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**Strategic National Planning In Facing the Problem of
Global Climate Change**

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Thesis approval

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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.

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Acknowledgment

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 goes especially to my supervisor Dr. **Eyad Yacoub Ahmad Yacoub** for his intellectual guidance, constructive feedback and careful attention to every aspect of this project work Without his assistance and persistent help, this project would not finish in due time. Finally, I would like to deliver my sincere thanks to my colleagues and friends.

Abstract

The research studied the influence of strategic planning of the Palestinian ministries on the global climate change. It also discussed the National Adaptation Plan for the climate change crisis and described the current Palestinian attitude to face the climate and environmental changes in the area. Climate change causes various impacts: the lifestyle, source of income, and food supply channels, purchasing power in markets. The thesis aimed to study Palestinian ministries' strategic plans in terms of readiness and capability to confront and contribute to the global world issue of climate change.

The value of the thesis comes from role of the strategic planning process in the organizations or ministries to face climate change crisis. The research highlighted the obstacles that stand in front of the organizations or ministries during implementing the strategic planning to achieve the goals of the study, the questionnaire was adopted as a main tool for data collection and analysis and discussion of the study questions (33) questionnaires were distributed to a random sample of the study community population consisted of four main institutions (Palestinian Water Authority, Palestinian Environment Quality Authority, Palestinian Energy and Natural Resources Authority, Palestinian Ministry of Agriculture) in Palestine.

The study reached many results, the most important of which are that there is no previous experience in strategic planning to face climate change. Prepare detailed and complete work plan for the first year of the national plan to face climate change. The plan takes economic crises in considerations and provides appropriate solutions for it. The plan considers human beings the responsible element on climate.

The study concluded a set of recommendations for decision-makers in four institutions, the most important of which are good communication between the ministries and institution of the Authority that conducted climate change adaptation policies in different sectors, local officials, and citizens themselves. The adaptation to climate change requires the development of new or modified smart policies at all levels. Also, adaptation to climate change requires the development of new or modified smart policies at all levels. In addition, international experience has shown that the leadership must be taken at the national level by a prominent ministry or high-ranking government leader, such as the Prime Minister, the Minister of Planning or the Economy, or the State Planning Authority.

Keywords: Climate change, Strategic planning, National plans, Adaptation, Water resources, Agriculture, Human resources.

LIST oF ABBREVIATIONS

Abbreviation	Full Form
EPI	Environmental Policy Integration
OPT	Occupied Palestinian Territory
PA	Palestinian Authority
PNA	Palestinian National Authority
UN	United Nations
NGOs	Non-Governmental Organization.
UNDP	United Nations Development Program
NAP	National Adaptation Plan
Ft	Feet
Mm	Millimeter
L/c/d	liters consumed a day
WHO	World Health Organization
MCM	Million Cubic Water
AYCM	Arab Youth Climate Movement
SWOT	Strengths, Weaknesses, Opportunities and Threats

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Chapter One

Introduction

1.1 Introduction

Palestine is located southwest of Asia, on the southern of the Mediterranean Sea Eastern Coast. Its climate is moderate: cold and rainy in winter, hot and dry in summer. The range of yearly rainfall in Palestine nearly lies between 400mm and 450mm. The resources of water are very inadequate in this area due to the political conditions. Jordan River is the only resource of surface water in the west bank, whereas both Palestine and Israel share the aquifers of the mountain underlying the west bank and the coastal one underlying Gaza. (ZA Mimi, 17 February, 2010.)

Despite all the struggles that the Palestinian Authority suffers from, it proves that the ability to face climate change issues with its global contribution in making the world that we are living in much better. Unfortunately, The Palestinian plan for climate change clashed with many obstacles and limitations, starting with having a dependent self-administration and ending with economic failure.

"The Palestinian struggle does not influence on a local level only, but also on a global level because it is an injustice issue that is a threat to the world's peace" (Toynbee, 1968). The continuous Israeli occupation makes access to resources difficult for the Palestinians to gain the needed support to adapt the climate change and handle its effects.

According to many scientists or ecologists, the climate change became a critical issue for the past twenty-five years, and a foremost issue on the international policy agenda (Bernauer, 2013). The main goal of this research is to investigate the strategic development of climate change in terms of different aspects such as its impact, vulnerability, adaptation, financing and technology, legal and institutional framework, education and research, awareness and research, position on vulnerable groups, socio-economic cost-benefit analysis, and lastly the implementation governance, sustainability and monitoring mechanisms between the years 1994 and 2018 focusing on the Palestinian National Adaptation Plan to face climate changes. The study emphasizes the role of improving the capacity of the government to face many challenges climate change adaptation on the national level. It also establishes the building framework of governance at different levels and why this is important for an advancing proactive adaptation and for eliminating barriers to adaptation.

1.2 Research Objectives:

The main objective of this study is to know (the effectiveness of the developmental strategic plan of local authorities in facing urbanization problems - Case study Ramallah Municipality.

- 1- Identifying the aim of strategic national planning in Palestine.
- 2- Clarifying if climate change has major and minor effect on health, gender and tourism.
- 3- Identifying the obstacles facing the strategic national planning process.
- 4- Assessing the extent of the execution of the national plan goals.
- 5- Identifying the mechanisms and methods of the strategic national plans in the face of the uncontrolled environmental challenges in climate change in Palestine: poverty, growth, survival, and the economic crisis.

1.3 Research Questions:

- 1- What is the aim of the national strategic planning?
- 2- What are the obstacles facing the strategic national planning process?
- 3- Does the government have applied objective national goals according to the timetable set for its implementation to tackle the problems of climate change?
- 4- What is the impact of strategic development planning in Ramallah Municipality on the developmental reality?

1.4 Limits of the Research and its determinants:

- The mobility expenses for doing the research and collecting data.
- The absence or lack awareness of the research topic in the community rejects some people to share information and participate in the research.
- Difficulty in obtaining information and data which was not facilitated by the universities under study.

Chapter Two

Historical Background and Literature Review

2.1. Introduction:

Both Palestinian urban areas and the majority of the refugee camps are under the Palestinian Authority (PA) control in the 1990s upon the Madrid/Oslo 'harmony agreement.' However, the territory remains under the military Israeli occupation control.

The climate change crisis is one of the century crises; it became the most important issue for the United Nations because rising temperatures is the reason behind the environmental degradation, natural disasters, extreme weather conditions, food and water insecurity, economic disruption, conflicts and terrorism. The results include rising sea levels, melting Arctic ice, dying coral reefs, ocean acidification, and forest fires. As Secretary-General António Guterres said, "The climate emergency is a race we are currently losing - but we can win".

Scientific has proved that climate warming exists. "Observations throughout the world make it clear that climate change is occurring, and rigorous scientific research demonstrates that the greenhouse gases emitted by human activities are the primary driver." (ASS, 2009).

Climate change is a dangerous crisis for human beings, it influences the entire world. However, this thesis examines the impact of vital plans created by the Palestinian Authority (PA) and their outcomes to face climate change on both national and international levels. Moreover, this thesis will show the political and natural effects of environmental change on the Occupied Palestinian Territory (OPT).

2.1.1 Strategic Planning

Strategic planning is crucial to conduct plans correctly, to have satisfying results. Because it helps in the decision-making process, it also helps how to privatize the organizational resources furthermore, strategic planning shows how to deal with challenges and benefit from the opportunities in the long term. (Waldron, 1994).

Moreover, tactical planning and analysis improve the development process communities and indorse several values during implementing these plans. This creates an approach that can perform integrity between our needs, goals, and achievements.

2.1.2 Elements of a Strategic Plan:

Four main elements to define the framework for identifying strategic goals in the planning level:

- Vision: Sharing your employees or partners with the social standard that ministry cares about as a part of its job.
- Mission: shows what the ministry of the state will do to achieve the vision. But it should be formal.
- Activities: the ministry usually conducts various activities, workshops, events.
- Values: all beliefs and that guide the operations of the ministry in terms of moral, social, political, and economic levels.

After defining or affirming the vision, mission, activities, and values, the next stage is identifying strategic issues. To accomplish this task, we must look at conditions and trends in the physical, social, economic, and political environments that may have a positive or negative impact on the ministry's ability to achieve the vision and carry out its mission. The board must also assess internal strengths and weaknesses.

The assessment process takes SWOT analysis to asset the operations in the ministries. SWOT stands for strengths, weaknesses, opportunities, and threats. It can consist of a combination of individual interviews, surveys, focus groups, research of relevant socioeconomic trends, and an internal ministerial assessment of the administrative and program-related capacities of the ministry. The methods the ministry used to collect the information required for the SWOT analysis will be based on the financial and human resources available. (Poister , 2005)

Effective strategic planning helps the staff and board members of any ministry to develop a strategic plan for the ministry from preparation to development and implementation. The research will provide statistical data on the influence of the Palestinian strategic planning on global climate change. The process of collecting data will take the following forms:

2.1.3 Historical Background of the Palestinian Development Plans

When the Palestine Liberation Organization PLO was given control of the Palestinian Territory in 1994 it has considered and investigated all issues in Palestine to develop the farming and economic sectors by creating diplomatic and business relations with other foreign countries.

2.1.4 Development plans (1994-2000):

The development plans are the platform structure of government institutions and ministries. They also serve the current situation in the work place and create a self-reliant country by having a national economy. Most of the plans aim to improve the infrastructure and the economic sectors, industrial and farming sectors.

In the beginning, The Palestinian leadership had no experience dealing with obstacles and struggles efficiently in the country. Also, to the inappropriate decisions, lack of money and aid, geographical difficulties, and poor distribution of the resources. Consequently, the leaders tend to form a new Palestinian government.

2.1.5 Development plans (2001-2007):

During the period 2001-2007, development plans focused on four elements: education, health, construction, and infrastructure. However, to develop these sectors very challenging for the Palestinian government again. For example, the second intifada forced the Palestinian government to redevelop the destroyed buildings, houses, and institutions. The Palestinian legislative elections in 2006 brought Hamas to the front line in the Palestinian leadership. Which turned attitude the international community, especially the US and Israel seriously. Therefore, they stopped lots of external support and aids to the Palestinian government, which made the Palestinian Authority lose their control of the situation. For instance, the government is unable to pay salaries for the employees. The internal Palestinian conflict between Hamas and Fatah parties the division of the Palestinian government into two different governments, one is ruling the West Bank while the other one is ruling Gaza Strip. Therefore, the conflict affects the development process and makes both have their circumstances and development plans.

2.1.6 Developmental plans (2007-Until Now):

The current century witnessed many changes in the Palestinian society demands and needs. In Gaza, the development plans focused on reconstructions, and infrastructure again, and building new governmental institutions. While in the West Bank, the development plans focused on reforming and developing all sectors through enhancing the communication between governmental and non- governmental institutions. However, the reason behind setting a development plan is to build a national economy through developing the technological and industrial sectors, thus the Palestinian Authority can be independent of external support and aid.

The Palestinian Authority has no control over its natural resources or large spaces of its territories, and the un-independent political dominance to manage climate risks in the area. However, the Palestinian Authority obliges to deal with the climate change crisis, which constrains the Palestinian Authority's adaptive performance and action tremendously unimportant and less productive.

The Palestinian Authority is not eligible and equipped to support and manage the challenges in the long-term, which needs political intervention, inter-ministerial contribution, and significant economic resources than are presently available. Also the necessary administration issues considering the environmental changes alteration, because of the restrictions of national organizations on neighborhood specialists.

In 2011, the Palestinian Authority's Environment Quality Authority established a "National Climate Change Adaptation Strategy" in cooperation with UNDP, the London School of Economics, and other Palestinian Authority agencies, with a modified version – the NAP– published in 2016 (NAP,2016). The updated report shows the total cost of its proposed agriculture and water adaptation options to be in a surplus of \$3.5 billion over the next ten years (Zena Agha, 2019).

