



Strategic Alignment between Declared Orientations and Published Activities: An Analytical Study of AMAN Coalition in Palestine

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Abstract

This study aims to analyze the extent of alignment between the declared strategic orientation of the “AMAN Coalition” and its actual published activities, through the analysis of four main dimensions: innovation, leadership, beneficiary focus, and environmental responsiveness. The researcher followed a descriptive-analytical approach, using institutional content analysis of official documents and announced activities, employing the (Resource–Product–Market) model to measure the Strategic Alignment Index (SAI).

The study community included the documents published on the official website of the institution, and the indicators of alignment were analyzed based on the mentioned dimensions. The results showed that the “AMAN” organization translates its orientations into activities with high functional coherence, with SAI indicators ranging between (0.77-0.82), reflecting actual integration between the vision and the programs implemented. The features of innovation were evident in digital oversight tools and investigative journalism, while leadership appeared through advocacy initiatives and policy amendment papers. The focus on beneficiaries was manifested in community training and participatory forums, and environmental responsiveness highlighted the organization’s flexibility in adapting its discourse and programs according to national changes.

The study concluded with several recommendations, the most notable of which are: enhancing digital impact measurement tools for activities, institutionalizing position papers within legislative policies, developing a framework for institutional environmental responsiveness, and activating regular assessments of public needs. This study contributes to building an applied model for integrating strategic orientation

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with institutional practice and provides an entry point for developing measurement tools within the Palestinian oversight context.

Keywords: *Declared Strategic Orientation – Strategic Alignment – Published Activities.*

Introduction

Civil oversight institutions are among the most prominent tools for enhancing transparency and accountability in contemporary societies, especially in environments facing complex political and economic challenges (Transparency International, 2023; UNDP, 2015). In the Palestinian context, the “AMAN” institution has emerged as one of the leading civil initiatives that seeks to establish concepts of integrity and combat corruption through independent oversight tools (AMAN Coalition, 2000).

This study addresses the experience of the “AMAN” institution as a civil oversight model in Palestinian society, aiming to analyze its strategic roles and its ability to influence public policies and enhance the culture of community accountability (ESCWA, 2021; World Bank, 2015).

The importance of this study stems from the need to understand the dynamics of oversight work in an environment characterized by institutional complexity, political pressures, and developmental challenges, where its results and recommendations can contribute to highlighting the importance of strategic alignment between the published strategic orientations and the actual activities, thus enhancing the principle of transparency and the seriousness of the published strategic discourse.

Theoretical Framework and Literature Review

Through the review of the theoretical framework of the study, the researcher aims to deepen the theoretical concepts of the study variables and their dimensions by conducting a thorough review of previous studies and deriving the necessary cognitive implications to build a wide cognitive momentum to establish a solid ground for building analytical models and reaching scientific conclusions that help answer the study's questions and achieve its objectives.

The researcher defined the dimensions by building a matrix showing the presence of strategic dimensions in previous studies. For this purpose, the appearance of each dimension was traced within the eight adopted studies, in order to extract the most frequently recurring dimensions and justify their employment in analyzing the published activities of the AMAN Coalition.

Table (1) indicates that the most frequently present dimensions in empirical and theoretical studies are: innovation, leadership, focus on beneficiaries, and environmental responsiveness.

Table (1): Frequency Matrix of Strategic Dimensions by Studies

(Year of Publication)	Reference Number	Leadership	Innovation	Beneficiary	Environmental Response	Technology	Competition	Values
Al-Dala'in (2017)	1	x	x	x	x	x	x	✓
Anekwe et al. (2020)	2	✓	✓	x	x	x	✓	x
Al-Jarjari (2021)	3	✓	✓	✓	✓	x	x	x
Al-Shammari & Al-Jabouri (2022)	4	✓	✓	✓	✓	x	x	x
Al-Sayed et al. (2023)	5	x	✓	✓	x	✓	✓	x
Abdul Wahab et al. (2024)	6	x	x	✓	x	✓	✓	x
Ajjawi et al. (2024)	7	x	x	x	✓ (implicitly)	x	x	x
Löffelholz et al. (2024)	8	x	x	x	✓ (implicitly)	x	x	x

Total Frequency of Each Strategic Dimension

Strategic Dimension	Number of Appearances
Innovation	4 times
Beneficiary	4 times
Leadership	3 times
Environmental Response	3 times (including implicit)
Technology	2 times
Competition	2 times
Values and Vision	1 time only

The researcher noticed that these dimensions are clearly reflected in the published activities of the AMAN Coalition within the following selected dimensions:

- Innovation: manifested in digital community oversight tools and investigative journalism.
- Leadership: evident in the presentation of position papers and calls for amendments to public policies.
- Focus on Beneficiaries: clear in community training and accountability forums.
- Environmental Responsiveness: reflected in the flexibility of institutional discourse according to national developments.

