Arab American University
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Strategic Planning for Archival Institutions in Palestine
The Case of Palestine National Archives Center

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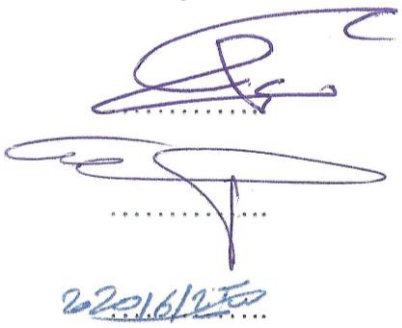
1.Dr. Abdel Rahman Al-Tamimi	
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Declaration

I hereby declare that this master‘s degree thesis entitled “ Strategic Planning for Archival Institutions in Palestine : The Case of Palestine National Archives Center” was carried out by me for the master‘s degree of Strategic Planning and Fundraising, and it has been generated by me as a result of my own original research. No part of this thesis was previously submitted for other degrees or qualifications in this or any other university. Moreover, I have not used sources or means without declaring them in the text, and if so have been referenced.

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In Memory of my Father

Abstract

This thesis highlights the importance of the Palestinian National Archive to stakeholders with various intellectual and cultural orientations and various institutional goals, whereby the generality characterizing the concept of archives, and the concept's interrelatedness among sectors including culture, education, and governance in the public sector; produces an arena for strategic forces and trajectories that have all failed to establish a Palestinian national archive as an inclusive national institution.

This thesis presents a longitudinal case study of strategic planning operations at the Palestinian National Archives Center, by describing the transformations of the Palestinian Archive in important historical joints that include the post-Oslo stages through the second intifada and the division between the Fatah and Hamas. This thesis builds a description of the mutual effects between these events, their accumulation and their subsequent formation of the National Archive Center's strategic framework, the common environment between archival institutions, their organizational culture, and various strategic directions of stakeholders.

This research goes beyond analyzing the environment to draw conclusions about the reasons for the failure of the National Archives Center's strategic endeavors, which are represented by several reasons, including institutionally inherited structural weakness, the Center's failure to bring about strategic change and its failure to create a strategy for stakeholder management.

The researcher adopted a pragmatic perspective on the study of this case, relying on the philosophy of Callon and Latour on the sociology of translation, which enriches the details of the case under study, where this relative perspective depends on the flattening of relations between entities that include the plans of the National Archives Center, the goals of stakeholders, the

particulars of archives and the political and cultural intermediaries; all of which swarm towards a moving goal ,and make formulations that leave traces of patterns for the strategic interventions taking place. Consequently, the strength of the data collected through the triangulation method and the multiplicity of information sources had the ability to produce an accurate description of the relationships between these entities that formed through its movement the most important joints of the Palestinian National Archives Center strategies. This methodological movement was framed with a conceptual framework developed from the deliberate and emerging strategic model of Mintzberg and Waters.

The research presents lessons learned from the experience of the Palestinian National Archives Center in the form of recommendations for strategic planners, archive policy makers and decision-makers in this arena today. These recommendations include the adoption of a comprehensive national archive concept that takes into account the whole spectrum of various archival institutions' goals, and calls for enabling the category of marginalized archivists. In addition, the research calls to consider the Israeli occupation as a threat that can be overcome. The research also affirms the need to take into account alternative scenarios in the planning process, especially with regard to the administrative and legislative division between the West Bank and Gaza Strip.

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Abbreviations

AMAN: Palestinian Coalition for Accountability and Integrity

ANT: Actor-Network Theory

ARABICA: Arab Regional Branch of the International Council on Archives

IALIIS: Ibrahim Abu-Lughod Institute of International Studies

ICA: International Council on Archives

IPS: The Institute for Palestinian Studies

MC: Palestinian Council of Minsters

MTIT: Ministry of Telecommunication and Information Technology

NSU: Negotiation support unit

PLC: The Palestinian Legislative Council

PNA: Palestinian National Authority

PNAC: Palestine National Archives Center

SAACB: State Audit & Administrative Control Bureau

Chapter 1: Introduction

As many cultural experts confirm, in a time of political demise, Palestinians seek refuge in their memory and cultural and national identity. This is apparent in what some might call “Archive awakening” which is translated by the creation of museums and restitution of archives and archival projects (Doumani, 2009).

Many problems challenge the institutionalization of Palestinian national archive. These problems range from looting, inaccessibility, to restitution hardships (Abu Dayeh, 2006, p.69). These symptoms have been mentioned by a variety of intellectual, academic, and practical domains, ranging from history and archives scholars, politicians and Artists.

One of the stakeholders of this grand journey is “Palestine National Archives Center” (PNAC hereafter), which has a catchphrase that says "Memory of the Nation and State”.

It is used as a motto underneath the archives' Logo, and it was frequently utilized in their publications to emphasize the center’s entitlement to a leadership role among Palestinian archival institutions.

In 2009, the center published a booklet, titled “the Strategic Framework for Documentation and Archives in the Palestinian National Authority institutions”. This booklet aimed to convey a vision that represents an institutionalization project of the Palestinian national archives at the ‘state’ level. With a five-year timeframe from 2010 to 2014, the project was divided into six basic components: (1) Awareness and Guidance, (2) Building capacity, (3) Information technology, (4) Archival Procedures, (5) Legislation and laws, and (6) Buildings and construction. Each of these axes enlists its own goals, interventions, suggestions and the stakeholders involved (Bheiss-Aramin, 2010).

The framework included proposals that deal with role division between the National

Archives and other public institutions including the Council of Ministers and archives departments in ministries and agencies. The framework also suggested the roles of the private sector and non-governmental institutions. Although, the framework mentioned the importance of archiving historical document, the focus was on archiving the administrative documents and public records.

In this regard, the framework mentioned the importance of planning for institutionalizing the National Archive. In addition, it explained the positive effect in the event of its adoption, especially on government's goals**,** with regard to governance, including justice, transparency and accountability.

The reader of this strategic text might agree, at least to some extent, that the Strategic Framework was praised from various stakeholders, in particular, the secretary general of the council of ministers, the president of the International Council on Archives (ICA hereafter), and the Chairman of the Arab Regional Branch of the International Council on Archives (ARABICA hereafter). At the same time, the reader might be confused knowing that the strategy failed to achieve desirable outcomes.

This research aimed to track the formation and implementation of PNAC strategic framework of documentation and archives in order to determine the nature of the planning process. It was also an attempt to understand and conclude the reasons for its failure. A set of recommendations were included to suggest further research, to guide planners and decision-makers, specifically in archival institutions and institutions in general, and to improve any strategic planning efforts that aim to advance the Palestinian national archives in the future.

The research identified strategic planning according to the perspective of Bryson, Crosby & Bryson (2009), which rests upon Latour's Actor-Network Theory (ANT hereafter). According

to their perspective, strategic planning is viewed as a "dynamic mediator" that consists of a network of actants (In Latour terminology, it is a term that denotes participations from human and non-human actors). The actants included 1) stakeholders: from governmental, non-governmental, public and private sectors. 2) Stakeholder participations: including the ideas that have been circulating in the planning, knowledge obtained from reality analysis, identification of goals, and implementation. 3) Inanimate actants: like technologies, equipment and standards that govern archival institutions, archives (documents), which were the center of attention of other actants, it also included the conceptualizations of the Archive.

The aforementioned PNAC strategic experience should not be perceived within a positivist paradigm, the most common worldview in the strategic planning school, where the problem exists “externally” in the world. The planner then carries out an analysis to determine the causes and solutions that shape the interventions. This research studied the experience of making this strategic framework within a pragmatic paradigm, following (to some degree) the model of "Emergent strategy" of Mintzberg & Waters (1985), a conceptual framework that can digest the notion that implementation of strategies can precedes their formation. Strategies were conceptualized as concrete patterns of actions developed in an organization, whether intended or emergent, the combinations of these types of events is translated into a "realized" strategy.

In the course of the analysis, the reader would be exposed to the patterns of participations in Palestine National Archives Center as well as other actants. They were formed in a narrative of actions networks that shapes the framework and its implementation on the ground. The reader should clearly understand that PNAC strategic attempt was essentially an attempt to leverage from many actants their support to one of the strategy's axes that has already started its implementation phase within a different context.

The thesis concluded with the flaws of the planning methodology implemented by Palestine National Archives Center, it also referred to the mistakes that were formed by stakeholders and actants. Furthermore, the thesis recommended some guidelines to Palestine National Archives Center and the stakeholders to assist them in any future planning attempts aiming for the advancement of Palestinian National Archive.

This chapter addressed the research general framework. It clarified the core themes and identified the basic problem to be analyzed. The chapter drew the concluding trajectory and alluded some of the practical and theoretical recommendations.

The second chapter reviewed the literature including ANT, strategic planning and archival theory. The third chapter presented the conceptual framework which is based on ANT methodology. It determined the theoretical concepts used in research, and provided the reader concrete exemplars from the case under study. The fourth chapter clarified the case under study by presenting the most important chronological stations experienced by PNAC.

Chapter V explained the methodology; it included a clarification of ANT methodological concepts, presentation of the questions and sub-questions, and introduced the data collection and management processes. Chapter VI contained the analysis of the case under study. Chapter VII contained the conclusions and the answers for the research questions and sub-questions. Chapter VIII contained the recommendations.

Chapter 2: Literature Review

Introduction

This literature review is organized thematically from the most general topics into the most specific, so the researcher found himself obliged to begin with a review of ANT literature. The researcher focused on the work of Callon (1986) and Latour (2005). The researcher presented a brief about ANT as a conceptual framework and its methods in general. However, the methodological aspect of ANT is discussed in more details in Chapter 5. Following ANT, the researcher reviewed strategic planning literature, where he focused on the work of Mintzberg & Waters (1985) and Bryson, et al. (2009). The latter scholar's conceptualization of strategic planning is a crucial link between strategic planning and ANT.

Furthermore, the researcher reviewed Archival studies literature focusing on the work of Gilliland, McKemmish & Lau (2017), and then the researcher presented the related Palestinian literature about the archive. However, before the reader embark on this quest, he shall read some collected remarks from Schwartz & Cook (2002) about the Power of archive.

Schwartz & Cook (2002) pointed that archives (institutions) has the power over “the administrative, legal, and fiscal accountability of governments, corporations, and individuals, and engage in powerful public policy debates around the right to know, freedom of information, protection of privacy, copyright and intellectual property, and protocols for electronic commerce.“ Also, they attributed to archives the “power over the shape and direction of historical scholarship, collective memory, and national identity, over how we know ourselves as individuals, groups, and societies”.

Schwartz & Cook (2002) showed that Archivists have the power to shape records that are central to memory and identity formation. Their professional responsibilities are most potent through

"theoretical understanding" and well-established mechanisms, which in turn can shape the "history of the records" and the nature of "the archive" and affect the collective memory and identity. On the other hand, they criticized archivists with ongoing denial of their power over memory. They said that "When power is denied, overlooked, or unchallenged, it is misleading at best and dangerous at worst.", and in another positive tone they said that:

"Power recognized becomes power that can be questioned, made accountable and opened to transparent dialogue and enriched understanding" (Schwartz & Cook, 2002).

It is important to point to three major issues, at the personal and professional level, the researcher found the archivist profession to be largely misunderstood and underrated. Thus, he is motivated "as an archivist" by Schwartz & Cook's ideas that support archivists and discern their potential power. At the National level, the researcher emphasized that one should view the importance of archives without ignoring the Palestinian national narrative. At the institutional level, he emphasized the potential effects of these power relations on any strategic planning attempts at a national or sub-national level, especially with regard to stakeholder involvement and engagement.

Actor-Network Theory

Originated in science and technology studies (STS hereafter), Actor-Network theory (ANT hereafter) is a conceptual frame / collection of methods that was initially used to study the science and technical innovations "in the making" instead as already made. The founding scholars of ANT, Callon, Latour and Law, contributed seminal studies such as Latour's work on Pasteur, Law's work on 17th century Portuguese expansion, and Callon's Work on the Scallops of St. Brieuc Bay. Their work spread out of STS and extended to reach many disciplines.

Callon's (1986) version of ANT, or "sociology of translation" as he called it, is a version

of ANT that has a practical form as it depicts moments of translation, a "mechanism by which the social and natural worlds progressively take form." The major result of translation is power variance between entities. Translation describes the way in which actors are defined, associated and simultaneously obliged to remain faithful to their alliances, since "translation is a process before it is a result", it might fail. Callon (1986) provided four moments of translation, which the researcher found extremely useful to depict and study stakeholders gathering/ negotiation in the context of PNAC strategic framework. Callon's four 4 moments are:

Problematization. Or how to become indispensable. In which Callon addressed the un-contested areas of the main actor's definition of the problem, through what he called "The inter-definition of the actors" which was recognized as the practice of involving heterogeneous actants by defining their roles , and the "definition of obligatory passage points" (OPP hereafter), which involved the practices aimed at setting points of intersections of these actants' anticipated actions. Note that in the context of this thesis, the inter-definition of actors were the quest to show how stakeholders' inter-definitions in PNAC's strategy processes shaped the problematization, and the OPP was denoted by PNAC's attempt to push the legislation of "archive law".

Inter-essement. or how the allies are locked into place:" The devices of interessement create a favorable balance of power" (Callon, 1986). In the case of PNAC, it was based upon their real attempts in engaging stakeholders in the strategic framework.

Coordinate the roles. "Enrollment does not imply, nor does it exclude, pre-established roles." To describe enrolment is to describe the group of multilateral negotiations. In PNAC

case, there were many aspects about the negotiations between the legislative bodies, over the endorsement of archive law.

The mobilization of allies. in which Callon advised asking, “Are the spokesmen representative?”. In PNAC case, the representativeness of different stakeholders were investigated.

Many researchers used Callon’s Sociology of translation to embark on research project regarding conditions about stakeholders. Esnault, Zeiliger & Vermeulin (2006) used ANT to define a methodology that promotes the participation of “heterogeneous stakeholders” in a design process of a collaborative tool that facilitated communities of practices. In addition, Missonier & Loufrani-Fedida (2014) proposed a conceptual approach based on “stakeholder relational ontology” anchored in ANT, and investigated; through a longitudinal case study, the “stakeholder analysis and engagement” in an Information System project. Their findings suggest that their approach “based on ANT improves stakeholders' analysis of engagement in a project”. ANT facilitates the study of evolving, dynamic and emergent nature of stakeholders' relationships, throughout “the project's definition and trajectory”. Consequently, they came out with practical recommendation to project managers with regard stakeholders’ management.

The Methodological Foundations of Actor-Network Theory

In his book, “Reassembling the social”, Latour (2005) advised researchers to feed, into the research inquiry, the following five sources of uncertainties that constitute the major controversies in social sciences:

Group uncertainty. Unlike traditional social sciences, ANT has drawn upon the idea of group formation rather than group as “already there” (Latour, 2005). ANT draws upon the

boundaries that are made durable through associations of social actors, and this makes the idea of "group" to have uncertain potentials. Organizations are a perfect example of this heterogeneous social formation. In fact, stakeholder formation is even more appropriate in the context of strategic planning as the reader will see later on in this review.

Actions uncertainty. The Actor in ANT should not be understood as the "source of action"; rather "it is the moving target of a vast array of entities swarming toward it". Actor actually conveys a multiplicity. According to Latour, "An actor is what is made to act by many others" (Latour, 2005).

In this way, mediators are multiplicities of many entities. Like Callon's famous work of Scallops of St. Brieuc Bay, were he studied an attempt of a scientific innovation of two oceanographers to repopulate the culture of Scallops in St. Brieuc Bay. The "fishermen, oceanographers, satellites, and scallops might have some relations with one another, relations of such a sort that they make others do unexpected things—this is the definition of a mediator" (Latour, 2005).

It is important for ANT inquiries not to be "intimidated by the type of figuration" of an action. Latour explained that any ideo-morphism, or techno-morphism, or bio-morphisms are all 'morphisms' "just as much as the incarnation of some actant into a single individual" (Latour, 2005).

The nature of legitimate objects. ANT method discards a central practice of "sociologists of the social. They "use the adjective to designate two entirely different types of phenomena: one of them is the local, face-to-face, naked, unequipped, and dynamic interactions and the other is a sort of specific force that is supposed to explain why those same temporary

face-to-face interactions could become far-reaching and durable". By this maneuver, sociologist of the social "jump from the recognition of interactions to the existence of a social force", which is" an inference that does not follow from the premise" (Latour, 2005).

ANT calls for careful, slow path to generalize and make durable social phenomena by extending its ontology to incorporate non-human agents. Thus, ANT project is to "modify the shapes and figures of those assembled as participants, and to design a way to make them act as a durable whole" (Latour, 2005).

This is done by avoiding the incommensurability of matter, and by using a material semiotic definition of objects. Thus, material entities conclude facts. It is Irrelevant how different is a driver slowing down because he's afraid to make damage to his car suspension system with another because there is a school nearby. However, both entities perform the same effect. This means that the non-human actors, i.e. the school building or the road bump, can conclude facts.

This is also known as the principle of symmetry. "To be symmetric, for us, simply means not to impose a priori some spurious asymmetry among human intentional action and a material world of causal relations. There are divisions one should never try to bypass, to go beyond, to try to overcome dialectically" Latour (2005, p.76).

The nature of facts. An ANT study would initially build the account of all agencies as "matters of concern with their mode of fabrication and their stabilizing mechanisms clearly visible." It is only through being attentive to continued transformations between the multiplicities of reality that one can draw its "progressive unification" i.e. the "matter of fact".
ANT methodology calls for finding the mediators that shape the smooth and predictable translations and "If some causality appears to be transported in a predictable and routine way, then it is the proof that other mediators have been put in place to render such a displacement

smooth and predictable" Latour (2005).

Empiricism of ANT studies. The metaphor of network is used to designate "string of actions" such that each participant is treated as a mediator. Latour provides a more distinct definition of a good ANT account as "a narrative or a description or a proposition where all the actors do something and don't just sit there. Instead of simply transporting effects without transforming them, each of the points in the text may become a bifurcation, an event, or the origin of a new translation" Latour (2005).

The network metaphor is a conglomeration of point-to-point connections that are physically traceable and thus can be recorded empirically. At the same time, the network leave what is empty as not connected. Whereas, all connections and transformations are made with efforts and what brings an account in a durable empirical world is the circulating entity "quasi-object".

Strategic Planning

Deliberate and emergent strategies. Mintzberg & Waters (1985) view Strategy formation processes as a complex mix between "deliberate" and "Emergent" strategies. For deliberate strategy to be "realized" as intended, organizations should have a detailed, clear collective intentions, and the realization (pattern) should be as intended. They draw from this a picture that a pure deliberate strategy is an illusion.