Furthermore, UNDP/PAPP encourages the Palestinian Authority, to handle the challenges of climate change, improve the relevant low-Emissions Climate – Resilient Development Strategies (LECRDS) and procedures - forming technical capacity to amass, and investigate related data to supervise and monitor the consequences of climate change on various sectors. Both UNDP and Palestinian Authority look for methods to improve national competence and capacity to take real actions towards climate change crisis through the following:

- Drawing a strategic and programmatic road map for the PA to execute LECRDS and rules in addition to identify the necessity for carrying out new approaches to tackle the problem.
- Encouraging organizational and monetary capacities to talk on the effects of climate change.
- Reinforcing local regions, nations, and methodologies to deal with climate change issues.
- Improving the pliability of the very susceptible societies influenced by climate change.

2.2 Climate Change

2.2.1 Definition:

Climate change occurred as a result of changes in the atmosphere and the communication amongst the atmosphere and several other geological, chemical, biological, and geographical causes on the earth's planet during different periods.

The climate is an exceptional case that is continuously changing. The two physical features and its level and enduring of movement are influenced by a variety of elements, such as containing sunlight based radiation, the geographic condition of the mainland, sea flows, the area and direction of mountain rates, environmental science, and flora developing on surfaces.

The previously mentioned causes turn with the pace of time. The factors are several: distribution of heat within the oceans, atmospheric chemistry, and surface flora, change in short periods, the position of continents and the location and height of mountain ranges, change over very long durations. Therefore, the climate, that formed by the physical characteristics and gesture of the atmosphere, differs at every possible duration.

Climate is the condition of various elements: temperature, range of rainfalls, moisture, winds, and others in a specific place. It differs from a place to another, and this difference reflects on the behaviors of any communities and their reactions based on the sphere aspects they often confront or rarely. (Stephen T. Jackson, 2019).

2.2.2 The weather of Palestine

Palestine has a climate featured by long, hot, dry summers and short, cold, rainy winters, as alternated locally by altitude and latitude. Israel's location controls the climate between the subtropical aridity characteristic of Egypt and the subtropical humidity of the Eastern Mediterranean area. January is the coldest month, with temperatures from 5°C to 10°C, and August is the hottest month at 18°C to 38°C. (Weather Online).

The amount of precipitation in the falls season between November and March is around 70%, while June through August is not usually raining. Precipitation intermittently dispersed, diminishing strenuously as one wave southward. In the extreme south, precipitation midpoints are under 100 mm every year; in the north. The precipitation yearly is around 1,100 mm. The amount of the precipitation is different from season to season and from year to year, especially in the Negev Desert. Precipitation is regularly packed in vicious tempests, causing disintegration and flooding.

During January and February, downpour may not only take the form of snow at the higher elevations of central highlands, especially in the Golan Heights but also around Jerusalem. In some winter's snowfalls, may be quite heavy, but never lasts very long. The territories of the country most cultivated are those that receive more than 300 millimeters of rainfall annually; only about one-third of the country is cultivable.

As all over the world, Palestine is affected by climate change. These impacts have projected to grow. Also, both government and society must work together to improve the ability and readiness to build strategies that respond to climate challenges and problems of both today and the future. (ZA Mimi, 17 February, 2010).

The risks which resulting from the climate changes became the priority of the global, where the changes on the earth in the 21st century is moving rapidly, the heating up of the earth is the new challenge of the global socio-economic development which requires an urgent & effective solution (PLAN, 2013).

The scarcity of water is threatened by climate changes, which may impact the three areas of food safety. The human wellbeing, food supply chain, and living could be influential. The result may take place shortly because of weather conditions and in the long term for its effect on water & temperature fluctuation. (WFP, February, 2010).

The activities of human beings on the earth have increased the effect of "greenhouse gases" which is preventing the atmosphere of losing the heat. Global warming and the increase in temperature occur from "greenhouse gases" which held the heat closer to earth. However, it has a positive relation with heat and warming that it is similar to a thick cover that prevents the heat from radiation away. The wrong human activities made this cover thicker and led to amplify warming. (Public agenda, 2006).

"The threats of climate change to human beings and natural ecosystems have elevated to a top priority since the release of the fourth Assessment Report of the Intergovernmental Panel on Climate Change. Consequently, the evidence is accumulating that human-induced climate change is underway and that these changes are very likely due to an increase in greenhouse gas emissions:" (IPCC, 2007).

In recognition of its global dimensions, the Human Development Report of 2008((UNDP, 2007)has dedicated to emphasizing the emerging problems and vulnerabilities which are linked to climate change and to recommend policies, strategies, and actions to limit, neutralize and adapt to its effects. The Palestinian Authority produced its Strategy for

Climate Change Adaptation in 2020; this strategy formed the basis for building the National action plan.

The change of climate requires changing the government & popular practices, the challenge is interdependent & integrated and requires a comprehensive approach, and the governments' response shall be on the same speed of the change of the climate. (Mitchell, 1997).

The International community developed the "Sustainable Development Agenda 2030" in 2015, by which most governments get committed to contributing to a better future of the world through creating "a hunger-free, more equitable, sustainable, peaceful and resilient world". Palestine is one of the countries that are committed to "Sustainable Development Agenda 2030" with its 17 (SDGs).

Moreover, Palestine signed the United Nations Framework Convention on Climate Change (UNFCCC) in 2016, and accordingly submitted its first National communication report (INCR) and the National Adaptation Plan (NAP) later in 2016. Global adaptation funding approximately relates to the invested resources to improve climate-change progress (World Bank Group, 2011).

(S. Munaretto, 2014) Climate adaptation is a vital process on the organizational level, involving the intervene of the government for taking care of growth and working on reducing ignorance and developing knowledge in order to make great decisions in regard to climate change. This should also raise awareness of the ways of dealing with the climate change problem in all its aspects. Besides, we need to improve and invent new effective policies on the governmental level for the dilemma and its consequences.

2.2.3 Precipitation of rainfall, Temperature and Humidity

Amount of Rainfall in 2018 is more than the Mean Average

The amount of rainfall in 2018 was 877 mm in Tulkarm City, and 213 mm in Jericho City. The mean average rainfall in Tulkarm City was 602 mm and 166 mm in Jericho.

High Temperatures in 2018 Compared with Mean Average

Maximum air temperatures during 2018 were 3.4 ° C (in Tulkarm City) above the average, while the maximum air temperatures decreased by 0.2 ° C (from the percentage in Jenin City). Minimum temperatures in 2018 were also higher than the mean average by around 4.8 °C in Jericho City and 1.5 °C in Ramallah City.

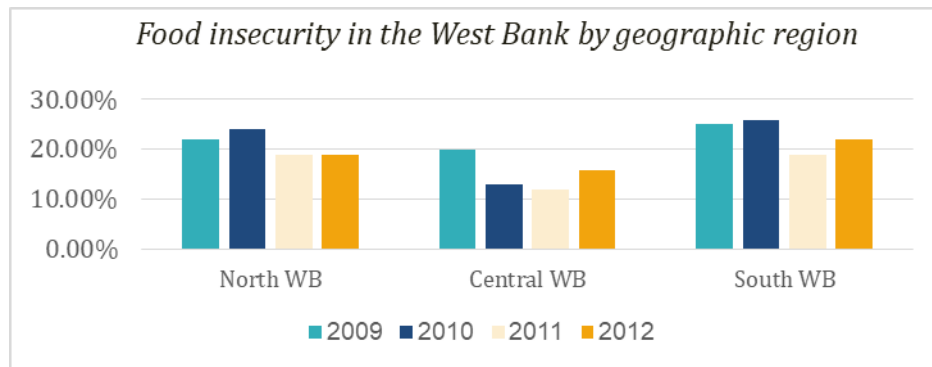
Highest Annual Humidity in Nablus, Lowest in Jericho

Data showed that annual relative humidity in 2018 ranged between 47% in Jericho City and 77% in Nablus City.

Data showed that the minimum average of relative humidity was recorded in May in Jericho city (34%), whereas the maximum average of relative humidity has recorded in December in Nablus city (93%).

2.3 National Adaptation Plan (NAP)

Climate change and its influences affect three major elements relate to food: availability, accessibility, and utilization. It has influenced by human wellbeing, means of production, and food supply chain, purchase power, and markets conditions. The causes and effects of climate change have not been restricted at a specific time, but it happens anytime based on the fluctuation of climate aspects.



Source: SEFsec survey, 2009, 2010, 2011, 2012

Climate change is assuming to decrease water resources in the Palestinian territories, which are suffering from a lack of water currently. Moreover, climate change assesses the rates of rainfalls in the Palestinian areas; so many regions are threatening of dryness. As a result, climate change does not only affect water resources availability but the political and economic situation too. (FAO ROME, 2008).

2.4 Current Status

The development plans have been through many difficulties and struggle for the concern, which is the continuous aggression of the Israeli occupation. Some agreements like Paris and Oslo became pressure tools against the Palestinian authority on many occasions. However, it seems to be useless when it comes to the Israeli occupation of Palestinian territory. The West Bank is part of the Occupied Palestinian Territory, which has divided into eleven governorates under the jurisdiction of the Palestinian National Authority.

According to the Palestinian Central Bureau of Statistics, the West Bank has a total land area of 5,655km² and the population around 2.9 million in 2019. (Bureau stat, 2019).

It has temperate weather with warm between hot -dry summers and cool to mild rainy winters. Combating climate change in the Occupied Palestinian Territories induces challenges that are not present in any other country in West Asia. In addition to the centralized management and marginal involvement of stakeholders in decision-making processes, the Israeli control of most natural resources has been dominating natural resources in the West Bank. (Zena Agha, 2019)

Food and Water Safety was a long time ago, which is one of the most crucial issues in Palestine, which has negative influences on all sectors of the state and community.

While the Israeli occupation merges the weak points of the environment by confiscating lands, the Israeli policies restrain the right of modification for Palestinians. Israeli regulations encourage importation and improvement of the mechanic system, and later one the Israeli administration may terminate its restrictions on climate change in the Palestinian side (NAP, 2016).

2.4.1 Water Resources

There are various resources of water in the occupied Palestinian territories, such as the Jordan River and the springs. However, The Palestinians have no access to use them. Therefore Palestinians have deprived of water resources and production because Israeli occupation monopolies of most water resources and its arbitrary policies since 1967 until now (Amnesty, 2009).

The Israeli occupation is taking over more than 80 percent of the annual rainfalls from the groundwater resources in West Bank to cover the Israeli inhabitants' needs of water by 25 percent. The daily water consumption for Palestinians in West Bank is about 73 liter for every individual in comparison to 300 liters for the Israeli settlers daily. The Israeli occupation does not worry about the Palestinian side, although the World Health Organization is recommending 150 liters of water to be granted for Palestinians. (NAP, 2016) .

Most of the Palestinian territories are suffering from a lack of water resources. In 2008, the available water was 88.6 MCM. The deficit rate of house water supply was 62.126 MCM in the whole West Bank. Therefore, the average water availability was 73 percent for Palestinian houses demand. Yet 90 percent of West Bank people, which means 134 communities, are still living in poor conditions because of a lack of water resources in

addition to un-improved infrastructure. Accordingly, the Palestinian communities do not receive more than 30 liters of water for daily needs. (NAP, 2016) .

2.4.2 Agriculture

The rural areas are essential places that get food in two ways: food availability that individuals consume, and gardening as a job, so it is not only for food but also other needs. The Palestinian territories suffer from the drought of large areas due to the increased expenses of agriculture tools and animal feeding during the past years, mainly in 2008.

Lack of water, caused by climate change, influenced during the winter season in 2009 on 55000 farmers in the occupied Palestinian territories, so the farmers are complaining about financial loss. As well, it will take a long time from farmers to compensate for their loss (FSA, 2010).

The influences of climate change in the occupied Palestinian territories drive chiefly to two problems, drought, and frost. The first one is the drought of areas is increasing in Palestine, particularly in southern and eastern of the West Bank. Thus, rural areas, farmers, and animals are facing huge problems due to an increase in food prices and the political closure by the Israeli occupation.

The drought phenomenon might happen always, but it hard to assume when. In rural areas, which depend on rainwater farming, will face many climate changes and consequences. The drought happens in Palestine because of the decline of rainfalls and mal-distribution of it, which affects the last years on agriculture and farmers' lives.

The drought influences tremendously on two areas of the West Bank, Hebron, and Bethlehem, in which the rainfalls were 20 percent of the average. Consequently, the agriculture sector in Palestine challenges a serious situation based on 25 average rates of precipitations rainfalls.

