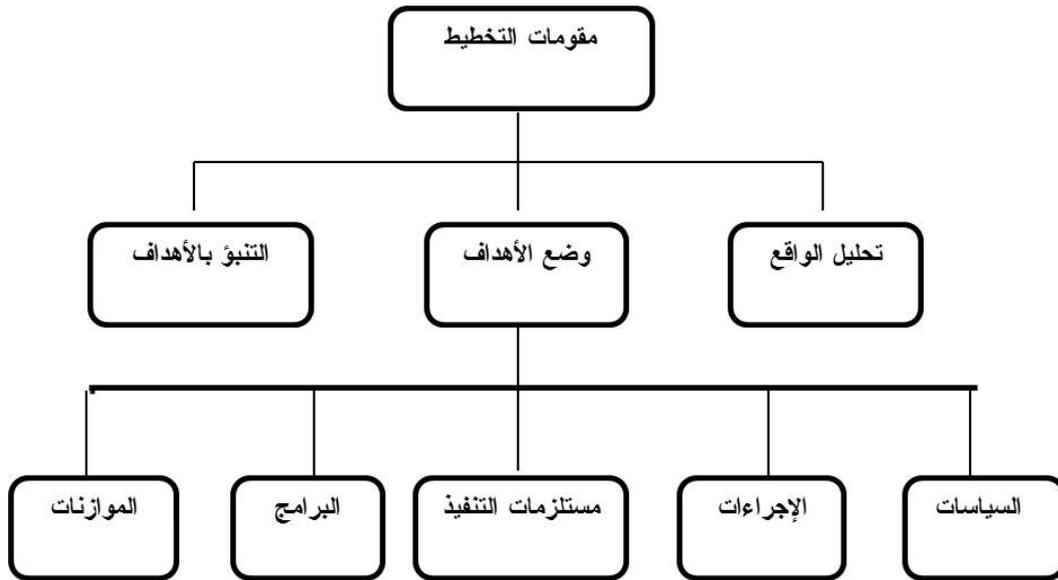
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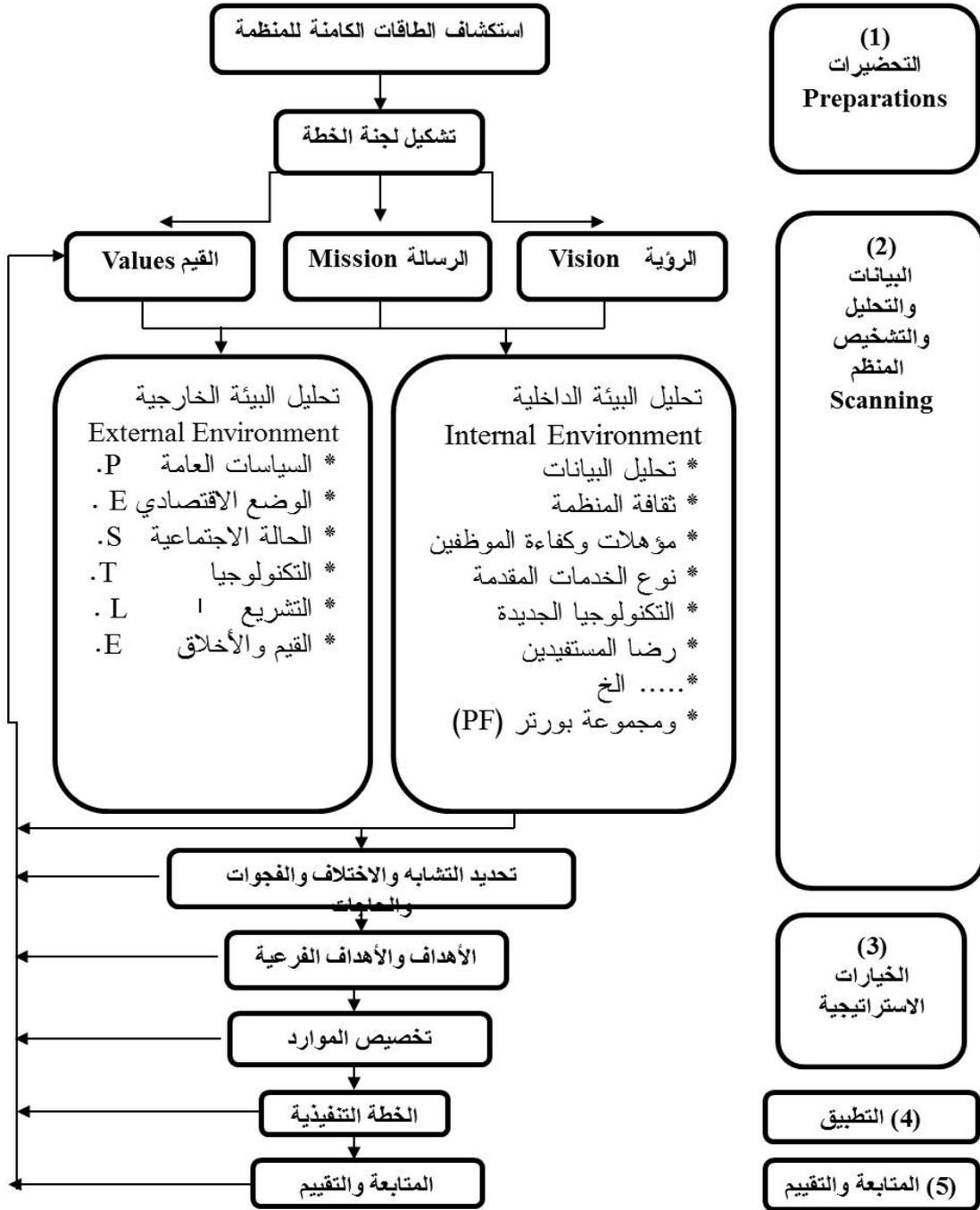
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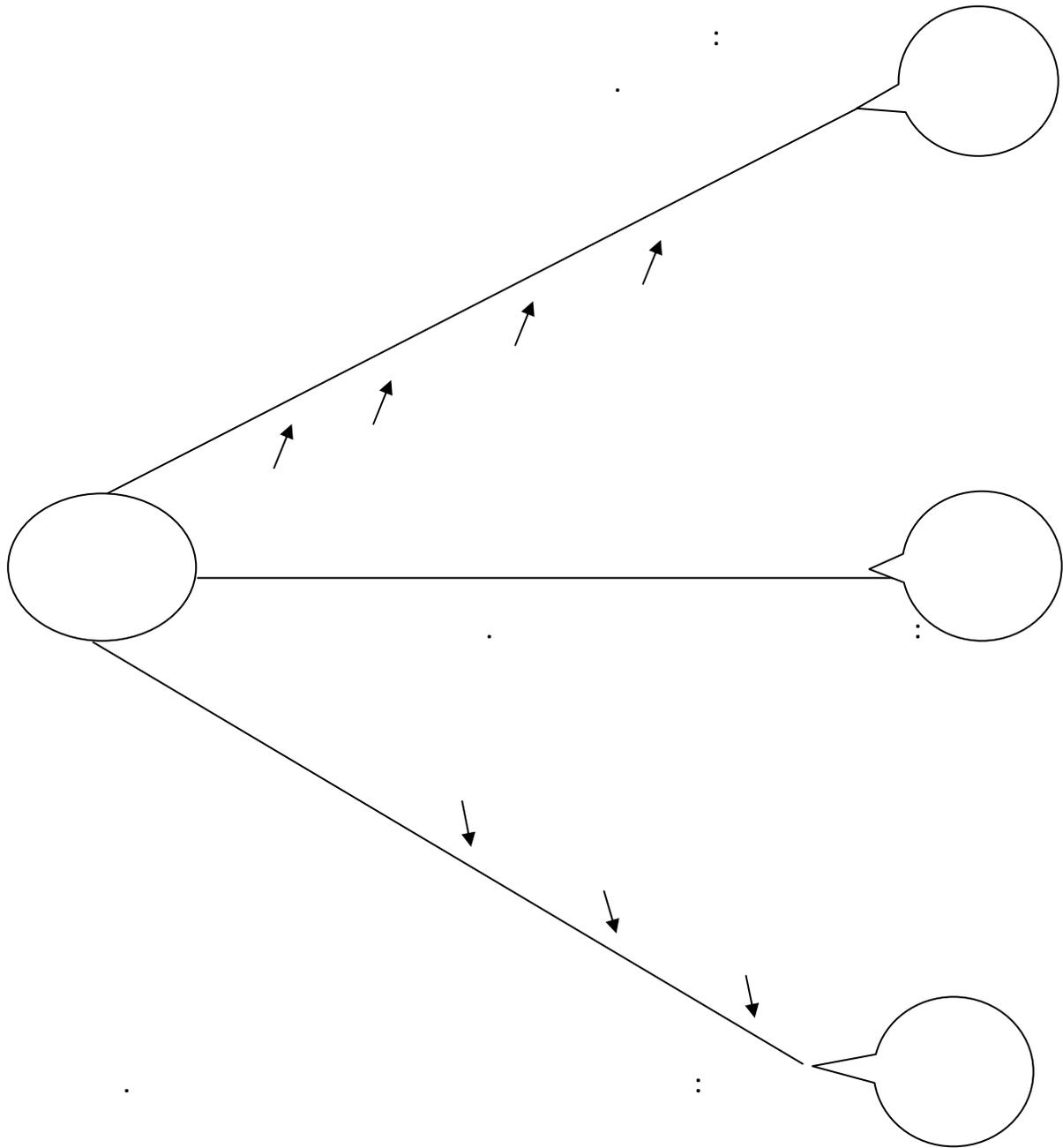
