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Enhancing the Implementation of Strategic Development Plans in Palestine Using Spatial Tools

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DEDICATION

To all who support me in my life, who give me the power, love, confident to go on…

AKNOWLEDGMENT

It is an honor for me to have opportunity to thank all people who helped me to perform this study, all appreciation to my Supervisors, Dr. Ali Abdehameed and Dr. Ehab Hijazi for their observations, guidance and insightful comments throughout the implementation of this Study.

I also would like to thank the discussion committee instructors Dr. Ahmad Al Atrash and Dr. Fidaa Yaseen who had a great effect in achieving the benefit.

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Amani Majdouba

إقرار

أنا الموقعة أدناه، مقدمة هذه الرسالة التي تحمل عنوان:

تعزيز تنفيذ الخطط الاستراتيجية التنموية في فلسطين باستخدام أدوات مكانية

Enhancing the Implementation of Strategic Development Plans in Palestine Using Spatial Tools

أقر بأن ما اشتملت عليه هذه الرسالة إنما هو نتاج جهدي الخاص، باستثناء ما تمت الإشارة إليه حيثما ورد، وأن هذه الرسالة ككل أو جزء منها لم يقدم من قبل لنيل أية درجة علمية أو بحث علمي أو بحثي لدى أية مؤسسة تعليمية أو بحثية أخرى.

Declaration

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

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Abbreviations

SDIP : Strategic Development Investment Planning

PP : Physical Planning

MOLG : Ministry of Local Government

HPC : The Higher Planning Council

MDLF : Municipal Development and Lending Fund

MOP : Ministry of Planning

LGUs : Local Government Units

SWOT : Strength, Weaknesses, Opportunities, Threats

GIS : Geographic Information System

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Abstract

This study addresses a new methodology in the Strategic Development and Investment Planning (SDIP) manual, taking into account the spatial dimension of the actions, projects and developments.

The aim of this study is to suggest some modifications in the SDIP's manual, through its stages, by developing new practical spatial procedures. Moreover the study investigates the importance of spatial dimension in the current SDIP followed in Palestine.

The methodology of this study depends on the descriptive analytical approaches using different tools including: interviews, meetings and focus groups with officials, decision-makers and stakeholders. These tools were used to understand the spatial reality in the SDIP manual in Palestine and then to develop a new tools to recognize the missing spatial concept.

The results contribute to make improvements in the current SDIP manual through many of its stages. At last, the study recommends to involve the public in the process more effectively, and to test the developed tools with real case studies for further development. More

importantly, the study recommend to adopt this work and use the new methodology in the SDIP manual to have a more integrated spatial-a spatial process as the spatial linkage can be considered as best practical way to do the work and fastest one for reform.

Chapter One

General Framework of the Study

1.1 Introduction

1.2 Problem Statement

1.3 Significance of the Study

1.4 Objective of the Study

1.5 Methodology of the Study

1.6 Sources of Data

1.7 Outline of the Study

Chapter One

General Framework of the Study

1.1 Introduction:

Humans are directly connected to space, their activities take place in space and interact with each other in space. Space should be, consequently, determined according to specific criteria to ensure well-organized activities and interaction. Otherwise, misunderstanding and random distribution of activities and development will occur, which will mostly lead to conflict. The notion of planning, in general, and the strategic planning, in specific, stems from the concept of regulating the activities of human beings taking place in specific place.

Urban strategic planning has been seen as a means to control, regulate and determine the direction of development of a city or urban area within the context of its current profile and SWOT analysis. It has always been a mediator between idealized pasts and idealizing futures and a channel for importing and domesticating modernity (Healy 2007).

According to Healy's definition, strategic planning was developed as: " a sociospatial process through which a range of people in diverse institutional relations and positions come together to design plan, making processes and develop contents and strategies for the management of spatial change". This definition shows the extent to which there is unity and harmony between plan and space.

Spatial linkage in the SDIP appeared mainly for the necessity of connecting needs and challenges with space 'where of things'. That process can be considered as best practical way to do the work and fastest one for reform. It also ensures a balanced distribution of resources, services and opportunities available within the urban domain and leads to social justice.

The prepared Strategic Development and Investment Plans (SDIP's) in Palestine is still in its beginnings. The strategic planning process has been revised several times through many manual's updates, and the experts are still working on improving the process to get acceptable and satisfied results. This study falls among those trials to improve the process and to explore one aspect that has not been explored before, namely, the spatial dimension of the strategic planning in Palestine.

1.2 Problem Statement:

Since the establishment of the Palestinian Authority (PA) after Oslo Accord in 1993, PA has started institution-building process including all aspects of Palestinians life, one of the devices that have established -or to be managed by Palestinian- is planning and regulation devices. Planning regulations and laws have been heavily affected by all political regimes controlled Palestine during the last two centuries, especially the Israeli occupation, as the occupation had run the planning process since 1967. This historical legacy of the planning process makes running and adopting new approaches in planning is a challenging endeavor for the Palestinian decision makers and planners.

The SDIP methodology in Palestine has been recently adopted at local and regional levels. But the process suffers from the weak connection between the suggested projects and investment plans and the space. The lack of highlighting on spatial aspect affects directly the project implementation due to the missing connection between space and planning problems. Subsequently, the SDIP implementation was not as successful as it should supposed to be. This problem was the main motivation behind this study, which is a first step towards a comprehensive integration between the current SDIP manual and a set of spatial analysis tools.

This thesis aims to develop tools for defining and mapping the spatial components of strategic planning. The Study starts by analyzing the current methodology of the SDIP, defining its deficiencies through interviews, and giving many examples on the new approach.

1.3 Significance of the Study:

The spatial linkage contributes in SDIP is essential step towards improving the quality of public participation and therefore greater proportion in the projects implementation. The significance of this study comes from being the first study that tackles this problem and highlights the spatial dimension in the SDIP. In addition, the study has a number of important contributions:

- The suggested methodology in the study orient and guide the planners and the decision makers in the SDIP process, taking into account the spatial concept.

- The thesis will be a step forward toward adopting the new approach in the SDIP manual. Since the tools were developed in away to be easy in use by public, because the public are the stakeholder who formulate the strategic plan itself.

- The methodology of this study helps in connecting physical aspects with the strategic one.

- The developed tools help the local government and the localities to understand their needs by connecting them with space hence come out real projects not just wishes.

1.4 Objectives of the Study

This study seeks to achieve the following objectives:

1) Assess the spatial needs of public by:

   - Revising the relevant parts in the current SDIP manual.

   - Proposing new supported spatial tools.

2) Suggest new modifications to the different stages of the SDIP process in the manual;

3) Identify the obstacles stand against the SDIP implementation in Palestine.

1.5 Methodology of the Study:

The study plan is based on three main frameworks as follows:

(1) The general and theoretical framework:

It includes the theoretical study about conceptual and theoretical backgrounds related to SDIP, Spatial Concept, Physical Planning and Public Participation.

(2) Information and database framework based on:

- The last version of the SDIP.
- Experience and practices of the SDIP's in some Palestinian municipalities.
- Data received from interviews.

(3) Analytical framework:

It includes assessment, analysis and recommendations concerning the role of spatial dimension in the SDIPs, and the new spatial tools, based on the theoretical and informational frameworks.

In parallel to the aforementioned frameworks, this study follow the following scientific methodological approaches:

- Historical Approach: Gives theoretical background related to the SDIP in general and the SDIP in Palestine.
- Descriptive Approach: to be used in the database framework.
- Analytic and Deductive Approach: to be used in the analytical framework.

As part of the methodology, many research tools were used through different stages of the study including:

- Field observations to investigate the experiences in the field of study.
- Interviews, meetings and focus groups with officials, decision-makers and stakeholders related to the subject matter as shown in Table (1) below.

Table 1.1: The Tools Used in Different Stage of the Study and the Corresponding Activities

SDIP Phase	Task / Activities	Tools	Output
Organization and analysis	Diagnosing existing situation	Interviews, Meetings and focus groups with officials	- Evaluation of current situation - Gaps definition
Strategic development framework	Identifying vision and objectives	-Revising the current SDIP manual. -Experience and practices of the SDIP's in some Palestinian municipalities.	Identifying vision in spatial context
Strategic plan	- Identifying and describing projects - project allocation	-Experience and practices of the SDIP's in some Palestinian municipalities. - Revising the current SDIP manual	Project allocation according to the spatial needs. -Time series map - check the proportion of the projects implementation
Assessment and implementation	Evaluation / Assessment and updating		

The methodology and the interaction between different stages in addition to the tools used to conduct different activities are illustrated in the flowchart in Figure (1) below.

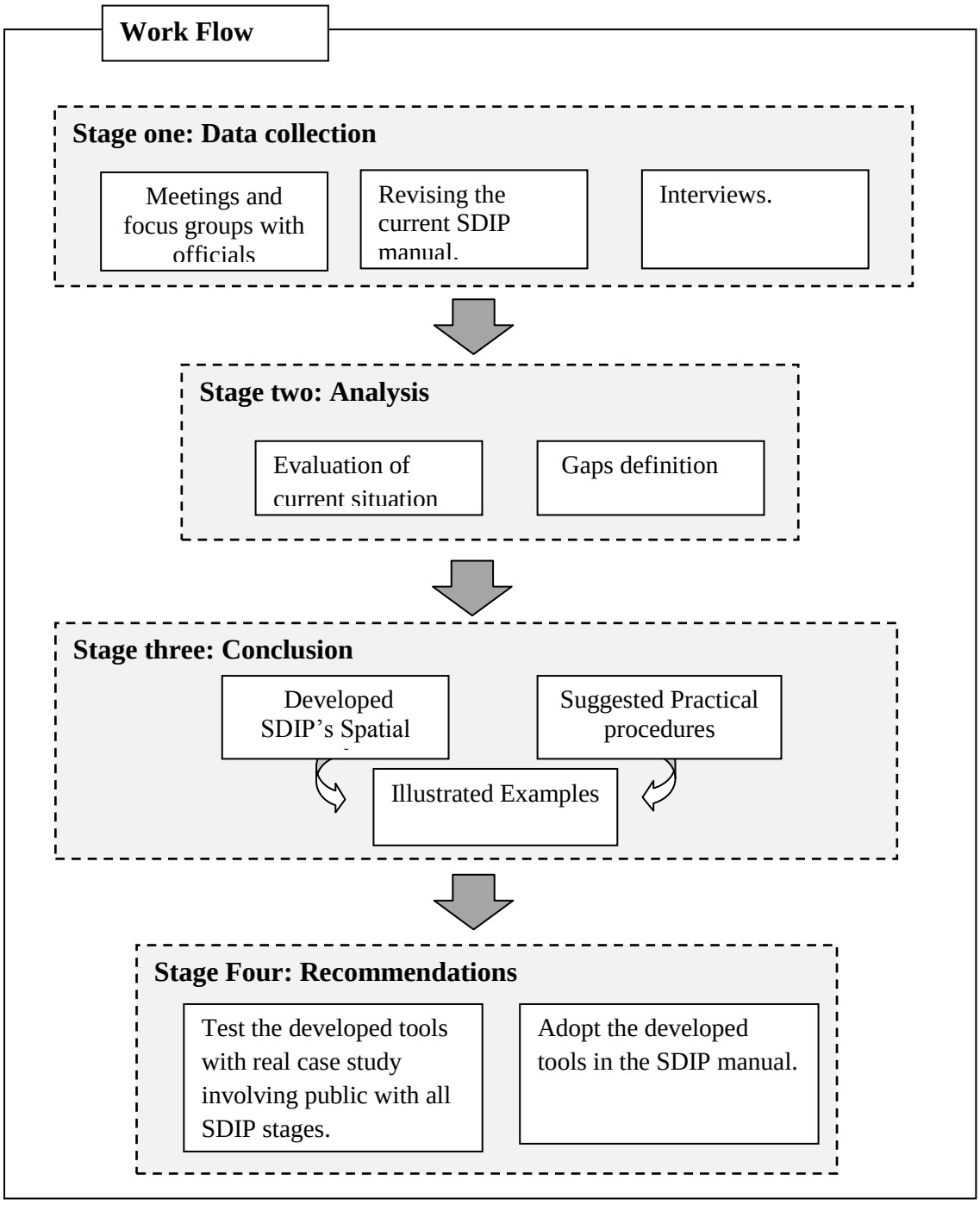

Figure 1.1: The Methodology Flowchart

1.6 Data Sources:

The data and information collected for this study are obtained from local resources including:

1) Libraries sources: all available references, books, thesis, articles, etc.

2) Official sources: available studies, reports, projects in the related ministries, research centers, civil institutions, and universities, ministry of local government and GIS unit.

3) Electronic and internet sources.

4) The primary data collected by the researcher herself, to serve the research.

5) Interviews: which are the main source of data in this Study. (Primary data)

6) Municipalities and planning center/An Najah National University. (Primary data)

1.7 Outline of the Study

Based on the above methodology, the study consists of six chapters. The first chapter includes a general framework of the study, problem statement, objective of the study, and its methodology. The second chapter illustrates the concept of *Strategic Urban Planning.* Since it is based on public participation and has vision giving its identity.

Chapter three gives an overview about the Strategic Urban Planning in Palestine, whereas Palestinian's experience of Strategic planning and covers the levels of strategic planning including: national level (Ministry of planning), regional level (Local government) and local level (Ministry and local bodies).

Chapter four addresses the spatial linkage in the Strategic Development Planning (SDIP) and illustrates the new methodology and the developed spatial tools in the SDIP. The chapter includes also some examples to support the suggested approach. Finally, chapter five lists some conclusions and recommendations.

Chapter Two

Theoretical Framework

Strategic Development and Investment Planning

2.1 Introduction

2.1.1 Strategy

2.1.2 Strategic Planning

2.1.3 Strategic Urban Planning

2.1.4 The Role of Planner in the Strategic Planning Process

2.1.5 Planning and Strategic Planning Process

2.1.6 Strategic Development Planning

2.1.7 Public Participation in Urban Planning

2.1.8 Strategic Spatial Planning

2.1.9 Summary

Chapter 2

Theoretical Framework

Strategic Development and Investment Planning (SDIP)

2.1 Introduction:

The rapid population growth –especially in urban areas—increasing demand and pressure on resources, which are scarce in some urban areas, in addition to the growing need for services (quantity and quality), have contributed to the emergence of new challenges such as social, economic and political ones. All these challenges have made it difficult to achieve the desired social justice as an ultimate goal of the planning process. All this, necessitated the emergence of a special type of planning that helps the planners and decision makers make the desired change in the society. This limited all stakeholders to attain the targeted levels of social justice, sustainable development and optimum exploitation of natural resources. In addition, the insisting challenges have made it difficult to tackle demographic and environmental problems and to find appropriate solutions for such problems.

Recently Strategic Development Planning, succeeds to impose itself as a unique subject that deals with many vital sectors in our life, besides managing those sectors to get good planned space that achieves desired and comfortable circumstances for inhabitants.

2.1.1 Strategy:

According to Nicols (2012): " *strategy bridges the gap between policy and tactics. Hence, strategy and tactics together bridge the gap between ends and means"*. On the other hand, Henry Mintzberg (1994) in his book "*The Rise and Fall of Strategic Planning"*, pointed that people use "strategy" in several ways one of them is: *"Strategy is a plan, a "how," a means of getting from here to there".*

In short, a strategy is a structured set of actions designed to achieve a particular goal, it clarifies what you are trying to achieve and the approach you intend to use (Nicols, 2012, p.6). It can be considered as a key issue for the long-term future of organizations, or paths that the organization will follow as it works towards achieving the identified strategic aims (Thomas, 2005).

Strategy formation is not just about the articulation of strategic ideas, but about persuading and inspiring many different actors, in different positions in a governance landscape, that particular ideas carry power, to generate and to regulate ideas for projects.(Healy, 2007, p.182). Strategies formation occurs through time, but not necessarily in defined stages and steps. According to Healy, there are four key dimensions of strategy-formation processes: (Healy, 2007, p.I86)

- Filtering of ideas;
- Framing of strategies;

- Generation of mobilizing force; and
- Potential for transformative force.

2.1.2 Strategic Planning:

Strategic planning is the overall planning that facilitates the good management of a process. It gives clarity about what actually wanted to be achieved and how to go about achieving it. A strategic planning process is needed when the strategic framework of organization or project functions needs to be developed, clarified or consolidated.

Planning is an important aspect of strategic thinking and management. By working on a strategic plan together, a team can think creatively about the focus and direction of the organization's work, and enable decisions to be made about the best use of the available resources (Thomas, 2004, p.4). According to Rodriguez (2009), the most common reasons for initiating a strategic planning process can be summarized as follows:

1. **Finding an answer in a catastrophic environment**: To respond to a crisis situation, with recession in certain important sectors of the territorial Economy.

2. **Solving management problems**: The fact of providing a strategic plan for the management of a territory with the control and monitoring mechanisms can, by itself, provide solutions to the problems of management within a municipal government or

other geographical areas. Sometimes strategic plans serve to draw out - and finally solve- problems arising in the municipal decision-making process. They can also help ensure that the decision making criteria for the opportunity, will obey to the general opportunity criteria of the city and not limited to political ones.

3. **Operating the city and diplomatic activity:** The diplomacy of cities is an emerging theme under discussion since a few years ago, and is restricted to a much wider phenomenon that is the internationalization of cities and sub-governments. At present, there is evidence of the loss of the monopoly of states as international actors and the increasing willingness of local governments to promote themselves internationally and within their own countries.

2.1.3 Strategic Urban Planning:

"Strategic urban planning is a process which permits the articulation of the initiatives of public and private stakeholders which seek synergies for the development of a city" (Florian Steinberg, 2005)[1].

Strategic Urban Planning has been seen as means to control, regulate and determine the direction of development of a city or urban area, in the context of its current profile and SWOT analysis. It has always been a

[1] (Florian Steinberg, (2005). **Was quoted from** (Ayman M. Nour,2011). "The Potential of GIS Tools in Strategic Urban Planning Process; as an Approach for Sustainable Development in Egypt" p. 2 ,

mediator between idealized pasts and idealizing futures and a channel for importing and domesticating modernity (City Debates, 2012). This approach helps the city to respond to fast-moving events, to manage change and to improve the quality of life. It is not a static process; it must change to reflect the changing situation in the city. Inevitably, the process moves forward and backward several times before arriving at the final set of decisions. Through this iterative process, strategic urban planning helps to answer questions including (*CUI, 2001*):

- Which areas should receive which type of growth?
- How can the existing economic base be preserved and expanded?
- How can quality of life be protected and enhanced?
- Where are we now? What is the present status, situation or condition of the city?
- Where do we want to go? Where would the city like to go or what direction is it taking?
- How do we get there? How would the city like to get there?

2.1.4 The Role of Planner in the Strategic Planning Process:

Strategic planning is not a single concept, procedure, or tool. It is, in fact, a set of concepts, procedures, and tools that must be tailored carefully to the situation at hand if desirable outcomes are to be achieved. The

context forms the setting of the planning process but also takes form and undergoes changes in the process (Albrechts, 2015).

Strategic planners have an active but not dominant role in a planning process. According to Albrechts (2011), urban planner's roles are:

- Scanning the environment (strengths, weaknesses, opportunity, threats) external trends, forces and the resources available;
- The identification and gathering of major stakeholders;
- The development of a (realistic) long-term vision and strategies taking into account the power structures, uncertainties, competing values);
- The design of plan-making structures and the development of content, images and decision framework through which to influence and to manage spatial change;
- Generating ways of mutual understanding, ways of building agreement, and ways of organization mobilizing to influence in different arenas;
- Preparing decisions (short- and long term) action and implementation; then monitoring and feedback.

2.1.5 Planning and Strategic Planning Process:

Many criteria make Strategic Planning deferent from other types of planning. Besides adopting strategic method, Strategic Planning deals with a variety of developmental issues including a vision- and strategic goals. Normal Planning, on the other hand, often seeks to develop specific goals that do not need a long period of time to be achieved. Strategic planning seeks to achieve a major and ambitious goals which cannot be achieved in a short period of time. Usually it is not for the municipality itself, it is for the whole community**.** UN Habitat (2007, p.7) emphasized the following two differences:

- Planning the ordinary sense works to predict the future, the strategic planning is seeking to shape the future**.**
- Planning is often associated with the normal local environment while strategic planning extends to the international environment

Strategic Urban Planning is distinct from the conventional urban planning approaches such as master plans or comprehensive development plans. The differences between the two approaches are shown in Table 2.1 in Page 15.

Table 2.1: Strategic Planning VS conventional Planning approach

Strategic Planning	Conventional Planning
Decentralized approach (bottom-up)	Centralized approach (top-down)
Process-oriented and action-oriented	Product-oriented (the plan)
Flexible	Rigid
Starts with consensus on issues	Starts with consensus on " power to enforce"
Planning budgeting and implementation integrated	Planning separated from implementation (and therefore, budgeting)
Focused and selective-aims at identifying and resolving critical issues while targeting sustainable and balanced urban development in the long term	Comprehensive
Strong assessment of internal and external environment (situation)	Limited or politically motivated assessment of situation
Expect new trends, discontinuous and surprises	Assumes that current trends will continue in the future
Interactive with a range of stakeholders	Based largely on data rather than stakeholder engagement
Political/multi-stakeholder awareness and involvement	Administrative orientation and awareness
Implementation by empowerment	Implementation by directive

Source: (UN Habitat.2007: "Inclusive and sustainable urban planning: a guide for municipalities: Volume 1:An Introduction to Urban Strategic Planning".

Outputs of Strategic Planning:

Khamis (1999)[1] listed three main outputs of the strategic planning process including:

[1] (Khamis,1999) : Quoted from Hamouz (2008). "**Trends in Development Planning of Nablus City in the Light of the Proposed Strategy for the City Development.**

1- Strategic Plan: It includes philosophy, regulations, objectives and time frames to achieve them. It is usually prepared in a high administrative levels.

2- The medium-term plan: this plan addresses the main aspects of the activity in the regulations such as marketing, production and development. It is prepared at the middle management level - and medium-term periods of time ranging from 3 to 7 years. It also is more stable and includes more details than strategic plan.

3- Short-term plan: these kinds of plans include many details and serve as a way of guidance for all activities in the short term.

2.1.6 Strategic Development Planning:

Development planning is directed effort that achieve specific goals in a specific period of time to get better future within available resources and schedule (Physical Planning Manual 2010- p.vi). Strategic Development and Investment Planning (SDIP) as practiced within the Palestinian territories, according to the Policy Note and SDIP Procedure Manual, is a localized strategic planning approach that allows for identifying local development objectives and their responsive priority projects and programs. SDIP is mainly based on the aspirations and needs of the community, available resources and capacities, as well as potential opportunities and challenges (MOLG, 2011).

2.1.7 Public Participation in Urban Planning.

According to Foucault: *"It was the dream that each individual, whatever position he occupies, might be able to see the whole of the society, that men's hearts should communicate, their vision be unobstructed by obstacles, and that the opinion of all reign over each."(Foucault, 1980, p.1[1]). (1)*

Many countries even the developing ones today start to adopt public participation as a part of planning process, not only includes just deliberate hearings. However, citizens can be allowed to contribute, comment, amend, and evaluate information throughout the entire process. Following the so-called ladder of participation this can take on different levels: level 1: inform; level 2: consult; level 3: involve; level 4: collaborate, and level 5: empower. Many urban planning initiatives and projects see citizen participation to be a pivotal element (Sameh, 2011).

The involvement of citizens in identifying their needs, selecting priorities and identifying strategies offers better chances for developing solutions that are sustainable, feasible and which citizens are willing to implement. Public participation in the urban decision-making process can be implemented through a number of tools such as stakeholder analysis, city consultations and working groups (UN Habitat, 2007, p.25).

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[1] Quoted from paper online public participation in urban: a critical review of the literature. http://www.cpasegypt.com/pdf/Hend_Magdy/M.Sc/002%20%20%20%20Public%20Participation%20in%20Urban%20Planning.pdf , *downloaded in 26-6-2016* 4:15 AM

Public participation can be divided into three categories (Sameh, 2011):

1) As an end in a bottom-up decision-making process: Here the final objective is not a product of quantifiable development goal, but considered as a process. The real goal is to increase control over resources and regulations. People take control of their decisions, and are free to make their contributions in design, construction, management and maintenance of their houses.

2) As a means in a top-down decision-making process.

3) Participation: The participation form that goes to the furthest lengths is codetermination. Concerned and interested parties receive the possibility to take part in the decision-making process during the development of a proposition, its execution and implementation.

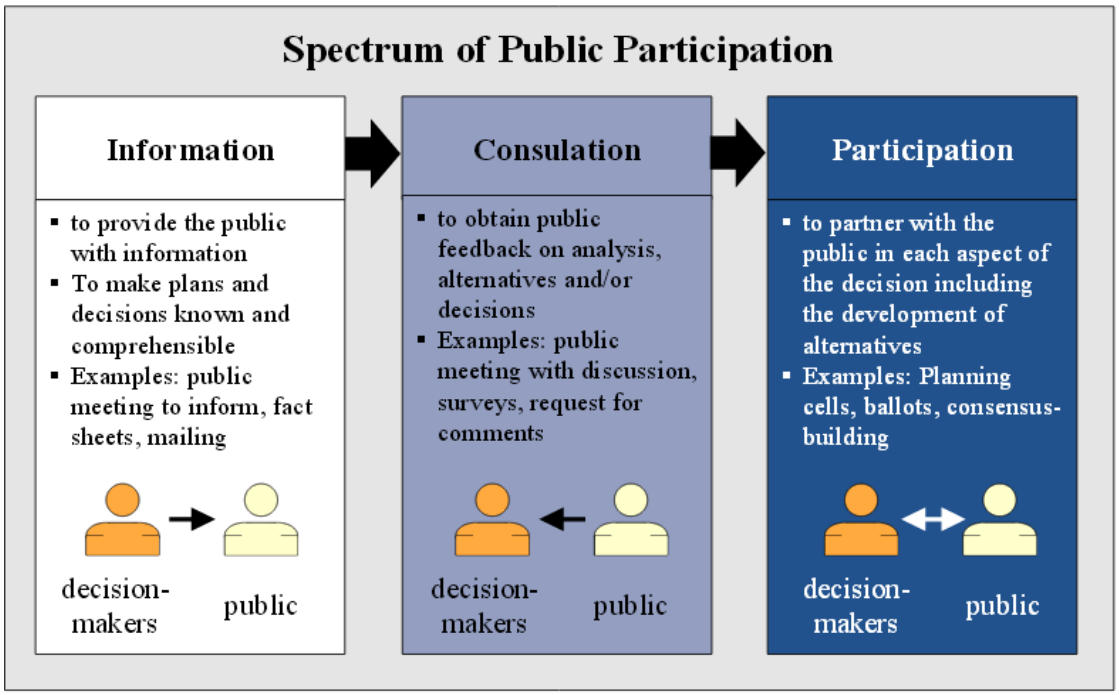


Fig. 2.1: Spectrum of Public Participation (Friesecke, 2001)

Objectives of Public Participations:

According to Jean Jack Rousseau, participation has a psychological effect on the participants, ensuring a continuing interrelationship between the workings of institutions and the psychological capabilities of individuals interacting with them. So Planners increasingly find that public participation, beside achieving democracy, is fundamental to develop appropriate and effective solutions for community design and planning problems[1]. (1)

The benefits of broad- based community involvement in planning are widely documented (Alexander, 1977; Altschuler, 1970; McClure, Byrne and Hurand, 1997; Sanoff, 1978, 1991; Smith, 1993; Towers, 1995)[2]. (2). Some of these benefits are as follows:

- Enhancing the capacity of citizens to cultivate a stronger sense of commitment, besides developing
- citizens' abilities to negotiate and manage projects.
- Increasing user satisfaction, and bridging the gap between expectations and outcomes.
- Citizens feel stronger and with more value, in the same way as they feel the strength and the importance of working for a group interest.
- Increasing the cost efficiency of activities or projects by involving local resources and skills.

[1] Public Participation in Urban Planning, p.8, online paper. Previous resource.
[2] Public Participation in Urban Planning, p.8, p.9, p.10, online paper. Previous resource.

- Increasing the effectiveness of such activities and projects by ensuring that they are based on awareness and understanding of local problems and will therefore better respond to local needs.
- Public participation helps in identifying projects and activities that are relevant to the community's needs and priorities, including the needs of the ethnic groups, women and other marginalized groups.
- Beside Developing tolerance and cooperation among ethnic groups. It is improving equality/equity between men and women by facilitating equal access to opportunities for them to play a substantive part in the activities and projects.

2.1.8 Strategic Spatial Planning:

An expanding literature all over the world seem to suggest that strategic spatial planning may be looked upon suited as an approach to deal – in an innovative/ emancipatory and transformative way – with the problems and challenges developing and developed societies are facing (Albrechts, 2012). A crucial element in this respect is the way in which people are excluded or included in planning processes, and the way the relationship between people and government is being shaped and ruled (Roy, 2009)[1].

According to some authors (Albrechts, 2015), a definition of strategic planning was developed as: a sociospatial process through which a range of people in diverse institutional relations and positions come

[1] Quted from (Albrechts, 2012), p.47.

together to design plan making processes and develop contents and strategies for the management of spatial change. Strategic planning, within this context, is an opportunity for constructing new ideas and processes that can carry them forward. It is also a collection of efforts to reimagine a city, urban region, or wider territory to translate the outcome into priorities for area investment.

The term 'spatial' brings into focus the 'where of things', whether static or in movement; the protection of special 'places' and sites; the interrelations between different activities and networks in an area; and significant intersections and nodes in an area which are physically co-located. (Albrechts, 2012. Albrechts, 2015). Hence spatially specific 'plans-as-maps'.