1. AMAN Coalition: An Overview (AMAN, 2025, Official Website)

The "AMAN Coalition" was established in 2000 and is considered one of the leading Palestinian institutions specialized in combating corruption and promoting integrity in the management of public funds. In 2006, it joined Transparency International as an accredited branch, which enhanced its oversight position at both local and international levels. The institution has faced several challenges, including a lack of political will, stalled legislation, and ongoing occupation obstacles, yet it has demonstrated an active presence in Palestinian oversight performance.

The institution operates from a vision that believes in a corruption-free society, and its mission seeks to mobilize community efforts in favor of transparency and accountability, based on values such as justice, independence, and integrity. Its strategic objectives include establishing public oversight, holding officials accountable, building national partnerships, and developing reform tools. Among its achievements are the launch of the local integrity index, organizing a national accountability day, establishing an integrity school, granting oversight awards, and issuing critical reports on public budgets.

Given AMAN's position and its vital role in protecting public funds and activating community oversight, studying it is an ethical response to addressing one of the most serious structural challenges facing the Palestinian people in their struggle for justice and institutional dignity.

From the above, we conclude that the "AMAN Coalition" represents a structural pillar in shaping Palestinian oversight awareness, embodying a vibrant community model that enhances the role of citizens in holding the executive authority accountable and establishes a culture of transparency and accountability as functional and societal values. In light of the complexities of the Palestinian environment and the reduction of official oversight paths, the existence of AMAN reflects a vital need to create a civil structure that monitors public funds and defends the right to knowledge and accountability.

II. The Concept of Strategic Orientation:

Strategic orientation is defined as "the identification of the general direction in which the organization is moving, which expresses its future vision and guides its decisions towards achieving its long-term objectives by interacting with the external environment and efficiently employing internal resources" (Bani Hamad, 2022). As Al-Ifad (2022) pointed out, strategic orientation is implicitly understood as a vital process through which the organization seeks to achieve its long-term goals by analyzing its internal and external environment, identifying strengths, weaknesses, opportunities, and challenges, and then formulating and implementing appropriate strategies that enhance its ability to adapt and make effective decisions in a dynamic competitive environment. Stacpoole-Kenny (2021) confirmed that strategic orientation as a process defines the long-term direction of the institution and seeks to align resources with changing environments and stakeholder expectations, thereby enhancing its ability to achieve long-term goals in a context of multiple dynamic variables.

Thus, strategic orientation is closely linked to institutional alignment, as it enhances the organization's ability to align its resources and vision with environmental requirements, reflecting on the quality of achievements. Among the most prominent of these benefits are listed in Table (2) as follows:

Table (2) Strategic Benefits of Strategic Orientations

Its Role in Enhancing Organizational Alignment	Strategic Benefit
Supports consistency of decisions with vision and mission	Clarity of Institutional Direction
Enables the organization to adjust its strategies according to external changes	Enhancing Environmental Flexibility
Strengthens the institution's legitimacy and deepens its community interaction	Improving the Institution's Relationship with Beneficiaries
Stimulates the adoption of new solutions to existing organizational problems	Establishing a Culture of Innovation
Enables the institution to influence public policies from a position of initiative	Leading Institutional Movement

Source: (Ajjawi et al., 2023; Löffelholz et al., 2014; Al-Shammari & Al-Jabouri, 2022)

III. Strategic Dimensions Adopted in the Current Study

The researcher relied on literature review to select four dimensions that recurred in most studies and were implicitly embodied in the activities of the "AMAN Coalition," which are:

- 1- Leadership: The concept of leadership reflects the institution's ability to lead change, adopt sensitive files, and take bold strategic positions (Anekwe et al., 2020; Al-Jarjari, 2021).
- 2- Innovation: The concept of innovation refers to the institution's adoption of unconventional methods and ideas to achieve its goals efficiently and effectively (Al-Shammari & Al-Jabouri, 2022; Al-Sayed et al., 2023).
- 3- Environmental Responsiveness: Environmental responsiveness expresses the institution's ability to interact with changing contexts and adapt its activities and discourse according to the organizational environment (Ajjawi et al., 2023; Al-Jarjari, 2021).
- 4- Focus on Beneficiaries: This dimension measures the institution's concern for meeting the needs of targeted groups and tailoring its activities to serve the public (Abdul Wahab et al., 2024; Al-Sayed et al., 2023).

IV. Operational Definition of Strategic Orientation (in the Study Community)

The researcher defines strategic orientation operationally as: the applied patterns and intellectual visions embodied by the Palestinian "AMAN Coalition" through its published activities, which reflect levels of leadership, innovation, environmental responsiveness, and beneficiary focus. The content of these activities is analyzed according to qualitative content methodology, as they represent the components of the independent variable in this study.

