



**Arab American University**  
**Faculty of Graduate Studies**

**The Role of Strategic Development Planning in Local  
Authority in Confronting Urbanization Problems:  
Case Study Ramallah Municipality**

By

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**This Thesis was Submitted in Partial Fulfillment of the  
Requirements for the Master`s Degree in Strategic  
Planning and Fundraising**

**February/2020**

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## Thesis approval

**The role of strategic development planning in Local authority in  
addressing urbanization problems: Case study Ramallah Municipality.**

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This thesis was defended successfully on 4<sup>th</sup> June 2020 and approved by

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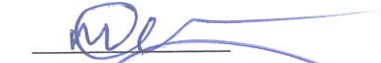
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### Declaration

I declare that this Master dissertation has been composed by me and is based on my own 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 verbatim 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.

**Name:** Meran Saed Abu Dahou

**Signature:**  .....

**Date:** 15/9/2020

## **Dedication**

With love, I dedicate the fruit of my effort

To my beloved homeland .. Palestine

To heaven under her feet, and a candle lit my path light and made me  
happy all my life, so it was my friend and companion, and the source of my  
reassurance . my beloved mother

To those eyes that have always supported me in this life .. To the source of  
my laughter, my happiness, my smile and my comfort .. My friends

To all colleagues and friends studying

To everyone who encouraged me and supported me and stood beside me

**Meran Saed Abu Dahou**

## **Acknowledgement**

Now as my thesis has been completed, first, I would like to express my gratitude to Almighty Allah to enabling me to complete this research. I would like to thank everyone who supported the research from the very beginning. I am also thankful to the people who have made the essential information accessible to me. My appreciation especially goes to my supervisor, **Dr. Ahmad Herzallah.**

Finally, I would like to deliver my sincere thanks to my colleagues and friends.

## **Abstract**

This special study aimed at the effectiveness of the development plan of the local authorities in confronting the problems of urbanization -a case study of the Ramallah municipality-. The study dealt with ways to improve infrastructure, residential programming and urban planning to contribute to establishing development, and enhance and improve the health and environmental situation in the city of Ramallah, and contribute to the cultural and social development of the city of Ramallah.

The study gained its importance from the importance of strategic development planning in achieving sustainable societal development, as this study examines the reality of the implementation of strategic plans by local authorities in Confronting problems and constraints they face in uncontrolled environmental conditions, The importance of the challenges that these plans face in the process of implementing these plans, and to achieve the goals of the study, the descriptive analytical approach was used, and the questionnaire was adopted as a main tool for data collection and analysis and discussion of the study questions that were distributed to a random sample of the study community represented by the administrative staff in facilities (Business, industrial, schools, medical centers, etc.) in the city of Ramallah, The study sample reached (90) employees, and (77) questionnaires valid for statistical analysis were recovered, at a rate of (85.5%), The data was entered and categorized via the Statistical Packages Program (SPSS).

The study reached many results, the most important of which are that there are weaknesses and shortcomings in the process of involving municipalities and organizations in the decision-making process, In addition to a lack of sanitation

networks in the city of Ramallah, And the presence of weakness in rain water networks, and the presence of weak interest in green areas within the city.

The study concluded a set of recommendations for decision makers in the municipalities in general and the Ramallah municipality in particular, the most important of which are: You should work on the municipality's participation of the beneficiaries of its services in the process of developing development decisions so that they can meet their needs. The need for the municipality of Ramallah to provide its services in a fair and equal manner that meets all segments of society (Education, health care, jobs, services, etc.), Rehabilitation of sewage networks throughout the city and the development of new recycling systems that allow the reuse of wastewater.

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**List of Abbreviations**

<b>ABBREVIATIONS</b>	<b>The Full Term</b>
<b>SD</b>	Strategic development.
<b>SDP</b>	Strategic development planning.
<b>SP</b>	Strategic planning.

# **Chapter One**

## **Introduction**



## **1.1 Introduction**

The current century is witnessing many complications and obstacles, such as the unstable and uncontrolled environmental conditions, modern lifestyle, technological and informatics revolution that affect its various activities. Therefore, decision-makers must consider their decisions and make the most appropriate decision to avoid these problems that might happen because of the current situations, so planning terms became a vital process for the human being that enables them to adapt to these changes. Furthermore, studying the past helps for advancement and development for planning in the future.

Cities around the world seek to apply the principle of strategic development planning as a methodology for the development of the cities, to solve the problems and face challenges in the work of municipalities. However, the continuous increase in the population of the cities and urban areas are difficult elements to face because of the consequences of increased challenges that cause a high rate of urban poverty, which leads cities to plan for the future in a way that enables them to develop realistic solutions to city issues, where it is a process of integration between all segments of society and the public and private sectors and is compatible within one framework to find an understanding A joint and effective strategy, which facilitates the development of mechanisms for the implementation and follow-up of strategic plans (Webster, 2000).

Planning is one of the most necessary functions of modern management on a general and particular level. While the strategic plan aims to determine the priorities of each institution, and the local authority is part of the global environment, which is the small state that decays the affairs of the citizen and hence highlights the importance of planning Strategic Development of Local authority (Munir, 2009). Strategic development planning is an important and successful tool in determining the priorities

and development goals of Local authority. As many local Palestinian bodies have sought to respond to the changes and challenges of increasing Urban level, high levels of unemployment and poverty, limited and controlled natural resources, restrictions on the movement of people and goods, and other economic, social, political and environmental challenges (Palestinian Ministry of Local Government, 2017).

## **1.2 Research Problems:**

The strategic plans of the community institutions play a major role in the process of development and participation in the national development plan, so the strategic plan of Local authority must have an effective role for development and confront the problems resulting from urbanization, including population growth within cities and note that The population of Ramallah increased during 2010 and 2016, leading to increased demand for water and electricity services provided by the municipality. Etc., and as a result of all of these, the expansion of construction can be at the expense of green spaces, as one of the criteria of the development process is the preservation of the environment, so it became necessary to strategic development plans to adhere to environmental standards, distribute services equally, provide them and develop alternative plans In response to any crises or changes, especially in the poor economic, political and social conditions in Palestine, which is characterized by instability.

According to the researcher, the future of the city and its development is largely connected to the developments of the Palestinian national political project, political developments and the nature of its tracks and results in Palestine, will have a significant impact on the crystallization of the various aspects of the Ramallah City, including the continuation of urbanization and growth Population, in light of the strategic

development planning of the municipality to meet these challenges and problems, hence the problem of the study in highlighting the strategic development planning in Local authority and its role in confronting the problems of urbanization, and therefore the research problem will developed through the following main question: **What is The Role of Strategic Development Planning in Local Authority in Confronting Urbanization Problems: Case Study Ramallah Municipality?.**

### **1.3 Research Objectives:**

The main objective of the study is to know (the effectiveness of the developmental strategic plan of local authorities in confronting the urbanization problem - Case study Ramallah municipality.

1. Identifying the concept of strategic development planning.
2. Identifying the reality of strategic development planning in Local authority.
3. The improvement of infrastructure, housing programming, and urban planning to contribute in establishing development.
4. Reinforcing and improving the health and environmental situation in Ramallah city.
5. Contributing to the cultural and social development.
6. Reinforcing the Ramallah's position; locally, and globally.

### **1.4 Research Questions:**

1. What is the reality of strategic development planning in the Ramallah Municipality?
2. What are the strategic development planning policies and procedures in Ramallah Municipality?

3. How effective is the implementation of the Ramallah Municipality's strategic development goals in the confronting of urbanization problems?
4. What is the impact of strategic development planning in the Ramallah Municipality on the developmental reality?

### **1.5. Importance of the Research:**

Strategic development planning has become necessary for decision-makers and a focus of attention for experts and researchers, as the planning process aims to shape the image of any institution or community from present to future based on experience, and an analysis of economic, social, and political conditions. The importance of the study will show the central role of local authority, either particularly or generally in building and providing the city and serving citizens as it provides essential services that essential for the life of the community. Since local authority connected with the development progress of the country and its construction, therefore it became necessary for them to be the leader of the development process of the city, and its future, which also helps Palestinian development planning to confront the problems of urbanization. The following points summarize the importance of the study:

1. The importance of the study based on economic, social, and political conditions during the study of strategic developmental planning.
2. The study focuses on strategic planning in achieving sustainable community development.
3. The study deals with the reality of the implementation of strategic plans by local author authority to face the problems and constraints in the uncontrolled

environmental conditions, besides the challenges that might appear in front of the strategic plans.

4. The study is a scientific attempt that will contribute to the provision of recommendations and suggestions to decision-makers to predict more accurately the future of the city and what it faces under uncontrolled environmental conditions.
5. Lack of studies and researches on this subject, where this study will enrich the scientific library to carry out new studies and research prospects.

### **1.6 Limits of the Research and its Determinants:**

**Time limit:** the research has a deadline between June-2019 to February-2020.

**The spatial limit:** the research paper will conduct in Ramallah City.

**Human Limit:** the research paper will include the citizens who benefit from the services provided by the Ramallah municipality.

**Institutional Limit:** the research paper will conduct the Ramallah municipality.

### 1.7 Table of Definitions

TERMS	DEFINITION	REFERENCE
<b>planning</b>	a process that defying the organization's goals and building its strategies to achieve those goals through the development of comprehensive plans and integration of various activities.	(Robbins & coulter, 2009, p160)
<b>strategic planning</b>	setting clear objectives and targets and working towards achieving them within a specified period time, besides human resources, financial possibilities, to achieve the desired future situation.	(Khatib, 2009)
<b>strategic development planning</b>	the program capable to achieve these goals during a certain period of time that suits with the ambition of the population, taking the available resources and the obstacles that might happen into consideration.	(Strategic Development Planning Methodology, 2010)
<b>Local authority</b>	The unit of local government in a specific administrative geographic scope that limits according to duly approved structural maps.	(Local Elections, 2011)

## **Chapter Two**

### **Theoretical Background and Empirical Studies**

## **Introduction**

This chapter is divided into two parts: The first section that deals with the theoretical framework that includes strategic development planning (SDP) (concept, importance, characteristics and justifications, dimensions and obstacles. In addition to the development of Local authority (concept, importance and dimensions), in the second section, the researcher will deal with Previous Arab and foreign studies dealing with strategic development planning and its role in solving urbanization problems.

## **The First Topic: Strategic Development Planning**

### **1.1.2 Strategic Planning**

The researchers, have different points of view about the concept of strategic planning (Drucker) has defined "The process of making continuous decisions based on possible information on the future of these decisions, and its future implications and organize efforts to implement these decisions and measure results in the light of expectations by providing a feedback system "(Drucker, 1974, p74-88).

Strategic planning refers to the activities or actions the company is expected to perform taking the range of opportunities and external threats into consideration that confront organizations at the same time (Al Dmoor, 2008). Furthermore, Al-Hadi Al-Meshal defined the strategic planning as an organized process that defines an organization's mission and future goals, and knowing the important changes and factors that affect the organization's present and future, then defines the objectives and the mechanism to conduct planning due to the fact that its results will effect on the organization for the several decades, and the institution will change as far as the aspirations and objectives are achieved (Al-Mishal, 1989, p. 21).(Siam 2010) defines



strategic planning as a process of making decisions; to set the mission and objectives of the organization determining a basic path to achieve its goals, determining its method, style, and distinguishes it from other institutions. Moreover, other people defined it as "setting clear objectives and targets and working towards achieving them within a specified period time, besides human resources, financial possibilities, to achieve the desired future situation (Khatib, 2009).

### **2.1.2 The Concept of Planning**

Planning is the most important functions of management process, since it is difficult to the institution to work successfully without planning. While when the institution working randomly puts the institution in front of unexpected, bad surprises, and attitudes that might affect its existence and its future thus to avoid these critical situations require planning.

Planning is the foundation to start any a business or program on all levels; based on scientifically studied bases that show how to apply planning to save effort and time. Furthermore, planning is a method to guide all the financial, human resources, and performance too. (Taha, 2017).

(Eber & Griffin, 2009, p64) defines planning as specifying what the institution needs for work, which is the best way to do it. Also (Robbins & coulter, 2009, p160) defines planning as a process that defying the organization's goals and building its strategies to achieve those goals through the development of comprehensive plans and integration of various activities.

Al-Buhi defines planning as a set of deliberate and guided scientific decisions and actions to anticipate the future and achieve goals; by choosing between economic and

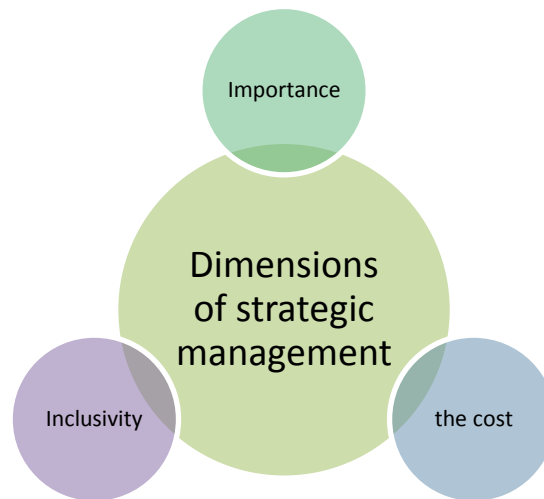
social alternatives and models to exploit the available human, nature and artistic resources to the extent possible to bring about the desired change (Younis, 2017).

### **2.1.3 Strategic Management**

The word strategy is derived or taken from the Greek word (Strategy), which means an art of leadership or art of general yet it is completely linked to military tasks; since the strategy has defined as the science of planning and directing military operations. However, Strategy is not restricted to military operations but also has extended to include social science such as politics, economics, sociology, management etc. (Specialized Institute for Studies, 2016).

Furthermore, strategy management has known as a set of decisions, management practices that determine the long-term performance of an organization, including the development and implementation of the strategy, then the evaluation, control, and strategic management (Jarrar, 2016).

Jarar showed the dimensions of strategic management as shown in the following form:



**Figure (1) Dimensions of strategic management**

Source: Jarrar, Diab (2016), Strategic Management, University Course, Al-Quds Open University, Palestine

- Importance: means that the strategy deals with decisions and critical issues, but no other issues of tactical dimensions
- Cost: Strategies decisions usually; follow a very high cost compared to tactical or operational decisions.
- Inclusiveness: Strategy decision is more comprehensive, it plays the fundamental role of the management process to the future, whereas tactical decisions are usually implicitly part of the strategic decisions.
- Future long-term period: The real limit for the implementation of the strategy is the future, the strategy implementation is during a timeline that starts from now and extends for many years in the future.

### **2.1.4 Planning**

The planning process is the main component and vital tool to achieve success and continuity for any project, which is the basis for the administrative process that helps institutions or companies to continue and achieve their desired goals. Planning is the begging of the road to the aimed goals. Therefore, it represents a continuous mental activity that precedes all administrative activities. Planning depends the process of collecting and analyzing information, data, and studies to find the results that help the manager determine what to do, the start of times of work, and the individuals who will be working, knowing all the internal and external environmental conditions and anticipating what will happen for the work of the institution in the future (Sabawi, 2013).

The success or failure of an organization depends on its ability to achieve its goals, mission, vision, and goals. Therefore, this requests a specific strategy and work to implement them as it fits with the various variables surrounding; which the only way for the institution to conduct and modify its strategies through strategic planning. (Sakarna, 2010).

The rapid progress the world is witnessing on the technological, economic, political and social levels is considering as a challenge that faces the methods of management of the governmental, private, and other institutions. Hence, the management in every institution should suit these changes and get rid of the old administrative methods, which require a clear vision for the future of the institution, so activating the role of strategic development planning becomes so important to overcome the contemporary changes that mentioned above by drawing effective plans to achieve goals. Hence, strategic thinking became the backbone to ensure its growth and development; this kind

of thinking is considering as the most creative thinking which; needed in studying the environment, Identify, analyze, and study each of the possibilities, opportunities, threats, and challenges confront the institution in order to develop future solutions and perceptions of the organization and define strategic objectives, methods and mechanisms of implementation.

### **2.1.5 Strategic Development Planning**

Researchers and scientists disagree on a specific definition for the concept of strategic development planning, at the same time there was agreement on the content of it as well as its levels and different stages. In spite of the different points of view, strategic development planning is a scientific approach based on studying the current situation, resources, and possibilities available to the local community through community participation method. In order, to identify development goals, schedules or programs, projects that are capable to achieve these goals efficiently and effectively within a certain period time that suits the ambition of the population, taking opportunities and potential obstacles into consideration (Ministry of Local Government, 2011).

While, Friedman defined the strategic development planning as "a way of thinking and organized method to implement the best cognitive tool in order to guide and control the current operations of change to achieve clear and specific agreed goals ", unlike Waterson considered the strategic development planning as a set of conscious and sustained effort by a government to increase rates of economic and social progress, to overcome all institutional procedures that would stand in front of achieving this goal (Hammuz, p. 12).

Meanwhile, the concept of the strategic development planning in Palestinian Authority implements a scientific method; used to crystallize the development priorities and objectives of the population centers. Also, indefinite the program capable to achieve these goals during a certain period of time that suits with the ambition of the population, taking the available resources and the obstacles that might happen into consideration (Strategic Development Planning Methodology, 2010).

Based on the previous definitions; the strategic development planning can be defined as an oriented process, to achieve clear goals, to change the current reality, to another better one within the available resources, a specific time to improve the reality of the population through integrated and comprehensive projects.

### **2.1.6 Fundamentals of Strategic Development Planning**

Specialists and experts have determined the elements principles of effective strategic development planning that develop and enhance the performance of the institution as the following (Maarouf, 2009, 28-29):

- Determine the direction: determine the current situation of the institution or company and the desired situation to achieve in addition to the determine mechanisms and needs within the available resources.
- Focus efforts and resources: once the mission defined, planners should seek to collect and focus their energies in using the resources and opportunities available; to achieve the strategy set out to avoid a state of dispersal of efforts and energies.
- Stability and flexibility: stability in the direction, In addition to focus all energies during the planning process, which results in integrated, mutually reinforcing, and harmonious outputs, characterized by the flexibility to deal with variables beyond the

control and control, especially the internal and external environment, because they are exposed to changes and challenges and renewed and ongoing, which requires the development of the plan continuously.

- Compatibility and balance between the past, present and future: It is one of the foundations of planning, where the path of life of the individual or institution has a past, present, and desired future, it must be interconnected between them by looking at the past to assess and focus on the best use of the potential of the present and harnessed to achieve the goals of the future.