Intended strategy presupposes organizational knowledge, which are expressed clearly in a strategic plan or strategic framework. Carrying this Plan or framework deliberately results in its realization; however, since a pure deliberate strategy is an illusion, one should count for uncertainties. The conceptual need for "Emergent strategy" is important, since it provides the

dynamic, process like nature of actions, or behavior. It also provides an analytical position which promises the ability to understand “a realized pattern that was not expressly intended” in the original planning of strategy.

When a deliberate strategy is realized, the result matches the intended course of action. An emergent strategy develops when an organization takes a series of actions that, with time, turn into a consistent pattern of behavior, regardless of specific intentions. “Deliberate strategies provide the organization with a sense of purposeful direction.” Emergent strategy implies that an organization is learning what works in practice. Mixing the deliberate and the emergent strategies in some way helps the organization to control its course while encouraging the learning process (Mintzberg & Waters, 1985).

Bryson et al. (2009) adopted the position of practice perspective, were planning practices “including discursive practices” are a bricolage of material, mental, social, and cultural resources. Planning practices are “a seamless web of heterogeneous elements kept together and perpetuated by active processes of ordering and sense making”. Also, the world is not passive. To know is to keep all these elements in state of alignment, since order is not given but is always an emergent process.

Bryson et al (2009) disagreed with mintzberg’s criticism to strategic planning. The latter claims that strategic planning does not work, or at least does not work very well (Mintzberg, 1994). These critics have their conclusions “based on the way they define strategic planning and the methodology used to study its effectiveness “(Bryson et al, 2009). For them, strategic planning is framed as a logical consequential mechanism that requires a huge amounts of information, power, and authority to complete; and typically divorced from processes, methods, and mechanisms of implementation. They have a typical lack of attention to “why

the process was undertaken, what the circumstances were, who was involved, what associations developed among the actors, how the process was managed, what artifacts were produced and what their content was, what was learned, how that learning was acted upon, and what consequences were ensued."(Bryson et al, 2009).

Ostensive and performative definitions of strategic Planning. Bryson et al (2009) developed an apt understanding of strategic planning formulation and implementation as a way of knowing. A way of knowing means the practice, or customary way of doing something, that allows its users jointly to develop, show, or possess knowledge or understanding.

Based on Actor Network Theory, a way of knowing also means "a dynamic network of heterogeneous objects". The network includes human and non-human actors and ideas, in which the actors may transform the objects and ideas, and not just transport them as they move through time and across space. "Knowing is therefore another way to describe the successful alignment of human and nonhuman elements and the human capacity to produce an effect on the world" (Bryson et al, 2009).

Bryson et al (2009) distinguished between variance and process studies of strategic planning, in which the former doesn't attend to the foundational position that links strategy process to its context. On the other hand, process studies "promote strategic thinking, acting, learning and knowing; getting the right actors involved and affecting stakeholders in the right way is critical; getting the right strategy content is crucial, and making the links to implementation is paramount."

Following Latour distinction between ostensive and the performative definition of social aggregates, Bryson et al. (2009) conceptualized planning as a heterogeneous network of performing actants, in which the ostensive are abstract patterns formed out of many

performances of the routine and guide the later performances. The performative aspect is what is observable in the actions done by people in real situations. Variance studies, in other words, treat the ostensive as a well-defined noun while strategic planning's proponents treat it as a verb referring to multiple and varied performances by a multiplicity of actors.

Bryson et al. (2009) built upon ANT perspective, a view of strategic planning defined as "a practice concerned with understanding, creating, sustaining, changing, or ending associations among aspects of the general and specific contexts for action, leaders and other stakeholders, various kinds of analyses and their results, artifacts (e.g., legislation, articles of incorporation, studies, strategy maps, strategic plans, resolutions, communication pieces, reports, etc.), fundamental decisions, fundamental actions, strategies-in-practice, resource flows, performance results, and so on."

ANT helps trace "these associations to understand what exactly happened and what the results were" (Bryson et al, 2009). ANT helps build an account for the associations including: organization of participation, creation of ideas, building coalitions, and implementing strategies. ANT studies follow an actor to assess its effects on inclusion and participation, and examine specific performances of the actors involved in the strategy context, or "the ostensive aspects of strategic planning, and even follow their affect on performance and, in turn, "how the performance sustains or changes the actors' views of the ostensive aspects of strategic planning "(Bryson et al., 2009).

The researcher pursued his inquiry on PNAC's making of its strategic framework by utilizing the aforementioned considerations. The researcher analyzed the planning process as well as the plan execution by bringing stakeholders' interests and their performances to the scene. The reader will find stakeholders' interests more relevant after reading the next section.

Archival Traditions

In this section, the researcher reviewed the literature concerning the "Archival traditions", a construct derived from archival studies. It expresses a plurality of archival practices and mechanisms that are shaped by multiple institutional, material and conceptual dimensions. The researcher narrowed his review to deal with "Archival Perspectives and practices in Palestine", a construct that is essential to the study of PNAC strategic framework of documentation and archives. It helped shed a light on the behaviors and attitudes of different stakeholders and their positioning toward the role of archives in society, and revealed how these differences could be reflected in stakeholders' engagements.

Historical roots of archival traditions. Gilliland et al. (2017) reviewed the multiplicity of archival practices and ideas over the past three centuries then she introduced the notion of "Archival multiverse" to which she demonstrated how "considerable plurality in ideas and practices have continued not only to co-exist but also to emerge and cross-fertilize". This position is fundamentally adopted in my thesis, and so the researcher believes it would be rather important to preview it briefly.

The archival paradigm (the pattern of beliefs, values, outlooks and assertions) is historically rooted in European state administration, emanated particularly from French manuals and regulations. These practices were centered around an evidence-based approach to record management and were concerned with the organizational and individual functions, such as recording taxation and property rights.

Archival work as a science emerged after the transformation of multi-ethnic empires into nation states "based around political, geographic or cultural identity". Record administration thrived with the age of enlightenment which is also the age of reason and colonialism. Gilliland

et al. (2017) expressed a purview on how “Record keeping infrastructures" were integral to many aspects of colonial administration”; this includes information management, financial accounting, and documenting and monitoring the colonized communities and their activities.

The codification and diffusion of archival principles. Archival principles began to be codified at the late eighteenth century through a series of laws and regulations like the ordinance of 1790 issued by Carlos IV of Spain and the Messidor Decree of France in 1794. These laws established three principles of state archive used until today: the principles of original order, provenance, and respect de fonds. These principles while reflected “the hierarchies that generated the records” also formalized the archival ideas. They were vastly disseminated in Brussels at the 1910 International Congress of Librarians and Archivists. These standards “lie at the heart of the archival paradigm”, to the extent that they get “promulgated worldwide by the International Council on Archives” (Gilliland et al, 2017).

Although these standardizations and principles promote consistency and exchange between archival institutions, these principles were criticized by Yeo (2012) because of their current inapplicability to the digital age. Gilliland et al. (2017) added a focus on power relation embedded in them, since they are constructed upon the concept of “singular agency” that is unchallenged. These principles perform a “denial of agency of others” who could be considered as co-creators. They also built upon the construct of “singular fixed original order” that denies record-keeping dynamics and records ”context multiplicity”.

ICA had not only affected the diffusion of the archival standards, but also the diffusion of the same pattern of power relation, especially between local and regional stakeholders. In ICA’s Study No.19, Choy (2006) alluded that a legislative process should organize the national archive, It should also consider public records as public property, clarify mandates between stakeholders

with regard to their functions and societal roles, give the State Archives a leadership role within the community of archival institutions, power the State Archives being established “within the main stream of public administration under an influential minister or above to lead and control records and information management in departments and agencies.”

Archival science has played a major role in the 1980s record administration practices, especially through the “record life cycle model “. Although this model has been viewed as “fundamental to archival ideas, legislation, and programs in many parts of the world” (Gilliland et al., 2017) it has also been considered as a model with conceptual deficiencies, because it is paper-oriented and has no capacity of considering the digital records.

The 90s witnessed an emergence of many archival methods; most notably the “records continuum model” in Australia. This model influenced the reconceptualization of records in several other countries. Other worldviews emerged to deal with records created in digital and non-textual media, and some emerged by the “influence of postmodern, postcolonial, gender and sexuality studies and other critical, historical, political and cultural theoretical movements, as well as Indigenous ways of knowing” (Gilliland et al, 2017).

Diffusion of archival theorizations. The second half of the century witnessed a growing number of educational programs around the world. This spreading developed due to colonial or former colonial influences and relations, “nurtured by UNESCO” or by “education programs offered by European, North American and Australian universities. At some point they developed completely independently in response to local needs”. These knowledge movements influenced the shift of “archival studies” to move away from history programs into aligning with information programs. In the 90s, these programs “began diversifying in scope while converging

with computer science, management, communications, business, and digital humanities programs, among others, around information phenomena, technologies and contexts."

A recent trend has emerged in this domain, that is, the adoption of "Archival multiverse" which encompasses "The pluralism of evidentiary texts, memory-keeping practices and institutions, bureaucratic and personal motivations, community perspectives and needs, and cultural and legal constructs with which archival professionals and academics must be prepared, through graduate education, to engage." (Gilliland et al, 2017).

Plurality of archival traditions are not much explored within the framework of archival multiverse. Such a quest demands engagement with "distinct epistemological, ontological, ideological, practical, even linguistic aspects at work within the contemporary professional archival and record-keeping landscapes as well as within different communities of records that carry out record memory-keeping functions outside professional archival purview."

Manoff (2005) viewed the multiple theories of the archive from across disciplines. Archivist and archive scholars detested the use of archive in a way that "inflate" the meaning and use of archive through the coinage of relative terms such as the "imperial archive," the "postcolonial archive," and "the popular archive". Derrida (1995) opened the door for the post-modern view on archives and showed the relation between archival technology and the archive-able.

Bifurcation of archival traditions. Library and archival technology determine what can be archived and therefore what can be studied. Thus, Derrida claimed that "archivization produces as much as it records the event." In addition, the technological advancement promotes "archival technology".

The work of standardization of the ICA and ISO does lean towards the legal and

technological view of what is a record. These attempts create problematic divisions, especially regarding the conceptual definition of a record that encompasses the practices of oral societies and communities that are not text centered. In this case, the standardization attempts "over-simplify the complex realities of societal record-keeping and remembering" (Gilliland et al, 2017).

Gilliland et al (2017) presented other emerged binaries between traditions. These "binary oppositions" are between personal and organizational archives, between organizational and collecting archives, and between professional and community archiving practices. As the reader will find, within the Palestinian context, an additional focus speared on the concept of "Community archives", which have become an increasingly present element in the archival and record-keeping landscapes in many parts of the world. Community archives exemplify a range of less conventional and hybrid models of record- and memory-keeping, especially for communities that have traditionally been submerged, ignored or silenced through official archives and their practices.

Gilliland et al (2017) pushed toward accepting the multiverse position, i.e. multiplicity of archival traditions "and possibly multiple paradigms". She also pushed toward more "tolerance of multiplicity". She presented many reasons that indicate the need of awareness of different conceptualizations and nuances, amongst these are:

1. The concerns about cultural resilience, especially with regard the information technology and record-keeping. Gilliland et al (2017) anticipated that their hegemonic forces might create a bias toward adopting one set of practices in order to facilitate data and information exchange. Adopting one set of standards might eventually dry up local ways and traditions.
2. Gilliland et al (2017) called for some amount of heterogeneity between archival practitioners, since archivists easily fall in the same mistakes.
3. Archival institutions and individuals seek archives for different goals and objectives.
4. Archival institutions and individuals should understand and respect each other's worldview.
5. Different legal systems, belief systems, and power structures are constructed through different and often conflicting worldviews.
6. The effects of records and record-keeping practices on individuals and communities are under-addressed.
7. Archival education might by time cast shadows over local history and archival traditions, with its increasing focus on the implementation of technologies and standards around the globe.

The Archive in Palestine

Of the not-so-many academic studies that dealt with archives in Palestine, many have touched the topic of archives dispersion. Fewer studies focused on Palestinian archival practices and perspectives. However, the most published materials on the archive topic can be categorized under internet news article, institutional and professional reports.

Shahwan (2018) presented lots of attempts from Palestinian history to establish "national

archives"; however, "none of these attempts received the support and fund requested to be carried out". Her assessment to the causes that led to this persistent situation is, generally, the lack of awareness, and the institutional deterioration of the PNA that has caused the negligence of establishing a Palestinian national archive. It was depicted as a case of failure, that could be derived from the failure of State institutions building.

Habash & Bader (n.d.) explained that a national archive institution has only a "discursive existence" that made archiving "a matter of life and death" for Palestinians. They agreed with Doumani (2009) about the spreading of Derridian archive fever among the Palestinians' worldwide and especially for Palestinians under occupation. This has been justified by many causes and influences; the most important is archives dispersion.

Archives dispersion. Abu Dayeh (2006) gave a general scan about history of Palestinian archives with details of periods of different mandates from the Roman empire until the establishment of the PA. All the state archives and public records mentioned resorted in the corresponding occupier's country of origin. Even the records of the PA from 1995 were looted by Israeli invasions in April 2002; this includes all the records, documents, and archives available in the Ministries, the Arab Studies Society, and from the Palestine Government Departments and its Institutions (Abu Dayeh, 2006). Abu Dayeh also summarized the reasons for the 'state' archival dispersion, which was, among other reasons, due to: 1) The transferring of archival material by occupations in Palestine since the 1518. 2) The lack of regulations or legislations to protect archive materials, 3) The absence of qualification in the profession, 4) A lack of awareness of the importance of archival materials, 4) The lack of published volumes related to Palestinian archives, 5) The serious drawbacks about the lack of accurate information about the size, type, form and locations of archives in the Arab and colonized countries.

when they explained Birzeit digital archive, Heacock & Mall-Dibiasi (2011) claimed that many archives “lay there” in Palestine that are waiting to be found. These archives aid in understanding the “becoming of a transnational Palestinian society characterized by its dispersion ever since 1948, and its likely future transformations.” It is important to note here that Birzeit digital archive scholars have taken a paradigm shift with regard to the topic of archive dispersion which will be clear to the reader in the next section.

Ziada (2013) pointed out to the dominant interest in Palestinian archives originated in historical studies that deal with Palestine as a case under colonialism. With the long history of archives dispersion, Ziada pointed out that the Palestinian archives in Israeli archival institutions paved the way to create Israeli revisionist narrative by Israeli New-Historians. She viewed this as the “violence of the archive” that made by colonizers and other Arabic regimes in creating a biased historical narrative.

Ziada (2013) documented a thorough inventory of dispersed archives and developed a unique view within the context of Palestinian archive fever. She pointed out to the global and local dispersion and the lack of access to archives; and inferred from this a general state of “Archival peculiarity”. Furthermore, she indicated three reasons that led to this reality: 1) The emergence of information society and digital technology which created an environment of research centers to collect, categorize, and provide access to information. 2) The postmodern condition and its role in re-conceptualizing archives, and 3) the increase of archival institutions’ interest due to the plurality of societal function of archives.

Contrary to the depiction of Ziada, Shahwan (2018) pointed that “The non-existence of national archive leads to an increase of unhealthy competition between individuals, civil, and official institutions over the control of the historical archive. This approach has been responsible

for the scattering of the Palestinian national archive" (Shahwan, 2018). She also claimed, "with regard to visual archives", that there is a competition "between the civil society institutions and the official institutions" which has limited the "achievements in the archive field, as well as prevented coordination and collective work".

Archival perspectives in Palestine. Since they are affiliated with Birzeit University, Habash & Bader (n.d.) claimed that the university's "digital Palestinian archive project" views it-self as having a key role in protecting the Palestinian memorial narrative. In doing so, "it implicitly negates the possibility of presenting an image of comprehensiveness and centrality, coupled with the exclusionary vision these would entail. There can thus be no claimed modular preference". In this sense, Birzeit calls for a multiplicity of archives as sites of memory that are open (on the internet) and free (not commodified), and that avoids the hue of secrecy of the Palestinian governments' archives of post-Oslo period. It also calls for archives that have no pre-conditions of what can be contained in them. This is, in the researcher opinion, a very political position from a very important stakeholder. Later on, it will be clear to the reader how this positioning reacted to PNAC strategy framework.

The project's team refused to have a predetermined research design that deals with the unprecedented condition that colors Palestinian archive, which is tainted with loss, secrecy and ignorance. Habash & Bader (n.d.) describe the attempts as an "archaeological excavations" that does not have any predeterminations. The collecting of archives was done by Birzeit field workers and researchers who have met repeatedly with civil society institutions and individuals.

The project's team has moved from an inductive approach in an attempt to theorize the Palestinian archive fever practices at the site of Birzeit digital archive. "The procedure constituted a theory of practice, not a practice of theory. In a sense, general rules derived from a

proliferation of individual choices (of documents).” Theorizing would come later on. The philosophy of this archives is “not to decide” on which materials belong to the archives, but to confirm that “anarchic” archive does make this opportunity to engage all in this practice, since the field “is no longer reserved for archivists” (Habash & Bader, n.d.).

It is important to consider the paradigm shift that reshaped the mode of questioning of the “traditional archive” from “What they say?” to “How they say them?” placing epistemological concerns prior to the ontological one. Heacock & Mall-Dibiasi (2011) assert that “Archive is thus better understood as a verb than a noun”. Following Ann Laura Stoler’s “archival turn” which promote the move from archive-as-source to archive-as-subject (Stoler, 2009); Heacock & Mall-Dibiasi (2011) explain; in a Palestinian context, the archive should conceptually be broadened to focus on “anti-colonial archive”.

What is taken to be "the hidden testimonies to the evils of occupation (and sometimes, to the gendered violence of families) should rather be seen as the archival document, having been poured from the breast of a (usually) subaltern Palestinian subject now narrating itself “.

Heacock & Mall-Dibiasi (2011) broadened archive conceptually and said that “the Palestinian archive is wherever documents regarding the Palestinian people’s lives in society are found.” The working hypothesis is that these places in turn remain to be found and identified, and their documents “liberated.”

Following the aforementioned point made by Ziada (2013) about the relation of dispersed archives and their unlawful use to create biased narratives (by colonial forces); Ziada made a similar point to the “document liberation hypotheses”. She called Palestinian archivist and historians to focus on and enforce the “counter-archives” of the oppressed. She viewed Birzeit digital archive as “anarchic Archives” that focus on the need to take back the deferent mode of

documentations “especially oral history” to fill the gaps of the Palestinian narrative.