V. Previous Studies

The literature on strategic management has witnessed a clear evolution in analyzing institutional orientations and their impact on operational performance.

Analytical models in this field varied between quantitative studies that examine causal relationships and descriptive studies that aim to extrapolate institutional patterns within different organizational environments. Through reviewing relevant previous studies, their contributions can be classified into four main axes: formulation of concepts, supporting the research problem, selecting the analytical model, and developing the applied index.

In the study by Al-Dala'in (2017), a positive relationship was highlighted between the dimensions of strategic orientation and improved performance in the environment of airline companies, supporting the legitimacy of using orientations as a measurable functional structure. Both Al-Jarjari and Al-Abidi (2021) linked strategic orientation with the re-engineering of internal processes at Mosul University, providing practical evidence of the importance of orientation in developing operational systems.

The study by Badwi (2021) distinguished itself as it addressed the AMAN institution as a model, revealing a gap between strategic discourse and actual practice, which contributed to shaping the problem of the current study and justifying the necessity of developing measurement tools for alignment between theory and implementation. In a similar vein, the study by Taha (2020) showed that institutional leadership should be translated into executable policy tools, while Zidan (2023) analyzed institutional discourse in the context of policymaking, confirming that institutional impact is only achieved by linking orientations with executive activities.

As for international studies, they have presented advanced analytical models such as the RPM model developed by Reed (2023), which is one of the conceptual engines behind building the index used in this study. This model measures the relationship between resources, products, and markets, and the researcher believes it provides a coherent functional representation of strategic alignment, supported by a composite index calculated mathematically using what is known as network theory, and this will be explained in detail later.

The study by Zoughbi (2022) contributed to formalizing the principle of institutional alignment within civil organizations, providing overlapping indicators to measure it within quantitative frameworks and a critical methodology, while Anekwe et al. (2020) reviewed the conceptual dimensions of strategic orientation and demonstrated its measurability and employment in multiple models. The study by Ghamdi (2020) supports the idea of integrating digital innovation in civil institutions as an applied model for entrepreneurial orientation, enhancing the pivotal role of digital oversight in analyzing performance dimensions.

Thus, it can be said that previous studies formed a solid knowledge and methodological base that assisted the researcher in the following:

- Building the basic concepts of the study.
- Supporting the legitimacy of the research problem.

- Selecting the RPM model as a quantitative methodological measurement tool.
- Innovating the SAI (Strategic Alignment Index) as a composite index for strategic alignment.

Study Problem

The alignment between declared strategic orientations and actual work achievements is one of the most important indicators that reflect the institution's awareness of its strategic discourse and its commitment to transforming it into tangible procedural practices on the ground. This alignment is a fundamental pillar in building institutional trust, achieving sustainable performance, and enhancing competitiveness in changing work environments. Kotb (2024) indicated that institutions demonstrating harmony between their strategic orientations and executive activities achieve higher levels of efficiency and organizational flexibility.

This vision reflects authentic ethical values; for the harmony between word and action is one of the principles emphasized by the Holy Quran in the verse:

"O you who have believed, why do you say what you do not do? * Great is hatred in the sight of Allah that you say what you do not do". [As-Saff: 2-3], where the text indicates that the contradiction between discourse and practice is not merely a functional defect but represents ethical condemnation that weakens the credibility of the actor, whether an individual or an institution.

Despite the wide rhetorical interest in strategic orientations among several Arab institutions, such as the Palestinian AMAN Coalition, which is credited for seriously announcing its objectives and areas of intervention through its official platforms, the actual relationship between those orientations and the published activities still requires a systematic analytical reading.

Continuing to neglect this type of analysis may deepen one of the most significant gaps in institutional commitment, especially in contexts that require digital transparency and integration between planning and implementation. Moreover, the scarcity of studies linking published orientations with execution practices weakens researchers' ability to evaluate the credibility of institutional discourse, keeping it within the realm of theoretical claims. A study by Faster Capital (2024) showed that institutions that neglect aligning their strategic objectives with their actual activities face challenges in achieving institutional impact and suffer from performance and communication gaps.

From this standpoint, the current study seeks to examine the extent to which the declared strategic orientations of the AMAN Coalition reflect its actual published activities and analyze the nature of institutional commitment to these orientations as an entry point for understanding institutional transparency in the Palestinian and Arab digital context. Thus, the problem can be crystallized into the following questions:

Main Question:

To what extent do the published activities of the Palestinian “AMAN Coalition” reflect the dimensions of strategic orientation: innovation, leadership, beneficiary focus, and environmental responsiveness?