2.4.3 Health

The diseases, which are related to water and sewage, they appear from climate changes, temperature, moisture, and rainfalls directly. They can be viral and wide-spread by water and food consumption. Climate changes will always affect food, animals, humans, and the environment. So, we need to put policies and parameters to solve the crisis of climate change and its effects. (FAO, 2008).

Because of the circulations and force of rainfalls in the occupied Palestinian territories, they will lead to an increase of mosquitos' growth on lakes, causing diseases and other problems, especially in Gaza Strip.

2.4.4 Biodiversity

The biological variation represents 3% of the average. The urgent condition threatens the preservation of the organic agriculture variation. The biology variation has considered one of 25 areas as the last place of warm biological variation. The plant types are increasing and exposing to hazard because of destroying the natural resources by farming, un-organized urbanity.

Many kinds of species suppose that will extinct by the next coming ten years in the occupied Palestinian territories. Accordingly, around 370 rare types of species in the West Bank and Gaza Strip will be influenced by the environmental sphere in 2007. Many stone industries will face a high number of stones and soil erosion. (NAP, 2016).

The inability of farmers to reach their farms makes many areas neglected, corps devastated. Lots of Palestinian workers aim to work in Israel will affect the future of the agriculture sector and the biological variation. If the rainfall averages became low, so climate change will make its effects, and they will cease some of the botanical environments.

2.4.5 Forests

The forests signify around 3.94 percent of the average space of West Bank and 0.55 percent of the Gaza Strip. The experiment has conducted on forests in the occupied Palestinian territories. Both the botanical and human forests were highly threatened by the Israeli settlements in 1971. (ARIJ.2002)

2.4.6 Gender

Climate change is more like affect most of the Palestinian territory areas and Gaza Strip particularly. Since the threats is increasing due to high water consumption and decline of farming. The possibility of mixing floods water with salty water and groundwater is very high, which will affect women's role in their communities based on the gender culture in terms of preparing food, water, and housekeeping. (Baraa, 2017).

The environmental awareness is one of the best ways for decreasing the consequences of those threats. Climate change is not only a scientific topic, but also it is a moral

commitment for the work and combat by all women and other society members. Many organizations promoted for awareness programs about climate change. For example, AYCM is a program that was done by the institution of environment and social youth development, entitled with “The Role of Rural Woman in Handling Climate Change in May, 2015 .

The association of Call for Palestine in Jabalia, Gaza, has funded by Zero Waste MENA. It has implemented a workshop in cooperation with GGF, the funding account of international green enterprises, aiming to empower the rural woman in dealing with climate change and adapting to its changes by raising awareness of the environmental hazards and finding the best solutions for it.

In conclusion, Climate change is a serious threat to sustainable development in Palestine. Women are the weakest to its effects, so we need to play a vital role in solving the problem for the good of a family and a society.

2.4.7 Animals, Birdlife and Plants

The climate is changeable either naturally or by human actions. There is much evidence to confirm that climate change and global warming affect all animal types in terms of distribution and behaviors. If we reduce the temperature emissions highly, climate change and its effects will not cause species extinction. (Taddeo, 2017).

Climate change and its fluctuations affect birds and other animals in different ways reproduction, botanical blooming, and the mammals’ movement earlier of the year. Also, climate change affects the distribution of animals in the poles in areas as a response to high temperatures. So, the birds immigrate and arrive earlier of the year in netting and reproduction areas.

2.4.8 Energy

The energy needs have two elements illustrated as the following:

- Increased energy demands to cope with high- temperature raises.
- Raised fuel demands to contend with water shortages (fuel and transport associated costs); (NAP, 2016).

The overloading electricity and consumption indicate a lack in pipelines of fuel and its provision from the storages that industries and manufacturers require by tanks shipping in light of bad weather and climate changes.

In both cold and hot weather, the industrial demand for electricity and fuel increases, which is required for heating and cooling when frost happens or hotness waves. Accordingly, the need for power rises in winter or summer. However, industrial production exposes to the climate in many ways that increase the fuel and types of power consumption. So, rainfalls and snows fall in low rates and times; it puts power provision and raw material utilization in a problem that must be solved. (EQA, 2016).

2.4.9 Tourism

Palestine is well-known as a holy land all over the world because three main religions are there, showing a variety of cultures, histories, and civilizations. Lots of tourists visit Palestine from all around world countries, and their visits go along all changes in climate. (Jafar, 2016).

The Israeli occupation activities tend to remove and change the religious and cultural legacy of Palestine, so they destroyed mosques in historical places. All Israeli violations threaten the development and investments in Palestine.

2.4.10 Industry

When the Palestinian companies support direct importations to encourage decrease importation expenses and reduce the custom fees on the alternative products by the local companies, thus the reinforcing and funding of direct importations will bring new industries to use and consume them locally. The effective use of raw materials, which helps to import raw materials from the Israeli suppliers, so the Palestinian manufactures may not need certificates and confirmations from the Israeli Standards Institute. Also, the importation of Palestinians can be through other countries, China, Turkey, the European Union, the USA, and others (NAP, 2016).

2.5 Palestinian VS. Israeli Full Control

The world tends to adapt to climate change, which depends on the conditional, temporal at borders relations between countries. For instance, the Israeli-Palestinian conflict, the Palestinian government refuses the idea of sharing organizations in the foundation through the Oslo agreement is unfair. The Oslo agreement gives the Israeli government control over water resources in the occupied Palestinian territories. It is as well make the Palestinians suffer from lack of water. (Lautze & Kirshen, 2009).

Although the Palestinian attitude is weak in adapting to climate change, whereas the Israeli attitude is powerful in adapting to climate change because they manage and sanitize the groundwater, the Israeli government increased the expenses of the provided water for Palestinians in the West Bank. As a result, the best solution for Palestinians to do is recycling the water and sanitizes it to reduce the expenses they pay for the Israeli occupation and its violations.

Nevertheless, the sanitized and recycled water is not sufficient. Israel considers the recycled water is an essential issue while the springs as stored water for using it in treating changes like rainfalls and re-shipping. And so on, the Israelis requested in the previous procedures to keep the capacity of operating and adapting to water supply, in particular the ability to modify the reflections of west mountain spring, transferred to rainfalls and re-shipping types.

Chapter Three

Method and Procedures

3.1 Introduction

This chapter will focus on elements; the description of the methodology the researcher followed in preparing the study. Then define the study method, describe the study community, define the study sample, describe the study tool (the questionnaire), verifying its sincerity and consistency, and explaining the study procedures and the statistical methods used in processing the results. The description of these procedures is below.

3.2 Data Collection Methods

3.2.1 Data Collection Source:

The researcher has used two main sources of information: the first one is primary data resource has collected through the field includes the questionnaire. The second is the secondary resource used through the theory research, which found in different academic sources and practical studies such as Academic research Journals, reports and essays, reviews, and websites.

3.2.2 Methodology:

To achieve the goal of the study, the researcher used the descriptive-analytical method. It is defined as the curriculum that studies a phenomenon, event, or current issue to gain the information that answers research questions without the researcher's intervention. Through which the researcher tries to describe the phenomenon under study, and to analyze its data, and to clarify the relationship between the components and opinions around it, the processes that it includes, and the effects that appear, and it is one of the forms of analysis and scientific interpretation organized to describe a phenomenon or problem, and its classification, analysis and subject to careful studies by examination and analysis.

To achieve the goal of the study, the researcher used a quantitative approach through composing a survey questionnaire as a means of collecting the necessary data and surveying the sample of the questionnaire. Around (33) questionnaires have distributed to Desk review for a distributed questionnaire on four- major institutions in Palestine as 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.

3.3 Study community

The study population consisted of four main institutions (Palestinian Water Authority, Palestinian Environment Quality Authority, Palestinian Energy and Natural Resources Authority, Palestinian Ministry of Agriculture) in Palestine.

3.4 The study sample:

The study sample included (33) forms, 76% a percentage of the study population, and the following tables illustrate this:

Table (1): sample

Gender	Percentage	Number
Male	67%	29
Female	33%	14
Total	100%	33

This table shows the distribution of study sample individuals according to the gender variable, that 67% for males and 33% for females.

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 experience, where the researcher distributed the questionnaire to several arbitrators. Where they were asked to express an opinion on the paragraphs of the questionnaire in terms of: the clarity of the language of the paragraphs and their linguistic integrity, and the extent to which the paragraphs cover the studied aspect, and adding any information, amendments or paragraphs that they see appropriate, and according to these notes the questionnaire was finalized.

Table (2.3): Results of the Pearson Correlation coefficient for the paragraph correlation matrix National strategic planning to face the problem of global climate change

No.	R Value	Statistical function	No.	R Value	Statistical function	No.	R Value	Statistical function
1	0.475**	0.000	12	0.623**	0.000	23	0.510**	0.000
2	0.529**	0.000	13	0.578**	0.000	24	0.655**	0.000
3	0.520**	0.000	14	0.403**	0.000	25	0.568**	0.000
4	0.506**	0.000	15	0.406**	0.000	26	0.368**	0.000
5	0.634**	0.000	16	0.508**	0.000	27	0.298**	0.003
6	0.570**	0.000	17	0.582**	0.000	28	0.332**	0.001
7	0.597**	0.000	18	0.574**	0.000	29	0.329**	0.001
8	0.553**	0.000	19	0.524**	0.000	30	0.380**	0.000
9	0.550**	0.000	20	0.571**	0.000	31	0.414**	0.000
10	0.552**	0.000	21	0.524**	0.000			
11	0.425**	0.000	22	0.571**	0.000			

**Statistical function at 0.001 * Statistical function at 0.050

The stability of the tool: The researcher works to verify the stability element by measuring the stability of the total degree for the study paragraphs. According to the stability equation of Cornbrash Alpha and the total is (0.901), and this result indicates that this tool has a stability that meets the purposes of the study.

3.6 Study procedures

The researcher applied the tool for the individuals of the study sample, where the electronic form has distributed. Then the process of collecting questionnaires from the sample members and make sure that completing them accurately. The researcher found that the number of valid retrieved questionnaires that were subject to statistical analysis: (33) forms.

3.7 Statistical processing

After collecting the questionnaires and verifying their validity for the analysis, they were encoded (giving them two specific numbers) in preparation for entering their data into the computer for performing the appropriate statistical treatments and analyzing the data

according to the study questions. Statistical processing of the data appeared by extracting the arithmetic averages and standard deviations for each of the paragraphs the questionnaire, the Pearson correlation coefficient, and the Cronbach Alpha stability equation, using Statistical Package For Social Sciences (SPSS).

Chapter four

Statistical Analysis and Discussion

4.1 Introduction:

In this chapter, the researcher presented and analyzed the finding results of this study that collected from a sample of participants for four Authorities in Palestine, which was (33) participants with (77%) respondent rate from the strategic section.