Birzeit digital archive is interested in oral archives, written affidavits, and other documents that originated in NGOs, families or individuals with relevance to the Palestinian history, politics and society. These sought-after documents are most certainly "revealers of the subaltern conditions that were experienced by Palestinian marginalized sections, like “the poor, refugees, those pursued by the authorities, released prisoners, women, workers, peasants, and the homeless. These groups have documents (in the oral historic sense) that possess a representational value posing a constant threat to those who would rule them” Heacock &Mall-Dibiasi (2011).

Birzeit digital archive faced several problems, especially during the document gathering process. Most of the cases depicted by Heacock & Mall-Dibiasi (2011) can be categorized within stakeholders' reluctance in engagement, irresponsible participation, miss-representation, and unclear status of stakeholders' ownership.

Ziada (2013) affirmed that there is no civil society with strong traditions in documentation. She also provided a testimony of the variance in archival practices throughout the field. Ziada (2013) pointed that the diversity of different hues of archival institutions is originated in their organizational types within public, local government, juridical, or religious institutions. It is also present in academic institutions, civil society institutions, and reflected in their different goals and research trajectories. The political and ideological interests have influenced the archival practices. She continued explaining that organizational types made them subject to different "standards of preservation, categorization, and usage from archivists”. She added that this, in fact, has a political and ideological function that falls under Derridian “Event creation” (Derrida, 1997).

With regard to “official archive”, Heacock & Mall-Dibiasi (2011) expressed the ambiguity of the term “official archive” since they view Palestinian National Authority (PNA hereafter) as an entity that runs ministries. However "these are only phantoms, indicating what their functions may be in some undefined future”. This in turn renders the current “stateless situation of the Palestinians”. They also said “there is no such thing as a state archive”.

Official state archive. Two mentions of the actual functions and mission of PNAC were found in the literature, the first was about PNAC mandate over restitution of dispersed Palestinian archives. The second deals with its effects on government accountability.

The ‘state’ of Palestine is a member of ICA (represented by PNAC), and a member of the Executive Committee of the unified Arab strategy to restore Arab stolen archives, looted and transferred to foreign and colonial countries. The committee is operating under the Arab Regional Branch for the International Council of Archives (ARBICA hereafter). Abu Dayeh (2006) showed that the task of archives restitution has a large body of supporting international resolutions and conventions. To name a few, the 1987 Convention of Public Archives, Luxembourg and Trier conferences in 1986, and 1987. Abu Dayeh (2006, p.69) claimed that Palestine can use UNESCO intergovernmental Committee for restitution of Cultural Property. Ziada (2013) pointed that PNAC has failed with the restitution mission. She claims that, even if PNAC has restituted archives from other countries, PNAC cloak them in secrecy. The inaccessible archives are rendered by Ziada as a failure to institutionalize “Memory of the Nation” (part of PNAC slogan).

The Palestinian Coalition for Accountability and Integrity (AMAN hereafter) pointed out the importance of PNAC mission “Memory of the State” (The other part of PNAC slogan). It is through the public “right to know” of governments' deeds, that public records have become

important to the “public demand” for holding PNA accountable. They projected “record life cycle” archives model and the archival institution’s societal function of “providing access to information” as a complementary part that can be rendered, a monitoring mechanism to the deeds of governments" (Sarhad, 2013).

Since they are important supporters to the adoption of “rights to information law”, Sarhad (2013) has made comprehensive conclusions about Public records administration and the PNAC current reality. They diagnosed the failures of institutionalizing public records and categorizes these flaws over, legislative, institutional and the organizational functions and mechanisms.

Shahwan (2018) aimed to explore the power of the archive in the context of the Palestinian national identity, collective memory, and narratives. She did not neglect the ideological and political interests of the archives’ producers, and their effects on the contents of archives. Instead, she recommended and called for forming “an independent archive commission that can collect and unify all the Palestinian memories under one place”, which can be constituted from PNA, civil society institutions and individuals.

When she pointed to the Palestinian archival institution, she has been in unison with AL-Alawi (2017), about the PNAC failure to pursue its mission due to legal, financial, and political situations; however AL-Alawi (2017) pointed to the failure of PNAC strategic planning attempts but did not go deep into the details of these attempts and how they shaped PNAC itself.

On the other hand, Shahwan (2018) presented her discretions over the organizational and institutional status of the National archives center. Also, she emphasized on the in-appropriate deeds by the 17th government, and how they made PNAC a solitary source of collective memory and identity. Furthermore, she called for an “independent archive commission that can be inclusive in “unifying a national archive that transcends ideologies and narrow interests”.

Summary

ANT is a conceptual framework / collection of methods that are centered around the concept of actants' work, which as we saw, is defined by the performativity of any subject/object that helps form, what is called, an "actor-network". Following Latour (2005) work, and Bryson et al. (2009), it must be clear that "Strategic planning" is an actor-network, a mediator defined by the work of its actants which does not only include internal and external stakeholders, but even inanimate objects, archives, technologies, standards, and even ideas that are proved to be sustained durably in the course of PNAC strategic framework formulation and execution.

According to the Archival literature review, Palestinian archival practices are not far away from the worldwide status of "multiplicity of archival traditions". Even though we can sense a deep frustration within this multiplicity; still we can sense dominant power relations regarding the PNAC strategic attempt to institutionalize the Palestinian archive; and different responses to it.

AMAN recommendations prioritize the policy / legislative efforts for the reform of public records administration. Ziada (2013) mentioned her objection over the legislative process with the inactive legislative council. Others such as Heacock &Mall-Dibiasi (2011) were even more opposed when mentioning with definitive tone that PNA has ministries like ghosts and that there is no Palestinian archives (institution). It is appropriate to mention in this context that Birzeit digital archives project was facing many problems in implementation, and its status is indefinite.

Abu Dayeh (2006), Sarhad (2013) and Shahwan (2018) expressed their concerns about the lack of legal framework and its regulative drawbacks. Even though, Abu Dayeh (2006, p.69) mentioned an international legal framework pointed for the mission of recollecting archives. The work of Sarhad (2013) and Shahwan (2018) presented the drawbacks from the institutional

perspective, such as the fact that PNAC was a subdivision to the ministerial council secretariat and later to the ministry of culture with no organizational or financial power.

In the relating archival literature, one can find multiple features that frame the view of Palestinian related archival study. These are:

1. There is a general acceptance on the discursive existence of Palestinian archive; however archival loss is redefined according to the context of archival institution goals. There is a controversy that is always present. There are many conflicting positions about the causes of this state of affair, amongst them are: occupations including Israeli occupation causing archival dispersion, weak documentation heritage, and lack of awareness in the importance of documentation and archives.
2. Many scholars briefly mentioned the importance of initiating Palestinian oral history programs. Abu Dayeh (2006) and others such as Heacock &Mall-Dibiasi (2011), Habash & Bader (n.d.) made a huge step in providing a framework to this quest. Shahwan (2018) has specialized on the visual archive in the context of collective memory and identity. All of this indicates the bifurcation of Archives into “official archives”, “contra-archives”, "Anarchic-archives”,” oral archives”, “Audio-visual archives” and "digital archives”.
3. The researcher agrees with Ziada (2013) about her diagnoses of the Palestine archive being “peculiar”. This peculiarity emerged from 1) The emergence of information society and digital technology which created an environment of research centers to collect, categorize and provide access to information, 2) the postmodern condition and its role in re-conceptualizing archives, and 3) the increase of archival institutions’ interest due to the plurality of societal function of archives.

Chapter 3: Conceptual Framework

The researcher adopted and extended on Mintzberg and Waters (1985) deliberate and emergent strategy model. This model focuses on the strategy formation and execution as a mixture of deliberation and emergence of strategies, which are usually different in scope and amount. The researcher made a brief on the model as depicted by Mintzberg and Waters, then the researcher extended on it by reinterpreting some of its elements in the Light of ANT. Bryson et al. (2009) indicated the usefulness of combining ANT methods on inquiry with Mintzberg's model, since it "helps reveal in great detail the extent to which strategies are both emergent, growing out of prior associations, and deliberate, resulting from new associations".

Mintzberg & waters deliberate and emergent model. Since the mid 70s, Mintzberg and Waters (1985) began conceptualizing strategy as "a pattern in a stream of decisions ". Of course, decisions entails intentions, and this was a crucial point to "operationalize" the "concept of strategy, namely to provide a tangible basis on which to conduct research into how it forms in organizations." However, Mintzberg and Waters (1985) extended the conceptualization of strategy into 'a pattern in a stream of actions', and thus came out with the concept of emergent strategy following the aforementioned deliberate strategy.

Mintzberg and Waters (1985) studied the interplay between deliberate and emergent strategy formations. They also discussed several types of strategies that appear in their empirical studies. "each embodying differing degrees of what might be called deliberateness or emergent-ness. "

Pure deliberate or emergent strategies are anomalies. What should be expected are variations from both as clearly demonstrated in (figure 1). After a clear elaboration on the essence of the main two concepts, Mintzberg and Waters (1985) identified multiple types of

strategy formations from empirical studies. These would include: Planned strategy, Entrepreneurial strategy, Ideological strategy, Umbrella Strategy, Process strategy, Unconnected strategy, Consensus strategy, and Imposed Strategies. Note that these types are ordered from the most deliberate to the most emergent.

The model's connections and paths. Mintzberg and Waters (1985) associated deliberate strategy with a focus on "direction and control-getting desired things done", and they associated emergent strategy with 'strategic learning', which springs out from both realized and unrealized strategies. They also alluded that "Emergent strategy itself implies learning what works, taking one action at a time in search for that viable pattern or consistency." Since it is "not chaos, but, in essence, unintended order." I.e. patterns never intended.

Strategic learning can be sourced from unrealized strategies, since managers can find out which of their intentions do not work, and whether they are rejected by themselves, by their organizations, or even "by environments that are less than acquiescent." Mintzberg & waters (1985) took the position of treating both patterns (i.e., of decisions and actions) the same way because the model targets managers and leaders who are accessible to both patterns.

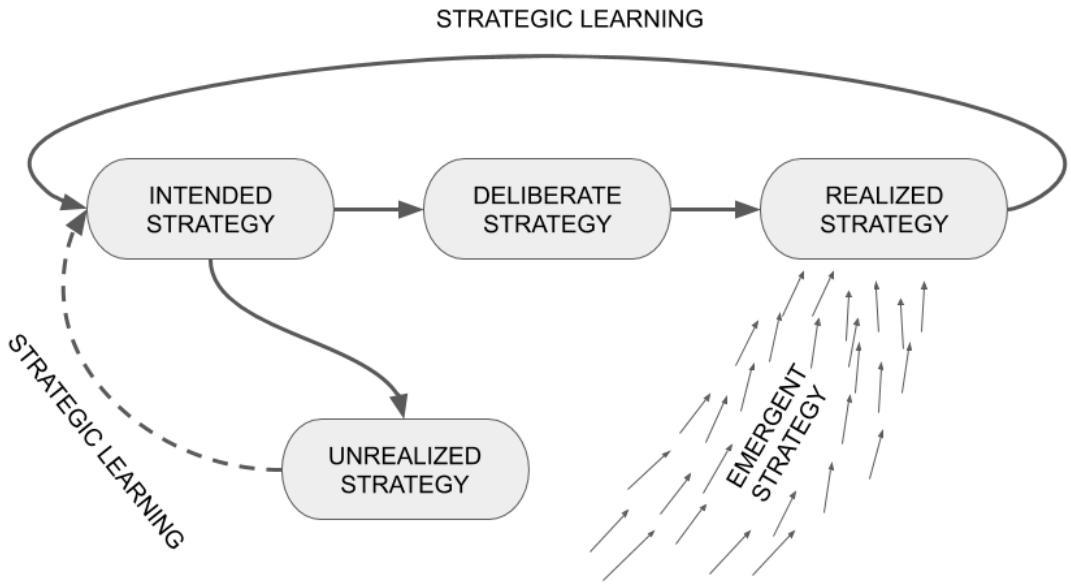

Figure 1. Mintzberg & waters (1985) Type of Strategies

Mintzberg & waters objectives and limits of this model. Mintzberg and Waters (1985) concluded with a remark about the objective of the deliberate and emergent strategy discussion, which broaden the perspective of the strategy and remove any possible framing that orient it with a sharp definition of either being deliberate or emergent. Also, they were concerned with how the aforementioned types are created and performed in the context of organizations and the inter-play between them.

As we said earlier, they directed the model toward its managerial use. In this context, they alluded that managers find patterns just like “researchers” and they coined the concept of 'strategic control', which is the managerial ability of pattern recognition that makes effective managers and effective organizations.

They were relying heavily on the concept of intentions; however, they were vigilant to see the troubles in dealing with them as they pose behavioral concerns and methodological

difficulties:

"Identifying intentions is a tricky business in any context. Who can be sure that what was articulated was truly intended. Moreover, in the collective context, there is the problem of determining whose intentions really matter and of dealing with conflicting intentions. These problems may be absent in the context of the individual, but they are replaced by others. For example, the individual pursuing a personal strategy is unlikely to have to articulate his or her intentions before actions are taken, and that can influence the very existence of intentions. "

Consequential to this difficulty inherited in intentions, they depicted types of strategy that seem to have peculiar intentions, articulated intentions (e.g., in strategy as plan), non-articulated intentions (e.g., in entrepreneurial strategy), and "collective intentions" in ideological strategy. They said "It is difficult to imagine action in the total absence of intention". This is why pure emergent strategy is avoided.

It is important to consider four major aspects from Mintzberg and Waters (1985) work:

1. With regard to this terminology, Mintzberg and Waters (1985) pointed that realized strategy is not synonymous with successful strategy." Note the distinction here between unrealized strategy – that is, intentions not successfully realized- and realized strategy that is unsuccessful in its consequences." (Mintzberg and Waters, 1985).
2. Mintzberg and Waters (1985) raised doubts in realizing the patterns of action that springs from intentions; which raises difficult questions like: Was the articulated really intended? And whom intentions really matter? However, they had not advised a method to deal with this issue.
3. The model strongly relies on intentions, decisions, and actions that are only fully accessible to managers and organization's leaders.

4. They called for the “openness to emergence” which includes every actant under the same emergence. By this, they re-attributed to managers actions with limited intentions. However, the meaning of emergence in the model is rather limited, as the reader well see in the next section.

Extended, Deliberate and Emergent Model

Intentions, decisions and actions and the model’s objectives. Mintzberg & waters (1985) knew that intentions are hard to reduce, not even to anticipated decisions that were articulated and in accord with behaviors and desires. This closure of the model with regard to “intentionality” might drive the strict direction to its usability. It can only be used as a managerial tool. This is why Mintzberg & waters (1985) finalized the model with remarks about managerial “strategic control”; however, the researcher believes that they hastily approximated the task of pattern finding between researchers and managers, because the model reserves emergent-ness “unintended order” conceptually to be features of organizational environments that are only accessible to managers. On the other hand, a researcher would probably perceive emergent processes depending on the purpose of her research; needless to mention the imposed limitation on information access with regard to organizations internal environment.

Another essential difference between a manager and a researcher is the bias of their worldviews. The former would set on a ground of syntheses that is politically driven (i.e., what should we do now?), whereas the latter would set on a ground of analysis (i.e., what has really happened? and how?). The analytical stance was easily seconded in Mintzberg & waters (1985) model which is why in the researcher version, **the researcher reprioritized the objectives of the model to deal with the analytical stance of a researcher.**

A researcher's perspective would be immersed in doubt when reducing deliberateness into "intentions", since it is harder for her (than a manger) to compare three sets of patterns: patterns of behaviors (i.e. intentions synthesized into intended strategy), patterns in stream of decision in accord with intentions (i.e. deliberate strategy), and pattern in stream of actions in accord with decisions and intentions (i.e. realized strategy).

In other words, managers have more access to "intentions" and "decisions" and less access to organizational emergent processes, whereas researchers would have more access to "actions" in both organizations and environments. The action is the most concrete event that is spatiotemporally located and can easily be witnesses and documented.

On the other hand, the logic of deliberation is dependent on human mediation and precisely "manager's intentionality". In this regard, the manager's ownership of strategy seems total and absolute. Ironically, the causes of failure are shared between managerial "lack of deliberation", and the "unresponsive environment". Mintzberg and Waters (1985) emphasized the path of strategic learning as a possible feedback between the realized strategy and the intended strategy (See the model diagram 1.0). In this regard, one should revise the model in a way that would not ignore other possible stakeholders with a claim of strategy ownership.

For those reasons, the researcher adopted an alternative approach to "intended strategy", i.e. "articulated strategy". The researcher believes that the nature of the inquiry under study can hardly invest on "intentions", while in deferent situation, it could be mandatory.

The model temporality. Mintzberg and waters (1985) model has another salient feature which is the lack of a specific temporal definition. At one time, they gave some signs about the various sequencing of strategy types overtime. In other cases, the openness to emergence

suggests a synchronous unison between emergence and deliberation. The model can be understood in a sequential or synchronous mode, in which the arrows can suggest causality or correlation that, in turn, suggest different modes of interpretation (i.e. inferential or influential).

Mintzberg and Waters (1985) accepted multiple temporal points of departure on how to treat deliberation & emergence. We can find remarks such as: “not a few deliberate strategies are simply emergent ones that have been uncovered and subsequently formalized”. In another context, when talking about the pure deliberate strategy, they said that it should meet three conditions: articulated intentions, shared across the organization, and that “these collective intentions must have been realized exactly as intended”.

While using the model for analytical purposes, one should define the case in a way that would enable a researcher to track the actions and events chronologically in order to claim its temporal definition according to strategic types.

The use of the model in a retrospective aspect to look more deeply into the nature of strategy making within different contexts should not be susceptible to the managerial bias. The researcher believes the model should be more open into new interpretations of its temporal features.

Different organizational structures and cultures might as well influence the making of new types of strategic sequences. The possibilities are enormous, and studying a case of unfolding strategy making by a retrospective frame would give this model a more precise meaning in research.

The final extension that the researcher added was the removal of single arrow, and replacing them with multiple ones. Single arrows might presume that the path from an intended strategy to a deliberate strategy is a straight inference. It might suggest a point of departure and

another one for arrival. However, in reality, if any of the models' connections is stretched well enough, it will become an "actor-network" of heterogeneous actants that is symbolized by multiple arrows. This is similar to what Bryson et al. (2009) depicted when described heterogeneous actants as managers, staff members, technologies, processes, mechanisms, and stakeholder analysis.

Strategy as an actor-network. My extension to Mintzberg and Waters' (1985) model have three aims: 1) To subdue the problem of intentionality, 2) To have more definite temporal feature in analytical use, and to 3) To reinterpret emergence, to be sourced within the collectives' actor-network that includes organization and environment, and transcend the micro /macro dichotomy.

