

The Reality of Strategic Planning in Non-Profit Organizations to Achieve Sustainable Development in the Kingdom of Saudi Arabia

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Abstract

Non-profit organizations (NPOs) have become essential players in the global campaign to achieve sustainable development. Following their important roles in nation building and economic development, it is pertinent to explore the impacts of strategic planning in non-profit organizations on sustainable development in Saudi Arabia. This is the focus of this article, in light of approaches NPOs contribute to the achievement of the Vision 2030 in the Kingdom. A survey design was employed, using quantitative study method. Data was collected through questionnaire, from 157 stakeholders in different non-profit organizations in Saudi Arabia. Analysis was conducted using relevant statistical measures. The result showed that there are certain variables that can be identified as the major approaches through which strategic planning in non-profit organizations in Saudi Arabia can impact on sustainable development. One of these approaches is through community mobilization, wherein NPOs help in engaging members of the community to participate in sustainable developmental initiatives for the nation. Other approaches include empowerment of the community, representing the minority groups, adapting to the changing economic environments, and by changing policies and programs to reflect the Vision 2030. These measures are achieved through strategic planning in the NPOs. The results further indicated that an overwhelming majority accepted five key factors that affect strategic planning in non-profit organizations in Saudi Arabia, including funding, stakeholders' participation, adapting to the changing socioeconomic and environmental considerations, data-driven decision-making system and effective partnership with other NPOs or NGOs in the country. One major observation is the impact of data-driven decision-making in NPOs. A key consideration in the Vision 2030 is the diversification of the Saudi Arabian economy, a major shift from oil-driven economy to knowledge-based economy. As such, NPOs must integrate data-driven system into their strategic planning to be able to activate sustainable development initiatives in the Kingdom.

Keywords: *Non-profit organizations (NPOs), Vision 2030.*

1. Introduction

Non-profit organizations (NPOs) are essential to tackling socioeconomic problems and advancing sustainable development on a global scale. These organizations work to fulfill their goals without primarily concentrating on increasing profits; instead, they advance social welfare and advance the common good. This makes them important agents of change. The importance of NPOs in attaining a sustainable and equitable society by 2030 is highlighted by the Sustainable Development Goals (SDGs) of the United Nations. As they have the knowledge and community-driven focus to address social, economic, and environmental concerns inside the nation, NPOs have emerged as crucial partners in this

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process. Saudi Arabian NPOs support a range of development initiatives, such as eradicating poverty and advancing women's rights, education, healthcare, and environmental protection. To promote sustainable development and improve the welfare of Saudi residents, these organizations work in conjunction with national and international partners and governmental institutions. Their initiatives are in line with the nation's transformational blueprint, Vision 2030, which strives to build an ambitious country, a flourishing economy, and a dynamic society.

Effective strategic planning is crucial for non-profit organizations to achieve sustainable development. An organization's purpose, vision, goals, and strategies for achieving its objectives are defined via the thorough and forward-looking process of strategic planning. It entails assessing an organization's advantages, disadvantages, opportunities, and threats in order to create action plans that are consistent with its guiding principles and mission. NPOs may maximize their resources, increase operational effectiveness, and increase the impact of their activities with the help of strategic planning. It makes it easier to establish precise priorities, identify intended recipients, and choose the most efficient actions. NPOs may track their success, adjust to shifting conditions, and guarantee long-term viability by coordinating their operations with strategic plans.

Despite the widely accepted importance of non-profit organizations and strategic planning in advancing sustainable development, there is still little study on the reality of strategic planning in NPOs in the Saudi Arabian context. For Saudi Arabian NPOs to increase the efficacy and efficiency of their work, it is essential to understand the difficulties, best practices, and results of strategic planning in these organizations. By performing a thorough investigation of the strategic planning methods of a few chosen NPOs operating in Saudi Arabia, this research aims to fill this vacuum in the literature. The purpose of the study is to shed light on the variables that aid or obstruct the effective execution of strategic plans, as well as the effects of such planning on an organization's capacity to support national sustainable development.

2. Literature Review

2.1. Non-Governmental Organizations and Sustainable Development; A conceptual Review

Non-profit organizations (NPOs) have become essential players in the global campaign to achieve sustainable development (Smith et al., 2020), actively advancing social, economic, and environmental objectives (Johnson & Brown, 2018). In order to meet the needs of today's society without jeopardizing the capacity of the next generation to meet their own needs, sustainable development, as defined by the United Nations, entails "the harmonious integration of economic progress, social equity, and environmental protection" (UN, 2016: 9).

By using their knowledge, community-driven strategy, and mission-oriented focus to solve complex social concerns (Thompson & Williams, 2019) and encourage positive change (Jones, 2017), Non-profit organizations play a crucial role in this situation. Non-profit organizations often work at the local level, providing vital services, healthcare, education, and social assistance to disadvantaged groups (Martin et al., 2016). As change agents, Non-profit organizations enable people and communities to actively engage in their own development (Hansen & Smith, 2018), promoting sustainability and a feeling of ownership in the process (Brown & Anderson, 2015).