Results 4.2

Regarding to the constructs of the questionnaire which answers the study question of:

o.	Question	Mean	S.Dev.	Degree
	The Ministry defined the needed values to build the strategic plan on it	3.49	0.679	Mid
	The planning team has transformed objectives to executable ideas that are considered by the ministry/authority.	3.77	0.671	High
	The planning team defined the needed resources to perform the strategic projects which enable the team to achieve the strategic goals.	3.53	0.767	Mid
1	The planning team defined the KPIs: Key Performance Indicators that enable the ministry to measure how successfull they are in achieving goals.	3.72	0.800	High
3	The implementation process includes coherent and strong work plan.	3.09	0.700	Mid
5	The objectives and goals for the plan can't be achieved at the specified time period for it.	3.70	0.762	High
7	The strategic goals are unrealistic and unachievable.	2.84	0.749	Mid
2	Lack of financial resources to implement the plan.	4.30	0.752	High
6	Lack of data, statistics and information about climate change.	4.07	0.767	High
8	There is no previous experience in strategic planning to face the climate change.	3.49	0.794	Mid

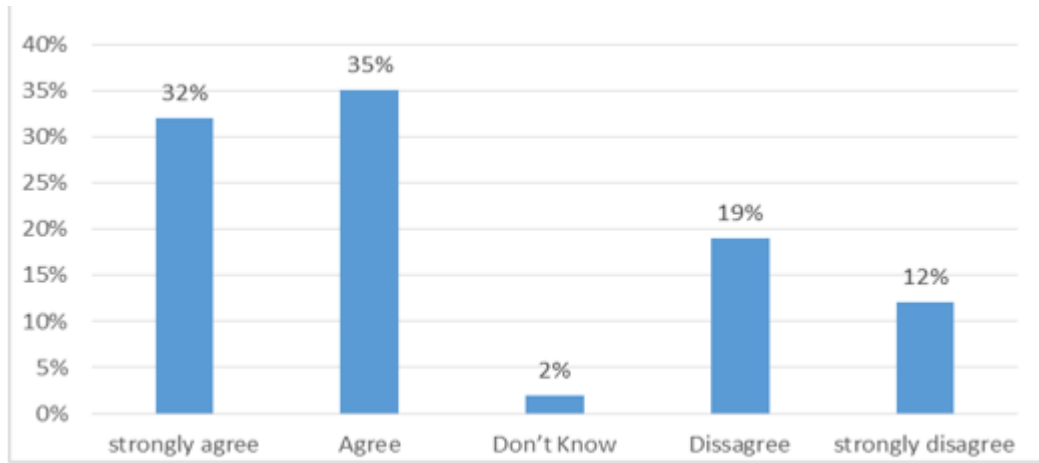
1	Crisis and obstacles which faced by the ministry distract the attention on the implementation of strategic plan	3.60	0.785	Mid
3	Lack of needed staff to implement the plan.	2.33	0.830	Low
1	Lack of the upper management support at the institution.	2.30	0.787	Low
4	Prepare detailed and complete work plan for the first year of the national plan to face climate change.	3.05	0.975	Mid
6	Availability of accurate, detailed, objective and realistic evaluation and monitoring for the plan.	3.33	0.897	Mid
7	The ministry uses the best practices for evaluation and measure it on appropriate-international standards scales.	3.42	0.804	Mid
1	There is a coordination with international organization to gain the needed information and help.	3.58	0.867	Mid
6	There are alternative plans for emergency cases.	1.98	0.876	Low
7	The plan takes economic crises in considerations, and provides appropriate solutions for it.	2.40	0.909	Mid
8	The plan considers human beings as effective element on climate.	2.79	0.806	Mid
Total		3.24	0.798	Mid

4.3. Objectives of the National Strategic Plan

The Ministry defined the needed values to build the strategic plan on it.

A great structure of the ministry depends on a team that has values and morals ethics.

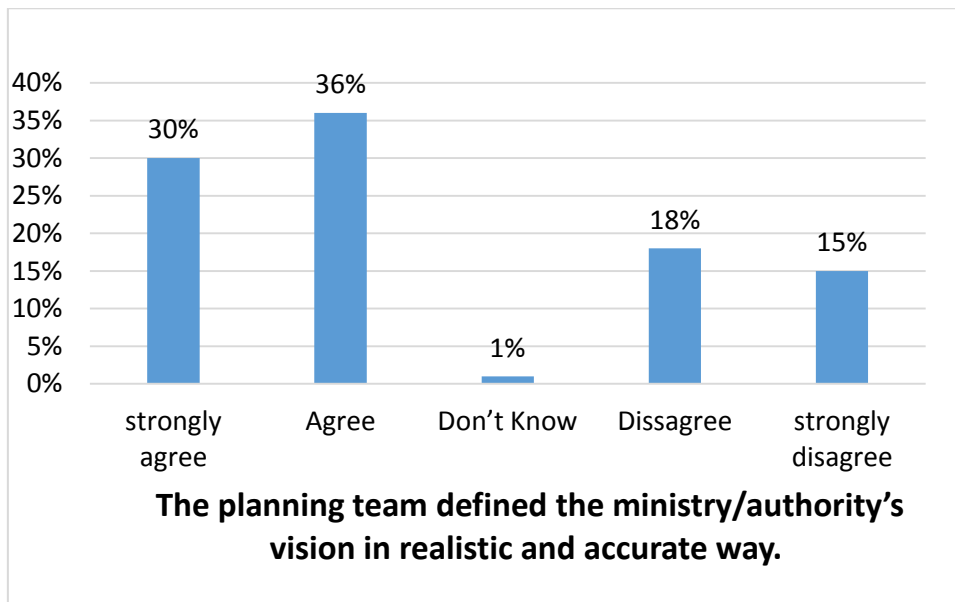
Likewise, strategic planning depends much on morals and personal characteristics



The Ministry defined the needed values to build the strategic plan on it.

The values describe the principles and beliefs that guide the operations of the ministry the **chart (1)** above shows that (a percentage of 67 %) of the participants agreed to have the needed values to build the strategic plan for the ministry, (a percentage of 32%) of them strongly agree, While (a percentage of 19 %) of the participant disagree (a percentage of 12 %) of the participants strongly disagree, and (a percentage of 2 %) of the participants said do not no.

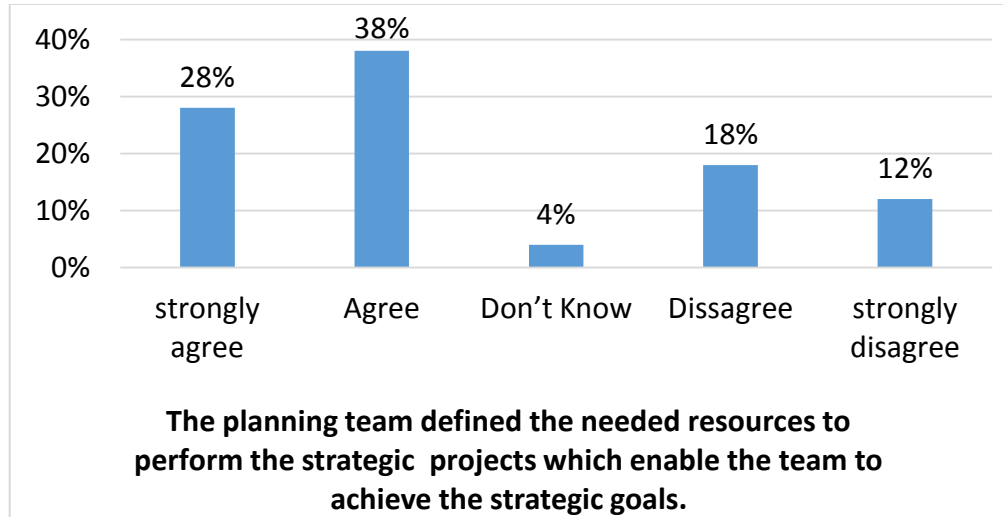
The planning team defined the ministry/authority's vision realistically and accurately
The vision usually shows obvious and reliable intentions of the future to the targeted people. Each strategic plan requires an accurate vision to help the team in implementing it.



All visions define the community type that the ministry pays attention to as a part of its work **the chart (2)** above shows (a percentage of 36%) agree with the planning team vision accurately while (a percentage of 33%) disagree, (a percentage of 30%) of them

strongly agree, (a percentage of 15 %) of the participants strongly disagree, and (a percentage of 1 %) of the participants said do not no.

The planning team defined the needed resources to perform the strategic projects which enable the team to achieve the strategic goals.



Resource management requires a comprehensive understanding of, and accuracy into the team objectives and capacity to establish the base of a correct process for resource management planning. It also helps the team in maximizing efficiency and overseeing the usage of those resources. (Brianna Hansen, 2018).

The above chart (3) shows (a percentage of 38%) agree that the planning team defined **the needed sources** to perform the strategic projects which able to achieve the strategic goals. While (a percentage of 18%) disagree, (a percentage of 28%) of them strongly agree, (a percentage of 12 %) of the participants strongly disagree, and (a percentage of 4 %) of the participants said do not no.

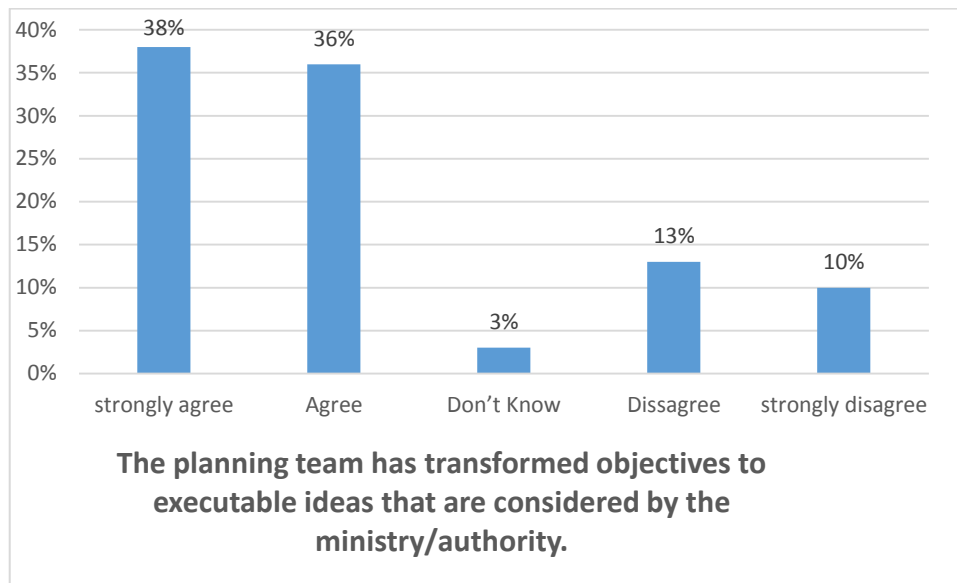
The planning team defined the KPIs: Key Performance Indicators that enable the ministry to measure how successful they are in achieving goals.



The performance tool is essential to a set of the ministry's plan. As long as the performance is high, the outcomes tend to achieve the expected results accurately.

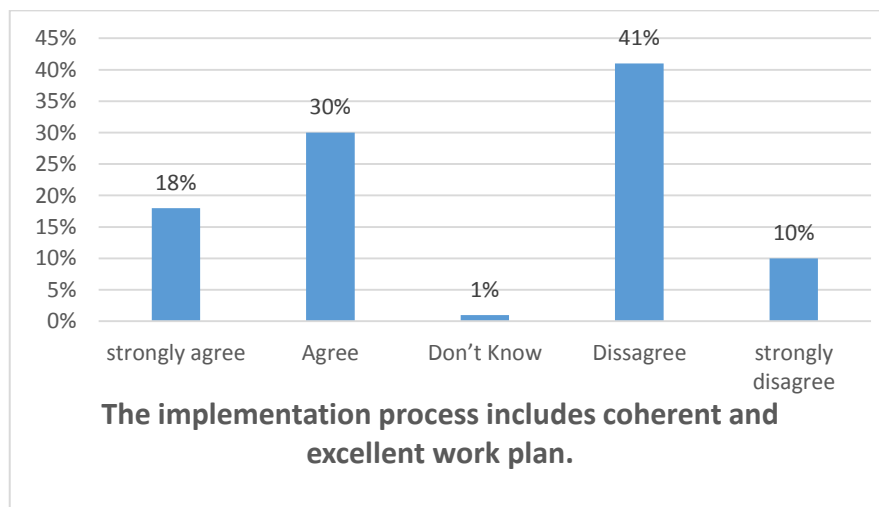
The **chart (4)** above shows (a percentage of 30%) agrees that the planning team **defined the KPIs: Key Performance Indicators** that enable the corporation to measure the success range in achieving goals. While (a percentage of 20%) disagree, (a percentage of 40%) of them strongly agree, (a percentage of 8 %) of the participants strongly disagree, and (a percentage of 2%) of the participants said do not no.

The planning team has transformed objectives into executable ideas that are considered by the ministry/authority.



The chart (5) above shows (a percentage of 36%) agrees that **the planning team transfer goals to projects ideas** that executable by the ministry/authority. While (a percentage of 23%) disagree (a percentage of 38%) of them strongly agree, (a percentage of 10 %) of the participants strongly disagree, and (a percentage of 3%) of the participants said do not no. The process of transforming objectives into executable ideas is very crucial to the development of the process of any plan in general. It takes great experience and skills to implement it on the plans. Transforming the complex objectives into doable ideas and tasks will enhance the performance of the team.

The implementation process includes a coherent and excellent work plan.