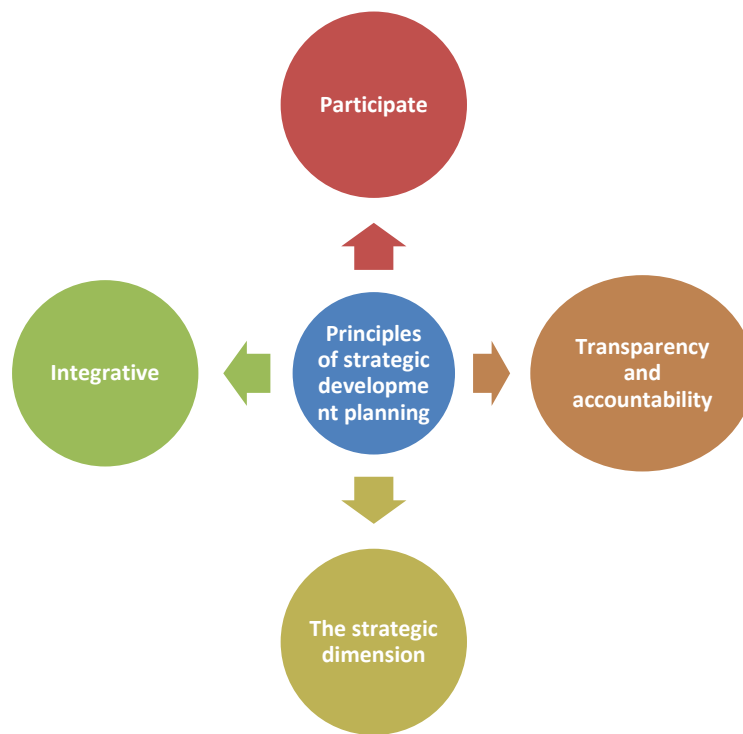
### **2.1.7 Principles of Strategic Development Planning**

Summarizing the principles of strategic development planning as the following (Ministry of Local Government, 2011):

- 1- Participation: through the participation of citizens, the local community and the private sector in identifying development issues and priorities in addition to participation in decision-making at the local level Transparency and Accountability: the participation of citizens, community, and private sector in conducting the developmental activities. In addition to follow-up and evaluation of achievements and achieve the desired goals.
- 2- Transparency and accountability: through the participation of citizens; the local community and the private sector in the implementation of development activities, in addition to follow-up and evaluation of achievements and achieve the desired goals.
- 3- Integrative: working on the social, economic, environmental, and integration issues with the plans of the different administrative levels, and planning the structural physical and the budgets of the local authorities.

- 4- Strategic dimension: focusing on priority issues taking into resources, opportunities and potential constraints consideration.

The following figure shows the principles of strategic development planning.



**Figure (2) the principles of strategic development planning.**

Source: prepared by the researcher

### **2.1.8 The Importance of Strategic Development Planning**

The importance of strategic developmental planning, comes from being an effective tool for management, which helps increasing the chance to go beyond the things that control, in order to identify the environmental variables surrounding, and try to harness resources, to face these variables and challenges as well as, strategic developmental planning and management help in making decisions and exploiting new and available



resources. The importance of strategic developmental planning is a result of a set of goals that seek to achieve. These goals are (Al-Marwani, 2015):

- Achieving social justice through; a justice distribution, redistribution of income among the population, and regions acceptably.
- The effective usage of natural resources, as well as the proper employment of human resources.
- Achieving high economic growth rates, improving the standard of living, and quality of life of the population.
- The equal distribution of the proceeds of economic growth and development gains both classically and regionally.
- Contributing to the development of appropriate and objective solutions to economic, social, demographic and environmental problems.

Moreover, (Asran, 2010) the importance of strategic development planning is one of the most crucial tools in management, which ensures the continuity of an institution, to keep its effectiveness in the development process that suits the different needs for target groups, in addition to this, it helps to reach the required level of quality by Local authority, besides to improve the quality of decisions making by Local authority, It focuses on the vital issues and challenges that might face, helps decision-makers make the right decision, and contributes to solving problems confront Local authority by identifying internal possibilities, strengths, weaknesses, opportunities and threats and how to deal with each other .

### **2.1.9 Strategic Development Planning Objectives**

This part will focus on the objectives; that create harmony between the vision, mission, and targets. Therefore, the strategic development planning helps the institution or company to set its vision and goals and ensures the ability to develop throughout the components of that strategy (DSDP, 2017).

Strategic development planning in Palestine aims to study all the main domains, in which all of them are connected such as, public services, education, health, urban planning, transportation, infrastructure business development, initiatives, natural resources, and environmental protection (McGowan, 2007).

It also aims to include all related companies and institutions in the public sector that represented by (Local, regional and national government units and educational institutions) as well as, in the private sector (companies, small businesses, informal sectors, banks, credit unions) Labor (trade unions and world federations), community and non-governmental organizations (community leaders, neighborhood groups, religious organizations, women's groups, poor and disadvantaged groups, environmental groups), and the general public (informal leaders) (McGowan, 2017).

These details above, show the fact that the strategic development planning gives the individual the chance to know the modern tools in the planning process it also helps to choose the best alternatives for the resources of the institution yet it helps to expect some strategically issues that might appear in the future equally important, finds preventive solutions. However, in terms of strategic development planning in the institution works on preparing the human resources team for senior management, and increase the ability of the institution or organization to connect or communicate with different groups.

### **2.1.10 Characteristics of Strategic Development Planning**

Successful strategic planning has specific elements or characteristics, these characteristics as the following:

- 1- Primary: planning takes first place in the organization's administrative system since, it defines the mission and the objectives of the organization, nature of relationships, level of efficiency of human resources, direct the administrative and supervisory system (Al-Ghalabi, and Others., 200, p. 35).
- 2- Reality : to achieve the goals of the plan, the must be comprehensive view on the status of the organization through conducting a scientific and accurate study to indicate its financial resources, the efficiency of human resources hence ensures the development plan to achieve its goals in the light of the possibilities available (Abu Aisha, 2011).
- 3- Comprehensiveness: strategic development planning has a comprehensive element, due to the plans of the middle and lower administrations come from the plans of the higher administrative levels (NDC, 2008, p10).
- 4- Flexibility and adaptability: based on the increasing of environmental disturbances, so it became hard to have flexibility and adaptability except by collecting the needed data information, since the flexibility means the ability of strategic plans adapting to environmental developments without affecting their effectiveness, thus confront all circumstances and variables without having to cancel the plan (Abu Aisha, 2011).
- 5- Strategic thinking and its dimensions: Strategic thinking is a continuous process; it becomes essential as a result of the rapid changing in this modern world. Therefore, strategic thinking dimensions lead to success and excellence. However, achieving the

balance of strategic thinking earthier on short-term or long- term is crucial to have the desired results

- 6- Coordination: coordination between all people who are responsible for the preparation, follow –up, implementation, and evaluation of the strategic development plan, which ensures the achievement of the objectives of the planning process. Consequently, achieve the desired development of this planning (Al-Galbi et al., 2006).
- 7- Follow-up and control: the follow-up and control process is a complementary to the process of strategic development planning, where this process ensures the transition from the current position of the institution to the future target of the organization, and is evidenced by the link between planning on the one hand and the final outputs of the performance of the organization on the other hand, where possible by linking planning with the final outputs of the institution's performance (Abu Bakr, 2000).

In short, the process of defining the mission and objectives of the institution is one of the priorities of the strategic development planning process; within the possibilities and available resources for all levels and management. Moreover, the strategic development plan should be flexible to suit the continuous changes that might face the workplace environment, so it requires strategic thinking and its dimension; to analyze and understand the workplace environment. In addition, expecting what the institution will achieve in the future. In the light of what it is shown to, which facilitates the process of setting goals, assessing the results, in addition to coordination between all parties and relevant departments to facilitate the implementation of follow-up and evaluation of the strategic development plan and achieve its desired objectives. The following figure shows the most important characteristics of strategic development planning:



**Figure (3) Characteristics of strategic development planning**

Source: prepared by the researcher.

### 2.1.11 Levels of Strategic Development Planning

Strategic development planning goes through several levels, and each level has the feature that distinguishes it from others. These levels are represented in the following (Physical Planning Guide, 2010):

- 1- National Planning: considered as the highest level of planning, it is mainly connected to the supreme authority in the state; aims to achieve a comprehensive development for the whole society including and its sectors.
- 2- Regional planning: is the second level of planning, which conducted within a specific regional range, to achieve the highest possible degree of spatial similarity between parts of the region, through the integration of systems to achieve a better standard of living for the population in the region.

- 3- Local Planning: represent the third level of strategic development planning; which is the hierarchical base of regional and national plans it is used in urban cities villages.

### **2.1.12 Strategic Development Planning Process Steps (Strategic Planning Stages)**

Strategic development planning is one of the modern management approaches for organizations and institutions, this category of planning increasing the effectiveness of organizations' performance to respond in an effective manner to the changes that occur within the environment of the institution and ensure its position in the field of intervention. (Thabit, 2016) has summarized the five strategic development planning steps as the following (Thabit, 2006, pp. 7-10):

**First: Willingness:** Willingness and commitment of the employees in the institution, their ability to intensify efforts correctly and focus attention on the objectives of the institution. When the institution is ready and uses strategic planning, should be able to:

- Indicating the important issues and choices that the strategic planning aims to discuss.
- Defining roles.
- Forming a planning committee.
- Developing the future image of the institution.
- Deterring what information should be collected to make the right decisions.

**Second: Preparation of vision and mission:** Vision seems like an introduction of a book, which reflecting for clients the orientation of the institution. Whereas, mission conveying the essence of the institution for clients. The following crucial elements

trying to define the purpose of the institution, explaining what the institution seeking to achieve through answering; why the institution is already exist? In determining the purpose means to focus on outputs and outputs rather than on the method.

The mission describes the institution through the following elements:

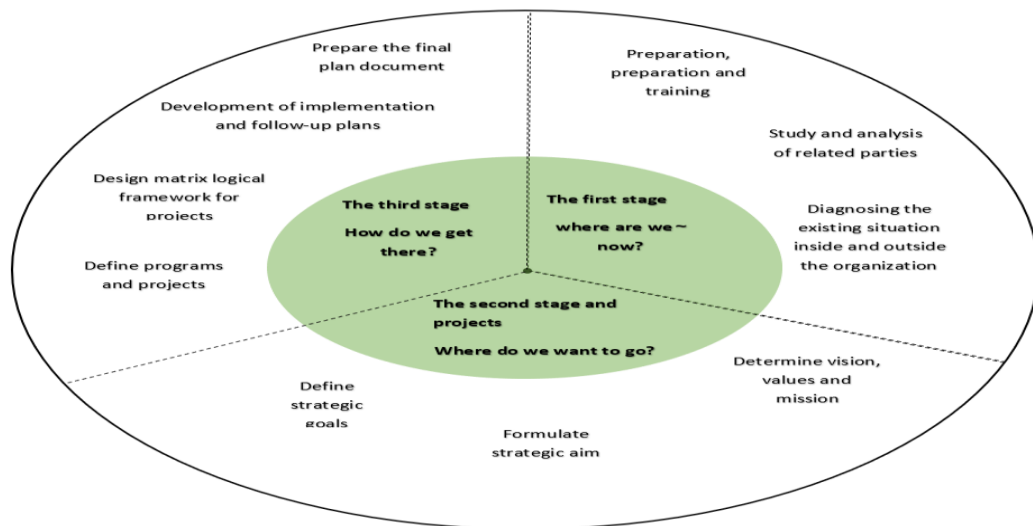
- 1- Objective: why the institution exists, what aims to achieve?
- 2- Work: the method or the main activity to achieve the objective of the institution.
- 3- Values: the principles and beliefs that lead the members of the institution to achieve the purpose of institution.

Furthermore, the vision reflects the image of the success; the institution attempt to achieve. It answers, how is the success? It is the dream or ambition that employees try to achieve. However, vision should be realistic, honest, written correctly, easy to understand, suitable, ambitious, and responsive to the changes. The vision must guide the energies of the group and serve as a guide to action, so it must define the values of the organization that challenge and motivate employees to achieve the mission.

**Third: Assessing the current status of the institution:** Assessing the current status of the institution happens, when having good knowledge of available resources besides taking a look to the future environment, to enable the institution to respond successfully to environmental changes. After assessing the current situation and find out the organization's strengths and weaknesses, As well as information about the roles towards the critical issues confront the organization that must be included in its strategic plan such as, funding issues, the imposition of new programs, changes in laws or changing customer needs, and assess the current status of the institution through SWOT and STEEP.

**Fourth: Developing Strategies, Major Goals and Special Objectives:** Once, the mission and vision of the institution defined: main issues are determined; it becomes easy to find the appropriate methods (strategies), public and private outcomes (public and private goals).

**Fifth: Complete the written plan:** This step involves documenting the final planning and then reviewing it by decision-makers, to ensure whether this document is translated into procedural plans, and to ensure that the plan answers key questions about priorities and directions in sufficient detail.



**Figure (4): The strategic planning stages can be summarized figure:**

Source: Strategic Planning Guide, (2015), Palestinian NGO Development Center, p. 15.

Strategic planning process has clear steps as the following (Hilali and others, 2008, pp. 142--151):

- 1- Preparing stage: this includes evaluating the willingness of the organization to accept the idea of planning, the commitment of the employees in the organization, and measuring the capabilities of the employees to focus efforts to achieve the future image of the institution. It is also at this stage to determine the roles and the



formation of committees' calligrapher and gather information necessary for decision-making.

- 2- Preparation of vision and mission: when the vision and mission of the foundation cover its face and image and the public and what will carry in the future and want to reach it.
- 3- Assessing the current situation of the institution: by indicating the available resources and the future environment, in order to enable the institution to face the environmental changes and challenges in future, in addition to identify the strength and weakness that the institution has, besides the opportunities and challenges the institution that might face, so it usually uses a SWOT analysis or STEEP analysis.
- 4- Development of strategies and objectives of the institution; when the mission, vision, and main issues became clear. Strategic planning process goes through a collective participatory process.

The researcher sees the stages of strategic planning appear; when the institution is willingness in terms of its all financial, material, and administrative resources. Moreover, all the information that the institution uses them in setting its mission and vision besides the database about the qualitative information that can be used in decision-making. In addition, to a list of sensitive issues that require an organization responded to outline the directions for the organization's strategy formulation, and finally come up with the strategic plan, followed by monitoring the implementation of the plan in order to achieve the objectives.

### **2.1.13 City Development Strategy**

The development of the city is one of the priorities that the communities seek to achieve in order to create an environment suitable for the needs of human beings and communities, so that it conforms to the requirements of the life of the communities. The development of the city linked to the harnessing of natural resources on the one hand and the creation of industrial foci used as a mechanism for the development of cities. According to the World Bank, The concept of the City Development Strategy means “a dynamic practice that involves a broad public consensus to guide the design and implementation of a comprehensive municipal development program” (World Bank, 2000).

On the other hand, Arab Institute for Urban Development defined it as "action plan to create a balanced growth in the cities, which is prepared through community participation, to improve the quality of life all citizens, However, city development strategy includes an action plan aims to enhance the urban governance, increase investment, to reduce urban poverty (Arab Institute for Urban Development, 2013).

Whereas, strategic cities alliance defined it as "action plan try to achieve a balance and equal growth in the cities. To improve the stander of life for all citizens, then developed and sustained through the participation of the city's stakeholders (Cities Alliance, 2012).

The development policy is International Data Bank through several elements either through the city itself or the manifestation of urban poverty or knowing the available public and private resources (Gwilliam, 2012, p12).

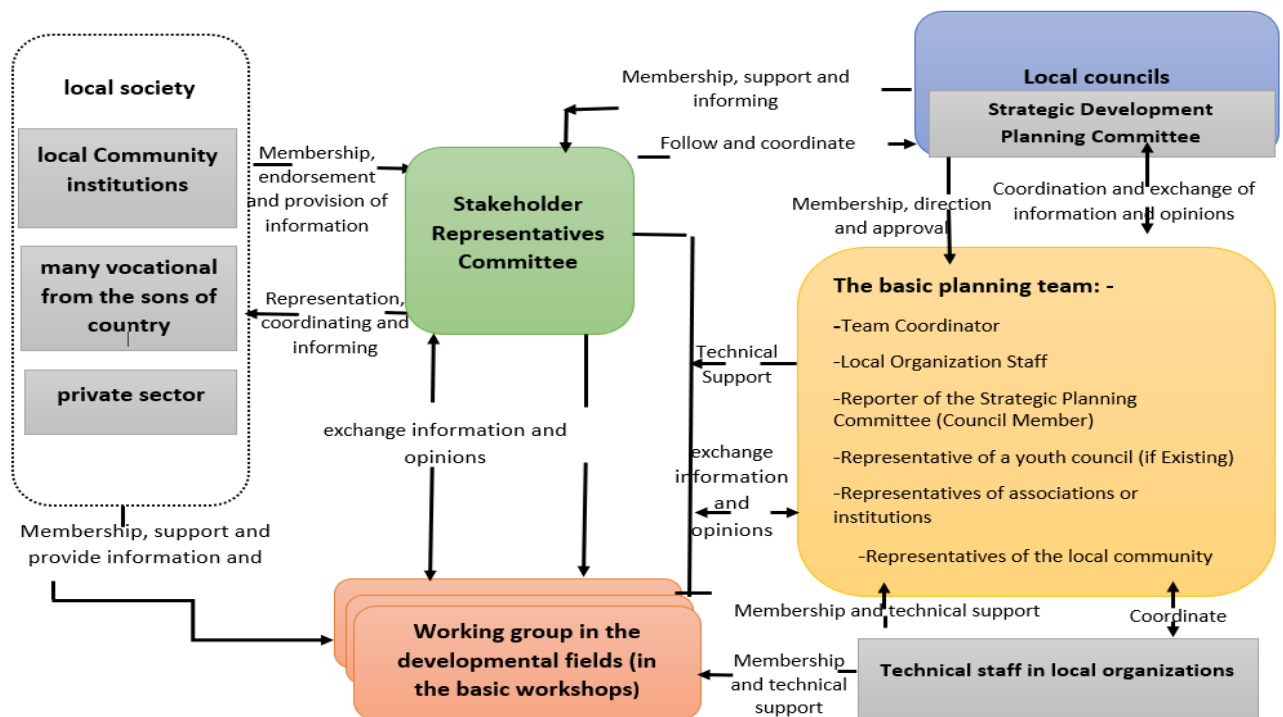
The concept of city development strategy is a process that aims to achieve growth in a fair manner in all sectors within the available resources that are developed to become

sustainable and works to improve the productivity of cities and increase the efficiency of services provided and increase investment and welfare for citizens.