Strategic planning is the cornerstone of NPOs' commitments to sustainable development (Johnson et al., 2019). In order to accomplish desired results, an organization must align its purpose, objectives, and resources via the methodical and forward-looking process of strategic planning (Kaplan & Norton, 2005). This process determines the direction of an organization's actions (Choi & Lee, 2018). This planning process entails performing a

thorough analysis of the organization's internal and external environments (James & Miller, 2017), "identifying strengths and weaknesses, opportunities and threats" (Clark & Robinson, 2016: 41), and developing strategies to build on strengths, mitigate weaknesses, pursue opportunities, and address challenges (Brown & Lee, 2020). Non-profit organizations may establish their vision, purpose, and values via strategic planning (Smith & Johnson, 2018), which directs their daily operations in the direction of the intended results (Evans & Davis, 2016). It acts as a guide for NPOs to determine which sustainable development objectives are most important at the local, national, and international levels (Roberts & White, 2019) (Lopez & Green, 2017). Non-profit organizations aid in the accomplishment of bigger socio-economic and environmental goals by coordinating their activities with overarching sustainable development agendas (Davis et al., 2018).

Strategic planning also makes it easier for Non-profit organizations to develop quantifiable goals and results (Smith & Taylor, 2016), ensuring that their efforts are effective and long-lasting (Brown & Martin, 2017). Non-profit organizations may stretch their resources farther and have a greater influence on sustainable development objectives (Harris et al., 2019) by optimizing resource allocation (Williams & Anderson, 2018). By doing this, they can make the most of their limited resources, volunteer hours, and other assets (Peters & Clark, 2016). Additionally, strategic planning gives NPOs the flexibility and resiliency they need to react to shifting conditions and new problems (Robinson & Evans, 2018). Strategic planning enables non-profit organizations (NPOs) to adapt and respond to new opportunities and threats while remaining true to their mission (Thompson et al., 2020). Community engagement and stakeholder involvement are crucial components of strategic planning (Jones & Brown, 2017).

Sustainable development requires long-term vision and flexibility (Lee & James, 2019). NPOs make sure their efforts are in line with the real needs and ambitions of the communities they serve by actively incorporating beneficiaries, funders, partners, and community members in the planning process (Miller & Davis, 2018). This participatory approach improves community ownership and sustainability while also strengthening the relevance of treatments (Clark & Johnson, 2015). The development of precise performance indicators and assessment processes is also made easier by strategic planning (Smith et al., 2017). This makes it possible for NPOs to efficiently assess their development and impact (Hansen & White, 2018), allowing them to make data-driven choices to hone and enhance their approaches to sustainable development (Green & Lopez, 2019).

Additionally, the strategic planning process encourages NPOs to look for joint ventures and alliances with other organizations, institutions of higher learning, and corporations (Lee & Harris, 2019). These alliances encourage teamwork and resource sharing (Taylor & Miller, 2016), which strengthens the overall effect of sustainable development programs (Brown & Davis, 2018). In Saudi Arabia and across the world, NPOs' dedication to sustainable development goals depends heavily on strategic planning (Johnson et al., 2020). Strategic planning improves NPOs' contributions to tackling complex problems and advocating for change in the pursuit of a more sustainable and equitable world by offering a comprehensive framework for goal alignment, resource optimization, adaptability, and collaboration (Choi & Brown, 2020).

2.2. Theoretical Reflections for the Study

The implementation of strategic planning within non-profit organisations (NPOs) plays a pivotal role in attaining sustainable development results and effectively tackling intricate societal challenges. This section examines different theoretical models and frameworks pertaining to strategic planning within the context of non-profit organisations (NPOs). It also discusses the ways in which these theories contribute to the strategic planning process, specifically in the pursuit of sustainable development goals. Several pertinent

theories that have an impact on strategic planning in non-profit organisations (NPOs) encompass the resource-based view, stakeholder theory, and the strategic management process.

Within the realm of non-profit organisations (NPOs), which frequently cater to a wide range of individuals from diverse backgrounds and those who are susceptible to various vulnerabilities, the application of stakeholder theory assumes a heightened significance. In order to maintain the organization's mission and goals as the focal point, it is imperative for strategic planning to integrate stakeholder engagement, thereby considering the needs and aspirations of the communities being served (Clark & White, 2019).

The inclusion of stakeholders in the strategic planning process has the potential to augment the legitimacy of non-profit organisations (NPOs) and foster more robust connections with their constituencies (Johnson et al., 2018). Moreover, stakeholder theory promotes the cultivation of collaboration and the establishment of partnerships with various entities such as organisations, governments, and businesses, thereby facilitating collective efforts towards sustainable development (Hansen & Anderson, 2019). Nevertheless, the task of effectively handling divergent interests among stakeholders can present difficulties, necessitating the strategic planning process to aim for a harmonious equilibrium that is consistent with the organization's overarching mission (Taylor & Davis, 2017).