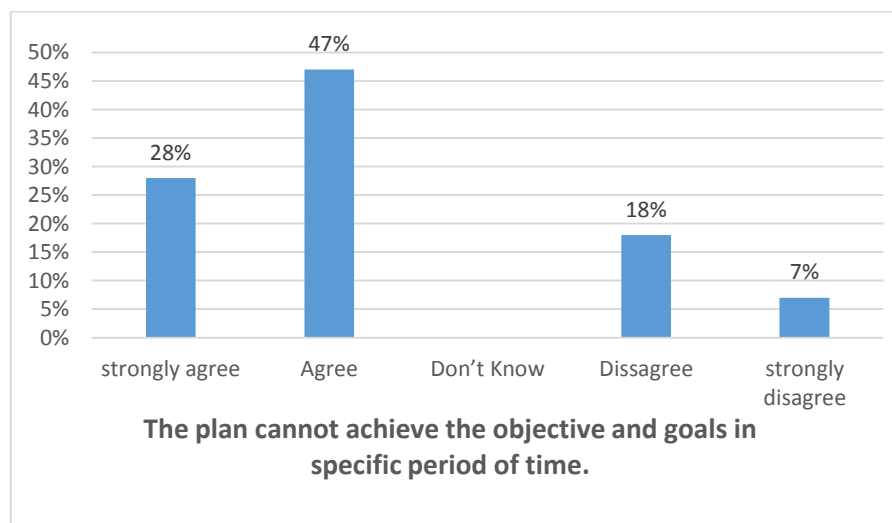


When the ministry has a coherent and excellent working plan will lead to achieving a lot of benefits for the development process in the ministry or organization.

The **chart (6)** above shows (a percentage of 30%) agrees with implementing a **coherent and excellent work plan**. While (a percentage of 41%) disagree. (a percentage of 18%) of them strongly agree, (a percentage of 10 %) of the participants strongly disagree, and (a percentage of 1%) of the participants said do not no.

4.4. Obstacles on Implementation Process

- **The plan cannot achieve the objectives and goals in specific period of time.**

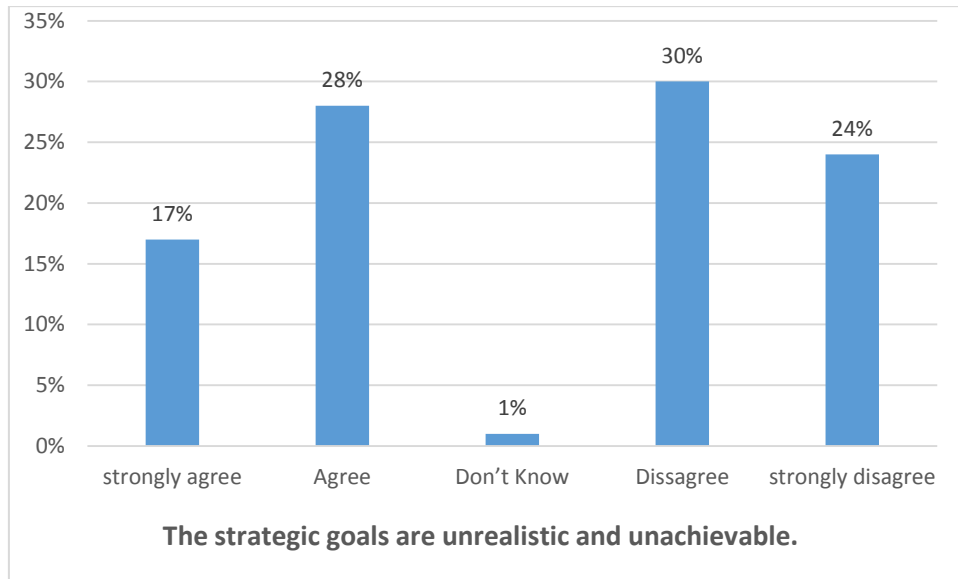


The **chart (7)** above show (a percentage of 47%) agrees that the plan **cannot achieve the objectives and goals** in specific period of time. While (a percentage of 18%) disagree, (a percentage of 28%) of them strongly agree, (a percentage of 7 %) of the participants strongly disagree.

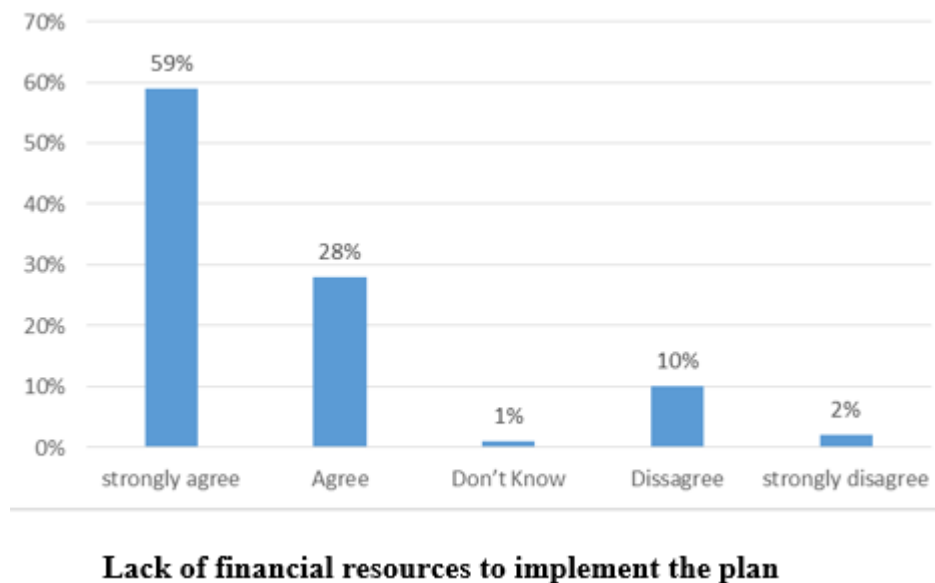
Time management skill enables the team to accomplish more tasks in a short period of time, which gives more free time. Consequently, the team knows how to grab the chances, yet reduces the level of stress, and helps it to focus, which achieve more career success. Each advantage of time management enhances another aspect of team interests.

- **The strategic goals are unrealistic and unachievable.**

The **chart (8)** shows below (a percentage of 28%) that the strategic goals are unrealistic and unachievable, while 30% say the opposite, (a percentage of 17%) of them strongly agree, (a percentage of 24 %) of the participants strongly disagree, and just (a percentage of 1%) do not know .



- **Lack of financial resources to implement the plan**



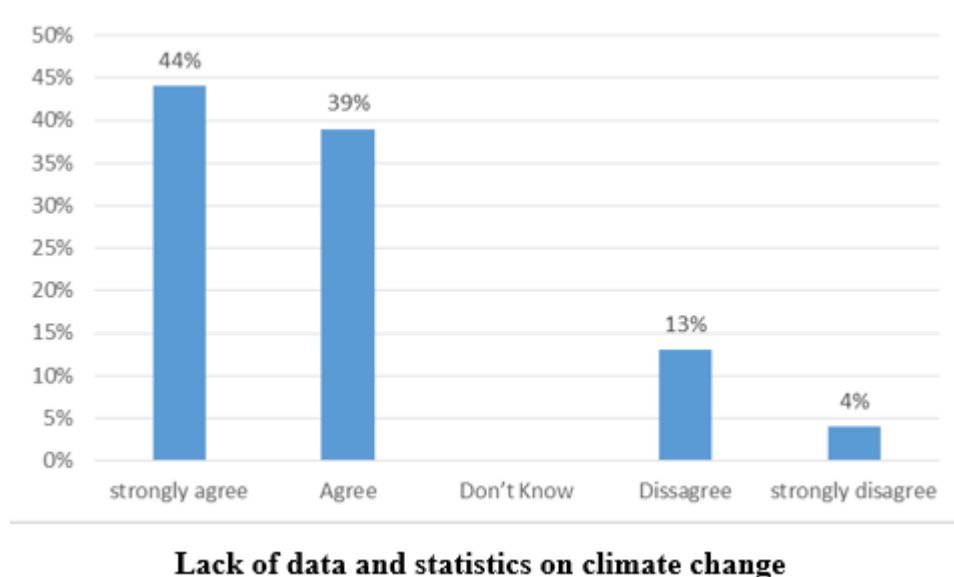
The success of strategic planning is largely dependent on the success of financial planning. Without access to financial resources, plans cannot put into action. The ministry depends on the increase financial credit, but due to market conditions, that will influence on the strategic planning in the ministry.

The chart (9) above shows (a percentage of 28%) agrees that there is a lack of financial resources to implement the plan. While (a percentage of 10%) disagree, (a percentage of

17%) of them strongly agree, (a percentage of 59 %) of the participants strongly disagree, and just (a percentage of 1%) do not know.

- **Lack of data and statistics on climate change**

The ministry aims to have easy access to information, and reliable data will help the team reaching continuous improvement and efficiency. As long as the data is available, the implementing process will be more accurate. Consequently, have a better result.

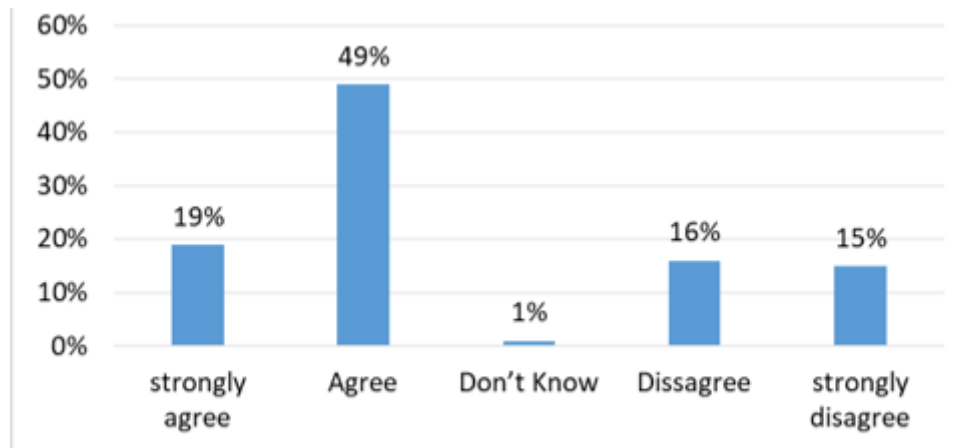


The chart (10) shows (a percentage of 39%) agrees that there is lack of data, statistics and information about climate change. While (a percentage of 13%) disagree, (a percentage of 44%) of them strongly agree, (a percentage of 4%) of the participants strongly disagree, and just (a percentage of 4%) do not know.

- **No previous experience in strategic planning to face climate change**

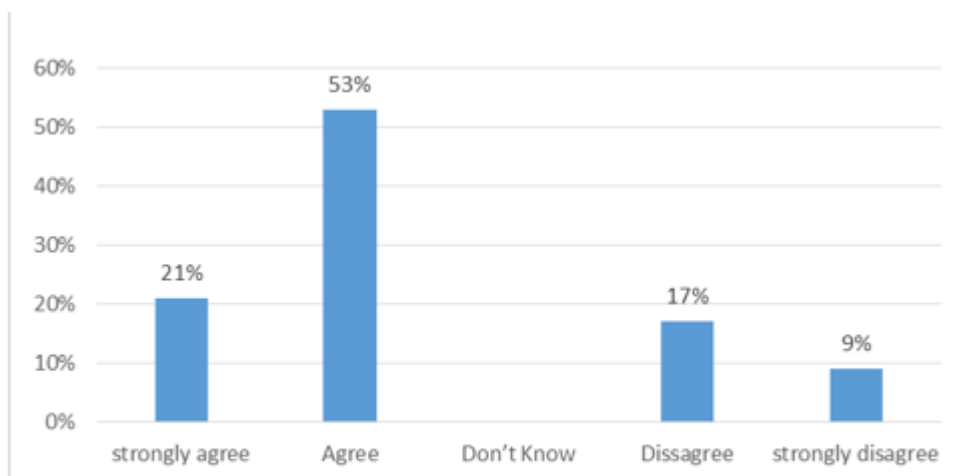
When the ministry offers information about the climate change crisis helps the team in strategic planning. In addition, the experience of the team in strategic planning helps to face the climate change crisis. However, if the team has no experience in strategic planning will influence the implementation and the preparation process in the ministry. For instance, the Palestinian ministries have a problem to find enough experts in Palestine to deal with climate changes crises.