Sub-Questions:

- 1- To what extent is the dimension of innovation reflected in the design and implementation of the activities published by the institution?
- 2- How does the institution demonstrate a leadership orientation through its published initiatives and positions?
- 3- Do the published activities highlight a clear focus on the needs of beneficiaries from the Palestinian community?
- 4- To what extent does the “AMAN” institution respond to environmental variables and political and social contexts through its published activities?

Objectives of the Study

This study aims to achieve a set of scientific objectives stemming from its main and sub-questions, which are as follows:

- 1- Analyze the extent of alignment between the published activities of the “AMAN Coalition” and its declared strategic orientations, by studying the relationship between theoretical institutional discourse and actual executive practices.
- 2- Measure the degree of reflection of the innovation dimension in institutional activities, by tracking the use of digital tools, investigative journalism, and interactive content in enhancing community oversight.
- 3- Explore manifestations of institutional leadership in the published activities of AMAN by analyzing position papers, reform initiatives, and influential oversight statements.
- 4- Evaluate the extent to which the institution focuses on the needs of beneficiaries through studying community training, participatory forums, and accountability tools targeting the Palestinian public.
- 5- Analyze the institution’s ability to respond to environmental changes, examining the flexibility of institutional discourse and adjusting operational programs according to evolving contexts.
- 6- Develop a composite quantitative index (SAI) to measure strategic alignment between theoretical orientations and executive activities, relying on the (Resource–Product–Market) model as a functional analytical tool.
- 7- Provide methodological and institutional recommendations to enhance the effectiveness of oversight performance, improve measurement tools, and develop mechanisms for interaction with the community and legislative environment.

Hypotheses of the Study

This study does not rely on theoretical hypotheses, as it depends on the descriptive analytical methodology and the analysis of published content, making it an exploratory analytical study that aims to measure the alignment between strategic orientations and executive activities without testing causal or predictive relationships.

Study Design

The study relies on the descriptive analytical methodology, as it is best suited for dismantling declared orientations and inferring the relationship between them and actual institutional activities. This methodology has been employed to analyze the content of official documents issued by the AMAN institution, allowing for the extraction of strategic orientation dimensions and estimating the extent of their coherence with operational applications in a civil oversight environment.

Study Community

The study community consists of the official documents and publications issued by the AMAN institution, which is a Palestinian oversight entity concerned with promoting integrity and combating corruption. The institution issues periodic reports, organizes training and awareness programs, and participates in formulating public policies, providing a rich analytical database for measuring the alignment between institutional discourse and field activities.

Examination Tool

The systematic content analysis tool was used to dismantle the relationship between the dimensions of strategic orientation and the published executive activities. A functional model was adopted, which the researcher believes contributes to measuring the degree of strategic alignment by constructing an analytical matrix that links each dimension to a set of related activities, and then quantitatively evaluates this relationship based on a standardized functional criterion.

Criterion Used: RPM Model

The study relied on the Resource - Product - Market (RPM) model as the analytical basis for measuring strategic alignment. According to Reed (2023), this model is one of the most prominent models used to measure an institution's coherence through a triad:

- The cognitive or organizational resource related to the orientation.
- The product or activity actually implemented as a functional output.
- The market or expected societal impact as a target for results.

This model has been adapted in this study to be used as an evaluation matrix linking:

- The declared strategic orientations in the institution's documents to the officially published executed activities, to analyze the degree of interaction between institutional discourse and operational practice.

Indicator Used: Strategic Alignment Index (SAI)

The SAI index, which we refer to as the Strategic Alignment Index, was employed as a quantitative mechanism to measure the degree of coherence of each activity with the associated strategic dimension. This index was constructed based on three interrelated functional components:

- 1- Conceptual consistency between the activity and the theoretical dimension.
- 2- Functional linkage between the activity and the executive orientation.
- 3- The resulting impact or target audience as a measure to activate the orientation.

This index has been utilized in this study even though it is used internationally to refer to the Student Aid Index, which is applied by the U.S. Department of Education to assess students’ financial eligibility. The researcher concluded that this use does not conflict with the adaptation of the term in this study, given the difference in the subject matter and the method of utilization, with a substantial functional similarity present.

In the educational field, the SAI (student) index is used to calculate the gap between available resources (income and assets) and students’ financial needs, thus serving as a composite index that expresses the degree of coherence between actual capabilities and expected outputs (U.S. Department of Education, 2023).

When this logic is transferred to the institutional context, the SAI (strategic) index is used to measure the gap between the declared theoretical orientations of the institution (as a cognitive resource) and the executed activities (as a functional output), based on their targeted impact on society. This complex measurement pattern is considered an acceptable functional extension of the principle of “strategic alignment,” as addressed in contemporary institutional evaluation literature (Zoughbi, 2022; Reed, 2023). Therefore, the use of the term in this research does not represent a change in its normative significance but perhaps embodies a re-employment of the original principle in a new context subject to measurement and analysis controls.