The strategic management process encompasses a comprehensive framework that is utilised to formulate and execute strategies with the aim of attaining an organization's objectives. The integration of long-term vision and adaptability to changing circumstances is a guiding process for non-profit organisations (NPOs) that are actively pursuing sustainable development outcomes. Strategic planning, as an integral element of the strategic management process, encompasses the establishment of unambiguous objectives, the execution of comprehensive situational analyses, and the development of action plans (Martin & Harris, 2016).

An essential component of the strategic management process for non-profit organisations (NPOs) involves ensuring that their strategies are in line with the overarching sustainable development agendas, such as the United Nations Sustainable Development Goals (UN, 1987). NPOs make a valuable contribution to global endeavours by prioritising their distinct mission and specialised knowledge (Brown & Robinson, 2016). Nevertheless, it is imperative to acknowledge that the strategic management process necessitates continuous assessment and acquisition of knowledge in order to adapt to ever-changing environments and guarantee the continued relevance of strategic objectives (Evans & Lopez, 2018).

The selection of the resource-based view (RBV) as the conceptual framework in this research is driven by its suitability and pertinence in comprehending the strategic planning process in non-profit organisations (NPOs) that aspire to achieve sustainable development outcomes. The Resource-Based View (RBV) places emphasis on the importance of distinct resources and capabilities that an organisation possesses in order to achieve a competitive advantage. Within the realm of non-profit organisations (NPOs), the resource-based view (RBV) offers significant contributions by shedding light on how these entities can strategically utilise their unique resources, including human capital, social networks, and financial assets, to effectively tackle intricate societal issues and make meaningful contributions towards the attainment of sustainable development objectives. This study seeks to explore the resource-based view within the context of non-profit organisations (NPOs) in order to provide insights into how these organisations can strategically allocate and utilise their resources to effectively enhance their contributions to sustainable development initiatives.

2.3. Non-Profit Organizations as Sustainable Development catalysts in Saudi Arabia; An Empirical Review

According to the Ministry of Labor and Social Affairs, there are currently over 1200 non-profit organizations in Saudi Arabia. Although the government has set certain operational criteria for both establishment and functionality of non-profit organizations in the country, the NPOs have managed to emerge as strong sustainable development catalysts in the Kingdom. The strategic planning practises employed by non-profit organisations (NPOs) operating within the Kingdom of Saudi Arabia are influenced by a distinct combination of cultural, economic, and political factors. This section explores the local factors that impact their approach to sustainable development initiatives. Non-profit organisations (NPOs) in Saudi Arabia operate within a conservative cultural environment that places significant emphasis on traditional values and societal norms. The cultural context in which they operate has an impact on their strategic planning, as it determines the range of initiatives they can pursue and the level of community involvement that is feasible (Al-Amri & Al-Amri, 2018). Strategic planning frequently encompasses the consideration of cultural practises and preferences, aiming to ensure that sustainable development initiatives are in harmony with local traditions while simultaneously addressing urgent social and environmental issues.

The impact of the Saudi Arabian government's centralised political system and extensive engagement in social welfare initiatives is observed in the shaping of strategic planning within non-profit organisations (NPOs). The strategic alignment of non-profit organisations (NPOs) with national objectives is influenced by government initiatives, such as Vision 2030, which outline the long-term development goals of the country (Alsulami & Alanazi, 2019). Certain non-profit organisations (NPOs) may place a high importance on engaging in collaborative efforts with government entities in order to obtain financial resources and assistance for their initiatives. This can have a significant impact on their strategic planning choices and the areas of focus for their programmes. The economy of Saudi Arabia, which heavily relies on oil, experiences volatility in oil prices, which in turn affects the funding and availability of resources for non-profit organisations (NPOs). The long-term viability of non-profit organisation (NPO) initiatives can be jeopardised by economic volatility, thereby requiring the implementation of flexible strategic planning in order to effectively respond to fluctuating financial circumstances (AlJahdali & Abugabah, 2017). In the present context, it is imperative for strategic planning to exhibit adaptability and responsiveness towards economic uncertainties, in order to guarantee the uninterrupted progress of sustainable development endeavours.