To subdue the intentionality problem, the researcher adopted the analytical stance of material semiotics, utilized by Bryson et al. (2009), using Latour (2005) ostensive / performative definitions of group formation. ANT method was applied on PNAC strategy formation & implementation, since it "helps reveal in great detail the extents to which strategies are both emergent, growing out of prior associations, and deliberate, resulting from new associations" (Bryson et al, 2009). It is important to note here that ostensive definitions are depicted by an "articulated strategy, which is an interest defined by its associations and articulations. Unlike intention, it is materially grounded and methodologically carried out within ANT material semiotics in "inscriptions" or "immutable mobiles" (see chapter 5 "the methodology" for more details.

The "articulated strategy" can be seen as performative actions intertwined to become an enactment. It should not be construed as manager or a leader's real intentions. In this regard, the articulation can't fully hide intentions with non-suitable interests, since it is susceptible to the

stakeholder association. This interpretation of the articulated strategy is what re- introduced emergent processes at the levels of organization and environment.

Regarding the temporal definition of the model, the analytical position as a researcher would require a retrospective building of previous events and a look into evolving patterns. To study the PNAC associations with stakeholders, the researcher utilized Callon's (1986) moments of translation since these moments, including "problematization", "interessement", "enrollment" and "mobilization", were found to be useful in depicting PNAC initiatives and describe critical unfolding of events leading to the strategy's final translation.

As for the interpretation of emergence, Latour's second uncertainty described the nature of actions, in which the Actor conceptualized as a multiplicity of heterogeneous objects," It is the moving target of a vast array of entities swarming toward it". Thus, emergence is the default beginning in any inquiry. When the controversies of social sciences are fed back in, emergent features of actants' associations cannot be neglected (see figure 2). This can also extend Mintzberg & Waters' (1985) strategy types, which were be kept in place except for my first extension "articulated strategy". It is conceived then that emergent strategy is submerging everything. For this reason, the researcher changed straight lines with vectors to reflect motions pointing toward articulation and deliberation. In this case, strategic learning feedback is moving toward "articulated strategy" reflecting the lessons learned from realized and unrealized strategies, and setting a new context into which old articulation should be assessed and corrected.

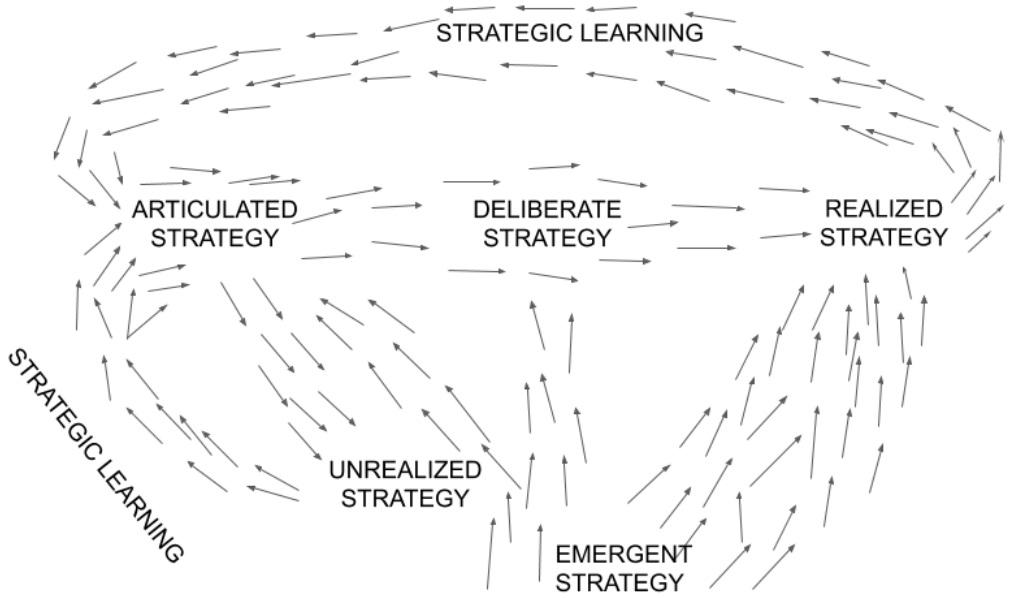

Figure 2. Mintzberg & waters (1985) Type of Strategies (Extended) Strategy as a Mediator

The researcher embarked on the case of strategic framework of documentation and archiving in PNA institutions (as an ANT study); he started from the observations and historical events of the formation and implementation to find patterns of strategic articulation, deliberation and emergence. In addition, the researcher explained the strategy using Bryson et al (2009) ostensive / performative definitions of strategy making (e.g., in what way PNAC engages in analyzing situation or in communicating strategy). Also, the researcher did not miss indicating the emphasis on strategic learning as a possible feedback between realized strategy and articulated strategy. In this regard, the researcher drew much from Callon's (1986) moments of translation to study PNAC associations with stakeholders since they helped depicting PNAC initiatives and covered most of the events that unfold the translated strategy.

Chapter 4: The Case of Palestine National Archives 2010-2014 - Strategic Framework

The Establishment of the Palestine National Archives

The story of Palestine National Archives (PNAC hereafter) began on September 13, 1995, when the late President Yasser Arafat approved the formation of a preparatory committee entrusted with planning the establishment of this institution. The committee included a number of specialists in various fields and was headed by the Director General of Foreign Media at the Palestinian Ministry of Information, Dr. Mohammad Bheiss-Aramin. The Committee has worked for 18 months to formulate the Archive National Development Plan (NDP), which was carried out with the assistance of, British expert, Michael Roper. The necessary finances were estimated to be 14 million dollars (Shayera, 2012& Salameh, 2018).

NDP was carried out with the assistance of British expert Mr. Michael Roper. The vast experience Mr. Roper have, might indicate a notable role on passing records management and archives expertise to PNAC personnel, At the time of his assistance to PNAC, he was the former Secretary General of the ICA and "since 1996 he has been Honorary Secretary of the Association of Commonwealth Archivists and Records Managers (ACARM). He has undertaken consultancy missions and participated in the delivery of training programs in many countries and has written extensively on all aspects of records and archives management. "(IRTM, 1999).

On May 11 of 1997, President Arafat assigned Dr. Bheiss-Aramin with the task of completing the preparations and plan implementation to establish the national archive (Shayera, 2012). In November 19 of the same year, Dr. Bheiss-Aramin received a letter from the Secretary General of the International council on Archives Dr. Charles Kecskemeti in which he wrote:

"On behalf of ICA, I am pleased to welcome the Palestine National Archive Center as a Category A member of the Organization." (Kecskemeti, 1997). Please see Appendix A for more details.

Subsequently, PNAC had a durable relation with the ICA; additionally, it became a member of the Arab Regional Branch of ICA, ARABICA (Shayera, 2012).

Following the NDP, PNAC conducted the first archival survey in 1999. The recommendations and results were submitted to decision makers at the time, including a large media campaign aimed at informing the public, and those involved in the archiving work, about the results of the data analysis, which included 124 institutions (i.e., 80 governmental institutions and 44 NGOs). PNAC claimed that even though the results of the survey lacked an objective measurement, the results still demonstrate that the archival situation is in urgent need of development and advancement (Staff of PNAC, 2007).

On September 28th, 2000, Ariel Sharon entered the Haram al-Sharif under strict Israeli guards, which escalated the situation on the ground and caused the outbreak of the second intifada. When the Intifada gets militarized, the Israeli occupation forces re-invaded the West Bank, killing more than 2,000 people including women and children.

The violations of the occupation in the years of the re-invasion have had a great impact on the political process of the Palestinian National Authority under the leadership of President Yasser Arafat, who was compelled to create the post of prime minister and to lay off some of his authorities.

At the level of the national archive, archival institutions had suffered a great loss of institutional memory. The most devastating loss was the confiscation of Orient House Archives and its closure on August 10th, 2001(Abu Madi, 2013).

In an interview conducted by Journalist Noura Abu Madi with Dr. Bheiss-Aramin, he explained that Israeli's assaults on Palestinians' memory aim to destroy and completely cross out the characteristics of the Palestinian culture and identity.

"For example, between 1948 and 1949, the sources and information available on the period of the displacement of the Palestinian people and the occupation of 78% of historic Palestine confirms that Israel (with the supervision of the Hebrew University) have looted, especially in West Jerusalem, the remaining libraries and Arab houses that were occupied. That included manuscripts and about 30 thousand books, all deposited in the Jewish National and University Library (nowadays National Library of Israel) without counting the number of books that were looted from other areas such as Haifa, Jaffa, Acre, Lod and Ramla." (Abu Madi, 2013).

With regard to the archival and documentary looting during the second intifada, "PNAC filled this gap by doing a survey to estimate the damage on the information and documentations of PNA institutions. The results showed that a large number of documents, records and equipment were destroyed. For example, 886 computers were destroyed and confiscated, 458 records cabinets were destroyed, and more than 10,000 files and paper documents were destroyed and burned." (Abu Madi, 2013).

Mr. Khaled E'mor, the director of surveys and follow-ups in PNAC, provided other examples; he literally said that "the damage was enormous, and some institutions' archives were back to zero (indicating the complete loss) like Ramallah and Al-Bireh provinces" (E'mor, 2019).

On March 10th, 2003, The Palestinian Legislative Council (PLC) approved the amendment of the Basic Law and introduced the post of prime minister. President Arafat appointed Mahmoud Abbas as the prime minister three days after the amendment. The PLC gave a vote of confidence to Mahmoud Abbas and his government. However, this government did not

hold for long, and the position of Prime Minister was transferred to Mr. Ahmed Qurei.

Headed by Ahmed Qurei, the ministerial council issued decree No. 152 in June 7th, 2004. The decree established PNAC "in" the Ministerial council constraining its work by a law (indefinite). In addition, the Council defined PNAC objectives:

"PNAC aims to collect, organize, maintain and preserve the documents of the Palestinian National Authority and the Palestinian people" (Ministerial council, 2004).

From that time, PNAC was tied to work according to an indefinite Law. This was deemed as a very problematic point in PNAC strategic Framework of documentation and archives in the PNA institutions. The Framework also reviewed the history of PNAC efforts to convince decision makers to pass the archive law; however, all these efforts had no results (Bheiss-Aramin, 2010).

On January 26th, 2006, Hamas won the legislative elections, which led to donors' abstention to fund Palestinian Authority projects until Hamas recognizes the State of Israel. At the outset of June 2007, the situation on the ground escalated between Hamas and Fatah. On June 15th, 2007, President Mahmoud Abbas declared a state of emergency, dismissed the unity government led by Ismail Haniyeh, and appointed Salam Fayyad as the prime minister of the 12th government. These events marked the era of the Palestinian Division.

The Palestinian political division between the West Bank and Gaza has been the worst crisis in the Palestinian cause. The Palestinian integration of authorities has been compromised making a legislative/constitutional gap. Since the legislative authority was dominated by Hamas, which was the executive authority in Gaza, there were no constitutional apparatus to fill out the legislative gap in the West Bank. This situation compromised the national agenda and encouraged Palestinian parties to make decisions without national consensus. Despite many

attempts at reconciliation, to the moment of this research, this reality has not been overcome.

The Archives did not pass the Palestinian Division safely. Mr. Fawaz Salameh, the Later General Director of PNAC, Declared in an interview that the:

"PNAC archival material in Gaza has been destroyed and some of them were looted by Hamas, there is no awareness in the mission of PNAC" (Salameh, 2018).

On the other hand, the Palestinian-Israeli political progress was not going anywhere. This has made US president Bush Jr. Put forward the agenda of Annapolis conference, which has a political and developmental parts. The first focused on pursuing bilateral negotiations and the second on advancing a development program.

The political program of Annapolis conference was supposedly aiming to pave the way for final-solution negotiations. In that frame, Palestinians had a "political commitment from Israel and the US in the Road Map to reopen Jerusalem institutions" (Al Jazeera, 2012). Accordingly, PNAC involved in an attempt to restitute orient house archives. Guided by the Negotiation support unit, two meetings were held in Ottawa /Canada on the 10th and 11th of June, 2008. The talks involved the state archives of US, Canada, Israel, and the PNA with the supervision of ICA. These meetings concluded with a memorandum of understanding that permits the access to conduct an inventory count of Orient House archives (i.e. it did not permit the acquisition of the archival material). The meeting also resulted in collaborating and Joint Archival Projects and Training programs (Al Jazeera, 2012).

The development program of Annapolis resulted in holding the Donors' Conference in Paris on December 17th, 2007. There was a wide international and Arab support and an international consensus on the conference's political significance. The Palestinian delegation requested 5.6 billion dollars to fund the development plan for 2008-2010 (Palestinian Reform

and Development Plan, 2007). Many parties were surprised that the amount of funding pledged was $ 7.4 billion (Bittermann, 2007).

According to the Palestinian Reform and Development Plan, 10 million dollars were allocated to the e-government project. This is important information given the fact that in 2005 PNAC was engaged with the Ministry of Communications and Information Technology (MTIT) to support its e-government project (Staff of the PNAC, 2007). The role assigned to PNAC is to survey document production and human resources in PNA institutions. At that time, that project had the financial and technical support from international organizations such as the Organization for Economic Co-operation and Development (OECD) and the United Nations Development Program (UNDP hereafter) (Abdullah, 2014). Although the role played by PNAC was very small in the beginning, it somehow shaped its strategic projections as we well see later on.

PNAC 2010-2014 Strategic Framework

After Israel initiated the offensive "Cast Lead" Operation on Gaza, Hamas and Fatah began a new round of talks in Cairo in February 2009. On March of the same year, Prime Minister Salam Fayyad submitted his resignation to pave the way for a national unity government, the 13th government that was supposed to end the state of emergency and establish a national unity government.

In October 2009, The Palestinian National Archives announced the completion of the National Strategy for Documentation and Archives in Palestine. The proposed strategy consisted of Archives policy, projects and programs to be implemented within a five-year plan starting in 2010 and ending in 2014.

The framework addressed many of the documentation and archival problems facing PNA institutions with the aim of upgrading, retrieving, maintaining information services, and limiting

documentary loss and controlling unintended random use. It also alluded to adaptations with modern archival and communication technologies. The framework had 6 components: awareness and guidance, capacity building, information technology, professional and technical procedures, legislation and laws, and constructions (Bheiss-Aramin, 2010).

The framework was based on a situation analysis of all archive units in the ministries, departments, and authorities of the PNA. Before 2010, PNAC pursued and implemented field survey, conducted workshops with archivists, and studied the problems of this important sector.

PNAC viewed the strategy as an integration factor to government sectors since archive is a “common denominator for all government activities without exception” (Bheiss-Aramin, 2010). PNAC also suggested taking the lead in the distribution of mandates over the archive institutions for the public sector. In addition, it suggested that public sector’s decision makers are required to adopt the framework within the respective development plans.

PNAC promoted the adaptation of the framework in governmental institutions and supported implementing it nationwide. According to Bheiss-Aramin, PNAC viewed archives as a national information asset and an economic resource that would potentially save money, time, and efforts, including preserving governments' records and providing access to information vital to national development interventions.

Major stakeholders had put strong signals to aid PNAC in its strategic endeavor. On March 8th 2010, given the importance of the draft law, the Cabinet decided to refer it again to the Ministers and the Supreme National Group for the legislative plan to study and make recommendations thereon (Bheiss-Aramin, 2010).

On March 16th, National Archives managed to hold the 1st conference for the documentation and archives in PNA institutions. This conference aimed at engaging stakeholders

including decision makers, administrators, and the archivists and other stakeholders from the information sector to study the proposed strategy and put it in its final form in preparation for submission to the Council of Ministers for approval and adoption (Bheiss-Aramin et al, 2010).

In the 13th of March, 2011, The head of the Palestinian National Archives, Dr. Bheiss-Aramin, revealed that Prime Minister Dr. Salam Fayyad had decided to buy an enormous six-story building to be the headquarters of the national archive in Ramallah (Esharabati, 2011).This was perceived by Bheiss-Aramin as a pledge from the Palestinian leadership and the national authority to make a contribution to the memory and identity of the nation. Unfortunately, these promises had not been fulfilled, as we'll see later in the analysis.

Dismantling of PNAC

In the time of the 15th government (Rami Al Hamdallah's government), the cabinet decided on December 24th , 2013 to "correct the status of the Palestinian National Archive by transforming the subordination of the National Archives to the Palestinian Ministry of Culture to form a General Directorate of Archive within the Ministry" (Shahwan, 2018). Please see Appendix B for more details.

This event was rendered by Shahwan (2018) through Mr. Fawaz Salameh's own words as major blow to the center. She paraphrased that the "decision had a negative impact on the administrative, financial and legal status of the archive. It changed the vision and the strategic mission that the national archive has been established for as Salameh asserts"….."Hence, the decision of President Mahmoud Abbas to establish the Palestinian National Library on the 27th of August, 2017 provided a glimmer of hope for the National Archive to be the core of this library which was supposed to be expanded to include all documents and institutions, becoming a sovereign national institution with a sovereign role." These were the hopes of Mr. Salameh at

that time.

On September 14th, 2017, and in a ceremonial way, the Minister of Culture Ehab Bsiso received the first edition of the third bibliography on the publications and documents of official and semi-official institutions between 2007 and 2011 by the Director-General of the Palestinian National Archives Mr. Fawaz Salameh.

The Palestinian National Strategic Plan for the Culture and Heritage Sector for the years 2017-2022 mentioned many obstacles that intersected with what had been previously said about memory institutions like the absence of mechanisms for the practical implementation of the strategic framework in all cultural institution and the shortage of specialized and trained human resources in this field (PMC, 2016, p.9). However, it only mentioned strengthening the presence of Palestinian archives as one of the goals in the first program “Culture for everyone” and put “the coordination with the international bodies of the same expertise for the sake of restitution of documents through having copies" as indicator. The intervention segment was directed toward legislative enactments, and that is it!

State Audit and Administrative control bureau (SAACB hereafter) issued a report in March 2018 on the archiving system in PNA institutions, in which they strongly warned against archival and documentary loss due to different reasons, many of which were mentioned in PNAC 2007 survey. For example, there were limited archives in some areas, but the major state of affairs indicated that no achievement has been made. See figure No.3 which is a mosaic of SAACB (2018) report’s photos about the archives’ situation.

Figure 3. Multiple images from SAACB 2018 report depicting the condition of institutions' archives (Note: Original Captions did not capture an exact place)

One of the last deeds made by the 17th government is to issue two ministerial decrees with regard to PNAC and to Palestinian archive in general. These two decrees were issued on the 15th of January, 2019. Please see Appendices C and D for more details.

The ministerial council issued two decrees with regard PNAC; The first decree called for forming a ministerial committee to develop a comprehensive vision on the establishment of the National Archives, the second decree canceled the former 2013 decree and transformed PNAC with its current organizational structure (back) to Ministerial council as a new general administration body under the name of "Central Government Archives".