### 2.1.14 The Proposed Structure for Managing the Strategic Development Planning Process at the Local Level

The Palestinian Ministry of Local Government, in cooperation with the Japanese International Cooperation Agency (JICA) prepared and proposed a structure for the management of the strategic development planning process on the local level, as part of preparing a development plan for a selected local authority group in Jerusalem area, during the first public meeting held on August, 31 2013.

Which are shown in the following chart:



**Figure (5): The proposed structure for managing the strategic development planning process at the local level**

Source: Al-Bireh Municipality Strategic Plan 2018-2021, translated by the researcher

## **The Second Topic: the Development of Local Authority**

The concept of the local community refers to a group live in a specific geographic area; who are sharing the same political, economic, and social activities, and creating a social self-governing unit with general values that the group belonging and feeling them, such as city, village, neighborhood, etc.

Local authorities are a form of public administration, one of the lowest administrative levels within a given state. Furthermore, local authority in Palestine is an administrative unit of local government which is similar to the city. It was established and lunched after the establishment of the Palestinian Ministry of Local Government in 1994. All Local authority are appointed by the Ministry of Local Government, and the heads and members of Local authority are elected by the residents of the area. Local authorities are divided into four sectors according to the population and their importance to the governorates (Makky, 2013).

### **2.2.1 Local Development**

The approach of local development takes the subjective potential of regions in terms of economic and non-economic factors into consideration; affecting local development processes as non-economic publics can be social, cultural, historical, institutional and geographic aspects and are critical to the local economic development process. (ALBUQUERQUE & Llorens, 2012).

Development is known as a dynamic process which is inclusive and sustainable, leading to the improvement of the standard of living of the members of society through their positive participation in bringing about changes in economic and social aspects, and achieving the development and growth of society (Ashour, 2016).

Local development defined as “the process that can achieve effective cooperation between public and government efforts; thus, raising the levels of local communities and local units in terms of economic, social and cultural levels, to improve the quality of life of the local population at a level of local administration” (Abdel Hamid).

Local economic development can define as the process of transforming the economy, the community, and directing it to overcome the existing difficulties and challenges, as it seeks to improve the living conditions of the local population through concerted action among the various local agents, social, public and private, for the efficient and sustainable use of existing internal resources (HELMSING, 2011).

Local development is considered as movement that aims to improve the living conditions and circumstances of the whole society based on the positive participation of the community, to build the society. Scientists and development specialists have formulated many definitions that define the meaning of community development terminology. In the light of their definitions, the general characteristics of community development have been defined (Al-Hammad, 2017):

- 1- Community development taking care of all people, although not all people need to participate in community development projects.
- 2- Focus on community development, always by making the desired social change.
- 3- Community development concerned society as one piece and cares about the needs of its people.
- 4- Community development is focusing on solving problems and satisfying social needs.
- 5- Community development is depending on the philosophy of participation.

- 6- Community development always includes technical assistance from several Destinations.
- 7- Community development includes many disciplines to provide services of all disciplines to the community.
- 8- Community development is concerning material and moral goals.
- 9- Community development is educational process that cares about people and their positive emotional and intellectual changes that reflect on their behavior.
- 10- The process of community development requires long periods.
- 11- Community development is practicing in any local community (urban, rural, desert, and modern).
- 12- Community development in decision-making focuses more on the agreement (Approval by majority) more than voting.

Local development is also described as “the process of diversifying and promoting the economic and social activities at the local level in a region” aforementioned happens when gathering and coordinating its tangible and intangible resources. This idea immediately refers to granted attitude to the development issues, way to develop local areas, including analysis and evaluation of its work" (Hyperon, 2014).

Local development refers to actions and activities in which individuals and communities participate that occurring in the social, political, economic and geographic areas; where individuals and communities exist, yet the term “local development” derives from its connection to the nature of the society that influence ;participate in developing their society based on a known way of their priorities ,also they know the ways of their comfort, so they have a great role in deterring the local nature by who are participating under any conditions through government centers (Michael, 2006).

Furthermore, It is defined as: “A concept of social and economic work approach in specific regions depends on the foundations and rules of the social and economic science approach; this approach depends on making a cultural change in the way of thinking, work, and life through raising awareness of the importance of the local environment; which is based on the participation in thinking, preparation and implementation by all members of the local environment in terms of scientific and administrative levels (Al-Tabei, 1993).

Whereas, (Oqla, 1990) defines it as: “increasing in all sectors at the local level to reach advanced stages of development and growth; to achieve the human level too, which is controlled by the ideals and potential of contemporary social thinking and lifestyle.

To summarize above, the local development defined as a process of change that takes place; within the structure of local policy to reflect the needs of the local unit through local leaders; who can use and utilize local resources, at the same time to persuade local citizens to participate and get benefit from the material and moral support of the government to raise the standard of living for all individuals in the local community

Development at the local level has many characteristics as the following:

- Public participation when the whole efforts try to improve standard of living and the quality of life, through self-initiatives. The reason behind the success of any country in achieving growth is its local resources of human capital; which is like a nervous system that controls and invests the rest of the resources to achieve a developmental process.

- One of the features of local development is the integration between rural and urban areas between social construction and its functions, and between material and moral aspects.
- The inclusiveness of local development should be in all economic, social, cultural and political aspects, with the need to include all sectors of society from the principle of justice and equal opportunities.

### **2.2.2 Community Development Objectives**

Community development follows the basic principles that the concept of the development depends on such as, beliefs, values, and assumptions. The main objective of community development is to help communities to meet their needs, solve their problems, and develop their communities (Al-Hammad, 2017):

1. Achievement (Tangible) objectives (which are all the material achievements of the development process).
2. Moral (intangible) objectives (represented in behavioral, cognitive and skill variables).

### **2.2.3 Divisions of Local Authorities in Palestine**

The municipalities in Palestine are divided into four sections due to population, capacity, areas of activity and services, as the following (Ishtiyeh and Habas, 2004):

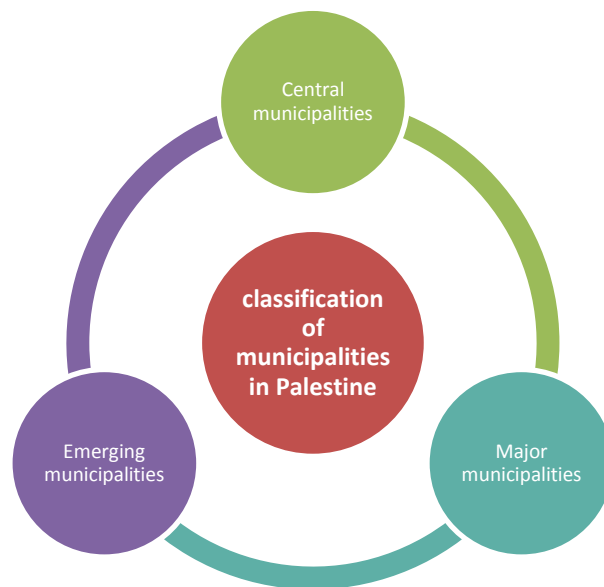
- First type: Central Municipalities, category (A): These are the central Palestinian cities (Governorate Center). These municipalities represent the large Local authority and provide the most services and local activities in terms of quantity and quality, as they are concerned with the development aspects and contribute to development in Palestine in general.
- Second type: the main municipalities, category (B): cities with a population of more than 25 thousand people and these municipalities are medium-sized functional, although these



municipalities are the backbone of the Palestinian municipal structure, which; have the ability to use the resources and possibilities more than the main municipalities can provide them.

- Third type: basic municipalities, category (C): These municipalities were formed from small Palestinian municipalities in terms of population ranging between (10 thousand - 25 thousand people), capacity and economic activity. The quality of economic activity, its capacity and activities are limited in the provision of basic services and carry out some small development projects.
- Forth type: Start-up Municipalities, category (D): Municipalities formed from small municipalities with a population of fewer than 10,000 people, where until recently they were village councils then were upgraded to the level of a municipality and provide basic services to the population.

The following figure shows the classification of municipalities in Palestine:



**Figure (6): classification of municipalities in Palestine**

Source: Prepared by the researcher.

### **2.2.4 Main Characteristics of Municipal Governments**

Municipal governments are not part of the executive government but are independent authorities, directly elected by persons with a mandate to promote the development of their land.

They have broad powers to establish their local projects and standards, provided they do not conflict with national legislation. Municipal government functions are the following (Banco Mundial, 2000):

- 1- Providing state-run household services and basic unmet needs concerning health, education, and cleanliness of the environment drinking water in homes, recreation, and sports.
- 2- Organizing and planning the economic and social and environmental development of its lands and building the necessary facilities for municipal progress.
- 3- Control the appropriate management of renewable natural resources and the environment.
- 4- Promote community participation and social and cultural improvement of its people.

Each country has placed restrictions on municipal autonomy differently; but there are common areas in which municipal governments can operate independently (Fao, 2003):

- The political domain: municipal governments can work independently; through the development of local policies, plans, and regulatory mechanisms.
- Financial domain: municipal governments can finance themselves; through municipal taxes, costs, financing, budget definition, and implementation.

- Administrative area: municipal governments can manage themselves; through internal organization, technical aspects, offering the municipal public services, contracting and deployment of staff.

### 2.2.5 Role and Functions of Municipalities

Municipalities have a great role servicing the state, although the political -economic conditions, legislation, and regulations of the state affect the municipalities' performance. The main role of municipalities is as following (Al-Attal).

- **Preparation of Structural Plans for Population Centers:** Municipalities prepare the general structural plan in coordination with the citizens on the one hand, and with the Ministry of Local Government on the other hand, to provide urban, commercial, industrial and service services to all citizens.
- **Issuing Licenses** municipalities are working to issue licenses for the construction of buildings, whether for housing or the commercial, industrial, agricultural, tourism, and through its regulatory role.
- **Traffic Engineering:** The municipalities in cooperation with the Ministry of Transport and Communications prepare the traffic plan and determine the directions of traffic for each street and evening within the city or at the main entrances, in addition to determining the public parking, locating traffic signs, installing and maintaining them, and identifying pedestrian sites.
- **Providing Infrastructure Services:** municipalities provide their services within the limits of the structural plan approved by the Supreme Council of Planning and headed by the Minister of Local Government, which is (water, electricity, roads, sewage

networks, water drainage networks, communication network, parks Industrial parks and craft reserves, public services).

### **2.2.6 Importance of Planning in Municipalities:**

Based on the role and functions of the municipal councils, they are asked to increase their interest in the planning process for the following matters (Al-Attal, 2008):

- Increasing the demand for services as a result of the continuous increase of population, this calls the municipalities to employ all the potential and capabilities to contain this rapid increase.
- Increase expectations and aspirations of the members of the community; to provide them with better and continuous services in terms of quantity and quality.
- Increase reliance of community members on municipal councils to meet and provide their needs and requirements as a result of the weak role of the private sector in providing these needs.
- With the spread of democratic ideals and the principles of justice and equality, it becomes necessary for the municipal councils to implement the standard of equality in distributing services.
- Technological and practical changes in the field of administration, which changes in the ways and concepts of administrative work, require qualitative changes in the capabilities of municipal councils.
- International competitions in terms of economic, social, cultural aspects, consequence create new dimensions to the objectives of municipal councils.

### **2.2.7 The Main Sources of Income for Municipalities**

The sources of local authorities' income are very few, due to the fact the central authority (the Ministry of Local Government and other relevant ministries) that control most of the local imports of local authorities. These resources are (Shtaieh and Habas, 2004):

- 1- Fees that are collected by municipalities such as licenses, real estate rents, union fees, etc. .... These simple revenues do not cover the increasing expenses.
- 2- Taxes that are the Palestinian Authority, transferring a certain percentage to municipalities.
- 3- International aid and often these aids are conditional and concentrated in infrastructure projects such as water, sewage, roads and others, and not productive projects from which citizens receive a continuous income.
- 4- Investment projects in partnership with the private sector, examples of investment projects are commercial centers, markets, bus stations, industrial and craft areas, public parks, cultural centers and other investment projects that benefit citizens.

### **2.2.8 Obstacles to the Development of Palestinian Municipalities and Local Government Bodies**

The development of municipalities and local government bodies faces many challenges, especially during periods of occupation and successive central authorities over the rule of Palestine, These governments and authorities have hindered the process of development and development of Palestinian municipalities and local authorities, It issued laws and put in place regulations, systems and procedures that serve its goals and interests as an occupying power and created obstacles that prevented the development

and development of municipalities and local government bodies, These obstacles can be summed up as follows (Shtayyeh & Habbas, p31-36):

**1- Economic Constraints:** The economic obstacles are the most and most influencing the development and development of the municipalities, as the occupation has worked to tighten its grip on the financial affairs of the municipalities, as well as economic pressures on them, and put them under a permanent financial economic siege.

Economic barriers also include reducing budgets, and allocating small budgets that are not commensurate with the needs of the population and do not meet their basic needs, which forced many municipalities to bridge their shortages by imposing taxes and fees on the population, It also prevented municipalities from expanding their borders to counter the natural increase in population. The Israeli occupation authorities increased the economic pressure on the municipalities and prevented and hindered the transfer of aid and donations approved by the Arab countries, especially in 1982.

In addition, the occupation authorities-imposed dependency and appeared in their insistence and forcing the municipalities to link and rely on Israeli companies to obtain water (Mekorot) and electricity in direct and indirect ways (Al-Jarbawi, 1992).

**2- Administrative Obstacles:** The administrative obstacles are summarized by the lack of delegation of authorities, extreme centralization, administrative slackness, the complexity of procedures, and problems of administrative leaders, especially with regard to selection and appointment, in addition to the lack of financial resources and the lack of technical and technological capabilities, and the lack of a monitoring and follow-up system to achieve the desired goals.

Administrative obstacles are the result of surrounding external causes and conditions, internal causes and conditions, and external obstacles are the nature of governance and the ruling authorities, especially since the local Palestinian bodies are subject to the authority of the Israeli occupation, while internal administrative obstacles are represented by not granting powers to the secretary, managers and heads of departments in the performance of their duties on the one hand Real and practical (Al-Jarbawi, 1992).

**3- Political and Geographical Obstacles:** The political and geographical obstacles contributed to impeding the process of development and the development of Palestinian municipalities and Local authority, as the development process was subject to the political reality, and because of the central authority's control of the municipalities and local authorities, and limiting the tasks and powers in providing basic services to the population and satisfying the desires, needs and directions of the central authority, The Israeli military occupation is one of the worst successive occupations on Palestine, as it is considered an expansionary settlement occupation that fought the process of development and development of municipalities and Local authority, and worked to destroy them and neglect and destroy the infrastructure in the various Palestinian cities and towns.

We conclude from the above that all previous obstacles contribute to the retreat of the development and development process of municipalities and Local authority, and the researcher believes that the dependence of the Palestinian economy on the Israeli occupation and the dependence of the Palestinian government on external support is one of the biggest economic challenges confront the local development process, as the budget of the Authority is volatile and dependent on external support In addition to the

Israeli occupation restrictions and the economic blockade experienced by the Palestinians, besides that Palestinian municipalities and local authorities suffer from a loss of control over natural resources, especially the inability to expand Gravity and arbitrary occupation measures in the confiscation of natural resources, the Palestinian territories, and settlement expansion, This deprived many residents of benefiting from their resources, in addition to the widespread financial and administrative corruption and the lack of control by the Palestinian government on municipalities and organizations. The crisis exacerbated and prevented access to a development process for Palestinian municipalities and Local authority.

### **2.2.9 The Relationship of Municipalities and Local Government Bodies with Other Institutions and Bodies**

Local government bodies and municipalities carry out their work by building relationships with various institutions. The aspects of these relationships can be clarified as follows (Shtayyeh & Habbas, p75-82):

#### **1- The Relationship of Municipalities and Local Government Bodies with the**

**Ministry of Local Government:** The relationship depends on the policy and strategy of the Ministry of Local Government based on establishing the foundations and principles of democracy and administrative and financial decentralization in the municipalities and Palestinian local government bodies, where the Ministry granted the municipalities and authorities more powers and powers that were exclusive to the central government (Ministry of Local Government), and therefore the relationship between them is built On the basis of cooperation and concerted efforts to achieve the national goals in



development, reconstruction and construction, Under the law, the Ministry does the following (Palestinian Local Authorities Law, 1997):

- Drawing up the general policy prescribed for the work of the councils of the Palestinian Local authority, supervising the functions and powers of these councils, matters of organizing public projects, budget work, administrative, legal, and procedures for forming these councils.
- Performing technical and administrative work related to regional organization and planning work in Palestine.
- Establishing any necessary systems or regulations in order to implement its duties stipulated in the previous clauses or under the rule of law.

**2- Its Relationship with the Palestinian Economic Council for Development and Reconstruction (PECDAR):** Municipalities and local government agencies have a working relationship and cooperation with the Palestinian Economic Council for Development and Reconstruction (PECDAR), as (PECDAR) contributes to building and rehabilitating and reconstructing infrastructure in Palestinian cities and villages, in coordination and cooperation with the municipalities and local government bodies therein, through planning and implementation For several projects, and it provides the necessary financial support to the municipalities through many development and development programs that PECDAR contributes to implementing, controlling and coordinating with the relevant authorities.

**3- Its Relationship with Government Ministries and Institutions:** Municipalities and local government bodies, by virtue of the nature of their work and tasks and the multiple functions and activities that they practice and implement, have a working relationship with all ministries and government institutions, as the relationship between them represents an integral function and the Ministry of Local Government oversees and supervises the work and performance of municipalities and Local authority.

**4- Its Relationship with NGOs:** Non-governmental organizations were established in the Palestinian territories in 1967, as a result of the absence of the national government and the basic services usually provided by the government. Non-governmental organizations provide health care services, run some hospitals and rehabilitation centers for the disabled, supervise some schools and pre-school education, and assist in the agricultural sector and poll Land and job creation. Participation of citizens and local committees in municipal decisions and local government bodies.

## **The Third Topic: Ramallah Municipality**

### **2.3.1 Ramallah Municipality**

It was founded in the year 1908 after the establishment of its first municipal council headed by Elias Odeh Al-Debbini, and has rotated the presidency of the Ramallah Municipal Council since its foundation 24 heads, and its municipal council is currently chaired by M. Musa Hadid, the council has fourteen members, and the municipality contributed to the advancement of Ramallah through (Ramallah Municipality, 2017).