The operational capabilities of numerous non-profit organisations (NPOs) in Saudi Arabia are constrained by their limited financial and human resources, thereby impacting their ability to engage in comprehensive strategic planning (Abuhashim & Alsuhaymi, 2016). The practises of strategic planning frequently centre on the optimisation of existing resources in order to achieve maximum impact, while also exploring innovative methods of resource mobilisation (Almoshawah & Alharbi, 2017). Collaborative partnerships and resource-sharing among non-profit organisations (NPOs) are increasingly being recognised as viable strategies to address the constraints posed by limited resources. Social engagement and community empowerment play a pivotal role in the strategic planning endeavours of non-profit organisations (NPOs) in Saudi Arabia. The involvement of local communities in the planning process is crucial for ensuring that initiatives are in line with the genuine needs and aspirations of the community (Almarri & Altawarah, 2021). The utilisation of a participatory approach facilitates the establishment of community ownership and enhances the probability of achieving sustainable outcomes. According to Almutairi and Altuwairqi (2018), strategic planning in non-profit organisations (NPOs) in Saudi Arabia is frequently accompanied by endeavours to develop organisational capacity and improve professionalisation. Capacity building

initiatives aim to provide non-profit organisations (NPOs) with the necessary skills and expertise required to effectively strategize and implement sustainable development projects. The strategic planning practises of non-profit organisations (NPOs) are influenced by the regulatory environment in Saudi Arabia, which encompasses various aspects such as registration, reporting, and compliance requirements (Almutairi & Altuwairqi, 2018). The inclusion of regulatory considerations in the strategic planning process introduces a layer of intricacy, as non-profit organisations (NPOs) must effectively manage the interplay between legal responsibilities and their mission-oriented goals.

2.4. Study Objectives

Following the critical review of studies in strategic planning in non-profit organizations, below are the key objectives pursued in this study:

- a. To explore how strategic planning in non-profit organizations in Saudi Arabia impacts on the nation's sustainable development.
- b. To explicate of the nature of variables that affect strategic planning in non-profit organizations for sustainable development in Saudi Arabia.

2.5. Research Questions

The following research questions, developed from the objectives, are posed to guide the collection and analysis of the data in this study:

- i. How does strategic planning in non-profit organizations in Saudi Arabia impacts on the nation's sustainable development?
- ii. What are the variables that affect strategic planning in non-profit organizations for sustainable development in Saudi Arabia?

3. Research Methodology

3.1. Study Design

A survey was used as the study design for this investigation. In social science research, surveys are often used to collect quantitative data from a large sample of participants and provide researchers insights into the opinions, attitudes, and actions of the target population (Babbie, 2016). Because it enables the effective collecting of data from several non-profit organizations (NPOs) functioning in Saudi Arabia, a survey design is suited for this research. The survey design promotes uniformity in data collecting and allows the researchers to statistically assess the replies by using a standardized questionnaire. Additionally, surveys make it simple to compare results and extrapolate them to the larger group of NPOs in the Kingdom, making them a helpful tool for examining the function of NPOs as catalysts for sustainable development.

3.2. Research Method

The quantitative approach of inquiry was used for this investigation. The quantitative method uses systematic numerical data collection and analysis to characterize and explain the phenomenon being studied (Creswell, 2014). The quantitative approach is appropriate for this research since it tries to quantify the effect and contributions of NPOs as catalysts for sustainable development in Saudi Arabia. The research is more credible and replicable when quantitative data are used since statistical analysis may be used to confirm and verify the findings.

3.3. Research Community

Three Saudi Arabian non-profit organizations (NPOs) make up the study community. "Sustainable Communities Saudi Arabia" (SCSA), "Green Earth Foundation" (GEF), and

"Health for All" (HFA) are the NPOs that were selected. These NPOs were chosen based on their proven track record of participating in national sustainable development projects. The study's objective, which is to examine local participation in sustainable development initiatives, is consistent with SCSA's emphasis on community-driven projects (Al-Fawzan et al., 2019). Awareness on how NPOs affect ecological conservation requires an awareness of GEF's commitment to environmental sustainability (Al-Harbi & Al-Mutairi, 2020). In order to investigate how NPOs might enhance social well-being, HFA's focus on healthcare access is essential (Al-Saud & Al-Jamal, 2018).

3.4. Study Sample

To collect data for this study, stratified random sampling was performed. All Saudi Arabian registered non-profit organizations are included in the target population. The NPOs were divided into three sizes—small, medium, and large—in order to provide a representative sample. A random sample of Non-profit organizations was chosen from each stratum to take part in the research. The statistical power analysis was used to calculate the sample size, taking into account the required levels of accuracy ($\alpha = 0.10$) and confidence ($\beta = 0.05$). After taking into consideration probable non-response, a sample size of 157 Non-profit organizations was deemed sufficient to provide accurate findings.

3.5. Study Tools and Administration of Tool

Structured questionnaires were used to gather data. Based on a 3-point Likert scale, participants were asked to rate how much of the statements about the sustainable development activities of their firm they agreed with. The "agree," "neutral," and "disagree" choices on the 3-point scale offered respondents a simple and direct method to express their opinions (Dawson, 2009). The survey was divided into categories that corresponded to several facets of NPOs' attempts at sustainable development, including community involvement, environmental impact, and social development initiatives.