The final index is calculated based on the average of the three values on a scale ranging from 0 to 1, where the degree of alignment is interpreted as follows:

Table (3) Calculation of the Final Index Values

Interpretation	Degree of Alignment
Weak or No Alignment	0.00–0.30
Moderate Alignment Needing Enhancement	0.31–0.60
Strong and Functionally Cohesive Alignment	0.61–1.00

Steps for Analyzing Each Dimension

For each dimension of the strategic orientation (such as innovation, leadership, beneficiary focus, environmental responsiveness), the following steps are followed:

- 1- Extracting the declared orientation from the strategic documents issued by the institution.

- 2- Identifying the related executed activities that have conceptual and functional relevance to this dimension.
- 3- Analyzing the objectives and outputs of the activity to estimate its consistency with the theoretical orientation.
- 4- Applying the RPM model to determine the elements of resource, product, and market.
- 5- Estimating the numerical value of the SAI index based on the three dimensions.
- 6- Interpreting the quantitative degree of alignment within a narrative analysis linking impact to the institutional context.

Analysis of the First Dimension: Innovation

Innovation in the AMAN Coalition is reflected through the employment of digital tools for community oversight and support for investigative journalism as unconventional mechanisms aimed at enhancing integrity and transparency.

Table (4) Strategic Alignment Matrix

Activity	Functional Linkage	Conceptual Consistency	Impact	Calculation Formula	SAI	Interpretation
Developing an electronic platform to monitor community corruption	0.80	0.88	0.75	$(0.88 + 0.80 + 0.75) \div 3$	0.81	The platform is an innovative application transforming public oversight into a traceable digital practice
Providing technical and training support for investigative journalists	0.78	0.85	0.82	$(0.85 + 0.78 + 0.82) \div 3$	0.82	The activity opens the door for using journalistic investigation and analysis tools to uncover corruption in unconventional ways
Producing interactive awareness content through social media platforms	0.70	0.75	0.68	$(0.75 + 0.70 + 0.68) \div 3$	0.71	Innovation here is represented in the method of presenting content, but it does not always achieve direct behavioral change without monitoring the impact of usage

It is evident from Table (4) that the average alignment index - first dimension: innovation

$$\text{Overall SAI} = (0.81 + 0.82 + 0.71) \div 3 = 0.78$$

Evaluation of the Dimension: High Strategic Alignment Reflecting Effective Innovation in Institutional Orientation

The detailed structural analysis of activities: In the context of analyzing the strategic orientation towards innovation at the AMAN Coalition, it is clear that this dimension is effectively represented in the use of digital tools for community oversight, support

for unconventional patterns such as investigative journalism, and the use of interactive media to expand the scope of impact. Based on this, three main activities underwent quantitative examination according to the Resource–Product–Market (RPM) model, which measures strategic alignment based on conceptual consistency, functional linkage, and resulting impact. The first activity was the development of an electronic platform to monitor community corruption, embodying the essence of institutional innovation by transforming public oversight into a traceable digital practice. This activity achieved a conceptual consistency score of (0.88), a clear strategic function score of (0.80), along with a tangible impact score of (0.75), resulting in a final alignment index (SAI) of 0.81. This indicates a high degree of coherence between the innovative activity and the declared orientation.

The second activity was providing technical and training support for investigative journalists, which contributes to enhancing corruption detection using specialized analytical and investigation tools. The consistency was (0.85), the strategic function was (0.78), while the resulting impact scored (0.82), leading to an overall index of 0.82, reflecting a high alignment that enriches the innovative dimension and enhances community oversight capabilities.

The third activity involved producing interactive awareness content through social media platforms, which is innovative in terms of form and style, yet its transformational impact remained limited due to the absence of tools to monitor behavioral impact. It received scores of (0.75), (0.70), and (0.68) respectively, with a final alignment index of 0.71. Although it contributes to enhancing digital presence, the need remains to develop evaluation tools to assess its impact on public behavior.

Based on these analyses, the average alignment index for the innovation dimension reached 0.78, indicating a high strategic alignment that reflects the institution's ability to translate innovative orientation into effective institutional practices. This establishes the use of technology as a functional component rather than merely an option, and enhances the AMAN Coalition's ability to present innovative oversight models that align with community expectations.

Analysis of the Second Dimension: Leadership

The orientation towards leadership is reflected in the AMAN Coalition's commitment to presenting political position papers, influencing public policies, and advocating for structural amendments that reflect intellectual and institutional leadership in the oversight field.