In addition to controlling food and consumer goods in conjunction with the competent authorities, licensing the practice of crafts and professions, maintaining public safety, organizing transportation and transportation, identifying and collecting municipality fees and returns and fines imposed on violators of their regulations, protecting archaeological buildings in cooperation with the competent authorities, and encouraging cultural activity, And the athlete, and social, and contribute to it in cooperation with the relevant authorities, and prevent and eliminate the infringement of its private property and public property subject to its authority (Ramallah Municipality, 2017).

#### **❖ Ramallah Municipality Vision:**

A pioneering, distinguished, and fair municipality in distributing its services, working professionally and transparently with all the city's institutions, on the basis of partnership and integration.

#### **❖ Ramallah Municipality Message:**

Providing distinguished services for the residents of Ramallah and its visitors, and upgrading the city to be a civilized, open and dynamic city, capable of keeping pace

with development and contributing to achieving sustainable development on the basis of rights and justice in providing services, based on the community partnership.

### **2.3.2 The Future Impact of The Municipality of Ramallah**

The Ramallah municipality has developed an impenetrable strategic plan 2050, and it devotes a special vision to the city of Ramallah until the year 2050. The plan includes the following most important future impacts (Resilient Ramallah 2050):

1. Reduce dependency on other for resources and mobility.
2. Use land and resources to support the needs of citizens.
3. Priorities urban and economic development that supports resilience.
4. Embed collaboration in our governance structure.
5. centralize data and establish a transparent approach to monitoring and improving performance.
6. Enable tow-way dialogue with communities on the decisions that affect them.
7. Establish integrated approaches to disaster management.
8. Make effective use of our intellectual and cultural capital within the country and across the globe.
9. Empower citizens to help improve their own resilience.
10. Document and celebrate culture, heritage and commitment to welcoming all.
11. Invest in smart city approaches that support community resilience.

## **The Fourth Topic :Previous Literature and Discussed**

### **2.4.1 Previous Literature**

#### **Hersperge, Grădinaru & etc. (2019), Understanding Strategic Spatial Planning to Effectively Guide Development of Urban Regions**

Strategic spatial planning is increasingly practiced throughout the world to develop a coordinated vision for guiding the medium- to long-term development of urban regions. However, from a theoretical and conceptual perspective, strategic spatial planning is hard to grasp, as it is multidimensional, embedded in sociopolitical and institutional complexity and highly context-dependent. Moreover, current planning debates mainly focus on the outputs of the strategic planning process while largely neglecting the impact that strategic spatial plans can have on urban transformations. Here, we show an empirically-based analytical framework grounded on an analysis of 21 European urban regions, representing the key components of plan-making and plan-implementation as well as the main interrelationships among them. The proposed framework (SPlaMI) reflects current planning practices and intends to contribute towards consolidating a European understanding of strategic spatial planning while providing the basis for dialogue with broader discourses on sustainable development in a global context.

#### **Rahayu, Haigh & Amaratunga, (2018): Strategic Challenges in Development Planning for Denpasar City and the Coastal Urban Agglomeration of Sarbagita**

Urban agglomerations are becoming a vital geographic unit for nations to sustain economic growth and development. However, agglomerations also pose significant

challenges for development planning. They are complex, dynamic and huge systems. Their interconnectivity blurs the boundaries between cities and peripheral regions, and makes traditional city boundaries, often imposed by administrative needs, essentially obsolete. Despite this, the importance of an integrated approach to development planning is particularly acute for coastal urban agglomerations that are threatened by a range of geological hazards, hydro-meteorological hazards and climate change impacts. This paper is an account of the first phase of a longer-term study into agglomeration development planning of Sarbagita Metropolitan in Bali Province, Indonesia, with a focus on the integration of disaster risk reduction and climate change adaption into the planning process. This phase of the study presents an initial analysis of the strategic issues for the development planning of Sarbagita Metropolitan, and a mapping of stakeholders involved in climate change adaptation and disaster risk reduction within the region. Data was collected through interviews with key stakeholders and a policy analysis. The results confront how urban agglomeration is confronted within national development planning, the nature of urban agglomeration in Bali Province, the management of development planning in the region, the stakeholders involved in disaster risk reduction and climate change adaptation in Bali Province, and the strategic challenges for development planning within the region. Key issues identified through this initial analysis include the important role the agglomeration plays in the national strategic development plan as a centre for regional economic development based on the tourism industry, the importance of infrastructure sharing, interconnectivity, and water/food security among the cities and regencies, and the lack of integration or consideration of disaster risk reduction and climate change adaptation in the agglomeration plan.

## **Ammar, Adel, and Mustafa (2018), The Effect of Intellectual Transformation for Postmodernism on Structure Plans in Iraq**

The intellectual transformations that followed World War II sought to find radical solutions to the challenges faced by the international city in reconstruction and how to turn the spatial dimension of these cities into a malleable element of production and not a challenge to the weak potential of the spatial scheme, was the movement known intellectual postmodernism, which affected the All the concepts at this stage as an intellectual reaction to the challenges faced by the global system of capitalism and its effects on restricting the construction of the place both inside and outside the cities, which included the basic concepts that the spatial plan was dealing with and what its constants are. Of the place, came search, trying to detect the effects of this movement and its relationship to the spatial dimension of strategic thinking to develop structural plans in Iraq.

## **Juntunen (2013), Strategy Development, Planning and Performance - a Case Study of the Finnish Police**

This paper discusses the theoretical background to and previous studies on strategy, planning and performance management. Second, it presents the methodology and the research strategy. Third, it will discuss the Finnish police as a case study. The paper concludes by discussing managerial implications and future research possibilities.

Building theory from case studies is a research strategy that involves one or more cases in order to create theoretical frameworks (Eisenhardt & Graebner, 2007, p. 25). This qualitative case study methodology was chosen because it has proven to be a good method for understanding strategy formation and strategy content (see, e.g., Mintzberg

& Waters, 1982; Kotha & Valdmantis, 1995) and for creating a theory based on the empirical studies. In addition, as Johansson (2010) concluded, due to various organizational changes and reforms in the public sector, it is difficult to consider the whole sector through the lens of various tasks, processes, goals and assets. He suggested that an agency is probably a suitable unit to study when examining strategy formation. The case study in this paper is the Finnish Police. This case study is part of a longitudinal study. The organization under study has given us comprehensive access to secondary material and allowed us to interview key personnel.

For the purposes of this paper, this research project is limited to the time period from 2000 to 2012. The time period is long enough to capture changes in strategy development and the factors causing the changes. Data collection in this study is based on eight semi-structured interviews done between 2007 and 2012. The data has been validated through follow-up questions with the interviewees and additional secondary material, such as organizational documents, minutes, presentations and emails. The case organization is examined from the perspectives of performance management and strategy development. The following sections discuss changes relating to the strategy concept and performance management during the years 2000–2012. It also discusses the change drivers that influenced strategy development and communication. Moreover, the performance management process and indicators in the case organization are also described using this timeframe.



**Jawaj Study, entitled: (the Role of Local Planning in Protecting the Environment):**

This study highlights the role of local communities (wilaya and municipality) in the process of protecting the environment on a local scale and sheds light on the legal balance associated with the protection of the environment in Algeria, through the existence of several central and decentralized environmental administrative structures and bodies. A legal protection of the environment and its implementation on the ground requires the existence of an effective bottom-up executive body that works within the framework of legitimacy and ensures the proper application of the law. Perhaps the decentralized administrative system adopted by the Algerian legislator will ensure this in addition to the local administrative bodies.

**Talbi's Study (2013), Entitled: (Fiscal Decentralization and its Contribution to Local Development)**

Decentralization, with its broader powers to local authorities, provides an appropriate framework for engaging local communities in the planning, implementation and follow-up of their own development. Decentralization also contributes to the spread of democracy and the participation of various actors in the development process. The contribution of decentralization to local development is reflected in the fact that it helps to:

- Reduce administrative bureaucracy and accelerate and facilitate the process of administrative and development decision-making, which contributes to find a relatively equitable distribution of decision-making authority and investments and resources within the state.
- The central government bodies relinquish part of their powers in favor of local government bodies, which coexist with the problems of the

local population continuously and realize their causes and dimensions, and this situation gives these bodies the ability to link development programs and projects to the multiple and contradictory needs of regions and regions. The various segments of the population thus ensure the effective and positive achievement of the objectives of the national development plans.

### **Al-Shamla Study (2013), Entitled: (Challenges Confront Planning in Municipalities)**

This study aimed to identify the challenges confront planning in the Palestinian municipalities and ways of dealing with them. The study adopted a descriptive analysis approach. A questionnaire, supported by interviews, documentary analysis and field observations, was administered to 291 topics including mayors, municipal councilors and staff. The results show external and internal sources of challenges. The most serious challenges include: occupation policies and practices, financial capacity, lack of initiative, inability to invite initiatives, data quality, planners, competence of municipal employees, and level of participation in the planning process. The study concluded that there is a severe weakness in the administrative and legal planning for planning. The challenges in previous studies have not been dealt with efficiently, and despite repeated training in strategic planning, municipal staff have not been able to design the plans themselves. The study recommended the establishment of the administrative and legal structure necessary for planning and giving it sufficient authority to be able to carry out its work, study the behavior map of stakeholders, and make the necessary amendments in the legislation that governs the management of local councils. The study also advises the political leadership to take the necessary measures to deal with the policies and

practices of the occupation, including resorting to the United Nations and international courts, and the development of political policies and national strategy to create effective and effective activities, in addition to providing vocational training in planning.

### **Van Roon (2010), Low Impact Urban Design and Development: Ecological Efficacy as A Basis for Strategic Planning and its Implementation**

Urban development policies and practices have a significant and often adverse impact on environmental quality in urban areas. Chronic ecological degradation typically results from conventional approaches to urbanization. This thesis investigates the application of Low Impact Urban Design and Development (LIUDD) as an alternative approach to current development practices. It defines LIUDD in the context of strategic and policy considerations and integrated catchment management. A principles and methods framework is developed, which is tested for implementation and examined for ecological efficacy through a comparative study of selected sub-catchments

### **Preuss (2009), Confronting Sustainable Development Through Public Procurement: the Case of Local Government**

While the contribution of supply chain management to sustainability is receiving increasing attention in the private sector, parallel studies of public procurement remain scarce. The purpose of this paper is to explore ways in which local government authorities in England use their procurement function to promote sustainable development.

#### Design / Methodology / Approach

- The paper uses an exploratory approach. Based on a review of existing literature, qualitative research is being conducted in leading local government authorities to explore the multiple ways in which public procurement can support sustainable development.

#### the findings

- At the overall level, local government advocates have adopted a wide range of initiatives to confront all three aspects of sustainability. These are intensified in the classification of sustainable supply chain management of the public sector.

#### Research / Archaeological Constraints

- The study highlights the importance of support factors, such as transparency, organizational and strategic culture, as well as policy space, and sustainable supply chain management in the public sector.

#### Practical outputs

- The experience of local best practices deserves wider recognition among practitioners, policy makers and academic researchers, at least since the UK Government's goal is to be among the EU leaders on sustainable procurement by 2009.

### **Fulong Wu & Zhang (2007), Planning the Competitive City-Region: The Emergence of Strategic Development Plan in China**

This article analyzes the emergence of the so-called urban strategic development plan in China during inter-city competition and new entrepreneurial governance. Driven by market-oriented development and globalization, the local government attempts to overcome the constraints of conventional statutory planning to promote a visionary city

plan. Through case studies of Guangzhou and Hangzhou, we argue that the strategic plan is more or less a mission statement of the local political leaders and thus has a narrow social foundation. The emergence of the strategic plan reflects the overall shift of city planning towards being an important instrument for enhancing economic competitiveness.

### **Dyson (2002), Strategic Development and SWOT Analysis at the University of Warwick**

SWOT analysis is a well-established way to help shape strategy. The application of strategy formulation and its integration into the strategic development process at Warwick University is described. The application links SWOT analysis to resource-based planning, illustrating it as an iterative process rather than a linear process and embedding it within the overall planning

### **Binns & Nel (2002): Tourism as a Local Development Strategy in South Africa**

Tourism promotion has been identified as a key strategy that can lead to economic advancement, community development and poverty alleviation in the developing world. In the past few years, tourism has also emerged as an important development option in post-apartheid South Africa. In the context of some current discussions on tourism in poor countries, the paper examines how economic, social and environmental resources can be used to promote tourism as a local economic development strategy in South Africa, and more specifically focuses on current government endeavors in this regard and two communities that have suffered a loss of base. Their economic resources.

Tourism-based development initiatives, one in KwaZulu-Natal and one in Western Cape, are assessed in the context of generating economic growth, alleviating poverty and confronting the legacy of apartheid discrimination and inequality. The importance of the dynamics of the development processes involved in these initiatives is much more relevant to local economic development, both within South Africa and elsewhere, process. Lessons are drawn for both the university and the strategy formulation process.

### **Simpson (2001), Community Based Strategic Planning for Sustainable Regional Tourism Development in New Zealand**

This thesis is concerned with the processes involved in the determination of tourism policies and development plans, at a sub-national level in New Zealand. In particular, it pursues a broad goal which aims: To investigate the validity of stakeholder participation and strategic orientation as significant contributors to sub-national tourism planning effectiveness in New Zealand. The thesis builds upon the premise that attention to these two foundation issues, at the outset of the planning process, creates a secure base for future planning activity, and that the additional effort required by this approach is rewarded by enhanced support for the development direction subsequently chosen. Within this context, five specific research objectives are established: 1. Describe the structural arrangements that have been established to guide tourism planning activities in New Zealand. 2. Ascertain the methods used by national, regional, and local agencies to determine tourism development strategies at a national, regional and local level. 3. Evaluate the extent to which sub-national tourism development strategies incorporate the principles of stakeholder participation and strategic orientation. 4. Establish quantitative levels of local resident support for a cross-section sample of sub-national

tourism development strategies. 5. Evaluate the implications of stakeholder participation and strategic orientation in terms of subsequent levels of local resident support for sub-national tourism development strategies. This research was conceptualized as a challenge to what are argued to be two key assumptions in the tourism literature, assumptions which are essentially unsupported by empirical evidence. Firstly, there is a commonly accepted suggestion that multiple stakeholder participation throughout a planning process will generate enhanced levels of support for the subsequent planning outcomes; and secondly there is parallel advocacy of a strategic planning model as the most appropriate framework for developmental effectiveness. Research into the validity of these two propositions was considered to be vital, in terms of refining our understanding of long-term tourism development at a sub-national level. Objective 1 was confronted through a secondary data search which assessed the extent to which New Zealand's political system allocates strategic tourism planning responsibility to individual agencies. Objective 2 used a mail census, of all 116 tourism policy and planning institutions in New Zealand, to measure the extent of their involvement and to obtain a copy of their current tourism plan. Objective 3 required the construction of an evaluative checklist to objectively assess the planning processes used, and to establish a rank order of plans by quality of stakeholder involvement and strategic orientation. Objective 4 required the selection of three plans, taken from the top, middle and bottom of the rank order. These three examples were then re-formatted to reflect a common presentation style, and a random mail sample of 400 adult residents in each of the three chosen areas was invited to complete a written evaluation of their own tourism plan. A total of 185 useable responses was eventually received, and these were statistically analyzed to satisfy the requirements of Objective 5. The results showed that tourism

policy and planning responsibilities are not well defined in the New Zealand legislation and that, as a result, they are progressively delegated from national to regional government, regional to local government, and local government to joint public/private sector tourism organizations. Though there is some evidence of the acceptance of stakeholder participation and strategic orientation as desirable components of the tourism planning process, levels of enthusiasm for these concepts are variable, and it was not possible to find a planning process which could be described as an excellent example of either element. Local stakeholder evaluations were moderately favorable in each of the three study sites, and there was some support for the suggestion that stakeholder participation and strategic orientation makes a useful contribution to resident approval for the resultant tourism plan. However, conclusive identification of positive relationships was hampered by the absence of an excellent example; and by a potentially substantial element of demographic bias in the available data set of resident evaluations. These results indicate that stakeholder participation and strategic orientation remain superficially attractive, but empirically unproven, as essential components of an optimum sub-national tourism planning process. In this respect, the contribution to knowledge made by this research could be perceived as negative rather than positive. However, there is some evidence to suggest that further research into the relationships examined by this thesis could prove to be profitable. In particular, it would be valuable to sponsor the implementation of a specific sub-national tourism planning process which consciously adopts all of the elements defined as desirable during the current research, and to measure the levels of stakeholder support engendered by such an approach. The planning process assessment instrument, included as a central



component of this thesis, is presented as a useful model by which such research efforts might be guided.

#### **2.4.2 Discussion of Previous Literature:**

- The studies of (Nal & Binns), and (Dyson), and (Jouj) focused on strategic development planning, which is the same topic in this thesis statement.
- The studies of (Ammar, Adel, and Mustafa) and (students) and (Puenss) studied the local authorities, and it is the second section of the thesis statement.
- Studies have used several approaches, including the content analysis approach, the exploratory approach, the descriptive-analytical approach, the descriptive approach, and the analytical approach to reach the results and recommendations. The study has followed a descriptive-analytical method that suits the subject of the study.
- Many studies relied on different methods of collecting information, including interviews and questionnaires, in addition to literature, courses, pamphlets, scientific journals, and brochures. This study relied on the questionnaire method as an information collection tool.
- The study of (Jouj) and the study of (the comprehensive) studies are closer to this study, where the first focused on local planning in environmental protection, the second study focused on the challenges that confront planning process in the municipalities.

All studies are international studies, and the researcher found only one local study, titled (Shamla) study.

- None of the studies discussed studying the relationship between strategic development planning in local authorities and its role in confront urbanization problems.

# **Chapter Three**

## **Method and Procedures**

This chapter confronts a detailed description of the steps the researcher has taken in implementing the study, including defining the study method, describing the study community, identifying the study sample, preparing the study tool (the questionnaire), verifying its sincerity and consistency, and explaining the study procedures and the statistical methods used in processing the results. Below is a description of these procedures.

### **3.1 Methodology:**

In order to achieve the objectives of the study, the researcher used the descriptive analytical method. And flap that syllabus taught. Searching for a study topic, analyzing its data, showing its results, its developments, and the developments that it conducts around it, and carrying out the analyzes it conducts.

The sample data collected by the researcher using the questionnaire (appendix) will be analyzed using SPSS 19.0, through the following statistical tests:

- Descriptive Statistics: Frequencies and Percentages will be used for analysis of demographic variables (personal and organizational factors).
- Mean and Standard Deviation will be used for assessing the levels of agreement and disagreement to the variables of the different parts of the study.
- One sample T- Test will be used to find out if there are statistical differences between the samples means of the different variables and the test value.