Strategic Spatial Planning is as much about process, institutional design, and mobilization. The motivations for using Strategic Spatial Planning vary in practice, but the objectives have typically the same. The main objectives are: (1) to construct a challenging, coherent, and coordinated vision; and (2) to frame an integrated long-term spatial logic (eg, for land-use regulation, resource protection, sustainable development, spatial quality, sustainability, and equity) (Albrechts, 2015. P.2).

Spatial planning is about thinking without frontiers, by providing new kinds of practices and narratives about belonging to and being involved in the construction of a place and in society at large. It is introduced to open up for other modes of knowing, and to avoid shaping an

urban future in a way that is just in line with the aspirations of the most powerful segment among the actors. The capacity of a strategic spatial planning system to deliver the desired outcomes is dependent not only on the legal–political system, but also on the conditions underlying the system. These conditions—including political, societal, cultural, and professional attitudes towards spatial planning and the political will on the part of the institutions involved in setting the process in motion affect the ability of planning systems to implement the chosen strategies (Healey, 2007).

2.1.9 Summary.

This chapter illustrates the concept of Strategic Urban Planning, since it is based on public participation and has a vision which gives its identity. According to Florian "Strategic urban planning is a process which permits the articulation of the initiatives of public and private stakeholders which seek synergies for the development of a city" (Florian Steinberg, 2005). The chapter also gave an overview about Strategic Spatial Planning which focuses on where thing are, and it is specific in 'plans-as-maps'. The next chapter will give an overview about the Strategic Urban Planning in Palestine.

Chapter 3

Strategic Development and Investment Planning (SDIP) In Palestine

3.1 Introduction

3.2 Planning During Palestinian National Authority Period

3.3 Planning Types in Palestine at Local Level

3.4 Strategic Development Planning versus Physical Planning

3.5 Relation between SDIP Output and Physical Plan (PP)

3.6 Obstacles Stand against Achieved SDIP in Palestine as it is Planned to be

3.7 Summary

Chapter 3

Strategic Development and Investment Planning (SDIP) In Palestine

3.1 Introduction:

For many decades, Palestine has been controlled by many nations such as (Ottoman, Jordan, British) and Israel, (*See Appendix C-1, Appendix C-2, Appendix C-3 and Appendix C-4).* Competing nationalisms and arguments over sovereignty, led the existence of unstable governing regimes which prevent achievement of long-term planning process.

Planning process in Palestine faced a lot of obstacles, the most important of which is the military occupation succession on this region. This occupation prohibited Palestinians from taking the initiative in planning process for their future, which deprived the residents from their basic needs in their regions and negatively affected the nature of the region.

Master plans that have been completed for the Palestinian territories also failed- especially in big cities- in development process, where Palestinian cities suffered from an acceleration in growth rates and migration from rural areas. The dramatic socio-economic and demographic changes have increased the demand for services in light of the unstable and lack of resources that has always been confiscated by occupation.

Also missed citizen participation in the planning process has weaken the fool of belonging to or supporting the process of planning to succeed.

All these factors accelerated the pressure of responsibility on institutions and specialized agencies to give greater importance to the development and improvement schematic side in the region and adopt appropriate sort of planning taking into account the uniqueness of the region.

3.2 Planning during Palestinian National Authority Period:

After signing agreement "Gaza-Jericho First" in May -1994, the power axes have changed by moving the civilian power to the Palestinian Authority. Under this interim agreement the regulation's powers and responsibilities has been moved too, including Area A (Somehow a complete Palestinian sovereignty). In September of 1995 the Interim Agreement that related to the West Bank and Gaza Strip, was signed_and two new concepts related to powers and authority was appeared (Area B and Area C). Area B represents area under Palestinian sovereignty from the administrative and regulatory side without a security one, and Area C represents area under Israeli control from the administrative, regulatory and a security side (Abdelhamid, 2005).

Area A (a complete Palestinian sovereignty) reached to 2.8%, and region B 23.7% from gross area of the West Bank and gradually increased until it reached 40% in March 2001. All these arrangements collapsed at the beginning of Al-Aqsa Intifada in 2000 and re-occupation of Palestinian towns and villages in April 2001. The situation got worse by the increase in building and expansion of Israeli settlements and the construction of the Separation Wall. For further information See Appendix C-5.

Between (1994-2000) the Israeli military withdrew from Area A and B. During this period, Palestinian Authority started institution-building process, beside legislation and regulations issuing, which relied primarily on regulations that was worked out before entering Palestinian National Authority. One of the devices that was established -or to be managed by Palestinian - is planning and regulation devices. Planning depends on its functioning and composition on the laws and regulations which preceded Israeli occupation before 1967, beside some modification that have been added by occupation's authorities (Abdelhamid, 2005).

In the West Bank, the Palestinian Authority adopted three levels of the planning according to Jordanian law *City, Village and Building Law No 79/1966*: The Higher Planning Council, the District Planning Committees, and Local Planning Committees. In Gaza Strip, on the other hand, the British Mandatory Law entitled *Town Planning Ordinance No 28/1936* is still valid. Both laws are outdated and there is a need to have one unified law governing the planning process in West Bank and Gaza Strip (Abdelhamid, 2005).

Another important legal document is the Palestinian Local Council Law No.(1)/1997 (LCL) which provides the base legal framework for municipalities and village councils.

As shown in Figure (2.2), there are three administrative levels of planning in Palestine that are most likely concerning physical planning (Rammal et il, 2014, p.205):

1) **The Ministry of Planning and Finance (MOP):** It is developing the National Development Plan, beside formulating the spatial development policies and urban development policies, definition of settlement hierarchy and preparation of regional plans.

2) **The Higher Planning Council (HPC):** It consists of 16 members (chaired by the Ministry of Local Government (MOLG)) from different related ministries and institutions. It defines the towns planning areas, approves the regional and local plans (general plans), reviews master plans prepared by planning committees, and deals with appeals on building licenses.

3) **The Ministry of Local Government:** It prepares urban plans at the local and regional level of the local government units (LGUs) and prepares and approves detailed physical planning projects.

While the District Planning Committees are preparing, in some cases, and approving the LGUs' general and detailed plans, municipalities are usually responsible for issuing building licenses within their administrative boundaries.

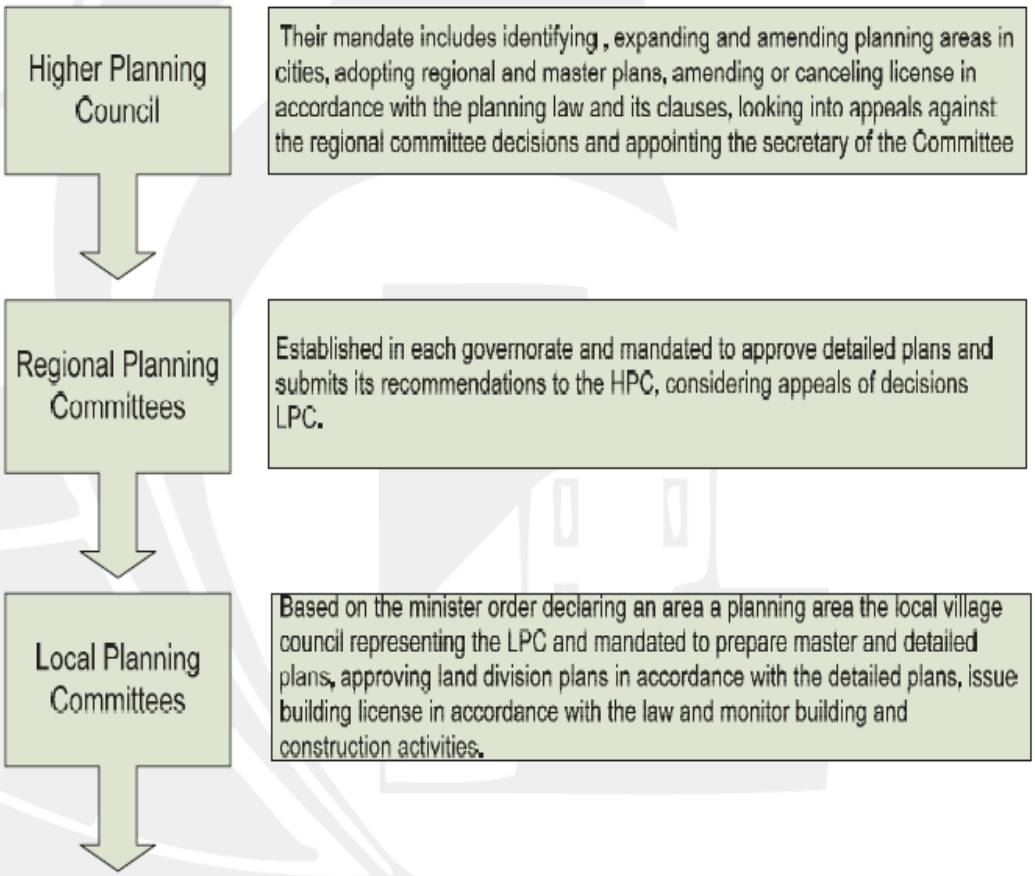


Fig. 2.2: Levels of Planning System in Palestine. ***Source: (Rammal et il, 2014, p.205)***

3.3 Planning types in Palestine at local level:

There are several types of planning that are used at the Palestinian local level such as (strategic) development plans (SDP), Investment Plans, Strategic Development and Investment Plans (SDIP), Physical Plans and Master Plans, etc…

The Directorate of Urban Planning at the Ministry of Local Government (MOLG) – together with the Ministry of Planning (MOP), Municipal Development and Lending Fund (MDLF), and other key stakeholders – have been working to develop a framework for Strategic Planning at the local government level referred to as “Strategic

Development and Investment Planning for Palestinian Cities and Towns" or SDIP (MOLG, 2011).

But At the national level, the Ministry of Planning and International Cooperation has assumed responsibility for the development of strategies National Planning. In terms of regulations and laws it is the responsibility of the Ministry of Local Government in Palestine, which adopted many shared services councils to rise and improve the quality level of services for citizens (Abdelhamid, 2005).

Palestinian's experience of Strategic planning is clear in all its three levels: national level, regional level, and local level. The physical planning, however, it is still modest, while there are master and detailed plans at local level, there is just one plan at national level (National Spatial plan). The regional level is the most neglected level as there is no plans approved for West Bank, and only one plan for Gaza, after Israeli withdrawal in 2005 (Alhamooz, 2008), as shown in Figure (2.3) below.

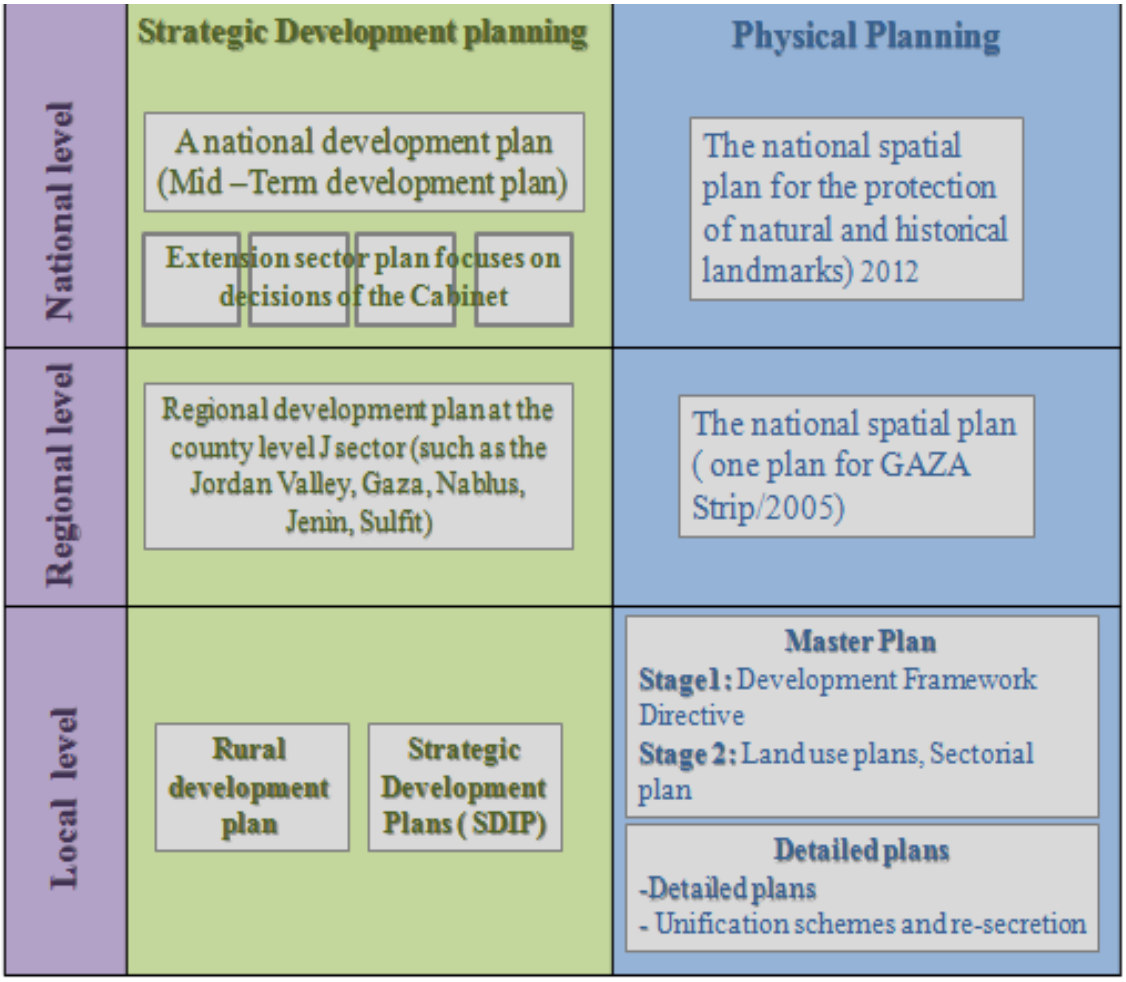


Fig. 2.3: SDIP and PP levels in Palestine.

3.4 Strategic Development Planning versus Physical Planning:

Physical planning is considered as a tool and a means to achieve the public interest for all society's sectors. It is a balance between the needs of development in the present, near future and the development needs for far future generations. Physical planning ensures interpolation, coordination and integration in the needs of the requirements of comprehensive development sectors (political, economic, social, and environmental, etc ...), through the provision of services and public utilities, and various kinds of infrastructure networks ((Rammal et il, 2014). The physical planning in Palestine forms an input for the physical development and socio-economic

activities, and is a pre-requisite for national development. It is considered as the improvement of development projects in a geographical area within a specific time, taking into consideration development dimensions for the community. Based on this, the use of land and the population growth will be determinate. This definitely will encourage investments and economic activities within the community gradual needs (Rammal et il, 2014).

In this sense and based on the discussion in the previous chapter, the strategic development would be considered as part of this general approach to planning. There are common linkages between the strategic development planning and physical planning including: (1) the framework conditions for urban development, (2) general development characteristics of the city and SWOT analysis, (3) city development strategy and overall objectives for Sustainable Urban Development, (4) urban structure and morphology. On the other hand, both have their unique and special elements that should be considered while planning as shown in the below chart:

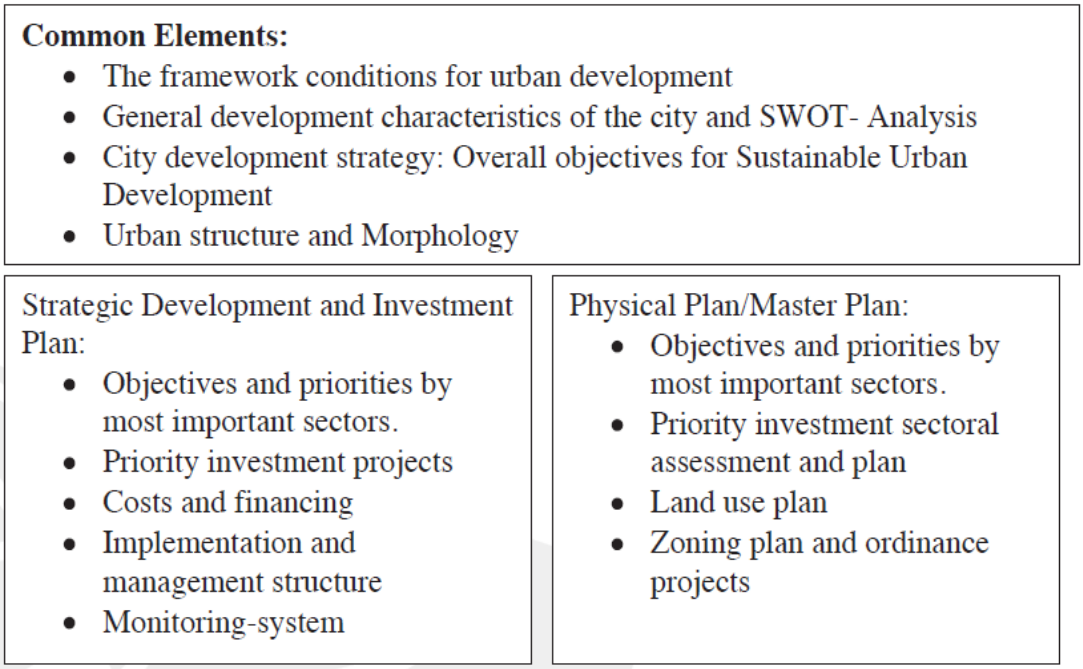


Fig. 2.4: Features of SDIP VS PP - Source: Frank samol GTZ, Quoted from (Rammal et il, 2014, p.197).

SDIP serves as a road map for the municipality as it creates and enhances programs and services for its residents over a certain period of years. SDIP usually spells out among other things, the municipality vision, mission, values, strategies and programs. These concepts should comply and feed in for the physical plans as well as the later can also feeds the SDIP (Rammal et. il., 2014, p.197).

3.5 Relation between SDIP output and Physical Plans (PP) in Palestine:

Since the local government determined the methodology of SDIP, it directly issued a manual that explained the practical procedures to achieve SDIP correctly. In later stages, it prepared manual for physical planning that addressed the linkage between physical and strategic plans. In the methodology of physical planning manual it is clear that if there were

strategic development plans for the area, it should be taken into consideration for any future development. Thus we are talking about two different methodologies: the SDIP which determines the development needs, and the PP which deals with spatial details, rules, site, area, legislations and criteria (Ahmad Al-Ramahi, 2015).

Accordingly, the idea becomes if you want to develop the physical plan, you have to see what exists in the strategic development plan and take into consideration the future spatial enlargement (Ahmad Al-Ramahi, 2015).

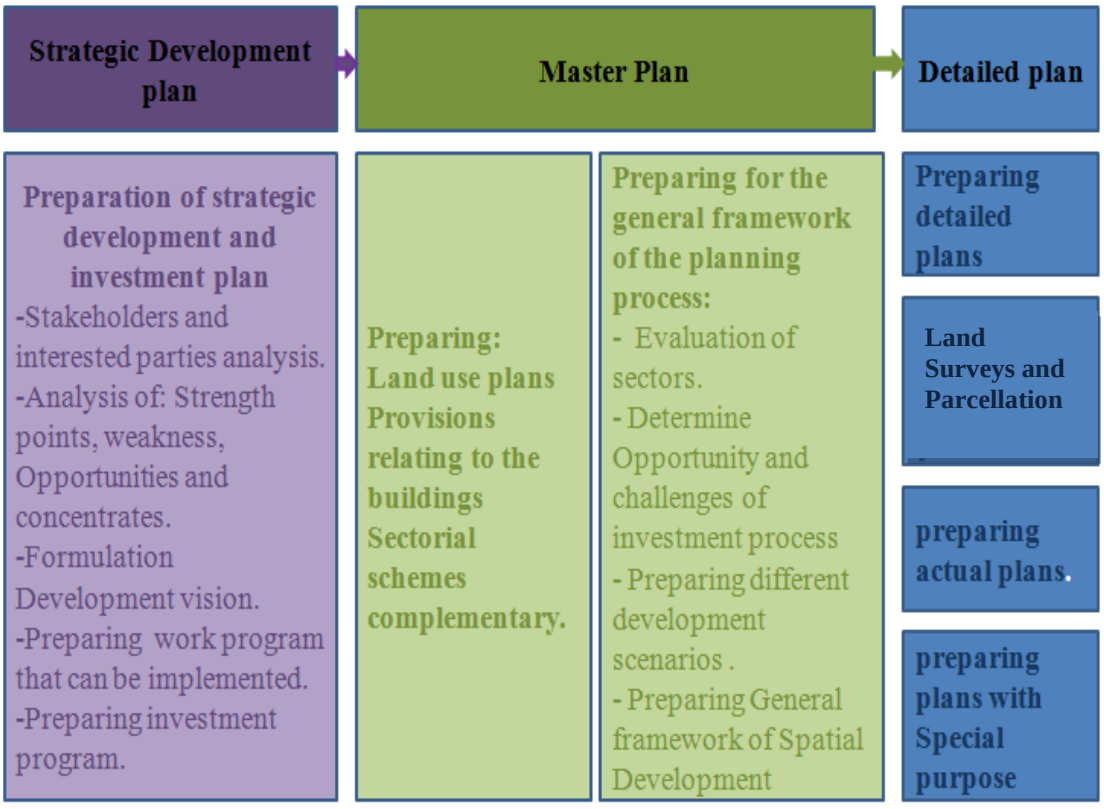


Fig. 2.5: SDIP VS PP (Local Level). Source: physical planning manual- Palestine, 2010 . p.7

3.6 Obstacles Stand Against SDIP Implementation in Palestine:

SDIP methodology based on public participation, which makes the output reflect people's needs. It is not a wish list, which is clear from the results of the survey distributed as part of the study that shows a large percentage of SDIP implementation was good according to interviewers. Because everything starts to be connected with SDIP like MDLF (funded projects), reclassification of municipalities, and financiers or donors. The donors usually prefer to fund projects which come from public involvement, but the problem in SDIP was to put this principle in practice. Such pans in the fieldwork didn't lead to the full desired output for the following reasons:

- Different cases in municipalities, who have donation from their citizens who lives outside and want specific project (like school, mosque, etc...) at specific area (Ibrahim Alhamooz, 2015).

- Institutionalization: The structure of local bodies doesn't meet the local ministry needs, and the image is not clear in the municipalities. Until now there is no specific unit or even person who follows up and coordinate SDIP process constantly and from A to Z, whether engineer, accountant, manager (since the project is not totally engineering aspect, there are financial, social administrative and many others). For example when the municipality being told that there is workshop about SDIP, some municipalities send engineer, public affair, a municipal council's members or even the mayor.

Misunderstanding occurred in the municipality; while to get a license from municipality you don't go to the accountant, you go to the engineer directly. You know your address but what related to SDIP, until now there is no specific person (Ibrahim Alhamooz, 2015).

- Site selection/determination: most of land is owned by private sector, which results in limited opportunity to implement suggested projects and SDIP can't be achieved as it planned specifically (Ibrahim Alhamooz, 2015).

- Fund: Limited and irregular fund is the main reason stands against most project's implementation. There is no general development budget distributed according to certain specifications to the communities, which is the case in stable countries. In Palestine, the geopolitical conditions and instability of Palestinian local bodies, and the lack of fixed financial resources, diverge the SDIP from its sustainable and comprehensive goals to just to provide the main utilities. Thereby Strategic Planning is more effective tool for funding from donors- more persuade- and tools of good governance (Ahmad Al- Ramahi, 2015; and Dema Jodeh, 2015), as most of projects (not all) financed by donor countries and MDLF.

- Mediators and consultants who sometimes were far from the main concept, and they were too technical, rigid and that loose the spirit of SDIP work (Ohood Enaia, 2015).

- Municipal Capacities: Lack of specialized -well trained- staff who understand the work and its implementation (Dema Jodeh, 2015).
- Lack of understanding of spatiality, especially in public participation side (Ohood Enaia, 2015).
- Internal competition within the municipalities, and personifying things stand against teamwork (Ohood Enaia, 2015).
- Succession of municipal councils: There is no constant or everlasting person, who understands the previous work and continues it. The new generations, usually, prefers to put their own Imprint. There is no cumulative experience in the work (in some cases). To solve this problem, MDLF started to force municipalities to adopt the strategic plan and continue working on it because it is not council work as much as people work (public participation) (Ohood Enaia, 2015).
- The absence of a law that protects this approach, except of MDLF and donor countries requirements for Fund and reclassifications controlled (Ohood Enaia, 2015).

3.7 Summary:

Palestinian's experience of Strategic Planning was clear at three levels: national level (Ministry of planning), regional level (Local government) and local level (Ministry and local bodies). As to the Physical Planning, Palestinians have achieved moderate to weak achievements.

While there are master and detailed plans at local level, there is just one plan at national level (National Spatial Plan), and no plan at regional level for West Bank and only one in Gaza Strip prepared after Israeli withdrawal in 2005.

The next chapter will explain the spatial linkage in Strategic Development Planning (SDIP).

Chapter Four

Spatial Linkage in Strategic Development Planning (SDIP) - The New Suggested Methodology/ Illustrative Examples –

4.1 Introduction

4.2 Importance of Spatial Linkage - in SDIP

4.3 Developing a Tool for Defining and Mapping the Spatial Component of Strategic Planning

4.3.1 Analysis of Stakeholder

4.3.2 Diagnosing Existing Situation "Analysis Stage"

4.3.2.1 Example in Planning and Land Use Sector Using Suggested Spatial Tool/ Tubas Area

4.3.2.2 Example in Education Sector from Social Field Using Suggested Spatial Tool/ Tubas Area

4.3.3 Identifying Vision and Investment's Goals

4.3.3.1 Example in Identifying Vision Field Using Suggested Spatial Tool/ Tubas Area

4.3.4 Identifying and Describing Projects - Projects Allocation

4.3.4.1 Example in Identifying and Describing Projects

4.3.5 Mechanism of Implementation/ Practical Procedure

4.3.6 Assessment and Implementation

4.4 Summery

Chapter Four

Spatial Linkage in Strategic Development Planning (SDIP)

-The New Methodology/ Illustrative Examples -

4.1 Introduction

Before 2005, strategic planning in Palestine wasn't practiced at the municipal level. During that period, any decisions for projects' implementation had been taken by municipality councils. Such decisions lack transparency, there were no public participation, no vision for the municipality, no studied projects according to a plan, no specialized planning staff and no existence of quality indicators. The situation, after 2005 or a little before (first generation), dramatically changed as "SDIP idea- in Palestine- start to be adopted. The SDIP evolved gradually by individual efforts in few municipalities such as: Beita –Nablus, Methaloon-Jenin and other municipalities. These experiences were modest and the planning adopted were adhoc and with different methodologies, and the plans didn't adopt any spatial linkage" (Ahmad Al- Ramahi, 2015).

In 2009, Ministry of Local Government (MOLG) in cooperation with Ministry of Planning and MDLF supported by international organizations and specialists, the first SDIP policy paper and manual were issued. The manual was prepared referring to the UN-Habitat manual /Egypt, international experiences/ South Africa and local experience. It aimed mainly to help municipalities and local bodies in the processes of making a

strategic plan: how to facilitate a community workshop, strategies and techniques of involving public, and how to take spatial considerations/ linkage. The work was, initially, applied on four local authorities as pilots: Qabalan, Qabatia, Bani Naim, and Aleizariya".(Ohood Enaia, 2015).

Recently, no more wishing lists are there as the second generation of SDIP initiated, and municipalities started to take the strategic plans' budgets in their consideration, which made their final budgets more realistic. Dealing with four-year plans helps planners and decision makers in distributing projects in three categories: (1) projects will be surely funded- *there were* promises *from Financiers*-, (2) projects probably going to be funded according to municipality history of obtaining fund, and (3) projects that are just wishing list/ hard to be achieved in order to tell people that their wishes have been reflected on the municipality agenda. All of these steps help projects to become more realistic and so its spatial reflection became easier (Ibrahim Alhamooz, 2015).

4.2 Importance of Spatial Linkage - in SDIP:

Due its importance, spatial aspects have been involved in the strategic planning definitions. According to Healy (1997)[1], strategic planning is "a sociospatial process through which a range of people in diverse institutional relations and positions come together to design plan, making processes and develop contents and strategies for the management of spatial change". Definition in this content show how much unity and

[1] *(*Healy,1997): Quoted from Albretches, 2015, p.2.

harmony is between plan and space. So the idea of spatial linkage in SDIP appeared mainly for the necessity of connecting needs and challenges (problems) with space “where of things” (Ohood Enaia, 2015). The spatial linkage emphasizes the interrelations between different activities and networks within space, and significant intersections and nodes in an area which are physically co-located (Healy, 2007).

Service-related and infrastructure problems have a spatial dimension. Lack of schools or health center cannot be diagnosed or solved without considering the spatial aspects. Needs and problems, therefore, should be identified spatially, otherwise the strategic plans remain powerless in translation the necessary strategic interventions (Ahmad Al-Ramahi, 2015). This linkage doesn’t necessarily mean working on micro spatial scale line determining specific land parcel. It is enough to point to an area, unless there were specific parcel owned by the municipality in a specific region (Abu Eisheh, 2015).

The process, therefore, can be considered as the best practical way to do the work and the fastest one for reform. Availability of spatial database connected to social, economic and environmental reference will ensure a balanced distribution of resources, services and opportunities available within the urban domain and that lead to social justice.