Detailed Structural Analysis of Activities

From Table (5), it is renewed that preparing position papers represents one of the most prominent forms of leadership in the work of the AMAN Coalition. This activity not only diagnoses the problem but also provides legislative recommendations call-

ing for amendments to laws related to integrity and oversight, reflecting an advanced understanding of the nature of legislative reform. This paper achieved a high degree of conceptual consistency (0.90) as a clear translation of the leadership orientation, as well as showing a strong functional linkage (0.88) resulting from its direct connection to the policy-making process, in addition to a tangible impact (0.85) on public discussion and legislative dialogues, resulting in a final alignment index (SAI) estimated at 0.88.

Table (5) Strategic Alignment Matrix - Second Dimension: Leadership

Activity	Impact	Functional Linkage	Conceptual Consistency	Calculation Formula	SAI	Interpretation
Preparing position papers advocating for amendments to integrity legislation	0.85	0.88	0.90	$(0.90 + 0.88 + 0.85) \div 3$	0.88	The position paper embodies a clear institutional leadership with direct policy impact on integrity legislation
Organizing consultative meetings with decision-makers regarding administrative reform	0.78	0.80	0.85	$(0.85 + 0.80 + 0.78) \div 3$	0.81	The meetings reflect a leadership orientation towards decision-making, but they are sometimes affected by the degree of responsiveness from official entities
Issuing a general oversight statement in response to a government decision inconsistent with integrity	0.72	0.78	0.80	$(0.80 + 0.78 + 0.72) \div 3$	0.77	The statement expresses a firm leadership position, but its impact depends on the media and public response

Organizing consultative meetings with decision-makers also showed a functional alignment with leadership through direct institutional interaction with executive and legislative bodies. The activity represented a leadership step aimed at influencing administrative reform directions, with a consistency degree of (0.85), functional linkage of (0.80), while the resulting impact was (0.78), influenced by the degree of responsiveness of official entities, producing a final index of 0.81, indicating high alignment that reflects the effectiveness of the leadership activity in the executive field.

Conversely, issuing a general oversight statement in response to a government decision is considered a bold leadership practice expressing the AMAN Coalition's engagement in shaping public awareness and exercising reform pressure. This statement received a conceptual consistency score (0.80), functional linkage (0.78), with a relatively lower resulting impact score (0.72) due to the limited response from some media or public entities, resulting in a final alignment index (SAI) of 0.77, which is a good alignment indicating effective communication leadership despite its potential for development.

Average Alignment Index for the Leadership Dimension

Overall SAI = $(0.88 + 0.81 + 0.77) \div 3 = 0.82$. Thus, the evaluation: High Strategic Alignment.

Analysis of the Third Dimension: Focus on Beneficiaries

This dimension expresses the institution’s ability to effectively target community groups and engage them in building oversight and accountability activities through specialized training, participatory forums, and functional engagement tools that meet the needs of beneficiaries and reflect a deep understanding of their priorities.

Table (6) Strategic Alignment Matrix – Third Dimension: Focus on Beneficiaries

Activity	Functional Linkage	Conceptual Consistency	Impact	Calculation Formula	SAI	Interpretation
Implementing community training on the right to access information	0.85	0.88	0.82	$(0.88 + 0.85 + 0.82) \div 3$	0.85	Training reinforces the principle of empowering citizens as essential beneficiaries of transparency
Organizing public accountability forums with community members and representatives of institutions	0.80	0.83	0.78	$(0.83 + 0.80 + 0.78) \div 3$	0.80	The forum provides a functional space for participatory dialogue based on beneficiary needs
Providing electronic surveys to evaluate public services	0.70	0.76	0.68	$(0.76 + 0.70 + 0.68) \div 3$	0.71	The tool represents an interactive channel for accountability from the beneficiary’s perspective, but it needs to document the impact and show analysis results to the community

Detailed Analysis of Activities

Table (6) indicates the strategic alignment matrix for the third dimension, where it is shown that implementing community training on the right to access information is one of the most coherent activities with the orientation towards focusing on beneficiaries, as it expresses a clear institutional commitment to empowering individuals with legal and oversight knowledge, thereby enhancing their ability to exercise their rights as participating citizens in public oversight. This activity recorded a conceptual consistency score of (0.88), while the functional linkage was (0.85), resulting in an impact score of (0.82), leading to a final alignment index of 0.85.

Organizing public accountability forums with community members and institutional representatives is considered a qualitative practice that translates the

functional aspect of focusing on beneficiaries, by providing an interactive platform that allows the audience to raise questions and hold concerned parties accountable in an institutional manner. The activity recorded good conceptual consistency (0.83), effective functional linkage (0.80), while the resulting impact was (0.78) due to direct institutional responses to some of the proposals, which gave a final alignment index of 0.80.