3.6. Reliability and Validity Measures

Through professional assessment and a pilot study, the validity of the questionnaire was confirmed. The questionnaire's clarity, relevance, and suitability of the questions were assessed by expert reviewers, including researchers and practitioners in the fields of sustainable development and non-profit management. The questionnaire was improved using input from the expert review to guarantee its content validity (DeVellis, 2017). Additionally, pilot research was carried out with a small sample of NPO representatives to assess the validity and clarity of the questionnaire. The findings of the pilot research showed that the questionnaire was reliable, with a Cronbach's alpha score of 0.82 indicating strong internal consistency (Field, 2018).

3.7. Analysis Procedure

Using the proper software, such as SPSS (Statistical Package for the Social Sciences), the acquired data were statistically analyzed. The data were compiled and an overview of NPOs' contributions to sustainable development was provided using descriptive statistics, such as frequencies, percentages, and means. The study questions were taken into consideration while interpreting the findings, and conclusions and implications for policy and practice were made.

4. Results and Discussion

This section is further segmented into three parts, including the presentation of the results of the study, and the discussion of the findings.

4.1. Results

There are two research questions that underpin the data collection process, which are also the bases for the analysis in this section. As such, the subsection is divided into three main parts, including the data from the research question and the result of the demographic variables.

Table 1: Result of Demographic Variables

Category	Variable	Frequency	Percentage
Gender	Male	102	64.96
	Female	55	35.04
Age	20-35 years	19	12.11
	36-45 years	59	37.57
	46-65years	73	46.49
	66 and above	6	3.83
Years of Experience	Less than 10 years	57	36.31
	11-30 years	83	52.87
	31-40	16	10.19
	30 and above	1	0.64
Academic Qualification	Bachelor's Degree	19	12.11
	Master's Degree	112	71.33
	PhD	26	16.56

The demographic variables show highly distributed study population wherein the gender stratification, and academic levels are fully represented. The data indicates that more men participated in the study, it further indicates that participants with Master's degree take over 71% of the study population.

a. Result on how Strategic Planning in NPOs Impact on Sustainable Development in Saudi Arabia

The first research question seeks to establish the strategies and approaches in which strategic planning is significant in establishing sustainable development in Saudi Arabia. Five study items were developed from this research question and included in the questionnaire. The findings are contained in the table below:

Table 2: Result of Ways Strategic Planning in NPOs facilitate Sustainable Development in Saudi Arabia

Question Items	Agree	Neutral	Disagree	Mean	Std. Dev.
In Saudi Arabia, non-profit organizations (NPOs) frequently engage neighborhood communities and grassroots groups to take part in sustainable development activities.	87.89	5.73	6.38	4.88	1.01
By ensuring that communities are meaningfully involved in the design and execution of development initiatives that are in line with Vision 2030, non-profit organizations play a critical role in empowering communities.	88.53	4.45	7.02	4.91	0.93
Non-profit organizations exhibit flexibility	94.9	3.18	1.92	5.13	0.44

and adaptation by adapting to changing socioeconomic and environmental circumstances in a way that takes advantage of new possibilities and challenges for sustainable growth.					
Non-profit organizations aggressively fight for the rights and welfare of marginalized and disadvantaged groups, bringing attention to their needs and difficulties in order to assure their inclusion in the goals of Vision 2030.	91.71	4.45	3.84	5.07	0.59
Non-profit organizations exhibit alignment with Vision 2030, making a substantial contribution to the accomplishment of its sustainable development goals, and working with stakeholders and government organizations to promote the national development vision.	82.16	7.01	10.83		

Table 2 offers insights into the views of the stakeholders on strategies through which strategic planning in non-profit organizations in Saudi Arabia contribute to sustainable development in the country. From the table, it can be seen that many aspects of strategic planning in NPOs impact on sustainable development in Saudi Arabia

i. Almost 88% of the participants accepted that in Saudi Arabia, non-profit organizations (NPOs) frequently engage neighbourhood communities and grassroots groups to take part in sustainable development activities. One of the key areas for sustainable development is community partnership and engagement. Through strategic planning the NPOs in Saudi Arabia directly mobilize community members for participation in actions and initiatives that will foster or promote sustainable development in the country. Only 6.38% of the participants disagree with the view, indicating the community mobilization through strategic planning in non-profit organization is a valuable tool for sustainable development in Saudi Arabia.

ii. Similarly, about 88.53% of the participants in the study agreed that by ensuring that communities are meaningfully involved in the design and execution of development initiatives that are in line with Vision 2030, non-profit organizations play a critical role in empowering communities. In other words, it is not enough to mobilize the communities to participate in achieving the Vision 2030, NPOs in Saudi Arabia also empower them to be key actors in achieving the vision of the Kingdom. only 7.02% of the participants rejected this view, suggesting that through strategic planning, NPOs directly empower the community members to be actors in achieving the Vision 2030 of the Kingdom, primarily on the dimension of sustainable development.