4.3 Developing a Tool for Defining and Mapping the Spatial Component of Strategic Planning SDIP Manual in Palestine adopted five planning stages, each stage has many procedure, as shown in Fig.3.1

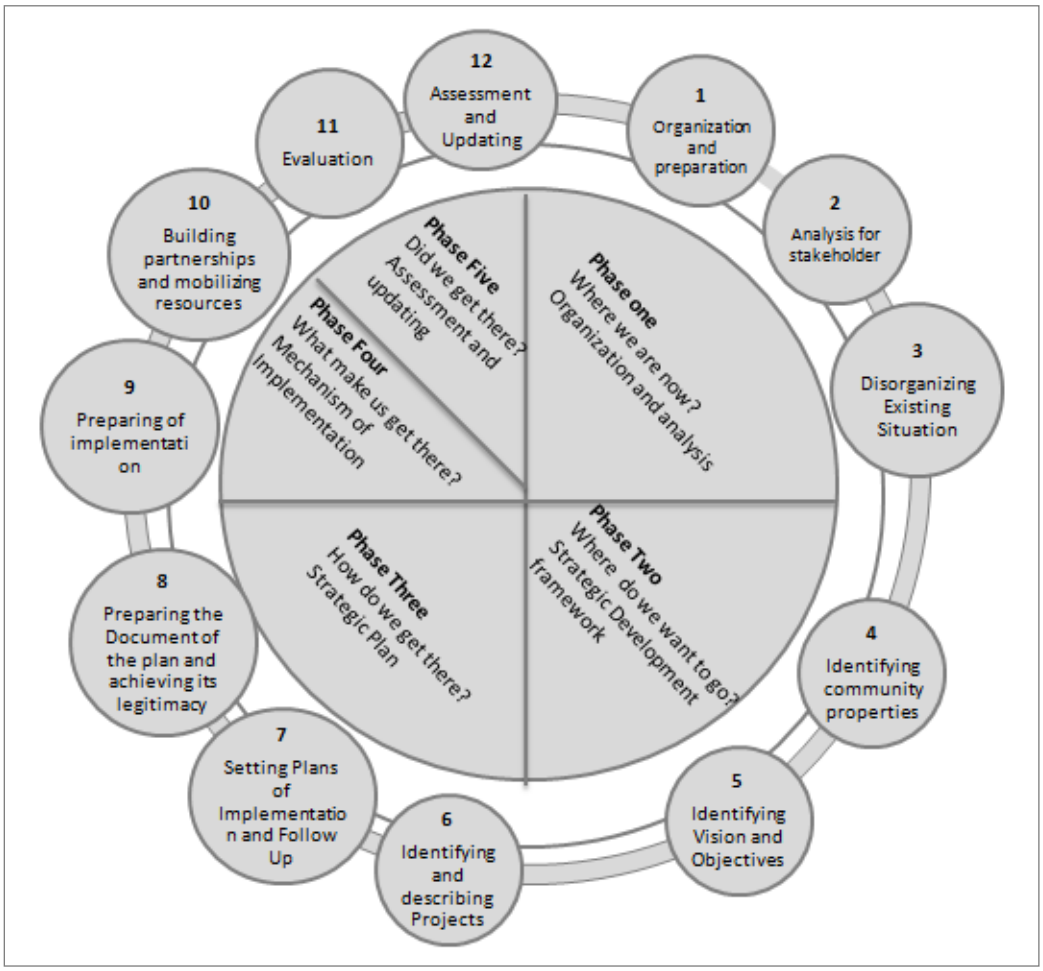


Fig. 4.1: The Five Stages of SDIP

Source: SDIP Manual for Pedestrians Cities and Towns-2014, p.11

The spatial linkage, however, is not clear; a point that will be discussed in order to suggest ways to modify the process to achieve higher spatial linkage.

SDIP manual Stages that will be modified to meet spatial needs:

A. **Analysis of stakeholder** *(Stage 2).*

B. **Analysis phase: Diagnosing existing situation - status quo**, where are we now? Places with needs and problems must be identified in that stage *(Stage 3).*

C. **Identifying vision and objectives**: Where we want to go? *(Stage 5).*

D. **Identifying and describing projects - projects allocation:** How we are able to reach there? *(Stage 6).*

E. **Mechanism of implementation:** What makes us get there? *(Stage9).*

F. **Assessment and implementation:** Did we get there? *(Stage 12).*

The spatial linkage methodology in the strategic development plans ought to be adopted from the beginning of the work. The early stages start from analysis/ diagnosing existing situation and identifying leading issues, reaching to identifying visions, then determining priorities and projects allocation. So this approach is not limited only to spatial identification/ characterization of the resultant projects. The adoption of this methodology ensures realistic and ability of implementation of the plan, which touches the community needs and optimizes the available resources in the best way. See Table 4.9 in page 86

4.3.1 Analysis of Stakeholder:

As shown in the map below, the distribution of stakeholders is based on their interests that affect the urban planning processes from the initial to implementation and maintenance stage. The selection considers both the

gender and the spatial dimension. The stakeholders are selected from different regions, institutions, density and extended families. See Fig 3.3.1in page 38.

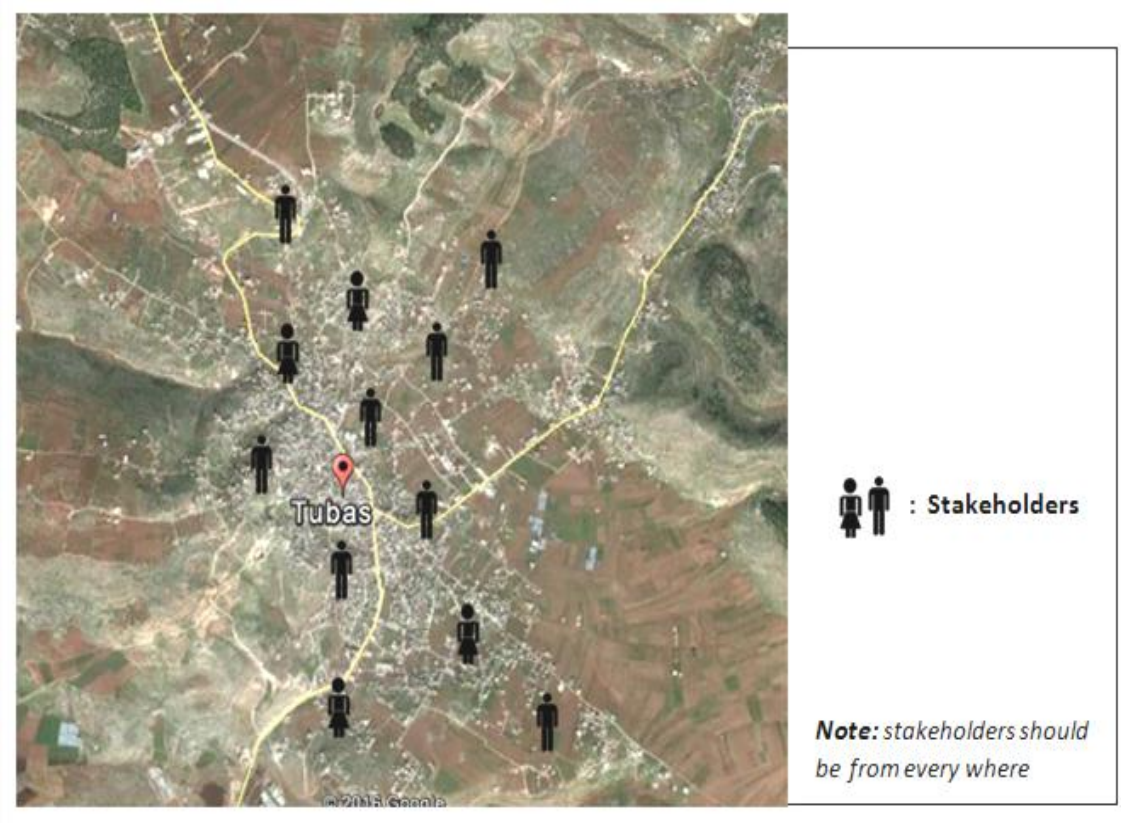


Fig. 4.2: Analysis of Stakeholder.

4.3.2 Diagnosing Existing Situation - Status quo- "Analysis":

Although the spatiality in the SDIP strategy was engaged by creation of committees which were formed from the community. Among these committees is a Planning Committee whose responsibility is to focus on spatial analysis and spatial reflection of the output's works from the other teams. This strategy was not clear enough in the SDIP manual 2013. On pages 39 and 40, the manual clarifies that analysis stage should be followed by many procedures including: SOWT analysis, determining main issues

for each sector, and collecting data related to the intended community. The related tool (Tool 7 P.29 and p.38 from SDIP Tool 2013), however, lacks the spatial illustration. This was satisfied with the necessary maps without elaborating on the methodology and without giving spatial aided tools to illustrate it.

Spatial maps and sketches are necessary to give indication on which areas lack of services or has potentials and which are not. Additionally, this enables the specialized committees to better understand the existing conditions, and therefore a better understanding of the needs and priorities which leads at the end to suggesting the most appropriate projects and their best distribution.

Table B-1 bellow illustrates the suggested spatial tool, and the following suggested practical procedures help planners understand the analysis stage:

- Determine the diagnostics criteria for each sector.
- Determine the spatial\physical elements concerning each criteria.
- Look at those spatial elements as opportunities or challenges for each criteria.
- Reflect the opportunities and challenges on the map, taking into account the range of impact of each opportunity or challenge (impact on itself or/and on the surrounding area).

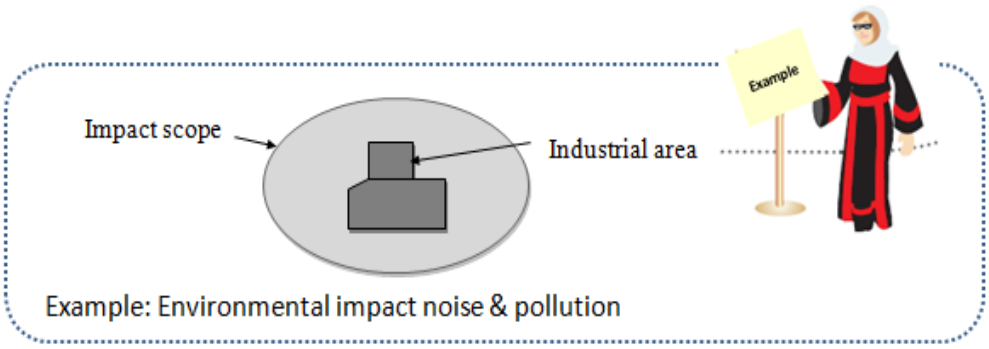
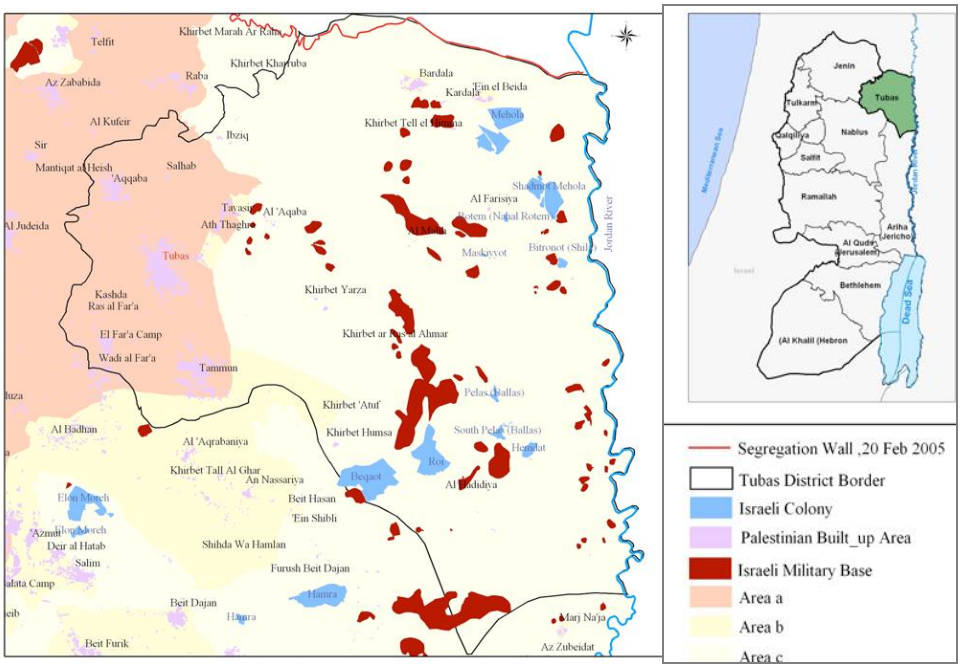


Table B-1: Diagnosing existing Situation – suggested spatial supported tool

Development Issue: ----------			
Diagnostics criteria	**Spatial elements**	**opportunity (+)**	**Challenge (-)**
-----	-----	------	------
-----	-----	------	------
Note: Illustrated Maps / sketches that Reflect the opportunities and challenges, beside range of their impacts should be followed			

4.3.2.1 Example in Planning and Land Use Sector Using Suggested Spatial Tool /Tubas Area

Tubas is a Palestinian city located in the northeastern of West Bank, with an elevation of 362 meters above sea level. Tubas city is 20 kilometers northeast of Nablus, 19 kilometers southeast of Jenin, and 20 kilometers west of the Jordan River. The City has an area of 500 km², while the northern Jordan Valley constitutes 70% of the entire conservative area (The Applied Research Institute - Jerusalem, 2006). It has a moderate climate with hot and dry summer and cold and wet winter. The average annual temperature is 21 °C, and the average annual humidity rate is 56%.



Map 4.1: Tubas Governorate borders and localities

Source: The Applied Research Institute - Jerusalem, 2006. Newsletter 1, p. 3.

Tubas Strategic Plan:

The First Strategic plan for Tubas was implemented in 2011 and the updated document of its SDIP was on 2013 (Tubas Updated Strategic Development Plan Document 2013- 2016).

Reviewing SDIP and updating its procedures were prepared - like other SDIP in Palestine - using technical support from International Foundation CHF team at all stages of updating. The updating was conducted within the framework of local governance, which was funded by the US Agency for International Development (USAID) in consultation and coordination with the Ministry of Local Government. Through Community participation of citizens, representatives of local authority and local community institutions in Tubas city.

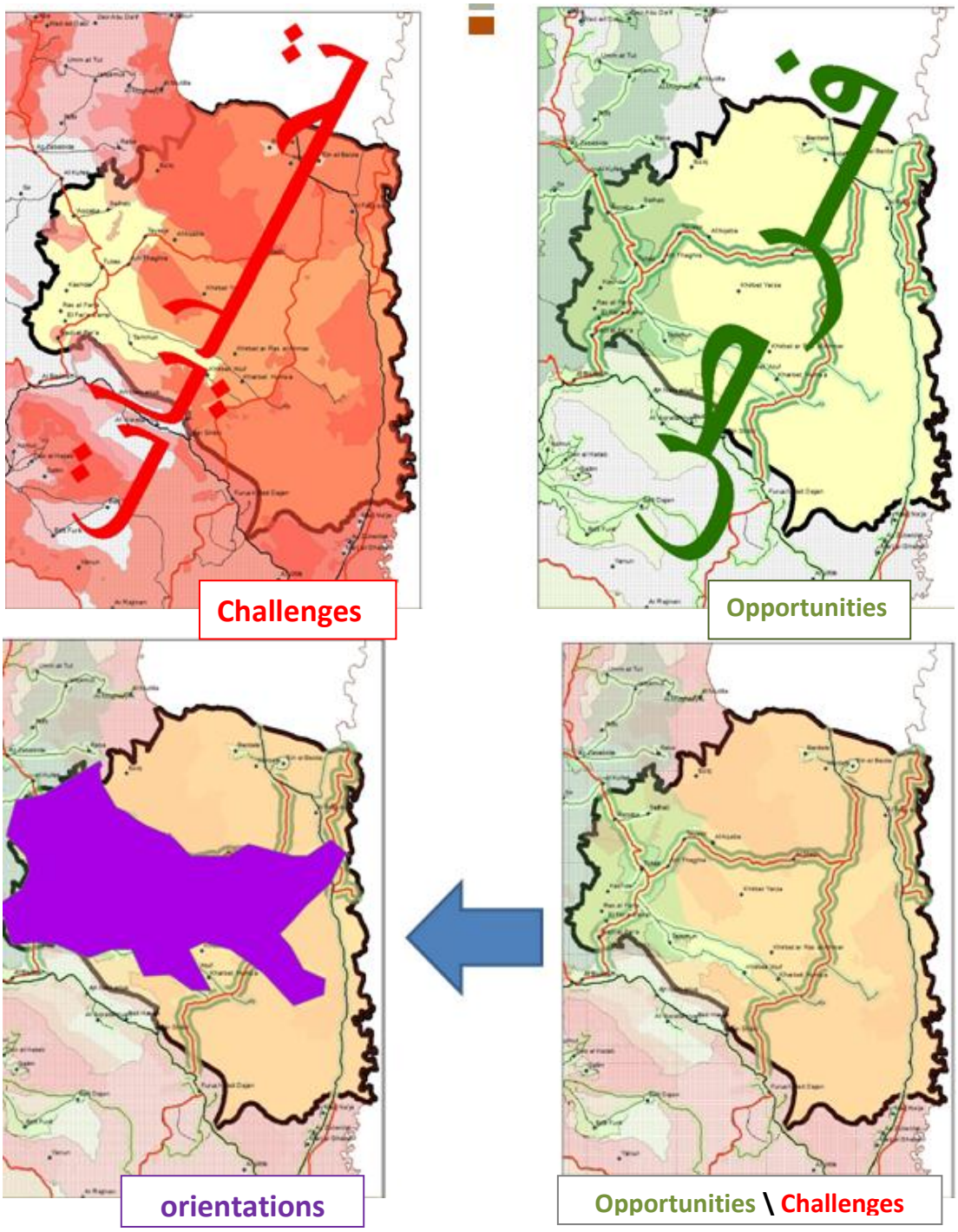
The SDIP came out of the city vision that states on: "together towards a green city and attractant center in its economy, security, development and originality, where available elements of modern life use optimum sustainable resources under effective society who respect the law".

It also Came out of many development goals, the most prominent were the development of the commercial sector, improving the health services provided to citizens, developing investment in the real estate sector and developing agricultural sector.

Practical procedure: Using Table B-1 in Appendix B leads to the following results.

Table 4.1: Diagnostics criteria for planning and land use sector - Tubas Area

Development Issue: planning and land use sector			
Diagnostics criteria	**Spatial elements**	**opportunity (+)**	**Challenge (-)**
Future expansion areas	Political borders A	*	
	Political borders B	*	
	Political borders C		*
	High-value agricultural land		*
	Road network	*	
	Slope more than 20%		*
	Biodiversity		*
	Heritage and historical places		*
Connected transportation network	Regional transport network	*	
Industrial area at the county level	Industrial area limits		*



Map 4.2: Planning and Land Use Sector – Tubas Governorate

4.3.2.2. Example in Education Sector from Social Field Using Suggested Spatial Tool/ Tubas Area

Before starting with planning criteria of educational sector, it is important to know the education system. Educational system in different countries is divided into three levels as the table shows below[1]:[1]:

Table 4.2: Educational system in different countries

System	Primary	Lower-secondary	High school
First	1 – 6	7 – 9	10 – 12
Second	1 – 6	7 – 8	9 – 12
Third	1 – 8	----------	9 – 12

While in Palestine, the applied educational system is different from the aforementioned systems, the basic stage is from 1st to 10th grade while the high school is 11th and 12th grade.

Practical procedures / Needed Data:

- Map of Educational institution distribution in the study area.
- Map of girls primary schools distribution in the study area, beside serviced and underserved area.
- Map of girls' high schools distribution in the study area, beside serviced and underserved area.
- Map of boys primary schools distribution in the study area, beside serviced and underserved area.

[1] Source: Alhaj Mohammad, Ferial. Previous reference. P.57 .Quoted from Allam, Ahmd Khaled. Planning Cities. p.423.

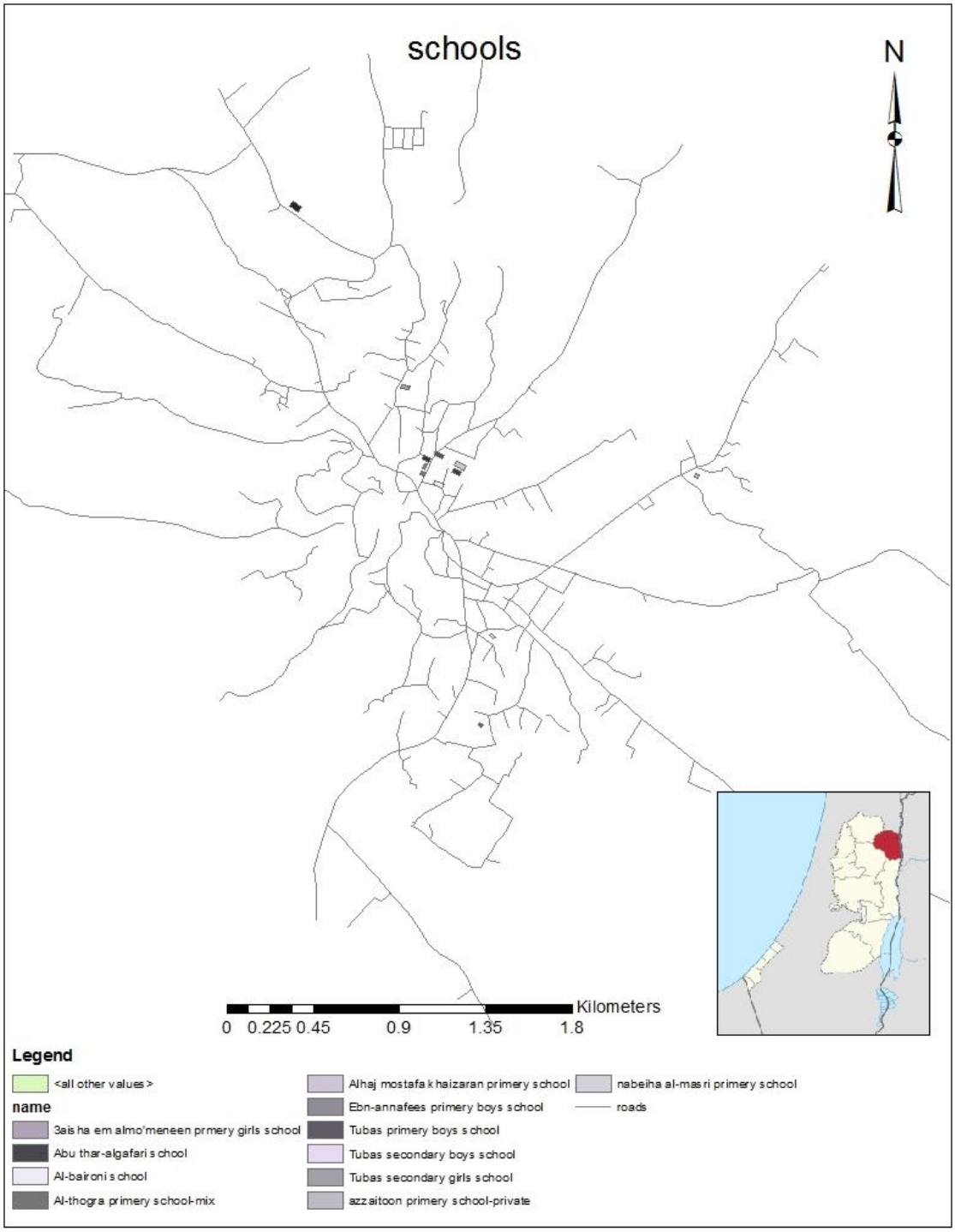
- Map of boys high schools distribution in the study area, beside serviced and underserved area.

- Using spatial tool in table B-1: Diagnostics criteria of spatial elements tool (Opportunities and challenges) in Appendix B, followed by maps illustrates each criteria.

- Taking into the account some planning specification for elementary and secondary schools **(**See Table E-1 in Appendix E)

Table 4.3: Schools Names and Types in the Study Area.

Development indicators - spatial -	Schools Names and levels	
Primary schools		
Girls schools	A'aisha Em Al-Mo'meneen girls School.	1-4
	Abu Thar Algafari girls School.	1-6
	Althogra School – mixed-	1-4
Boys schools	Alhaj Mostafa Khaizaran boys school.	1-5
	Tubas primary boys school.	1-6
	Althogra School – mixed-	1-4
High- primary Schools		
Boys schools	Albaironi Boys School.	8-10
	Ebn Annafees boys school.	6-7
Private school	Azaitona private school	1-8
Girls schools	Tubas primary girls school	7-10
	Nabeha al masri girls School	1-9
Number of Secondary schools - High School		
	Tubas Boys high schools. Tubas Girls high schools.	10-12



Map 4.2.1: Schools Distribution in the Study Area.

Table 4.4: Diagnostics criteria For educational Sectors- Tubas Area

Development Issue: Educational sector – social field			
Diagnostics criteria	**Spatial elements**	**Opportunity (+)**	**Challenge (-)**
Geographical distribution of school's buildings and serviced areas[1].	Primary Schools: Distance from school and student house 400-800 m. (buffer distance service) Distance in minutes: 10-20 min	*	
	Secondary Schools: Distance from school and student house 800-1200 m. (buffer distance service) Distance in minutes: 15-25 min	*	
	High Schools: Distance from school and student house 1200-1800 m. (buffer distance service) Distance in minutes: 20-30 min	*	
Site Area (1000 m^2)[2].	Primary Schools: 2- 7 Secondary Schools: 4- 4.5 High Schools: 1.8- 4.5	*	
Services and infrastructure	Availability of Services and infrastructure, near to the medical centers, and fire Station.	*	
Industrial area at the county level	- Industrial area and its limits - Factories		* *

[1] Source: Alhaj Mohammad, Ferial. Assessment and planning of educational services in Tubas city Using geographic information systems Page:87. Unpublished Master Thesis-2010. An-najah National university – Nablus. Quoted from Allam, Ahmad Khaled. Planning Cities. p.433-432

[2] Source: Alhaj Mohammad, Ferial. Previous reference. Page: 100. Quoted from: Sarhan, Bassam AbdAlazeez. Planning Criteria in schools Development. p.88 .

Table 4.4: Diagnostics Criteria for Educational Sectors – con.

Diagnostics criteria	Spatial elements	Opportunity (+)	Challenge (-)
Roads[1].	Primary Schools Distance to the Highways until: (150 m) Distance to the main roads until : (100 m) Distance to the secondary-branched roads: (Most suitable)	 * * *	
	Secondary and High Schools Distance to the Highways until: (100 m) Distance to the main roads until (50 m) Distance to secondary-branched roads: (Most suitable)	 * * *	
Development Urban Areas	Needs for space / additional sites for educational services to cope with population growth in the future	*	
Environment[2]. [3](2)	Distance from Gas Station: (75m)		*
Natural Features:([3])	- Distance from flood zones: at least (300 m) - Distance from flash floods gathering places: at least (100 m). - Slopes : not more than 18%	 *	* *

[1] Source Ministry of education – Tubas

[2] Source Alraheli, Basma salameh. The use of geographic information systems to assess the current status of the sites of government girls schools in Mecca. p.22

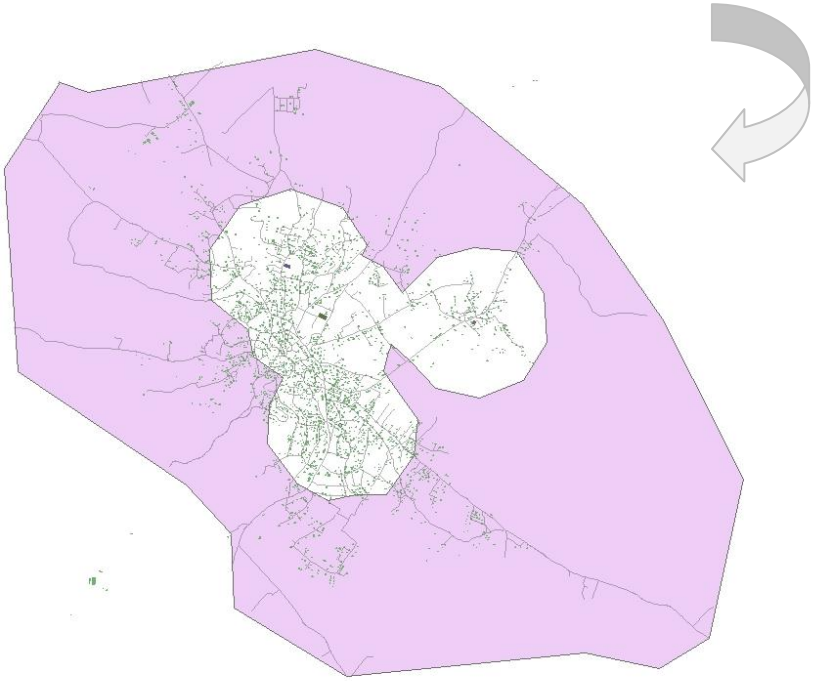
[3] The same source.