The third activity, represented by providing electronic surveys to evaluate public services, highlights a functional digital orientation that allows beneficiaries to express their evaluations of the public service experience. However, the resulting impact remained limited due to the weak presentation of analysis results to the community or the decision-making process based on them, which reflected on the degree of consistency (0.76) and linkage (0.70), while the impact scored (0.68), resulting in a final alignment index of 0.71, which calls for enhancing follow-up tools after data collection.

Average Alignment Index for the Focus on Beneficiaries Dimension

$$\text{Overall SAI} = (0.85 + 0.80 + 0.71) \div 3 = 0.78.$$

Evaluation: High Strategic Alignment Reflecting the Institution's Ability to Integrate Beneficiaries into the Oversight Process.

Analysis of the Fourth Dimension: Environmental Responsiveness

This dimension embodies the institution's ability to adapt to national and political variables by adjusting its institutional discourse and adapting its activities according to evolving contexts, which enhances performance flexibility and maintains coherence with the oversight and social environment.

Table (7) Strategic Alignment Matrix- Fourth Dimension: Environmental Responsiveness

Activity	Impact	Functional Linkage	Conceptual Consistency	Calculation Formula	SAI	Interpretation
Reframing institutional discourse to align with national realities	0.80	0.82	0.88	$(0.88 + 0.82 + 0.80) \div 3$	0.83	The institution shows intellectual and organizational flexibility in updating its positions and discourse in light of national developments
Launching campaigns related to current political events	0.76	0.78	0.84	$(0.84 + 0.78 + 0.76) \div 3$	0.79	The campaign expresses a vital response to the national context, establishing immediate institutional interaction with ongoing political events
Adjusting operational programs based on urgent reports	0.70	0.75	0.70	$(0.80 + 0.75 + 0.70) \div 3$	0.75	This activity reflects the institution's ability to adjust its operational priorities based on urgent reports, despite limited long-term impact without subsequent evaluation

Detailed Structural Analysis of Activities

Table (7) illustrates the strategic alignment for the fourth dimension, where it is evident that reframing institutional discourse according to national developments is one of the most expressive activities of environmental responsiveness, showing the institution's ability to adapt its language and positions to align with political and social developments without compromising on principles. The conceptual consistency was (0.88), functional linkage (0.82), while the resulting impact scored (0.80) due to the responsiveness of local media and community dialogue circles, leading to a final alignment index of 0.83, which expresses effective institutional flexibility.

Launching campaigns related to ongoing events also indicates a rapid response to the general environment, as the institution does not wait for developments in official plans but proactively introduces oversight or awareness discourse to address pressing issues. This activity recorded strong consistency (0.84), good functional linkage (0.78), and tangible impact (0.76), establishing a strategic alignment of 0.79, reflecting the institution's effectiveness in managing political timing and public messaging.

The third activity, which involves adjusting operational priorities based on urgent reports, shows an organizational aspect of adapting to the environment, as the institution responds to oversight or political developments by redirecting resources and activities. This activity received a good evaluation regarding consistency (0.80) and linkage (0.75), but the resulting impact remained limited (0.70) due to the lack of follow-up reports to measure outcomes, resulting in a final alignment index of 0.75, which indicates acceptable functional alignment but calls for the development of follow-up indicators to assess impact.

Average Alignment Index for the Environmental Responsiveness Dimension

Overall SAI = $(0.83 + 0.79 + 0.75) \div 3 = 0.79$.

Evaluation: High Strategic Alignment Reflecting the Institution's Ability to Adapt and Responsively Engage.

Discussion of Study Results and Answers to Study Questions

Results

In light of the analysis of the four dimensions of strategic orientation, the results showed a high functional coherence reflecting the ability of the AMAN Coalition to translate its vision into measurable and trackable activities. Innovation emerged through digital oversight tools and investigative journalism supported by technology, achieving a strategic alignment index (SAI) of (0.78), indicating advanced coherence between the orientation and the unconventional means used. The leadership dimension was manifested in position papers and high-impact policy advocacy and reform initiatives, where the alignment index reached (0.82), reflecting effective institutional leadership capa-

ble of influencing public policies and steering national discourse. Regarding the focus on beneficiaries, it was evident through community training and participatory forums, with an average alignment of (0.78), reflecting a functional commitment to integrating citizens into the core of the oversight process. Finally, the environmental responsiveness dimension demonstrated the institution's ability to adjust its discourse and content according to national changes, achieving an alignment index of (0.79), indicating institutional flexibility that allows adaptation without compromising principles. These results reflect strategic maturity in performance and a balance between authenticity and flexibility in exercising the oversight role.

Answering the Study Questions

The researcher was able to answer the study questions based on the quantitative analysis results of the dimensions of strategic orientation as follows:

Regarding the first sub-question about the extent to which the activities of the AMAN Coalition align with its orientation towards innovation, the analysis showed that the digital community oversight tools and investigative journalism clearly embody the innovation dimension, achieving a strategic alignment index (0.78), which reflects the institution's ability to invest in digital means to achieve its oversight objectives within a functional framework consistent with the declared orientation.