Chapter 5: Methodology

As presented in Chapter 3 (Conceptual Framework), the framework was fathomed using ANT theoretical underpinning and methodology. Therefore, this chapter was designed to give an introduction to essential meta-theoretical concepts of ANT that helped frame the object of the study (i.e., The strategic framework of documentation and archives in PNA institutions). Exemplars of these concepts from the case under study were presented to orient the reader for the later analysis. This chapter contains the research questions and describes the data management strategy that have been used in the study.

Note: (I strongly advice reading chapter 3 before this chapter since it would clear a lot of research choices that the researcher will be mentioning briefly in this chapter).

Before reviewing ANT terminology, it is important to note Latour's (2005) request to be faithful to the experience of the social through:

1. Deployment of controversies "so as to gauge the number of new participants in any future assemblage". Note that the controversies were dealt with in the literature review.
2. Following stabilization acts of actors by "building formats, standards, and metrologies".
3. Achieving the possibility of renewing our sense of being in the same collective. This is the most significant move of Latour's (2005) politics, in which he advocated delaying practical recommendations until the end of the study as much as possible.

ANT Essential Terminology and Exemplars from the Case under Study

Producers of the social. Latour (2005) described the nature of entities that are entitled to produce the social. It is absolutely necessary to look at these entities and position them inside two complementary types: Intermediaries and mediators. The term mediator is sometimes used

instead of intermediary to distinguish between the more neutral transference implied by being an intermediary and the more unpredictable activities of a mediator (Latour, 2005).

Intermediaries. An assemblage of heterogeneous entities that synthesize a black box counting for one result, an unfaltering carrier of meaning, where the output is easily predicted from the input (Latour, 2005). Intermediaries might seem very complex within its inside operations. Latour provided many examples on what could be counted as intermediary, from a "properly functioning computer" or "a highly sophisticated panel during an academic conference", the later "may become a perfectly predictable and uneventful intermediary in rubber stamping a decision made elsewhere" (Latour, 2005).

In relation to the case under study, there are other features that communicated power with little change, like bureaucracy of PNA and the structural features of PNAC and PNA, as long as they sustain the mode of operation. This also includes other institutionalized factors of more durable networks such as gender roles stereotypes, social inequality, and Fatah-Hamas conflict.

Intermediaries are also social institutions that have resilient aspects of the social. This compromises the hidden rules and norms that govern society. A number of key issues related to such intermediary institutions in Palestine were apparent in the initial reading of data; such as the low occupational prestige of archivists in Palestine, inequality of payment, and gender bias.

Mediators. Strategic planning (including formulation and execution) is a mediator that is made through collective grouping. The translation that leads to enrollment and mobilization of allies should consist of x-morphic transformation of "articulated strategy", "deliberate strategy", and "strategic learning" into "realized strategy" (As demonstrated in Chapter 3, the realized strategy does not necessarily mean an effective strategy). To do the tracing, the basic move of

ANT methodology is to follow the actor (i.e. to trace departures and arrivals of the strategic framework of PNAC, and thus draw conclusions over the ostensive and performative definition of planning).

ANT is the most fitting methodology for this type of inquiry, since "ANT is one of the only theories available that would allow the various artifacts produced during a strategic planning (e.g., stakeholder and SWOT analyses, issue papers, strategy maps, draft plans, adopted plans) to be taken seriously as mediators and Actors." (Bryson et al, 2009). The researcher advises to include, situation analysis, surveys pie charts, TOWS, and core strategic concepts of vision, mission and goals.

Additionally, some macro features can be considered as mediators, such as elections, donors' money, government reshuffling, practices of Israeli occupation, Palestinian archival traditions, and government development plans.

Actants. Just as Bryson et al (2009) depicted, an ANT study of strategic planning would necessitate a study of "various human actors involved, such as process sponsors, champions, facilitators, strategic planning teams, and the variety of other stakeholders. An ANT study would also examine the role of non-human agents, such as mission and vision statements, strategic issues definitions, strategy maps, strategic plans, formal charters or articles of incorporation, and conceivably even such things as state constitutions, which affect state, regional, and local government's formal powers and jurisdictions".

Beside major actants such as ICA, PNA, UNDP, E-GOVERNMENT, MTIT, and PNA's institutions, this study will attend to a "peculiar" actant in this case, "archives" (i.e., historical documents and administrative/public records, private collections or even oral history accounts). As perceptible in the case of Birzeit digital records, archives had a great deal of troubles with

other stakeholders because of the nature of the archives Birzeit researchers sought. Obviously, some archives are not easily moved or shared from one organization to another, or from a person to an organization. Following Callon (1984) indication on sociology of translation, it is clear that any translation end with a power variance. This raises concerns about archives' performativity.

Following the Actor. "ANT claims that it is possible to trace more sturdy relations and discover more revealing patterns by finding a way to register the links between unstable and shifting frames of reference rather than by trying to keep one frame stable" (Latour ,2005).

Frame of reference. ANT is preoccupied with descriptions; it limits explanations that are out of the actor-network state of affairs, their connections and emergent properties (Latour, 1996). Every actant in this Stakeholders / material entities network created by the group formation process was a potential frame of reference according to how these entities interfere in the creation and mediation of PNAC strategic framework 2010-2014.

Inscriptions. "An inscription is the result of the translation of one's interest into material form" (Callon 1991, 143). Inscription is a process of creating text and communication artifacts that enhance and perpetuate the interests of an actor. In this thesis, these entities include: Ministerial decisions, strategic plans, laws and regulations. "In general, any component of the heterogeneous network of skills, practices, artifacts, institutional arrangements, texts and contracts establishing a social order may be the material for inscriptions" (Monteiro and Hanseth 1996, 330). In other words, PNA strategic plans and Ministerial decrees are the final inscriptions of Multilateral political, developmental negotiations and initiatives that are carried out and adopted by political powers through their structures, mechanisms and practices. The decrees inscribed in the course of PNAC should not be problematic since they have the force of law;

however, with regard to anticipated decision making, the researcher adopted the ideas of Varra, Sorsa & Palli (2010) who provided a set of features that are essential for strategy text genre. These can be used in this thesis to study the performative effect of PNAC strategic framework and the related archival projections in PNA strategies and development plans.

Quasi-object. Special inscriptions or other moving actant that transforms those who do the moving, because they transform the moving object (Latour, 2005). These objects are mostly generated by actors in the course of multilateral stakeholders' association processes. For example, agreements "can stimulate commitment", reports "can stimulate accountability", draft laws "can stimulate consensus building", strategy documents "can alter stakeholders' engagement", academic papers "can change mentalities", Archives "can create new objectives", and technologies "can suggest new solutions". All these can be considered as catalysts of mediations, (more than a proof of events taking place, but also as performers of events). These were thread tips for the researcher's network-tracing activity of the Strategic framework of documentation and archives in PNA institutions, in its formulation and implementation.

Obligatory passage points. These points were originated within PNAC problematization and interessement. They were used to convince stakeholders with the roles that were established. In our case, it was the legislation of the Archive law. Since it was defined before starting the "frame-working" of PNAC over the institution of the Archive. The draft law, as the reader will see, was made to resembled an absolute need for furthering the strategic framework across actants. The reader will also notice the importance of the Presidential office, one of the gatekeepers of the OPP that has the exclusive power to approve the passing of the archive law.

Research Questions

Primary questions

- **How did the formulation of the proposal of the strategic framework for documentation and archives in PNA institutions developed?**
- **Why did it fail at the beginning of its implementation?**
- **What can we benefit from this experience in the strategic planning of archival institutions in Palestine?**

Secondary questions

- What influence PNAC strategic framework vision, mission and goals? And what defined its ostensive and performative features?
- what strategy formulation tools were practiced to reach PNAC strategic framework Inscriptions?
- What are the strategic topics raised at PNAC since its inception? How did they evolve to form the components of the proposed strategic framework? What is the meaning of this strategic path?
- How did the strategic framework get articulated / validated / communicated across stakeholders?

Data Management

Latour (2005) proposed 4 notebooks that would register different types of conceptual ideas, data, information, and reflections; however, the researcher only adopted the first three notebooks as listed below. The reader will find a description of each proposed notebook and an explanation for excluding the fourth one.

The first notebook. This notebook is an inquiry log that documents the progress of the research. It is meant to register the management of the appointment, first impressions, strange observations about the field, and reactions to others studies.

The second notebook. This notebook is used for gathering information in a way that "simultaneously facilitates keeping items in a chronological order or dispatching them into categories which will evolve later into more and more refined files and subfiles" (Latour, 2005). This is facilitated by the use of dedoose.com coding and data descriptors utilities.

The third notebook. This notebook is for writing trials (memos). As a first step in recording trials, Wright (2016) proposed to write down the research question/s that are being investigated, and the aspects and ideas that may relate to the assembled data. These were written in the discursive language of a report rather than just as notes on technical aspects of a query. The next step is to identify potential relevant codes and code combinations to look at each element of the query. These were also written down with the possible queries described in full sentences. The natural language questions are then translated into queries, and the resulting output is read through and considered. The final step is to attach this memo to a selection of (or potentially all) the quotations returned by the query. The memo can then be created as an output with these linked quotations. This approach creates a structure for writing that can potentially outline a type of "proto chapter" for the thesis. The writing trial connects and documents the translation of the research questions into specific ways of working with specific data: querying and considering it, then synthesizing and identifying, and finally including those selected quotations and their accompanying notes and hyperlinks to be further explicated in progressive drafts of the report (Wright, 2016).

The forth notebook. The fourth notebook is originally depicted to "register the effects of the written account on the actors whose world has been either deployed or unified.", It is an experiment that adds the account to fieldwork to check how it plays its role of assembling the social. The researcher found this notebook to be out of the scope of my study in a number of ways. Firstly, the researcher had a time limitation that he wanted to meet to finish his master thesis. Secondly, collecting feedback about the thesis would be burdensome and would extend the scope of this thesis. However, the researcher will be glad the pursue this quest after the seminar, where he can focus more on disseminating the work across stakeholders, have feedbacks, and bring up discussions.

Data Gathering & Analysis

In this research, data analysis was directed to be close to the data gathering as possible. This is fundamental to an ANT study because we want to avoid the risk of "rendering actors mute altogether" in Latour language. Instead, one should use an "infra language" which would allow the jargon of the actors to be more present.

Phase 1: building the chronology of PNAC. The nature of data to be gathered is the qualitative data sourced by stakeholders involved in the strategy under study. The evidential power is justified because the eminent nature of the conceptual framework adopted is sourced in the types of themes used in this methodology.

Interviews are the first method of data gathering for the core stakeholders. Since it is interactive, by guiding the conversation with the primary stakeholders, the researcher shaped the initial body of information that consists of the constellation of all stakeholders involved in the strategic planning process based on a clear timeline. The networks of all the actants and

modifiers were present and enriched the context.

The nature of interviews' questions and directives were designed to guide the participants into being consistent with their narrative throughout their different discursive genres. This had helped to not only capture the chronology of PNAC strategy but also the descriptions and normative judgments about stakeholders and events. The doxa surrounding the narrative and the discursive positioning were triangulated with field observations.

The historicity of this inquiry called for triangulation as a data gathering strategy. This enabled me to provide a clear account about the matter of concerns that is as authentic as possible. In this case, the second sources of evidence were the administrative archives in custody of different actors. The benefit resulted of this phase was having a clear feasible focus on the most important details about the issue under study.

Phase 2: fill in the gaps in data. The second phase, involved filling the gaps within the relative inquiries, that emerged from the first phase, by using the same techniques iteratively. This involved the circular move between the empirical and theoretical planes.

The analysis of data happened after building the chronology. It was necessary that the full scope of the strategy framework story was fully apparent and clear. This had naturally developed a focus on actants conglomeration. In return, it oriented me with the next potential interviewee to follow, archival recollection or observation instants that should be gathered. This had made the mission of finding patterns between different actants' preformatted actions much easier afterward. The researcher used dedoose.com to embark on coding and memo-ing the transcribed interviews, archival, data and observations.

Chapter 6: Case Analysis

Part 1: The Origins of PNAC Strategy Framework: A Deliberate / Emergent Strategy Formulation

An early plan that follows a grand strategy. The late President Yasser Arafat approved the formation of a preparatory committee entrusted with planning the establishment of PNAC on September 13th, 1995. The committee was headed by the Director General of Foreign Media at the Palestinian Ministry of Information, Dr. Bheiss-Aramin. The Committee has worked for a year and a half to formulate the Archive National Development Plan (NDP), and was estimated with a need of $10 million for financial coverage (Madi, 2013). The Archives NDP Plan was structured to contain the following six projects (Bheiss-Aramin et al., 2009):

1. The establishment of the Palestinian National Archives, which requires the preparation of working plans and official decisions.
2. The development of necessary legislations, laws and regulations.
3. Human resources plan formulation (in the light of the acute shortage of qualified staff and specialists).
4. Training and rehabilitation plan formulation.
5. Develop a strategy for information technology (electronic archiving and its applications)
6. The establishment of a permanent building of the National Archives with specific architectural specifications.

These 6 projects were PNAC initial articulated strategy. The form indicates the priority to PNAC initiation and the imperative to situate its operations legally. Combined with the rest of the projects, they form a “Strategy prototype” that would be a base for any strategic deliberation,

learning, and realization as indicated in the conceptual framework depicted in chapter three. In this section the researcher will follow the strategy actor that carried out the establishment of PNAC.

To speak about the establishment of a Palestinian official institution, one has to remember that Oslo process produced the grand vision of "institutions building" as a transitory process to reach "The Palestinian State". These narratives have been dominant at the initiation of PNA institutions. In general, PNAC was no exception, however the implementation was interesting.

After receiving a letter from the Secretary General of the International Council, Dr. Charles Kecskemeti, in November 19th 1997, Dr. Bheiss-Aramin sent a letter to the late president Yasser Arafat in which he states:

"I am delighted to tell you the good news about the admission of the Palestinian National Archives to the International Council of Archives. This means that this international organization recognizes the importance of the history of Palestine and the heritage of its people and put them in the ranks of countries that have developed national archives." (Bheiss-Aramin 1997). Dr. Bheiss-Aramin finished the latter with:

"With all the determination we take from your wise leadership, we are continuing with God's help to build the institutions of our future Palestinian state with Jerusalem as its capital."(Bheiss-Aramin, 1997). Please see Appendix E for more details.

It is important to note here that PNAC was not established within a clear PNA structure or a governmental sense, not until 2004.

ICA membership marked one of the corner stones of PNAC organizational identity by:

1. Establishing strong relations between PNAC and ICA, an association that provided PNAC with “recognition” at least among a bloc of archival institutions. PNAC’s ICA membership is a clear case of a deliberate strategy to purse its archives NDP first plan.
2. PNAC membership was realized and paved the way for PNAC to join ARABICA and provided PNAC the access to international relation with other national archives. This pattern strongly indicates a strategic learning.
3. The first learned lesson from the realization of ICA membership is the enabling of a “rhetoric of comparability” of Palestinian national archives with national archives of other countries. Which as we’ll see later will be heavily used by PNAC in its problematization of archives and information sector in Palestine.
4. The second learned lesson is the Enabling of “rhetoric of Archives restitution” through the ARABICA and the Arab strategy for restitution of looted archives, which is less present in the strategic framework as we shall see later.
5. A clear political position that adopts the position of its creator (i.e. the Palestinian presidency with regard to institutions building.)

Please see figure 1 in the appendix F for a short summary formed in the layout depicted by the conceptual framework.

The second intifada and its aftermath. The Israeli leadership did not comply with the agreed implementation of Oslo agreements. Thus, the situation escalated on the ground. When Camp David conference failed, a political vacuum was created to be filled with the Israeli aggression. The Israeli occupation had the intent to ditch Yasser Arafat and replace him. The USA administration gave the green light to this process. The destruction of Palestinian built institutions aimed to ignite a governmental and institutional void.

A ministerial committee was tasked with preparing a detailed report on Israeli practices to present to international forums and expose the crimes of the occupation (Madi, 2013). However, the Commission has excluded damage to documents, records, storage and archives, including information equipment and devices.

According to Dr. Bheiss-Aramin “The gap made by the committee was filled by PNAC, and so, to determine the extent of the archival damage to the headquarters, PNAC conducted a survey. The results showed that large quantities of documents, records and devices were destroyed. For example, 886 computers were destroyed, 458 record-keeping cabinets were destroyed, and more than 10,000 files and paper documents were destroyed and burned (Madi, 2013).

The after math of the Israeli invasion lead to:

1) The looting of archives and information resources from PNA institutions leaving “only buildings, without institutional memory “(Salameh ,2018).
2) The result of invasion motivated PNAC to conduct a thorough situation analysis, formed as an inventory of looted archives and documentation of Israeli vandalism. The reader will see later how the accumulation of archival information enforced a pattern of asymmetrical information resources between PNA institutions archives and historical /cultural archives. This pattern pointed to an emergent strategy that the reader will see later on.
3) The pattern of Israeli vandalizing practices is not a new pattern to the Palestinian archivists. These patterns of concerns shaped an emergent strategy in PNAC and PNA archival institutions, which can be described as “wrapping archives with secrecy”. Please see figure 1 in the appendix F for a short summary formed in the layout depicted

by the conceptual framework.

The shaping of the vision, mission and objectives. The violations of the occupation in the years of the re-invasion have had a great impact on the political process of the Palestinian National Authority under the leadership of President Yasser Arafat, who was compelled to create the post of prime minister decreasing his own authorities. Ahmad Qurai was the first actual prime minister of Palestine. He was the one responsible for PNAC subordination to the council of ministers and any escorting changes in its organizational identity and its relation to other PNA bodies. This has been done by Council of Ministers decision No. 152 of 2004 concerning the establishment of the National Archives Center. It contained 3 articles:

1. The 1st article stated that "The National Archives Center shall be established in the Council of Ministers and shall be regulated by law" (Ministerial Council, 2004).
2. The 2nd article stated that "The Palestinian National Archives Center aims to collect, organize, maintain, and preserve documents related to the Palestinian National Authority and the Palestinian people" (Ministerial Council, 2004).
3. The 3rd article stated that "All competent authorities, each within its jurisdiction, shall implement the provisions of this resolution, which shall come into force from the date of its issuance and shall be published in the Official Gazette" (Ministerial Council, 2004).

The ministerial decree was conceived optimistically by Dr. Bheiss-Aramin who expressed that it had "came at the right moment" and that "it allowed PNAC to collect archives of PNA institutions" (WAFA, 2004). With the help of ICA, there were potentials for the restitutions of archives of historical value.

