



Arab American University
Faculty of Graduate Studies

**Evaluation and Comparison study between
the Classical Single-Sector Environmental
Strategies and Cross-Sectoral Environmental
Strategies in Palestine**

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**This thesis was submitted in partial fulfillment of the
requirements for the master's degree in
Strategic Planning and Fundraising**



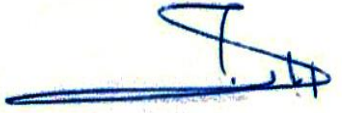

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Thesis Approval
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Cross-Sectoral Environmental Strategies
in Palestine

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DECLARATION

I declare that this Master dissertation has been composed by me and is based on my work, unless stated otherwise. I confirm that this master's thesis is my own work and I have documented all sources and material used; no other person's work has been used without due acknowledgement.

All references and exact extracts have been quoted, and all sources of information, including graphs and data sets, have been specifically acknowledged. To my best knowledge, this Master dissertation has not been accepted in any other previous application for a degree, in whole or in part.

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ABSTRACT

About 23 years ago, the Palestinian Authority began to develop a national strategy for the environment in which environmental issues, strategic priorities and goals were defined at the national level. That ten-year strategy included an action plan in which needs and gaps were translated into projects and interventions, then indicators for follow-up and monitoring of work and achievement. After that, the environment was dealt with as an independent development sector within the strategic sector - infrastructure, so that the Environment Quality Authority (EQA), in cooperation with local and international partners, prepared the sectorial environment strategy (2011-2013) and the sectorial environment strategy (2014-2016) and then issued the cross-sectorial environmental strategy in (2017-2022). At the end of the year 2019, a mid-term review report was prepared for sectorial and cross-sectorial strategies to monitor the progress in achieving and implementing these strategies based on the strategic results framework prepared under the supervision of the General Secretariat of the Council of Ministers and through the relevant sectorial institutions.

This study aimed at determining which environmental strategy in Palestine is the appropriate one under uncertain socioeconomic and political conditions: single-sector strategy (classical) or cross-sectoral strategy. Secondary data was collected through a literature review and appreciation of previous studies. Primary data was collected through employment of two data collection tools: in-depth interviews with 19 planners and employees in governmental and non-governmental organizations and content analysis for Palestinian environmental strategies. The results of the comparison between the three recent environmental strategies that were prepared in (2011-2013), (2014-

2016) and (2017-2022) were presented. Advantages and disadvantages of single-sector and cross-sectoral strategies were also highlighted. In addition, results about Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis were presented as well as the challenges facing single-sector and cross-sectoral environmental strategies in Palestine from respondents' points of view.

The results showed that the main challenge facing the environmental strategy is the political situation where the occupation and its control over natural resources on the one hand and the lack of placing the environment on the priorities of the Palestinian government on the other hand hinders the application of the strategy. Operationalization of the cross-sectoral environmental strategy by ministries and government authorities has not been mandatory, therefore, no budget has been allocated to implement the cross-sectoral strategy. In addition, there isn't adequate number of professionals to be able to implement the strategy adding to it the non-application of environmental law, and therefore, there is no difference between the sectoral environmental strategy and the cross-sectoral environmental strategy. For these reasons, there is no clear impact of the environmental strategies on the ground, and if any, it is an intangible effect.

The planners in the authorities and other government ministries unanimously agreed on the necessity of linking the environment with sustainable development and that the cross-sectoral environmental strategy reinforces this linkage. Therefore, the Palestinian Authority must understand that the environmental issue is not a luxury and that it should be a priority for the Palestinian Authority.

Key words: Strategy, planning, sectoral, sustainable development, Palestine.

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List of Abbreviations

Abbreviation	Definition
AIDS	Acquired Immunodeficiency Syndrome
DCAF	Democratic Control of Armed Forces
CBOs	Community Based Organisations
COVID-19	Coronavirus Disease 2019
EQA	Environment Quality Authority
HIV	Human Immunodeficiency Virus
HLPF	High-Level Political Forum
NGOs	Non-Governmental Organisations
OECD	Organization for Economic Co-operation and Development
OXFAM	Oxford Committee for Famine Relief
PES	Palestinian Environmental Strategy
PENGON	Palestinian Environmental Non-Governmental Organisations Network
POMEPS	Project on Middle East Political Science
SDGs	Sustainable Development Goals
SIDA	The Swedish International Development Cooperation Agency
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TEEB	The Economics of Ecosystems and Biodiversity
UNDP	The United Nations Development Programme
UNEP	The United Nations Environmental Programme
UNICEF	The United Nations Children's Fund
WHO	The World Health Organization

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Chapter One

Overview of The Study

1.1 Introduction and Historical Background

The first Palestinian attempt to strategically plan for the environmental sector was in 1999 when the first Palestinian Environmental Strategy (PES) was prepared and served as a basis for environmental actions at the time for a period of ten years. Within the PES, the environmental issues were defined, and strategic goals and priorities were set at the national level. In addition, that strategy included a three-year Action Plan that detailed the needs and gaps in the form of projects and interventions, then indicators with a monitoring and evaluation framework to follow up implementation and to evaluate the impact of these interventions (Tamimi, 2012; Tamimi, 2007).

Following PES, EQA formulated two single sector strategies: (2011-2013) strategy and (2014-2016) strategy. In 2017, EQA developed its first cross-sectoral strategy for the period 2017-2022 which the authority reviewed and updated in 2020. The absence of evaluation for these strategies has created challenges in planning and implementing the EQA strategies.

1.2 Study Problem

Problem statement: In a socio-economic context such as the one in Palestine, there is a need for an environmental strategy that considers the environment sector in other sectors' plans.

EQA is facing problems with partners through implementing the environmental strategy. There are some governmental and non-governmental bodies that cooperate with EQA, and others do not. The role of the other sectors and partners is not clear. In addition, the lack of the financial resources and regulations to implement the strategy has resulted in difficulties to determine the form of the best strategy: typical/ classical

strategy or cross-sectoral strategy.

The environment as a sector requires a cross-sectoral strategy. A cross-sectoral framework provides a modern approach to both the environment and other sectors since it has a strong impact upon various other sectors such as agriculture, transportation, water, energy, etc... The approach that considers environment as a cross-sectoral theme is a modern and integrated approach which may acknowledge the shared responsibility with the government for the achievement of sustainable development and protection of the environment (Boas et al., 2016; Weitz et al. 2014).

1.3 Study Questions

The study aims at answering the following main question:

Under uncertain socio-economic and political conditions such as in Palestine, what is the appropriate environmental strategy: single- sector (classical) strategy or cross-sectoral strategy?

Following are the specific study questions:

1. What are the shortcomings of a single-sector (classical) environmental strategy?
2. What are the main challenges that are facing the cross-sectoral strategy from financial, legal, institutional, and political perspectives?
3. What are the Strengths, Weaknesses, Opportunities, and Threats (SWOT analysis) for the classical and cross-sectoral strategy?
4. What are the advantages and disadvantages of the classical and cross-sectoral strategy?
5. What are the challenges facing the implementation of the single-sector (classical) and cross-sectoral strategy?

6. What is the role of other related governmental and non-governmental organizations in the formulation and implementation the environmental strategies?
7. What are the priorities and objectives of the national Palestinian environmental strategies on the one hand and in comparison, with Sustainable Development Goals (SDGs) in the other hand?

1.4 Study Objectives

The study's main objective is to determine which environmental strategy is the appropriate one under uncertain socioeconomic and political conditions: single-sector strategy (classical) or cross-sectoral strategy.

The following are the study's specific objectives:

1. To explore the shortcomings of a single-sector (classical) environmental strategy.
2. To explore the main challenges that are facing the cross-sectoral strategy from financial, legal, institutional, and political perspectives.
3. To identify the (SWOT analysis) for the classical and cross-sectoral strategy.
4. To explore the advantages and disadvantages of the single sector (classical) and cross-sectoral strategy.
5. To identify the challenges facing the implementation of the single-sector (classical) and cross-sectoral strategy.
6. To explore the role of other related governmental and non-governmental organizations in the formulation and implementation the environmental strategies.

To identify the priorities and objectives of the national Palestinian environmental

strategies on one hand and in comparison, with Sustainable Development Goals (SDGs) in the other hand.

1.5 Study Significance and Importance to Relevant to Stakeholders

1.5.1. Study Significance

This study offers a comparison between the environmental cross-sectoral strategies and single-sector strategies to present the first study of its kind in Palestine since there is no local relevant studies. Environmental scholars and planners in Palestine will benefit from the study results which will contribute to improving the environmental strategies. Improvement of environmental strategies will improve the environmental sector in Palestine leaving a positive impact on Palestinians.

This study will form a basis for other studies and research around the positioning of the environment as a sector in Palestine. It also paves the grounds for improving strategic plans in Palestine based on the results of this study (evidence-based planning).

1.5.2. Study Importance to the of Relevant Stakeholders

Relevant stakeholders will build on the results and findings of this study and address the challenges facing the cross-sectoral strategy. Based on the meeting with the general director of policies and planning at EQA, he stated that there are challenges in implementing the environmental cross-sectoral strategy.

The gap is that there is no study to consider the single-sector (classical) environmental strategies done in the period between 2011-2013 and 2014-2016 and the last cross-sectoral strategy done for the period 2017-2022. From the meeting and discussions conducted with experts in the research area in Palestine, they confirmed that

EQA needs a comparison study between the classical and cross-sectoral strategy. This study is going to provide a proposition of a road map to make the planning for cross-sectoral strategy successful.

1.6 Knowledge Gap

The study will fill the knowledge gap in terms of supporting planners and decision-makers to decide on which environmental strategy is the best for the Palestinian socio-economic context. Even though quite a few international studies were conducted on single-sector and cross-sectoral strategies there are no local studies on this subject.

1.7 Methodology

The study methodology is based on a qualitative descriptive approach that involves collecting and analyzing non-numerical data. Moreover, the study tools will be structured interviews, comparison analysis of three strategies, and SWOT content analysis in addition to the literature review and personal observations. The collected data will be processed, managed, and analyzed.

1.7.1. Study Tools: Study Area, Sample Size.

- Literature review to cover previous studies and to support the development of the theoretical framework.
- A comparison analysis between the three Environmental strategies in Palestine published between (2011-2013), (2014-2017) and (2017-2022).

- Structured interviews with the decision makers from EQA, related governmental partners from about twenty-two governmental institutions and authorities, and decision-makers from ten non-governmental environmental organizations.

The target group in the interviews are the planners who work in the planning department in governmental and non-governmental institutions, who participated in the development of single-sector and cross-sectoral strategies, and who participated in the development of the environmental strategy or who are familiar with the single-sector and cross-sectoral environmental strategy.

- SWOT analysis for the single-sector and cross-sectoral strategies.

1.8 Study Structure

The study comes in five chapters. The first chapter is the introduction while the second is for a literature review focusing on previous studies. The third chapter presents the second part of the literature review and presents the theoretical framework. The fourth chapter presents the study methodology while the fifth chapter covers the study analysis with suggestions and recommendations.

1.9 Summary

This chapter introduced the study in terms of the problem, significance, questions, objectives, hypothesis, methodology, and study structure. The next chapter presents the first part of the literature review focusing on previous studies. The chapter also offers comments on the previous studies to show the academic contribution of the current study.

Chapter Two

Conceptual and Theoretical Frameworks

2.1 Introduction

This chapter comes in two main sections: conceptual and theoretical frameworks. The conceptual framework focuses on several general concepts that are used throughout this study such as cross-sectoral strategies in general, cross-sectoral strategy in Palestine, multi-sectoral strategy planning in Palestine, challenges facing sectoral planning in Palestine, environmental governance in general, environmental governance in Palestine and challenges facing environmental governance in Palestine. Concerned literature has varied to such an extent that there has been confusion between the relevant players on how to differentiate between them and their mandates. Therefore, this chapter comes to review the available relevant literature and previous studies. This chapter will present each of the concepts as defined and addressed globally, regionally, and locally if any.

As for the theoretical framework, it presents relevant theories to this study. It primarily covers environmental theories such as environmentalism, ecologism, green political theory and green economy theory. For planning strategies, the focus is on planning theory, analytical-explanative theory, formal-explanative theory, procedural-explanative theory, and procedural-explanative theory as well as analytical perspective and formal perspective theories.

2.2 Conceptual Framework

2.2.1. Cross-Sectoral Strategies in General:

Cross-sectoral as a term is defined as “linking traditionally separate or independent parties or interests” (Educalingo, 2022). In the field of development, cross-sectoral strategies investigate mainstreaming cross-sectoral issues that are understood as

a strategy to that theme/themes to form an integral dimension/s of the organization's design, implementation, monitoring and evaluation of development policies and programs (Organization for Economic Co-operation and Development (OECD), 2014). Cross-sectoral issues on the other hand are "topics that are identified as important and that affect and cut across most or all aspects of development. These topics should therefore be integrated and mainstreamed through all stages of development, from policy design to implantation, evaluation, and learning" (County Governance Toolkit, 2022). Cross-sectoral issues vary; however, it has been agreed between development actors that they include but not limited to equity and social inclusion, gender mainstreaming, climate change adaptation and transition (County Governance Toolkit, 2022), The Global Education Cluster (2010) add age, disability, Human Immunodeficiency Virus (HIV) and acquired immunodeficiency syndrome (AIDs) to these themes.

It is globally understood that mainstreaming cross-sectoral issues in any national strategy requires political leadership and institutional commitment (County Governance Toolkit, 2022). There are certain pivotal enabling factors to ensure the proper design and implementation of these strategies. These factors are the supportive policy frameworks and strategies, the commitment of necessary financial and human resources, performance incentives and accountability and learning culture (CRA, 2018).

2.2.2. Cross-sectoral Strategy Planning in Palestine

Any cross-sectorial strategy aims at deliberating collaboration among various stakeholders and sectors with a common vision and perspective to jointly achieve a desired outcome (The United Nations Children's Fund (UNICEF), 2021). A multi-

sectoral approach to planning refers to engagement with one or more government sectors outside of the sector in hand. A multi-sectoral approach is one in which multi stakeholders' engagement takes place and action is across different sectors (The World Health Organization (WHO), 2015).

The Palestinian government has implemented a new methodology in planning at the national level including what is required for planning at the single-sector and cross-sectoral levels. The National Development and Reform Plan (2008-2010) was amended, followed by the preparation of the National Development Plan (2011-2013) and then the National Development Plan (2014-2016).