The chart (11) below shows (a percentage of 49%) agrees that there is no **previous experience in strategic planning** to face the climate change. While (a percentage of 16%) disagree, (a percentage of 19%) of them strongly agree, (a percentage of 15 %) of the participants strongly disagree, (a percentage of 1 %) do not know.



There is no previous experience in strategic planning to face climate change

- **The ministry faces crisis and obstacles, which distract the attention on the implementation of the strategic plan.**



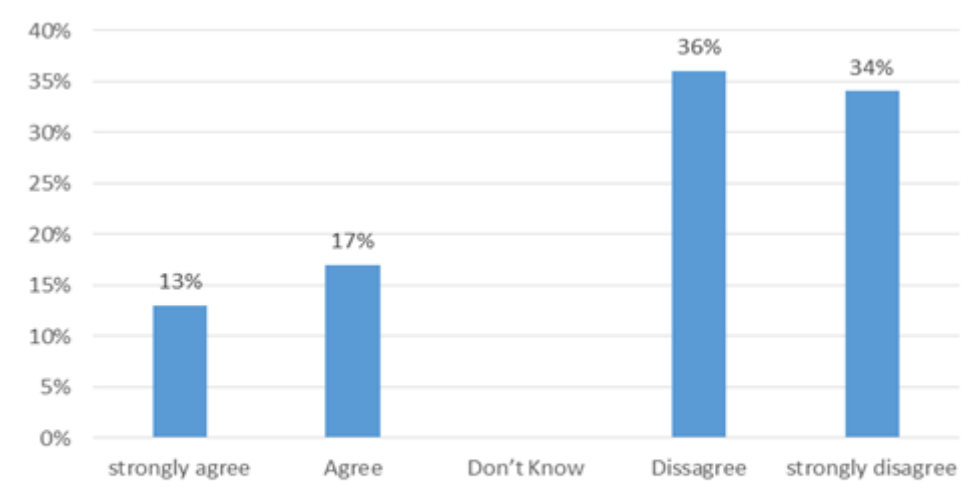
The ministry faces crisis and obstacles, which distract the attention on the implementation of the strategic plan.

The chart (12) shows (a percentage of 53%) agree that the ministry faces crisis and obstacles which distract the attention on the implementation of strategic plan, while (a percentage of 17%) disagree, (a percentage of 21%) of them strongly agree, (a percentage of 9 %) of the participants strongly disagree, and no one of the participants say I do not know.

4.5 Facing Obstacles and Challenges

- **Lack of needed staff to implement the plan.**

Human resources have a great role in the management process: planning, organizing, leading, and controlling in the ministry. Therefore, the staff group is responsible for strategic planning. The lack of qualified and experts affects strategic planning.



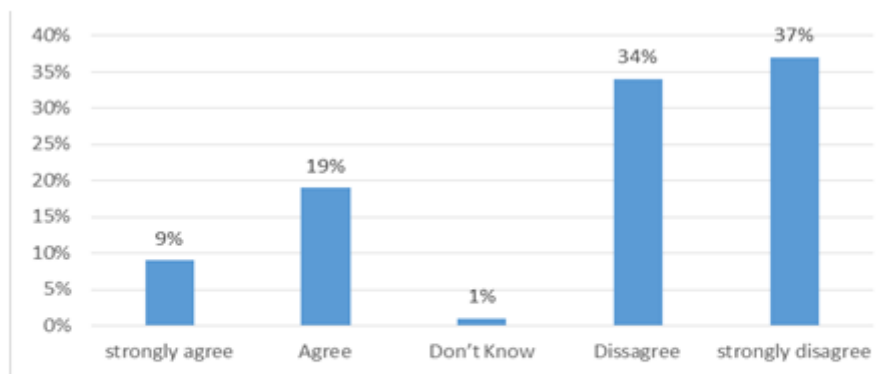
Lack of needed staff to implement the plan.

The chart (13) above shows (a percentage of 17%) agrees that there is **lack of needed staff** to implement the plan. While (a percentage of 36%) disagree, (a percentage of 13%) of them strongly agree, (a percentage of 34%) of the participants strongly disagree, and no one of the participants say I do not know.

- **The management of the institution or ministry support is not enough.**

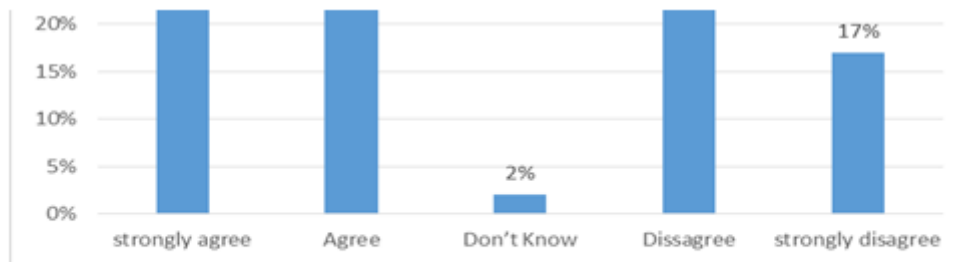
Strategic planning needs support from the board of directors in the organization or ministry. Since the managers decide every single decision, such as determine the qualified and experts, the material and financial requirement, and time limit that the staff of the ministry need to set the strategic plan.

The chart (14) below shows (a percentage of 19%) agrees that the management of the institution or ministry support is not enough. while (a percentage of 34%) disagree, (a percentage of 9%) of them strongly agree, (a percentage of 34%) of the participants strongly disagree, and (a percentage of 1%) say do not know .



The management of the institution or ministry support is not enough.

- **Prepare detailed and complete work plan for the first year of the national plan to face climate change.**

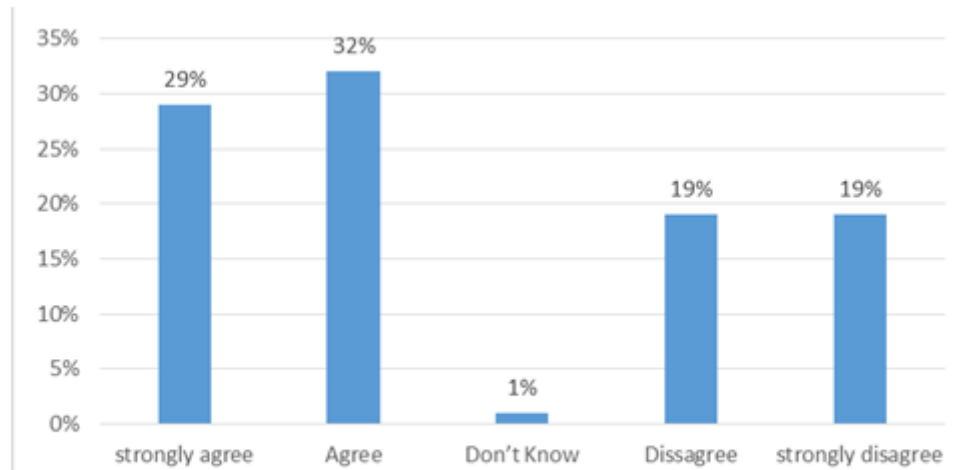


Prepare detailed and complete work plan for the first year of the national plan to face climate change.

The chart (15) above shows (a percentage of 28%) agrees that **prepare detailed and complete work plan for the first year of the national plan** to face climate change. while (a percentage of 31%) disagree (a percentage of 22%) of them strongly agree, (a percentage of 17%) of the participants strongly disagree, and (a percentage of 4%).

- **Having accurate, detailed, objective and realistic evaluation and monitoring for the plan.**

The processes of data collection and assessment related, but they have different functions. Observation is a way of information availability, which includes deploying data and planning management. It aims also to fulfill the pre-defined goals or not. Evaluation relies on data that come from observation as a tool to analyze directions of influencing factors and consequences. (OTIENO, 2016).



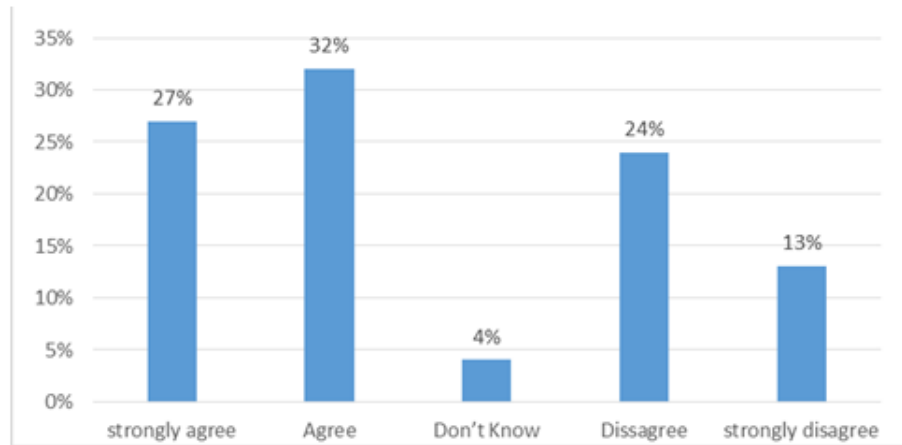
Having accurate, detailed, objective and realistic evaluation and monitoring for the plan.

The chart (16) above shows (a percentage of 32%) agrees that having accurate, detailed, objective and realistic evaluation and monitoring process for the plan.. while (a percentage of 19%) disagree, (a percentage of 22%) of them strongly agree, (a percentage of 17%) of the participants strongly disagree, and (a percentage of 4%) say do not know.

The ministry uses the best practices for evaluation and measures it on appropriate-international standards scales.

The collected data may expect to mislead the expectations of the project. Therefore, the ministry uses the SWOT assessment procedure to check the assumptions that the project follows the plan. If the international is not applying measurement standards, there will consider reformative notes.

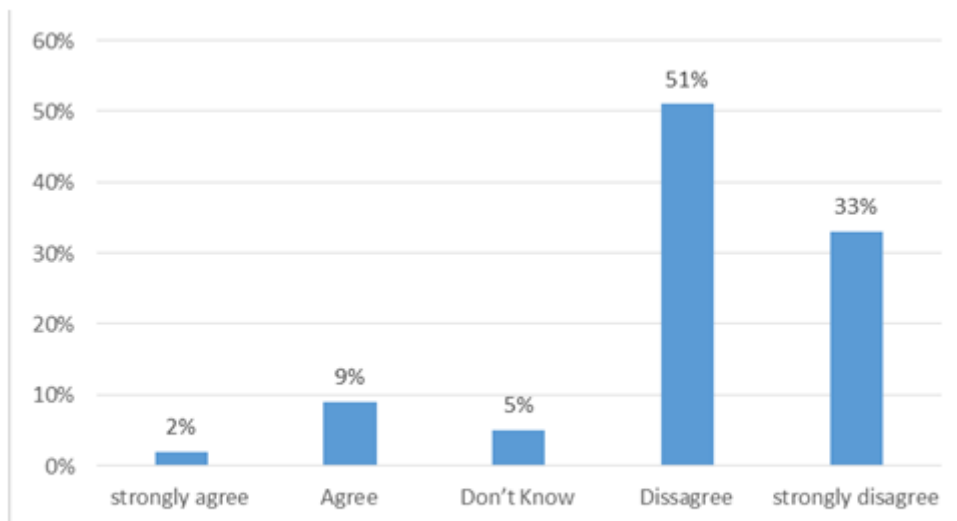
The chart (17) below shows (a percentage of 32%) agrees that **the management of the institution or** ministry support is not enough. while (a percentage of 24%) disagree. There is coordination with international organization to gain the needed information and help.



The ministry uses the best practices for evaluation and measures it on appropriate-international standards scales.