### **3.2 Study Community**

The study population consisted of all administrative employees of (businesses, factories, schools, banks and health centers) in Ramallah.

### **3.3 The Study Samples**

A targeted sample of private organizations in the city of Ramallah was targeted in which **90** participants were covered, with a sample of managers from each authority benefiting from municipal services, of which **77** questionnaires were returned at a rate of **(85.6%)**, and SPSS (Statistical Package for Social Sciences). Data entry and analysis.

### **4.3 Sources of Information Collection**

- Data and information for this research were obtained from:
- A review of previous literature and studies conducted in the same domain (secondary data).
- Interviews with senior managers that are specialized in strategic planning within the municipality of Ramallah (primary data).
- A questionnaire designed by the researcher (primary data) .

### **3.5 Certify the Tool**

The researcher designed the questionnaire in its initial form, and then the validity of the study tool was verified by presenting it to the supervisor and a group of arbitrators with expertise and expertise, where the researcher distributed the questionnaire to a number of arbitrators. They were asked to express their opinion on the questionnaire paragraphs in terms of: the clarity of the language of the paragraphs and their linguistic integrity, the extent to which the paragraphs cover the studied aspect, and adding any information, modifications, or paragraphs they deem appropriate, and according to these notes the questionnaire was finalized.

### 3.6 The Stability of the Tool

The researcher works to verify the stability, by calculating the stability of the total degree of the stability factor, for the study paragraphs according to the stability equation of Cronbach Alpha, As shown in the following table.

**Table (1): Cronbach's alpha values were as illustrated**

<b>Cronbach's Alpha Value</b>	<b>Variables</b>
93.6%	The reality of SDP
93.5%	The policies and procedures of DS
93.2%	The effectiveness of SD goals
92.6%	The impact of SDP on the developmental reality

Table (1) shows the values of Cronbach's alpha test for the variables in the questionnaire. Since **all the values are higher than 70%**; then it can be stated that all of the elements are reliable and the researcher will continue to the next step that is Statistical Analysis of the gathered data, which will be discussed in the following parts.

### 3.7 Sample Description:

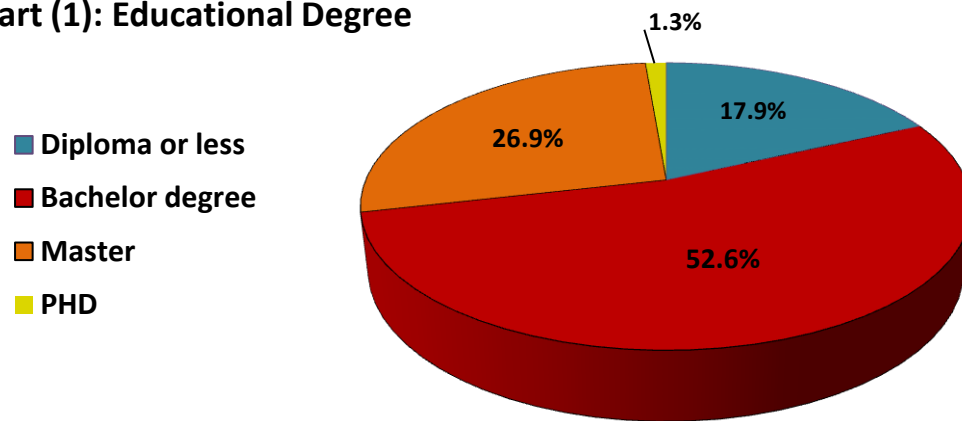
The demographic factors of the participants included two parts that are:

#### Part (A): Personal Factors (Demographic Factors):

The participant from the different private institutions were divided into four categories depending on their **Educational Degree** as detailed in **Table (2) & Chart (1)**; Diploma or less (14 participants with a percentage of 17.9%), Bachelor degree (41 participants with a percentage of 52.6%), Master degree (21 participants with a percentage of 26.9%), and only one participant holding a PHD (with a percentage 1.3%).

**Table (2): Educational Degree**

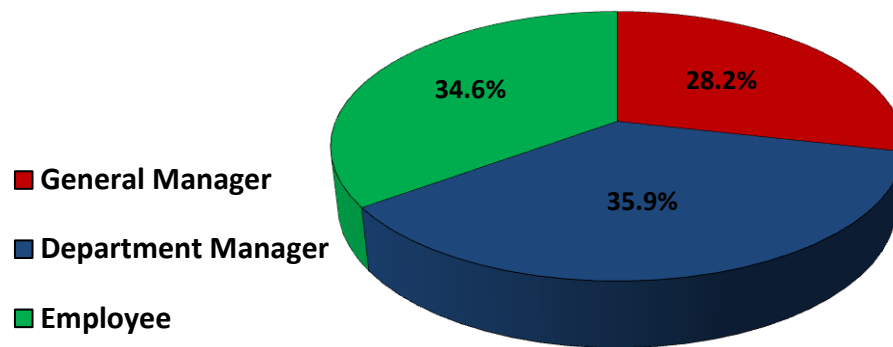
Educational Degree		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma or less	14	17.9	18.2	18.2
	Bachelor degree	<u>41</u>	<u>52.6</u>	53.2	71.4
	Master	21	26.9	27.3	98.7
	PHD	1	1.3	1.3	100.0
	Total	77	98.7	100.0	
Missing	System	1	1.3		
Total		<u>78</u>	<u>100.0</u>		

**Chart (1): Educational Degree****Chart (1): Educational Degree**

**Table (3) & Chart (2)** describe the sample by **job titles** which were divided into three titles; 22 General Managers (a percentage of 28.2%), 28 Department Managers (a percentage of 35.9%) and 27 Employees (a percentage of 34.6%).

**Table (3): Job Title**

Job Title		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	General Manager	22	28.2	28.6	28.6
	Department Manager	<u>28</u>	<u>35.9</u>	36.4	64.9
	Employee	27	34.6	35.1	100.0
	Total	77	98.7	100.0	
Missing	System	1	1.3		
Total		<u>78</u>	<u>100.0</u>		

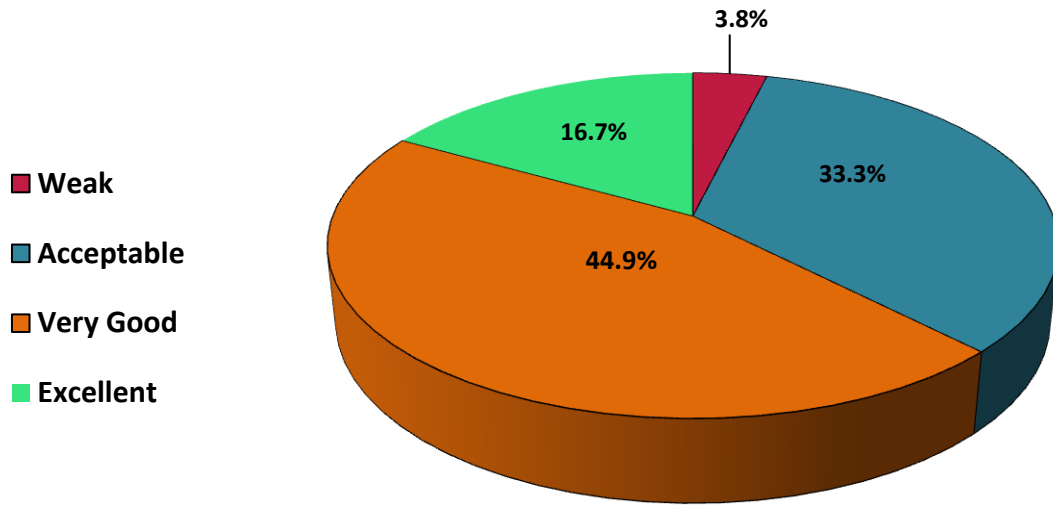
**Chart (2): Job Title****Chart (2): Educational Degree**

Depending on **the participants' familiarity with the principles of strategic planning** and as shown in **Table (4) and Chart (3)**, the sample included 3 participants with weak familiarity with the subject (a percentage of 3.8%), 26 participants with acceptable familiarity with the subject (a percentage of 33.3%), 35 participants with very good familiarity with the subject (a percentage of 44.9%) and 13 participants with excellent familiarity with the subject (a percentage of 16.7%).

**Table (4): Familiarity with the principles of strategic planning /**

Familiarity with SPP		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Weak	3	3.8	3.9	3.9
	Acceptable	26	33.3	33.8	37.7
	Very Good	<u>35</u>	<u>44.9</u>	45.5	83.1
	Excellent	13	16.7	16.9	100.0
Total		77	98.7	100.0	
Missing	System	1	1.3		
Total		<u>78</u>	<u>100.0</u>		



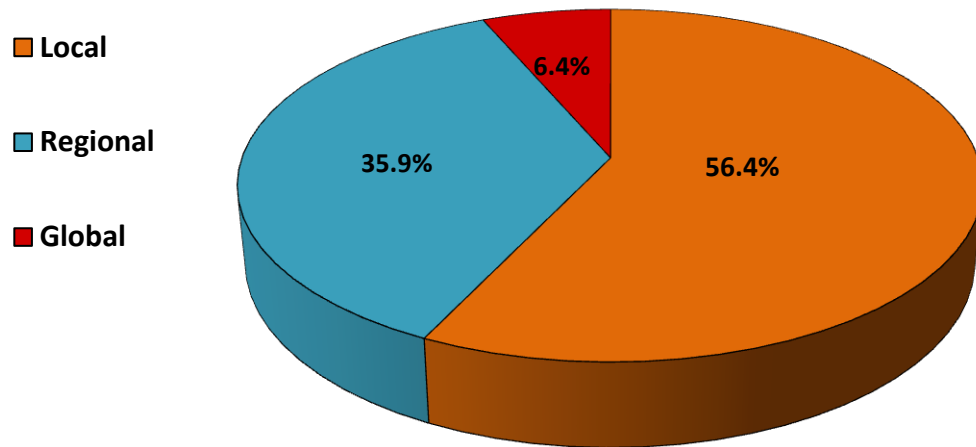
**Chart (3): Familiarity with SP principles****Chart (3): Familiarity with SP principles****Part (B): Organizational Factors:**

The organizations' geographic orientations included; local orientation (44 organizations with a percentage of 56.4%), regional orientation (28 organizations with a percentage of 35.9%) and global orientation (5 organizations with a percentage of 6.4%), as clear in **Table (5) & Chart (4)**.

**Table (5): The organization's geographic orientation**

Geographic Orientation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Local	44	56.4	57.1	57.1
	Regional	28	35.9	36.4	93.5
	Global	5	6.4	6.5	100.0
	Total	77	98.7	100.0	
Missing	System	1	1.3		
Total		78	100.0		

**Chart (4): The Organization's Geographic Orientation**



**Chart (4): The Organization's Geographic Orientation**

As detailed in **Table (6)**, the organizations had a highly varying numbers of employees with the higher number of **6 organizations** (a percentage of 7.7%) **having the sum of 50 employees**.

Table (6): Numbers of employees of the organization

Number of Employees	Frequency	Percent	Valid Percent	Cumulative Percent	Number of Employees
Valid	125	1	1.3	1.4	73.2
	135	1	1.3	1.4	74.6
	140	1	1.3	1.4	76.1
	200	1	1.3	1.4	77.5
	300	1	1.3	1.4	78.9
	400	2	2.6	2.8	81.7
	500	<u>5</u>	<u>6.4</u>	7.0	88.7
	600	1	1.3	1.4	90.1
	660	1	1.3	1.4	91.5
	700	1	1.3	1.4	93.0
	800	1	1.3	1.4	94.4
	1000	3	3.8	4.2	98.6
	2000	1	1.3	1.4	100.0
	Total	71	91.0	100.0	
Missing	System	7	9.0		
<b>Total</b>		<u>78</u>	<u>100.0</u>		

The numbers of the organizations' customers per month also highly varied with the higher number of **7 organizations** (a percentage of 9.0%) **dealing with and providing services for about 50 customers during a month**, as in Table (7).

Table (7): The number of customers per month

Number of Employees	Frequency	Percent	Valid Percent	Cumulative Percent	Number of Employees
Valid	5	1	1.3	1.5	1.5
	10	4	5.1	6.2	7.7
	11	1	1.3	1.5	9.2
	15	2	2.6	3.1	12.3
	20	3	3.8	4.6	16.9
	27	1	1.3	1.5	18.5

Number of Employees	Frequency	Percent	Valid Percent	Cumulative Percent	Number of Employees
Valid	30	2	2.6	3.1	21.5
	40	2	2.6	3.1	24.6
	50	<u>7</u>	<u>9.0</u>	10.8	35.4
	58	1	1.3	1.5	36.9
	60	3	3.8	4.6	41.5
	70	2	2.6	3.1	44.6
	75	1	1.3	1.5	46.2
	100	<u>6</u>	<u>7.7</u>	9.2	55.4
	102	1	1.3	1.5	56.9
	131	1	1.3	1.5	58.5
	150	2	2.6	3.1	61.5
	200	2	2.6	3.1	64.6

Number of Employees	Frequency	Percent	Valid Percent	Cumulative Percent	Number of Employees
Valid	250	2	2.6	3.1	67.7
	300	1	1.3	1.5	69.2
	350	2	2.6	3.1	72.3
	400	3	3.8	4.6	76.9
	500	1	1.3	1.5	80.0
	588	1	1.3	1.5	81.5
	810	1	1.3	1.5	83.1
	1000	<u>6</u>	<u>7.7</u>	9.2	92.3
	2000	1	1.3	1.5	93.8
	5000	1	1.3	1.5	95.4
	10000	2	2.6	3.1	98.5
	500000	1	1.3	1.5	100.0
	Total	65	83.3	100.0	
Missing	System	13	16.7		
<u>Total</u>		<u>78</u>	<u>78</u>	<u>100.0</u>	

Table (8) & Chart (5) describe the sample by the ages of the participating organizations which was divided into three categories; less than 5 years (14 organizations with a percentage of 17.9%), from 5 to less than 10 years (23 organizations with a percentage of 29.5%), and 10 years and above (39 organizations with a percentage 50.0%).

Table (8): Age of the organization

Age of the Organization		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	14	17.9	18.4	18.4
	From 5 to less than 10 years	23	29.5	30.3	48.7
	10 years or above	<u>39</u>	<u>50.0</u>	51.3	100.0
	Total	76	97.4	100.0	
Missing	System	2	2.6		
Total		<u>78</u>	<u>100.0</u>		

Chart (5): Age of the Organization

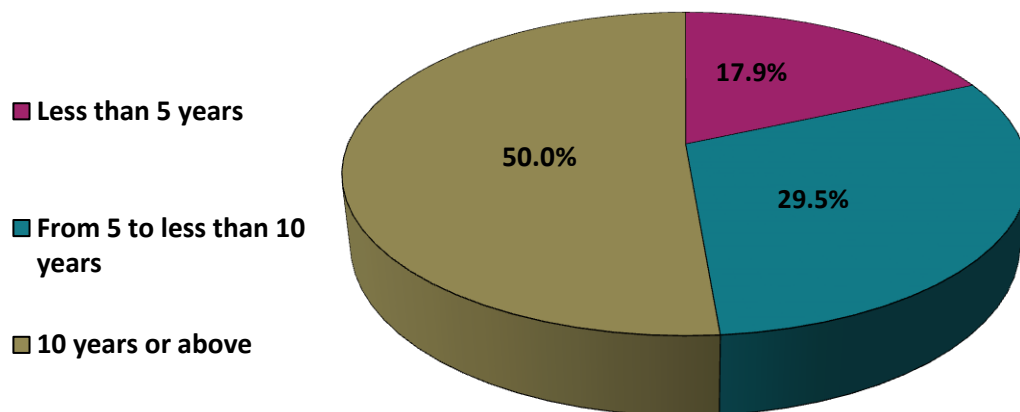


Chart (5): Age of the Organization

## **Chapter Four**

### **Statistical Analysis and Discussion**

## **Descriptive Statistics and One-Sample T-test:**

### **Part I: the reality of strategic development planning in the Municipality:**

In **Table (9)**; it is found that the answers for **all the statements** regarding **"The reality of SDP" variables** lent toward **(agreement) –regardless of its level-** with percentages varying from **50.0% to 75.7%**.

The one sample T-test results illustrated in **Table (10)**; show that the sig. (2-tailed) P-values were less than ( $\alpha=0.05$ ) for **all of "The reality of SDP" statements except for the statement highlighted with red** in table (10), this indicates **rejecting the null hypothesis** "that there are no statistical difference between the samples means of the reality of SDP variables and the test value (4)", and accepting the alternative hypothesis that there are significant statistical differences in these statements.

As for **the statement highlighted with red in table (10): "The municipality always involves us in the developmental decisions' making to enable us in meeting our needs"**; its sig. (2-tailed) P-value was more than ( $\alpha=0.05$ ) which means **accepting the null hypothesis** "that there are no statistical difference between the samples means of the reality of SDP variables and the test value (4)" in this statement.



Table (9): Descriptive Statistics (Frequencies and Percentages) for "The reality of SDP" Variables

Statement	Strongly Disagree		Disagree		Somewhat Disagree		Neither Agree nor Disagree		Somewhat Agree		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
The projects that the municipality carries out are of developmental benefit	-	-	3	3.8	7	9.0	7	9.0	17	21.8	<u>30</u>	<u>38.5</u>	12	15.4
There is trust in the municipality's strategic plans for development	2	2.6	6	7.7	8	10.3	8	10.3	17	21.8	<u>28</u>	<u>35.9</u>	7	9.0
The municipality's activities reinforce my feelings of affiliation and participation	1	1.3	6	7.7	8	10.3	11	14.1	19	24.4	<u>24</u>	<u>30.8</u>	6	7.7
The municipality's operations and plans are an embodiment of the citizens' needs	3	3.8	4	5.1	8	10.3	13	16.7	<u>21</u>	<u>26.9</u>	<u>21</u>	<u>26.9</u>	7	9.0

Statement	Strongly Disagree		Disagree		Somewhat Disagree		Neither Agree nor Disagree		Somewhat Agree		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
The vision and mission of the municipality are in line with the Palestinian reality and its recruitments	1	1.3	7	9.0	9	11.5	14	17.9	17	21.8	<u>25</u>	<u>32.1</u>	4	5.1
There is a general knowledge regarding the goals that the municipality seeks to achieve	1	1.3	8	10.3	8	10.3	13	16.7	19	24.4	<u>24</u>	<u>30.8</u>	4	5.1
The municipality always involves us in the developmental decisions' making to enable us in meeting our needs.	13	16.7	8	10.3	6	7.7	11	14.1	<u>18</u>	<u>23.1</u>	<u>18</u>	<u>23.1</u>	3	3.8

Table (10): One Sample T-test for "The reality of SDP" Variables

Statement	Mean	SD	CV	T*
<b>The projects that the municipality carries out are of developmental benefit</b>	5.32	1.329	25.0	8.633
<b>There is trust in the municipality's strategic plans for development</b>	4.89	1.554	31.8	5.019
<b>The municipality's activities reinforce my feelings of affiliation and participation</b>	4.83	1.465	30.3	4.888
<b>The municipality's operations and plans are an embodiment of the citizens' needs</b>	4.77	1.512	31.7	4.446
<b>The vision and mission of the municipality are in line with the Palestinian reality and its recruitments</b>	4.69	1.462	31.2	4.130
<b>There is a general knowledge regarding the goals that the municipality seeks to achieve</b>	4.68	1.473	31.5	4.023
<b>The municipality always involves us in the developmental decisions' making to enable us in meeting our needs.</b>	4.03	1.892	47.0	0.120

\*T: One-Sample T-Test

\*\*Sig.: Sig. (2-tailed)

The results in the above table indicate a variation in the degree of average response of individuals in the study sample. Paragraph (**The projects that the municipality carries out are of developmental benefit**) got the highest mean (5.32), Whereas, paragraph (**The municipality always involves us in the developmental decisions' making to enable us in meeting our needs**) got the lowest mean (4.03) at the level of statistical significance (0.904).