The Council of Ministers in Palestine in 2009 approved the methodology for preparing the general national plan for the years 2011-2013, a methodology based on the preparation of single-sector and cross-sectoral strategies as a basic entry point for preparing the general national plan. To standardize the methodology for preparing sectoral strategies, a guide has been prepared to serve as a tool to assist ministries and government institutions in developing new sectoral strategies and/or reviewing and developing existing ones. The guidelines contained in this guide help to develop high-quality sectoral strategies, which help the concerned local authorities in identifying Palestinian strategic priorities and help international bodies direct support in accordance with these priorities. The guide aims to: Strengthen the coherence between policies at the level of different sectors within a unified vision. (National development plan 2011-2013)

The National Development Plan (2014-2016), which constitutes the third phase of the comprehensive national planning stages launched by the Palestinian government in 2007, aims to enhance integration between the planning process and budgets. This

plan provides a strategic political framework that defines the Palestinian directions and priorities in the next stage, agreed upon by all partners, the government sector, the private sector, and the civil sector, and a regulatory and guiding framework for the work of government institutions and their development interventions, and provides a tool for the optimal distribution and use of available or expected resources. In a transparent, efficient, and effective manner that contributes to achieving financial stability and activating the sustainable development approach, ensuring integration and consistency in the efficient and effective implementation of investments and interventions, in a manner that leads to progress and growth in a fair manner (National Development Plan, 2014).

It is worth mentioning that the concept of cross-cutting strategies has not been widely used. In Palestine, EQA and relevant ministries refer to cross-sectoral strategies as cross-cutting strategies. For the sake of this study, the cross-sectoral concept is going to be used as the regional and global literature has used it widely.

2.2.3. Challenges Facing Sectoral Planning in Palestine

Single-sector and cross-sectoral strategic planning in Palestine encounter several challenges. The political context is one of them. Palestinian political division and occupation continue to pose obstacles to the building, consolidation, legitimacy, and efficiency of Palestinian institutions and effective service provision (Democratic Control of Armed Forces (DCAF), 2021). In addition, Coronavirus Disease 2019 (COVID-19) Pandemic changed governmental direction towards emergency health response so the consequences of the pandemic overarched any planning and strategic

support. The primary focus of plans continues to be prevention, preparedness and treatment of the COVID-19 outbreak (OCHA, 2020).

Occupation of the West Bank, and annexation of East Jerusalem, present substantial obstacles to proper and achievable strategic plan (DCAF, 2021). Moreover, the economic difficulties have affected funding any strategic and developmental plans when the focus is to fund humanitarian response and aid activities. Also, these economic difficulties and lack of funding have made it challenging for the Palestinian government to provide for lower-middle income community (WFF, 2017). In addition to the previously mentioned challenges, environmental challenges such as increased urbanization levels, high unemployment rates, limited control over natural resources and land, restrictions on transporting goods and population have affected realistic planning in Palestine (SDIP, 2009). As well, Palestinian natural resources are controlled by Israel under its protracted military occupation and many of the environmental challenges are directly linked to the occupation (The Swedish International Development Cooperation Agency (SIDA), 2015).

2.2.4. Environmental Governance in General

As a concept, environmental governance includes policy, rules and norms that are used to govern human behavior towards the environment (The United Nations Environmental Programme (UNEP), 2010). It also comprises of practices and institutions that shape humans' interaction with the environment (UNEP, 2021). In addition, environmental governance also addresses who makes decisions that affect or relate to the environment, how decisions are made and carried out, a technology used,

and how the public and stakeholders can participate in the decision-making process (UNEP, 2010).

Lemos and Agrawal (2006, p.298), defined environmental governance as “synonymous with interventions aiming at changes in environment-related incentives, knowledge, institutions, decision making, and behaviors”, and specify it to be referring to “the set of regulatory processes, mechanisms and organizations through which political actors influence environmental actions and outcomes” (p.298). However, Daoudy (2022) added a new dimension to the definition as environmental governance is defined as a set of relationships co-produced by human activity and non-human physical and biological processes.

2.2.5. Environmental Governance in Palestine

In December of the year 1996, the official Palestinian body, represented by the Palestinian Environmental Quality Authority, was established to protect the Palestinian environment, and preserve the rest of its resources. It is responsible for strategic planning, legislation, monitoring, and preparing executive regulations for environmental protection. In 1998, the Palestinian Ministry of Environmental Affairs was established, and the Palestinian Environmental Authority was incorporated into it so that in 2002 the official name would be the Environmental Quality Authority.

It's institutional restructuring as EQA, which was supported by several external donors (including the IUCN, Italian Cooperation, and The United Nations Development Programme (UNDP)), has created a professional, decentralized environmental agency that is committed to inter-ministerial working and participatory decision-making (UNDP, 2013). EQA is the lead agency on climate change for the Palestinian

government – a role that reflects the fact that EQA is the main Palestinian governmental body responsible for environmental protection (UNDP, 2013). (EQA) is the main PA institution entrusted with the responsibility to monitor and protect the Palestinian environment and ensure the provision of a clean and healthy environment.

2.2.6. Environmental strategies in Palestine

The Palestinian Environmental Strategy was prepared in 1999, and it is the first Palestinian attempt at strategic planning in the environmental sector. It identified environmental issues, strategic priorities, and goals at the national level. In addition, that strategy included an action plan in which the needs and gaps were translated in the form of projects and interventions, then indicators for follow-up and work control. However, the start of implementing this strategy coincided with the launch of the second intifada, which required a rearrangement of development priorities and focus on emergency relief efforts to deal with the catastrophic humanitarian situation that resulted from the occupation and its procedures.

The Environmental Law was approved in Palestine on 7/6/1999 and published in the Official Gazette under No. (7) of 1999. The law gave the EQA the responsibility to lead the coordination of work in issues related to the environment, the preservation and protection of the environment, the preservation of human health and curbing the depletion of natural resources limiting it, combating desertification, preventing the exacerbation of climate change and adapting to it, reducing pollution, enhancing environmental awareness and behavior, protecting environmentally sensitive areas, and ensuring sustainable development of natural resources in a manner that takes into account the rights of future generations. One of the most important features of

environmental law is that it directly overlaps with a set of laws related to the issue of the environment, such as the laws of industry, agriculture, public health, water, and the special regulations of local government bodies, which raises the sensitivity of the application of some articles that cause interventions, which we may not find consistent with the articles Existing in other legislations (EQA, 2022).

The environmental reform and development plan for the year 2008 was prepared and approved for implementation within three years from the beginning of the year 2009 until the end of 2011. As priority projects in the environmental sector were submitted, numbering 32 proposals, but that plan approved only one project out of the total number of proposals submitted. Note that the only project that was approved from this list was not implemented due to the lack of financial resources. However, the EQA has worked to implement some of these activities with self-effort and limited capabilities. (Sectoral Environment Strategy Executive Summary, 2010, Environmental Quality Authority, Palestinian National Authority).

Based on the Ministries' Council, the environment was dealt with as an independent development sector within the strategic infrastructure sector. So, the EQA prepared two sectoral strategies for the environment (2011-2013) (2014-2016).

“The National Policy Agenda for 2017-2022: Citizens First” revolves around three dimensions as follows: The road to independence Reform and improvement of the quality of public services Sustainable development. The sectoral strategies follow across sectors, and the medium-term general budget, as components that complement the policy agenda which in its entirety constitutes the fourth national development plan for Palestine. The new approach to merging the process of preparing plans and preparing budgets is based on two principles, they are: results-based planning and focus on

implementation. Planning Results-based means defining outputs and results in an accurate, realistic, and achievable manner.

The strategic results framework consists of three dimensions, international references, and their indicators. National strategic goals. Specific outcomes and action plans.

This document has been worked on through full partnership and the collective effort of government institutions with local government bodies, civil society organizations, the private sector, and academic institutions and with our international development partners.

The environment was dealt with as a cross-sectoral strategy. So, in 2017, EQA produced the first cross-sectoral strategy (2017-2022) based on the Council of Ministries request.

At the end of the year 2019, i.e., the half of the planning period (2017-2022), the mid-term review report was prepared with single-sector and cross-sectoral strategies to monitor progress in achieving and implementing these strategies based on the strategic results framework prepared under the supervision of the General Secretariat of the Council of Ministers and through relevant sectoral. The Office of the Prime Minister has become the body that follows up and coordinates the preparation of strategies after it was the Ministry of Finance and Planning previously.

2.2.7. Sustainable Development and Environmental Sustainability

Governments have included the concept of sustainable development in the 1990s dominated the environmental agenda in the 1990s at all levels, most notably since the 1992 Earth Summit in Rio (Dixon, 1989). This term lends itself to many interpretations,

making the implementation of sustainable development strategies fraught with difficulties. We argue that the environmental, social, economic, and political contexts of national strategies will determine responses to Rio and illustrate this argument by exploring the key themes that have shaped the UK's sustainable development strategy. We conclude that despite the political rhetoric and some significant policy developments, the current government's political style and approach to economic management ensure that moves to stimulate commitment and an ongoing political process toward sustainable development remain limited to certain policy initiatives (Dixon, 1989).

The recent shift from the Millennium Development Goals to the broader sustainable development goals has provided additional scope for discussion about how best to address the relationship between the multiple problems and policies that the goals cover, for example, water, energy, and food policies. These domains are considered interconnected and therefore one cannot effectively address them unless they are seen as interactive and interdependent (Hoff 2011). In 2015, the international community, under the umbrella of the United Nations, adopted the 2030 Sustainable Development Plan and 17 ambitious goals that provide a globally agreed roadmap for the transition to more sustainable patterns of social, environmental, and economic development.

Diversity in sustainable development is an essential thing to explain the lack of sustainability in the world. Public policies that governments have implemented for two decades are ineffective (Gerna, 2013). This situation is the result of reasons, including a lack of expression between environmental policies and the goals of sustainable

development. The political will of societies and institutions is insufficient due to the lack of cooperation between the ecosystem and the community.

The adoption of a comprehensive approach provides good opportunities for progress in articulating the various dimensions and measures of sustainable development, to improve interactions between government institutions and environmental processes. The main challenge in cross-sectoral strategy is in the shifts that affect the foundations, principles, and bureaucracy of government institutions. We must begin by reviewing the legal framework that supports and supports cross-sectoral environmental policy, where the law is the cornerstone of public administration. Plata, M.M. (2016)

Achieving sustainable development depends on the design and use of a coherent planning methodology to ensure the integration of environmental and gender issues into development. The challenge of cross-sectoral issues in development policy and planning forms the basis for a clear conceptual framework that scholars can use as a first step to translate an integrated perspective into planning relationships, processes, and methods (Levy, 1992).

Sectoral policies have varying stages of adaptation to climate change and are now strongest in Zambia and weakest in Tanzania. Sectoral policies are the strongest in dealing with natural disasters such as droughts and floods. But for a more comprehensive and effective benefit, the study emphasizes the need to adopt long-term planning across sectors through ministerial structures to promote greater coherence of policies and complete integrated planning (Dougill, 2018).

The 17 Sustainable Development Goals and 169 targets that were declared determine the scale and ambition of this new universal Agenda. They seek to build on the Millennium Development Goals and accomplish what they did not achieve. They seek to fulfill the human rights of all and to attain gender equality and the empowerment of all women and girls. They are incorporated and inseparable and balance the three dimensions of sustainable development: the economic, social, and environmental. "Preamble to Transforming our World: The 2030 Agenda for Sustainable Development".

According to the Arab Sustainable Development Report 2020, the Arab region is not on trying to accomplish the SDGs. The region insulates behind in many significant targets shown o the analysis quantitatively, including those related to gender equality, income poverty, social protection, peace and security, health -care coverage, the sustainable management of natural resources, consumption and protection, and climate change. Further good-quality data is demanded to help the region step forward in implementation, follow-up, and review.

An urgent renovation of policies is needed to address the intersectional disparity, environmental deterioration, youth unemployment, and people-centered urban planning, and water management, among other issues. The lack of inadequate policies derail efforts to address the mammoth challenges facing the region in achieving the SDGs.

According to the UN sustainable development knowledge platform, there are many challenges in the implementation of SDGs, the Israeli occupation, population growth it's estimated at 2.8% in 2017, insufficient resources of the fund, the lack of

capacity building of the Palestinian institutions, and the lack of data to monitor the SDGs.

The objectives of the Palestinian cross-sectoral environmental strategy 2017-2022-2021-2023 intersect with various sustainable development goals published in 2015. This provides good opportunities for progress in clarifying the different dimensions and measures of sustainable development, especially to improve interactions between partner government institutions and environmental operations. The foregoing indicates that the main challenge for the Palestinian Authority is to pay attention to the environmental sector because of its importance in achieving sustainable development goals and working to implement and implement the cross-sectoral environmental strategy

2.3 Theoretical Framework

This section presents the main relevant theories to this study's problem, questions, and objectives. These come as environmental-related theories and strategic planning theories. In general, theories developed to “explain, predict, and enhance the understanding of phenomena. Theories challenge and extend the frontiers of knowledge within the boundaries of critical bounding assumptions. Theories vary in their development based on the concepts and methods employed and empirical tests undertaken” (Akintunde, 2017, p. 120).

2.3.1. Environmental Theories

Environmental theories are capable of nurturing pro-environmental citizenry (Akintunde, 2017). Environmentalism is one of these theories. It originated from

ethnographic studies of the relationship between humans and their environments in hunter/ gatherer societies (Milton, 1993). Environmentalism is a political and ethical movement that seeks to improve and protect the quality of the natural environment through changes to environmentally harmful activities (Elliott, 2022). In environmentalism, a new theory emerged called emancipatory environmentalism to enhance human life by creating a safe and clean environment (Carson, 1962).

Later, ecologism theory was presented as a new political ideology which was first published in 1991 based on the position that the non-human world is worthy of moral consideration, and social, economic, and political systems should consider them (Baxter, 2000). Bakari (2014) argues that reconciling the need for economic growth with concerns for the environment has been a very intricate and thorny process, hence the controversy over sustainable development's definition, aims, and feasibility. Scholars also argue that ecologism in comparison with other theories stands alone as an independent ideology that underpins current green activism (Bakari, 2014).