Table 4.4: Diagnostics Criteria for Educational Sectors – con.			
Diagnostics criteria	**Spatial elements**	**Opportunity (+)**	**Challenge (-)**
service Field - Population density[1]: (1)	- Primary schools : Neighboring residential about (3000-6000) - Secondary school: (Residential quarter) about (6000-10000). - High schools: A larger number of Neighborhoods. About (10-20) thousand	* *	
	quarries - livestock barns - Tanneries - cemeteries - Markets - garbage dumps – marshy		*
	Near to public Garden, neighborhood's Stadium	*	

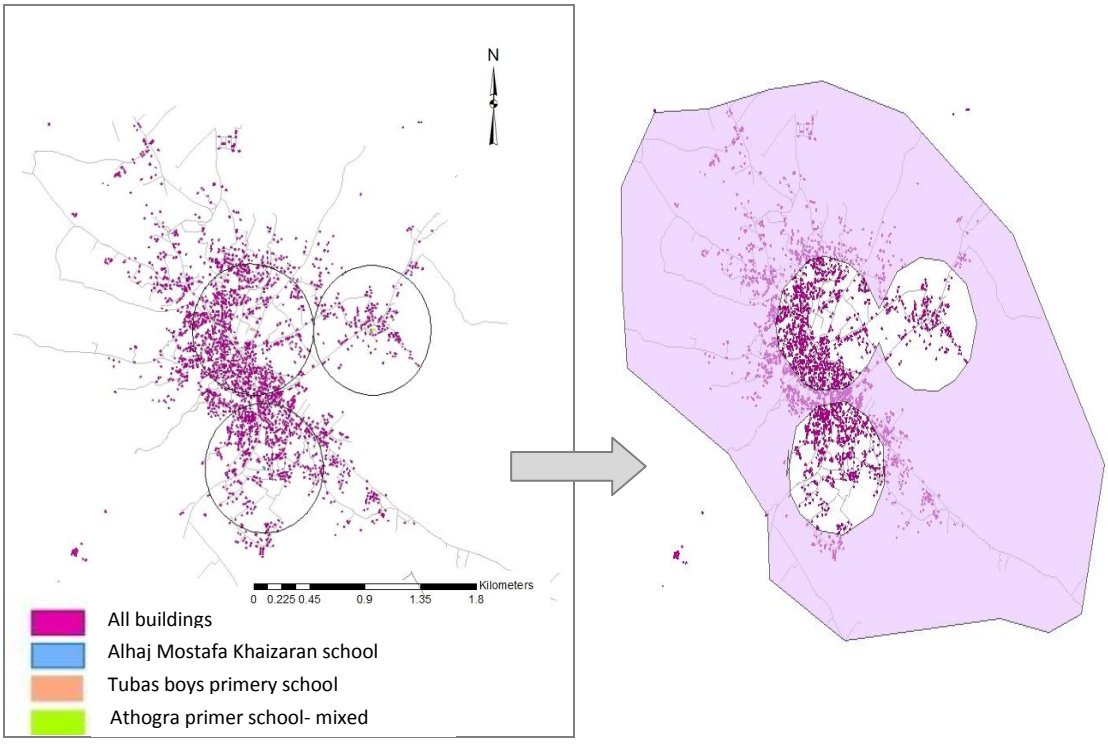
1. Analysis - Range of the Service Impact:

Map 4.2.2: Primary Girls Schools and Buffer 600m – Serviced Area

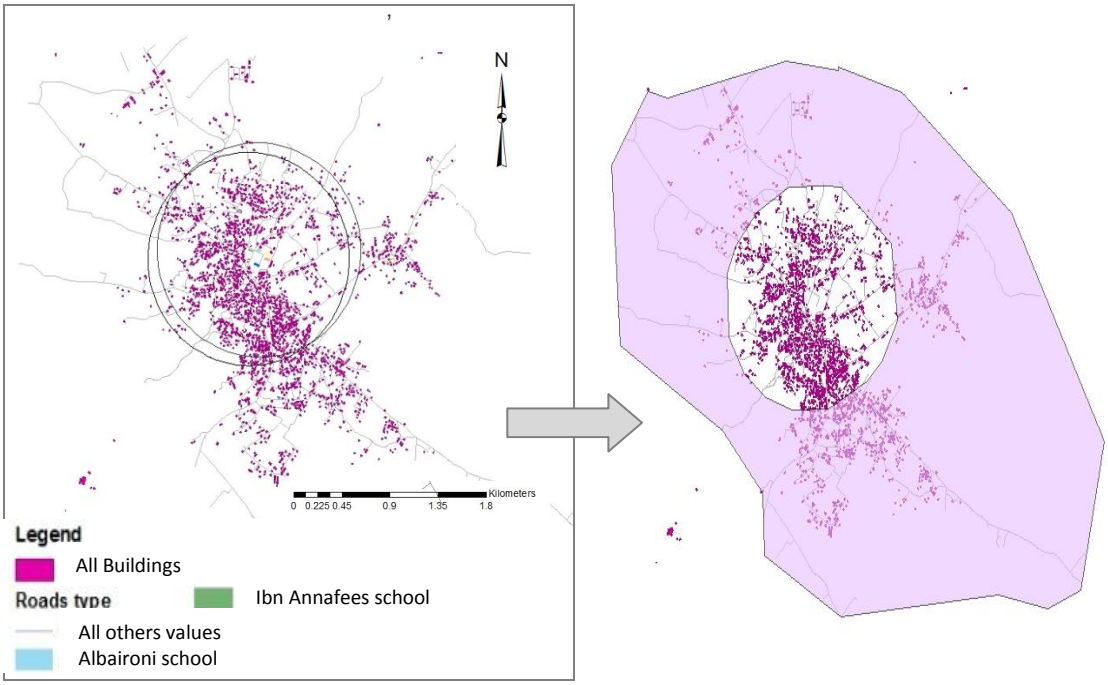
[1] Source: Alhaj Mohammad, Ferial. Previous reference. P.68, p.69 .Quoted from Allam, Ahmd Khaled. Planning Cities. p.431, p.432.



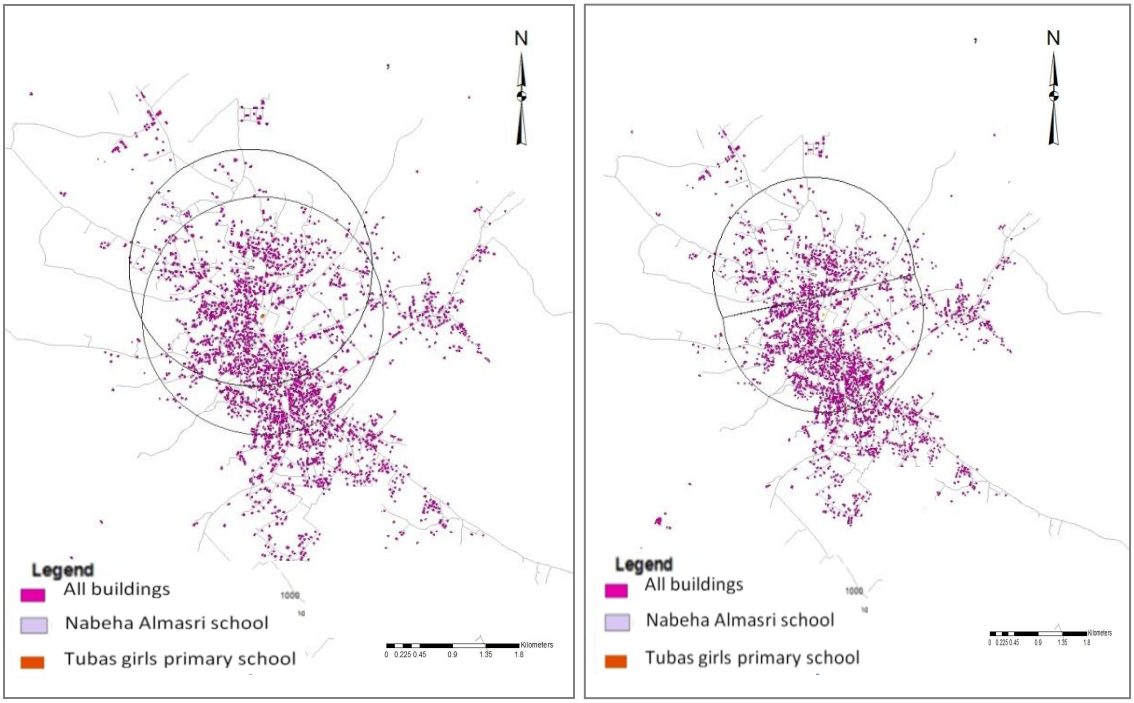
Map 4.2.3: Sketch of Underserviced Area from Primary Girls Schools



Map 4.2.4: Primary Boys Schools and Buffer 600 m –Serviced Area in the Left, and Underserviced in the Right.

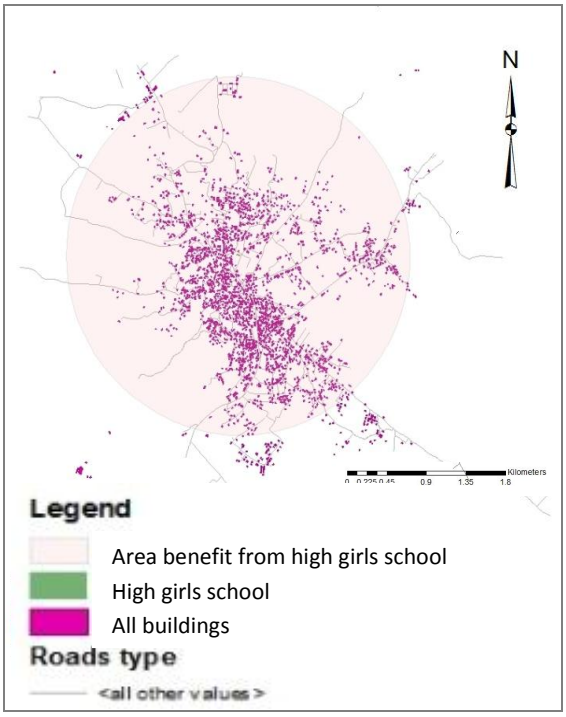


Map 4.2.5: High-primary Boys Schools and Buffer 1000 m- Serviced Area in the Left and Underserviced in the Right

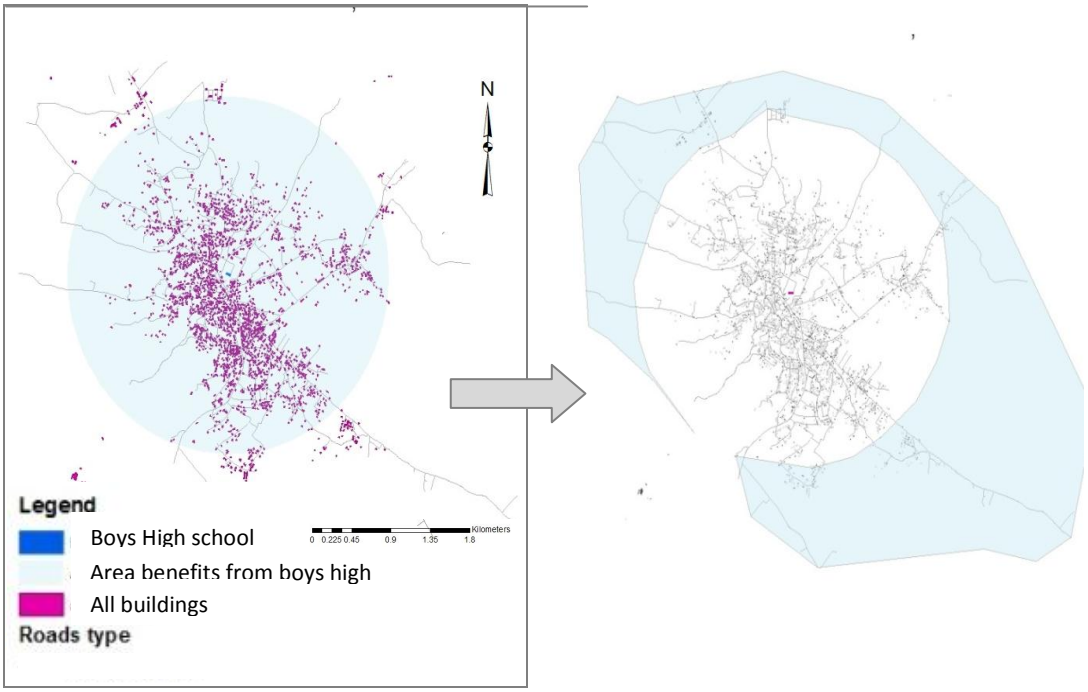


Map 4.2.6: High-Primary Girls School and Buffer 1000 m- Serviced Area

Map 4.2.7: Underserviced Area by Girls High-Primary School



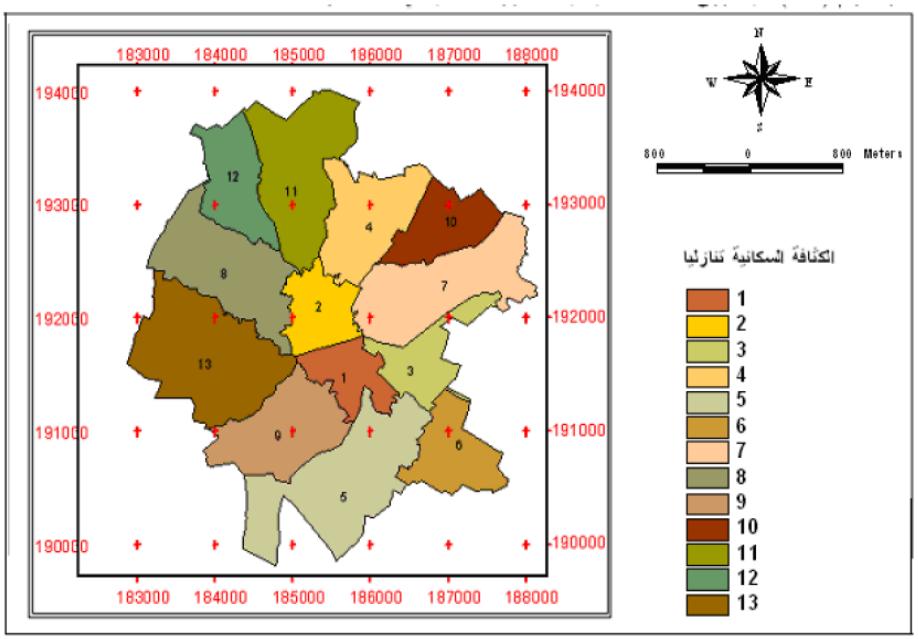
Map 4.2.8: Girl High Schools and Buffer 1600m Serviced Area, In the Left and Underserviced Area on the Right.



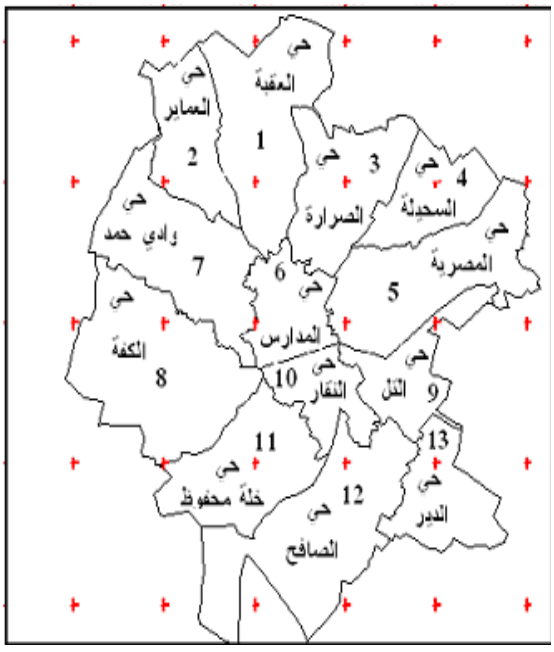
Map 4.2.9: Boys High Schools and Buffer 1600 – Serviced Area, in the Left and Underserviced Area on the Right.

According to the range of the educational service impact maps/ buffer zones, it was founded that most schools sites (except Azzaiytona private school and Athogra primary mixed school) are concentrated in the city center. The range of the impact of these schools, consequently, does not cover the majority of the study area, and there are many areas unserved by schools according to the planning criteria.

2. Analysis - Population density affect:



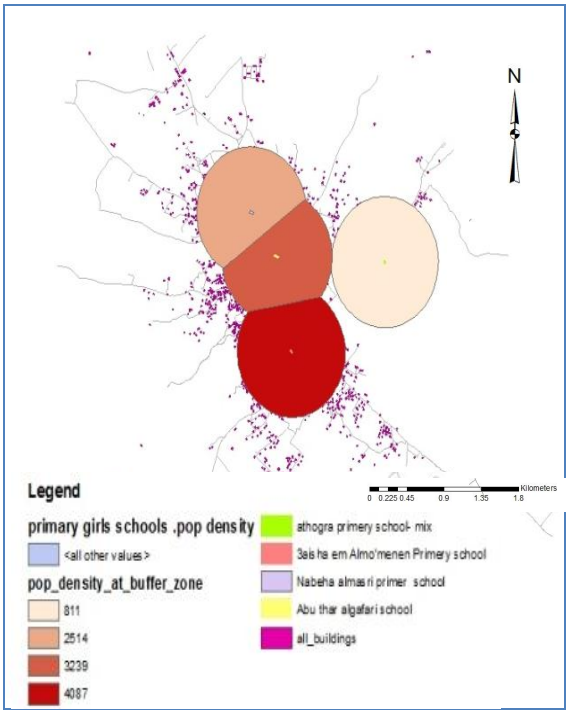
Map 4.2.10: Medium Population Density in the Study Area Quarters*



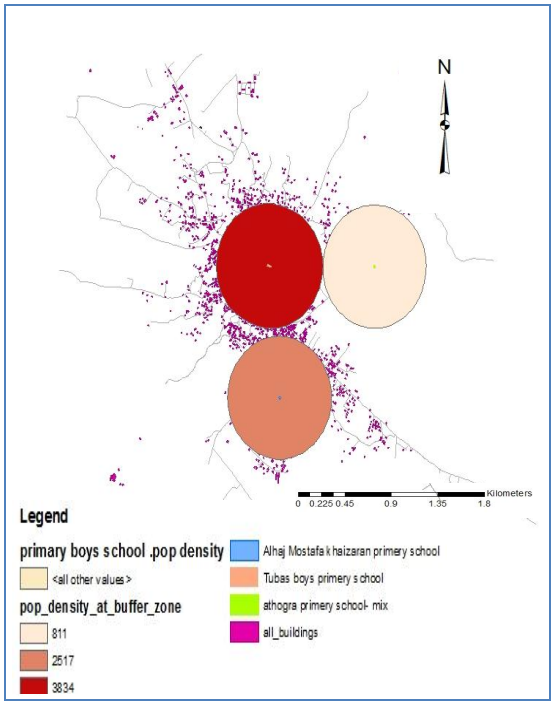
Quarter's name	ID	Population Density
Alaqaba	1	757
Alamaier	2	635
Asarara	3	2261
Asaheli	4	786
Almasrie	5	1492
Manteqet Almadares	6	11184
Wadi Hamad	7	11433
Alkoffeh	8	2606
Attal	9	1664
Annaqar	10	1112
Khallet Mahfooz	11	1587
Assafeh	12	335
Addeir	13	1338

Map 4.2.11: Quarters in the Study Area*

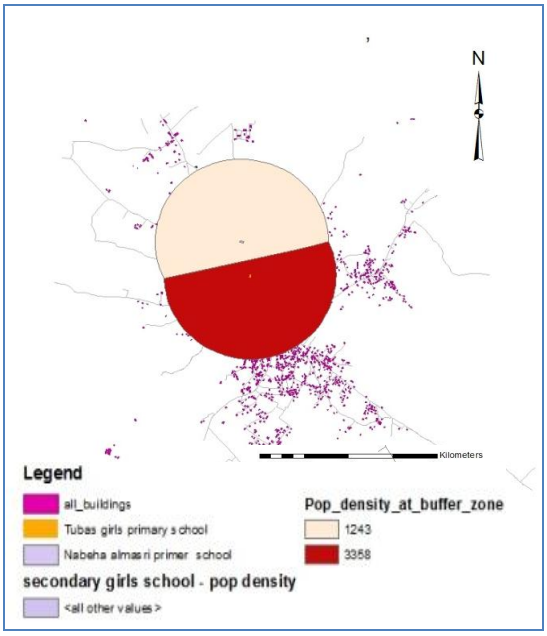
* A previous study for Alhaj Mohammad, Ferial. Previous reference. P.131, p.132



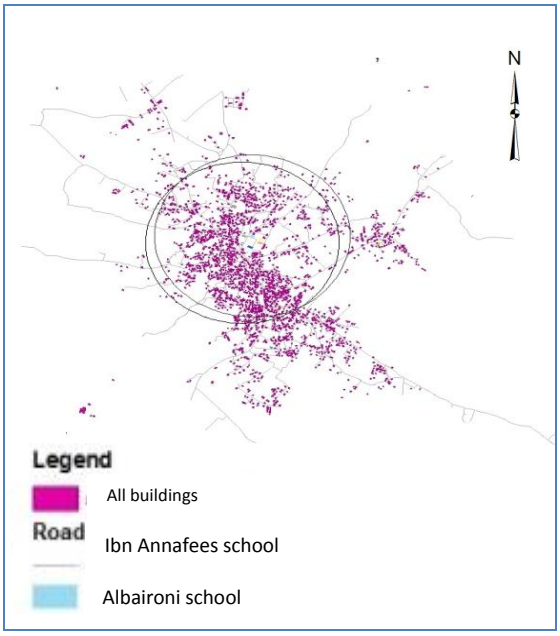
Map 4.2.12: Population Density at Girls Primary Schools' Buffer Zone



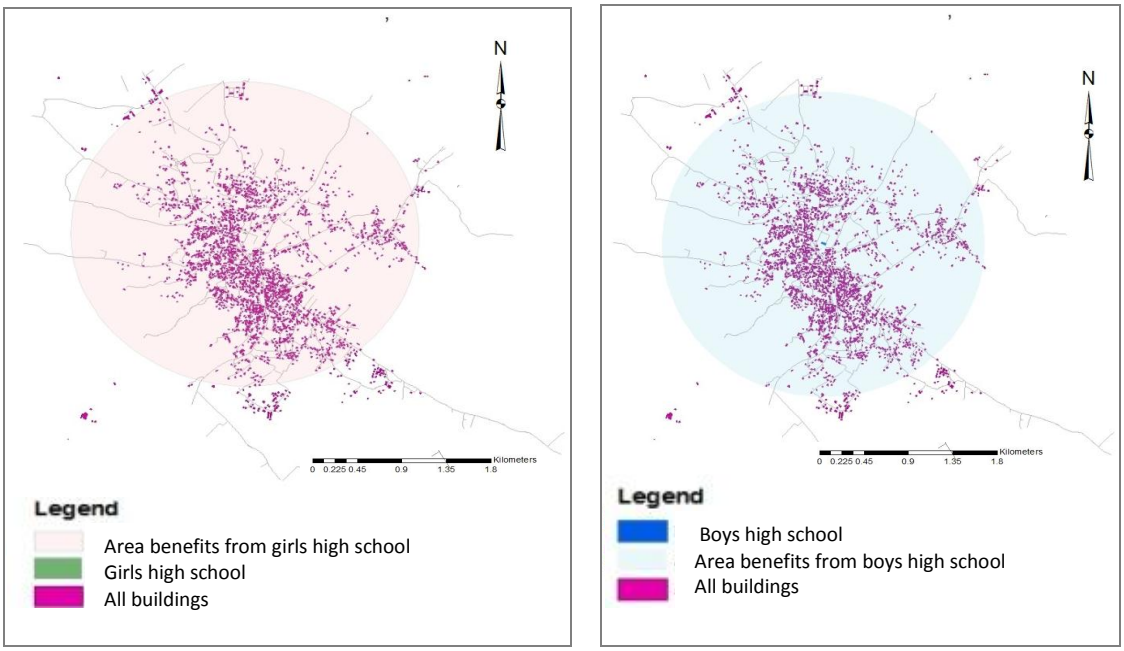
Map 4.2.13: Population Density at Primary Boys Schools' Buffer Zone



Map 4.2.14: Population Density at Girls High Map Primary School's Buffer Zone



Map 4.2.15: Population Density at Boys High PrimarySchools' Buffer Zone



Map 4.2.16: Population Density at High Schools' Buffer Zone

Table 4.5: Population density in schools buffer zones

Schools Names	Number of houses in the benefits area	Number of population (person) in the buffer zone* *	Area (m^2) (buffer zone)	Density (Person/km^2) In the buffer Zone
A'aisha Em Al-Mo'meneen girls School. Abu Thar Algafari girls School. Nabeha al masri girls School (buffer 600) Althogra School – mixed-	811 486 413 174	4461 2673 2272 957	1091445.9 825246.7 903646.9 1179330.96	**4087** 3239 2514 811
Tubas primary boys school Alhaj Mostafa Khaizaran boys school. Althogra School – mixed-	858 540 174	4719 2970 957	1230683.1 1180043.4 1179330.96	3834 2517 811
Ebn Annafees boys school. Albaironi Boys School.	820 820	4510 4510	1610356.6 1610356.6	2800 2800
Tubas primary girls school Nabeha al masri girls School (buffer 1000)	1233 476	6782 2618	2019584.4 2106750.7	3358 1243
Tubas Boys high schools. Tubas Girls high schools.	2224 2144	12232 11792	7246635.8 7246635.8	1688 1627

* Number of population was identified in each buffer zone district by multiplying the number of houses in each neighborhood with an average family size (5.5 person).

* Number of houses in each buffer zone was calculated through the GIS program. average number of family members was Obtained by (Palestinian Central Bureau of Statistics, population centers in the West Bank, 2007, p.107).