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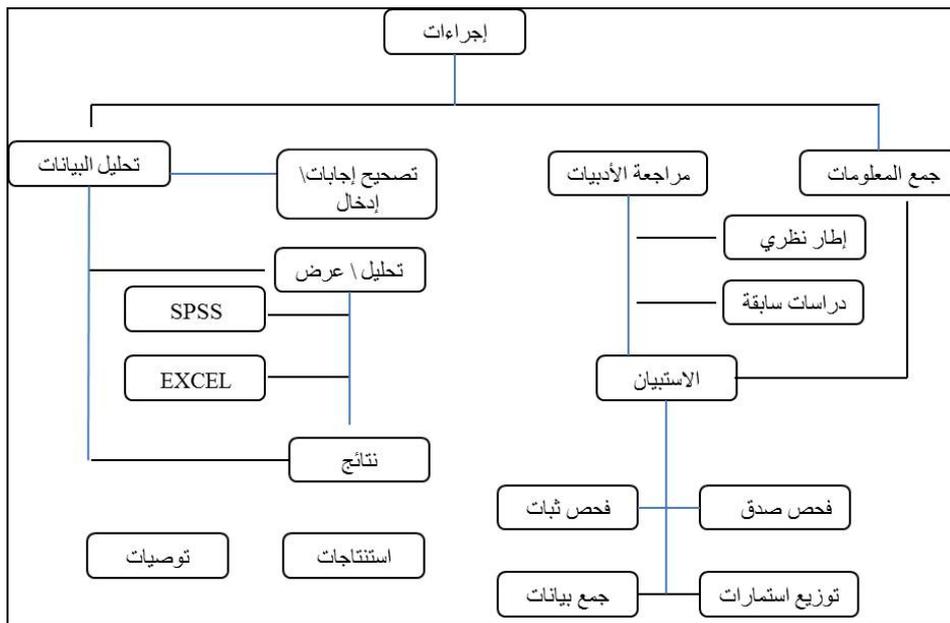
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0.789**	3		
0.762**	4		
0.752**	5		
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0.798**	1		3
0.962**	2		
0.909**	3		
0.756**	4		
0.616**	5		
0.662**	1		4
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0.705**	7		
0.651**	1		
0.565**	2		
0.902**	3		
0.811**	4		
0.838**	5		
0.503*	6		
0.552**	7		
0.842**	8		
0.702**	9		
0.489*	1		
0.798**	2		
0.757**	3		
0.803**	4		