The researcher believes that the results based on the development plans adopted by the Ramallah municipality to develop and improve it as it set the fiftieth strategic plan and

approved them the establish the smart city (Ramallah smart city). Moreover, the researcher considers the Ramallah Municipality does not depend on workers or recipients of services from the Municipality in the development process, but it depends on the experts and specialists in the planning process and Ramallah municipality often tend to hire foreign expertise. The researcher ensures that the Ramallah municipality involves the workers and recipients of services in the decision-making process to contribute to defining their needs efficiently. Furthermore, to set effective plans to achieve high levels of public satisfaction of the municipality's performance and contribution to improve and develop the city and accomplish its development. These results were consistent with a study (Talbi's, 2013) and (van Roon, 2010).

## **Part II: the policies and procedures of development strategies in the Municipality:**

**Tables (11)** detailing the frequencies and percentages of the participants' answers regarding **"The policies and procedures of DS" variables**; show that the answers for **all the statements** lent toward **(agreement) –regardless of its level-** with percentages varying **between 39.8% and 73.1%**.

As for the one sample T-test results illustrated in **Table (12)**; the sig. (2-tailed) P-values were less than ( $\alpha=0.05$ ) for **all of "The policies and procedures of DS" statements except for the two statement highlighted with red** in table (12), this indicates **rejecting the null hypothesis** "that there are no statistical difference between the samples means of the policies and procedures of DS variables and the test value (4)", and accepting the alternative hypothesis that there are significant statistical differences in these statements.

Looking at the sig. (2-tailed) P-values for **the two statement highlighted with red in table (12): "There are pricing policies which determine the rents of houses and offices, and the purchase prices in a way that reasonably suits the citizen's income"** and **"The adopted Licensing policies guide the investors through their project selection process"**; it is noticed that these values are more than ( $\alpha=0.05$ ) which indicates **accepting the null hypothesis** "that there are no statistical difference between the samples means of the policies and procedures of DS variables and the test value (4)" in these two statements.

Table (11): Descriptive Statistics (Frequencies and Percentages) for "The policies and procedures of DS" Variables

Statement	Strongly Disagree		Disagree		Somewhat Disagree		Neither Agree nor Disagree		Somewhat Agree		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
The municipality works of providing the necessary resources and its ease of access	-	-	2	2.6	12	15.4	15	19.2	21	26.9	<u>25</u>	<u>32.1</u>	2	2.6
The municipality supports the local products and services	-	-	4	5.1	6	7.7	18	23.1	<u>23</u>	<u>29.5</u>	21	26.9	5	6.4
The municipality provides services that insure the general safety and health	-	-	3	3.8	5	6.4	10	12.8	25	32.1	<u>28</u>	<u>35.9</u>	4	5.1
There are pricing policies which determine the rents of houses and offices, and the purchase prices in a way that reasonably suits the citizen's income	10	12.8	8	10.3	11	14.1	13	16.7	16	20.5	<u>18</u>	<u>23.1</u>	1	1.3

Statement	Strongly Disagree		Disagree		Somewhat Disagree		Neither Agree nor Disagree		Somewhat Agree		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
The municipality's policies encourage investment and productivity within the city	3	3.8	9	11.5	7	9.0	15	19.2	18	23.1	<u>20</u>	<u>25.6</u>	5	6.4
The adopted Licensing policies guide the investors through their project selection process	2	2.6	7	9.0	14	17.9	<u>21</u>	<u>26.9</u>	12	15.4	19	24.4	-	-

Table (11): Descriptive Statistics (Frequencies and Percentages) for "The policies and procedures of DS" Variables / "Continuation"

Statement	Strongly Disagree		Disagree		Somewhat Disagree		Neither Agree nor Disagree		Somewhat Agree		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
The municipality works on making the roads within the city more suitable of promoting collaboration between the neighboring urban and residential congregations	1	1.3	3	3.8	15	19.2	14	17.9	15	19.2	<u>25</u>	<u>32.1</u>	4	5.1
The followed procedures reduced the number of accidents, natural, and abnormal disasters	5	6.4	3	3.8	11	14.1	13	16.7	22	28.2	<u>23</u>	<u>29.5</u>	-	-
There is a quick response when a disaster occurs	2	2.6	7	9.0	9	11.5	17	21.8	<u>22</u>	<u>28.2</u>	18	23.1	1	1.3
The municipality's policies and procedures guided education in a way that works on serving the needs of the community and developing it	1	1.3	8	10.3	8	10.3	14	17.9	<u>22</u>	<u>28.2</u>	20	25.6	3	3.8



Statement	Strongly Disagree		Disagree		Somewhat Disagree		Neither Agree nor Disagree		Somewhat Agree		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
<b>A rapid access to information and an ease of communications</b>	1	1.3	5	6.4	6	7.7	17	21.8	<u>24</u>	<u>30.8</u>	20	25.6	4	5.1
<b>An improvement in the quality and efficiency of using technology in the developmental process</b>	-	-	5	6.4	9	11.5	9	11.5	23	29.5	<u>25</u>	<u>32.1</u>	5	6.4

Table (12): One Sample T-test for "The policies and procedures of DS" Variables /

Statement	Mean	SD	CV	T*
The municipality works of providing the necessary resources and its ease of access	4.79	1.207	25.2	5.761
The municipality supports the local products and services	4.86	1.243	25.6	6.051
The municipality provides services that ensure the general safety and health	5.09	1.164	22.9	8.131
There are pricing policies which determine the rents of houses and offices, and the purchase prices in a way that reasonably suits the citizen's income	3.97	1.739	43.8	-0.131
The municipality's policies encourage investment and productivity within the city	4.51	1.595	35.4	2.787
The adopted Licensing policies guide the investors through their project selection process	4.21	1.398	33.2	1.322
The municipality works on making the roads within the city more suitable of promoting collaboration between the neighboring urban and residential congregations	4.69	1.407	30.0	4.292
The followed procedures reduced the number of accidents, natural, and abnormal disasters	4.47	1.474	33.0	2.783
There is a quick response when a disaster occurs	4.42	1.388	31.4	2.644
The municipality's policies and procedures guided education in a way that works on serving the needs of the community and developing it	4.58	1.426	31.1	3.539
A rapid access to information and an ease of communications	4.74	1.322	27.9	4.914
An improvement in the quality and efficiency of using technology in the developmental process	4.91	1.338	27.3	5.914

\*T: One-Sample T-Test

\*\*Sig.: Sig. (2-tailed)

The results in the above table indicate a variation in the degree of average response of individuals in the study sample, Paragraph “**The municipality provides services that**

**insure the general safety and health”** got the highest mean at the statistical significance level (5.09), If the paragraph **“There are pricing policies which determine the rents of houses and offices, and the purchase prices in a way that reasonably suits the citizen's income”** gets the lowest mean (3.97), then the paragraph **“The adopted Licensing policies guide the investors through their project selection process”** follows with mean (4.21).

The researcher suggested that the results support the Ramallah Municipality’s method of providing its services according to environmental standards in a manner that guarantees the safety of the recipient and the cleanliness of the environment, the Municipality is also interested in providing its services electronically and by advanced technological means. However, there is insufficient interest on the part of Ramallah municipality in controlling the pricing process and the level of rents for offices, centers, and institutions. The Municipality also lacks investment orientation policies for projects intended to be in Ramallah city.

The researcher believes that the Ramallah municipality must set clear policies and methodologies that work to control pricing processes and the levels of rent for offices and institutions in the city. The Ramallah municipality should also set counseling programs for investors of the projects that have intended to establish. The projects will contribute to having a civilized development process for the city and the environment. These results were consistent with a study (Fulong Wu & Zhang, 2007) and (Talbi's, 2013).

**Part III: The effectiveness of the Municipality's strategic development goals implementation in the confront of urbanization problem:**

**a. The First strategic Goal: The improvement of infrastructure, housing programming and urban planning to contribute in establishing development:**

From **Tables (13)** that illustrates the frequencies and percentages of the participants' answers regarding **the first goal (Improvement) of "The effectiveness of SD goals" Variables**; it is seen that the answers for **all the statements** lent toward **(agreement) – regardless of its level-** with percentages from **46.2% to 74.4%**.

The one sample T-test results detailed in **Table (14)**; show that the sig. (2-tailed) P-values were less than ( $\alpha=0.05$ ) for **all of the first goal (Improvement) statements except for the two statement highlighted with red** in table (14), indicating **the rejection of the null hypothesis** "that there are no statistical difference between the samples means of the first goal of the effectiveness of SD goals' variables and the test value (4)" in these statements.

As for **the two statement highlighted with red in table (14): "There is a progress in the process of rehabilitating and developing sewerage and rainwater networks and an attempt to benefit from rainwater"** and **"The licensing procedures became much easier which reduced the number of violating buildings and facilities"**; the sig. (2-tailed) P-values were more than ( $\alpha=0.05$ ) which indicates **accepting the null hypothesis** in these two statements.

Table (13): Descriptive Statistics for the First Goal of "The effectiveness of SD goals" Variables /

Statement	Strongly Disagree		Disagree		Somewhat Disagree		Neither Agree nor Disagree		Somewhat Agree		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
The municipality works on rehabilitating and developing roads and transportation networks	2	2.6	-	-	9	11.5	7	9.0	26	33.3	<u>30</u>	<u>38.5</u>	2	2.6
There is a progress in the process of rehabilitating and developing sewerage and rainwater networks and an attempt to benefit from rainwater	5	6.4	5	6.4	14	17.9	9	11.5	<u>24</u>	<u>30.8</u>	16	20.5	3	3.8
Expanding the city limits and increasing the number of parks and public utilities	2	2.6	5	6.4	12	15.4	12	15.4	<u>24</u>	<u>30.8</u>	18	23.1	3	3.8
Improving and constructing public utilities (social, cultural,..)	1	1.3	3	3.8	8	10.3	10	12.8	<u>30</u>	<u>38.5</u>	18	23.1	6	7.7
The new environment encourages trade and investment	1	1.3	6	7.7	14	17.9	12	15.4	<u>26</u>	<u>33.3</u>	15	19.2	2	2.6

Statement	Strongly Disagree		Disagree		Somewhat Disagree		Neither Agree nor Disagree		Somewhat Agree		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
The usage of renewable energy in developing the lightning networks	3	3.8	3	3.8	8	10.3	19	24.4	<u>25</u>	<u>32.1</u>	13	16.7	3	3.8
The licensing procedures became much easier which reduced the number of violating buildings and facilities	4	5.1	8	10.3	14	17.9	14	17.9	16	20.5	<u>19</u>	<u>24.4</u>	1	1.3
There is a collective and collaborative work between the service organizations and municipalities	1	1.3	4	5.1	9	11.5	15	19.2	21	26.9	<u>23</u>	<u>29.5</u>	2	2.6

Table (14): One Sample T-test for the First Goal of "The effectiveness of SD goals" Variables /

Statement	Mean	SD	CV	T*
<b>The municipality works on rehabilitating and developing roads and transportation networks</b>	5.01	1.227	24.5	7.196
<b>There is a progress in the process of rehabilitating and developing sewerage and rainwater networks and an attempt to benefit from rainwater</b>	4.34	1.571	36.2	1.898
<b>Expanding the city limits and increasing the number of parks and public utilities</b>	4.54	1.418	31.2	3.316
<b>Improving and constructing public utilities (social, cultural,..)</b>	4.88	1.296	26.6	5.931
<b>The new environment encourages trade and investment</b>	4.43	1.350	30.5	2.804
<b>The usage of renewable energy in developing the lightning networks</b>	4.50	1.347	29.9	3.193
<b>The licensing procedures became much easier which reduced the number of violating buildings and facilities</b>	4.20	1.549	36.9	1.111
<b>There is a collective and collaborative work between the service organizations and municipalities</b>	4.71	1.313	27.9	4.662

\*T: One-Sample T-Test

\*\*Sig.: Sig. (2-tailed)

The results in the above table indicate a variation in the degree of average response of individuals in the study sample, Paragraph “**The municipality works on rehabilitating and developing roads and transportation networks**” got the highest mean at the statistical significance level (5.01). Whereas paragraph “**The licensing procedures became much easier which reduced the number of violating buildings**

**and facilities”** obtained the lowest mean (4.20) at the level of statistical significance, followed by paragraph **“There is a progress in the process of rehabilitating and developing sewerage and rainwater networks and an attempt to benefit from rainwater”** with an arithmetic mean (4.34).

The researcher believes part of a lack of interest is on the Ramallah municipality to develop strategies. Additionally, the ways to take advantage of rainwater in environmental projects that benefit the city and its residents. The municipality's plans and the projects that have established have not directed towards re-utilizing it to investing it in the environment. The process of developing sanitation networks in the city is weak and not continuous, which leads to the emergence of some problems in the seasons of the year, especially in winter. The researcher also believes that the licensing procedures granted by the Ramallah municipality do not have clear criteria, which made it more difficult.

The Ramallah municipality aims to set clear policies and plans to develop sewage networks and rainwater networks and reinvest the rainwater in environmental projects. Contribute to mitigating environmental troubles and benefits the environment and people in the city. Furthermore, they lead to achieving the on-going development method and setting clear foundations and standards. The licensing process is commensurate with the development plans in place and depends more on technological development leading to the creation of more environmental projects. These results were consistent with a study (Al-Shamla, 2013) and (Fulong Wu & Zhang, 2007).



**b. The Second Strategic Goal: the reinforcement and improvement of the health and environmental situation in Ramallah city:**

In **Table (15)**; it is found that the answers for **all the statements** regarding **the second goal (Reinforcement)** of **"The effectiveness of SD goals" variables** lent toward **(agreement) –regardless of its level-** with percentages varying **from 51.3% to 70.6%**.

The one sample T-test results illustrated in **Table (16)**; show that the sig. (2-tailed) P-values were less than ( $\alpha=0.05$ ) for **all of the second goal (Reinforcement)** statements **except for the statement highlighted with red** in table (16), this indicates **rejecting the null hypothesis** "that there are no statistical difference between the samples means of the second goal of the effectiveness of SD goals' variables and the test value (4)" and accepting the alternative hypothesis that there are significant statistical differences in these statements.

As for **the statement highlighted with red in table (16): "A general satisfaction regarding the services provided by the municipality"**; its sig. (2-tailed) P-value was more than ( $\alpha=0.05$ ) which means **accepting the null hypothesis** "that there are no statistical difference between the samples means of the second goal of the effectiveness of SD goals' variables and the test value (4)" in this statement.

Table (15): Descriptive Statistics for the Second Goal of "The effectiveness of SD goals" Variables /

Statement	Strongly Disagree		Disagree		Somewhat Disagree		Neither Agree nor Disagree		Somewhat Agree		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
The city became more modern and beautiful	5	6.4	3	3.8	5	6.4	8	10.3	20	25.6	<u>27</u>	<u>34.6</u>	6	7.7
There are on-going projects aiming to increase the numbers of parks and plantations	3	3.8	4	5.1	8	10.3	12	15.4	20	25.6	<u>22</u>	<u>28.2</u>	6	7.7
The citizens' increased awareness of the importance of their participation in maintaining the cleanliness and the green areas	1	1.3	3	3.8	10	12.8	8	10.3	18	23.1	<u>29</u>	<u>37.2</u>	8	10.3
New improved mechanisms for collecting and sorting wastes	1	1.3	4	5.1	7	9.0	28	23.1	16	20.5	<u>27</u>	<u>34.6</u>	3	3.8
The efficiency of the inception and the control processes (violations, health inception, markets, ...)	4	5.1	6	7.7	7	9.0	11	14.1	19	24.4	<u>23</u>	<u>29.5</u>	6	7.7
An improvement in the management of supporting services (traffic movements, garages, warehouses, general maintenance, .)	5	6.4	5	6.4	9	11.5	13	16.7	<u>21</u>	<u>26.9</u>	<u>21</u>	<u>26.9</u>	3	3.8
A general satisfaction regarding the services provided by the municipality	6	7.7	9	11.5	10	12.8	12	15.4	<u>19</u>	<u>24.4</u>	17	21.8	4	5.1

Table (16): One Sample T-test for the Second Goal of "The effectiveness of SD goals"

## Variables

Statement	Mean	SD	CV	T*
The city became more modern and beautiful	4.89	1.593	32.6	4.818
There are on-going projects aiming to increase the numbers of parks and plantations	4.76	1.514	31.8	4.347
The citizens' increased awareness of the importance of their participation in maintaining the cleanliness and the green areas	5.05	1.413	28.0	6.532
New improved mechanisms for collecting and sorting wastes	4.80	1.337	27.9	5.234
The efficiency of the inception and the control processes (violations, health inception, markets, ...)	4.68	1.618	34.6	3.686
An improvement in the management of supporting services (traffic movements, garages, warehouses, general maintenance, ..)	4.49	1.570	35.0	2.759
A general satisfaction regarding the services provided by the municipality	4.25	1.695	39.9	1.278

\*T: One-Sample T-Test

\*\*Sig.: Sig. (2-tailed)

The results in the above table indicate a variation in the degree of average response of individuals in the study sample, Paragraph “**The citizens' increased awareness of the importance of their participation in maintaining the cleanliness and the green areas**” has obtained the highest mean (5.05) of the arithmetic level at the level of statistical significance, Whereas, paragraph “**A general satisfaction regarding the**

**services provided by the municipality**” obtained the lowest mean (4.25) of the mean at the level of statistical significance.