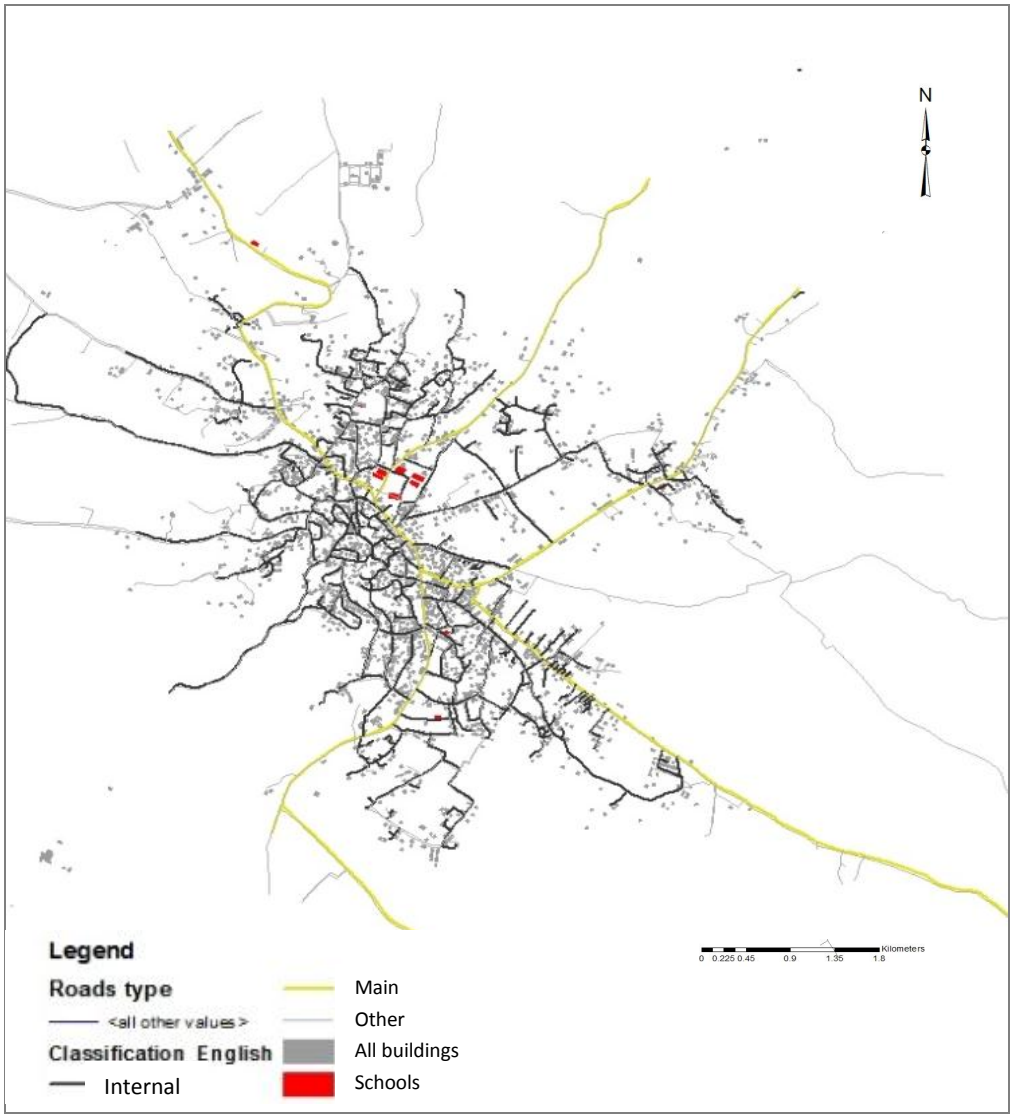
Table 4.6: Schools Properties in the Study Area[1] - Physical Planning Criteria

Educational stage / school	Number of students	Student's portion from Site area m²	Student's portion from built up area m²	Number of floors	Average number of students in the class
Tubas Boys high schools.	501	**9.3**	**1.7**	**2**	**31.3**
Tubas Girls high schools	499	**5.1**	**3.2**	**2**	**35.6**
A'aisha Em Al-Mo'meneen girls School.	**239**	**3.3**	**1.3**	**3**	**29.9**
Abu Thar Algafari girls School.	**682**	**6.3**	**1.1**	**4**	**34.1**
Nabeha al masri girls School	**346**	**8.7**	**1.8**	**3**	**28.4**
Althogra School – mixed	**-**	**-**	**-**	**-**	
Tubas primary boys school	**809**	**4.9**	**3,7**	**3**	**40.5**
Abu Khaizaran boys school.	**288**	**6.9**	**1.6**	**2**	**32**
Ebn Annafees boys school.	**251**	**6.4**	**2.7**	**2**	**35.9**
Albaironi Boys School.	**500**	**6**	**1.5**	**3**	**41.7**
Tubas primary girls school	**634**	**4.9**	**0.8**	**2**	39.6

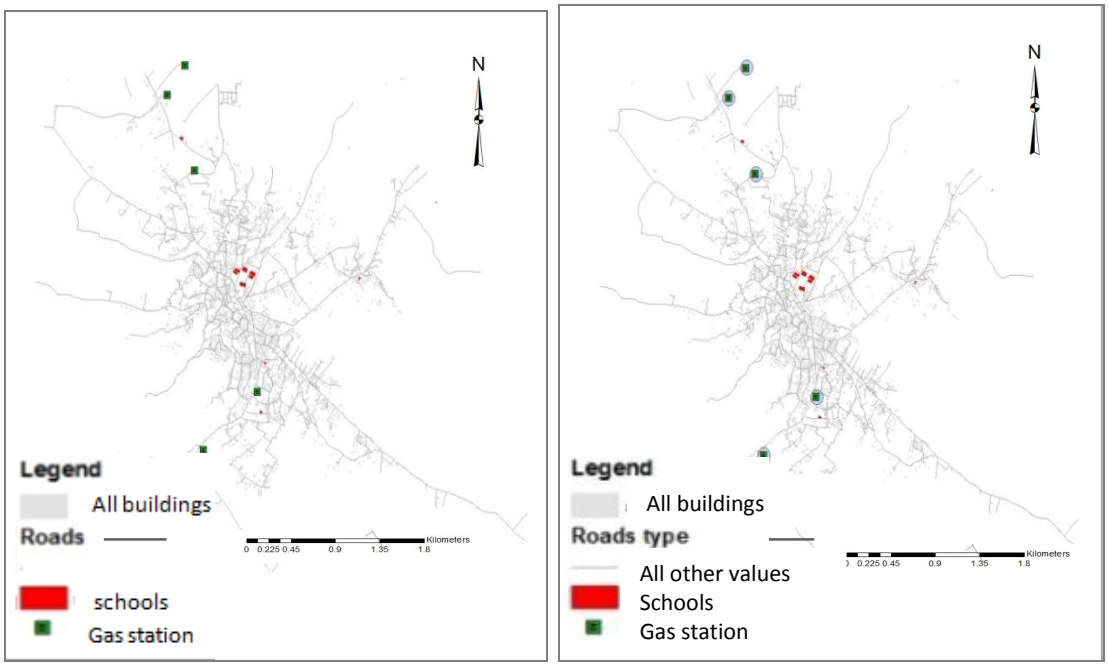
- According to the population density criteria, it was found that population density concentrated in the city center. This might explain the clustering of schools there: closeness to the main transportation facilities and public and commercial services.
- Some schools have high population density in its buffer zone and high average number of students in the class like Tubas Girls Primary School "high primary": 39.6 and Tubas Boys Primary School: 40.5. That's because increase number of students and decrease of built up area. While in case of A'aisha Em Al-Mo'meneen Girls Primary School, which is located in the high

[1] source: Alhaj Mohammad, Ferial. Previous reference. P.88, P.92, p.95

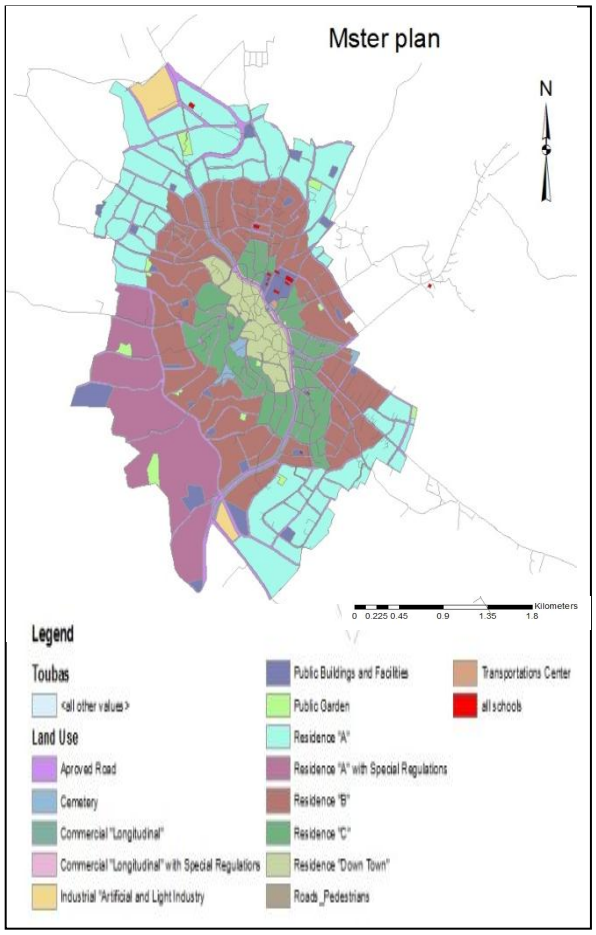
population density, the average number of students in the class 29.9 which is good according to the criteria. Knowing that this school is not small (a multistory building with three floors), the results indicate that population density analysis is also related to the school's condition.



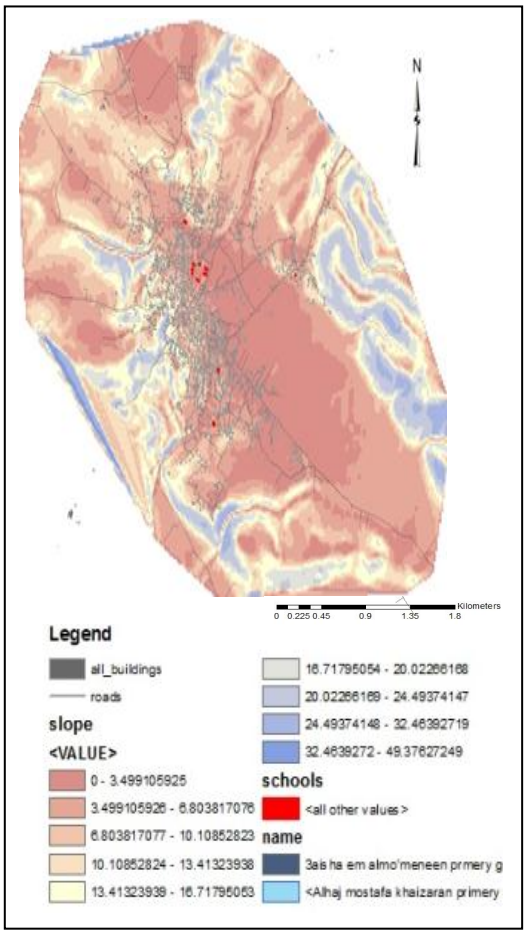
Map 4.2.17: Roads Types with Schools in the Study Area



Map 4.2.18: Gas Stations in the Study Area in the Left and its Buffer Affect within 75m in the Right



Map 4.2.19: School Distribution According to the Master Plan



Map 4.2.20: Schools with Slope Map in the Study Area

3. Analysis: According to the diagnostic criteria which had been illustrated by the previous maps and Tables 4.2.3, 4.2.4, 4.2.5 It was founded that:

1. There is a lack in boys primary schools especially in the north area :

   - Area with high population density.

   - Population pressure on the school located there.

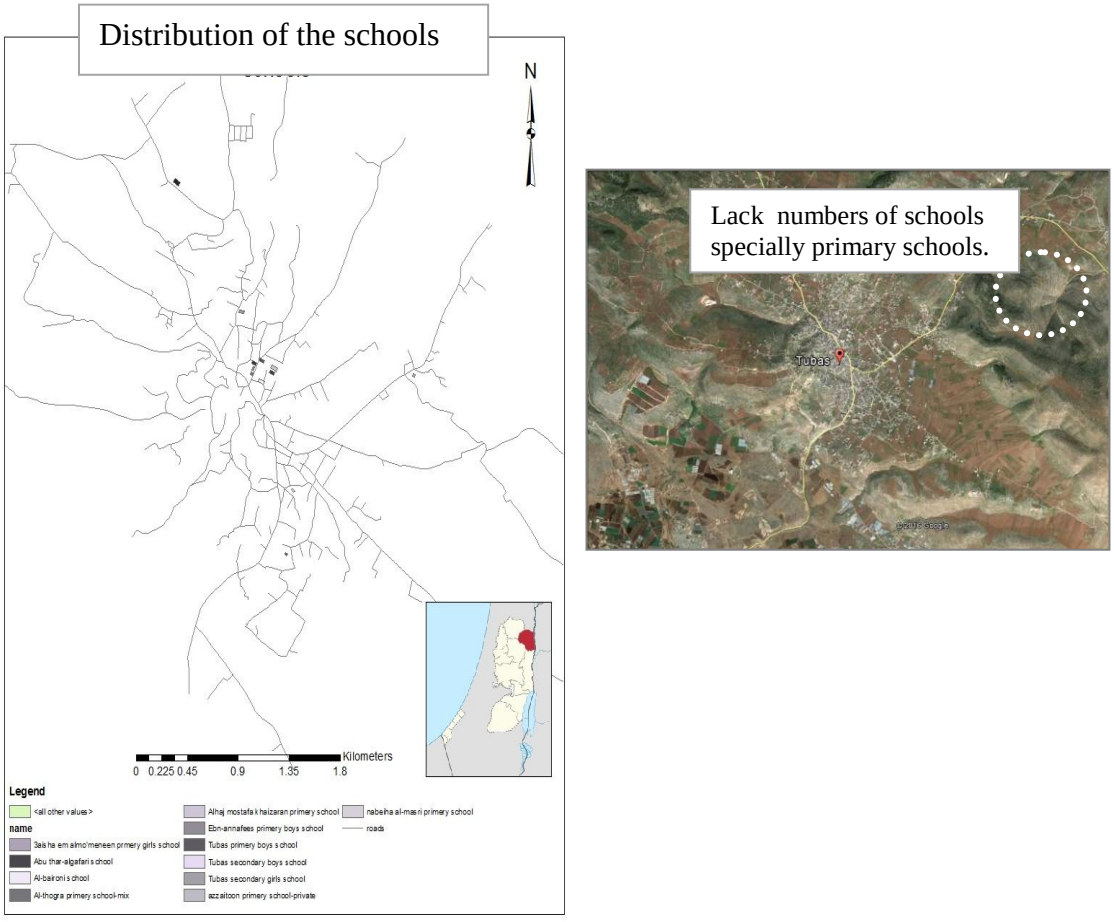
   - Buffer zone for the existing school does not cover all area there.

2. The location of the existing schools are inconsistent according to planning criteria (roads, slope, distance from industries areas and flash flood lanes, etc…) except the geographic distribution, and lack of some primary schools.

3. High schools is located in the center of a large number of residential neighborhoods and therefore they cover the majority of the study area based on the range of the educational service impact. This makes it conform to the criteria because they need a large number of pupils who cannot be provided by one small neighborhood. The location of these schools at the center of a large population density makes it serve a large number of residents. According to the site, the high schools are located nearby main streets which is essential term of planning because they serve a large segment.

Hence the development issues in that sector are:

- Lack numbers of schools, especially primary schools.
- Inadequate spatial distribution of the schools in general.



Map 4.3.1: Spatial Development Issues in the Study Area

4.3.3 Developing Vision and Investment's Goals:

Vision relates to goals and refers to the desired future state of a community or organization. The vision is the starting point for any strategic framework. It shapes the framework and gives the organization or project a basis on which to answer the following question: 'What do we want to achieve?' Will this goal, objective or activity help us to make contribution to our vision? (Introducing strategy, P.7)

The SDIP tools (2013, p.54, p.65) in developing vision stage, settle the analysis stage results and retrospect the SOWT areas without illustrating any spatial aspect. The vision should be reflected spatially and tested against the existing situation potentials of the area. For example, if the vision of one city called to encourage commerce, and the other one calls for green city, that means in the first city we will see commercial projects (commercial zones or routs) in its strategic plan while in the second strategic plan we will see many agricultural projects/plans. Examples of some important fundamental planning questions:

- Where is there capacity to grow?
- How do we strike the right balance between growth in small and large settlements?
- What are the infrastructure implications and costs associated with the plan?

- Where is growth constrained by environmental values, bushfire and flood risk?
- How do we balance growth while protecting our most productive agricultural land?

Spatial Vision can inform these fundamental planning questions and help policy decision makers guide and steer the development process and implement the plan. The first of these tools is a scenario modeling framework that can be adapted to test alternative human settlement patterns under a range of policy and regulatory controls.

The following suggested practical procedures taking the spatial dimension in the vision formation process:

1. Prioritize the development issues in the analysis stage.
2. It is necessary to make a quick study of the region in general and make the SOWT analysis as shown in the suggested spatial tool in Table T-2, considering that the vision life is around 8-12 years divided on three strategic plans (SDIP is for 4 years). The vision should take into account not only the priority issues in the current SDIP, but also SOWT for the area ought to be analysis to benefit from resources and try to solve the existing obstacles towards future development. SOWT analysis is an important guidance for the vision as it answers the following key questions: What are the strengths of a city that can be adopted? What are its main features?

What are its characteristics that make it different from its surrounding areas? What are the weaknesses that should be highlighted to reduce its effect and to ease access? This will ensure achieving the vision and goes beyond ending with a wish-list -vision to action. Spatial sketches or illustrated maps should be followed the study to make it more clear and reflect the existing situation to the audience and stakeholders.

Table B-2: SOWT Analysis

Sector	Internal Factors		External Factors	
	Weaknesses	**Strength**	**Opportunities**	**Threats**
--------	---------	---------	---------	---------
---------	---------	---------	---------	---------
Note: Illustrated Maps / sketches of SOWT areas should be followed				

3. First and second steps may lead to many choices for vision statement or scenarios, since there is a number of stakeholders with different (most of the time conflicting) interests and opinions. therefore, the most challenging task here is how to formulate the scenarios:

   a) Be aware that each baseline scenario (which support specific sector/ s) should be a perceptive to what projects consistence with or competing with. (See suggested spatial tool in Table B-3)

Table B-3: Cohesion and Competitive-oriented scenario

Baseline scenario (supported sectors)	Cohesion-oriented scenario	Competitive-oriented scenario
-------	-------	-------
-------	-------	-------

b) Formulate a scenario so it is spatially consistent. Consistency in this step can be reached through estimates of spatial compatibility of different types of uses. For example if the vision –scenario calls for giving industrial feature for the area beside tourism or /encourage urban expansion toward that area, that is absolutely incompatible. (See suggested spatial tool in Table B-4)

Table B-4: Estimates of spatial compatibility of different types of uses

		Agricultural uses	Industrial	Educational	Medical	Tourism	Cultural and Sport	Environmental	Commercial
		1	2	3	4	5	6	7	8
Agricultural uses	1								
Industrial	2								
Educational	3								
Medical	4								
Tourism	5								
Cultural and sport	6								
Environmental	7								
Commercial	8								

Compatible

Probably compatible

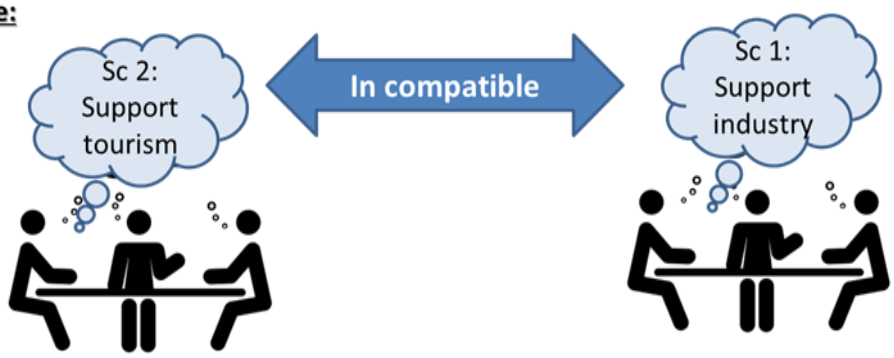
Incompatible

Important Notes related to the previous matrix:

Sometimes incompatibility can be viewed by different viewpoints as benefit from contrast:

- **Industry – agriculture:** For awhile it seems that these two sectors are impossible to be in the same area, but we can benefit from their contrast in different way. If an area is rich in agricultural land and its vision calls for industry, in that case we can promote special type of industry like food industry (Pickle factories, olive Oil industry, etc...) to enhance vision as Agro-industrial.
- **Tourism – industry:** These two sectors can be met in somehow too, like supporting special kind of industries, traditional industries, crafts, soap production (as in Nablus city) …etc. which will probably encourage tourism sector in the area.
- **Education – Industry:** Incase in supporting education with special kind of industries, like establishing industrial schools, or educational collages, which can encourage education sector in the area.

Simple example:



c) Select the best Scenario: Scenarios formulation in previous steps led to many formulas. Now it is important to select the most appropriate one by weighting the resultant scenarios according to spatial criteria see Table B-5.

Table B-5: Spatial criteria for weighting scenarios.

	Main Characteristics	Compatibility in uses	Scenario Drivers*			Percentage of Total Area Benefits*	Importance of planning issue	Evaluation
			1-2	3-4	4 <			
1st scenario		++	+	+		Depends	++	
2nd scenario		+		+		Depends	+	
3rd scenario		-			-	Depends	-	

Note: **Scenario Drivers** means number of strategic development themes / issue that had been taken in consideration by the vision scenario (which is related to the specific SDIP).

Percentage of Total Area Benefits may depend on scenario drivers. If it is large that does not necessarily means it is good. This is because many scenario drivers making the scenario has many requirements and functions - kind of dispersion. In other words, there is no clear identity to focus on to obtain the best results within the available resources.

Investment Goals:

Investment goals can be reached from the results of analysis stage, and cross-cutting with the vision. They should be SMART (**S**pecific,

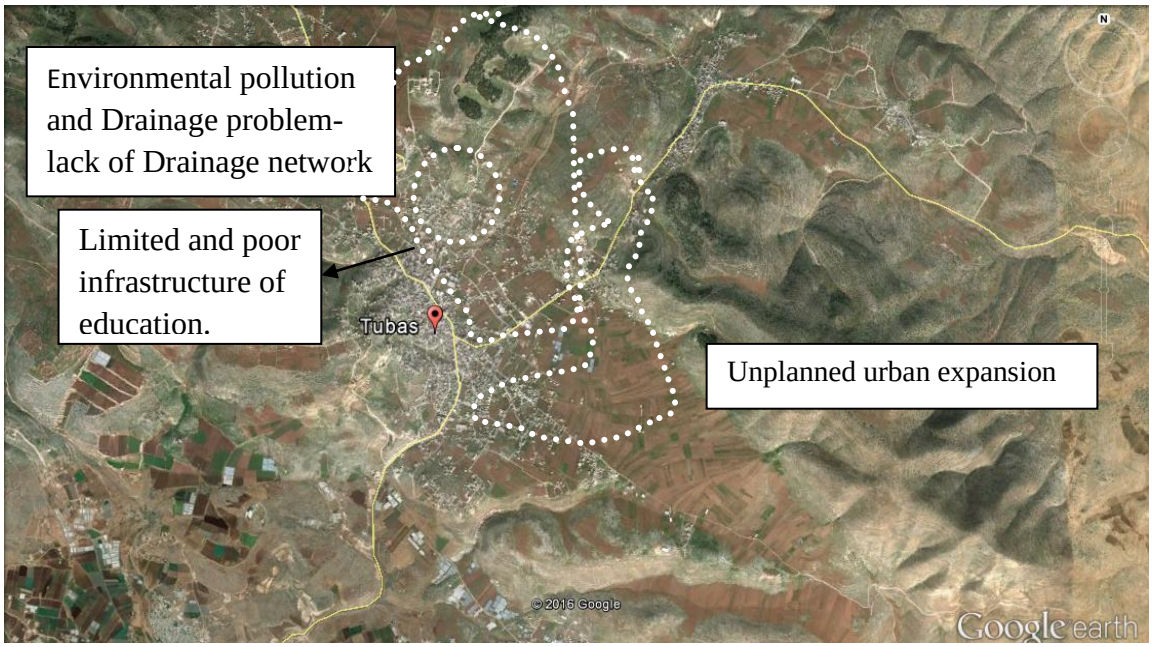
Measurable, **A**ttainable, **R**ealistic and **T**ime-dated) taking into account that vision age is 8-12 years, while the plan age is 4 years. For example, if the investment goal is to build a school, it is not necessary to be built in the first strategic plan; building the school can be implemented in the second or third plan. In this case, adding just one floor may be enough depending on the analysis.

4.3.3.1 Example in Identifying Vision Using the Suggested Spatial Tool

1. Show development issues – that has spatial dimension – on maps/sketches:

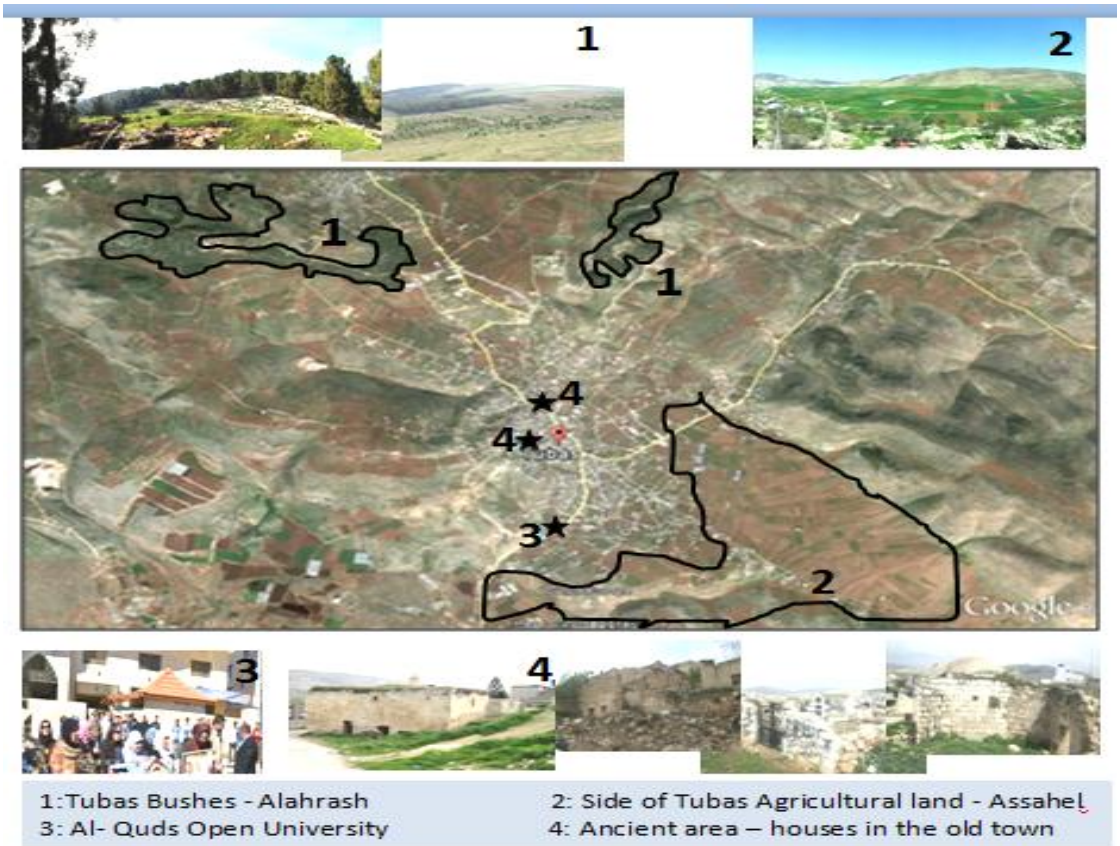
Table 4.7: Development issues with spatial dimension – Tubas Area

Order of most important to least important	Issues	Has a spatial dimension
1	The weakness of agricultural industries.	___
2	Limited and poor infrastructure of education.	✓
3	The lack of qualified human resources in various educational disciplines.	___
4	Unplanned urban expansion	✓
5	The weakness of financial resources for sports clubs and cultural centers.	___
6	Environmental pollution and drainage problem- lack of drainage network	✓



Map 4.3.2: Spatial Development Issues Illustrated on Map/Sketch

2. SOWT analysis using spatial tool in Table T-2



Map 4.3.3: Strength and Opportunities in the Study Area / Case from Tubas Area

Map 4.3.4: Threats and Weaknesses in the Study Area / Case from Tubas Area

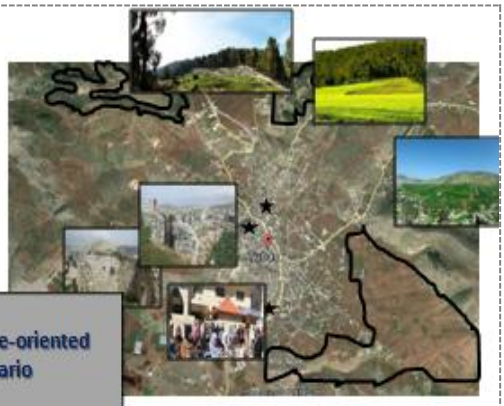
SOWT analysis and development issues in the example support many main fields:

Agriculture – Tourism and Antiquities - Agricultural Industry - Industrial Tourism

3. Scenarios formulation:

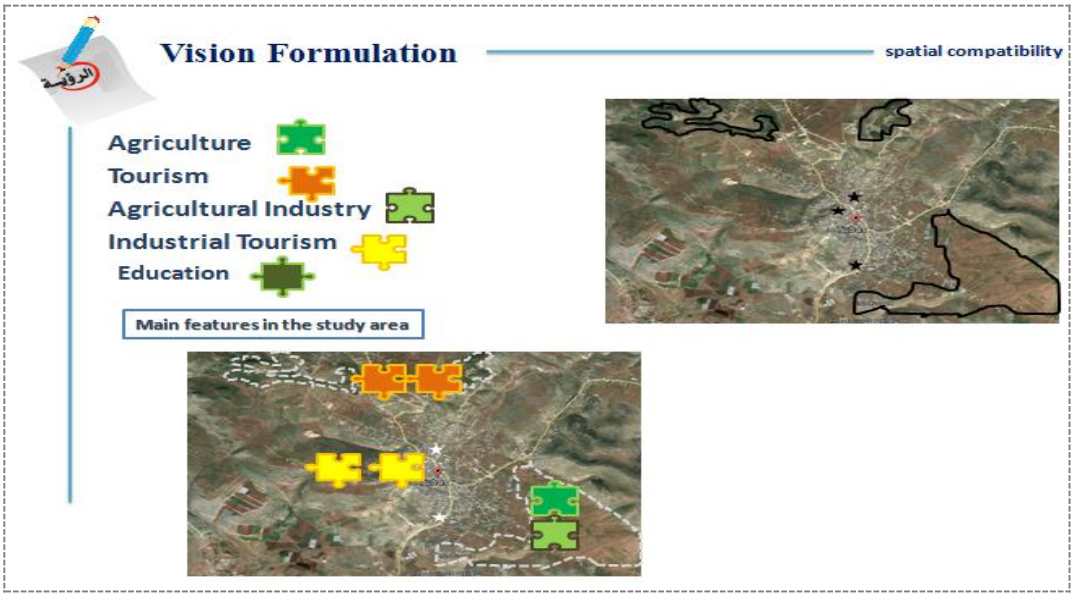
a) Using spatial tool in Table B-3 Cohesion and Competitive-oriented scenario: *see Appendix B*

Baseline scenario (supported sectors)	Cohesion-oriented scenario	Competitive-oriented scenario
Tourism	- Concern of Natural places, forest, bushes Al- ahrash) - Support infra structure system - Roads system/support transport services - Support trading -concern of Historical places	- Industry in general * - Environmental impact-pollution
Industry	Support transport services Supported in less developed areas	-Urban areas. -Tourism Projects in general*
Agricultural	- support animal health projects. - Active policy for economic diversification in rural areas, including SMEs, tourism, etc. -Support agricultural projects	- Industry in general *
Economy		Disaster/ Hazard areas