: -3.3

0.888**	5		
0.856**	6		
0.803**	7		

( $\alpha = 0.05$ )

\*

( $\alpha = 0.01$ )

\*\*

### 5.3

(4.3)

Cronbach's Alpha

%97 %83

%95

:4.3

0.917	0.845	16	
0.973	0.956	31	( )
0.938	0.877	12	
0.917	0.898	7	
0.887	0.837	16	
<b>0.973</b>	<b>0.952</b>	<b>82</b>	

$$(32) \quad : \quad (1,377)$$

$$(190) \quad (940) \quad (215)$$

$$( \quad )$$

:

$$n = \frac{x^2 * N * K (1 - K)}{\{ \sigma^2 (N-1) + x^2 * N * K (1 - K) \}}$$

$$3.841 = \frac{n}{N} = \frac{K}{\sigma^2} = x^2$$

$$.095$$

$$= \frac{289}{320} = \frac{340}{11} = \frac{.320}{240}$$

$$(5.3)$$

: -5.3

<b>66.3</b>	212		
33.8	108		

4.7	15		
15.9	51		
<b>62.2</b>	199		
2.5	8		
14.1	45		
0.6	2		
<b>42.2</b>	135	30	
<b>36.9</b>	118	40 - 31	
16.3	52	50 - 41	
4.7	15	51	
<b>32.2</b>	103	4	
21.9	70	8 - 5	
17.8	57	12 - 9	
20.9	67	16 - 13	
7.2	23	17	
<b>49.4</b>	158		
19.1	61		
6.9	22		
3.4	11		
21.3	68		
<b>75.0</b>	240	(C )	
21.6	69	(A , B , C )	
3.4	11	(A1 , A2 , A3 , A4)	
<b>43.4</b>	139	3000 - 2000	
33.1	106	4000 - 3001	
13.4	43	5000 - 4001	
7.2	23	6000 - 5001	
2.8	9	6001	
<b>67.5</b>	216		
32.5	104		
<b>100.0</b>	<b>320</b>		

%66.3 (5.3)  
 %62.2  
 %79.1 40  
 ( 4 ) %32.2  
 %49.4  
 3000 – 2000 %75.0  
 %43.4  
 %67.5  
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 way Anova-One Correlation coefficient  
 .( Wilcoxon nonparametric Test



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$$5 =$$

$$0.8 = 4 = \underline{\quad\quad} = ( \quad\quad )$$

$$(1.8 - 1) \quad (1)$$

$$(2.6 - 1.81) \quad (2)$$

$$(3.4 - 2.61) \quad (3)$$

$$(4.2 - 3.41) \quad (4)$$

$$(5 - 4.21) \quad (5)$$

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متوسط	0.75	2.84	
متوسط	0.85	2.75	
<b>متوسط</b>	<b>0.73</b>	<b>2.79</b>	

: -1.4

متوسط	0.93	2.89	
متوسط	0.84	2.91	
متوسط	0.88	3.01	
متوسط	0.83	2.86	
متوسط	0.94	2.84	
<b>متوسط</b>	<b>0.78</b>	<b>2.90</b>	( )
متوسط	0.90	2.81	
متوسط	0.90	2.88	
متوسط	0.94	2.89	
<b>متوسط</b>	<b>0.81</b>	<b>2.86</b>	
<b>متوسط</b>	<b>0.87</b>	<b>2.86</b>	
<b>متوسط</b>	<b>0.74</b>	<b>2.87</b>	

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(0.85 0.75)

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(2.84 2.86 3.01 2.91 2.89)

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(3.33)

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	1.06	3.82		1
	1.08	3.78		2
	1.04	3.76		3
	1.05	3.75		4
	1.03	3.71		5
	1.03	3.69		6

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	0.99	3.68		7
	1.01	3.67		8
	1.18	3.33		9
	0.80	3.69		

(4.03)

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	1.11	4.03		1
	0.92	3.99		2
	1.00	3.96	( )	3
	1.16	3.91		4
	1.05	3.89		5
	1.10	3.86		6

: -3.4

	0.93	3.55	( )	7
	<b>0.80</b>	<b>3.88</b>		

(2009 )

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:4.4

	1.00	3.38		1
	1.15	3.15		2
	1.18	3.15		3
	1.21	2.94		4
	1.13	2.88		5
	1.02	2.73		6
	1.04	2.60		7
	1.05	2.58		8
	1.03	2.57		9
	0.98	2.46		10
	0.75	2.84		

(2.84)