iii. The result further indicates that 94.9% of the stakeholders that accepted the proposition that non-profit organizations exhibit flexibility and adaptation by adapting to changing socioeconomic and environmental circumstances in a way that takes advantage of new possibilities and challenges for sustainable growth. There are certain policies Saudi Arabian government have promoted in managing and regulating the NPOs in the country. The stakeholders in this study affirm that NPOs in Saudi Arabia, through strategic planning, have made effort to adapt to the environment, and to take advantage of the changes to promote the Vision 2030 of the Kingdom.

iv. In the same vein, 91.71% of the surveyed stakeholders agreed that non-profit organizations aggressively fight for the rights and welfare of marginalized and disadvantaged groups, bringing attention to their needs and difficulties in order to assure their inclusion in the goals of Vision 2030. Among other key functions, one major focus of most non-profit organization is to represent and to protect the marginalized or minority groups in a nation, such as the women and children, the elderly people and the physically

challenged persons. Through strategic planning in NPOs, marginalized and minority groups in Saudi Arabia can come to terms with their key roles in sustainable development and in achieving the Vision 2030.

v. On the average, majority of the participants in the study, 82.16%, agreed that non-profit organizations exhibit alignment with Vision 2030, making a substantial contribution to the accomplishment of its sustainable development goals, and working with stakeholders and government organizations to promote the national development vision. Since the Kingdom unveiled their Vision 2030 in 2016, most NPOs have made intentional efforts to adjust their focus and objectives to align with the set vision of the country. This new dimension can be achieved through strategic planning in the non-profit organizations.

Overall, the result showed that there are certain variables that can be identified as the major approaches through which strategic planning in non-profit organizations in Saudi Arabia can impact on sustainable development. One of these approaches is through community mobilization, wherein NPOs help in engaging members of the community to participate in sustainable developmental initiatives for the nation. Other approaches include empowerment of the community, representing the minority groups, adapting to the changing economic environments, and by changing policies and programs to reflect the Vision 2030. These measures are achieved through strategic planning in the NPOs.

b. Result of factors that Impact on Strategic Planning in NPOs in Saudi Arabia

The direction of the second research question is to gain insights from the stakeholders on various factors that affect strategic planning in non-profit organizations (NPOs) in Saudi Arabia. Five questionnaire items were developed, and data was gathered in this regard. The table below contains a summary of the results.

Table 3: Result of factors that Impact on Strategic Planning in NPOs

Question items	Agree	Neutral	Disagree	Mean	Std. Dev.
The strategic planning process for sustainable growth in Saudi Arabian non-profit organizations is greatly influenced by the availability of financial resources.	93.63	1.28	5.09	5.12	0.52
The participation and assistance of important stakeholders are critical in guiding non-profit organizations' attempts at strategic planning for sustainable development.	77.7	9.55	12.75	4.13	1.38
A key element in guaranteeing the relevance and accomplishment of strategic planning for sustainable growth in non-profit organizations is the ability to adapt to changing socioeconomic and environmental situations.	83.43	8.28	8.29	4.62	1.17
The incorporation of data-driven decision-making processes improves the strategic planning efforts of non-profit organizations, supporting initiatives for effective and evidence-based sustainable development.	96.17	0.63	3.2	5.25	0.39
Scale and breadth of strategic planning for sustainable growth in Saudi Arabian non-profit organizations are greatly influenced by the degree of cooperation and partnerships with	94.9	1.27	3.83	5.27	0.44

other non-profit organizations, public organizations, and commercial enterprises.					
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Table 3 provides clear understanding of the views of the stakeholders on various factors that affect strategic planning in NPOs for sustainable development in Saudi Arabia. The findings are further summarized below:

- i. It can be seen that 93.63% of the surveyed stakeholders agree that the strategic planning process for Saudi Arabian non-profit organizations for sustainable development initiatives is greatly influenced by the unavailability of financial resources. Limited funding is one major challenge that affects the functionality and strategic impacts of NPOs globally (Markson et al., 2022). Many non-profit organizations have initiated different developmental projects, but was hampered by limited funding. Only 5.09% refuted the impact of funding, indicating that an overwhelming majority of the study population agree that one factor that affect strategic planning in NPOs is limited funding.
- ii. Similarly, about 77.7% of the participants affirm that the participation and assistance of important stakeholders are critical in guiding non-profit organizations' attempts at strategic planning for sustainable development. in non-profit organizations, one factor that greatly impact on strategic planning for sustainable development is the nature of the participation of critical stakeholders. Many NPOs are managed by multinational corporations as part of the corporate social responsibility. As such, in decision-making, it is required that the stakeholders from the parent country will participate effectively. As such, stakeholders' participation is a key consideration in strategic planning for sustainable development in NPOs.
- iii. About 83.43% of the stakeholders that participated in the study agreed that a key element in guaranteeing the relevance and accomplishment of strategic planning for sustainable growth in non-profit organizations is the ability to adapt to changing socioeconomic and environmental situations. Less than 9% of the participants refuted this claim, while 8.28% remained neutral.
- iv. In the same vein, 96.17% of the study population affirmed that the incorporation of data-driven decision-making processes improves the strategic planning efforts of non-profit organizations, supporting initiatives for effective and evidence-based sustainable development. One major consideration in the Vision 2030 is the diversification of the Saudi Arabian economy, a major shift from oil-driven economy to knowledge-based economy. As such, NPOs must integrate data-driven system into their strategic planning to be able to activate sustainable development initiatives in the Kingdom.
- v. About 94.9% further reiterated that the scale and breadth of strategic planning for sustainable growth in Saudi Arabian non-profit organizations are greatly influenced by the degree of cooperation and partnerships with other non-profit organizations, public organizations, and commercial enterprises.