The green political theory emerged as a development of environmentalism and ecologism in the 1970s (Ball, 2002). It focuses on issues that are old in politics and philosophical inquiry (Barry, 2014). Green political theory claims to focus on the very survival of the whole natural ecosystem of the planet, therefore, it addresses biological continuance as species (Vincent, 2018). Scholars argue that the difference between the green political theory and the preceding ones is the fact that it is largely or exclusively concerned with the non-human world and human-nonhuman relations (Barry, 2014). One important aspect of green political policy is the "integration of progressive social, political, and economic policies with the politics of transition to a sustainable society" (Barry, 2014, p. 2).

The green economy theory has become increasingly attractive to policymakers (Loiseau et al., 2016). Pearce et al. first introduced the green economy in 1989. The concept of a green economy was coined during Rio+20 conference in 2012. Moreover, experts have widely used the green economy to address the financial and climate change crisis (UNEP, 2011). Ivlev and Ivleva (2018) conclude that the foundations of the concept of the green economy are based on the philosophical principles of system and integrity.

The green economy theory encompasses a broad range of approaches that can be implemented such as reuse, repair, recover or recycling and applying eco-design rules. Scholars confirm that green economy application results in environmental benefits, economic benefits, and social benefits. For these benefits, the green economy theory is the most relevant theory to the current study which tries to identify which environmental strategies are best in the Palestinian concept. Integration between sectors to gain the previously mentioned benefits can be achieved through a cross-sectoral environmental strategy.

2.3.2. Strategic Planning Theories:

Planning is one of the fundamentals of modern life. It is not a result; it is a process that helps achieve a set of objectives or results. Planning is a means and a process to achieve development (Faludi, 1973). One of the planning definitions presents It as an attempt to enhance performance by forecasting changes in the organization and the environment (Boyne, 2010). Strategic planning is “inextricably interwoven into the entire fabric of management; it is not something separate and distinct from the process of management” (Steiner, 1979, p.3).

The core of the planning theory is the belief that reason can be used to control the future behavior and success of an organization (Boyne, 2010). Planning theory has been in a hyperactive state since the early 1980s with developments in several fields including neo-liberal and public choice perspectives (Balucanag- Bitonio, 2021). In addition, the theory of planning helps planners to understand themselves and their operating methods (Balucanag- Bitonio, 2021). Planning theory comes into two main types: substantive theory and procedural theory. The substantive theory seeks to explain the purpose of action and to give a better understanding of planning itself while procedural theory focuses more on the practice of planning and describes the various phase and techniques that clarify the role of the planners and other actors involved (Faludi, 1973).

There are five types of planning theories: social scientific philosophy, social theory, exogenous theory, framing theory, and indigenous theory (Balucanag- Bitonio, 2021). Taylor (1980) argued that there are two types of social planning theories: sociological and philosophical. Planning theories commonly have a mixture of sociological assumptions about human and social behavior and philosophical assumptions about the nature, purposes, and premises of planning. The social theory of planning presents two broad categories: the “top-down” approaches which examine the structuring forces upon individuals and the “bottom-up” interpretative understandings which emphasize the reflective nature of individuals and their ability to choose.

Two main planning theories are substantive theory and procedural theory. The substantive theory focuses on urban planning: e.g., on city form, design, layout, what makes a good city, etc... Procedural planning theory focuses on planning as a process (of decision-making, of community participation, of converting knowledge into action,

of the challenges of plan implementation) (Campbell, 2016). Procedural planning theory deals with the making and implementing of plans and the process of achieving the result itself while substantive theory focuses on the substance/ subject or content of planning (Angola Transparency, 2022).

While there are various planning approaches and theories, for this study, the theoretical framework is shaped by focusing on a mix of procedural and substantial planning theories. This choice is considered as the study objectives not only focus on strategic planning in terms of a process but also in terms of content being either single-sector or cross-sectoral.

2.4 Summary

This chapter has covered the main conceptual areas as well as the main theories that are relevant to this study. Suitable environmental theory and strategic planning theory have been identified and linked to the problem of this study, its questions, and its objectives. The next chapter covers the study methodology. It covers both the related literature as well as the tools employed during the study.

Chapter Three

Literature Review- Previous Studies

3.1 Introduction

Previous studies contribute to the enhancement and enrichment of any scientific research and provide the researcher with solid ground and substantial information about the research subject matter. This is how the researcher should be acquainted with all the information related to their research. In this chapter, related previous studies are reviewed in terms of title, objectives, and findings. Then, commentary about how the current study shall benefit from previous studies or contribute to the academic/knowledge gap identified during this process are presented.

3.2 Previous Studies

Okitasari and Katramiz (2022): The national development plans after the SDGs: Streeting implications of the global goals towards national development planning.

This article aims to understand how nationalization of the Sustainable Development Goals (SDGs) exercise affects national development plans. SDGs in five countries were reviewed to determine how the SDGs can play a role in driving the strategic planning. The results show that the SDGs have created opportunities that states might want to invest in. The article also pointed out that SDGs offer some cognitive messages to establish the value of global norms to the domestic audience. This article adds knowledge about how SDGs can shape national development planning and domestic policy choices.

Daoudy (2022): Introduction: Environmental politics in the Middle East and North Africa.

This introduction comes as part of a report for the Project on Middle East Political Science (POMEPS). The report states that environmental politics is no longer a

marginal topic for studies in the Middle East and North Africa. The study of the environment is defined as a set of relationships co-produced by human activity and non-human physical and biological processes. The researcher also points out that environmental studies in the Middle East from politics and policy perspectives have lagged other disciplines. There are studies to investigate linking climate change with conflict, scarcity, and instability of resources, however, there is a need for the public discussion on the importance of addressing environmental issues as part of the broader range of security and economic concerns.

Alterman (2021): Sustainable states: Environment, governance, and the future of the Middle East.

This study argues that many countries in the Middle East face some challenges in providing basic services to their population which resulted in a level of public dissatisfaction. The study concludes that there is a need for introducing more environmentally sustainable solutions to public services in the Middle East. The study primarily investigated sectors of power, water and sanitation, as well as solid waste in Jordan, Lebanon, and Tunisia. Study results showed that Jordan has the most centralized system of providing these services, however, this impacts upon sustainability. Lebanon has a very decentralized system, with certain businesses trying to maintain their power. The study shows that Tunisia is keen to move beyond the centralized control of the previous dictatorship. The governments under study have all expressed their interest in environmentally sustainable solutions, however, each faces challenge in implementation.

Jänicke and Jörgens (2020): New approaches to environmental governance.

This chapter comes as part of a book entitled: The ecological Modernization Reader. The chapter explores how persistent environmental problems can be tackled more effectively against the backdrop of changes in the institutional and policy framework, and what part can be played by innovative approaches to governance. The chapter also describes the changing environmental and political situation. The chapter also evaluates four central governance approaches in the recent environmental policy: target orientation, integration, cooperation, and participation.

Casas et al. (2019): Climate change, agriculture, and gender in Gaza.

Oxford Committee for Famine Relief (OXFAM) conducted this study to assess the implications of the climate crisis for smallholder farming and gender within olive and grape value chains in the Gaza strip and to identify the level of climate resilience. The study also aimed at identifying gendered impacts of the climate crisis, including within these value chains. In addition, the study aimed at providing a framework of recommendations to support the integration of climate change adaptation strategies in OXFAM's programs. The study used a combination of desk-based review and field-based data collection and analysis. The approach was designed to be gender-sensitive and participatory in nature and to ensure the inclusion of vulnerable groups throughout the data collection process. The study sample comprised of 48 people (13 female, 35 male) who participated in the study, from seven stakeholder groups (smallholder farmers, government ministries and departments, universities, agricultural organizations, meteorological organizations, Oxfam staff, and partners). The study findings highlighted that for both women and men in smallholder farming, climate resilience capacities are low.

Al-Sarihi and Luomi (2019): Climate change governance and cooperation in the Arab Region.

This study comes as part of a series that explores ways for government and other regional stakeholders to support stronger regional environmental governance. The authors state that the impact of climate change, as one of the major challenges environmental have faced, do not recognize country borders. They also confirm the role regional governance and cooperation in the Arab region have on climate change and sustainable development goals. However, despite some positive developments in this area, there are not any major action-oriented climate change initiatives or partnerships. The study also suggests several weaknesses in the existing regional and sub-regional arrangements which result in delays in any actions on climate change. These weaknesses include the legacy of weak regional institutions, absence of clear implementation targets, absence of defined roles and follow-up mechanisms, siloed approach both within and across institutions as well a lack of transparency and accountability of governance activities.

Kenny (2018): Speeding Sustainable Development: Integrating Economic, Social, and Environmental Development.

This paper presents an investigation of the role of policy integration aiming at speeding progress toward delivering sustainable development goals (SDGs). The paper suggests that the goals have overly ambitious targets across a range of interlinked areas. The paper focuses on many aspects related to planning toward achieving sustainable development. One of these key aspects is the challenge of silos to deliver sustainable development. The article highlights the insufficient understanding and accounting for

positive synergies and negative trade-offs across sectors that have resulted in incoherent policies, and adverse impacts of development policies that focus on specific sectors.

Bornemann (2016): Integrative Political Strategies—Conceptualizing and Analyzing a New Type of Policy Field

This article suggests that for newer issue areas such as sustainability or climate change, the sectorized pattern of policy development does not seem to be an adequate description anymore. Therefore, practitioners can observe types of policymaking as “integrative” and “strategic.” In this article, the researcher reviewed the existing research on integrative political strategy and revealed several shortcomings in the current relevant academic debate. The researcher highlighted that there is no clear conceptual understanding of these new phenomena. He believes that this single strategy’s focus results from a functional bias and policymakers should focus on capturing how a single sector strategy is developed and how other sectors impact upon it rather than what occurs around it.

Boas et al., (2016): Cross-sectoral strategies in global sustainability governance: towards a nexus approach

The study aimed to calculate the interdependence in the implementation of sustainable development goals and the need for more integrated and comprehensive strategies for several sectors. This study was based on a comprehensive survey of the literature and primary documents, focusing on areas of global environment and sustainability governance. The main debate about the relationship between the multiple sectors of policymaking that the goals should cover has become the focus since the shift from the Millennium Development Goals to the Sustainable Development Goals.

This article examined the interconnectedness approach in the context of the Sustainable Development Goals and identified multiple ways for their institutionalization in global governance. In the conclusion of this article, the author summarizes that “the interconnected approach provides a new impetus to the debate on political linkages and integration in sustainable development”. There are still challenges ahead for the High-Level Political Forum (HLPF), ranging from the limited mandate of the HLPF to the ability of the Global Sustainable Development Report secretariat and regional organizations to effectively review and advocate the nexus approach to sustainable development. An important piece here is that Nexus thinking and use of the term as such is spreading rapidly in many fields including academia. This approach seems to be succeeding in creating new approach to further integrate and institutionalize a cross-sectoral approach to sustainable development.

Andrews-Speed et al. (2014): Want, waste or war? The global resource nexus and the struggle for land, energy, food, water, and minerals.

This book aims to develop an analytical framework for understanding the interrelated issues in challenges and opportunities facing environmental governance. The interconnected approach has been perceived as a concern especially as it draws attention to the sustainable use of contemporary consumer resources, lifestyles, and supply chains. The book states that there is a change in the structure and trends of global politics and economics with more countries joining the ranks of the world's largest economies with their dense patterns. The authors highlighted the interdependence of resources in three areas: markets, interstate relations, and domestic human security. The analysis highlights an area of concern that has been investigated in many places around the world which his competition and conflict over limited natural resources. The authors

highlighted opportunities to improve the understanding and governance of all interrelated limitations.

Weitz et al. (2014): Cross-sectoral integration in the Sustainable Development

Goals: a nexus approach.

This article explored how world leaders were looking into a broader agenda for 2015 and beyond based on the integration of the Sustainable Development Goals (SDGs). The article identifies the requirements for long-term sustainability acknowledging as many resources that support development such as water, land, and materials are finite while they are vital to sustaining ecosystem services. The article presents approaches to the interaction of SDGs within countries' strategies. These approaches are screening for interactions among proposed targets, exploring the nature of interactions between targets, and identifying 'nexus targets' between sectors. The article concluded that early approaches to formulating the SDGs do not promote cross-sectoral collaboration and integration. In addition, the researchers argued that a bottom-up approach and a focus of interactions would add complexity to the SDGs process. The researchers also suggested that integration through a nexus approach could help in the SDGs to manage complexity and make the goals easier to communicate and to implement.

Tamimi (2012): Contact with the natural environment and young people living in fragile environments characterized by on-going political conflict: A case study of contemporary Palestine.

This is a PhD dissertation that sought to ascertain the nature of young peoples' learned and culturally acquired knowledge, understanding and consciousness about the natural environment aiming at developing better understanding of young people's

environmental relationships in conflict scenarios. The thesis explored the need of academic debates to recognize and respond to the realities of conflict scenarios in relation to the field of environmental education. The thesis provided several practical recommendations to governmental bodies especially to the Ministry of Education on how to better integrate the environmental education in the education system. It also supported the revision of the health and environment sciences curriculum at that time.

Evans (2012): Environmental governance (book).

This book is the first book to discuss the principles of governance while also providing a critical overview of the wide-ranging theories and approaches that underpin policy and practice today when it comes to environmental governance. It also provided a definition for governance being the study to steer the relations between society and the environment and being central to this task. The book also shows how network and market governance have shared the current approaches to environmental issues. It also highlights the strengths and weaknesses of the different approaches and considers their political implications. The book also presents some arguments regarding whether it is a Crisis of Governance or a crisis of the environment or a failure of the market. The book vividly presents these arguments regarding climate change and whether it is attributed to the polluting activities of humans.

Rose and Cray (2010): Public-sector strategy formulation. Canadian Public Administration.

In this study, the researcher reviewed the national and international literature on cross-sectoral issue management, to identify examples of good practice. In addition, a limited number of cross-case management case studies were investigated looking into different areas such as drugs, poverty, and civil service management change.

The study concludes that coordination between policymakers and service providers, between central government agencies, and between central and local levels, is key for any strategic management. In addition, one of the main challenges facing delivery of public services is lack of effective coordination. Moreover, the research highlighted the importance of addressing all structures, processes, and cultures for effective strategic planning/ management.

OECD (2008): Key environmental indicators (report).