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	1.08	2.95		1
	1.06	2.88		2
	1.07	2.75		3
	1.08	2.69		4
	1.11	2.69		5
	1.19	2.53		6
	<b>0.85</b>	<b>2.75</b>		

(2.75)

(5.4)

(0.85)

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.(2.95)

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:6.4

	1.09	3.14		1
	1.05	2.91		2
	0.99	2.88		3
	1.01	2.87		4
	1.00	2.68		5
	<b>0.93</b>	<b>2.89</b>		

:7.4

	1.04	3.35		1
	1.00	2.88		2
	1.03	2.88		3
	1.02	2.77		4
	1.07	2.64		5
	<b>0.84</b>	<b>2.91</b>		

(2.91)

(7.4)

(0.84)

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" " .(3.35)  
 .(2.88)  
 " .(2.64) " "  
 .(2.77) "

:8.4

	1.04	3.18		1
	1.02	3.08		2
	1.02	3.03		3
	1.06	3.02		4
	1.03	3.01		5
	1.08	3.01		6
	0.99	3.01		7
	1.07	2.98		8
	1.13	2.79		9
	<b>0.88</b>	<b>3.01</b>		

(3.01)

(8.4)

(0.88)

" " "  
 " " " .(3.18)  
 " " " .(3.08)  
 " " " .(3.03)  
 " " " .(2.79)  
 " " " .(2.98)

:9.4

	1.16	3.08		1
	1.02	3.01		2
	1.04	3.01		3
	1.05	2.88		4
	1.06	2.87		5
	1.06	2.84		6
	1.08	2.69		7
	1.03	2.50		8
	<b>0.83</b>	<b>2.86</b>		

(9.4)

(0.83) (2.86)

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" .(3.08)

" .(3.01) "

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.(2.84) "

(2.84) (10.4)

(0.94)

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" .(2.96)  
 .(2.70) "

:10.4

	1.07	2.96		1
	1.07	2.87		2
	1.04	2.85		3
	1.05	2.70		4
	<b>0.94</b>	<b>2.84</b>		

:11.4

	1.02	2.94		1
	1.04	2.82		2
	1.04	2.81		3
	1.05	2.76		4
	1.04	2.73		5
	<b>0.90</b>	<b>2.81</b>		

(2.94)

(11.4)

(1.02)

" " " "(2.94) " "(2.82) " "(2.73) " "(2.76) " :12.4

	1.05	2.98		1
	1.08	2.95		2
	1.04	2.95		3
	1.11	2.64		4
	<b>0.90</b>	<b>2.88</b>		

(2.88) (12.4) (0.90) " " "(2.95) " "(2.88) (2.89) (13.4) (0.94) " "

" " .(2.92)  
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.(2.82)

:13.4

	1.02	2.92		1
	1.07	2.92		2
	1.12	2.82	.( )	3
	<b>0.94</b>	<b>2.89</b>		

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:14.4

	1.14	3.07		1
	1.12	3.00		2
	1.07	2.91		3
	1.06	2.80		4
	1.05	2.79		5
	1.03	2.75		6
	0.99	2.72		7
	<b>0.87</b>	<b>2.86</b>		

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(14.4)

( ) (0.87) (2.86)  
 " " "  
 " " "(3.07)  
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 "(2.91) "  
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 " "(2.72)  
 " "(2.75)  
 "(2.79)  
 :15.4

	1.06	3.82		1
	1.08	3.78		2
	1.04	3.76		3
	1.05	3.75		4
	1.03	3.71		5
	1.03	3.69		6
	0.99	3.68		7
	1.01	3.67		8
	1.18	3.33		9
	<b>0.80</b>	<b>3.69</b>		

(3.69)

(15.4)

(0.80)

"



" .(4.03) " "

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4-1

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$(\alpha \leq 0.05)$

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$(\alpha \leq 0.05)$

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$(\alpha \leq 0.05)$

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Wilcoxon nonparametric Test

(17.4)

:17.4

		Z	
\	0.659	- 0.441	
\	0.000	- 3.879	
\	0.002	- 3.067	

(17.4)

( $\alpha \leq 0.05$ )

( $\alpha \leq 0.05$ )

(17.4)