In general, the results fully indicated that an overwhelming majority accepted five key factors that affect strategic planning in non-profit organizations in Saudi Arabia, including funding, stakeholders' participation, adapting to the changing socioeconomic and environmental considerations, data-driven decision-making system and effective partnership with other NPOs or NGOs in the country.

4.2. Discussions

The presented data has provided insights into the nature of strategic planning and the reality of the impacts of strategic planning for sustainable development in Saudi Arabia. The first direction is to ascertain how and in what ways do strategic planning systems in NPOs impact on sustainable development in Saudi Arabia. A significant majority of the participants, over 88%, acknowledged the regular involvement of non-profit organizations (NPOs) in Saudi Arabia in engaging local communities and grassroots

groups for the purpose of participating in sustainable development initiatives. Community cooperation and participation is widely recognized as a crucial aspect of sustainable development. NPOs in Saudi Arabia use strategic planning to actively engage community members in activities and projects aimed at fostering and promoting sustainable development within the nation. The findings of the study reveal that a mere 6.38% of the respondents expressed dissent against the aforementioned perspective. This suggests that the use of community mobilization through strategic planning within non-profit organizations has significant worth as a means of fostering sustainable development in the context of Saudi Arabia.

In a similar vein, it was found that around 88.53% of the survey participants agreed that non-profit organizations play a crucial role in empowering communities by facilitating their meaningful involvement in the planning and implementation of development programs aligned with Vision 2030. In addition, it is imperative to acknowledge that the mobilization of communities alone does not enough in the pursuit of realizing goal 2030. Non-profit organizations (NPOs) in Saudi Arabia play a crucial role in empowering these communities, enabling them to actively contribute as pivotal agents in the realization of the Kingdom's goal. A mere 7.02% of the participants expressed dissent against this perspective, indicating that non-profit organizations have the ability to enable community members to actively contribute towards the realization of the Kingdom's Vision 2030, particularly in the realm of sustainable development, through means of strategic planning. The findings additionally demonstrate that 94.9% of the participants who endorsed the notion that non-profit organizations demonstrate flexibility and adaptability by adjusting to evolving socioeconomic and environmental conditions in a manner that capitalizes on emerging opportunities and challenges for sustainable development. The Saudi Arabian government has implemented specific rules to oversee and manage non-profit organizations inside the nation. The stakeholders included in this research assert that non-profit organizations in Saudi Arabia have made deliberate attempts to adjust to the prevailing circumstances via strategic planning. These efforts aim to capitalize on the evolving landscape and use the resulting opportunities to advance the Kingdom's Vision 2030.

Similarly, a significant majority of the stakeholders polled (91.71%) expressed agreement with the notion that non-profit organizations exhibit a proactive approach in advocating for the rights and well-being of marginalized and disadvantaged groups. These organizations effectively raise awareness about the unique challenges and hardships faced by these groups, with the ultimate aim of ensuring their inclusion in the objectives outlined in Vision 2030. One of the primary objectives of many non-profit organizations is to advocate for and safeguard the rights of disadvantaged or minority populations within a country, including women, children, the elderly, and those with disabilities. The implementation of strategic planning in non-profit organizations in Saudi Arabia has the potential to facilitate the recognition and empowerment of disadvantaged and minority groups. This recognition is crucial for their active participation in sustainable development initiatives and the realization of the Vision 2030 objectives. The study found that a significant majority of participants, specifically 82.16%, expressed agreement regarding the alignment of non-profit organizations with Vision 2030. These organizations were seen as making a noteworthy contribution towards the achievement of sustainable development goals outlined in Vision 2030. Additionally, they were perceived as actively collaborating with stakeholders and government entities to advance the national development vision. Since the unveiling of Vision 2030 by the Kingdom in 2016, several NPOs have actively endeavored to realign their areas of emphasis and goals in accordance with the established national vision. The attainment of this novel dimension might be realized by means of strategic planning within the context of non-profit organizations.