Organization for Economic Co-operation and Development (OECD) has been a unique forum for over thirty democracies working together to address the economic, social, and environmental challenges of globalization. In their report, they presented environmental indicators as essential tools for tackling environmental progress, supporting policy evaluation, and informing the public. OECD managed to pioneer the development of international indicators and has long supported the efforts in the field. OECD worked on these international indicators as many countries are interested in using a reduced number of indicators to inform civil society and to support wider communication with the public. OECD grouped the introduced environmental indicators as pollution issues related, and natural resources and assets related. These groups were then studied in terms of available indicators and medium-term indicators. This report came as an effort towards monitoring and evaluating environmental progress and action, an area that planners have neglected in several countries, especially in developing countries.

Tamimi (2007): The role of environmental consciousness programs conducted by PEGON in sustaining resources.

This is analytical descriptive research aimed at identifying the role of environmentally conscious programs conducted by Palestinian Environmental Non-Governmental Organizations Network (PENGON) in sustaining resources. It also aimed at identifying the importance and content of environmental awareness and consciousness programs amongst other programs on organizational level and the nature of employee's concepts about the environment, environmentally conscious, and sustainable development. This study was conducted in Palestine in 2006 and focus on employees of PENGON, directors of PENGON, related ministries and consultants in Palestine and particularly in the West Bank area. The study concluded that environmentally conscious programs run by PENGON do not contribute to sustaining resources in Palestine. It also showed that the understanding of the basic environment-related concepts varies from one organization to the other mainly because of the different specializations of employees which also affects the methodologies they use while implementing environmental programs. The researcher recommended that there should be some joint efforts by the governmental and non-governmental bodies to build a national strategy for environmental educational programs that would involve all relevant sectors such as the EQA, ministry of education and all non-governmental environmental organizations.

Najam (2005): Developing countries and global environmental governance: from contestation to participation to engagement.

The study highlighted that even though the developing countries were skeptical about global environmental enterprise, they have come a long way from being

vigorous contestants who have shaped the global environmental discourse. This paper looked through the lenses of effectiveness and legitimacy and the heuristic markers of the three global conferences: Stockholm 1972, Rio de Janeiro 1992, and Johannesburg 2002.

Davidson and Frickel (2004): Understanding environmental governance: A critical review.

This article presents a historical framework of the insights and applications provided by scholars on environmental governance. The authors provided a review of the conceptual framework during the past five decades characterized in terms of six perspectives: pluralism, agency capture, ecological Marxism, ecological modernization, social constructionism, and global environmentalism. The review was then followed by an empirical analysis of academic of the literature on environmental governance from 1963 to 2001 listed in the database Sociological Abstracts. The authors concluded that an understanding of the potential for environmental improvement could be advanced as a cumulative body of interdisciplinary knowledge. Advancements in this area could be facilitated through “a broadening of empirical and methodological treatment of environmental governance and a greater attention to macro-structural relations among state and societal forces and environmental phenomena”.

Khordagui (2004): Sustainable development in the Arab region “from concepts to implementation”.

This forms a presentation delivered by Khordagui during a Regional Workshop on National Sustainable Development Strategies and Indicators of Sustainable Development in the Arab Region. The researcher allotted to the fact that the environmental management and governance concepts in the Arab Region have

undergone significant transformation in terms of definition and thinking over the last three decades. The evolution of sustainable development goals (SDGs) affected this thinking to a great extent. As a result, the environmental concepts at a national level have evolved through three main stages:

1. Support for sanitary engineering, municipalities, and public health (the 1920s-1960s).
2. Shift from public and environmental health to environmental management (1970s - mid. 1980s); and
3. Gradual move from environmental management towards SD (mid. 1980s to present).

This transformation can be witnessed at the national as well as at regional levels.

The researcher believes that the challenges and constraints facing sustainable development goals as concepts in the Arab world are the definitions of the SDs, priority settings and reservations about policy integration at the operational level.

As for the common characteristics of the environmental governance in the Arab countries, the researcher summarizes them as: strong national leadership, centralized governance and limited decentralization, top-down political culture and limited public participation and resistance to institutional change.

Dobie (2004): Models for national strategies: building capacity for sustainable development.

This paper comes as one of the chapters in a book entitled: Capacity for Sustainable development. The paper discusses the importance of developing strategies and adaptive approaches to long-term development and describes a generic sustainable model for applying Agenda 21 strategies at a national level. The paper investigates how aid assistance works and how it fails. It reviews several thematic actions but as a

process, they become building blocks for a national strategy for sustainable development. The paper also investigates choices required being decentralization and cross-sectoral integration of at the national level.

The paper also focuses on the critical process of monitoring and learning, the development of a self-monitoring culture in which all stakeholders review progress and modify the national programs accordingly. It also focused on the importance of capacity-building as an enabler for sustainable development.

Joyce (2000): Strategy in the Public Sector: A Guide to Effective Change Management.

The book focuses on the formulation of strategies in the public sector and what distinguishes it from the formulation of private sector strategies and that the factors that characterize the formulation and implementation of public strategies are leadership changes, complex internal and external dynamics, and a diverse group of stakeholders who have diverse definitions of success and failure, and to confront contingencies resulting from previous factors Public bodies rely on process timetables based on elections, identification and focus on key opponents and supporters, ongoing communication and taking advantage of opportunities offered by real or perceived crises.

3.3 Previous Studies- Discussion and Commentary

Through the review of the national, regional, and international studies, the following are discussion points and comments about them in relation to the current study:

- Limited literature confirms the steering impacts of global goals in shaping national development planning and domestic policy choices through the identification of norm localization occurrences in the national development plans.
- Some literature introduces a different type of policymaking that practitioners regularly qualify as “integrative” and “strategic” when it comes to environmental planning as a single strategy focus results from a functional bias.
- Cross-sectoral issue management is one of the main challenges for governments operating in an increasingly complex political environment.
- coordination between policymakers and service providers, between central government agencies, and between central and local levels, is a major theme of the strategic management initiative. It is also one of the most challenging missions due to a lack of effective coordination.
- The debate about the relationship between the multiple sectors of policymaking that the goals should cover has become more intense after the recent shift from the Millennium Development Goals to the Sustainable Development Goals.
- According to the literature on the green movement, the process of greening development is not limited to the establishment of existing environmental agencies and management mechanisms.
- The study of the environment is defined as a set of relationships co-produced by human activity and non-human physical and biological processes. This is a new dimension to be added to the classical definition.
- One of the key aspects of achieving sustainable development is the challenge of silos to deliver sustainable development. Literature confirms that there is insufficient understanding and accounting for positive synergies and negative trade-offs across

sectors that have resulted in incoherent policies, and adverse impacts of development policies that focus on specific sectors.

- The challenges and constraints facing sustainable development goals as concepts in the Arab world are the definitions of the SDGs, priority settings, and reservations about policy integration at the operational level.
- Literature confirms that the common characteristics of environmental governance in the Arab countries are summarized as strong national leadership, centralized governance, limited decentralization, top-down political culture, and limited public participation and resistance to institutional change.
- In most environmental plans in developing countries, gender is taken as a cross-cutting theme, however, not many studies investigate the relationship between gender as one sector and environment as another.
- Early approaches to formulating the SDGs do not promote cross-sectoral collaboration and integration. This shows how the roots of environmental planning globally did not nurture cross-sectoral thinking.
- Environmental indicators were presented globally as essential tools for tracking environmental progress, supporting policy evaluation, and informing the public. However, monitoring and evaluating environmental progress and action is an area that experts have neglected, especially in developing countries.
- Literature confirms that environmental studies in the Middle East from politics and policy perspectives have lagged behind other disciplines.
- Literature confirms the importance of addressing environmental issues as part of the broader range of security and economic concerns.

- Studies conclude that an understanding of the potential for environmental improvement could be advanced by the treatment of works that fall within the conceptual typology described herein, as a cumulative body of interdisciplinary knowledge.
- Central governance approaches in the recent environmental policy are target orientation, integration, cooperation, and participation.
- For a generic sustainable mode, decentralization, and cross-sectoral integration at the national level are needed.
- Regional and sub-regional environmental governance have many weaknesses, a siloed approach both within and across institutions as well as a lack of transparency and accountability of governance activities.

2.4 Summary

Given the above discussion on the previous literature, it is apparent that this study will fill an important academic gap. The lack of studies around environmental planning, strategies, and governance confirms the significance of this study. In specific, there are no studies conducted, even regionally, to define the most relevant strategies in areas characterized by conflict and by the deteriorated socio-economic situation. The next chapter, Chapter three, presents the conceptual and theoretical framework of this study by highlighting the key concepts and discussing relevant theories.

Chapter Four
Study Methodology

4.1 Introduction

The study methodology is a procedure used systematically to solve the study problem. It is known as the science of studying on how the investigation is done scientifically (Kothari, 2004). Creswell (2013) discusses that study methodology is a way to search for the actions adopted on how to answer a set of study questions and study objectives. The selection of methodology is vital as it can direct the conduct of the study and shape the value of study outcomes (Creswell, 2013). The study methodology is a course of action by scholars in describing, explaining, and predicting phenomena.

The purpose of this chapter is to describe the study methodology and the detailed tools and procedures that were employed. This chapter includes study design, data collection tools with study sample and their characteristics, validity, and reliability, and study limitations.

4.2 Study Design

The study design is a method for selecting participants and determining procedures for collecting data and analyzing whether the design is the quantitative, qualitative, or mixed method. The design provides a strategy that the researcher can follow to choose and integrate the different components of the study in a logical way to address the study problem through data collection, measurements, and data analysis (Blaikie, 2003; Creswell, 2013).

A descriptive study is a study on instrumentation for measurement and observation (Borg & Gall, 1989). Data in the descriptive study is collected without changing the environment as it describes the world as it is. It is also known as “correlational” or “observational” studies (Creswell, 2013). A descriptive study

normally provides information about the behavior of people, and attitudes and is conducted to show relationships between things in the world such as influencers of social media towards technology and public opinion (Borg & Gall, 1989). While “qualitative methods can be used both to discover what is happening and then to verify what has been discovered” (Patton, 1980, p. 47).

This study follows a qualitative design by focusing on qualitative data collection tools as described in the next section.

4.3 Data Collection

In this study and as per Figure 1 below, primary and secondary data were collected through literature review, interviews, comparison, and SWOT analysis.

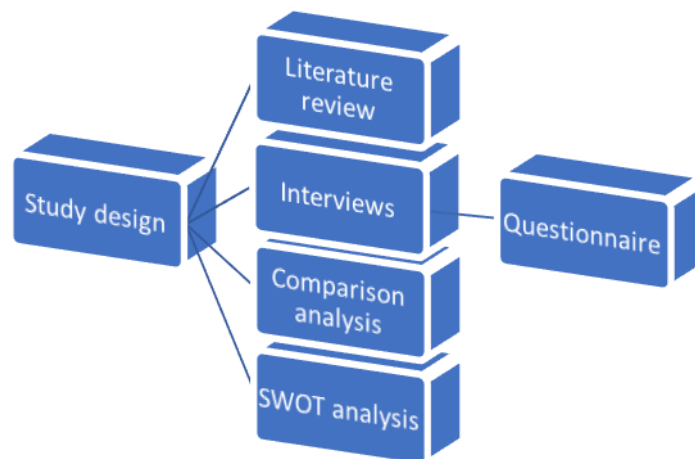


Figure 1: Study Design- Data Collection.

Secondary data was collected through literature review and consideration of previous studies. A literature review is a “library or desk-based method involving the secondary analysis of explicit knowledge, so abstract concepts of explicit and tactic knowledge are explored” (Jesson, Matheson & Lacey, 2011, p. 9). There are diverse ways in which a social science researcher obtains relevant literature to review but Bernard (2006)

suggests that “there are three main documental resources: 1. People, 2 review articles and bibliographies and 3. a host of online databases” (p.96).

The literature review was conducted to primarily guide discussions about environmental strategic planning. The appropriate subject areas included were environmental strategies in general, strategic planning in Palestine, environmental governance globally and in Palestine, sustainable development, and the role of strategic planning to achieve sustainable development goals. It also covered previous studies in the research areas.

The fieldwork was carried between mid-October 2021 and mid-July 2023 involving structured interviews with key stakeholders and structured interviews with persons who are working on planning division in the governmental and non-governmental institutions.

Primary data collection involved two main tools: in-depth interviews and content analysis. This also involved comparison between the different environmental strategies in Palestine. Individual in-depth interviews were conducted with a sample purposefully selected based on their knowledge and engagement with the strategic planning. Sampling was subject to increase until no new information or no new insights were collected. Interviews were conducted face to face at places that suited the respondents in addition to two zoom interviews.

The sample size was designed to allow representative results referring to uniform allocation with sample size of 26 respondents who represented 13 ministries and governmental authorities and seven non-governmental organizations (*please refer to annexes 1 &2 for lists of names*). Figure 2 presents the number of interviewees per participating governmental institution or authority while Table 1 shows participating

non-governmental environmental organizations. In addition, Figure 3 Interviewees distribution based on years of experience.

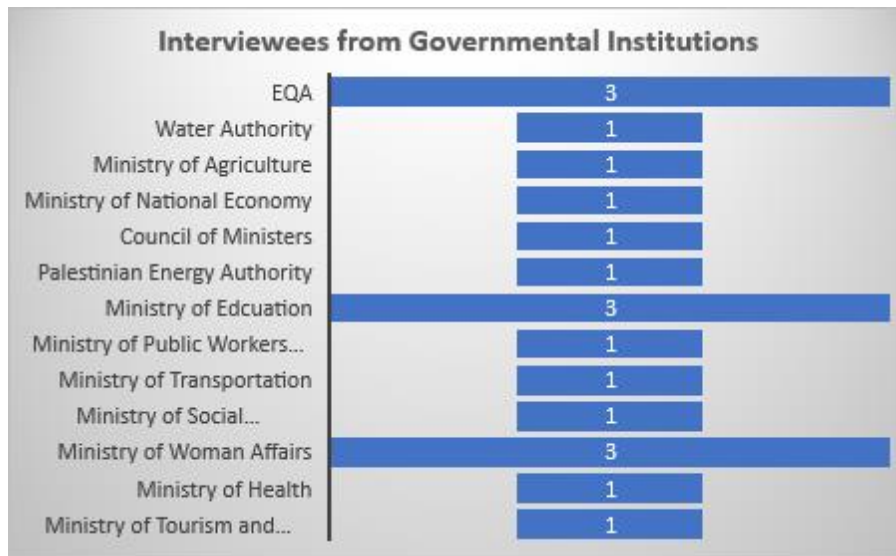


Figure 2: Interviewees and Represented Governmental Institutions.