( $\alpha \leq 0.05$ )

( $\alpha \leq 0.05$ )

(17.4)

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$(\alpha \leq 0.05)$

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$(\alpha \leq 0.05)$

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### Wilcoxon nonparametric Test

(18.4)

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:18.4

		<b>Z</b>	
\	0.727	- 0.349	
\	0.101	- 1.638	
\	0.000	- 6.041	
\	0.802	- 0.250	
\	0.486	- 0.697	
\	0.008	- 2.674	( )

$(\alpha \leq 0.05)$

(18.4)

$(\alpha \leq 0.05)$

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$(\alpha \leq 0.05)$

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Wilcoxon nonparametric Test

(19.4)

:19.4

		<b>Z</b>	
\	0.026	- 2.219	
\	0.562	- 0.580	
\	0.121	- 1.549	
\	0.789	- 0.267	

( $\alpha \leq 0.05$ )

(19.4)

( $\alpha \leq 0.05$ )

(19.4)

( $\alpha \leq 0.05$ )

( $\alpha \leq 0.05$ )

( $\alpha \leq 0.05$ )

(19.4)

( $\alpha \leq 0.05$ )

(19.4)

( $\alpha \leq 0.05$ )

( $\alpha \leq 0.05$ )

( $\alpha \leq 0.05$ )

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Wilcoxon nonparametric Test

(20.4)

:20.4

		<b>Z</b>	
\	0.245	- 1.163	

( $\alpha \leq 0.05$ )

(20.4)

( $\alpha \leq 0.05$ )

( $\alpha \leq 0.05$ )

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(3.4)

(23.4) (22.4) (21.4)

( $\alpha \leq 0.05$ )

(21.4)

( $\alpha \leq 0.05$ )

(21.4)

( $\alpha \leq 0.05$ )

$(\alpha \leq 0.05)$

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(T) :21.4

		T				
0.206	318	1.267	0.74	2.89	212	
			0.71	2.78	108	
0.012	318	2.515	0.71	2.93	216	
			0.75	2.71	104	

: -22.4

.)

0.77	3.05	15	
0.73	2.94	51	
0.75	2.84	199	
0.99	2.85	8	
0.59	2.74	45	
0.94	2.40	2	
0.72	2.93	135	30
0.77	2.79	118	40-31
0.70	2.80	52	50-41
0.67	2.89	15	51

: -22.4

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0.67	3.03	103	4	
0.72	2.88	70	8-5	
0.82	2.60	57	12 -9	
0.70	2.72	67	16-13	
0.67	2.98	23	17	
0.78	2.98	158		
0.65	2.80	61		
0.71	2.91	22		
0.57	2.63	11		
0.71	2.84	68		
0.73	2.85	240	(C )	
0.74	2.87	69	(A , B , C )	
0.87	2.83	11	A1 , A2 , A3 , ) (A4	
0.77	2.87	139	3000-2000	
0.70	2.87	106	4000-3001	
0.63	2.79	43	5000-4001	
0.84	2.69	23	6000 - 5001	
0.61	3.09	9	6001	

: -23.4

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0.598	0.734	0.39	5	1.98	
		0.54	314	169.47	
			319	171.45	

: -23.4

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0.598	0.734	0.39	5	1.98		
		0.54	314	169.47		
			319	171.45		
0.454	0.876	0.471	3	1.41		
		0.538	316	170.04		
			319	171.45		
0.003	4.018	2.08	4	8.32		
		0.518	315	163.13		
			319	171.47		
0.784	0.434	0.24	4	0.94		
		0.54	315	170.51		
			319	171.47		
0.982	0.018	0.01	2	0.019		
		0.54	317	171.43		
			319	171.45		
0.629	0.66	0.35	4	1.40		
		0.54	315	170.06		
			319	171.45		

( $\alpha \leq 0.05$ )

(23.4)

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( $\alpha \leq 0.05$ )

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(22.4)

5.4

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(Wheelen & Hunger)

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			(P) Policy
			(E) Economic
			(S) Social
	(1)		(T) Technology
	(2)		(L) Legal
	(3)		(E) Environment

:1.5

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- .Strategic Goals ○
- .Strategic Objectives ○
- .Strategies and Policies ○
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