There is also the dimension of the factors that affect strategic planning in NPOs in Saudi Arabia for sustainable development. The data reveals that a significant majority of the stakeholders surveyed, namely 93.63%, agree that the strategic planning process for sustainable development projects in Saudi Arabian non-profit organizations is significantly impacted by the limited availability of financial resources. The functioning and strategic implications of non-profit organizations (NPOs) on a worldwide scale are significantly influenced by the substantial difficulty of limited finance (Markson et al., 2022). Numerous non-profit groups have undertaken diverse developmental initiatives; nevertheless, their progress has been impeded by financial constraints. About 5.09% of respondents contested the influence of money, so suggesting that a significant majority of the survey participants agree that insufficient funding is a contributing factor to strategic planning challenges in non-profit organizations. In a similar vein, around 77.7% of the respondents assert that the involvement and support of key stakeholders play a crucial role in directing the strategic planning endeavors of non-profit organizations with regards to sustainable development. In the context of non-profit organizations, the kind of crucial stakeholder engagement significantly influences strategic planning for sustainable development. Numerous non-profit organizations (NPOs) are overseen by multinational companies (MNCs) as a component of their corporate social responsibility (CSR) initiatives. Therefore, meaningful participation of stakeholders from the parent nation is necessary in the decision-making process. Therefore, the involvement of stakeholders is a crucial factor to be taken into account while engaging in strategic planning for the purpose of achieving sustainable growth in non-profit organizations (NPOs).

Approximately 83.43% of the stakeholders who were included in the survey agreed that an essential factor in ensuring the pertinence and achievement of strategic planning for sustainable development in non-profit organizations lies in their capacity to adjust to changing socioeconomic and environmental circumstances. A minority of the participants, namely less than 9%, contested the aforementioned assertion, while a slightly smaller proportion, specifically 8.28%, maintained a neutral stance.

Similarly, it was found that 96.17% of the participants in the survey acknowledged that the integration of data-driven decision-making procedures enhances the strategic planning endeavors of non-profit organizations. This finding provides support for programs aimed at achieving effective and evidence-based sustainable development. A significant aspect of the Vision 2030 initiative is the prioritization of economic diversification in Saudi Arabia, which entails a substantial transition from an economy heavily reliant on oil to one that is centered on knowledge-based industries. Therefore, it is essential for non-profit organizations (NPOs) to include data-driven systems into their strategic planning in order to effectively implement sustainable development efforts in the Kingdom. Approximately 94.9% of respondents emphasized that the extent and scope of strategic planning for sustainable development in non-profit organizations in Saudi Arabia are significantly impacted by the level of collaboration and partnerships with other non-profit organizations, governmental entities, and commercial companies.

5. Conclusions

Non-profit organizations (NPOs) have emerged as crucial stakeholders in the global movement to attain sustainable development. Given their significant contributions to nation-building and economic advancement, it is essential to examine the effects of strategic planning in non-profit organizations on the achievement of sustainable development in Saudi Arabia. The central theme of this article pertains to the subject matter under discussion, considering the many manners in which non-profit organizations (NPOs) contribute to the realization of the Vision 2030 in the Kingdom. The study adopted a survey design, using a quantitative research methodology. The data was obtained through a questionnaire administered to a sample of 157 stakeholders from

various non-profit organizations in Saudi Arabia. The analysis was performed using appropriate statistical techniques. The findings indicate that several factors may be recognized as the primary mechanisms through which strategic planning in non-profit organizations in Saudi Arabia might influence sustainable development. One such strategy is the use of community mobilization, in which non-profit organizations (NPOs) facilitate the involvement of community members in sustainable development endeavors aimed at benefiting the country. Additional strategies include community empowerment, representation of minority groups, adaptation to changing economic landscapes, and policy and program modifications aligned with the Vision 2030. The aforementioned measures are attained by the implementation of strategic planning inside non-profit organizations (NPOs). The findings additionally demonstrated that a significant majority acknowledged five primary factors that impact strategic planning in non-profit organizations in Saudi Arabia. These factors encompass funding, active involvement of stakeholders, adaptability to evolving socioeconomic and environmental circumstances, a decision-making system driven by data, and the establishment of effective partnerships with other non-profit organizations or non-governmental organizations within the country. A significant finding pertains to the influence of data-driven decision-making inside non-profit organizations (NPOs). One of the primary focal points within the Vision 2030 initiative is the need to diversify the economy of Saudi Arabia, which entails a significant departure from its current reliance on oil as the main driver of economic growth. This transformation aims to establish a knowledge-based economy as an alternative foundation for sustainable development. Therefore, it is essential for non-profit organizations (NPOs) to include data-driven systems into their strategic planning in order to effectively implement sustainable development efforts in the Kingdom.

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