The researcher finds citizens in Ramallah city have a high level of awareness of the green culture and the preservation of the environment. The green culture has as the following elements: in the maintenance, hygiene services the public facilities, and the presence of the beauty of urban of the city. The results showed that the level of the citizen's satisfaction has increased because of the level of services provided by the Ramallah municipality. There is also a case of lack of improvement in the management of support services (traffic, garages, warehouses, general maintenance that the municipality is interested in according to the respondents 'answers.

The researcher considers that the Ramallah municipality must pay attention to managing support services efficiently to serves the community. Furthermore, to gain the highest levels of the benefit of them, and working to improve the quality of services that the municipality provides to the citizens. Consequently, to reach a high level of municipality satisfaction, which will support the municipality's work and implement the development plans that accrue to the city with sustainability and development. These results were consistent with a study (Al-Shamla, 2013), (Fulong Wu & Zhang, 2007) and (Ammar, Adel, and Mustafa, 2018).

### **c. The Third Strategic Goal: Contributing in the Cultural and Social Development:**

The frequencies and percentages of the participants' answers regarding **the third goal (Contribution) of "The effectiveness of SD goals" variables** and as illustrated in **Tables (17)**, show that the answers for **all the statements** lent toward **(agreement)** –

**regardless of its level- with the percentages** (in the same order of the statements in the table) **being 71.8%, 64.1% and 57.6%.**

The one sample T-test results illustrated in **Table (18)**; show that the sig. (2-tailed) P-values were less than ( $\alpha=0.05$ ) for **all of the third goal (Contribution)** statements, indicating **the rejection of the null hypothesis** "that there are no statistical difference between the samples means of the third goal of the effectiveness of SD goals' variables and the test value (4)" and accepting the alternative hypothesis that there are significant statistical differences in all three statements.

Table (17): Descriptive Statistics for the Third Goal of "The effectiveness of SD goals" Variables /

Statement	Strongly Disagree		Disagree		Somewhat Disagree		Neither Agree nor Disagree		Somewhat Agree		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
The artistic and cultural programs and activities are more advanced and sophisticated	2	2.6	5	6.4	5	6.4	7	9.0	<u>28</u>	<u>35.9</u>	24	30.8	4	5.1
An increased desire of the community to participate in the programs and activities	1	1.3	5	6.4	8	10.3	11	14.1	22	28.2	<u>24</u>	<u>30.8</u>	4	5.1
The advanced use of libraries and the raised cultural level	2	2.6	8	10.3	9	11.5	13	16.7	20	25.6	<u>21</u>	<u>26.9</u>	4	5.1

Table (18): One Sample T-test for the Third Goal of "The effectiveness of SD goals" Variables

Statement	Mean	SD	CV	T*
The artistic and cultural programs and activities are more advanced and sophisticated	4.89	1.391	28.4	5.562
An increased desire of the community to participate in the programs and activities	4.81	1.382	28.7	5.096
The advanced use of libraries and the raised cultural level	4.56	1.517	33.3	3.229

\*T: One-Sample T-Test

\*\*Sig.: Sig. (2-tailed)

The results in the above table indicate a variation in the degree of average response of individuals in the study sample, Paragraph **“The artistic and cultural programs and activities are more advanced and sophisticated”** has obtained the highest mean (4.89) of the arithmetic level at the level of statistical significance, followed by paragraph **“An increased desire of the community to participate in the programs and activities”** with mean (4.81), Whereas, paragraph **“The advanced use of libraries and the raised cultural level”** obtained the lowest mean (4.56) of the mean at the level of statistical significance.

The researcher believes that there is a reasonable satisfaction rate regarding the more advanced and developed technical and cultural programs and activities offered by the Ramallah Municipality. However, the citizens desire to participate in the activities and programs the municipality offered is less than the required level. There is a decline in the development of the library systems in the municipal libraries.

The researcher emphasizes that the cultural level of citizens has great importance, which contributes to the development process in Ramallah city. The availability of advanced library systems encourages citizens to increase their knowledge, culture, and levels of awareness, which leads to an increase in the rate of citizen participation in projects and programs prepared by the municipality. The results were consistent with a study (van Roon, 2010) and (Ammar, Adel, and Mustafa, 2018).

#### **d. The Fourth Strategic Goal: Reinforcing the Ramallah's Position; Locally, and Globally:**

**Tables (19)** detailing the frequencies and percentages of the participants' answers concerning **the fourth goal (Ramallah's Position) of "The effectiveness of SD goals"**

**variables**, show that the answers for **all the statements** lent toward (**agreement**) – **regardless of its level-** with **the percentages** (in the same order of the statements in the table) **being 53.8%, 62.9% and 61.5%.**

As for the one sample T-test results illustrated in **Table (20)**; the sig. (2-tailed) P-values were less than ( $\alpha=0.05$ ) for **two of the fourth goal (Ramallah's Position)** statements which indicates **rejecting the null hypothesis** "that there are no statistical difference between the samples means of the fourth goal of the effectiveness of SD goals' variables and the test value (4)" and accepting the alternative hypothesis that there are significant statistical differences in these two statements.

As for **the remaining statement that is highlighted with red in table (20): " There are no differentiations or distinctions between the city and other areas (culture, roads, development, infrastructure, services, ...)"**; its sig. (2-tailed) P-value was more than ( $\alpha=0.05$ ) which means **accepting the null hypothesis** "that there are no statistical difference between the samples means of the fourth goal of the effectiveness of SD goals' variables and the test value (4)" in this statement.



Table (19): Descriptive Statistics for the Fourth Goal of "The effectiveness of SD goals" Variables /

Statement	Strongly Disagree		Disagree		Somewhat Disagree		Neither Agree nor Disagree		Somewhat Agree		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
There are no differentiations or distinctions between the city and other areas (culture, roads, development, infrastructure, services, ...)	7	9.0	12	15.4	8	10.3	8	10.3	<u>20</u>	<u>25.6</u>	19	24.4	3	3.8
There is a noticeable positive development in the tourism and economic sectors	5	6.4	5	6.4	6	7.7	12	15.4	<u>29</u>	<u>37.2</u>	19	24.4	1	1.3
An improvement in the relations between Ramallah's municipality and the organizations and unions	2	2.6	3	3.8	6	7.7	18	23.1	20	25.6	<u>25</u>	<u>32.1</u>	3	3.8

Table (20): One Sample T-test for the Fourth Goal of "The effectiveness of SD goals" Variables

Statement	Mean	SD	CV	T*
There are no differentiations or distinctions between the city and other areas (culture, roads, development, infrastructure, services, ...)	4.18	1.775	42.5	0.89 9
There is a noticeable positive development in the tourism and economic sectors	4.51	1.475	32.7	3.01 4
An improvement in the relations between Ramallah's municipality and the organizations and unions	4.79	1.331	27.8	5.22 2

\*T: One-Sample T-Test

\*\*Sig.: Sig. (2-tailed)

The results in the above table indicate a variation in the degree of average response of individuals in the study sample, Paragraph “An improvement in the relations between Ramallah's municipality and the organizations and unions” has the highest mean (4.79), at the level of statistical significance, Followed by paragraph “There is a noticeable positive development in the tourism and economic sectors” gets the mean (4.51), Whereas, paragraph “There are no differentiations or distinctions between the city and other areas (culture, roads, development, infrastructure, services, ...)” obtained an average arithmetic level at the level of statistical significance (4.18).

Based on the researcher's believes the results above, Ramallah's municipality does not care about the required form of improvement in its relationship with the organizations and unions in the city, which will affect in general the development process in Ramallah city. Since the development process is integrative and participatory is involving all institutions and agencies working in society besides the citizens. The results also showed that the Ramallah municipality does not pay enough attention to the tourism and economic sector of the city, which will affect its consequences on the development process in the city. The researcher believes that the Ramallah municipality deals with the principle of segregation since services do not distribute equitably, as the researchers reported that the Ramallah municipality differentiates between the neighborhoods in the city and the villages affiliated with the Ramallah municipality in the level and form of the services provided.

The researcher asserts that the development process is a comprehensive integrated process for all sectors and geographical locations within the limits of the municipal authority, which is an integral part of the development planning process for the state as a whole, as the municipality's interest in providing its services to all citizens in a fair

manner contributes to forming a state of harmony and harmony among all groups of society As a whole, this also improves the municipality's relationship with institutions, organizations, unions, and citizens in society, which will contribute to pushing the city's development wheel and raising the levels of the city's tourism and economic sector, which will lead to better living standards for citizens, These results were consistent with a study (van Roon, 2010), (Fulong Wu & Zhang, 2007), and (Ammar, Adel, and Mustafa, 2018).

#### **Part IV: The Impact of Strategic Development Planning in Municipality on the Developmental Reality:**

In **Table (21)**; it is found that the answers for **the highlighted (Blue) four statements** regarding **"The impact of SDP on the developmental reality" variables** lent toward **(disagreement) –regardless of its level-** with percentages varying **from 43.6% to 55.2%**. As for the **remaining three statements in table (21) (not highlighted)**; the participants' answers lent toward **(agreement) –regardless of its level-** with **the percentages** (in the same order of the statements in the table) **being 47.5%, 42.3% and 42.3%.**

From the one sample T-test results illustrated in **Table (22)**; it is noticed that the sig. (2-tailed) P-values were more than ( $\alpha=0.05$ ) for **most of The impact of SDP on the developmental reality"** statements **except for the statement not highlighted** in table (22), this indicates **accepting the null hypothesis** "that there are no statistical difference between the samples means of the impact of SDP on the developmental reality variables and the test value (4)" in all of the statements highlighted with red in the table.

As for the remaining two statements that are not highlighted in table (22): "An improvement in the living standards and economic levels" and "Justice and equality among the different segments of society (education, health care, jobs, services, ...)"; the sig. (2-tailed) P-values were less than ( $\alpha=0.05$ ) which means rejecting the null hypothesis and accepting the alternative hypothesis.

Table (21): Descriptive Statistics for "The impact of SDP on the developmental reality" Variables /

Statement	Strongly Disagree		Disagree		Somewhat Disagree		Neither Agree nor Disagree		Somewhat Agree		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
The increased percentage of green areas within the city	6	7.7	6	7.7	12	15.4	14	17.9	17	21.8	<u>18</u>	<u>23.1</u>	2	2.6
The roads became more safe and secure	4	5.1	13	16.7	14	17.9	13	16.7	<u>18</u>	<u>23.1</u>	14	17.9	1	1.3
A reduction in the infrastructure problems (sewerage, electricity, communications, water)	8	10.3	13	16.7	7	9.0	16	20.5	<u>17</u>	<u>21.8</u>	14	17.9	2	2.6
An improvement in the living standards and economic levels	12	15.4	<u>18</u>	<u>23.1</u>	9	11.5	8	10.3	16	20.5	11	14.1	1	1.3
The organization of expansion and urban distribution	8	10.3	<u>18</u>	<u>23.1</u>	9	11.5	13	16.7	15	19.2	14	17.9	-	-
The decreased percentage of disease prevalence (Influenza, Cancer, Respiratory diseases, ...)	13	16.7	12	15.4	9	11.5	14	17.9	<u>18</u>	<u>23.1</u>	9	11.5	2	2.6

Statement	Strongly Disagree		Disagree		Somewhat Disagree		Neither Agree nor Disagree		Somewhat Agree		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
Justice and equality among the different segments of society (education, health care, jobs, services, ...)	17	21.8	<u>18</u>	<u>23.1</u>	8	10.3	6	7.7	17	21.8	10	12.8	1	1.3

Table (22): One Sample T-test for "The impact of SDP on the developmental reality"

## Variables

Statement	Mean	SD	CV	T*
<b>The increased percentage of green areas within the city</b>	4.23	1.616	38.2	1.215
<b>The roads became more safe and secure</b>	3.96	1.560	39.4	-0.219
<b>A reduction in the infrastructure problems (sewerage, electricity, communications, water)</b>	3.92	1.707	43.5	-0.400
<b>An improvement in the living standards and economic levels</b>	3.47	1.788	51.5	-2.583
<b>The organization of expansion and urban distribution</b>	3.66	1.683	46.0	-1.761
<b>The decreased percentage of disease prevalence (Influenza, Cancer, Respiratory diseases, ...)</b>	3.61	1.756	48.6	-1.947
<b>Justice and equality among the different segments of society (education, health care, jobs, services, ...)</b>	3.29	1.849	56.2	-3.391

\*T: One-Sample T-Test

\*\*Sig.: Sig. (2-tailed)

The results in the above table indicate a variation in the degree of average response of individuals in the study sample, Paragraph “**The increased percentage of green areas within the city**” got the highest mean (4.23), at the level of statistical significance, Whereas, paragraph “**Justice and equality among the different segments of society (education, health care, jobs, services, ...)**” obtained an average arithmetic level at the level of statistical significance (3.29).

The researcher recognizes that the process of strategic development planning followed in the Ramallah municipality currently contributed to make the roads safer and an



improvement in the sewage and water system in the city. Moreover, Green planted at each building, and the municipality was interested in afforestation and cultivation of recreational places and streets.

However, the results showed there is a kind of inequity in offering services, such as jobs, health, and education to all citizens despite the current advanced level of development in the Ramallah municipality. The result of the questionnaire showed discrimination in terms of the geographical location and place of living. According to participants in answering the questionnaire emphasized that the municipality in offering the services Moreover, the plan adopted by the Ramallah municipality did not contribute to a positive impact on the environment, since the disease rates have not increased, such as flu, cancer, and other diseases. The researcher asserts that the interest of the Ramallah municipality in the strategic development planning process will contribute to positive impacts on the environment and citizens. The effects of the planning process should be as measurement indicators that are interested in measuring the extent and presence of green spaces in the city. Furthermore, low rates of diseases; a decrease in the percentage of cancer patients and other diseases in addition to the planning process is an improvement development process that must include all residential areas and neighborhoods. It is also an integrative process with various health, educational, and service sectors. All these services must be habitually provided to citizens without discrimination, and contribute to the reduction of poverty and unemployment levels, and raise the standard of living of citizens. These results were consistent with a study (van Roon, 2010), (Al-Shamla, 2013), and (Preuss, 2009).

## **Chapter Five**

### **Results and Recommendations**

## **5.1 Results:**

Depending on the previous discussion of the data statistical analysis; the degree to which the study's objectives were achieved will be assessed through answering the study's questions as following:

### **Part I: the Reality of Strategic Development Planning in the Municipality:**

1. The projects that the municipality carries out are of developmental benefit.
2. There is trust in the municipality's strategic plans for development.
3. The municipality's activities reinforce my feelings of affiliation and participation.
4. The municipality's operations and plans are an embodiment of the citizens' needs.
5. The vision and mission of the municipality are in line with the Palestinian reality and its recruitments.
6. There is a general knowledge regarding the goals that the municipality seeks to achieve.
7. The municipality always involves us in the developmental decisions' making to enable us in meeting our needs.

### **Part II: the Policies and Procedures of Development Strategies in the Municipality:**

1. The municipality works of providing the necessary resources and its ease of access.
2. The municipality supports the local products and services.
3. The municipality provides services that insure the general safety and health.

4. There are pricing policies which determine the rents of houses and offices, and the purchase prices in a way that reasonably suits the citizen's income.
5. The municipality's policies encourage investment and productivity within the city.
6. The adopted Licensing policies guide the investors through their project selection process.
7. The municipality works on making the roads within the city more suitable of promoting collaboration between the neighboring urban and residential congregations.
8. The followed procedures reduced the number of accidents, natural, and abnormal disasters.
9. There is a quick response when a disaster occurs.
10. The municipality's policies and procedures guided education in a way that works on serving the needs of the community and developing it.
11. A rapid access to information and an ease of communications.
12. An improvement in the quality and efficiency of using technology in the developmental process.

### **Part III: the Effectiveness of the Municipality's Strategic Development**

#### **Goals Implementation in the Confront of Urbanization Problems:**

**Goal (a): The improvement of infrastructure, housing programming and urban**

### **Planning to Contribute in Establishing Development:**

- The municipality works on rehabilitating and developing roads and transportation networks.
- There is a progress in the process of rehabilitating and developing sewerage and rainwater networks and an attempt to benefit from rainwater.
- Expanding the city limits and increasing the number of parks and public utilities.
- Improving and constructing public utilities (social, cultural, ...)
- The new environment encourages trade and investment.
- The usage of renewable energy in developing the lightning networks.
- The licensing procedures became much easier which reduced the number of violating buildings and facilities.
- There is a collective and collaborative work between the service organizations and municipalities.

### **Goal (b): the Reinforcement and Improvement of the Health and Environmental Situation in Ramallah City:**

- The city became more modern and beautiful.
- There are on-going projects aiming to increase the numbers of parks and plantations.
- The citizens' increased awareness of the importance of their participation in maintaining the cleanliness and the green areas.
- New improved mechanisms for collecting and sorting wastes.
- The efficiency of the inception and the control processes (violations, health inception, markets, ...)

- An improvement in the management of supporting services (traffic movements, garages, warehouses, general maintenance, ...)
- A general satisfaction regarding the services provided by the municipality.

**Goal (c): Contributing in the Cultural and Social Development:**

- The artistic and cultural programs and activities are more advanced and sophisticated.
- An increased desire of the community to participate in the programs and activities.
- The advanced use of libraries and the raised cultural level.

**Goal (d): Reinforcing the Ramallah's Position; Locally, and Globally:**

- There are no differentiations or distinctions between the city and other areas (culture, roads, development, infrastructure, services, ...)
- There is a noticeable positive development in the tourism and economic sectors.
- An improvement in the relations between Ramallah's municipality and the organizations and unions.

**Fourth Dimension: the Impact of Strategic Development Planning in Municipality on the Developmental Reality:**

- The increased percentage of green areas within the city.
- The roads became more safe and secure.
- A reduction in the infrastructure problems (sewerage, electricity, communications, water)
- An improvement in the living standards and economic levels.

- The organization of expansion and urban distribution.
- The decreased percentage of disease prevalence (Influenza, Cancer, Respiratory diseases, ...)
- Justice and equality among the different segments of society (education, health care, jobs, services, ...).