Although it was viewed by Dr. Bheiss-Aramin as a right and important decision at the time, it appeared later that the 1st article had problematic issues that surrounded its language. The

use of the preposition “in” had organizational consequences upon PNAC which can be subsumed by what Mr. Fawaz Salameh stated to me in an interview, “an article that did not give independence to PNAC”. Rather than being an independent body with its own budget. It was bounded by the ministerial council secretariat (Salameh ,2019). The practical consequences of this subordination were that PNAC had a ration of budget and employments from the total budget and the projected employments of the Ministerial council secretariat.

However, the positive result to PNAC was that the decree established PNAC as a competent authority to propose the National Archives Law. In fact, on January 2005, PNAC submitted a draft law to the General Secretariat of the Council of Ministers for submission to the meetings of the Council of Ministers, the Cabinet decided to refer it to the Council on Legal Opinion and Legislation (Diwan Al Fatwa wal Tashri’) for drafting and putting it in the appropriate legal template.

According to Nasser Al Rifai from PNAC,” the bill had been facing reservations which led some stakeholders in the council of ministers to desire the withdrawal of security services and security files topics from the draft law because the draft law consisted of all institutions, including security services.” (AMAN, 2018). Al Rifai said, that PNAC responded and accepted this demand. However, the Fatah-Hamas division has led to the separation of executive authorities in the West Bank and Gaza which lead to the transformation of legislation processes producing two legal systems.

The 2nd article would legally shape the objectives of PNAC as it extends the coverage of its archival operations to include both PNA documents and “Palestinian people” documents. This article helped shape the vision and mission of PNAC and was even reflected on their new logo.

However, Dr. Bheiss-Aramin stated that “The priority of the work lies in establishing a

mechanism to start organizing records in the official departments." (WAFA, 2004), with regard to restitution of archives, he stated that "this issue is complex and needs efforts at the various political, diplomatic, and legal levels. In addition to the importance of the existence of specialized committees in this area, indicating that the Palestinian Archives are in diaspora as the Palestinian people" (WAFA, 2004).

The other leading cause for this prioritization is due to the fact reified by the working PNA institutions through a period of 10 years since the establishment of PNA; there was an ever-increasing accumulation of archival materials in PNA institutions that is waiting for the right archival treatment. Thus, the decision of prioritization was a result of the emergent strategy influenced by the environment conditions and PNAC strategic learning behavior. This prioritization is translated directly in the vision statement of the strategic framework of 2010:

"This strategy aspires to convince the Palestinian key decision makers and the general public that effective management of records and archives is an essential step in building up a modern nation state, being an invaluable information resource that would enable the government to continue to function effectively and efficiently and that records and archives play a key role in protecting the rights of individuals and state, preserving the Palestinian collective memory and paving the road towards the rule of law and transparency" (Bheiss-Aramin, 2010).

Please see figure 1 in the appendix F for a short summary formed in the layout depicted by the conceptual framework.

The Palestinian division. The second Palestinian legislative elections were held on January 25th, 2006 and adopted a mixed system. Hamas won the majority of seats and formed a short-lived Palestinian government, which had been valid until the fighting in Gaza between Hamas and Fatah started. Hamas took control of Gaza Strip on June 14th, 2007. As a result,

President Mahmoud Abbas announced the dismissal of the Hamas government and appointed a caretaker government. The Hamas government rejected the impeachment and upheld its constitutional law, granting confidence from the Legislative Council. Since then, the Palestinian separation has slowly taken root in many areas, most notably in the legislative system.

The occupation contributed to the deepening of the legislative crisis after the arrest of more than 40 deputies from the Hamas movement shortly after the separation took place, disrupting the work of the Council for lack of a quorum for holding meetings. In the West Bank, the mechanism of legislation was amended by the adoption of a decision by a law issued by the President without being presented to the disabled Legislative Council. In Gaza, Hamas has acted as a proxy for detained members of parliament. Both conflicting parties rejected both measures.

This led to each party issuing different laws and different agendas. Two official newspapers were published, one in the West Bank and the other in Gaza. The laws were enforced on the basis of their promulgation, thus forming two legislative systems. The occupation conducted another strike to Hamas movement when it blockaded Gaza strip. With regard to archives, Hamas vandalized many archives including the archives held by PNAC office in Gaza (Salameh, 2019).

The failed deliberate strategy of PNAC to pursue the second project of the Archives NDP, should be fathomed by the context of the patterns of failed legislation reiterations that was adaptable in one way, but also point to irresponsible neutrality toward the shifting focus on the political ground crowned by the division. The name of this emergent strategy is “blind persistence”; there is no wise strategic learning here.

Please see figure 2 in the appendix G for a short summary formed in the layout depicted by the conceptual framework.

To build upon the previous sections, it is now clear that the articulated strategy in Archives NDP was carried out deliberately by the enforcement and engagement of many stakeholders / actants networks, beginning from the most powerful oligopticon represented by president Arafat, the national drive of determination against occupation, ICA membership, the ramification of the second Intifada, the restructuring of PNAC under the Secretariat of council of ministers, and the regulatory framework represented by the ministerial decree of PNAC initiation; these mediators gave PNAC and its slogan "Memory of Nation , Memory of state" a potential of realization.

It is important here to note this interplay between mediators and intermediaries, just like:

1. The shaping of PNAC vision and the double nature of its missions and their following prioritization can only be understood within the context of post-Oslo political situation which is a continual reshaping of what can be considered as National Archive. This is manifested in the phase of institution building and the huge production of documents provided by PNA institutions which put a demand on archival treatment. At least, this is the problematization of PNAC.
2. The Second intifada period created a "permanent risk factor" named occupation archival looting and vandalism of the instruments of document production. This has enacted PNAC to conduct inventory survey to create information resources for this sector that mostly look into the realm of the state's public records, and it also enacted the conformance of all archivist and archives workers on the fragile state of archives' security. Above all, this factor is associated with a higher degree of complexity and difficulty in regard to the restitution of dispersed archives that are centered on the historical value.

3. The ministerial council gave PNAC the mission of conducting all archival functions on the PNA public record and Private collections with resemblance to the Palestinian people.
4. The council gave PNAC the power of legal competence to pursue its missions backed by "a law".
5. The council initiated PNAC with vague use of proposition, which bounded PNAC by the ministerial council secretariat and lead to limitation in finance and ration of employments.
6. PNAC did not have the human resources and financial resources to pursue such a task. The historical archives were treated without a strategy … the nature of its operations was a peace-meal approach to preservation.
7. The lack of finances and the high level of difficulty and complexity to purse the restitution of Palestinian archives from out of Palestine, lead to a reprioritization of the missions mentioned before which gave the public record a precedence in PNAC strategic trajectory.
8. The legislation process faced 2 minor difficulties and one major problem, the draft law faced opposition because of its legal contradiction with the ministerial council decree of PNAC initiation which subordinated PNAC in the general secretariat of the ministerial council; whereas in the law draft, PNAC was declared as a public institution with independent legal personality and full legal capacity.
9. Also, the draft was faced with reservations which lead to the desire of some stakeholders in the council of ministers to withdraw the issues of the security services and security files from the draft law, PNAC accepted this demand.

10. The big problem following Fatah-Hamas fights in Gaza led to bloodshed and political / social division between the main parties, the enactment of Israeli imprisonment of Hamas representatives, and the blockade on Gaza. All these consequences led to the enactment on the division of the legislative system.
11. Rendering a political imposition on PNAC to take a decision harmonious to PNA institution and its highest authority and to exclude Gaza from PNAC archive legislation at least from operational point. It also imposed that the draft law should pass the new legislative process to be endorsed.
12. Hamas vandalism of PNAC archives and the exclusion of PNA archives in Gaza enacted a force to exclude Hamas archives from the National archives in the west bank.

PNAC situation analysis of PNA institutions archives. PNAC conducted the first survey in 1999; it covered 124 institutions (i.e., 80 governmental institutions and 44 NGOs) Which indicate that PNAC had a deliberately followed a trajectory toward the "memory of state and nation". PNAC claimed that the First survey demonstrated that the archival situation was in urgent need of development and advancement even though the results of the survey lacked an objective measurement.

The Israeli re-occupation of west bank and the strong need to evaluate the real situation on the ground was translated by PNAC in a direct survey of archival inventories. The need to conduct a situation analysis was strongly influenced by other events that were not related directly to the strategy direction of PNAC.

PNAC conducted the second survey in 2007 on the PNA institutions archives, archivists and archival practices. The survey covered 114 PNA institutions only, and excluded Palestinian NGOs. The survey itself could have been regarded as a part of a deliberate strategy in a sense

that it followed PNAC mission. It is also part of a strategic trajectory conducted by MTIT (i.e., the E-government project).

Mr. Wissam Abdallah ,an ICT consultant to a number of ministers in Palestine, including MTIT and MOI, the initiator of the relationship between Estonia and Palestine, and the coordinator of the e-Government project in Palestine (Abdallah, 2014) , mentioned in an article wrote by him, that the "discussions about e-Government in Palestine started around 2005 at the Ministry of Telecommunications and Information Technology (MTIT). The deliberations were followed by numerous studies and workshops that took place with a view to get acquainted with the experience of other countries, international organizations such as OECD, UNDP, and the World Bank supported the initiative." (Abdallah, 2014).

Consequential to the e-government initiative, PNAC contributed by conducting a situation analysis to the archival and information practices and infrastructure that were essential to support the e-government project. This was of course added to another major articulated outcome i.e., to "define the mission and objectives of the National Archives and develop its work in line with its development plan (NDP)" (Staff of the PNAC, 2007).

It was clearly stated in the Acknowledgment section "this comprehensive field survey would not have been possible without the financial and moral support of the United Nations Development Program" (Staff of the PNAC, 2007). The UNDP was one of the Donors of the e-government.

Although, there was a good setting and a promising partnership, PNAC collaboration in e-government project went down the drain, since it discovered a gap between their strategic objectives and that of e-government; a matter that the researcher discussed thoroughly in part 2 of this chapter. Non the less, PNAC did utilized the information gathered by the survey in

forming the strategic framework of documentation and archives 2010-2014.

Please see figure 2 in the appendix G for a short summary formed in the layout depicted by the conceptual framework.

Stakeholder participation was expanded in the 2007 survey. The technical working group was entrusted with laying the foundations and program of work including the preparation of the questionnaire, the training of the staff, the follow-up and the supervision of the different stages of the field survey. The Advisory Committee's efforts were positioned to complement the study by scientifically reviewing it. There was an essential role for the financial and moral support of UNDP and the Secretariat of the Council of Ministers, not to mention the cooperation PNAC team received from the Palestinian institutions and ministries participating in the survey.

The study population was defined as 114 institutions, consisting of all ministries and bodies of the Palestinian National Authority in all governorates of the West Bank and Gaza Strip. The sample of the study consisted of the institutions that returned the questionnaire and had archives departments in their organization structures.

This survey used the methods of questionnaire and field observation of the field research team, the questionnaire included 12 main themes divided into detailed items. The accuracy of the questionnaire was verified by presenting it to a number of arbitrators with specialized and experience in the field of library and archive science. The arbitrators had made their observations, consequently, the questionnaire was modified and drafted according to the arbitrators' observations. The reliability coefficient of the tool was extracted by calculating the coherence coefficient according to the 0.77 Kronbach alpha value. These procedures were considered signs of apparent sincerity of the tool.

PNAC included inferences based on statistics produced by the survey which reflected to

some degree the situation on the ground. However, some of the interpretations “framed” the output statistics into suggesting some reasons beyond what can be found in the survey, these elements of the survey are rather suggestive and probable.

It is important here to note the major shifts following the 2007 survey performativity

1. The ostensive definition of the outcome of this situation analysis was bifurcated to serve multiple strategic trajectories, that of E-Gov and PNAC.
2. On the other hand, the performative definition of the outcome of this situation analysis only served the PNAC strategic objective involving PNA institutions which aimed at preserving the memory of the state and thus allied with the e-government project to be benefited from the same data.
3. At the end, when PNAC took that strategic opportunity, and pursued it deliberately with less focus on the historical archives, PNAC had made the other part of its vision susceptible to the risk of losing mandate over the historical archive.
4. Thus, the survey could only recognize stakeholders who were at the intersection of the e-government and PNAC interests. This resulted in limiting planning capacity due to the relative lack of information on other actors concerned for public records in particular, such as universities and local NGOs and other stakeholders concerned with historical records in general.

The 2007 survey marked an important transition in PNAC strategy articulation, deliberation and emergence. Please see figure 3 in the appendix H for a summary of the development of the strategy tools formed in the layout depicted by the conceptual framework.

The formulation of strategic components. In this section, the researcher revised the development of PNAC 2010 strategic components by tracing their earlier origins and influences.

The researcher had analyzed the patterns that led to these formulations and synthesized an interpretation afterword. There was an obvious qualitative accumulation between the earlier and the later treatment, the researcher avoided the components' details and limited his perspective to their performative definition (i.e., what they performed in the strategic planning mediator). This section should make clear how PNAC concept of archives and its own historical development help pigeonhole the ideas in the 6 components of the strategic framework of 2010.

It also important to note the 2010 strategic framework mentioned in its introductory statement that states the following:

"A national strategy for documentation and archiving should be formulated in the absence of a comprehensive vision and strategic planning in dealing with government administrative and historical documents and records …. Therefore, the PNAC initiated its strategy as a general framework for the official institutions, especially those working in the archives of government institutions to create a state of intellectual movement among all those interested in this work with the aim of creating an advanced archival vision" (Bheiss-Aramin, 2010). Hence the strategy contents were made to be negotiated and furthered by multiple stakeholders. This matter is discussed in part 2 of this chapter.

The PNAC strategic framework has 6 components: 1) raising awareness, 2) capacity building, 3) Information Technology, 4) Archival Procedures, 5) Laws and regulations, 6) Building and constructions.

Raising awareness. There were no obvious articulations on the topic of raising awareness in the original PNAC strategic prototype (i.e. NDP). The first relevant concentration of this "coded topic" was found in the 2007 survey. Archival awareness was treated in a marginal way

by talking about more central topics of the situation analysis. The major lines of thoughts were like this:

1. The dimensionality of awareness was tainted with technical inclinations such as:
    a. In the 5th axis of the survey, it was mentioned that "Most PNA institutions adopt centralized archival systems. This indicates a lack of awareness to database utilization and reflects the level of awareness of higher management" (Staff of the PNAC, 2007).
    b. There is a lack of awareness to the procedures regarding the record life-cycle. (Staff of the PNAC, 2007).
2. The topic was limitedly cured; this is inferred by the level of generality with regard to its recommendations. For example:
    a. Archives resemble the institution's memory. All PNA institutions covered by the survey have archives, so there is high level of awareness to Archives' importance (Staff of the PNAC, 2007).
    b. PNAC had one recommendation with regard to raising awareness: "Conducting seminars and scientific symposiums to publicize the importance of the archive and sensitize the authorities concerned with all related aspects of this work, both administrative and technical" (Staff of the PNAC, 2007).
3. The survey starts formulating monitoring and evaluation tools, which can be clearly found in the 6th axis of the survey. When it discussed the differences of preservation media usage inside PNA institutions, PNAC pointed that this statistic could be used as an indicator to the awareness level to preservation processes (Staff of the PNAC, 2007). A statistic that could have been used as performance indicator to the strategic framework.

It is important to note that the PNAC 2007 survey did not take a more holistic approach to establish a broad conceptualization of awareness across multiple stakeholders on the national level. It was concerned with PNA institution; hence the limitation at approaching the topic of awareness was manifested by the survey's neglect of the role of other stakeholders like higher education organizations and the private sector. The 2007 survey was only concerned with PNA Archives departments and divisions.

PNAC 2009 annual report indicated a deliberation to the previous recommendation. It mentioned that the "center pursued a plan to increase awareness of the documents beneficiaries through different methods including the issue of publication and holding workshops and lectures" (Bheiss-Aramin, 2009).

In the 2010 strategic framework, there were more instances for the inter-definition of the actors which could be regarded as stakeholders' identification processes that exceeded the former identifications and an embedded stakeholder analysis or a new environmental analysis that backed the claims about the new mentioned stakeholders. However, PNAC claims could be viewed as valid translations of their tacit knowledge from their long experience, especially with regard to archivists in PNA institutions. Here we can find PNAC suggestion to pursue technical and pragmatic managerial proactive procedures such as field visits that ensure awareness within archival institutions workers.

Within the public awareness, PNAC pointed to the obvious line of thoughts that includes:

Intensifying public relations work, exchange documents with experts, conducting visits with similar institutions and making cooperation agreements. PNAC called for programs development to sensitize stakeholders such as managers and administrators with activities such as seminars, workshops and the issuance of introductory materials and publications for this

decision-making group (Bheiss-Aramin, 2010).

As for the beneficiaries' group, the researcher found that PNAC was brave to admit its negligence of the beneficiaries' awareness topic. For beneficiaries, PNAC "calls for an in-depth study of the concept of (awareness), and proposes information and other activities aimed at identifying the potential beneficiary and the actual beneficiary of information facilities" (Bheiss-Aramin, 2010).

The stakes of the stakeholders were slightly touched. There was no full realization of the steaks and their relevant potential to other stakeholders. The definition of beneficiaries, for example, has been grouped by PNAC, but the articulation of the stakeholders' interests was not extended based on their innate differences, their needs of archives and information, or their self-reflected roles of these different organizations.

Please see figure 4 in the appendix I for a summary of the development of the strategy topics formed in the layout depicted by the conceptual framework

Building capacity. The early articulation of this component can be traced to the original strategy (NDP). The researcher found that NDP projects 3 and 4 involved topics like human resources, training, and rehabilitation. These were also embedded in the 2007 PNAC survey and in the 2019 PNAC capacity building component.

The 2007 survey allocated the 4th axis to analyze the environment by inquiring "qualification, specialization and experience" (Staff of the PNAC, 2007), in order to have a deep understanding about the reality of staff and archive departments. In addition, PNAC looked for the quantity of archivists and the placement of archives in the organizational structure. PNAC combined these elements to measure the level of proficiency and qualification of the archives and archivists and to determine their needs (Staff of the PNAC, 2007). Below are the major lines

of thoughts:

1. PNAC strongly links the low level of education among archivists and the low positions of archives in organizational structure among PNA institutions as an indication to the decision makers inferior look to both archives and archivists. PNAC also implies that the resulted environment of these conditions eliminated the role of learning in the respective organizations and negatively affected their performance.
2. PNAC recommends reforms that included the necessity to introduce human development programs to educate archivists in various levels and mandatory reconsideration of employment policies.
3. The survey started formulating monitoring and evaluation tools. The 4th axis's statistics were viewed by PNAC as a "measure of human resources readiness in the target organization of records and document management" (Staff of the PNAC, 2007). A statistic that could have been used as a performance indicator to the strategic framework.