Table 1: List of Non-Governmental Organizations Who Participated on The Interviews.

List of non-governmental organization
NA'AN Development Center
Applied Study Institute Jerusalem (ARIJ)
Palestinian Environmental Non-Governmental Organizations Palestine (PENGON)
Biodiversity and Environment Study Center (BERC)
Union of Agriculture Work Committee (UAWC)
Land Study Center (LRC)
International labor organization (ILO)

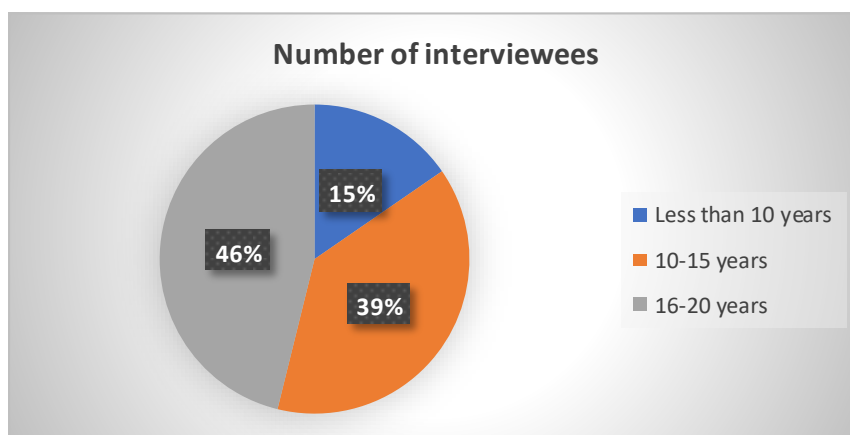


Figure 3: Interviewees Distribution Based on Years of Experience.

After reviewing the three environmental strategies, questions were developed for the interviews to aiming to provide a comparison between the single-sector and cross-sectoral environmental strategies. These questions were discussed, tested, and reviewed with the general director of planning in the Environmental Quality Authority before starting the interviews.

A table including answers was designed in which the questions were classified into three themes which are the challenges facing single-sector and cross-sectoral environmental strategies, comparison of strategies and SWOT analysis of single-sector and cross-sectoral environmental strategies and the impact of environmental strategies. Then, a percentage for similar answers from the different institutions was calculated to measure the level of knowledge of people on the subject which informed the findings.

Seeking more accuracy of the information, the employees of the planning department in governmental and non-governmental institutions and those working on developing the single-sector and cross sectoral strategies were interviewed. In addition, an interview was conducted with the Director General of Planning in the Ministries' Cabinet, who is responsible for strategies preparation and revision.

As for content analysis, the three single-sector and cross-sectoral strategies published on (2011-2013), (2014-2016) and (2017-2022) were reviewed as well as the Arab development report. The researcher then compared between the goals of the three strategies with the sustainable goals to inform the findings.

4.4 Validity and Reliability

In qualitative research, validity determines “whether the research truly measures that which it was intended to measure or how truthful the search results are” (Joppe, 2000, p. 1). Validity in qualitative research can be found through divergence from initial expectations and convergence with other sources of data (Ratcliff, 1995). As for reliability, it can be found by multiple viewings of videotapes, multiple listening to audio tape and multiple transcriptions of audio tapes (Ratcliff, 1995).

For this study, several steps were taken to ensure validity and reliability:

1. Ensure triangulation of methods for the data collection by employing various techniques.
2. Design data collection techniques such as interview protocol in Arabic, as the respondents’ native language.
3. Listen to the audiotaped material many times to double-check the accuracy of the transcription.
4. Make sure that data collected, and quotes are properly translated into English.

4.5 Study Limitations and Mitigation Measures

The study faced some limitations in accessing primary and secondary data effectively. The main limitations are listed below along with the mitigation measures to address them.

1. Availability and sufficiency of secondary data: little secondary data are available on the single-sector and cross sectoral strategies. Most of available studies and reports are international and not local studies

2. Access to Stakeholders and coordination challenges: Due to COVID-19 interviews were delayed. During the fieldwork phase some challenges were met in coordinating with some stakeholders especially with ministries, posing the need for multiple attempts to arrange interviews. This has caused time delays in concluding the research.

4.6 Summary

This chapter aimed at presenting the study design with its tools and techniques. It also included literature about these tools and techniques which provide a stronger framework for the data collection process, both primary and secondary data. Next chapter, Chapter Five, presents the study results and discusses the findings. It also presents a few suggestions that the researcher put forward for decision makers and for future research.

Chapter Five

Study Results, Analysis, and Recommendations

5.1 Introduction

This study follows deductive reasoning for theory-testing process which commences with an established theory or generalization and seeks to see if the theory applies to specific instances” (Hyde, 2000, 83). Therefore, the study follows the deductive approach through certain interviews with participants of the study and their relationship with environmental planning in Palestine. Such interviews led to the discussion of the results and presentation of the findings.

5.2 Study Results and Findings

This section provides results and findings of the different data collection techniques to answer the study questions. It will be presented in a form of including the study questions and then the relevant findings. Table 2 below provides the results of the interviews that were conducted to answer the following study questions:

1. What are the shortcomings of a single-sector (classical) environmental strategy?
2. What are the main challenges that are facing the cross-sectoral strategy from financial, legal, institutional, and political perspectives?
3. What are the Strengths, Weaknesses, Opportunities, and Threats (SWOT analysis) for the classical and cross-sectoral strategy?
4. What are the advantages and disadvantages of the classical and cross-sectoral strategy?
5. What are the challenges facing the implementation of the single-sector (classical) and cross-sectoral strategy?
6. What is the role of other related governmental and non-governmental organizations in the formulation and implementation the environmental strategies?

7. What are the priorities and objectives of the national Palestinian environmental strategies on the one hand and in comparison, with Sustainable Development Goals (SDGs in the other hand)?

Table 2: Thematic Areas and Findings from the Interviews.

Themes	Questions	Findings
The position of the environment sector in the national policy agenda	Q: Is the environment sector mentioned in the national policy agenda? A: 95% agreed that it exists, but it is limited, and 5% did not answer this question.	Most of the interviewees were familiar with the answer. This means that most official departments are aware of the national policy agenda and the role of the environmental sector in it.
The methodology that was used to transit from a single-sector strategy to a cross-sectoral strategy	Q: What is the methodology that was used in the transition from a single-sector strategy to a cross-sectoral strategy? A: 80% did not have an answer to this question. A: 20% answered that the transition was made through the Environmental Quality Authority, which asked the Office of the Prime Minister to issue a decision on the transfer. However, the Prime Minister's Office has issued a non-compulsory decision for ministries and authorities on this matter, as no budget has been allocated to it or is obligated to implement this decision. government institutions.	This means that the mechanism and methodology of the transition from single-sector strategy to cross-sectoral was not clear or understood by official circles, nor was it clear how the cross-sectoral strategy would serve each sector.
The challenges facing the single-sector strategy	Q: What are the gaps and deficiencies in the single-sector strategy? A: 95% agreed that the strategy is a wish list strategy and that the way it is formulated is good, but its implementation is not binding, the resources for its implementation are limited, and the interest in setting priorities is dispersed.	This indicates that most official institutions are aware of the shortcomings in the single-sector environment strategy.
Challenges facing cross-sectoral strategy	Q: What are the gaps and shortcomings of the cross-sectoral strategy? A: 95% agreed that the role of the Environment Authority is not clear, as the classification of the Environment Quality Authority has been changed from the Ministry of Environment to	Most of the participants are aware of the general challenges facing the implementation of the cross-sectoral strategy, and most of these challenges are the same as those found in the implementation of the single-sector strategy, but the new challenge is the role of partners in

	<p>the Environment Quality Authority.</p> <p>A: 95% unanimously agreed that the role of the EQA is not clear, is it a regulator or a supervisory authority, as there is interference in the tasks between the authority, ministries, and other authorities, in addition to the fact that the role of other institutions is not clear in the strategy.</p> <p>A: 1% answered that the issuance of the cross-sectoral strategy was inappropriate for other ministries and therefore the environment sector was not integrated into their strategies.</p> <p>A: 75% answered that the environment is not a priority at the national level.</p> <p>A 95%: The extent of commitment to implementation is not monitored because there is no budget and measuring tools for that.</p>	<p>implementing the cross-sectoral strategy and integrating the environment in their strategies and priorities for each sector.</p>
<p>Challenges facing the implementation of the single-sector strategy</p>	<p>Q: What are the challenges facing the implementation of the single-sector strategy?</p> <p>A: 100% agreed that the occupation is the main challenge to the implementation of the strategy</p> <p>A: 95% agreed that understanding and prioritizing the environment sector are among the main challenges of the strategy</p> <p>A: 99% agreed that the lack of financial and human resources prevents the implementation of the strategy</p> <p>A: 50% agreed that convictions prevent the implementation of the strategy</p> <p>A: 90% agreed that the role of partners is not clear to implement the strategy</p> <p>A: 99% agreed that the failure to implement environmental law and other relevant laws and define the roles of other institutions is the reason.</p>	<p>Most governmental and non-governmental institutions are aware of the general challenges facing the single-sector strategy, and the answers indicate that the environment sector is not a priority of the National Authority.</p>
<p>The challenges faced in implementing the cross-sectoral strategy</p>	<p>Q: What are the challenges in implementing the cross-sectoral strategy?</p> <p>A: 100% unanimously agreed that the</p>	<p>Most of the participants are aware of the general challenges facing the implementation of the cross-sectoral strategy, and most of these</p>

	<p>occupation is the first challenge to the implementation of the strategy.</p> <p>A: 95% agreed that the degree of priority of the environment sector among other sectors is one of the main challenges for implementing the strategy.</p> <p>A: 80% unanimously agreed on the extent of the contribution and interaction of institutions and other sectors in formulating the strategy, especially regarding results, interventions, measurement indicators and targeting benchmark.</p> <p>A: 95% unanimously agreed on the extent to which partners in government institutions are committed to implementing the strategy.</p> <p>A: 100% unanimously agreed that the lack of money and human capabilities prevents the implementation of the strategy.</p> <p>A: 50% agreed that the lack of understanding of the environmental dimensions in development projects is one of the main challenges that prevent the implementation of the strategy.</p> <p>A: 50% agreed that the lack of environmental awareness among employees in other government institutions prevents the implementation of the cross-sectoral environmental strategy.</p> <p>A: 80% unanimously agreed that the lack of tools or governmental desire to implement the environmental strategy prevents the implementation of the strategy.</p> <p>A: 90% agreed that the government's focus on the economic sector prevents the implementation of the cross-sectoral environmental strategy.</p>	<p>challenges are the same as those found in the implementation of the single-sector strategy, but the new challenge is the role of partners in implementing the cross-sectoral strategy and integrating the environment in their strategies and priorities for each sector.</p>
<p>The role of partners in formulating and implementing the single-sector strategy</p>	<p>Q: What is the role of partners in the government in formulating and implementing the single-sector strategy?</p> <p>A: 100% unanimously agreed that the role of the macro partners is in</p>	<p>The answer indicates that there is no role for partners in implementing the strategy, but most government institutions were invited to contribute to the formulation of the strategy.</p>

	formulating the vision, goals, and policies.	
The role of partners in formulating and implementing cross-sectoral strategy	<p>Q: What is the role of partners in government in formulating and implementing the cross-sectoral strategy?</p> <p>A: 80% agreed that there is a greater role for partners in formulating results, indicators, targeting and implementation more seriously and interfering in details and implementation</p> <p>A: 30% unanimously agreed that the partners work in an integrated manner with each other, such as the issue of sanitation, energy, and education.</p> <p>A: 20% has a limited role in formulating the strategy</p> <p>A: 50% agreed that the strategy is always formulated in cooperation with partners, but the implementation of the strategy or the part related to the sector is not always a priority.</p>	<p>The answers indicate that 30% of the governmental institutions that the environmental aspects are present in the mandate and the environmental issues are related to it have a role consistent with the EQA and therefore unanimously agreed that their role is a complementary role with the EQA and therefore they have a greater role in formulating and implementing the strategy and integrating the environment in their strategies.</p> <p>50% of government institutions interviewed with a mandate that has nothing to do with the environment unanimously agreed that priority should be given to the sector that allocates their institutions and not to the environment sector.</p> <p>10% from the NGOs, agreed that they had no role in formulating the cross-sectoral strategy.</p>
The role of NGOs in formulating and implementing single-sector and cross-sectoral strategies	<p>Q: What is the role of NGOs in the single-sector and cross-sectoral environmental strategy?</p> <p>A: 60% agreed that NGOs are theoretical partners in formulating single-sector and cross-sectoral strategy.</p> <p>A: 20% agreed on the absence of clear strategies for the private sector.</p> <p>A: 30% unanimously agreed that the Non-Governmental Organizations (NGOs) had obtained a letter from the related authority confirming the suitability of the projects to the national strategies</p> <p>A: 70% agreed that there are no evaluation and follow-up tools for NGOs to follow up on projects</p> <p>A: 10% agreed that the role of civil institutions is almost negligible</p> <p>A: 20% agreed that the role of civil institutions is in raising environmental awareness, conducting</p>	<p>Opinions were divided into two parts: the first section relates to government institutions, and the second section relates to private institutions, as follows:</p> <p>Most of the governmental institutions unanimously agreed that NGOs are theoretical partners in formulating single-sector and cross-sectoral environmental strategies and that their participation in formulating the environmental strategy was below the required level, in addition to the absence of clear strategies for the civil sector.</p> <p>As for the civil institutions, two out of the 6 institutions whom I interviewed participated in the development of the environmental strategy, and they agreed that the role of the NGOs is to raise environmental awareness, work on</p>