4.6 Most Important Strategic Factors

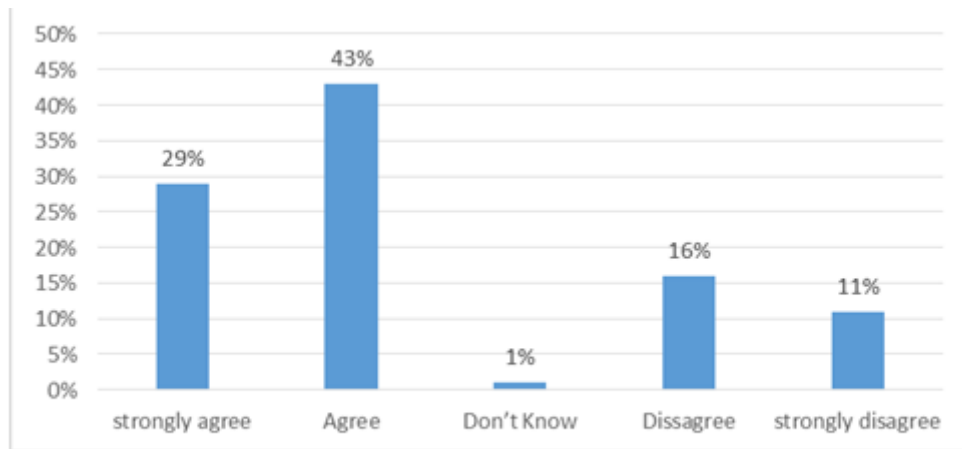
- **There are alternative plans for emergency cases.**



There are alternative plans for emergency cases

The chart (18) above shows (a percentage of 9%) agrees that **there are alternative plans for emergency cases** while (a percentage of 51%) disagree, (a percentage of 2%) of them strongly agree, (a percentage of 33%) of the participants strongly disagree, and (a percentage of 5%) say do not know.

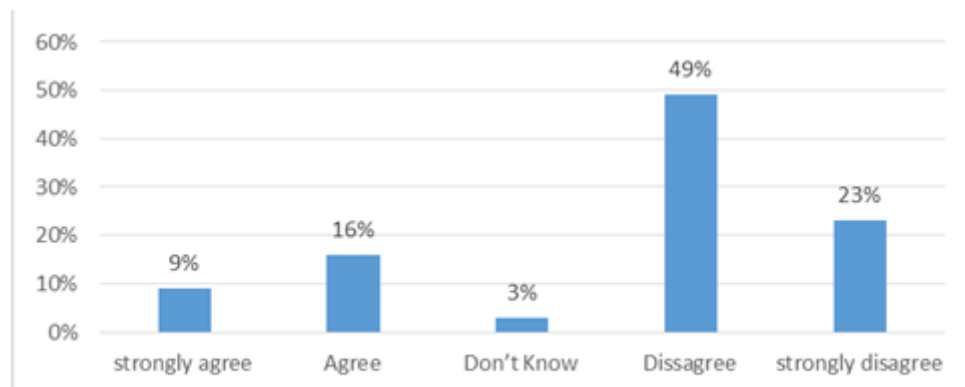
- **There is coordination with international to gain the needed information and help**



There is coordination with international to gain the needed information and help

The chart (19) above shows (a percentage of 43%) agrees **there is coordination with international to gain the needed information and help**. while (a percentage of 16%) disagree, (a percentage of 29%) of them strongly agree, (a percentage of 11%) of the participants strongly disagree, and (a percentage of 5%) say do not know.

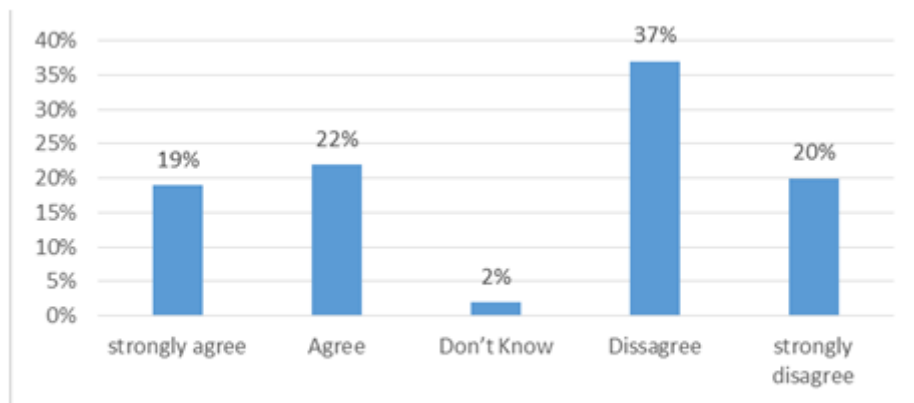
- **The plan takes economic crises in considerations, and provides appropriate solutions for it**



The plan takes economic crises in considerations, and provides appropriate solutions for it

The chart (20) above shows (a percentage of 43%) agrees that **the plan takes economic crises** in considerations, and provides appropriate solutions for. while (a percentage of 16%) disagree, (a percentage of 29%) of them strongly agree, (a percentage of 11%) of the participants strongly disagree, and (a percentage of 5%) say do not know.

- **The plan considers human beings the responsible element on climate**



The plan considers human beings the responsible element on climate

The chart (21) above shows (a percentage of 22%) agrees that **the plan considers human beings the responsible element on climate**. While (a percentage of 37%) disagree, (a percentage of 19%) of them strongly agree, (a percentage of 20%) of the participants strongly disagree, and (a percentage of 2%) say do not know.

4.7 Discussion

Through collecting the answers to the distributed questionnaire, it was obvious to notice the lack of resources and experience in dealing with climate change effects globally or locally. The unstable situation in the Palestinian occupied land. When it comes to the continuous loosing of the land had affected the development planning process in all aspects. This violation had left the Palestinian Authority helpless when facing such issues. This research indicated that there is partial awareness of climate change with clear vision and intentions toward facing climate change effects. The crucial issues like climate change need a lot of efforts and capabilities to deal with them. It starts with well-prepared teams to deal with the expected behavior of climate and weather change in the region. The financial status of the organization or ministry plays a major role in affecting the adaptation plans process. The Palestinian Authority does not have the needed expenses to implement the adaptation process; especially with the continuous Israeli violations of international laws in all aspects.

Strategic planning should enhance the development process of any community or institution. Using Strategic thinking and planning gives flexibility to the planning team to reach their goals in the best possible shape. Knowing the vision and the mission of the ministry is very important, likewise setting the goals and the predicted time to reach the intended targets.

The Palestinian Authority is one of the first countries to contribute to climate change plans globally. Despite their basic knowledge and experiences, they showed that they are ready and have the will to help in developing our world with the other leading countries. But those good intentions are faced with many limitations on reality.

The SWOT analysis examines Points of strength and weakness of ministries. Furthermore, using real international measurement tools or standards will bring the needed feedback to them to enhance the efforts and work more effectively and efficiently. The overall goal of the SWOT analysis is to identify factors or conditions to which the ministry can build strategic responses.

To understand that there should be a better leading process while facing any long-term issue, it will be more efficient if we started from an individual level to raise the awareness of the Palestinian and global societies to help in facing such issues especially in a country like Palestine. Were most of their resources are under Israeli control, the Palestinian Authority should start helping and raising the level of their individuals to have a better structure.

Having a plan without being capable to implement it is not a healthy way to face any problem. And facing climate change effects is harder than any other thing human beings ever faced, due to the immense side effects that leave the world unsafe to our next generations and future. The continuous climate change will lead to bigger problems that the world will finally surrender to them if no real change happened to save the future of animals, plants and us as humankind.

Chapter Five

Conclusion and Recommendation

5.1 Conclusion:

The past twenty-five years climate change has become a crisis that affects the whole world, which requires the countries to put their effort together. In order to face global warming and climate change to save the earth planet from the serious side effects of them and save the human being as well. Therefore the research tried to figure out the role of the strategic planning in the organizations or ministries to face climate changes.

The researcher described the Palestinian development plans through the historical background between 1994- till now, which tends to build a national economy based on developed industrial and technological sectors. However, the Israeli authority put restrictions on different aspects of Palestinian life, such as water resources, agriculture, health, forests, and energy.

The research shows how that there are factors that reflect on how the Palestinian Authority tends to face climate change crisis, such as water resources, health, agriculture, biodiversity, forests, Gender, animals and plants, energy, tourism, industry, and the Palestinian –Israeli conflict.

The study focused on the role of strategic planning in specific four ministries and organizations where the questionnaires were distributed in which are: Palestinian Water Authority, Palestinian Environment Quality Authority, Palestinian Energy and Natural Resources Authority, Palestinian Ministry of Agriculture to figure out their main role to establish the national strategic plan and its objectives to face climate change crisis.

In conclusion, when the ministries or organizations have strong strategic development plans, will enable them to have an independent economy depends on controlling its natural human resources. To keep the fundamental elements of the earth plant like air, water, and plants suitable for the human usage to reduce the global warming phenomenon and save it from climate change crisis and other crises such as the Corona Virus (Covid-19) pandemic.

5.2 Recommendations

1. Ministries need to build human capacity to analyze financial needs and produce and manage climate-related resources.
2. Improve the private and public financial sources access.
3. Reinforce the coordination between ministries and institutions helps the authorities to implement climate change adaptation policies in different sectors, local officials, and citizens themselves.
4. The lack of available data of adaptation plan, and it needs more improvement and coordination.
5. Collecting and analyzing data is an important step; publishing results is just as important as collecting data because it helps in raising awareness and encouraging people to start changing their behavior.
6. Access to high-quality weather and climate data is essential for policy-making without reliable temperature and precipitation data. It is hard to assess the current climate, and therefore reliable weather and weather forecasts. The existing data are often not numeric or not publicly available.
7. Developing a supportive policy and a social framework at the national, sectoral, and local levels are essential for the effective decision-making process on climate change adaptation.
8. Providing the fundamental conditions for efficient development such as the application of different laws, commitment to transparency, accountability, participation in decision-making, and the delivery of public services in a way that fits with global standards are all constructive for efficient development plans, and adaptation procedures.
9. The adaptation to climate change requires the development of new or modified smart policies at all levels.
10. Effective adaptation to climate change does not occur without strong leadership and political commitment.
11. International experience has shown that the leadership must be taken at the national level by a prominent ministry or high-ranking government leaders, such as the Prime Minister, the Minister of Planning or the Economy, or the State Planning Authority.
12. The leadership will also need the support of a strong team of leaders from relevant ministries, provinces, local authorities, and institutions (municipalities), the private

sector, academia, and civil society organizations, to ensure continuity in case of a governments change.

13. Leaders from all sectors and sub-national levels need access to useful information, education, and training opportunities and treat them as legitimate partners in decision-making processes.
14. Switching to new technologies or using existing technologies more effectively is a mechanism for building the capacity to counter the effects of climate change.
15. Governments also play an essential role in facilitating promotion and access to technologies that help people adapt to climate risk.

5.3 Further Research:

Regarding to the findings from the conclusions and the recommendations above, further research should be explored the following aspects :

Further studies could study what can be learned from other international experiences and international cooperation in adaptation planning?

Corona's effect on the Palestinian National Plan in the face of climate change

References & Index

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الجامعة العربية الأمريكية
ARAB AMERICAN UNIVERSITY



استمارة لغرض الدراسة

حضرة الموظف/الموظفة المحترم/ة:

تقوم الباحثة بإجراء دراسة بعنوان "التخطيط الوطني الاستراتيجي في مواجهة ظاهرة التغير المناخي" وذلك بإشراف الدكتور اياد يعقوب احمد يعقوب

نرجو من حضرتكم التكرم بالإجابة على الأسئلة الواردة أدناه بدقة وموضوعية. علماً بأن نتائج الدراسة ستستخدم لأغراض البحث العلمي فقط. مع العلم بأن الخطط الاستراتيجية المستهدفة هي "خطة المساهمات المحددة وطنياً" والتي تغطي الخطة الوطنية للتكيف مع الآثار السلبية لتغير المناخ وكذلك الخطة الوطنية للتخفيف من انبعاثات غازات الدفيئة.