In their 2009 annual report. PNAC reaffirmed the need for trained, qualified, and specialized archivists. Nonetheless, the report indicated that PNAC took some "deliberate steps" in stakeholder engagement and direct building capacity activities. These pieces of data confirmed the following interpretations:

- Engagement of new local stakeholders, including Birzeit University, in which PNAC was represented by Dr. Bheiss-Aramin and Mr. Salameh who discussed with Birzeit senior officials the possibility of creating a Major in documentation archives and records management and the possibility for creating scholarships and partnership with European universities (Bheiss-Aramin, 2009).

- Collaboration with new international stakeholders, including joint projects with the Egyptian National Library and Archives and the National Archives of France, to train archivists in the Mediterranean region (Bheiss-Aramin, 2009).
- Delegating Fawaz Salameh and Khaled Said from PNAC to the Egyptian National Library and Archives to participate in a course on international standards for Sorting, preservation and disposal procedures. They were also assigned to have a closer look at the Egyptian experience of indexing, classification and physical preservation of archival materials besides participating in courses on Electronic Archives and records' security (Bheiss-Aramin, 2009).

The last point is another example of how single events can have deliberate components which include the execution of aforementioned strategic articulations regarding building capacities and the emergent part which can be represented by introducing PNAC's personnel to regional efforts in standardization and international archival procedures in general. In this context Salameh and Said transformed the Egyptian experience into the context of PNAC strategic framework of 2010. Please see figure 5 in the appendix J for a summary of the development of the strategy topics formed in the layout depicted by the conceptual framework.

According to the 2010 framework, the results of the 2007 survey provided useful statistical data in developing appropriate workforce interventions to take into account when formulating the National Archives and Documentation Strategy (Bheiss-Aramin, 2010).

In this way, the National Archives have developed national capacity-building elements that elaborated the previous recommendation about employments policies and expanded the scope to reach overall structural reforms adding the topics of archivists' wages and the necessity of a legal framework. The same widening of scope is made for development of archivists' level

of training and education. This interpretation is justified by these data summaries:

1. The Planning should be based on studies related to the conditions of the workforce in the archives of the researched institutions, the development of a human resources plan, and the supplement of the necessary budgets for its implementation over time. Accordingly, the National Archives have not failed to mention fundamental structural reform processes that consist of law reforms, changing archives and archivist stereotypes, increasing wages, and planning staff recruitment (Bheiss-Aramin, 2010).
2. Training and qualification: like continuous training programs at the subject matter, PNAC suggests to provide rehabilitation and training for current staff inside and outside Palestine (Bheiss-Aramin, 2010).
3. Teaching Documentation and Archives Sciences: This means formal education by encouraging Palestinian universities and institutes to adopt the specialization (documentation and archive science) in their educational programs and integrating it into the policies of university and intermediate education (Bheiss-Aramin, 2010).

At this point, we can clearly see that PNAC defined the role of universities and academic institutions in a way that helped PNAC later interessement. However, as we will see later, that definition did not hold since it ignored other interests of academic institutions that force the latter to call against the OPP and led to a change in alliance.

Information technology. The information technology component is the 3rd component of the strategic framework which has roots that can be traced to the 5th project in NDP that was concerned with the development of information technology strategy primarily concerned with "electronic archiving and its applications" (Bheiss-Aramin, 2009).

In the 2007 survey, there was no clear cut indication to information technology as a

separate component .The case being is ,rather that, IT has been introduced as a sub-topic in the survey to the 3rd axis under the name of “equipment and tools” , an indication of its infancy to PNAC strategy. Although PNAC involved futuristic topics with its reading of current situation (e.g., “march to information society” and “global society”), it was apparent from the text that its role in E-government was minor and their contribution has a limited potential.

Nonetheless, the 3rd axis (i.e., “equipment and tools”) can be considered to serve an essential prototyping practice embedded in a categorization schema by which PNAC divided equipment and tools into many types of which IT was a component. The tools included: 1) Essential devices, including the IT appliances like computers, printers and scanners, 2) Assistive devices, including TVs, Audio Visual appliances and digital cameras, and 3) Security Devices, including alarms, fire extinguisher, moisture controllers and air conditioners (security and preservation documents).

The 2007 survey was also concerned with archival medium from a point of view that links the variation in usage of Preservation Media like, Paper, electronic Media, and Databases technology, with awareness to preservation in PNA institutions.

In the 2009 report, PNAC reaffirmed their position to back the E-gov project. However, the researcher could find traces to solitary moves done by PNAC leadership; out of the e-government scope. The report mentioned a potential project between the Moroccan ministry of education and PNAC which suggested building paralleled Palestinian archives in Morocco. The justification followed depended heavily on the risk factor of the Israeli occupation.

In the 2010 strategic framework, PNAC identified new important stakeholders (i.e., technology private sector) which was important for both E-gov and PNAC. PNAC Encouraged and supported technology incubators and called for the coordination of capacities in this sector.

Concerning PNA institutions stakeholders, PNAC called for development of legislation and policies to protect the rights of consumers and producers and promote data exchange between government departments to enhance transparency and support efforts to fight corruption and eliminate bureaucracy.

Concerning PNA archivists and archives departments, and in harmony to the pervious recommendation mentioned in the 2007 survey, PNAC called for a development in archives' hardware and software procurement criteria that considers international quality standards in all fields of work in ICT. PNAC also called for planning the needs of archives departments by conducting regular inventory of used technologies. It also promoted e-literacy initiatives for all by organizing training courses for public sector employees.

In addition, PNAC called for the integration of computer-based information systems at the national level and compared them with regional levels in order to share resources. It also focused on unifying archival databases and standards in the PNA institutions in the fields of records management, archiving, sorting, and destruction procedures.

There were repetitive requests and recommendations from PNAC to have a prominent role in the e-government project inscribed in the survey, the annual report, and the strategic framework proposal; however, IT component was introduced partially in 2007 and gradually hit the main light of the strategic framework emergent strategy which was also the main reason to incorporate other stakeholders as the topic became relevant. Please see figure 4 in the appendix I for a summary of the development of the strategy topics formed in the layout depicted by the conceptual framework.

Archival procedures. Interestingly, no strategic articulation of “Archival procedures” has apparent source in Archives NDP, strange enough because NDP was carried out with the

assistance of British expert Michael Roper, who was the former Secretary General of the ICA and had a wide range of experiences in records management and archives at the time of his assistance to PNAC. ” Since 1996 he has been the Honorary Secretary of the Association of Commonwealth Archivists and Records Managers (ACARM). He has also undertaken consultancy missions and participated in the delivery of training programs in many countries and has written extensively on all aspects of records and archives management “(IRTM, 1999).

Within the direct influence of Mr. Roper on Dr. Bheiss-Aramin and PNAC since its initiation, it seems that a good sum of archival knowledge experience was in the path to get translated in PNA institutions by the mediation of Mr. Roper and Dr. Bheiss-Aramin. These would include central archival concepts like: The Record Life-cycle and the records centralized and decentralized systems (Staff of the PNAC, 2007).

However, this can only be a good hunch. The fact is that the earliest presence of archival procedures perspective was at the 2007 survey, which was a very mature component in respect to other components for the fact that it is the central topic of archives and record management discipline. The question of archival procedures was heavily reflected in the methodology section of the survey. Furthermore, the survey dedicated three axes to deal with its details and from many lines of thoughts the researcher can infer that:

Archival procedures were the central subject of the survey: this interpretation is justified since the context of the survey was made to support the E-government project, and since the survey methodology mentioned the topic several times that indicate its centrality. The survey viewed at end of the second chapter a list of scientific archival nomenclature that is sourced from ICA, and indicated the importance of disambiguation of PNAC technical perspective. PNAC also used scientific archival concepts throughout the survey, this is clearly given by the heavy

redundant use of these concepts: Record Life-cycle, Centralized and decentralized archival systems, the archival procedures including restitution, appraisal, preservation, indexing and disposal.

PNAC mentioned that, “at that time”, active archival procedures did in fact exist but questioned the reference of these procedures to international standards, then PNAC focused on the missing parts to problematize the situation. Hence, PNAC suggested procedural reforms to archival institutions that included demands for officials responsible for public records to apply decentralized system in record management in the case of institutions and ministries, with many branches, apply all technical procedures for preservation operations through the central system. It also suggested procedural reforms to speed up the implementation of electronic archiving programs and systems that facilitate the administrative and technical means of communication between the parent organization and branches “(Staff of the PNAC, 2007).

PNAC was trying to influence its partners in e-government project and show how important is its perspective , and to ” make itself indispensable”, by enacting many entities that were put into place ,including : the acquired intangible asset of being the "competent authority charged by the government to manage public records”, the actor who have a technical perspective in the center of the survey to support e-government program, an ICA member and the official representative entity of Palestine, their ability to access ICA and ISO standardization and technical manuals and their calling for the adoption of scientific archival approach to record management. PNAC problematization explains that:

“With regard the statistics concerning use of manual and electronic archival systems in divisions and departments, it has been shown that the most of the institutions still use the manual system, which means that the institutions are still not aware of the importance of using electronic

databases. This emphasizes the imperative of PNAC important role to supervise and evaluate the electronic systems in the process of database building databases to achieve all records management requirements in terms of storage and retrieval of archival information operations.... And it emphasizes the need for coordination between the National Archives and the e-government project to gauge readiness in PNA institutions to integrate into the future plan and determine the time ceilings to be completed and implemented" (Staff of the PNAC, 2007).

In the strategic framework of 2010, PNAC moved one further step in its conceptualization of the component. The shape of the component was apparently full of several mentions about importance and necessity to adopt international standards such as ISAD and ISO / DIS 15489, and provided information about the several international bodies that helps to shape these standards including ICA, ISO (TC 46). PNAC did not miss to mention in this context that it is the official representative for Palestine in ICA.

PNAC pointed to "the lack of archival operations and procedures that are based on international standards … which calls for immediate and in the assistance of those institutions to develop those standards through National Strategy of Information and documentation."(2010). The strategy went on to describe a road map which illustrates their mature articulated strategy. Please see figure 5 in the appendix J for a summary of the development of the strategy topics formed in the layout depicted by the conceptual framework

Legislation and laws. The annual report of 2009 refers back to PNAC's NDP and mentions that the plan " indicated that a legal framework is one of the primary guarantees for developing and organizing archival work in order to make it an input for social development since it organizes the flow of information and provides preservation of documents" (Bheiss-Aramin, 2009).

PNAC 2007 survey briefly mentioned the role of the archival laws and legislations. It however linked the central topic of archival procedures and standardization with the generic topic of law and legislation in which there was no specific mentions to “archive law”. This, in my opinion would also points out to the limitations of the survey with regard the stakeholder analysis and environment analysis that neglected the legal matters and their players. The tone of recommendation was tainted with hope rather than emphasis. PNAC hoped that the 2007 survey would:

“Strengthens the Palestinian government attention to this aspect (Archival procedures) and remove the obstacles that have so far prevented the adoption of laws and regulations for the organization of the work of the Palestinian national archives and its relation to government institutions” (Staff of the PNAC, 2007).

Since its initiation, PNAC had took the initiative to purse an archival legislation. The “Archive law” draft was, however, “collided at the end of the year 2004 with secondary obstacle. It was an error in the ministerial council decision to establish the National Archives” (Bheiss-Aramin, 2010). When the researcher referred back to the draft law, the researcher founded that the 2nd article pointed that:

1. The institution is a public institution with independent legal personality and full legal capacity (PMC, 2010).
2. The institution shall operate under the supervision of the Council of Ministers and shall be responsible for the preservation, protection, and facilitation of the circulation of archival material in all its forms (PMC, 2010).

The proposed independence of PNAC legal personality and capacity collided with the decision of its initiation since the first article of the decision inscribed:

"The National Archives Center shall be established in the Council of Ministers and shall be regulated by law" (Ministerial council, 2004). Fawaz explained "the legal interpretation of the preposition "in" led to establish PNAC under the ministerial council secretariat (Salameh, 2010), this led to the interception of archive law.

In this context we can find that there was an unrealistic diminishing of this legal contradiction. However, PNAC avoided the topic completely at the 2007 survey and generally mentioned the existence of obstacles to the laws and legislations. Back then, PNAC wanted to engage with other stakeholders as the "indispensable reference of archival knowledge", not as the competent authority for proposing archival legislation that was the image of PNAC power. This is why the researcher induces that PNAC avoided to mention the "archive law" back then.

However, when the "archive law" was refused by the presidential office for having no "state of necessity" in 2009, PNAC had to point to the subject matter in its 2009 annual report. This was the first time that PNAC has reorganized its components to what might be a slight prioritization, the report said that:

"For the development of archival work …. There is a need to frame the managerial and organizational dimensions in a Legal-Professional framework" (Bheiss-Aramin, 2009)

In the report, we can find elements of deliberation toward passing the archival law. The report mentions that:

"The final approval for the archive law has not yet been issued. This matter holds back the beginning to formulate rules and regulations …. There is a sincere effort made by Dr. Naim Abu el Hummus, the secretary general of the ministerial council, with the staff of legal affairs to apply the "state of necessity" to the archive law" (Bheiss-Aramin, 2009).

The 2010 strategic framework has developed even stronger articulation. Here we shall

notice the development of the strategic component in these new articulations:

1. PNAC avoided general articulation and provided particular ideas about the legislative framework, naming precisely number of laws and regulation that complement the archive law and support its vision.
2. PNAC put a clear body to the aforementioned Legal-Professional framework in 2009 report. We can see that PNAC put its legislative component as “a focal point” to all other components even the 4th component which is a major source of power and legitimacy. “Therefore, the most important pillars of this strategy are seeking to develop regulations, laws, regulations and policies governing the work of documentation and information sector, as well as the applicability of the standards and specifications” (Bheiss-Aramin, 2010)
3. A more explicit reprioritization of the 5th components overall strategy components is done in the recommendation section, where PNAC recommends that the archive law should point out to central topics from all the components of the strategy.

Note: from that time onward, the recommendation of endorsing the archive law has become quite repetitive. The interpretation of this point is so important, since it establishes an obligatory passage point to all other components. The reader shall witness this more clearly after reviewing the last component.

Building and construction. One of the earliest articulations about a central building for PNAC was mentioned in the 6th project of the archives NDP. It provided that: "The Palestinian National Authority should allocate a suitable place with an area of not less than five acres for the establishment of permanent national archives ….and the establishment of a permanent building “ (Bheiss-Aramin, 2009).

The 2007 survey did not touch the topic of archival spaces in PNA institutions. It merely linked the conditions of the preservation spaces to archival procedures and its readiness to implement the record life-cycle. This interpretation is justified by the following lines of thoughts:

The survey had "a specific number of questions related to the presence of the headquarters of the archive inside or outside the target organization, the size of the headquarters, the conditions of keeping its documentation, and the degree of security and confidentiality "(Staff of the PNAC, 2007).

The 2009 annual report indicated, on the aforementioned NDP archives building project, that the ICA secretary General Ian Wilson was willing to support PNAC seeking to build its own headquarter (Bheiss-Aramin, 2009).

The report also mentioned that there was an "approval for PNAC to extend its current area appropriated to the archives which was done by leasing an apartment next to the current headquarter" (Bheiss-Aramin, 2009).

The 2010 strategic framework ignored the aforementioned perspectives of the 2007 survey and provided only the concerns related to its projected headquarter. No alternation was made to the original projects of the NDP. The framework only referred back to NDP project as quoted above.

The building and construction component reflected an articulation that has never changed from the original NDP project of building PNAC headquarter. As we'll see, it is a component that was totally unrealized. More than that, the unrealized component did not ignite any process of strategic learning! Please see figure 5 in the appendix J for a summary of the development of the strategy topics formed in the layout depicted by the conceptual framework.

The first strategic milestone. According to the deliberations traced throughout the source materials of PNAC reports in which a point of saturation of articulation has been reached, supported by the primary data gathered for this research, it is clear that a evident obligatory passage point was established, and that the strategy involved an inter-definition of actors. The final address was the archive law. The main strategy illustrates the necessity to pass the law; thus, it is obligatory to indicate major issues with regard to the content of the archive law as the final path to PNAC deliberate strategy:

1. It is clear from the archive law draft that it was considering the archival tradition of both public records and of cultural heritage (i.e., it considered that public records as well as historical documents). This is a clear case that involved misrepresentation of the draft law in the context of the strategy. Since the original deliberation was concerned with public record and was put to priority according to Bheiss-Aramin own words.
2. The strategic prioritization of PNAC was pursued in a way that deliberately wanted to pass a legislation that exceeds the articulated strategy in its final form. Would this be a definition of PNAC strategic intent? Would PNAC deliberate stakeholder inter-definitions reflect this? To answer these questions, the researcher shall follow PNAC associations with the stakeholders including the archival institutions that work within the cultural heritage or historical studies domains.

Part 2: PNAC 2010-2014 Strategic Framework as Communicated and Carried by Stakeholders Engagements

Strategic framework articulation of stakeholders' groups. Throughout this study, the researcher was determined to figure out the ostensive and performative definition of strategic

planning in which stakeholders' identification and its resulting inter-definitions of actors are the ostensive definition that represent PNAC stakeholder articulated strategy. This section will view stakeholder engagement processes by figuring out the performative definitions resulted by the dynamic associations between PNAC and its stakeholder through the lenses of stakeholders' representation, power, influence, and importance.

In accordance with PNAC inter-definitions of actors involved, a number of stakeholders were identified and pursued with clear deliberation throughout the engagement processes. Another number of stakeholders were identified but misrepresented. A number of stakeholders were identified and avoided through the engagement processes, and other groups were not identified. There were also some issues inherent to the engagements processes especially with regard the communication of strategic content.

I shall now present these different groups of stakeholders that had different trajectories, some of which helped the strategic framework, and some which led to the failure of PNAC strategic attempt. These groups are indicated by the ostensive and then by the performative definition.

First group: (the identified and engaged). This group includes AMAN and other organizations who formulated the archive law. The secretariat of Council of ministers, ICA, and ARABICA who supported the strategy.

PNAC stakeholder engagement strategy depended on its previous stakeholder management process. PNAC wanted to reap legitimacy by emphasizing its international membership with ICA and ARABICA. It also wanted to show the local stakeholders that it had a legitimate and powerful position mandated by the Ministerial council initiation decision and an active role in the ministerial council secretariat to support PNAC strategic attempt. The Role of

AMAN and other organizations who helped in drafting the archive law was mutually beneficial to the parties' interests.

With these partial objectives in mind, PNAC pursued to create an archival conference that would let these major bodies to have a big presentation and support for PNAC. On March 16th, 2010 in Ramallah, PNAC managed to hold the First conference on the strategic frame of documentation and archives at the PNA institutions.