### **Question (1): “What is the Reality of Strategic Development Planning in Ramallah Municipality?”**

The previous discussion of the statistical findings of the part regarding the reality of SDP showed that regardless of the level of agreement, **the participants agreed** (with the **Moderate average percentage of {64.6%}** and an **average mean of {4.9}**) **with the following:**

- The projects that the municipality carries out are of developmental benefit.
- There is trust in the municipality's strategic plans for development.
- The municipality's activities reinforce their feelings of affiliation and participation.
- The municipality's operations and plans are an embodiment of the citizens' needs.
- The vision and mission of the municipality are in line with the Palestinian reality and its recruitments.
- There is a general knowledge regarding the goals that the municipality seeks to achieve.

**Question (2): “What are the Strategic Development Planning Policies and Procedures in Ramallah Municipality?”**

According to the previous statistical analysis of the part concerned with the policies and procedures of DS and regardless of the level of agreement, **the participants agreed** (with the **Moderate average percentage of {60.6%}** and an average mean of {4.7}) **that the following are the SDP policies and procedures in Ramallah Municipality:**

- Providing the necessary resources and its ease of access.
- Supporting the local products and services.
- Providing services that ensure the general safety and health.
- Policies that encourage investment and productivity within the city.
- Working on making the roads within the city more suitable of promoting collaboration between the neighboring urban and residential congregations.
- Procedures that reduce the number of accidents, natural, and abnormal disasters.
- A quick response when a disaster occurs.
- Policies and procedures that guide education in a way that works on serving the needs of the community and developing it.
- A rapid access to information and an ease of communications.
- An improvement in the quality and efficiency of using technology.



### Question (3): “How Effective is the Implementation of Ramallah Municipality's Strategic Development Goals in the Confront of Urbanization Problems?”

The part regarding the effectiveness of SD goals was divided into **four goals** of which **each has an average percentage and mean of agreement to its significant elements**; those averages are illustrated in the following **Table (23)**.

**Table (23): Average percentages & means for the effectiveness of SD goals /**

	Goal	The significant goal elements	Average Percentage of Agreement	Average Mean
<b>First</b>	<b>The improvement of infrastructure, housing programming and urban planning to contribute in establishing development</b>	<ul style="list-style-type: none"> <li>• Working on rehabilitating and developing roads and transportation networks.</li> <li>• Expanding the city limits and increasing the number of parks and public utilities.</li> <li>• Improving and constructing public utilities.</li> <li>• New environment that encourages trade and investment.</li> <li>• The usage of renewable energy in developing the lightning networks.</li> <li>• A collective and collaborative work between the service organizations and municipalities.</li> </ul>	<b><u>61.4%</u></b>	4.7

	Goal	The significant goal elements	Average Percentage of Agreement	Average Mean
<b>Second</b>	<b>The reinforcement and improvement of the health and environmental situation in Ramallah city</b>	<ul style="list-style-type: none"> <li>The city became more modern and beautiful.</li> <li>On-going projects aiming to increase the numbers of parks and plantations.</li> <li>The citizens' increased awareness of the importance of their participation.</li> <li>New improved mechanisms for collecting and sorting wastes.</li> <li>The efficiency of the inception and the control processes.</li> <li>An improvement in the management of supporting services.</li> </ul>	<b><u>63.0%</u></b>	4.8
<b>Third</b>	<b>Contributing in the cultural and social development</b>	<ul style="list-style-type: none"> <li>Artistic and cultural programs and activities that are more advanced and sophisticated.</li> <li>An increased desire of the community to participate in the programs and activities.</li> </ul> <p>An advanced use of libraries and the raised cultural level.</p>	<b><u>64.5%</u></b>	4.8
<b>Fourth</b>	<b>Reinforcing the Ramallah's position; locally, and globally</b>	<ul style="list-style-type: none"> <li>A noticeable positive development in the tourism and economic sectors.</li> <li>An improvement in the relations between Ramallah's municipality and the organizations and unions.</li> </ul>	<b><u>62.2%</u></b>	4.7

\*The calculation of the average percentage and mean only included those of the significant elements.

From **Table (23)** and regardless of the level of agreement, the participants' **weighted average percentage of agreement to the effectiveness of the implementation of**

Ramallah Municipality's strategic development goals in the confront of urbanization problems is calculated to be the **Moderate percentage of {62.6%} with a weighted average mean of {4.75}**.

**Question (4): “What is the Impact of Strategic Development Planning in Ramallah Municipality on the Developmental Reality?”**

The previous discussion of the statistical findings of the impact of SDP on the developmental reality variables concluded that there were **only two significant elements** of this dimension, **both of which the participants disagreed to** (regardless of the level of disagreement), those elements are:

- An improvement in the living standards and economic levels.
- Justice and equality among the different segments of society (education, health care, jobs, services, ...).

**The participants' disagreement had a Moderate average percentage of {52.6%} and an average mean of {3.4}.**

## 5.2 Recommendations:

**Upon the results the following are the most important recommendations:**

- ✓ Both municipality and organizations should work on improving their interrelationships, involving each other in the decision-making process and encouraging contributions from both sides.
- ✓ Refining the municipality's pricing policies that determine the rents of houses, offices, and the purchase prices in a way that more reasonably suits the citizen's income.
- ✓ Conducting research in order to determine the different segments of citizens' income based on which fair pricing policies could be established.
- ✓ Improving and facilitating licensing policies adopted by the municipality in a way that will more clearly guide the investors through their project selection process.
- ✓ Rehabilitating sewerage networks in the different parts of the city and developing new recycling systems that will allow the reuse of wastewater.
- ✓ Improving rainwater networks in an attempt to benefit from it as a natural water resource for usage by different projects especially agricultural ones.
- ✓ Working on the implementation of any attended improvements in the different areas under municipality's authority.
- ✓ Formulating different strategic plans aiming to:
  - Increasing percentage of green areas within the city.
  - Rehabilitating and improving the roads' networks.
  - Investing in a holistic upgrade of the infrastructure.
  - Organizing the expansion and urban distribution.
  - Improving the health system sector.

- ✓ Carrying out future more in-depth research in the domain.
- ✓ Work on the participation of the municipality for the beneficiaries of its services in the process of developing development decisions in a manner that enables them to meet their needs.
- ✓ The need for the Ramallah municipality to provide its services in a fair and equal manner that meets all different segments of society (education, health care, jobs, services ..

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## Appendices

### Appendix No. (1): The questionnaire

**الجامعة العربية الأمريكية**  
**ARAB AMERICAN UNIVERSITY**



استبيان بخصوص دور التخطيط التنموي الإستراتيجي لدى الهيئات المحلية في مواجهة مشاكل

التمدن

استبانة دور التخطيط التنموي الإستراتيجي لدى الهيئات المحلية في مواجهة مشاكل التمدن في بلدية

رام الله تهدف هذه الاستبانة إلى التعرف على دور التخطيط الاستراتيجي التنموي وقدرته على مواجهة مشاكل

التمدن في محافظة رام الله، وذلك لإتمام انجاز رسالة ماجستير في التخطيط الاستراتيجي وتجديد الاموال بجامعة

العربية الامريكية.

لذا نأمل من حضرتكم قراءة ما ورد في هذه الاستبانة من فقرات بدقة وموضوعية، والإجابة عما جاء فيها .إن

تعاونك سيساهم في نجاح هذا البحث في عملية التنمية والتطوير ، المعلومات الواردة في الاستبيان سيتم التعامل معها بسرية

تامه ولن تستخدم الا لأغراض البحث العلمي. شاكرين لكم حسن تعاونكم

الباحثة : ميران سعيد ابودحو

المعلومات الواردة في الاستبيان سيتم التعامل معها بسرية تامة ولن تستخدم الا لأغراض البحث العلمي. شاكرين لكم حسن تعاونكم

الرمز	السؤال
Pers3	المؤهل العلمي: <input type="checkbox"/> دبلوم او اقل <input type="checkbox"/> بكالوريوس <input type="checkbox"/> ماجستير <input type="checkbox"/> دكتوراه
Pers4	المسمى الوظيفي: <input type="checkbox"/> مدير عام <input type="checkbox"/> مدير قسم\وحدة <input type="checkbox"/> موظف
Pers5	المعرفة بمبادئ التخطيط الاستراتيجي: <input type="checkbox"/> ممتازة <input type="checkbox"/> جيدة جدا <input type="checkbox"/> معقولة <input type="checkbox"/> ضعيفة

#### المؤسسة التي اعمل بها

Org1	عمل المؤسسة: <input type="checkbox"/> محلي <input type="checkbox"/> اقليمي <input type="checkbox"/> عالمي
Org2	عدد العاملين في المؤسسة التي أعمل فيها .....
Org3	عدد عملاء الذين يتم التعامل معهم وتقديم الخدمات لهم خلال شهر .....
Org4	عمر المؤسسة <input type="checkbox"/> اقل من 5 سنوات <input type="checkbox"/> من 5 سنوات الى اقل من 10 <input type="checkbox"/> من 10 سنوات واكثر

واقع التخطيط الاستراتيجي التنموي في البلدية : Reality of strategic development planning in

Municipality

الرمز	السؤال	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده
Rsdpm1	المشاريع التي تقوم بها البلدية ذات منفعة تطويرية						
Rsdpm2	هناك ثقة بالخطة الاستراتيجية التي تقوم بها البلدية من اجل التنمية						
Rsdpm3	تعزز الانشطة المتبعة في البلدية شعوري بالانتماء والمشاركة						
Rsdpm4	ما تقوم به البلدية من عمليات وتخطيط عبارة عن تجسيد لحاجة المواطنين						
Rsdpm5	ان رؤية البلدية ورسالتها تلامس الواقع الفلسطيني واحتياجاته						
Rsdpm6	هناك معرفة بالاهداف التي تسعى البلدية للوصول لها						
Rsdpm7	تشاركنا البلدية دائما في اتخاذ القرارات التطويرية لتلبية احتياجاتنا						

السياسات والإجراءات الاستراتيجية للتنمية في البلدية Policies and procedures Development

strategies in the municipality

الرمز	السؤال	وافق بشدة	وافق	وافق لحد ما	محايد	اعارض لحد ما	اعارض بشدة
Ppdsm1	تعمل البلدية على توفير الموارد اللازمة وسهولة الوصول اليها						
Ppdsm2	تدعم البلدية المنتجات والخدمات المحلية						
Ppdsm3	تقدم البلدية خدمات تضمن السلامة والصحة العامة						
Ppdsm4	هناك سياسات تحدد اسعار ايجار البيوت والمكاتب او تملكها تتناسب مع دخل المواطنين بطريقة عادلة						
5Ppdsm	تشجع سياسات البلدية في الاستثمار والانتاج داخل المدينة						
6Ppdsm	السياسات المتبعة للتراخيص تعمل على توجيه المستثمرين في اختيار المشاريع						
7Ppdsm	عملت البلدية على جعل الطرق داخل المدينة تعزز التعاون بين التجمعات الحضرية والسكانية المجاورة						
8Ppdsm	الاجراءات المتبعة قللت الحوادث والكوارث الطبيعية وغير طبيعية						
9Ppdsm	هناك استجابة سريعة عند حدوث الكوارث						
10Ppdsm	السياسات والاجراءات البلدية وجهت التعليم بطريقة تعمل على خدمة احتياجات المجتمع وتطويره						
1Ppdsm1	سرعة الوصول للمعلومات وسهولة الاتصال						
2Ppdsm1	ارتفاع جودة وكفاءة استخدام التكنولوجيا في العملية التطويرية						

فعالية تنفيذ الأهداف الإنمائية الإستراتيجية لبلدية رام الله في مواجهة مشاكل التمدن  
implementation Municipality's strategic development goals in the face of  
urbanization problems

الرمز	السؤال	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده
Gol1	تطوير البنية التحتية والتنظيم العمراني والتخطيط الحضري للاسهام في تحقيق التنمية						
Eisdg1	عملت البلدية على تطوير وتاهيل شبكات الطرق والمواصلات						
Eisdg2	هناك تقدم وتطور في عملية تاهيل وتطوير شبكة الصرف الصحي ومياه الامطار والعمل على الاستفادة من مياه الامطار						
Eisdg3	توسع حدود المدينة وزيادة الساحات والمرافق العامة						
Eisdg4	تطوير وانشاء مرافق عامة ( اجتماعية ، ثقافية ...)						
Eisdg5	البيئة الجديدة تعد مشجعة للاستثمار والتجارة						
Eisdg6	استخدام الطاقة المتجددة في عملية تطوير شبكات الانارة						
Eisdg7	الاجراءات المختصة بالتراخيص اصبحت اكثر سهولة مما قللت الابنية والمنشآت المخالفة						
Eisdg8	وجود عمل جماعي وتعاوني بين مؤسسات الخدماتية والبلديات						
Gol2	تعزيز وتحسين الوضع الصحي والبيئي في مدينة رام الله						
Eisdg9	المدينة اصبحت اكثر جمالا وحدائة						
Eisdg10	هناك مشاريع مستمرة تعمل على زيادة عدد الحدائق والمشاتل						
Eisdg11	ارتفاع وعي المواطنين بضرورة مشاركتهم في عملية الحفاظ على النظافة و المناطق الخضراء						
Eisdg12	وجود البات جديدة ومتطورة في عملية جمع النفايات وفرزها						
Eisdg12	كفاءة عمليات التفتيش والرقابة ( المخالفات ،التفتيش الصحي ، اسواق، ..)						
Eisdg14	تحسين في ادارة الخدمات المساندة (حركات السير، الكراجات، المستودعات ، الصيانة العامة ...)						

							الشعور العام برضى على الخدمات المقدمة من البلدية	Eisdg15
الاسهام في التنمية الثقافية والمجتمعية								Gol3
							البرامج والانشطة الفنية والثقافية اكثر رقي وتطور	Eisdg16
							ازدياد الرغبة في المشاركة الاجتماعية في البرامج والانشطة	Eisdg17
							الارتقاء في استخدام المكتبات ورفع المستوى الثقافي	Eisdg18
تعزيز مكانة رام الله محلياً وعربياً وعالمياً								Gol 4
							لا يوجد فرق او تميز بين مدينتنا والمناطق الاخرى ( الثقافة، الطرق، التطور ، البنية التحتية ، الخدمات ... )	Eisdg19
							تطور ملحوظ وايجابي في القطاع السياحي والاقتصادي	Eisdg20
							تطور العلاقات بين بلدية رام الله والمؤسسات والاتحادات	Eisdg21

تأثير التخطيط التنموي الاستراتيجي في بلدية على الواقع التنموي  
Impact of strategic development planning  
in Municipality on the developmental reality

الرمز	السؤال	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده
Isdpm1	ارتفاع نسبة المساحات الخضراء داخل المدينة						
Isdpm2	اصبحت الطرق اكثر امان وسلامة						
Isdpm3	انخفاض مشاكل البنية التحتية (المجاري، الكهرباء، الاتصال، الماء)						
Isdpm4	التحسن في المستوى المعيشي والاقتصادي						
Isdpm5	تنظيم التوسع و التوزيع العمراني						
Isdpm6	انخفاض نسبة الاصابة في الامراض ( الانفلونزا، السرطان ، امراض التنفس ... )						
Isdpm7	توفر العدل والمساواة بين شراح المجتمع (التعليم، الصحة، العمل، الخدمات .....						



**Appendix No. (2): List of Arbitrators**

<b>Name</b>	<b>Workplace</b>	<b>Academic rank</b>
<b>Dr. Mohammed Abu Sherbeh</b>	<b>Arab American University</b>	<b>professor</b>
<b>Dr. Shibley Al-Sweiti</b>	<b>Al-Quds Open University</b>	<b>Co-professor</b>
<b>Dr. Majeed Mansour</b>	<b>Arab American University</b>	<b>professor</b>
<b>Dr. Abdalrahman Al-Tamimi</b>	<b>Al-Quds University</b>	<b>Professor</b>

## الملخص

هدفت هذه الدراسة للتعرف إلى مدى فعالية الخطة الإستراتيجية التنموية للسلطات المحلية في مواجهة مشاكل التحضر - دراسة حالة بلدية رام الله، وقد تناولت الدراسة سبل تحسين البنية التحتية والبرمجة السكنية والتخطيط الحضري للمساهمة في إقامة التنمية، وتعزيز وتحسين الوضع الصحي والبيئي في مدينة رام الله، و المساهمة في التنمية الثقافية والاجتماعية لمدينة رام الله.

اكتسبت الدراسة أهميتها من أهمية التخطيط التنموي الاستراتيجي في تحقيق التنمية المجتمعية المستدامة، حيث تتناول هذه الدراسة واقع تنفيذ الخطط الإستراتيجية من قبل السلطات المحلية في مواجهة المشاكل والقيود التي تواجهها في الظروف البيئية غير المنضبطة، وأهمية التحديات التي تواجهها هذه الخطط في عملية تنفيذها لهذه خطط، ولتحقيق أهداف الدراسة تم استخدام المنهج الوصفي التحليلي، وتم اعتماد الاستبيان كأداة رئيسة لجمع البيانات وتحليلها ومناقشة تساؤلات الدراسة التي جرى توزيعها على عينة عشوائية من مجتمع الدراسة المتمثل بالموظفين الإداريين في منشآت (الأعمال، والصناعية، المدارس، المراكز الطبية... الخ) في مدينة رام الله، وبلغت عينة الدراسة (90) موظف وموظفة، تم استرداد (77) استبيان صالحة للتحليل الإحصائي، بنسبة (85.5%)، وجرى ادخال البيانات وتصنيفها عبر برنامج الرزم الاحصائية (Spss)، وتوصلت الدراسة إلى العديد من النتائج أهمها: أن هناك ضعف وقصور في عملية اشراك البلدية المنظمات في عملية صنع القرارات، بالإضافة إلى وجود ضعف في شبكات الصرف الصحي في مدينة رام الله، بالإضافة الى ضعف في شبكات مياه الامطار، ووجود ضعف الاهتمام بالمناطق الخضراء داخل المدينة.

وخلصت الدراسة إلى مجموعة من التوصيات لأصحاب القرار في البلديات بشكل عام وبلدية رام الله بشكل خاص أهمها: يجب أن تعمل على مشاركة البلدية للمستفيدين من خدماتها في عملية تطوير قرارات التنمية بما يمكنهم من تلبية احتياجاتهم، ضرورة قيام بلدية رام الله بتقديم خدماتها بطريقة عادلة ومتساوية تلبي كافة فئات المجتمع (التعليم، الرعاية الصحية، الوظائف، الخدمات، ...)، وإعادة تأهيل شبكات الصرف الصحي في مختلف أنحاء المدينة وتطوير أنظمة إعادة تدوير جديدة تسمح بإعادة استخدام مياه الصرف الصحي.