	<p>pilot projects for crews, and media participation in the importance of implementing the strategy.</p> <p>A: 20% agreed that the role of civil institutions in formulating the strategy is below the required level, and their participation is less than the minimum</p>	<p>pilot projects and media participation in the importance of implementing the strategy, and they also agreed that they work in coordination with government institutions before Implementation of the project by obtaining a letter from the governmental authority that confirms the suitability of the projects implemented by the NGOs to the national strategies.</p>
Environmental Law	<p>Q: What is the role of environmental law in implementing the strategy?</p> <p>A: 1% agreed that all regulations are in place</p> <p>A: 99% agreed that the law is basic and needs to be reviewed, and the executive regulations must keep pace with global issues</p> <p>A: 90% agreed that the other parties were not mentioned, and the roles of other institutions and the nature of the role of each institution were not specified</p> <p>A: 90% are unanimously agreed that there is no application of laws, and there is generality in the regulations and the lack of specifying the parties, the necessary procedures, and the penalties are not deterrent.</p> <p>A: 90% agreed that policies and laws exist in theory, and there is no real deterrent to groups that violate environmental laws.</p>	<p>Most of the participants in governmental and civil institutions agreed that environmental law exists in theory and there is no implementation of laws and that the law is basic and needs to be reviewed and the executive regulations must be developed to keep pace with global issues. This indicates that all governmental and private institutions know the important role that the law plays in implementing strategies.</p>
The impact of environmental strategies in Palestine	<p>Q: What is your assessment of the motives, obstacles, and the impact of environmental strategies in Palestine?</p> <p>A: 95% agreed that the environmental strategy, despite its importance, is not a priority, as preserving or protecting the environment did not constitute a conviction among most of the Palestinian people and most government institutions, as it is considered an intellectual luxury more than high interests.</p> <p>A: 100% unanimously agreed that protecting the environment is being fought by the occupation.</p> <p>A: 70% agreed on the conflict of</p>	<p>Most of the answers emphasized that the environment sector is not a priority of the government and that it is considered an intellectual luxury more than higher interests, in addition to that the occupation is the biggest obstacle in the inability to implement environmental strategies.</p>

	<p>powers.</p> <p>A: 95% agreed that the impact of environmental strategies in Palestine is limited, because the objectives are general, and the funding is weak.</p> <p>A: 30% agreed that the environment is against development, as the economic and social aspects were not considered in the environmental strategy. There must be job creation and a long-term plan until 2050, and the private sector must be forced to allocate part of its social and environmental responsibility to implement environmental conditions.</p> <p>A: 10% unanimously agreed on the necessity of integrating the environment with other ministries, such as the Ministry of Women</p> <p>A: 90% agreed that the volume of work in the sectoral ministries did not leave room for the environmental dimension.</p> <p>A. 100% unanimously agreed on the obstacles to movement because of the occupation impeding the implementation of programs.</p> <p>A: 10% agreed that government policies and procedures hinder the work of civil institutions.</p> <p>A: 10% unanimously agreed that competition from foreign institutions for funding limits the ability to recruit financial resources from financiers.</p> <p>A: 10% unanimously agreed that increasing the financing terms would limit the space available for the local community to implement projects.</p> <p>A: 30% unanimously agreed on the weakness of study capabilities and the weakness of the ability to innovate and lead.</p>	
Strategies evaluation	<p>Q: Have previous strategies been evaluated and lessons learned?</p> <p>A: 30% agreed that the strategies were evaluated in a very limited way, as the environmental strategy for the year 2019 was followed up and reviewed, and accordingly the strategy for the year 2020-2023 was</p>	<p>The answers were divided into two parts: the first part is that there is an evaluation of the cross-sectoral strategy, and the second part is that there is no evaluation by the Presidency of the environmental interventions in other sectoral strategies, and this indicates that</p>

	<p>updated, where it was more detailed, and the results required for each institution. The environmental dimension of the Water and Energy Authority, the Ministry of Agriculture and the Ministry of Education is included.</p> <p>A: 30% agreed that there is no clear methodology for evaluating strategies.</p> <p>A: 10% agreed that there is no evaluation or follow-up and does not participate in the evaluation work for strategies.</p> <p>A: 10% agreed that the Council of Ministers reviewed the other single-sector strategies and did not review the environmental interventions in these strategies, as there are no environmental results or indicators in those strategies.</p> <p>A: 70% agreed that there are no agreements with ministries and other authorities regarding integrating the environment sector into single-sector strategies.</p> <p>A: 30% agreed that there is cooperation with the Ministry of Transport, Communications, Works, Energy and Water. As for the rest of the sectors, there was no cooperation with them.</p>	<p>the environmental sector is not a priority of the government and that the cross-sectoral strategy is not obliged on the partners.</p>
<p>The objectives of the environmental strategy and the objectives of sustainable development</p>	<p>Q: Do the environmental goals reflect the goals of sustainable hydration?</p> <p>A: 10% agreed that the issue of sustainable goals is new, as there was a principle, but the sustainable goals are not found in the single-sector strategy.</p> <p>A: 90% agreed that there is a link between the sustainable goals with each goal in the cross-sectoral strategy, as the seventeen sustainable development goals constitute the general theoretical framework inspiring and guiding when formulating environmental goals in the cross-sectoral strategy.</p>	<p>The sustainable development goals were newly set in 2015, and therefore the goals of the cross-sectoral environment strategy were considered and linked to them. And that the goals of sustainable development were not present in the single-sector environmental strategy.</p>

Table 3 below provides the data collected to answer the following study questions about single-sector environmental strategy and Table 4 for cross- sectoral environmental strategy. In addition, Table 5 presents the advantages and disadvantages of single-sector strategy and cross-sectoral strategy.

- *What are the shortcomings of a single sector (classical) environmental strategy?*
- *What are the strengths, weaknesses, opportunities, and threats (SWOT analysis) for the classical and cross-sectoral strategy?*

Table 3: Four-Way Analysis of the Single-Sector Environmental Strategy (SWOT Analysis)

Strengths	Weaknesses
<p>Q: What are the strengths of the single-sector strategy?</p> <p>A: 90% agreed that the control of the strategy by the EQA is greater</p> <p>A: 95% agreed that the issue of the environment remains present</p> <p>A: 20% agreed on the following: It is a central authority that has the power to monitor, control, and evaluate its activities It has a separate budget Its role is well-known to other institutions There is no problem in obtaining information from other parties, as they own the information</p>	<p>Q: What are the weaknesses of the single-sector strategy?</p> <p>A: 90% agreed on the weak ability to influence other sectors</p> <p>A: 90% agreed on the limited intervention in other sectors and the weakness of the participation process for other sectors.</p> <p>A: 95% agreed not to give the environmental dimension the real value in strategic planning</p> <p>A: 98% agreed that the strategy was not implemented and that there was no budget for the environmental sector</p> <p>A: 90% agreed that the roles of other institutions are not clear, such as the issue of solid waste and waste, and the role of the Ministry of Agriculture and the Ministry of Local Government</p>
Opportunities	Threats
<p>Q: What are the opportunities for the single-sector strategy?</p> <p>A 90% agreed on the possibility of including larger interventions and larger projects in the form of programs and projects</p> <p>A: 80% agreed that there are no restrictions or interventions from other sectors</p> <p>A: 75% agreed that tracking the plans in the single-sector strategy is easier, as there is a centrality in tracking.</p> <p>A: 80% of the government participates in related international activities</p>	<p>Q: What are the risks of the single-sector strategy?</p> <p>A: 100% agreed that there is only planning and no budgets</p> <p>A: 100% unanimously agreed that there are risks in implementation because of not linking the strategy to the budget (95%-97% is an operational, not a developmental, budget).</p> <p>A: 95% agreed that most projects are linked to the intervention of donor countries.</p> <p>A: 10% agreed on doubling the national ownership</p>

Table 4: Four-Way Analysis of the Cross- Sectoral Environmental Strategy**(SWOT Analysis).**

Strengths	Weakness
<p>Q: What are the strengths of cross-sectoral strategy?</p> <p>A: 99% agreed that they should participate more in the strategy formulation process</p> <p>A: 80% agreed on the participation of other sectors, according to the mandate</p> <p>A: 90% agreed that the environmental dimension has become more comprehensive</p> <p>A: 10% unanimously agreed that it should facilitate enabling the most needy, poor, and vulnerable groups to access their rights and unleash their latent capabilities to reach their right to sustainable development.</p> <p>A: 50% agreed that it shows the importance of the environment</p>	<p>Q: What are the weaknesses of the cross-sectoral strategy?</p> <p>A: 95% unanimously agreed that the partners are not obligated by the government and that there is no policy paper defining the partners' role</p> <p>A: 95% agreed that the laws are not enforced</p> <p>A: 1% agreed that the timing of formulating the cross-sectoral strategy was inappropriate, as most government institutions had formulated their strategy, and therefore the environment sector was not integrated into the strategies of other government agencies.</p> <p>A: 100% unanimously agreed that the lack of a budget and the limited budget for the environment sector in other government agencies prevents placing environmental projects in the priorities of other government agencies.</p> <p>A: 95% agreed that there is no human cadre to monitor and follow up on the implementation of the environmental strategy.</p> <p>A: 80% agreed that there are no tools to follow up on the implementation of the strategy</p> <p>A: 95% agreed that the objectives in the strategy are neither realistic nor achievable</p> <p>A: 80% agreed that the role of the EQA is not clear in comparison with the work of the Ministry.</p> <p>A: 50% agreed on the absence of a legal and political environment that would enable the continuation of civil work</p> <p>A: 30% unanimously agreed on the uncertainty in the availability of financial resources at the same level for civil work</p> <p>A: 99% agreed on implementing the strategy</p>
Opportunities	Threats
<p>Q: What are the opportunities for the cross-sectoral strategy?</p> <p>A: 95% agreed that the environment exists in all sectors</p> <p>A: 95% agreed on a comprehensive view of the environmental sector with other sectors</p> <p>A: 80% agreed on the chances of obtaining information and data more accurately from their sources</p> <p>A: 70% of opportunities and achievements are greater and more comprehensive (the issue of climate change).</p> <p>A: 10% agreed that it is attractive to environmental interventions related to agriculture and energy</p> <p>A: 10% agreed on the need to work on capacity building and writing project and funding proposals</p> <p>A 20% agreed that the goals intersect with all sectors</p>	<p>Q: What are the risks of the cross-sectoral strategy?</p> <p>A: 10% agreed that the risks exist, but the interventions were distributed, which led to reducing the risks</p> <p>A: 90% agreed that there are no cadres to monitor the implementation of the strategy</p> <p>A: 10% agreed not to invite the EQA when evaluating other sectoral strategies</p> <p>A: 50% unanimously agreed that there are no financial and human resources for the crisis for field examinations and reports</p> <p>A: 50% agreed that the implementation of the environmental strategy negatively affects the economy</p> <p>A: 10% agreed on the weakness of participatory ownership</p>

<p>A: 50% agreed on the existence of environmental law and cooperation between the relevant ministries</p> <p>A: 50% agreed that there are donor countries interested in the environment sector</p> <p>A: 10% agreed that there are experiences from other countries</p> <p>A: 10% agreed on the availability of opportunities for economic participation and decent work for youth and women, especially in marginalized areas</p> <p>A: 10% unanimously agree on sustainable uses of lands and natural resources that enhance sovereignty over food and enhance resilience.</p>	
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Table 5: Advantages and Disadvantages of Single-Sector Strategy and Cross-Sectoral Strategy

Single sector strategy		Cross-sector strategy	
Advantage	Disadvantage	Advantage	Disadvantage
<p>*The strategy is more controlled by the Environment Authority and its formulation and crystallization</p> <p>* It provides central authority with the ability to monitor, monitor and evaluate its activities</p> <p>*It has a separate budget</p> <p>*Its role is known to other institutions</p> <p>*There is no problem in obtaining information from other parties as they own the information.</p>	<p>* Participation of other government institutions is not mandatory</p> <p>* The Environmental Quality Authority bears all risks associated to the strategy</p>	<p>*It is comprehensive</p> <p>* Responsibility over risks is shared among other institutions</p> <p>*More involvement in the strategy drafting process</p> <p>*Participation from other sectors is mandated</p> <p>*The environmental dimension has become more comprehensive.</p> <p>*Facilitates the process of enabling the needy and most vulnerable groups to access their rights and unleash their potential to achieve their right to sustainable development.</p>	<p>*It dissolves in other ministries' strategies</p> <p>*Difficulty in obtaining environmental information from partner agencies and institutions</p> <p>*Difficulty in monitoring and evaluating other's activities</p> <p>*There is no power on the budget</p> <p>*There is no form of agreed communication between the participating ministries.</p> <p>*There is no special budget for other organizations to work on the environmental issues</p> <p>* Other ministries and authorities are not obliged to work on the environmental issues.</p>

The following section presents a comparison between national Palestinian strategies for the environment in terms of priorities and objectives. In addition,

objectives of the national Palestinian environmental strategies have been compared with Sustainable Development Goals (SDGs). This section will answer the study question:

What are the priorities and objectives of the national Palestinian environmental strategies in one hand and in comparison, with Sustainable Development Goals (SDGs in the other hand?

Sectoral Strategy for the Environment (2011-2013)

They were identified six priorities and objectives for the single-sector strategy for the environment serve the specified period (2011-2013) and extend for the long term, and they are as follows:

1. A clean, safe, and pollution-free Palestinian environment.
2. The natural environment and cultural heritage in Palestine are preserved and preserved.
3. Palestinian natural resources are managed in a sustainable way.
4. All necessary measures to adapt to the phenomenon of climate change, to combat desertification, and to face disasters environmental and natural are taken.
5. The institutional and environmental legal framework is strong and effective and works in an integrated and coherent manner.
6. The State of Palestine is committed to international agreements and treaties on the environment.

Single-sector Strategy for the Environment 2014-2016

The strategic objectives of the environment sector for the planning period 2014-2016 are as follows:

1. Less polluted environment
2. The natural environment and cultural heritage are preserved and managed in a sustainable way Adaptation requirements and mitigation of climate change, desertification, and environmental disasters.
3. The environmental sector is governed in an integrated manner and in accordance with international standards.

Cross -Sectoral Strategy for the Environment 2017-2022

Due to the importance of the environment and its overlap with all development sectors, the Environment Quality Authority has worked to integrate the environment into these sectors and transform it into a cross-sectoral field. The objective of the cross-cutting strategy for 2017-2022 are as follows:

1. Environmental pollution levels are low and controlled.
2. The natural environment and biodiversity are preserved and managed in a sustainable way.
3. Critical measures to adapt to the effects of climate change, limit desertification, and face disasters and environmental emergencies are taken and adopted.
4. The environmental legislative system is modernized, functional, and integrated, the environmental institutional framework is possible and efficient, and international cooperation is strengthened.