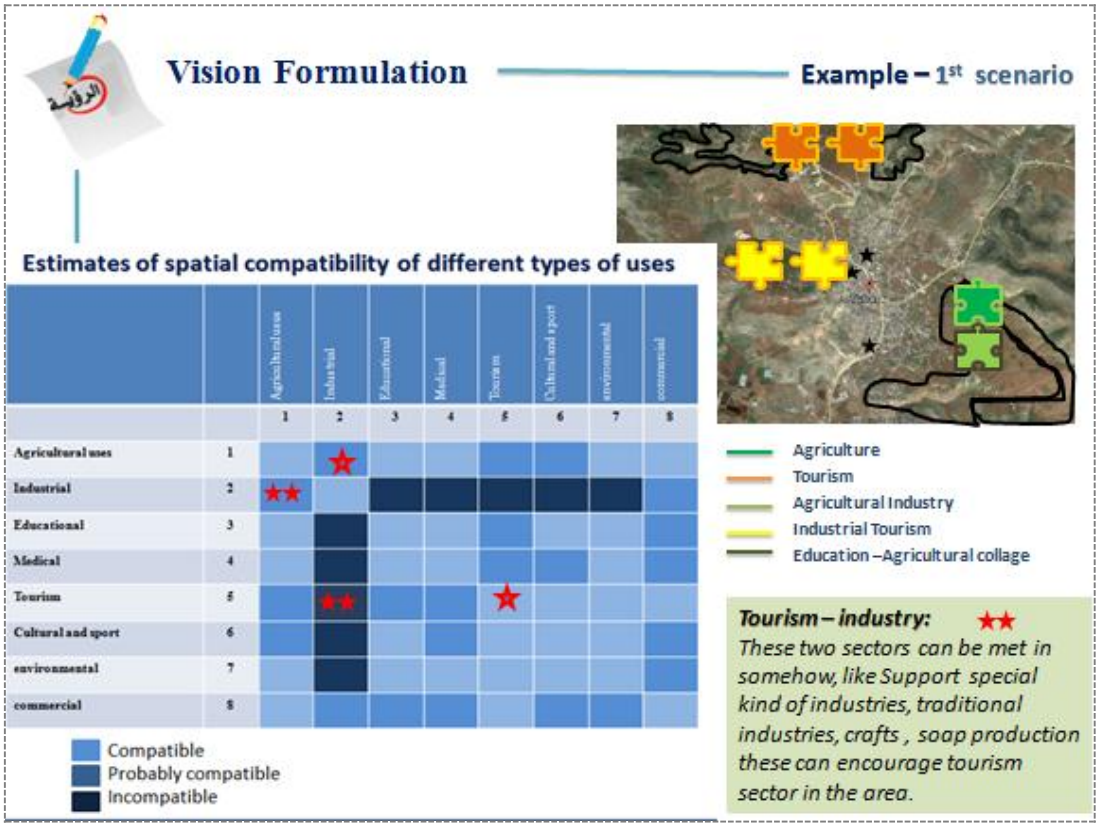


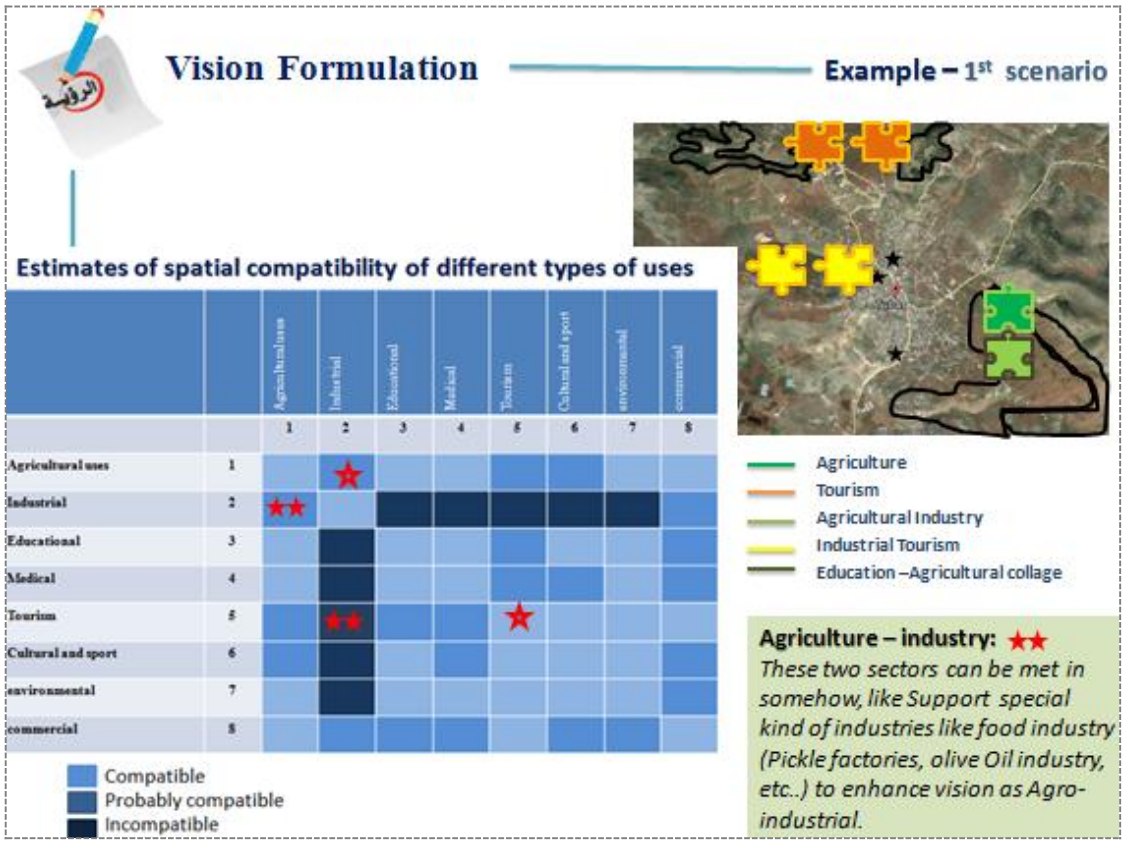
Main features in the study area

b) spatial compatibility: using spatial tool in Table B-4

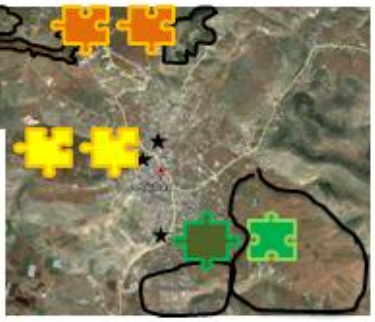


c) Scenarios: using spatial tool in Table B-4





Vision Formulation — Example – 2nd scenario



Estimates of spatial compatibility of different types of uses

		1	2	3	4	5	6	7	8
		Agricultural uses	Industrial	Educational	Medical	Tourism	Cultural and sport	environmental	commercial
Agricultural uses	1		★	★					
Industrial	2								
Educational	3								
Medical	4								
Tourism	5		★★			★			
Cultural and sport	6								
environmental	7								
commercial	8								

Compatible
Probably compatible
Incompatible

Agriculture
Tourism
Agricultural Industry
Industrial Tourism
Education –Agricultural collage

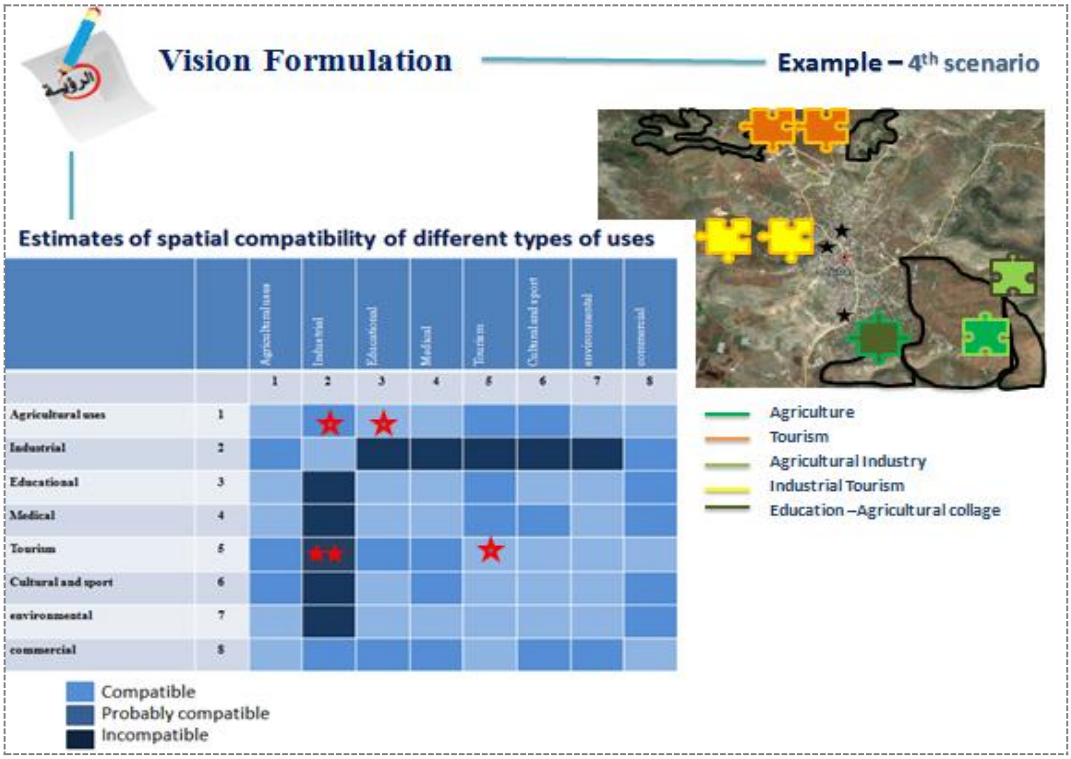
Vision Formulation — Example – 3rd scenario

Estimates of spatial compatibility of different types of uses

		1	2	3	4	5	6	7	8
		Agricultural uses	Industrial	Educational	Medical	Tourism	Cultural and sport	environmental	commercial
Agricultural uses	1		★						
Industrial	2								
Educational	3								
Medical	4								
Tourism	5		★★			★			
Cultural and sport	6								
environmental	7								
commercial	8								

Compatible
Probably compatible
Incompatible

Agriculture
Tourism
Agricultural Industry
Industrial Tourism
Industry



d) Select the best Scenario: using Table B-5 , see Appendix B

Table 4.8: Selecting Best Scenario - Tubas Area

	Main Characteristics	Compatibility in uses	Scenario Drivers			Percentage of Total Area benefits*	Importance of planning issue	
			1-2	3-4	4 <			
1st scenario	……	++		+		Good	++	
2nd scenario	……	++		+		Good	++	
3rd scenario	……	--		+		Good	+	
4th scenario	……	++			+	Good	++	

- The best candidate scenario is the fourth one, since it has high scores.
- 1st scenario and 2nd are good too, but if we want more integrated vision, the forth one is better since its drivers are more and deals with issues related to each other.

- 3rd scenario the less candidate one since the industrial area is near to residential zone, beside the determined place is agricultural one.

4.3.4 Identifying and Describing Projects - Projects Allocation:

In the Third stage which ends with projects and an action plan, spatiality can be reflected through projects map, whereas there are two kind of projects. The first is the *Soft Projects* that can't be reflected spatially like building capacities of local bodies, and the second is the *Spatial Project* that can be reflected on a map or at least on spatial sketches, like building a stadium or public parks. This process is essential for council approval on projects *(spatial sketch not detailed one because it is covered by the physical plan).*Hence, spatial linkage with physical planning is essential because any investment means development and enlargement to a specific direction, so it is not enough to determine projects without determining its best location (Physical planning) (Ohood Enaia, 2015).

After determining the deficit areas which is in need to specific services, it is important to make allocation for the suggested projects by illustrated spatial maps, sketches or aerial photos. Mentioning the area is enough and there is no need to select specific parcels.

In the SDIP tools – 2013 p.68 the form action No. 2.16 settle for review the Diagnostic Report and distribute projects without giving any spatial criteria to achieve it correctly.

Two main modification on stage 5 in the (SDIP manual) ought to be done, to meet spatial needs:

- Vision, Issues, Site assessment – spatial planning criteria and all analysis in the previous stages, beside future prediction of needs, expected population density … etc. are better to be illustrated by charts, graphs, maps or sketches. (See Fig 3.3.1 & Fig 3.3.2)

- Make check up on the projects, if the project allocation can really solve the specific deficiency area or not. (See Fig 3.3.3)

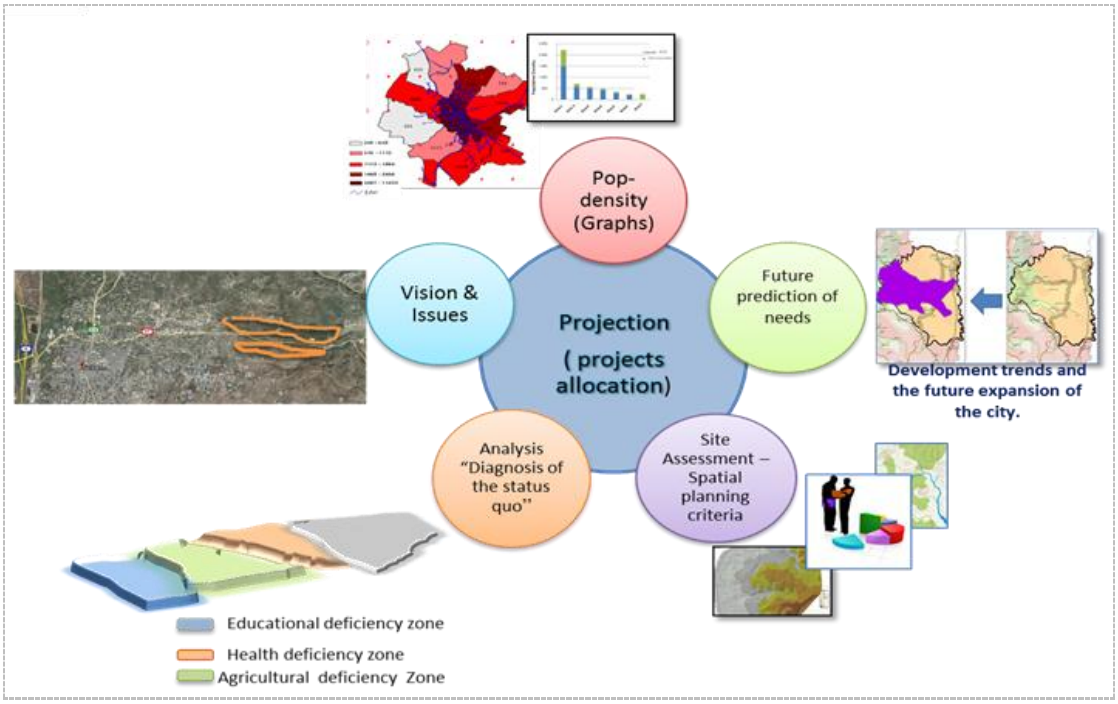


Fig 4.3: Projects Allocation Criteria

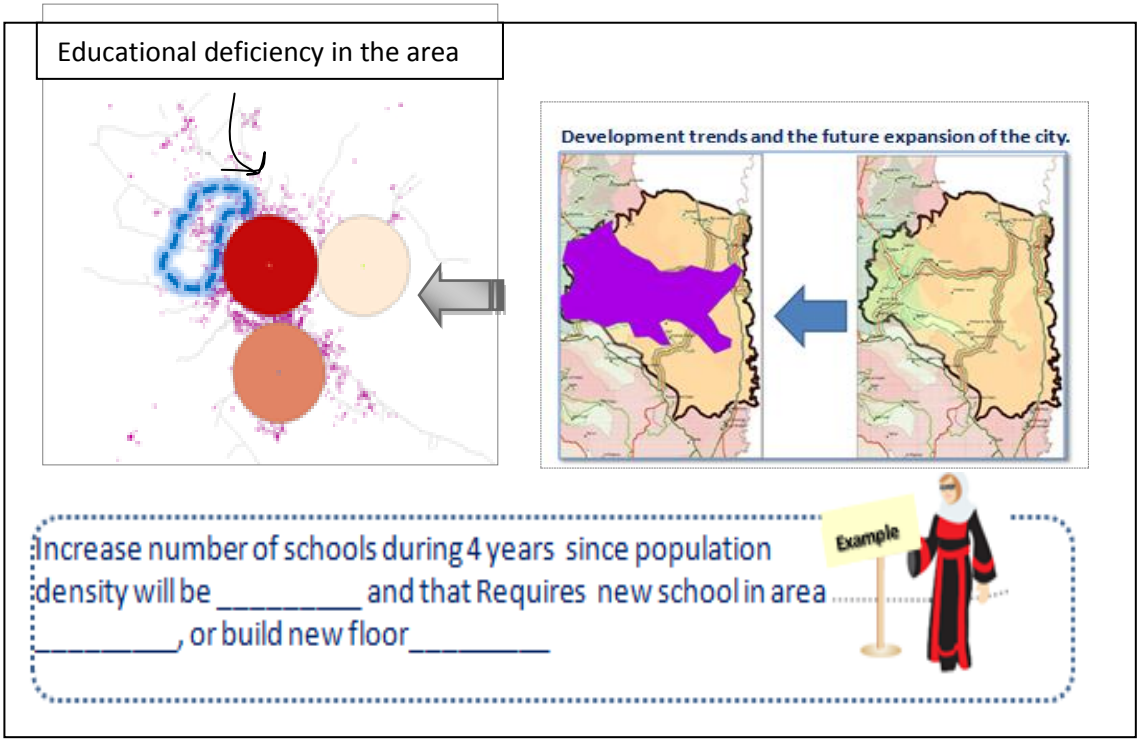


Fig 4.4: Projects Allocation - Example

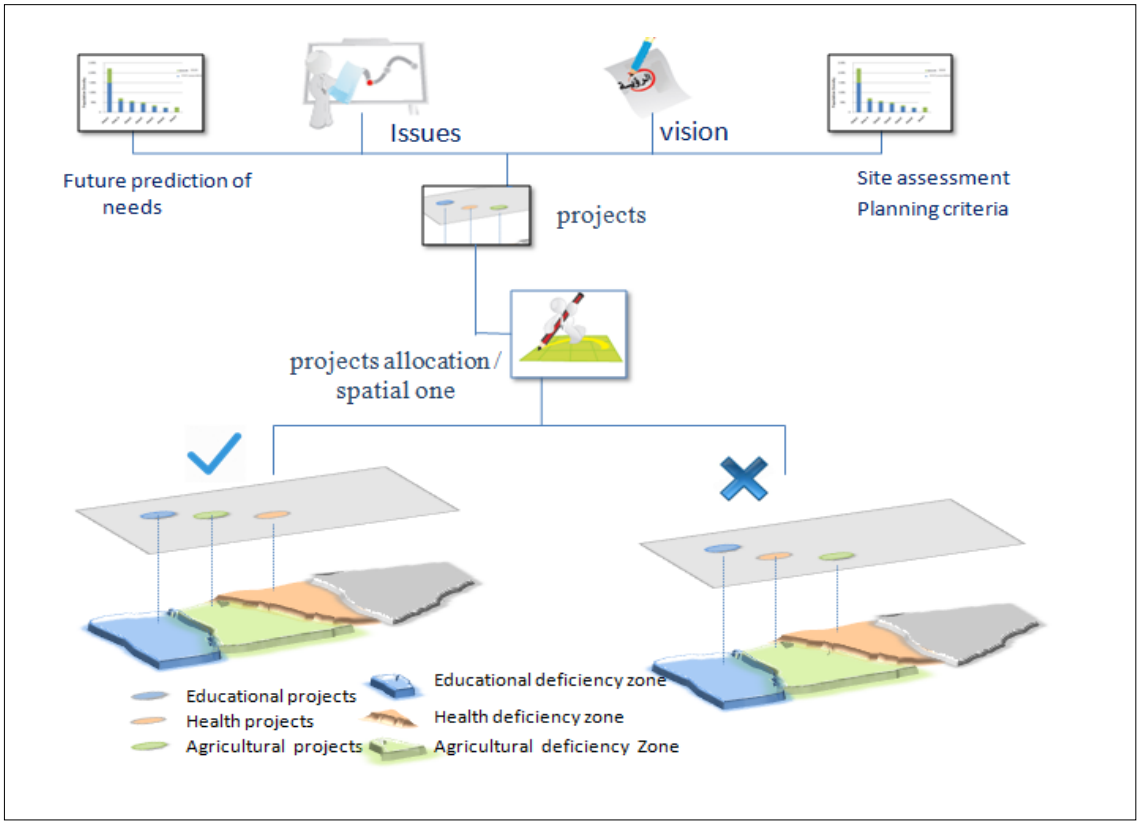


Fig 4.5: Projects Allocation Check up

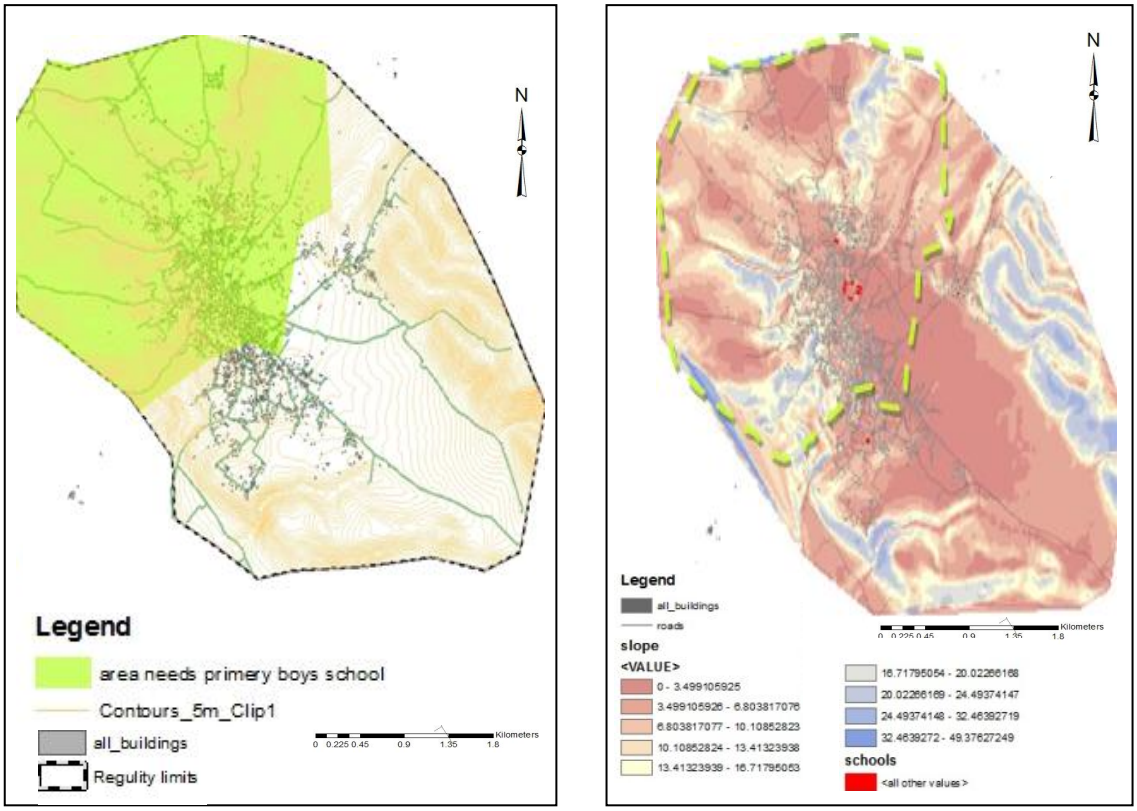
4.3.4.1 Projects Allocation - Example in Educational Sector:

A. Projects allocation criteria:

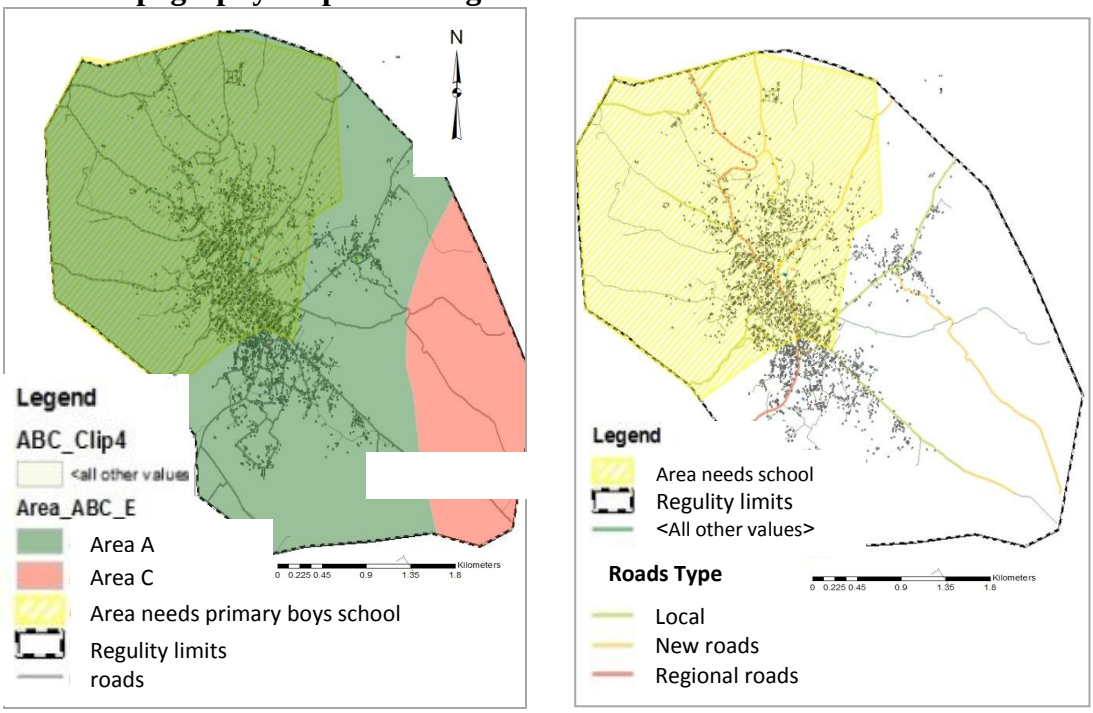
Spatial criteria for school allocation should be taken in consideration (as illustrated before in the Analysis Stage) beside those sketches/ maps:

- Land use layer……. "Should be in the residential zone, far from industrial areas"
- Land ownership layer….. "If the municipality own a land that reduce the cost"
- Topography layer…. "It is better to build school in land with gentle topography"
- Infra structure maps… "Availability of all facilities as can as possible".
- Additional maps/sketches in some cases ought to be available due to the region specificity (geopolitical conflict), such as political area classification (area: A,B,C).

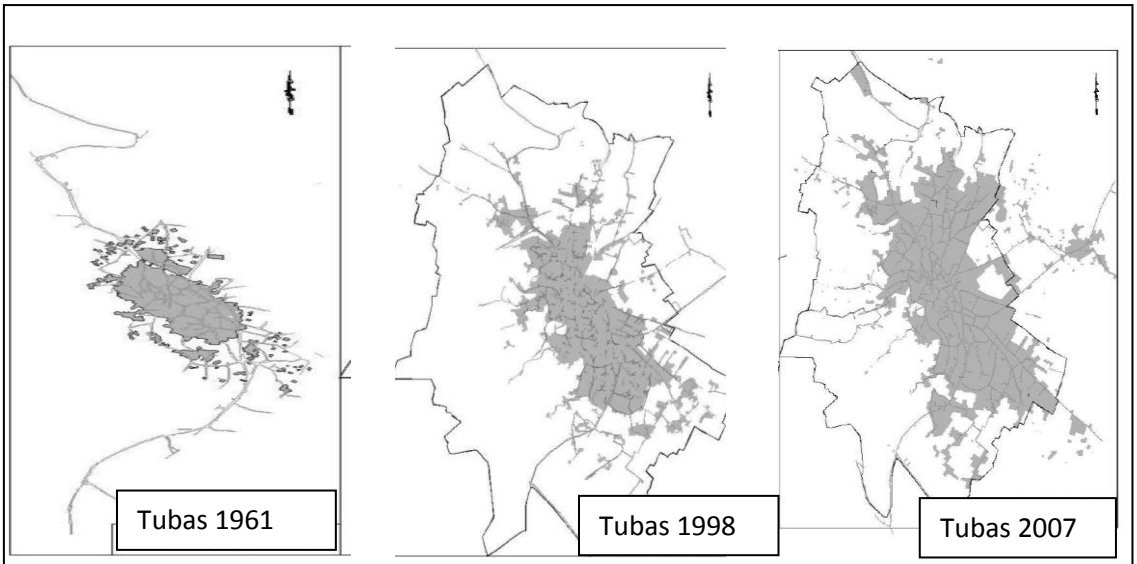
Map 4.4.1: Area Needs Boys Primary Schools Located over City Border Map - Northern West Area – (From analysis Stage)



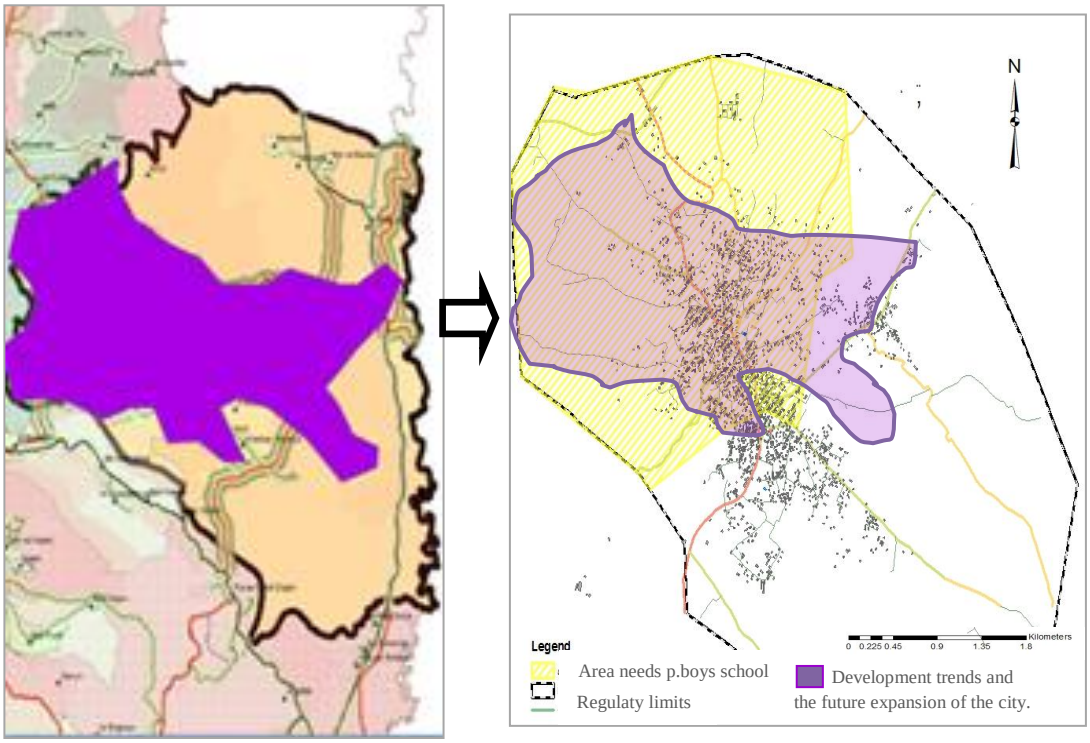
Map 4.4.2: Area Needs Boys Primary Schools Located Over contour map in the Left and Topography Map in the Right.