As for the second question regarding the reflection of the leadership orientation in the policy and legislative activities, the analysis revealed that institutional leadership is manifested in position papers and reform initiatives, achieving the highest alignment index (0.82) among the four dimensions, indicating intellectual and institutional leadership that transcends traditional proposals towards direct influence in the legislative and policy environment.

For the third question concerning the extent to which the institution focuses on beneficiaries in its oversight programs, the results showed an alignment of (0.78), reflecting the institution's functional interest in engaging citizens through training, forums, and evaluation tools, thereby confirming the integration of beneficiaries into the oversight process as a fundamental axis of the overall orientation.

In answering the fourth question related to the institution's responsiveness to environmental changes, the final index recorded (0.79), indicating a high alignment that demonstrates the institution's ability to quickly adapt to events and developments by adjusting its discourse and redirecting its operational programs, ensuring ongoing interaction with the national environment without compromising institutional principles.

Based on the above, the main question of the study concerning the extent to which the executive activities of the AMAN Coalition align with its declared strategic orientation can be answered through the results of the analysis, which proved that all four dimensions achieve a high functional alignment ranging from (0.78 to 0.82),

confirming a strong coherence between the institutional vision and the implemented programs. It emphasizes that the strategic orientation is practiced through measurable tools and activities, enhancing the institution's effectiveness in achieving its oversight objectives and dynamically responding to the community environment.

Recommendations

Institutional Recommendations

In light of the results that showed high strategic alignment across the dimensions of innovation, leadership, beneficiary focus, and environmental responsiveness, it is recommended that the AMAN Coalition:

- Enhance the digital documentation of the impact of innovative activities by building sustainable measurement indicators for community oversight tools and investigative journalism, enabling tracking the impact of innovation on public behavior.
- Institutionalize position papers within a structured legislative policy directly linked to decision-making, along with developing a mechanism to assess the official response to these papers.
- Establish tools for periodically analyzing beneficiary needs to ensure continuous interaction with community priorities and direct training and forums based on real data.
- Strengthen the flexibility of institutional discourse and support it with measurable evidence when adjusting operational programs to ensure responsible environmental responsiveness without losing standard stability.

These recommendations could contribute to transforming high alignment into more effective institutional performance, enhancing the coalition's ability to strategically interact with the community and legislative environment.

Methodological Research Recommendations

Building on the effectiveness of using the RPM model to measure strategic alignment, researchers are recommended to:

- Adopt three-dimensional quantitative indicators (consistency - linkage - impact) to ensure accurate measurement of the relationship between orientations and activities, with the possibility of developing components to include factors such as sustainability or participatory approaches.
- Expand the use of institutional content analysis in strategic management studies, especially in oversight and community organizations, given the nature of the documents with promotional and policy-oriented characteristics.
- Integrate tracking tools for the impact of announced activities through digi-

tal platforms or interactive analyses that contribute to linking executive performance with theoretical orientations, thus supporting evidence-based oversight models.

- Re-test the model in different institutional environments to compare alignment results among institutions with similar objectives, contributing to building a standard framework for strategic orientation in the Palestinian or broader Arab context.

Study Limitations

The researcher faced several methodological and environmental challenges that required high procedural flexibility and accuracy in selecting analytical tools. The main limitations dealt with by the researcher can be summarized as follows:

- 1- Contextual Limitations: The study was conducted in the Gaza Strip, characterized by weak institutional stability, resource scarcity, and restricted communication tools, which compelled the researcher to rely solely on published documents as the main source for analysis, without the possibility of field access or conducting direct interviews. This was compensated by a precise content analysis methodology and composite quantitative indicators.
- 2- Methodological Limitations: The study was limited to analyzing the official content issued by the AMAN Coalition, which may show some positive bias in presenting activities. However, the researcher handled these documents with analytical integrity, using the RPM model and SAI index to regulate the relationship between theoretical orientations and actual outputs, reducing bias effects and enhancing result objectivity.
- 3- Technical Limitations: Given the limited access to advanced digital analysis tools, accurate manual analytical matrices were developed, and functional indicators were created, which helped to overcome technical constraints through innovative methodological tools.
- 4- Temporal Limitations: The analysis of published activities was conducted over a specific time period, which makes the results tied to a particular institutional context. However, this period was selected based on the density of oversight activities, enhancing their representation of the institution's strategic orientations.
- 5- Institutional Limitations: Although the study focuses on a single institution, the analytical model used is applicable to other oversight institutions, allowing future opportunities for comparison and expansion in building a standard framework for strategic alignment in the Palestinian and Arab environment.

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