There are 17 sustainable development goals for the year 2030 that have been launched by the United Nations. EQA has been keen to choose strategic goals that are consistent and intersect with several sustainable development goals.

National strategies versus Sustainable Development Goals (SDGs)

Goal 3- Ensuring that everyone enjoys healthy lifestyles and well-being at all ages.

Goal 6-Ensure the availability of water and sanitation services for all and manage them sustainably.

Goal 7- Ensuring universal access to affordable, reliable, and sustainable modern energy services.

Goal 8- Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and the provision of decent work for all.

Goal 9-Creating resilient infrastructure, stimulating inclusive and sustainable industrialization, and encouraging innovation.

Goal 11- Make cities and human settlements inclusive, safe, resilient, and sustainable.

Goal 12- Ensure sustainable consumption and production patterns.

Goal 14- Conserving and using the oceans, seas, and marine resources in a sustainable manner to achieve sustainable development.

Goal 15-Protecting and restoring terrestrial ecosystems, promoting their sustainable use, managing forests sustainably, combating desertification, halting land degradation, reversing the course, and halting biodiversity loss.

From the previous analysis, it is very clear that the National strategies are in harmony with national interests:

- a. to protect the environment against Israeli violations,
- b. to sustain the national resources,
- c. to qualify Palestine to be up to the international agreements,

- d. to ensure the environmental sector is governed in an integrated manner and in accordance with international standards,
- e. to protect the rights of next generations, and
- f. to participate into international efforts to control the pollution

However, there are some deficiencies in the strategies such as:

- a. Integrated vision with other sectors
- b. Absence of detailed action plan to achieve the goals
- c. Actions are fragmented, and it is difficult to measure their effectiveness, efficiency, and impact.
- d. It is not clear how the environment will be an effective dimension in all developmental sectors.
- e. Absence of evaluation for previous strategies to assess the effectiveness, efficiency, and impact (qualitative and quantitative evaluation), therefore, no sharable lessons learned have been identified.

Table 6 below provides a SWOT analysis of the environment sector in Palestine in general which can strengthen the study results and provides an answer to the study's main question: *Under uncertain socio-economic and political conditions such as in Palestine, what is the appropriate environmental strategy: single-sector (classical) strategy or cross-sectoral strategy?*

Table 6: SWOT Analysis for the Environment Sector in Palestine

Strengths	Weakness
<p>*Considering the environment as a cross-sectoral issue: “Environment” intersects with most other development sectors (agriculture, energy, water, local government, women, transportation, industry, tourism, education and higher education, health, culture and heritage, employment, justice and the judiciary, communications, information technology, etc.).</p> <p>*In 2017, in Palestine, the parameters of the strategic intervention in environmental planning shifted from being a separate sector to a cross-sectoral field that overlaps with all development sectors and integrates with their strategic plans.</p> <p>*Holistic Approach: The Environmental Framework takes a holistic perspective that brings environmental, economic, and social values together and highlights trade-offs between and within these values.</p> <p>*The Palestinian Environmental Law, which regulates work in this sector: Environmental Law No. (7) of 1999 regarding the environment and its 2013 amendments provide the general legal framework that regulates rights and duties in protecting the environment.</p> <p>*Environmental Quality Authority: The existence of an official institution concerned with the environment with a clear organizational structure, to address environmental issues.</p> <p>*Qualified and specialized cadres in the field of environment.</p> <p>*NGOs and civil society organizations active in the field of environment: there are a number of these organizations that work to contribute to addressing environmental issues.</p> <p>*The private sector: the presence of a good number of private sector institutions covering specific activities in the field of the environment within the framework of social responsibility</p> <p>*Education's interest in raising the environmental awareness of school students and placing environmental issues within its strategy.</p> <p>*The existence of an integrative relationship for the EQA with some ministries and other authorities such as the Energy Authority, the Water Authority, the Ministry of Transportation, and the Ministry of Education</p> <p>*Environmental studies and studies issued by</p>	<ul style="list-style-type: none"> • It is not a priority of the government: the environment sector is considered a luxury and not a priority of the government, and it is difficult to link the environment with sustainable development. • Cross-sectoral strategy is not mandatory for partners in government institutions. • Partners from government institutions: most partners do not put the environment among their priorities, as most partners focus on their private sector, which often leads to a conflict of tasks and responsibilities between institutions, which negatively affects the empowerment of the EQA in carrying out tasks and responsibilities entrusted to her. • Bureaucracy in government institutions. • Not mentioning the role of partners in the environmental law, and therefore there is no compulsion for government institutions to play their role in implementing cross-sectoral environmental strategies. • Inconsistency and contradiction between the applicable Palestinian laws, which leads to conflicting authorities and competition for roles • The absence of an executive body to implement the environmental law and monitor abuses on the environment, such as the environment police. • Environmental fines stipulated by the Environmental Law are not deterrent to violators. • Difficulty in obtaining environmental information by partners in government agencies, and consequently, there is insufficient accurate environmental information available in the form of comprehensive, clear, and up-to-date databases. • The lack of sufficient cadres for monitoring and evaluation in industrial and environmental facilities. • Lack of cadres and lack of sufficient experience in managing emergencies and environmental crises • Lack of cadres and the absence of a system for control and monitoring of the various environmental elements and the pollution resulting from various sources. • There is a gap between knowledge and practice. • The political situation in Palestine and the lack of sovereignty over natural resources. • Lack of specialized data on some environmental issues such as hazardous waste

<p>environmental NGOs active in the field of environment, universities, and academic institutions.</p> <p>* Conducting environmental assessment studies for factories and large and medium projects prior to their establishment.</p>	<ul style="list-style-type: none"> • There is no specialized budget for implementing environmental strategies to develop the environment sector. • Lack of environmental awareness for decision makers and the local community. • High population growth and the attendant destruction of biodiversity and the accompanying environmental problems.
Opportunities	Threats
<p>* Operationalizing Sustainability: There is a need to operationalize the term “sustainability.” An ecosystem services framework with indicators and assessments of its services can provide a framework to make sustainability more evaluable and traceable.</p> <p>* The adoption of many environmental agreements at the global level that guarantee the rights of countries and nations under occupation and their role in protecting the environment</p> <p>* Donor countries: There is an international trend to contribute to the protection of the global environment.</p> <p>* A general orientation by the State of Palestine and considering the environment strategy across its sectors and integrating it with the different sectors and recognizing the environment as an active sector, which may allow the provision of institutional, financial, and legal support to the Environmental Quality Authority.</p> <p>* The possibility of involving the private sector in environmental affairs through community participation.</p> <p>* Involving governmental and non-governmental academic and study institutions through conducting environmental study and studies.</p> <p>* Compatibility with local and global policies and strategies: The environmental strategy is formulated in line with sustainable development goals and local environmental needs.</p> <p>* Environmental media: The ecosystem services framework is recognized and supported by a wide range of actors within the community, such as public media such as print and audio. Technological advances also enable new ways to interact with audiences through online communication, video, games, and presentations.</p> <p>* Policy awareness: Governments are aware of the ecosystem services framework because of the Millennium Ecosystem Assessment and The Economics of Ecosystems and Biodiversity</p>	<ul style="list-style-type: none"> • Obstacles of the Israeli occupation impede Palestinian development in all fields and consequently the achievement of sustainable development goals. • Not allocating a budget to a sector for the development of the environment sector, the international financial challenges and the increase in poverty and unemployment, which distracts attention from the environment. • Insufficient Funding: Funding for environmental projects and study may suffer severe cutbacks. • The abuses, violations and destruction practiced by the Israeli occupation on the Palestinian environment. • The lack of control over the various natural and environmental resources such as water, nature reserves and others, which form the basis of environmental work. • The lack of sovereignty limits the human potential to use the natural resources in the State of Palestine, which are in Area C • Global environmental problems, such as climate change and its associated effects, including scarcity of water resources, desertification, deterioration of green spaces, etc... • The inability to protect some natural places in some lands because they are private lands that are being developed. • Division and separation between the two parts of the country. • Difficulty collaborating with some partners in government institutions, NGOs, and the private sector: The environmental framework requires interdisciplinary cooperation, which is difficult to achieve in practice. • Lack of environmental awareness among policy makers and the public: a low understanding of the importance of the environment sector among the public, including stakeholders and policy makers. • Poverty and sustainable development goals: As a result of poverty, society as a whole may lose

<p>(TEEB) initiative. The current demand for national assessments of natural resources is high.</p> <p>*Technological and Computing Advances: The increasing speed of computing power allows the use of more complex systems models for data analysis.</p> <p>*Developing and implementing laws, defining the role of partners and their commitment to the law, setting legal requirements for protecting the environment and the ecosystem services it provides, and integrating the regulation of ecosystem services into laws and regulations.</p> <p>*People's convictions and environmental awareness: People tend to value their self-benefit higher than other values (including non-humans). Therefore, environmental awareness programs must be considered, which is in the interest of the ecosystem.</p>	<p>interest in the goals of nature conservation and sustainability, and thus remove the demand for ecosystem services.</p>
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5.3 Summary of Findings

The objective of the SWOT analysis of the single-sector and cross-sectoral strategy is to study the strengths, weaknesses, opportunities, and threats to compare the two strategies and find out which one is better.

The strengths of the single-sector strategy are that the EQA is centralized and can monitor, evaluate, and control its activities. As for the strengths of the cross-sectoral strategy, the environment sector has become more comprehensive, and the participation of government institutions is greater.

Weaknesses of the environmental strategy: It confirms that there is no difference between the single-sector strategy and the cross-sectoral strategy. The weaknesses in the cross-sectoral strategy are that it is binding on partners and the lack of budget allocation for both the single-sector and cross-sectoral strategy by the Prime Minister and the failure to specify the roles of partners in the cross-sectoral strategy and the failure to

mention the role of partners in environmental law, in addition to the lack of tools to follow up the implementation of the strategy.

Regarding threats, they are the same in both the single-sector strategy and the cross- single-sector strategy, but the risks have been distributed in the cross-sectoral strategy to the partners in government institutions.

As for opportunities, the interviewees agreed that the opportunities for the single-sector strategy are in the possibility of adding more projects and programs, evaluating projects and tracking plans more easily, as the single-sector strategy is central. They also agreed that the opportunities for a cross-sectoral environmental strategy are as follows: the existence of a holistic view of the environment sector with other sectors, the existence of environmental law, the presence of donor countries interested in the environmental sector, attractive to environmental interventions related to energy and agriculture, the possibility of working on climate change.

The transition of the environment strategy from single-sector to cross-sectoral (2017-2022) was through a request from the EQA to the Office of the Prime Minister, and accordingly, a non-binding decision was issued for government institutions in this regard.

Most of the interviewees agreed that the challenges faced by the single-sector strategy (2011-2013) (2014-2016) are that the occupation is the biggest challenge to implementing the strategy, and that it was a Wishlist strategy and its non-binding implementation, resources for its implementation are limited, and the interest in setting priorities was dispersed. In addition, many interviewees reported that there are many challenges facing the EQA to implement the cross-sectoral strategy that this decision is not mandatory for other governmental institutions and no budget has been allocated to

either the EQA or to governmental institutions to implement this decision. This is in addition to the fact that the role of other governmental institutions in formulating the cross-sectoral strategy is not clear. As for environmental law, which is considered the biggest challenge, there is no mention of the role of ministries and government authorities in environmental law. Environmental law is a basic law and needs to be reviewed and its executive regulations to keep pace with global issues, in addition to the fact that policies and laws exist in theory and there is no real deterrent to groups that violate laws.

It was found that there is a complementary role for the EQA with the Water Authority, the Energy Authority, the Ministry of Education, the Ministry of Transport and Communications and the Ministry of Agriculture, but most of the other governmental institutions, their participation is ineffective, as a person who is not specialized in strategic planning and does not have environmental awareness is often sent. This is to participate in the formulation of the cross-sectoral environmental strategy, which indicates the lack of interest of most government institutions in the issue of the environment.

As for the evaluation of the environmental strategy, the cross-sectoral environmental strategy was evaluated by the Prime Ministry, but the environmental interventions in other sectoral strategies were not evaluated. This indicates that the issue of the environment is not a priority for government agencies, and this is reflected in the EQA's budget, as about 95% of the EQA's budget is operational and not for the development of the environment sector. Among the other challenges faced by the EQA in formulating the single-sector strategy and through the sector is in the mandate where the role of the EQA is not clear in relation to other institutions and ministries? Is it a

regulator or a supervisory where there is interference in the tasks between the authority and ministries and other authorities?

There are many challenges facing the success of the cross-sectoral environmental strategy which mostly agrees with the previous studies. The following challenges provide an answer to one of the study questions (*What are the main challenges that are facing the cross-sectoral strategy from financial, legal, institutional, and political perspectives?*) and must be taken into consideration in future planning:

- The political aspect: Issuing a national government decree stating the importance of the environmental sector at the national level and its role in achieving sustainable development.
- Clarifying the role and work of the Environment Quality Authority, issuing a mandate in this regard, defining the powers of each authority and ministry, and working on not conflicting interests.
- Issuance of a binding decision from the Prime Ministry to adopt the cross-sectoral environmental strategy by the partners in government institutions.
- Reviewing regulations in environmental law and setting laws on climate change and mentioning the role of partners in government institutions in environmental law.
- Implementing environmental law and activating the provision of penalties and fines
- Timing: Considering the timing when formulating other sectoral strategies and integrating the specific environmental provisions in each sector if they are parallel to the issuance of the cross-sectoral environmental strategy.
- Environmental Awareness: Raising environmental awareness for workers in the planning sector in ministries and other authorities to familiarize them with the importance of the environmental sector.

- Defining and clarifying governmental institutions' role in the formulation and implementation of the strategy: Most governmental institutions do not know their role in the cross-sectoral environmental strategy.
- Allocating a budget to ministries and authorities to formulate and implement projects related to the environment: Since the Prime Minister has not allocated a budget for the implementation of the cross-sectoral strategy, the ministries and other authorities support their priorities.
- Allocate sufficient time for ministries and other authorities to hold meetings to formulate a cross-sectoral environmental strategy.
- Allocating cadres and competencies in the EQA to follow up on the formulation and implementation of the strategy by other institutions
- Formulating and activating tools for monitoring and evaluating the work of other institutions.
- Involving the private sector and civil institutions in formulating the cross-sectoral environmental strategy.
- Working to involve all governmental and non-governmental institutions and the private sector when developing single-sector and cross-sectoral policies and strategies.
- Work to build trust between governmental and private institutions and the private sector in what is in the public interest.