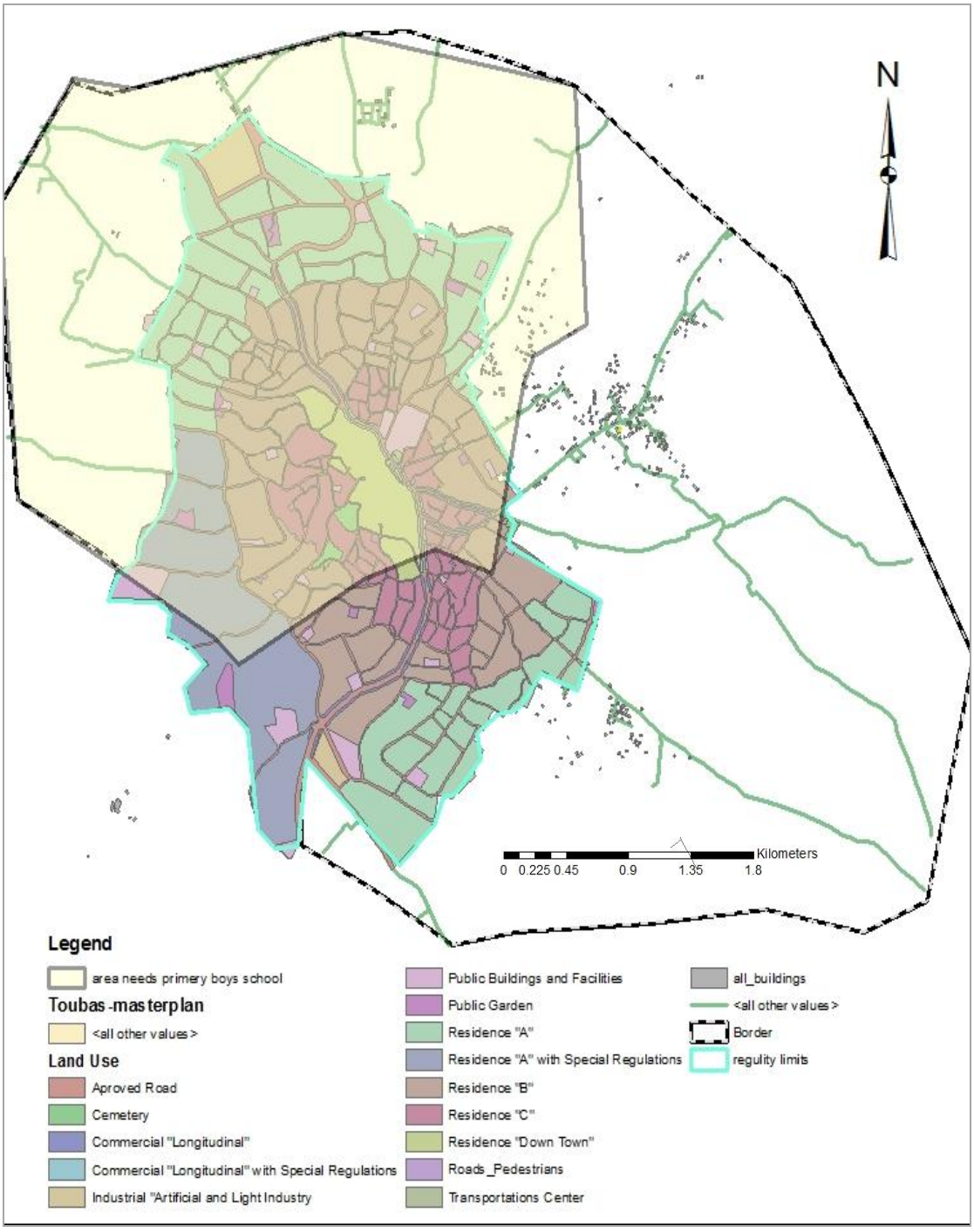
Map 4.4.3: Area Needs Primary Boys Schools Located Over Roads Map in the Right and Area Classification A, B, C in the Left.



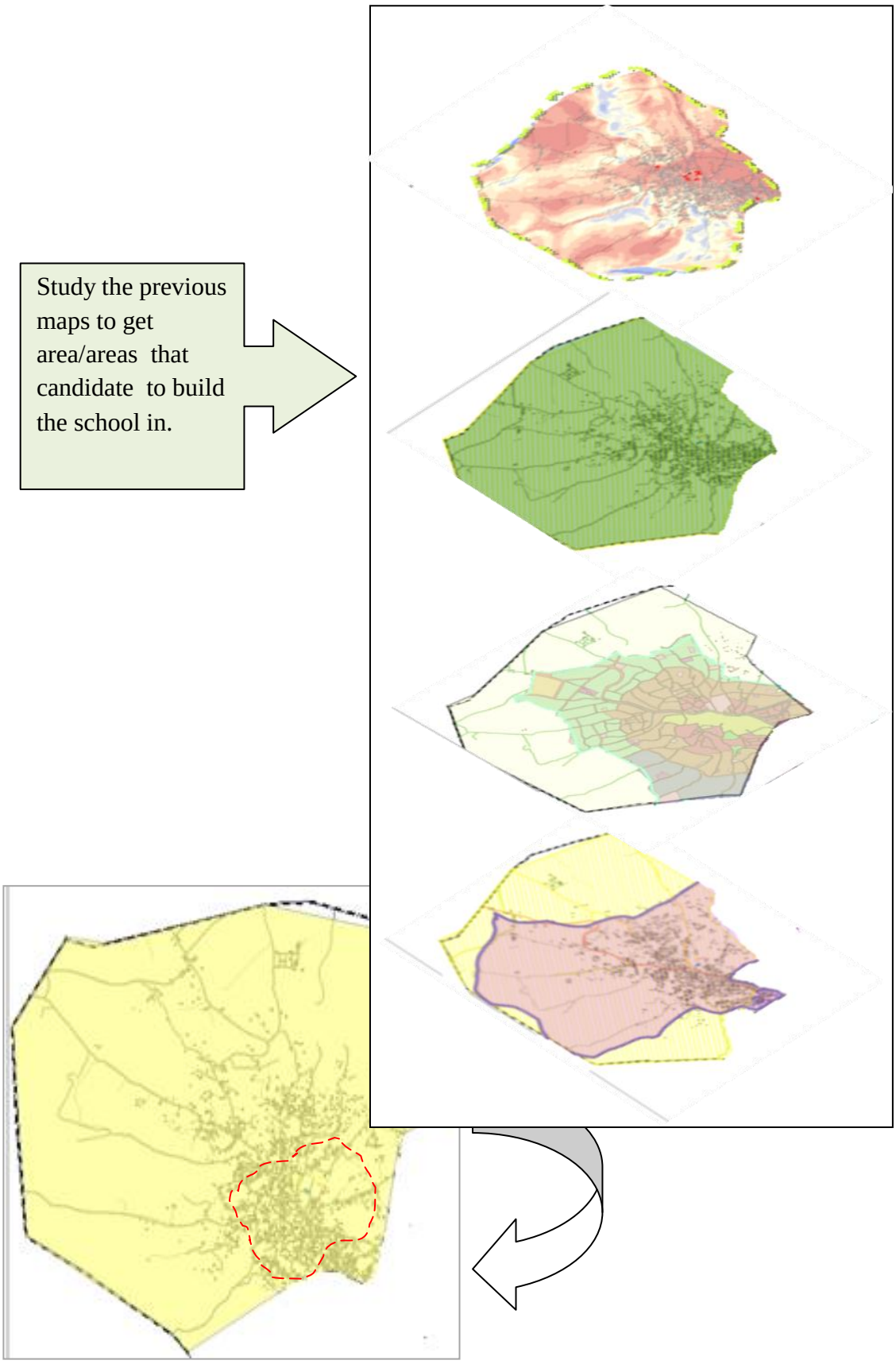
Map 4.4.4: Urban Expansion in the City - Source: Tubas Municipality 2015



Map 4.4.5: Area Needs Primary Boys Schools Located Over Development Trends Map and the Future Expansion of the City.

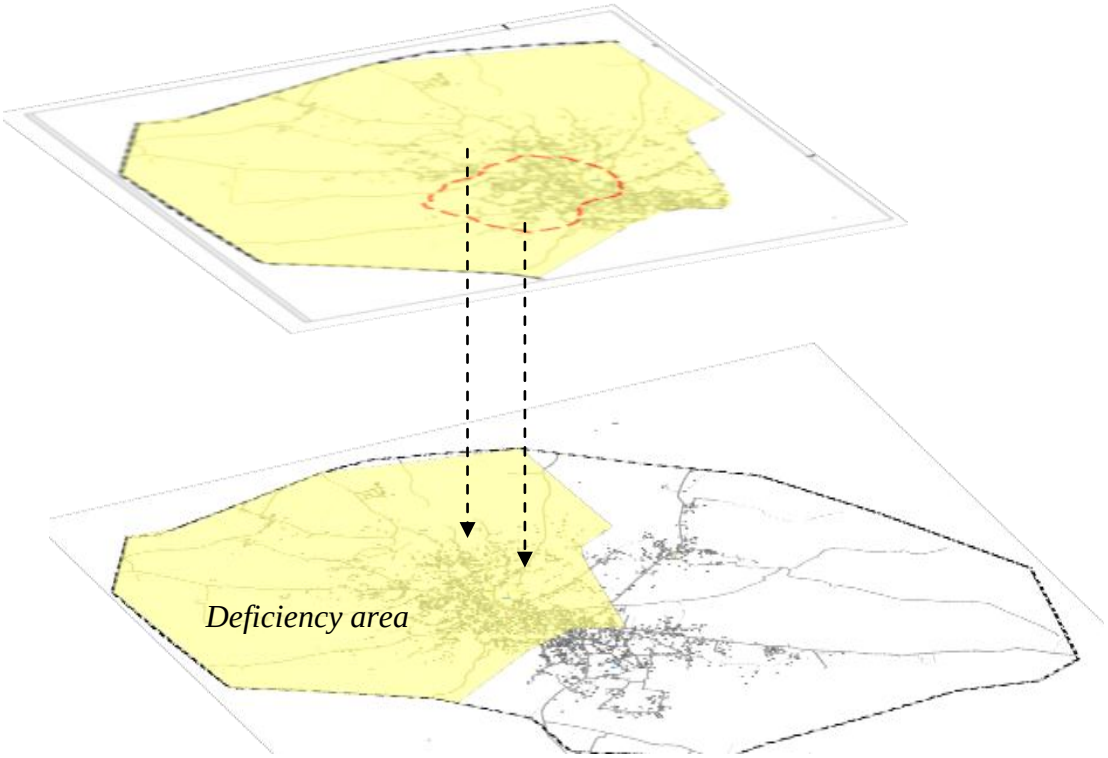


Map 4.4.6: Area Needs Primary Boys Schools Located Over Land Use Map of Tubas City



Map 4.4.7: Schools Allocation at Tubas Area – Final Result.

B) Project allocation Checkup:



Map 4.4.8: Schools Check up at Tubas Area.

Since the distributed projects solve the problem in the deficiency area – educational issue, and it took into account the spatial planning criteria, the previous projects allocation met SDIP spatial aspect and illustrate the connectivity between problems and space.

4.3.5 Mechanism of Implementation/Practical Procedure:

Preparation of implementation needs:

- Project allocation
- Implementation sequence, especially in some projects which should be implement before others.

4.3.5.1 Example in Mechanism of implementation using suggested spatial aspect:

Figure (3.3.4) bellow presents a list of some projects in the SDIP, beside their location in the map.

The IS-14 and IS-4 projects are suggested to be implement in the same area, and there is kind of implementation sequence. Consequently, it is necessary to start with implementing the construction of new sewage network followed by road maintenance project.

Project code	Project title	Estimated cost 1000 $	Suggested Location	Suggested implementation party
IS-14	Road maintenance program	4,450	The main road in the city	- Directorate of local government -LGUs -- Public works directorate
---------	----------	----------	----------	----------
IS-06	Rehabilitation of water networks	16,500	City	Water supply and sewage authority in the city
IS-04	Construction of new sewage networks	28.800	City	Water supply and sewage authority in the city

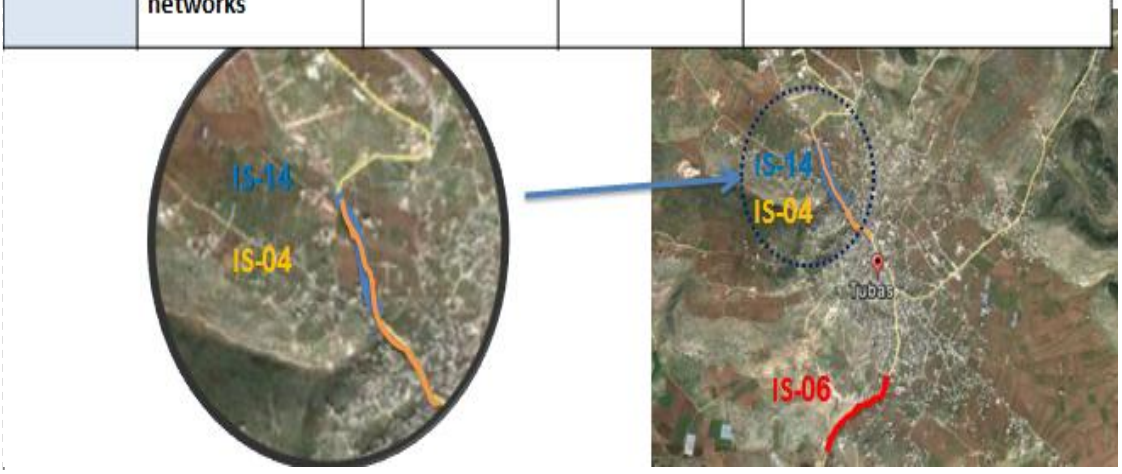
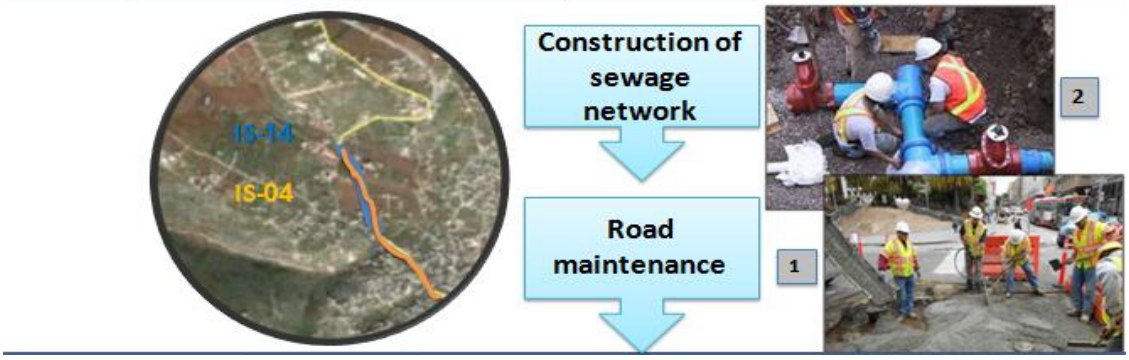


Fig 4.6: Project List in the SDIP and Suggested Location - Implementation Sequence

Project code	Project title	Estimated cost 1000 $	Suggested Location	Suggested implementation party
IS-14	Road maintenance program	4,450	The main road in the city	- Directorate of local government -LGUs -- Public works directorate
---	---	---	---	---
IS-06	Rehabilitation of water networks	16,500	City	Water supply and sewage authority in the city
IS-04	Construction of new sewage networks	28.800	City	Water supply and sewage authority in the city



4.3.6 Assessment and Implementation:

a) Keep track project implementation on location maps.

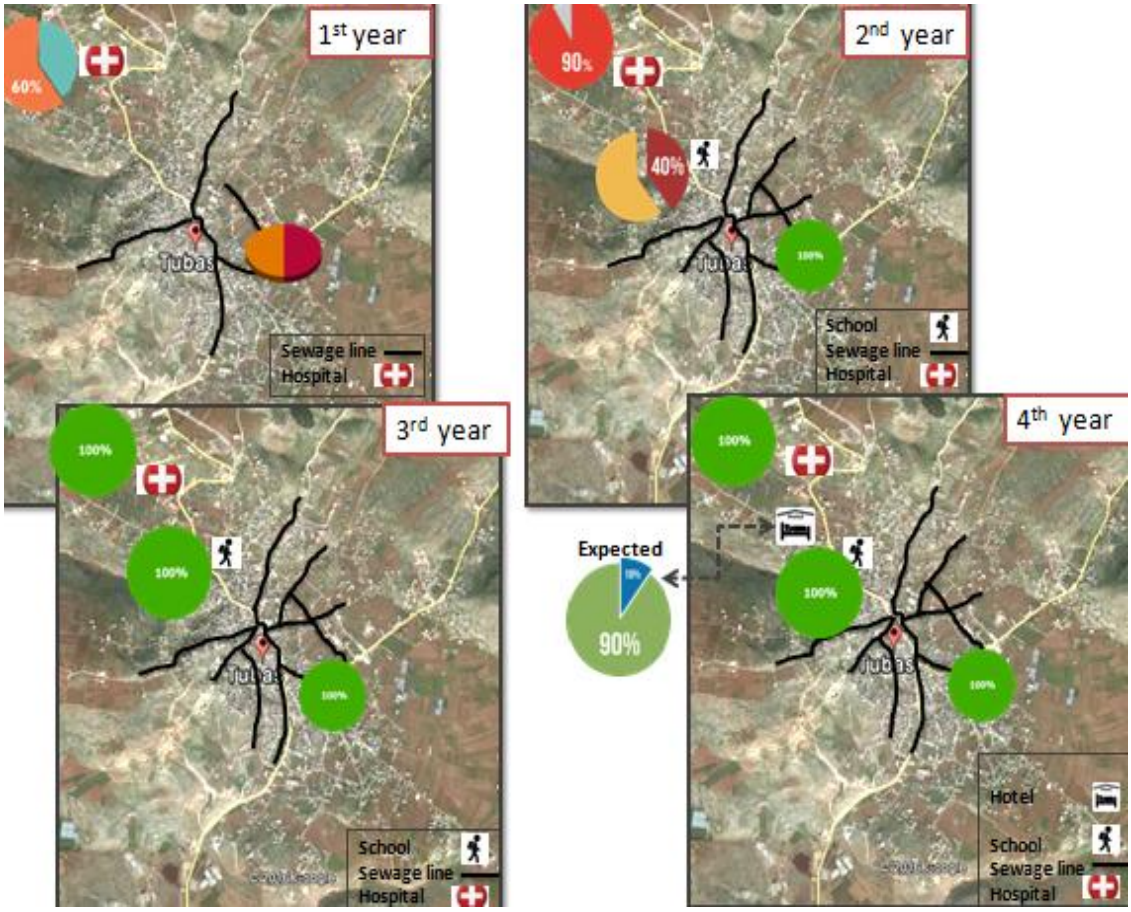
b) Time series map**:** A map of existing things on time with time change map: 1st year map, 2nd year map, etc…

Table B-6: Percentage of SDIP Implementation – Suggested Spatial Tool

SDIP for such area ----------					
Strategic Development Themes	**Project name**	**Percentage of Implementation in each Year (__)**			
		1st year	**2nd year**	**3rd year**	**4th year**
Infra structure and Environment	The establishment of a sewage lines (12 km)	--------	--------	-----	--------
	--------	--------	-------	------	--------
--------	--------	--------	--------	------	--------
Social	Building new primary boys school		--------	------	--------
	Building a hospital	--------	--------	------	--------
Economy	Building hotel	--------	--------	------	--------

4.3.6.1 Example in Assessment and Implementation Using Suggested Spatial Tool:

SDIP for Tubas 2014 – 2017 (Just example)					
Strategic Development Themes	**Project name**	**Percentage of Implementation in each Year (2014-2017)**			
		1st year	**2nd year**	**3rd year**	**4th year**
Infra structure and Environment	The establishment of a sewage lines (12 km)	50 %	100%		
	--------	-------	-------	-------	
Social	Building new primary boys school		40%	100%	
	Building a hospital	60%	90%	100%	
Economy	Building hotel			0%	10% expected



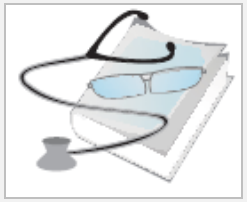
Map 4.4.9: Time Series Map

4.4 Summery:

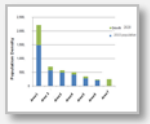
Spatial linkage can be considered as best practical way to do the work and fastest one for reform. In addition, availability of spatial database is considered as social, economic and environmental reference depending on its local administrations in policy development. This ensures a balanced distribution of resources, services and opportunities available within the urban/rural domain, which leads to social justice.

Modified spatial Practical procedures was developed as listed below in table 3.1 in the next page

Table 4.9: Existing and proposed procedures in the SDIP Manual.

Stage	Existing steps	Proposed procedures	Notes
Where we are now? Organization and analysis	1- Organization and preparation	----	
	2- Analysis for Stakeholders	Map shows the distribution of stakeholders "stakeholders should be from everywhere"	See: - Fig 3.3.1
	3- Diagnosing existing situation 	**Practical Procedures:** * Determine the diagnostics criteria for each sector.  * Determine the spatial\physical elements concerning each criteria. * Look at those spatial elements as opportunities or challenges for each criteria, " divide each element as opportunity or challenge". (positive or negative effect)  * Reflect the opportunities and challenges on the map, taking into account the range of impact of each opportunity or challenge (impact on itself or/and on the surrounding area).	See: - Table T-1 - Example: 4.1 - Example: 4.2

Where do we want to go? Strategic development Framework.	4- Identifying community priorities	Depends on Step 3 	
	5- Identifying Vision and objectives 	**Practical Procedures:** 1. make a quick study of the region in general and make the SOWT analysis.  2. Take into account the development issues (priorities) in the analysis stage.  3. Vision scenarios formulation: a) Cohesion and Competitive-oriented scenario b) Estimates of spatial compatibility of different types of uses. c) Select the best Scenario 	See: - Table T-2 - Example: 4.3 - Table T-3 - Example: 4.4 See: - Table T-4 - Example: 4.5 - Table T-5 - Example: 4.6
How do we want to go there? Strategic Plan.	6- Identifying and describing projects “Projects allocation” 	**Practical procedures:** - Vision, Issues, Site Evaluation - planning criteria and all analysis in the previous stages, , future prediction of needs, expected population density . etc…are better to be illustrated by charts, graphs, maps or sketches.	See: - Example 4.7

		   - Make check up on the projects, if the project allocation really solve the specific deficiency area or not. 	
	7- Setting plans of implementation and follow up	----------	
	8- Preparing the document of the plan and achieving its legitimacy	----------	
What makes us get there? Mechanism of implementation	9- Preparation of implementation	**Project allocation .** **Implementation sequence.** 	See: - Fig 3.3.4
	10- Building partnership and mobilizing resources	----------	
Did we get there? Assessment and implementation.	11- Evaluation Implement and updating	- Project implementation on location maps - **Time series map:** A map of existing things on time with map time change	See: - Table T-6 - Example 4.3.6 - Map 4.4.9

Chapter Five

“Conclusion and Recommendations”

Chapter Five

Conclusion and Recommendations

Strategic Spatial Planning can be considered as a continuous learning process in which all actors work together through sequential phases. The process starts with diagnosing the existing conditions, ends with implementation and sustained by loops of monitoring and feedback.

In the Palestinian case, there is no legislation to adopt the SDIP methodology, which makes it important to have SDIP beside the Physical Planning (PP) process. The PP usually takes many years due to the bureaucratic procedures, cost, needed studies and, most importantly, the long time frame, which makes it difficult for most of the local bodies to prepare and finish their physical plans in a short period of time. We are talking about costly and slow process, so we can't stay without a plan.

Consequently, we need a faster methodology – prepared in a short period of time –to simulate the rising changes in a specific area –spatial dimension—and consistent with the master plan. This study suggests a new approach satisfies all these conditions. The suggested planning framework is based on assessment the existing situation and the revision of the previous SDIP manual in Palestine. The study defined the gap in the spatial context in the planning process, then it came out of many spatial tools for defining and mapping the spatial component of strategic planning.

The suggested tools showed high efficiency in reflecting the spatial dimension in the current SDIP in several examples.

Some recommendations related to the study are here:

- Since there were many research limitations, due time limitations, that prevented the researcher form applying the suggested methodology on deeper real cases, it is recommended to test the tools with real-world case studies for further development. It is recommended for such cases to involve the public because the researcher did not have the time and the resources to enhance the long practical procedure related to the strategic plan on the field work.

- Use the new methodology in the SDIP manual to have the spatial tools integrated with the existing tools. Since the spatial linkage can be considered as best practical way to do SDIP in terms of time and resources management. The tools were developed in away to be easy to use by public considering the spatial aspect by offering a chance to use sketches, maps and interactive examples. This will give the public the opportunity to effectively participate in diagnosing the existing situation, defining development issues and drawing their communities' future. In such case SDIP projects will mostly reflect the public needs and can be translated on land – not just wish lists- because the public are the stakeholder who formulate the strategic plan itself.

- Encourage scientific research related to the SDIP that focuses on spatial linkage. The research is recommended to come out with continuous updated tools that serve our/ Palestinian situation considering the many spatial limitations imposed by the Israeli occupation. We need spatial tools that offer flexible solutions to help in planning decision making process and to give the planners and the decision-makers more options and scenarios.

- Provide training courses to the staff responsible for planning to be able to use the new tools and with the new spatial dimensions. This is to ensure improving their practical skills and enable them to manage and implement the development strategic plans. The training should include providing all needed software, equipment and institutional tools to increase the process efficiency.

- General administration of planning preferred to be determined specifically by MOP to have an SDIP department or unit or even person. Since the strategic planning was not institutionalized at the municipalities, there is no identified roles and responsibilities were classified. There is different functionality within each department, the engineering department performs all duties related to master plans, detailed projects, building licensing SDIP projects. The function between the planning departments which is in some cases located within the engineering department is not clear and not unified between municipalities. It depends on the individuals' capacities and

positions within the municipalities' administration structure. So take into consideration municipalities classification in order to follow up and the coordination of the work from A to Z, is enough.

- Providing training courses for consultant staff to enhance their capabilities as supervisors and monitors on the SDIP planning process, to stay informed on updated methodology.

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Interviewers:

- **Dr. Ahmad AlRamahi:** *21-5-2015 @ 10:23AM*

  - Mechanical Engineering Department, An-Najah National University, Nablus, Palestine
  - Institutional Development Expert,
  - Senior Strategic Planning Expert,

- Email: ramahi@najah.edu.

- **Eng. Dema Jodeh:** *14-5-2015@11:30 AM*
    - Al-Berieh Municipality / Urban Planning unit
- **Eng. Ibraheem Alhammoz:** *26-5-2015 @ 10:00AM*
    - Local government- Nablus/Palestine.
- **Arch. Manal alkahla:** *4-6-2015 @ 10:00 AM*
    - Municipal development and lending Fund (MDLF) – Ramallah/Palestine.
    - Urban planning officer
    - Email: mkahla@mdlf.org.ps
- **Eng. Mohammad H. M. Rabaiah: :** *4-6-2015 @ 10:55 AM*
    - Municipal development and lending Fund (MDLF) – Ramallah/Palestine.
    - Supervisor engineer & LDP program coordinator
    - Email: mrabaaya@mdlf.org.ps
- **Eng. Ohood Enaia:** *14-5-2015 @ 9:00 AM*
    - Ministry of local government- Ramallah/Palestine.
    - Email: Ohood2@yahoo.com
- **Prof. Sameer Abdallah Abu-Eisheh:** *26-5-2015 @ 12:30AM*
    - Civil Engineering Department, An-Najah National University, 2005 – Present.

- Senior Consultant and Team Leader, 1993-Present. Areas of interest include Strategic planning, Urban and Regional Transportation Planning

- E-mail: sameeraa@najah.edu.

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Appendixes

Appendix A: Interviews Questions

- What is the importance of adopting SDIP in Palestine, What SDIP added to the reality of planning in Palestine?
- When SDIP in Palestine was formulated as a methodology / Its Beginnings?
- To what extend SDIP can be effective in Palestine?
- What are the main procedures of SDIP that have been adopted in the Manual?
- How SDIP can be obligated for municipalities and local bodies?
- What are the important of spatial reflection in the SDIP?
- What are the relations between Physical planning and strategic planning - SDIP- ?
- To what extent SDIP was implemented in municipalities?
- What are the obstacles behind implementation plans/ projects in SDIP?
- What was / is the institutional agreement for the implementation of the plan? Was there funding available according to what had been budgeted and projected for the plan?
- Who is in charge of the monitoring, evaluation, supervision and feedback of the plan?
- May talked about “mix PP manual with SDIP to get one manual - Is it necessary or is there an ability to make that mix or not ?
- In what way is this experience significant for a future application of the strategic planning methodology?
- From your position As Government “program/ methodology maker” are you satisfied from the results until now?
- From your position As Government What’s your strategy to keep SDIP effective and be continued in the right way?