شاكرين لكم حسن تعاونكم

الباحثة: رانية محمد خليل
نوافلة

❖ القسم الأول: معلومات خاصة بالشخص المزود للمعلومات المطلوبة:

الرجاء وضع دائرة حول رمز الإجابة التي تنطبق عليك:

1. الجنس: أ. ذكر ب. أنثى
2. المؤهل العلمي: أ. دبلوم أو أقل ب. بكالوريوس ج-دراسات عليا
3. المسمى الوظيفي: أ. مدير عام ب. رئيس قسم ج. -موظف ج. موظف عقود
4. التخصص العلمي:
5. الخبرة العملية بالسنوات في مجال البيئة:
أ. (0 - 5)
ب. (6 - 10)
ج- (11 - 15)
هـ. أكثر من 20 سنة

5. المعرفة بمبادئ التخطيط الاستراتيجي:

- أ. ممتازة ب. جيدة ج. متوسطة د. مقبولة هـ. معدومة

6. الجهة التي تعمل بها:

- أ. وزارة الزراعة
ب. سلطة المياه الفلسطينية
ج- سلطة جودة البيئة
د- سلطة الطاقة والموارد الطبيعية

القسم الثاني: فقرات الاستبانة
بين يدك مجموعة من الفقرات فيرجى منك وضع إشارة (x) أمام الإجابة التي تراها مناسبة:

الرقم	الفقرات	موافق بشدة	موافق	محايد	معارض	معارض بشدة
	عبارات خاصة بأهداف الخطة					
1.	عملت الوزارة / السلطة على تشكيل فريق للتخطيط يتكون من كل الاقسام وعلى جميع المستويات الادارية					
2.	حددت الوزارة / السلطة مدة الخطة الاستراتيجية للمؤسسة بشكل دقيق وعملي					
3.	قام فريق التخطيط بعمل تحليل (SWOT): مواطن القوه والضعف والفرص والمخاطر للمؤسسة بشكل دقيق وواقعي					
4.	حددت الوزارة القيم (Values) التي تعمل على اساسها الوزارة / السلطة لبناء الاستراتيجية عليها					
5.	حدد فريق التخطيط رؤية (Vision) الوزارة / السلطة بشكل دقيق وواقعي					
6.	حدد فريق التخطيط رسالة (Mission) الوزارة / السلطة بشكل دقيق وواقعي قابل للتطبيق					
7.	حدد فريق التخطيط الاهداف الاستراتيجية للوزارة / السلطة بشكل دقيق وقابل للتحقيق					
8.	ترجم فريق التخطيط الاهداف الى أفكار مشاريع قابله للتنفيذ من قبل الوزارة / السلطة					
9.	حدد فريق التخطيط المصادر اللازمة لتنفيذ المشاريع الاستراتيجية القادرة على تحقيق الاهداف الاستراتيجية					
10.	عمل فريق التخطيط على تحديد الموازنه اللازمه لتنفيذ المشاريع التي إنتبقت من الخطة الاستراتيجية					
11.	حدد فريق التخطيط ال (KPIs: Key Performance Indicators) والتي تمكن المؤسسة من قياس مدى النجاح في تحقيق الاهداف					
12.	قام فريق التخطيط بدراسة السيناريوهات الممكنه وبناءا عليها تحديد الخطط البديله في حالة لم تتوفر الامكانية لتنفيذ الخطة الأصلية					
13.	تشمل مرحلة التطبيق خطة عمل متماسكة وقوية					
	المعوقات في تنفيذ الخطة الاستراتيجية					
14.	عدم تلقي الموظفين ذوي العلاقة التدريبات والتوجيهات المناسبة					
15.	الأهداف الموضوعه للخطة لا يمكن تحقيقها خلال الفترة الزمنية الموضوعه لها					
16.	الاهداف الاستراتيجية الكلية غير مفهومة بشكل جيد من قبل الموظفين					
17.	الاهداف الاستراتيجية غير واقعية و غير قابلة للتحقيق					


18.	التنفيذ يتطلب وقت أطول من الموضوع في الاستراتيجية				
19.	عملية التواصل غير فعالة				
20.	التنسيق خلال تنفيذ المشاريع غير فعال بما فيه الكفاية				
21.	عدم توفر دعم الجهات العليا في المؤسسة				
22.	عدم توفر التمويل اللازم لتنفيذ الخطة				
23.	عدم توفر الكوادر اللازمة لتنفيذ الخطة				
24.	اضطراب الوضع السياسي				
25.	عدم وعي الناس لخطورة التغير المناخي				
26.	نقص البيانات والاحصاءات والمعلومات عن التغير المناخي				
27.	يوجد شك من قبل البعض بحدوث ظاهرة تغير المناخ				
28.	لا يوجد خبرة سابقة في التخطيط الاستراتيجي لمواجهة التغير المناخي				
29.	لا يوجد معرفة في كيفية تحليل المعلومات وربطها بالتغير المناخي				
30.	لا يوجد ثقة بالأبحاث والعلوم المتعلقة بالتغير المناخي				
31.	الازمات التي تواجهها المؤسسة تشتت الانتباه عن تنفيذ الخطط الاستراتيجية				
32.	عدم وضوح التوجيهات الصادرة عن أصحاب القرار				
	آليات وأساليب مواجهة التحديات لتنفيذ الخطة الاستراتيجية				
33.	أن تشمل مرحلة التطبيق خطة عمل متماسكة وقوية				
34.	أن يتم إعداد خطة عمل مفصلة وكاملة للسنة الأولى من الخطة الوطنية لمواجهة تغير المناخ				
35.	أن يتم تحديث الخطة الوطنية لمواجهة التغير المناخي بعد فترة زمنية محددة				
36.	أن يتم توفر تقييم واقعيًا وموضوعيًا ومفصلاً ودقيقاً. وخطة للمتابعة والتقييم.				
37.	تستخدم الوزارة أفضل الممارسات للتقييم وتقيسها على أساس المعايير الدولية وأطر العمل وفق ما هو ملائم				
38.	لا يوجد ثغرات في التقييم الحالي الذي تعتمده المؤسسة				
39.	أن تكون الخطة شاملة ومتنوعة وتغطي مختلف المناطق جغرافياً				
40.	يتم التنسيق بين الوزارات المختلفة وتحديد الأولويات بالشراكة				
41.	يتم التنسيق مع المنظمات الدولية لتوفير المعلومات والحصول على مساعدة				
42.	يتم محاسبة الأشخاص المسؤولين عن النتائج				
43.	يوجد وثائق توضح دور الخطة الاستراتيجية الوطنية في مواجهة التغير المناخي في فلسطين				
44.	تصدر الوزارة وثائق بأشكال مختلفة (وثيقة، ورقة رسمية، محاضر رسمية، توجيهات وإجراءات الخ..)				
	أهم ملامح الخطة الاستراتيجية على أرض الواقع				

					يتم التنسيق مع المجتمع المحلي لمواجهة مختلف التحديات التي تواجه استراتيجية الخطة	45.
					هناك بدائل وخطط بديلة لحالات الطوارئ	46.
					تأخذ الخطة بالحسبان الأزمات الاقتصادية المستجدة وتضع لها حلول ملائمة	47.
					تهتم الخطة بالإنسان كعنصر فعال من عناصر المناخ	48.

Letters approving the NAP from Ministers:

بسم الله الرحمن الرحيم

State of Palestine
Palestinian Energy & Natural Resources
Authority


مكتب الوزير

دولة فلسطين
سلطة الطاقة والموارد الطبيعية


التاريخ: 2016/03/24


معالي الأخت/ م. عدالة الأنتيرة حفظها الله
رئيس سلطة جودة البيئة
تحية طيبة وبعد،

الموضوع: اعتماد الخطة الوطنية للتكيف مع تغير المناخ
Palestinian National Adaptation Plan (NAP)

تهديكم سلطة الطاقة أطيب التحيات، وبالإشارة الى الموضوع أعلاه نود أن نعلمكم انه بعد الاطلاع على
النسخة النهائية من خطة التكيف الوطنية فإننا نوافق على ما ورد فيها بخصوص قطاع الطاقة
والقطاعات الأخرى ذات العلاقة.

وتفضلوا بقبول الاحترام والتقدير


د. عمر كتالة
رئيس سلطة الطاقة والموارد الطبيعية


دولة فلسطين
State of Palestine
Palestinian Energy Auth
سلطة الطاقة الفلسطينية

لترسيب نسخة من الخطة
٢٠١٦/٣/٢٧

دولة فلسطين
سلطة جودة البيئة
وزارة الطاقة
الرقم: 458-2016
التاريخ: 27-3-2016

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STATE OF PALESTINE
WATER AUTHORITY
Minister's Office



دولة فلسطين
سلطة المياه
مكتب الوزير

04 نيسان، 2016

عطوفة الأخت / م. عدالة الأتيرة حفظها الله
رئيس سلطة جودة البيئة

الموضوع: اعتماد الخطة الوطنية للتكيف مع تغير المناخ

تهنئكم سلطة المياه أطيب التحيات وبالأشارة الى الموضوع أعلاه، وبعد
الاطلاع على النسخة النهائية من خطة التكيف الوطنية، فإننا نود إعلامكم أننا
نوافق على ما ورد فيها بخصوص قطاع المياه والقطاعات الأخرى ذات العلاقة.

مع فائق الاحترام والتقدير،

م. مازن غنيم
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الملخص

ركزت ورقة البحث على مدى تأثير التخطيط الاستراتيجي المتبع في الوزارات الفلسطينية لمواجهة التغير المناخي . كما انها كما ناقشت الخطة الوطنية للتكيف مع أزمة تغير المناخ ووصف الدور الفلسطيني في الوقت الحالي لمواجهة التغيرات المناخية والبيئية في المنطقة. ومن الجدير بالذكر بان تغير المناخ يتسبب في تأثيرات على جوانب مختلفة مثل : نمط الحياة ، ومصدر الدخل ، وقنوات الإمداد بالغذاء ، والقوة الشرائية في الأسواق. بالإضافة الى ذلك هدفت الرسالة إلى دراسة الخطط الإستراتيجية للوزارات الفلسطينية من حيث الجاهزية والقدرة على مواجهة والمساهمة في قضية تغير المناخ العالمية.

تبرز أهمية الرسالة من خلال دور عملية التخطيط الاستراتيجي في المنظمات أو الوزارات لمواجهة أزمة تغير المناخ. حددت الورقة البحثية المعوقات التي تقف أمام المنظمات أو الوزارات الفلسطينية أثناء تنفيذها للتخطيط الاستراتيجي لتحقيق أهداف الدراسة ، وتم اعتماد الاستبيان كأداة رئيسية لجمع البيانات وتحليلها ومناقشة أسئلة الدراسة 33 استبانة . حيث تم توزيع الاستبيانات على عينة عشوائية من مجتمع الدراسة المكون من أربع مؤسسات رئيسية وهي (سلطة المياه الفلسطينية ، سلطة جودة البيئة الفلسطينية ، سلطة الطاقة والموارد الطبيعية الفلسطينية ، وزارة الزراعة الفلسطينية) في فلسطين.

توصلت الدراسة إلى العديد من النتائج أهمها عدم وجود خبرة سابقة في التخطيط الاستراتيجي لمواجهة تغير المناخ. إعداد خطة عمل مفصلة وكاملة للسنة الأولى من الخطة الوطنية لمواجهة التغير المناخي. تأخذ الخطة في الاعتبار الأزمات الاقتصادية وتقدم الحلول المناسبة لها. وعلاوة على ذلك تعتبر الخطة الإنسان هو العنصر المسؤول عن المناخ.

وخلصت الدراسة إلى مجموعة من التوصيات لمتخذي القرار في أربع مؤسسات ، أهمها التواصل الجيد بين الوزارات ومؤسسة الهيئة التي نفذت سياسات التكيف مع تغير المناخ في مختلف القطاعات والمسؤولين المحليين والمواطنين أنفسهم. يتطلب التكيف مع تغير المناخ تطوير سياسات ذكية جديدة أو معدلة على جميع المستويات. كما أن التكيف مع تغير المناخ يتطلب تطوير سياسات ذكية جديدة أو معدلة على جميع المستويات. بالإضافة إلى ذلك ، أظهرت التجربة الدولية أن القيادة يجب أن تؤخذ على المستوى الوطني من قبل وزارة بارزة أو زعيم حكومي رفيع المستوى ، مثل رئيس الوزراء أو وزير التخطيط أو الاقتصاد أو هيئة تخطيط الدول.