5.4 Concluding Findings

Following are some concluding study findings:

1. There is an obvious lack and difference in the concept of non-sectoral planning among the respondents, and therefore it was found that this heterogeneous and homogeneous understanding reflected itself on the programs and plans in the ministries. This agrees with the previous literature.
2. The consensus among the respondents is that cross-sectoral planning is more important and more feasible than planning for the environment sector only, and this indicates that the environmental planning should be cross-sectoral on the one hand and be consistent with the general strategy of the environmental sector on the other hand.
3. Institutions' knowledge of the challenges and gaps in planning that result from lack of coordination, which led to fundamental differences in single-sector and non-sectoral plans, which led to the absence of the application of the environmental dimension in different sectors. These characteristics agree with what is mentioned in previous studies.
4. The lack of widespread interest in the environmental dimension in some sectors indicates that the future vision of the gaps and challenges is not clear in some ministries and institutions.
5. The obvious shortcoming in integrating the environment into the sectors requires a vision, analysis, and study of the reality as it is and how it could be (i.e., a strategic vision).

6. Integration of understanding about the overlapping of sectors also requires an accumulation of work both horizontally and vertically, i.e., in the same sector and in different sectors.
7. The fragmentation of the areas of influence of the National Authority and the existence of an agenda for the occupation authorities made the integration and harmony in planning the environmental dimension closer to the wish than to the possibility of achieving it.
8. The existence of environmental law in theory means, in practice, the inability of the national authority to implement the law, due to the political reality on the one hand, and the failure of local authorities (municipalities) to implement the law, which in most cases is violated premeditated and sometimes unknowingly.

5.5 Study Recommendations

Based on the analysis the following are the main recommendations at both institutional and operational levels:

1. At institutional level

- It is especially important to harmonize the strategies and action plans at the national level. This recommendation comes relevant to the study finding around the fragmentation of areas of influence in the national strategic plans.
- There is a need for national ad hoc committees for national planning including governmental bodies, NGOs, Community Based Organizations (CBOs), and the private sector. This comes in light of one of the study findings that support the integration of understanding about the overlapping of sectors also requires an accumulation of work both horizontally and vertically.

- Better coordination of the lobby and advocacy activities at the international level

2. At the operational level

- It is an essential need to create monitoring and evaluation programs for the national environmental strategy. This is confirmed in the study findings as well as the relevant previous literature. The absence of appropriate monitoring and evaluation framework to assess the impact of the environmental work in Palestine has made it challenging to confirm success or failures of this work.
- Creation of activities' national tracking system. This is also relevant to the absence of an appropriate monitoring system, a fact that was confirmed by this study through interviews conducted with environmental experts in Palestine.
- Cooperation among different stakeholders is necessary. The study confirms that there is lack of understanding of the environmental concepts at the operational planning to start with.
- Establishment reliable and sustainable Israeli violation monitor. This area is confirmed by the study's finding regarding the importance of the operationalizing of a relevant and adequate monitoring and evaluation system.
- Strategies the work of sub sector to avoid non - accumulative disintegrated work. One of the main study findings confirmed that that cross-sectoral planning is more important and more feasible than planning for the environment sector only, and this indicates that the environmental planning should be cross-sectoral on the one hand and be consistent with the general strategy of the environmental sector on the other hand.

5.6 Conclusion

The environment sector is cross-sectoral (it intersects with all other sectors such as health, water, energy, education, agriculture, transportation, women, tourism, economy, and other sectors). The national environmental strategies form an inclusive framework for the advancement of the environment sector in the holistic, integrated, cross-sectoral sense. Therefore, the researcher believes that evaluating single-sector and cross-sectoral environmental strategies is very important, best suited, and possible strategy considering the Palestinian context. Due to the lack of a local studies, to the researcher's knowledge, research focus should be on the environment strategy, as it is an important framework for sustainable development, and it constitutes an entry point for harmony with the global vision.

The Palestinian environment faces many challenges, and the occupation is the main obstacle to any advancement in the environmental sector. Therefore, the researcher finds that Palestinians have a lot to face to address the environmental, economic and social challenges by utilizing the possible and available means. There is a need to raise environmental awareness of workers in all sectors that affect the lives of individuals, and to consider the environment sector as a priority due to its connection to public health and to the economy.

Moreover, it is very important to update the environmental law and to find mechanisms to implement environmental laws due to its important impact on preserving the environment and advancing the environment sector. Also, there is a need to activate the work of civil institutions and form national committees led by civil institutions in order to implement environmental laws.

In addition, and in order to shed light on the environment sector, researchers are advised to focus on in-depth qualitative studies on the measurement of environmental indicators and the environmental monitoring and evaluation system. It is imperative to form a governmental vision that is binding on governmental institutions to integrate the environment into their strategies and consider it as a national priority.

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Annexes

Annex 1. List of Interviewees from Governmental Organizations

	Name of Person	Name of institutions	Title	Years of experience
1	Zaghlol Samhan	Environmental Quality Authority	Director General of planning and planning department	20
2	Issa Musa	Environmental Quality Authority	Director General of Biodiversity department	20
3	Samer Kalbounah	Environmental Quality Authority	Manger in the project's implementation and monitoring department	15
4	Adel Yassen	Water Authority	Acting as director general of planning and policy department	20
5	Eng.Husan AlAshqar	Ministry of Agriculture	General director in the planning department	10
6	Manal Farhan	Ministry of National Economy	Deputy minister	20
7	Eng.Bader Abu Zaharah	General Secretariat of the Council of Ministries	Assistant Undersecretary for Policy and Strategic Planning Affairs - General Secretariat of the Council of Ministers	20
8	Eng. Ayman Abu AlRub	Palestinian Energy Authority	Manger	2
9	Dr. Maemoun Jaber	Ministry of Education	Director general in educational planning department	15
10	Samair Jaber	Ministry of Education	Director in planning department	7
11	Amjad Ahmadat	Ministry of Education	Director in the Ministry of Education	12
12	Eng. Sami AlKharouf	Ministry of Public Worker	Director in the planning	6

		and Housing	department	
13	Majdy Ghanem	Ministry of Transportation	Manger in the planning and policy department	8
14	Manal Abu Ramadan	Ministry of social development	Director general in the planning department	15
15	Hana Nakhlah	Ministry of Woman Affairs	Adviser to the minster	20
16	Sami Sehwait	Ministry of Woman Affairs	Manger in the planning department	20
17	Ameen Asi	Ministry of Woman Affairs	Director General of the planning department	20
18	Ola Alker	Ministry of Health	Head of policy unit	10
19	Atyia Sarqtawi	Ministry of Tourism and Antique	Director general in planning department	20

Annex 2: List of The Interviewees from Non-Governmental Organizations

	Name of person	Name of institution	Type of institution	Years of experience
1	George Kursom	NA'AN Development Center	Director of study and environmental media	20
2	Eng.Jane Helal	Applied Study Institute Jerusalem (ARIJ)	head of the Water & Environment Study Unit	15
3	Abeer Albotmah	Palestinian Environmental NGOS Palestine (PENGON)	PENGON coordinator	10
4	Dr. Mohammed Eshtayeh	Biodiversity and Environment Study Center (BERC)	Head of BERC	20
5	Eng.Omar Titi	Union of Agriculture Work Committee (UAWC)	Project manger	15
6	Eng.Wael Abu Ermailah	Land Study Center (LRC)	Project manger	10
7	Eng.Younis Sbaih	International labor organization (ILO)	National project officer	20

Annex 3: Interview Protocol

استبانة للجهات الحكومية عن الإستراتيجية البيئية القطاعية وعبر القطاعية:

الجنس: ذكر أنثى

هل تعمل في مجال صياغة الإستراتيجيات؟ نعم لا

ما هو عدد سنوات العمل كمشارك في صياغة الإستراتيجية:

مكان العمل: مؤسسة حكومية مؤسسة أهلية

ما مدى رضاك عن الإستراتيجية البيئية؟ راضي راضي إلى حد ما غير راضي

هل أنت مع الإستراتيجية البيئية القطاعية أم الإستراتيجية البيئية عبر القطاعية؟

هل هناك فرصة للمشاركة في الإستراتيجية البيئية؟ نعم لا

هل تم التطرق للقطاع البيئي في القطاع الذي تعمل فيه؟

نعم لا

من وجهة نظرك كمشارك في وضع التخطيط للإستراتيجية "في مجال عملك" كيف يمكن تحسين الإستراتيجية البيئية؟

من حيث أدوات التنسيق "الأدوات المؤسسية والقانونية" *التشبيك *تبادل المعلومات

قضايا فنية *الأرقام *المعلومات

أدوات القياس والتقييم *المؤشرات

الالتزام في التنفيذ من قبل القطاعات الأخرى

كل الأمور السابقة

قضايا أخرى

الرقم	القطاعية	عبر القطاعية	ملاحظات
1	هل قطاع البيئة مذكور في أجندة السياسات الوطنية؟		
2	ما هي المنهجية التي تم استخدامها في الانتقال من الإستراتيجية القطاعية إلى عبر القطاعية؟		
3	ما هي الفجوات وأوجه القصور في الإستراتيجية		

			4 ما هي التحديات التي واجهت تنفيذ الإستراتيجية؟
			5 ما هي نقاط الضعف في الإستراتيجية؟
			6 ما هي الفرص للإستراتيجية؟
			7 ما هي المخاطر للإستراتيجية؟
			8 ما هي المزايا للإستراتيجية؟
			9 ما هي العيوب
			10 ما هو دور الشركاء في الحكومة في صياغة وتنفيذ الإستراتيجية؟
			11 ما هو دور المؤسسات الأهلية في الإستراتيجية البيئية وما مدى مشاركتهم فيها؟
			12 ما هي المصادر المالية للإستراتيجية؟
			13 ما هو دور قانون البيئة في تطبيق الإستراتيجية؟
			14 هل الأهداف البيئية تعكس أهداف التنمية المستدامة

الملخص

منذ حوالي 23 عامًا، بدأت السلطة الوطنية الفلسطينية في تطوير استراتيجية وطنية للبيئة يتم فيها تحديد القضايا البيئية والأولويات والأهداف الاستراتيجية على المستوى الوطني. واشتملت استراتيجية العشر سنوات على خطة عمل تمت فيها ترجمة الاحتياجات والفجوات إلى مشاريع وتدخلات، ثم مؤشرات لمتابعة ورصد العمل والإنجاز. بعد ذلك تم التعامل مع البيئة كقطاع تنموي مستقل ضمن القطاع الاستراتيجي - البنية التحتية، حيث قامت هيئة جودة البيئة بالتعاون مع شركاء محليين ودوليين بإعداد استراتيجية البيئة القطاعية (2011-2013)، واستراتيجية البيئة القطاعية (2014-2016)، ثم إصدار الإستراتيجية البيئية عبر القطاعية (2017-2022). وفي نهاية العام 2019، تم إعداد تقرير مراجعة منتصف المدة للاستراتيجيات القطاعية والمشاركة بين القطاعات من أجل متابعة التقدم في تحقيق وتنفيذ هذه الإستراتيجيات بناءً على إطار النتائج الاستراتيجية المُعد بإشراف الأمانة العامة لمجلس الوزراء ومن خلال المؤسسات القطاعية ذات الصلة.

هدفت هذه الدراسة إلى تحديد الاستراتيجية البيئية المناسبة في فلسطين في ظل ظروف اجتماعية واقتصادية وسياسية غير مؤكدة: استراتيجية قطاع واحد (كلاسيكية) أو استراتيجية مشتركة بين القطاعات. تم جمع البيانات الثانوية من خلال مراجعة الأدبيات وتقدير الدراسات السابقة. تم جمع البيانات الأولية من خلال استخدام أداتين لجمع البيانات: مقابلات متعمقة مع 19 مخططاً وموظفاً في المنظمات الحكومية وغير الحكومية وتحليل المحتوى للاستراتيجيات البيئية الفلسطينية. تم عرض نتائج المقارنة بين الاستراتيجيات البيئية الثلاث الأخيرة التي تم إعدادها في (2011-2013) و (2014-2016) و (2017-2022). كما تم تسليط الضوء على مزايا وعيوب استراتيجيات القطاع الواحد والشاملة للقطاعات. بالإضافة إلى ذلك، تم عرض نتائج تحليل نقاط القوة والضعف والفرص والتهديدات (SWOT) بالإضافة إلى التحديات التي تواجه الإستراتيجيات البيئية لقطاع واحد وعبر القطاعات في فلسطين من وجهة نظر المبحوثين.

ركزت نتائج الدراسة على أن التحدي الرئيسي للاستراتيجية البيئية هو الوضع السياسي حيث الاحتلال وسيطرته على الموارد الطبيعية من جهة وعدم وضع البيئة ضمن أولويات الحكومة الفلسطينية، حيث لا يوجد التزام للوزارات والسلطات الحكومية بتنفيذ الاستراتيجية البيئية عبر القطاعية وعدم تخصيص ميزانية لتنفيذ الاستراتيجية عبر القطاعية وعدم وجود كادر بشري كافي لمتابعة التنفيذ بالإضافة إلى عدم تطبيق القانون البيئي، وبالتالي لا يوجد فرق بين الإستراتيجية البيئية القطاعية والاستراتيجية البيئية عبر القطاعية، ولذلك لا يوجد تأثير واضح للاستراتيجيات البيئية على أرض الواقع، وإن وجد ، فهو تأثير غير ملموس.

واتفق المخططون في السلطات والوزارات الحكومية والمؤسسات الأهلية البيئية بالإجماع على ضرورة ربط البيئة بالتنمية المستدامة وأن الاستراتيجية البيئية عبر القطاعية تعزز هذا الارتباط. لذلك، يجب إقناع السلطة الوطنية الفلسطينية بأن القضية البيئية ليست رفاهية ويجب أن تكون من أولويات السلطة الوطنية الفلسطينية.

كلمات مفتاحية: إستراتيجية، تخطيط، قطاعية، تنمية مستدامة، فلسطين.