Appendix B: Suggested spatial tools

Appendix B-1: Diagnosing existing Situation – suggested spatial supported tool

Development Issue: ----------			
Diagnostics criteria	**Spatial elements**	**opportunity (+)**	**Challenge (-)**
-----	-----	------	------
-----	-----	------	------
Note: Illustrated Maps / sketches that Reflect the opportunities and challenges, beside range of their impacts should be followed			

Appendix B-2: SOWT Analysis

Sector	**Internal Factors**		**External Factors**	
	Weaknesses	**Threats**	**opportunities**	**strengths**
--------	---------	---------	---------	---------
---------	---------	---------	---------	---------
Note: Illustrated Maps / sketches of SOWT areas should be followed				

Appendix B-3: Cohesion and Competitive-oriented scenario

Baseline scenario (supported sectors)	**Cohesion-oriented scenario**	**Competitive-oriented scenario**
-------	-------	-------
-------	-------	-------

Appendix B-4: Estimates of spatial compatibility of different types of uses

		Agricultural uses	Industrial	Educational	Medical	Tourism	Cultural and Sport	Environmental	Commercial
		1	2	3	4	5	6	7	8
Agricultural uses	1								
Industrial	2								
Educational	3								
Medical	4								
Tourism	5								
Cultural and sport	6								
Environmental	7								
Commercial	8								

Compatible

Probably compatible

Incompatible

Important Notes related to the previous matrix:

Sometimes incompatibility can be viewed by different viewpoints as benefit from contrast:

- ***Industry – agriculture:*** *For awhile it seems that these two sectors are impossible to be in the same area, but we can benefit from their contrast in different ways. If an area is rich in agricultural land and its vision calls for industry, in that case we can promote special type of industry like food industry (Pickle factories, olive Oil industry, etc..) to enhance vision as Agro-industrial.*
- ***Tourism – industry:*** *These two sectors can be met in somehow like supporting special kind of industries, traditional industries, crafts ,*

soap production (as in Nablus city) , etc… these can encourage tourism sector in the area.

- ***Education – Industry:*** *In case of supporting education with special kind of industries, like establishing industrial schools, or educational collages, these can encourage education sector in the area.*

Appendix B-5: Spatial criteria for weighting scenarios.

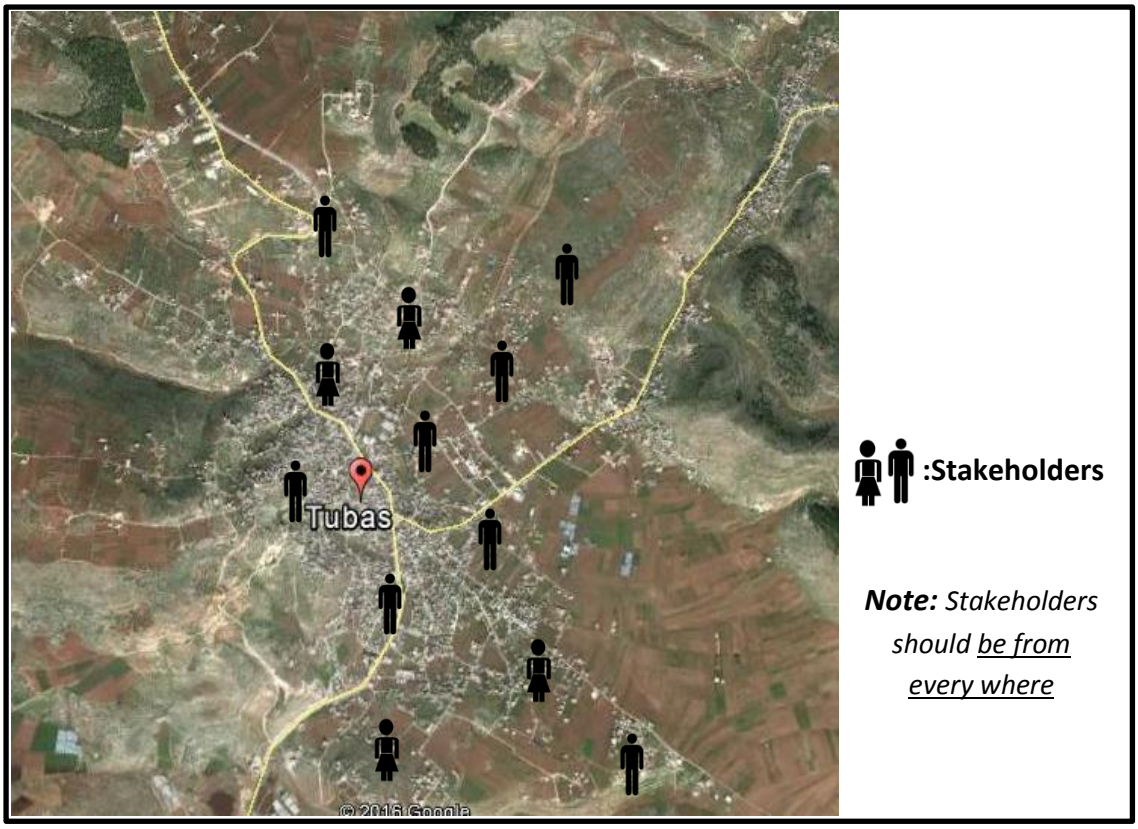
	Main Characteristics	Compatibility in uses	Scenario Drivers			Percentage of Total Area benefits *	Importance of planning issue	Evaluation
			1-2	3-4	4 <			
1st scenario		++	+	+		Depends	++	☺
2nd scenario		+	+	+		Depends	+	😐
3rd scenario		-			-	Depends	-	☹

Note: ***Scenario Drivers:*** *Means number of Strategic Development themes / issue that had been taken into consideration by the vision Scenario (which is related to the specific SDIP)*

Percentage of total area benefits: *may depends on Scenario Drivers, but it is not necessary if its large that means good, since many scenario drivers make the scenario with many requirements and functions - kind of dispersion- no clear identity to focus on to get out the best results within the available resources.*

Appendix B-6

Distribution of Stake holders



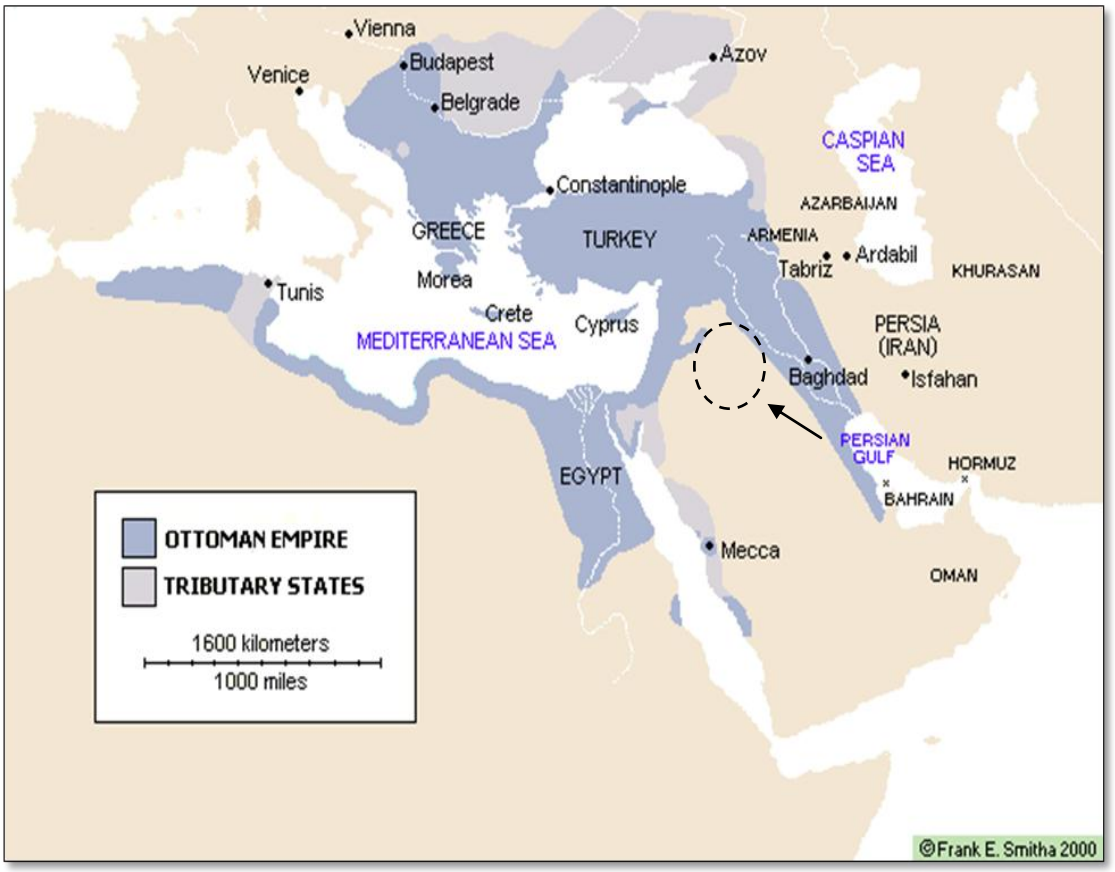
Appendix B-7

Percentage of SDIP Implementation

SDIP for such area ----------					
Strategic Development Themes	**Project name**	**Percentage of Implementation in each Year (__)**			
		1st year	**2nd year**	**3rd year**	**4th year**
Infra structure and Environment	The establishment of a sewage lines (12 km)	--------	--------	--------	--------
	--------	--------	--------	--------	--------
--------	--------	--------	--------	--------	--------
Social	Building new primary boys school		--------	--------	--------
	Building a hospital	--------	--------	--------	--------
Economy	Building hotel	--------	--------	--------	--------
--------	--------	--------	--------	--------	--------

Appendix C: Maps
Appendix C-1

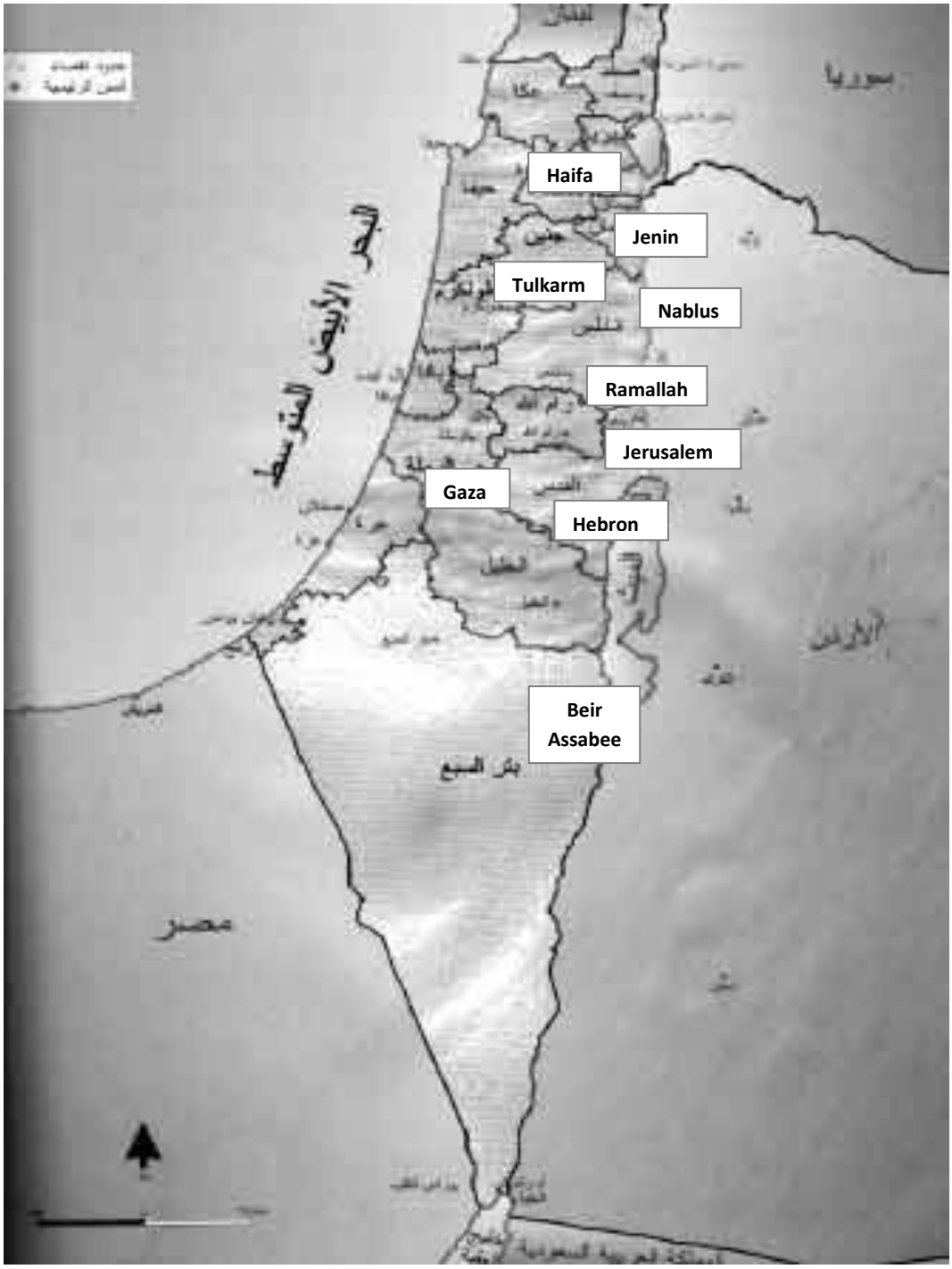
Map of Pre-1948 Palestine: East Europe and the Ottoman Empire (1481)



Source: *Jewish Virtual Library. / Downloaded in 22-10-2015 At 10:45 PM*
http://www.jewishvirtuallibrary.org/jsource/History/ottoman1481a.html

Appendix C-2

The districts and municipalities according to Administrative division of the British Mandate (1917-1948)



Source *: (Abd-Alhamid – 2005 / Taken From Eshtaieh 2004 – municipalities and local bodies/ Palestinian Economic Council for Development and Reconstruction publications (PECDAR), 2004, p. 237)*

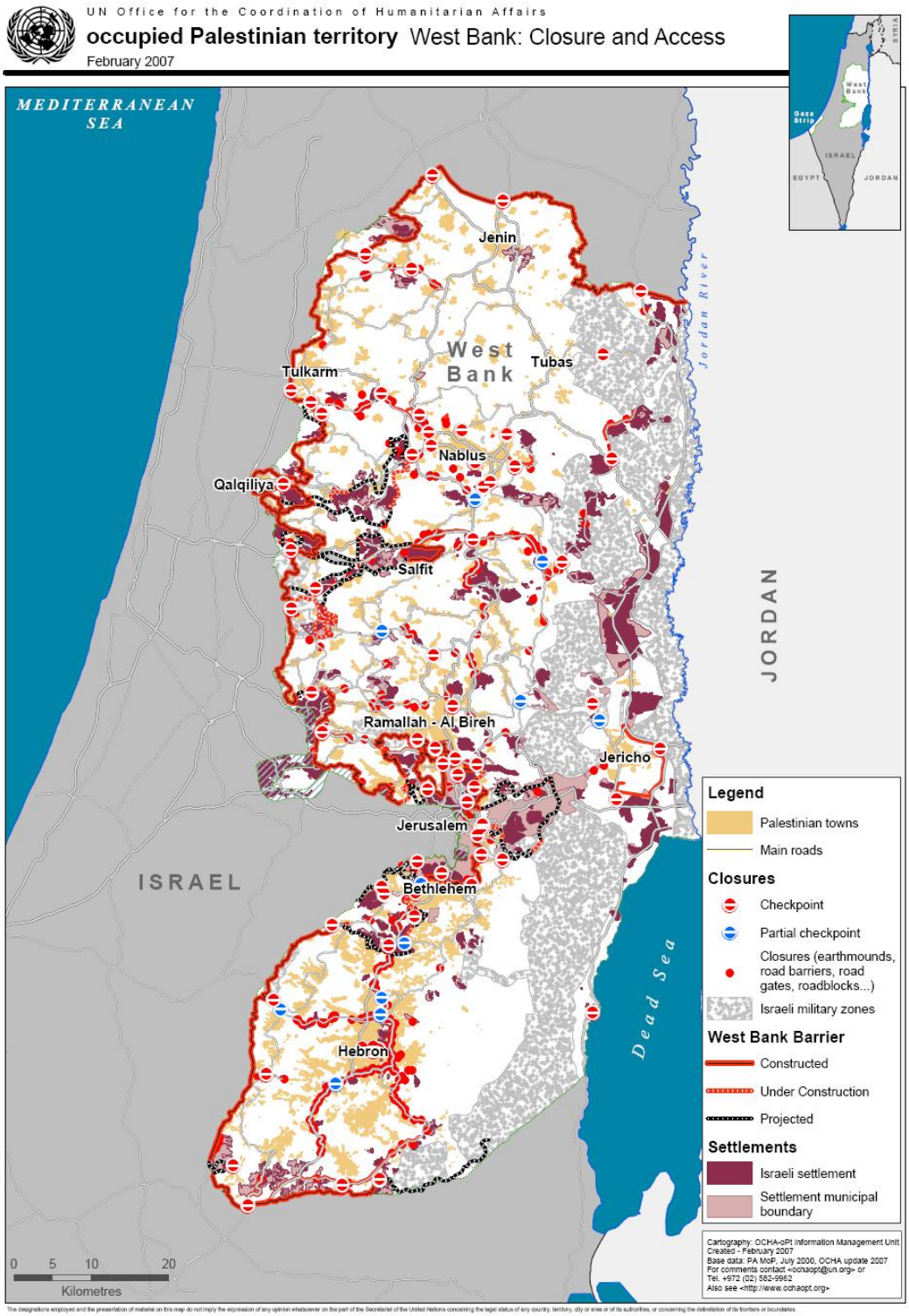
Appendix C-3

Occupied Palestine 1995 - Palestinian Authority

Source: *Palestine in Arabic website / downloaded in 22-10-2015 at 12:7 AM http://www.palestineinarabic.com/Maps/Oslo/Governorates1995.jpg*

Appendix C-4

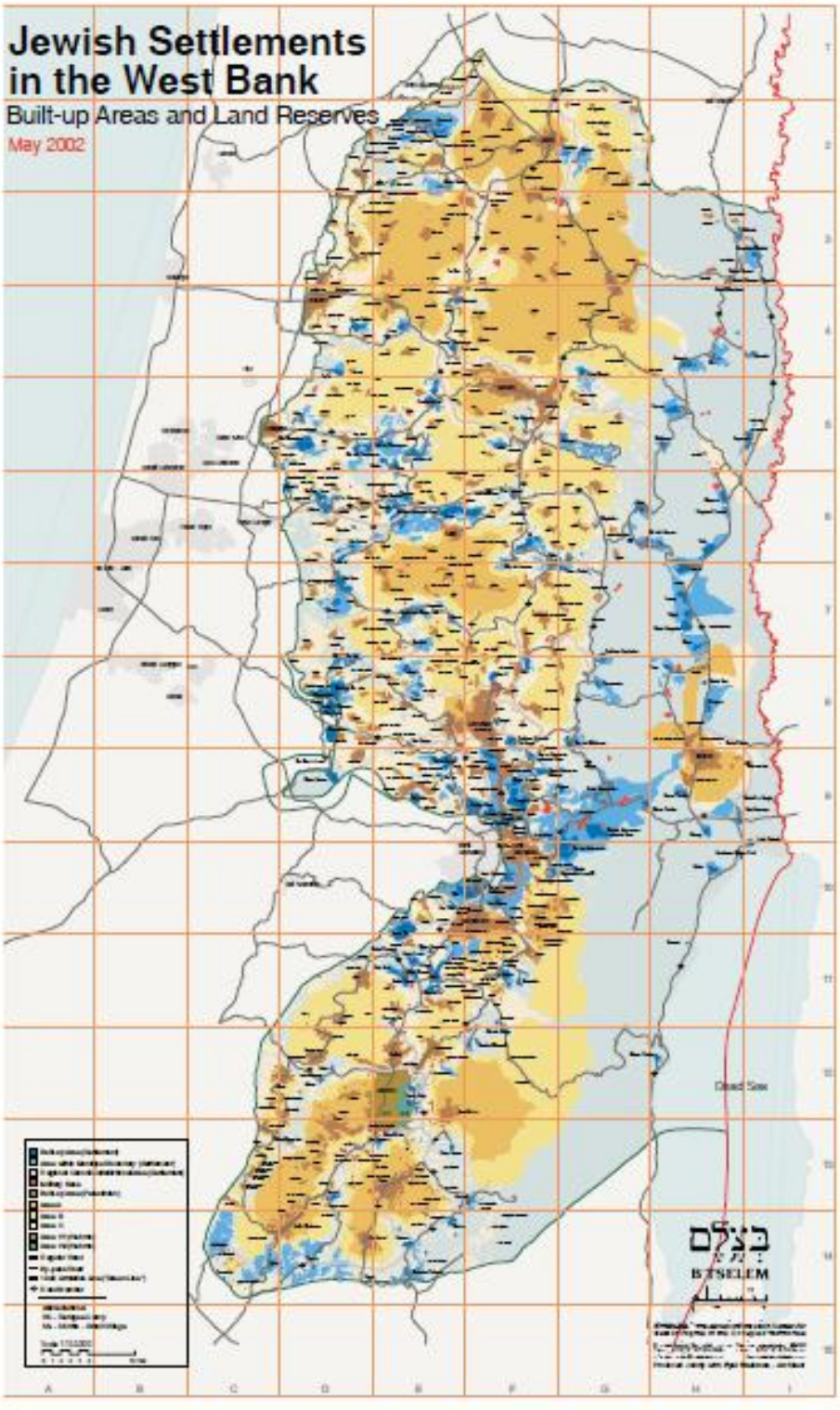
Occupied Palestine "Israeli Era" – West Bank: Closure and Access



Source: *World Bank Technical Team May 9, 2007 - Page 15*

Appendix C-5

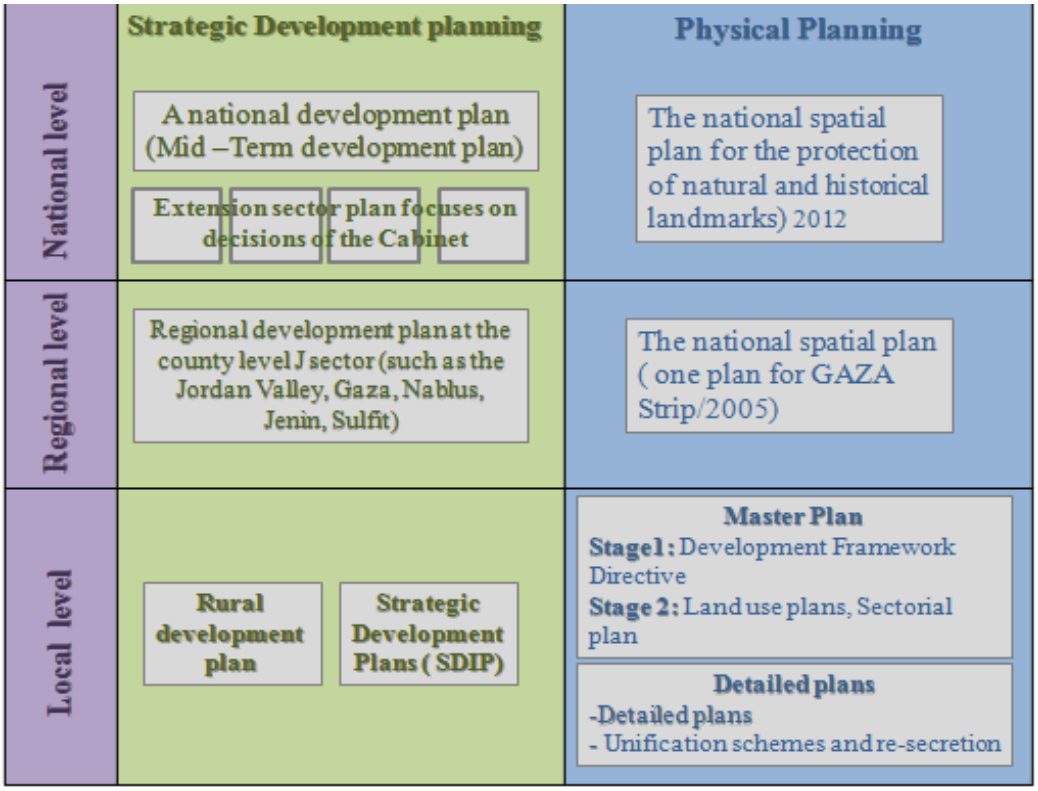
Jewish Settlements in the West Bank / Land divisions Area A, B, C



Source: *Btselem website /downloaded in 22-10-2015 at 10:57 AM*
https://www.btselem.org/download/settlements_map_eng.pdf

Appendix D: Figures

Appendix D-1: SDIP and PP levels in Palestine



Appendix D-2: Planning at local level

Appendix E: Tables

Table E-1: Planning criteria according to different countries / Elementary and high schools "Physical planning criteria"

Planning criteria according to different countries / Elementary schools				
Criteria	USA	Lebanon	Global	Palestine
Number of Student	500-800	240-960	350-1200	200-700
Site area (thousand m²)	22-110	5-10	31-79	7-2
Built up area (thousand m²)	9-24	1.01-3.25	8.82	3.08
Student's portion from Site area (m²)	44-137.5	10-21	25-35	10
Student's portion from Built up area (m²)	18-30	3.4-4.2	7.3-35	1.57
Planning criteria according to different countries / High schools				
Number of Student	1200-2000	320-1120	100-2700	180-540
Site area (thousand m²)	88-442	10-7	141-220	1.80-5.4
Built up area (thousand m²)	42-100	1.35-4.01	27	0.8-2.3
Student's portion from Site area (m²)	73-221	8.9-21.9	25-30	10
Student's portion from Built up area (m²)	35-50	3.6-4.1	27-10	1.75

Source: Alhaj Mohammad, Ferial. Previous reference. P.81, P.82, p.83 .Quoted from Sarhan, Bassam Abalazez. Planning criterias in developing schools. P86, p.87, p.88

جامعة النجاح الوطنية
كلية الدراسات العليا

تعزيز تنفيذ الخطط التنموية الاستراتيجية التنموية في فلسطين باستخدام أدوات مكانية

إعداد
أماني أحمد عبد الرحمن المجدوبة

اشراف
د. علي عبد الحميد
د. ايهاب حجازي

قُدمت هذه الأطروحة استكمالا لمتطلبات درجة الماجستير في هندسة التخطيط الحضري والاقليمي، بكلية الدراسات العليا في جامعة النجاح الوطنية في نابلس، فلسطين.

2016

تعزيز تنفيذ الخطط الاستراتيجية
التنموية في فلسطين باستخدام أدوات مكانية

إعداد

أماني أحمد عبد الرحمن المجدوبة

اشراف

د.علي عبد الحميد

د.ايهاب حجازي

الملخص

تحاول هذه الدراسة تطوير أدوات تحاكي الجانب المكاني في الخطط التنموية الاستراتيجية، اخذة في عين الاعتبار الجانب المكاني. وتهدف الدراسة الى اجراء مقترح تعديلي عل دليل التخطيط التنموي الاستراتيجي، من خلال تطوير مراحله بحيث تصبح اكثر عملية في مراعاتها للجانب المكاني, إضافة الى ان الدراسة توضح أهمية الجانب المكاني في الخطط التنموية الاستراتيجية.

اعتمدت الدراسة في منهجيتها على الجانب التوضيحي الوصفي لتفسير الجانب النظري من موضوع البحث, إضافة الى المقابلات الموجهة لفئات معينة ذات الصلة والتي تخدم الرسالة, يضاف الى ذلك أصحاب العلاقة وصانعي القرار. هذه المنهجية استخدمت لفهم واقع التخطيط التنموي الاستراتيجي في فلسطين, ومن ثم تحديد الفجوة والخلل الذي يشكله عدم مراعاة الجانب المكاني في الخطط وفهم الاحتياجات اللازمة التي تمكن صانعي القرار في الخطط التنموية الاستراتيجية على رسمها بالشكل العملي الواقعي الدقيق للخروج بقضايا تنموية ومشاريع قابلة للتنفيذ. ومن ثم خرجت الدراسة بأدوات مكانية تحاكي الجانب المكاني المهمش في الخطط التنموية الاستراتيجية.

ركزت الأدوات المطورة الجديدة على خلق طرق عملية مبسطة يمكن استخدامها من قبل الجميع وعامة الناس المشاركين في عمل الخطط حيث أن دليل التخطيط التنموي الاستراتيجي في فلسطين يعتمد خمسة مراحل في كل مرحلة هناك عدة إجراءات.

في النهاية هذه الرسالة اوصت بتطبيق الأدوات المكانية المطورة عمليا وبحالة دراسية واقعية منذ البداية وبمشاركة المجتمع المحلي. إضافة الى استخدام هذه الأدوات في دليل التخطيط التنموي الاستراتيجي, حيث ان عملية التخطيط هي افضل وسيلة عملية لانجاز المهام المتعلقة واسرع طريقة للإصلاح.