PNAC invited "73 archives representing 56 ministries and government bodies. The number of participants from the private sector, non-governmental organizations and private invitations reached 49 participants representing 20 institutions" (Bheiss-Aramin et al., 2010). The conference had three sessions.

The introductory session had witnessed a speech from the prime minister, the official sponsor of the event delivered by Dr. Naim Abu Al Homus the secretary general of the ministerial council. The event had also witnessed the speeches of Mr. Ian Wilson the Secretary General of ICA and of Mr. Rifat Hilal the Secretary General of ARABICA.

The ministerial council secretariat had not only sponsored the event but also provided PNAC with scientific support to the initiative by three sub-entities: The General Directorate of Government Performance Quality, the Directorate of Legal affairs, and the Ministerial council legislative committee. These bodies were asked to conduct "scientific papers" to enrich the strategic framework. However, the reader of these papers would soon realize that they were largely affirmative to PNAC proposal. There was minor critique but not that of which tried to contest the obligatory passage point (i.e., the need of the archive law).

The ministerial council secretariat positions indicate a successful interessement of PNAC, since the ministerial council had accepted the responsibility of which it should carry the law to

the presidential office. This PNAC ally got mobilized successfully. It was clearly in accordance with passing the archive law. However, it would appear later on that it lacked influence on other more important stakeholders.

Second group (the identified / mis-engaged). The ministry of higher education is a good example of an investment that appeared quite convincing. The paper of Randa Kamal presented at the conference had expanded the strategic framework in many ways by:

1. Requesting universities and educational institutions to provide an educational program for the subject of library and information science for the bachelor and master degrees (Bheiss-Aramin et al., 2010).
2. Stressing on the regulatory role of the ministry on the information sector, with regard the management of libraries and their standards and regulations, as well as to make justice to the workers of libraries (Bheiss-Aramin et al., 2010).

However, since she was a representative of the ministry of higher education, it is rather interesting to see how the strategic plan 2010-2012 of the ministry of higher education did not reflect any substantial ideas about “the importance of archives for scientific research” or the “introduction of library and information science program”. This raised questions about the actual representativeness of Mrs. Randa Kamal and might bring out ideas that the representative only shared the institution’s identity but was not really accountable to what was presented. This was also confirmed by Mr. Salameh who said that they tried to convey the same demands without anybody listening in the ministry (Salameh, 2019).

This raises questions about the degree of representativeness and the role of less relevant ministries that the strategy claimed of being represented such as the Ministry of Local Government, Labor, Youth and Sports, Finance, Interior, National Economy, Justice, Ministry of

Information, Women Affairs, Social Affairs, Ministry of Awqaf, Ministry of Tourism, and Foreign Affairs.

Third group (the identified but mis-represented and mis-engaged).

Archivists. The introductory session contained the speech of Mr. Jamal Rjoub, the Deputy Governor of Jericho, Mr. Rjoub was representing archivists in his speech, as he proclaimed. Although Mr. Rjoub mentioned righteous needs of this group, the process of representation should be scrutinized. The researcher believes that archivists are not only misrepresented, but they are also a group with no clear merits for representation.

The group identity, as depicted by PNAC 2007 survey and by other scholars such as Randa Kamal (Bheiss-Aramin et al., 2010), indicated that the majority of the workers in these institutions, including the archivists are females with low education, were excluded by the official institution. Work places conditions were illustrated as archivists practicing work at the basement in unhealthy environments (E'mor, 2019; Salameh, 2019).

I would like then to present a peculiar conundrum that is embedded in this group unique situation. In one hand, the stereotype of archives and archivists breeds the inferior look from decision makers who keeps the work conditions unchanged. Thus, the stereotype of the archives and the profession is an intermediary that renders this key group as having no power to elect its representative and having no power to contest their current representation.

Ministry of culture. The case of the Palestinian ministry of cultural is peculiar. In the 1st archival conference made in 2010, PNAC reserved a seat in the Committee of Recommendations for the ministry of culture represented by Mr. Foad Obaid the director of the Manuscripts department. According to the researcher’s investigations on the strategic attempt and the levels

of stakeholder engagement in the ministry itself, the ministry of culture is found to be similar to the ministry of education, where Mr. Obiad was not among the strategy building team and that his representation was limited to organizational identity that did not make the participation accountable. The researcher also found that 1) the stakeholders engaged in the ministry of culture national strategic plan were not even invited to PNAC 1st conference of Documentation and Archives in PNA institutions, 2) The ministry of culture 2010 strategy was negligent of PNAC existence, and 3) The ministry planned for another archive law!

The Ministry of Culture invited official and semi-official bodies including the civil organizations concerned with cultural work, with the aim of forming a national team to prepare the national strategy for the culture sector, based on the decision of the Council of Ministers on August 2009. The Ministry of Culture was responsible for coordinating the cultural sector.

The national team for the preparation of the culture sector strategy was formed from the following bodies: Ministry of Culture, Ministry of Planning and Administrative Development, Ministry of Education and Higher Education, Ministry of Tourism and Antiquities, Ministry of Local Government, Ministry of Awqaf and Religious Affairs, and Ministry of Women's Affairs (Ministry of Culture, 2010).

These bodies were invited by PNAC to the 1st conference for documentation and archive; however, the Ministry of culture invited other bodies that were not invited by PNAC for the 1st conference, these are:

Abdul Mohsen Al-Qattan Foundation, Welfare Association, Palestinian Theatre League, National Commission for Education, Culture and Science, Tamer Foundation, Riwaq Foundation, National Conservatory of Music, and UNESCO (Ministry of Culture, 2010).

In addition, PNAC neglected other prominent archival institutions, like the Institute for

Palestinian Studies (IPS), which is considered to be the oldest independent research institute in Palestine. When the researcher asked Salameh about this, he said that “they do not have relations with IPS. Because all institutions consider it a threat when it sees other institutions working at the same field and working on similar missions” (Salameh, 2019).

The Ministry of culture of the 13th government had a strategy that repeatedly reiterated sentences indicating a suspicious situation. The strategy not only neglected that there was actually an institution called “Palestine National Archives Center” but it also called for establishing a “National Archive” and for the adoption of a national archive law in partnership with civil society institutions!

The strategy objective number 4 states that, "a physical, human, institutional and legal infrastructure stimulates and enables creativity in different cultural fields" (Ministry of Culture, 2010). The plan also sets out a table showing the interventions, outputs, implementing agencies and the time period within one of the proposed programs named “Enabling” (TAMKEEN in Arabic).

The 3rd intervention called for “the preparation and adoption of a package of possible laws to stimulate cultural and intellectual creativities that achieve justice, equality and equal opportunity” (Ministry of Culture, 2010). Among the expected outputs of that intervention, the strategy anticipated outputs included number of laws and legislations; one of these were the archive law. The strategy listed the Ministry of Culture, Ministry of Justice, Legislative Council, and civil society institutions as the implementing agencies in the period 2011-2013.

The 9th intervention provided “the establishment of the National Archives of Documents and Manuscripts. The outputs of this intervention were the “National Archives” and the implementing agencies, "Ministry of Culture, Ministry of Awqaf and Religious Affairs, Ministry

of Tourism and Antiquities, Ministry of Information, Universities, and Civil Society Institutions".

Fourth group (the over identified). This group consisted of universities. They came as one group since they have a unique position. At the 1st conference on national archives, PNAC invited Birzeit, Arab American university, Jerusalem / Abu Dis, An-Najah, Palestine Technical university, and Jerusalem Opened university. PNAC could not hold them in their specified and presumed enrollments, which was strongly related to building capacity by providing proper education in the archives and information science and library fields. This is an over identification of their presumed role.

This scientific pole has special interests in archives within manners that PNAC did not identify or at least did not give them proper weight. Palestinian university and many educational institutions were interested in archives as primary sources for its research programs; thus, they were involved in primary archival function like restitution and preservation, and they were not limited by the prescribed role as providers of archival knowledge.

However, these associations were perceived negatively by PNAC. It translated these archival projects of these stakeholders as a parallel project to the national archives which undermines its vision (AMAN, 2018 & Salameh, 2019).

On the other hand, universities viewed PNAC efforts to pass the archive law as a threat, and called for archive law substitute and refused the draft law with its formulation. The most elaborate refusal of passing the archive law was given from Birzeit university, precisely from Ibrahim Abu-Lughod Institute of International Studies (IALIIS here after).

In June 2012, IALIIS held a workshop on the draft law of the Palestinian National Archives. It was “part of the activities of the Palestinian Digital Archives Project at IALIIS”, the

workshop hosted Dr. Ahmed Nasra, Professor of Law in the law department at Birzeit University, and Mr. Mahmoud Alawneh, a researcher at the law department at Birzeit University (IALIIS, 2012). The workshop discussed the repercussions and expected effects if approved, from a constructive critical perspective out of awareness and adherence to the Palestinian right to preserve the Palestinian history and provide access to it.

The director of IALIIS Dr. Asem Khalil "indicated the danger of passing this law which would restrict the freedom of viewing documents relating to public interest" (IALIIS, 2012). He also indicated a legislation loophole by which "the adaptation of this law would be passed directly through the president without passing through the legal processes for legislating such laws including the Palestinian legislative Council" (IALIIS, 2012). He concluded that the law was supposed to organize freedom not restrict it.

Dr. Nassra indicated the dangers of the legislation process and interpreted it as maneuver from the executive authority to surpass the legislative authority for the purpose of passing the content of this law. However, he refused the law even if the legislative council approved it.

Dr. Nassra considers it an "attack on freedoms and is incompatible with the principle of transparency and other rights such as the right of private and public ownership." (IALIIS, 2012) Since it imposed restriction on freedoms in indirect manner, consisted of vague statements such as: restricting some acts according to "public interest", a concept that need more elaboration to be able to differentiate between the allowed from the prohibited.

Dr. Alawni said that the law has a potential for restrictions rather than towards organizing access to archives. He added that the policy behind this draft law was unknown and jeopardizes the private archives. It also "excluded local institutions that worked in the archive field from mutual cooperation with the national archive and limited its cooperation with international and

regional institutions" (IALIIS, 2012).

Dr. Alawni referred to a number of provisions which had conflicts with rights preserved in Palestinian law such as the right of private ownership, in addition to the issue of universities independency. He recommended some alteration and deletion of the articles that lead to such conflicting results.

"In the end, the participants of this workshop unanimously stressed on the importance of forming a pressure group, from institutions working in the archive field, to oppose the adoption of this legal project which affects the freedom of viewing and publishing documents" (IALIIS, 2012).

Fifth group (the broken associations). MTIT, E-government projects and its stakeholders including the IT private sector once resembled an ally to PNAC, precisely at the time of PNA institutions survey. However, this alliance was mediated into different missions.

Although e-government project was a direct cause of PNAC analysis of the situation of PNA archival institutions, there was an apparent break in this relation and uncoordinated efforts and a repetitive request from PNAC to have a prominent role in the E-government.

Salameh indicated that: "In 2007, we presented the results of the e-government program field survey. This was the reality and these were our proposals in order to improve this reality. The whole effort went down the drain. Because the Commission took this project in the path of partnership between the government and the private sector. We (i.e. PNAC) withdrew from this topic and the Commission. Because we did not find that this committee would produce outputs that embody the vision of the National Archives. They had a very different vision from our vision of how to provide fast information services. It had become an orientation towards developing electronic archiving programs and had become a failure in financial cost. Because

private companies were thinking about how the government thinks and competes in its vision, and they did not have a unified vision that was consistent with a clear national vision about the process of organizing information" (Salameh, 2019).

The Organization for Economic Co-operation and Development (OECD) collaborated with MTIT "to present an evaluation of the PNA e-government policies and their implementation" (OECD, 2011).

The report stated that the "Basic e-government systems and applications are present in all ministries. Implementation could be improved by greater involvement of the private sector and by increasing the availability of dedicated funds." (OECD, 2011).

The report continued to list "E-government system and services" that were getting implemented in PNA institutions. The researcher noticed that archival and record management software were present in almost all the institutions listed! this has been seen as a good sign toward E-government.

PNAC critiques to the overdevelopment of archives and record management software were in unison with Dr. Safa Nasser Eddin the Minister of MTIT of the 13th Government. In the ministerial debate panel conducted under the first conference of e-governance and e-services, she demanded the ministries to unite their efforts to preserve labor and finances with a clear indication to the abuse of archives software development. Also, she demanded the ministries to endorse the paradigm of open government and open data in order to move toward E-government since many ministries, as she claimed, were still working in the paradigm of a closed government (Nasser-eddin et al., 2011). The situation was described as e-government bodies involved in the business of closed data and information sets.

PANC had also tried to produce an electronic archival system through a local company

named “Infotech”. When the researcher asked Mr. Salameh, he said that: “We worked on it and reached 80% of its completion, and we asked the government to adopt and buy it. The government did not agree, so we dismantled the cooperative relationship between us and this company and the company had the software.” (2019) He also added that “at times things were not convincing, because we had worked with the consent of the government to create a national application from the ground up to meet the international standards” (Salameh, 2019).

In another interview with an "Anonymous personnel from the National Archives", “there was a problem with the Public Procurement Committee, which was supposed to have standards and specifications for everything. It decided not to approve the purchase, the Commission wanted to buy randomly. They refused since a process that will unify archive systems will limit the very vibrant market for archiving software. There are always beneficiaries" (Participant A ,2019).

Here we should notice that there is more convenient alliance between the private sector and the Palestinian ministries and, to some extent the e-government. The private sector, consisting of local IT companies, is interested in higher productions of archiving and record management software. There are minimal concerns about unification and standardization of these market productions as PNAC visions. The local IT companies’ interests are harmonious with those of the Palestinian ministries on following the closed government paradigm.

The mentioned environment suggests its role in decreasing the remaining intersection between PNAC and E-government which was already small, since both parties have different objectives due to different archival understanding.

The intersection can be summarized under the positive utility of IT application with regard archives; however, the two bodies serve different purposes. E-government decentralized

the development of archival systems across the ministries because it was primarily concerned with " increased efficiency, effectiveness and transparency of the state machinery, to offer better services to citizens, to increase the participation of civil society in policymaking, and to promote business sector development and economic growth" (OECD, 2011). On the other hand, PNAC was concerned with effective management of records and archives in order to protect the rights of individual and state, preserve Palestine collective memory, and pave the road towards the rule of law and transparency (Bheiss-Aramin, 2010).

The sixth group (the mis-identified). Many archival institutions that work with cultural heritage, were not invited in the first place to the conference of documentation and archives and were subject to misidentification that was enacted by many ways. Primarily and more innocently, the enactment of misidentification can be sourced in negligence or forgetfulness, but it can also be subject to a state of competition between some institutions.

The most important source of misidentification can be traced back to the intermediary created by political division between the west bank and Gaze which PNAC did not escape. PNAC misidentified Gaze strip institutions and their representatives in the first conference of documentation and archives. It only invited representatives from these governorates: "Jenin, Nablus, Ramallah and Al-Bireh, Jericho and the Jordan Valley, Hebron, Jerusalem, Salfit, Tulkarm, Qalqilya" (Bheiss-Aramin, 2010).

Other forces of misidentification can be sourced in the competition between archival institutions over the restitutions of archives. In this basic sense, the archives are treated as raw materials that can be put to production that serves different archival institutions objectives.

Those are large body of organizations and archival institutions working within the cultural sector in Palestine. Those groups such as IPS, or RIWAQ and other who were

responsible for the MOC strategy as we have seen, were neglected for different reasons. Salameh told me that their misidentification to some groups was resulted from inconsistency, “Every institution views others institution as talking its place and its duties” (Salameh, 2019).

Salameh presented an example, “there was an embarrassment at the state level with a Turkish institution. They were dealing with the Palestinian National Archives since it was authorized to take the documents. In the other hand, institutions such as the Office of the President, the Embassy, the Foundation for the revival of heritage, were all requesting these documents. The Turks found this confusing and unprofessional? You are actually in real trouble” (Salameh, 2019).

My interpretation would exceed such facade, since one can find an act of deliberation of misidentification on the organizational level of the first conference of documentation and archives. The committee of recommendation was in unison over the necessity to archive law endorsement. However, the formation of the committee was not convincing since it included only archival personnel from limited types of archival institutions. The most noticeable limitation is the weak presence of a number of ministries and most importantly the neglect of large bodies of archival institution working in the cultural sector. The committee acted as an intermediary that carries PNAC pre-defined deliberation towards the same set of recommendation headed by the necessity to pass archive law.

Thus, the legal authorizing intermediary that gave PNAC the power to be the competent authority to propose the archive law is the ultimate source of misidentification. This power was translated into PNAC exclusion maneuver to potential stakeholders’ participations that might draw objections toward the adoption of archive law. Since The context of the strategic framework and the context of archive law were, simply, divergent.

The seventh group (the gatekeepers). This group is actually the most important and influential. It consists of the president office and the Ministerial council, Council on Legal Opinion and Legislation (before division), and the National Group of the Legislative Plan (after division). These form the legal pole that has the power over the legislation process. As the reader will see, the researcher add to it the power of archives both, the archives of security institutions that were avoided and remain enclosed, and the archives as weak point susceptible for Israeli occupations looting and destruction that for the sake of their security were also be avoided and enclosed!

On January 15th 2005, PNAC submitted the draft law to the General Secretariat of the Council of Ministers for submission to the meetings of the Council of Ministers, the Cabinet decided to refer it to the Council on Legal Opinion and Legislation (Diwan Al Fatwa wal Tashri') for drafting and putting it in the appropriate legal template. This was part of the legislation process before Fatah-Hamas division.

As the researcher mentioned earlier, the draft law faced opposition because of its legal contradiction with the ministerial council decree of PNAC initiation. According to Nasser Al Rifai (PNAC), when the draft law was presented to the minsters" the bill, was also faced with reservations which led to the desire of some to withdraw the issues of the security services and security files from the draft law because the draft law included all institutions including the security services." (AMAN, 2018). Al Rifai said that PNAC responded and accepted this demand.

In November 2008, the Council of Ministers decided to refer the bill again to the Supreme National Group of the Legislative Plan (according to the post Fatah-Hamas division legislation process) for its consideration and to make recommendations to the Council of

Ministers .The draft law was then presented to the cabinet session and was referred to the ministers for review, In February 2009, the Cabinet decided to refer it to the President for issuance. (Bheiss-Aramin et al., 2009). The presidential office had remarks on the draft, and it was later returned to the Council of Ministers for lack of necessity.

On march 2010, one week before the inauguration of the 1st conference, and in view of the importance of the draft law, the Council of Ministers decided to refer it again to the Ministers and the Supreme National Group of the Legislative Plan. In 2012 the law was endorsed by the Council of Ministers and raised to the President for his approval. However, the President did not pass the law for the reason of lack of necessity. "The message that we received from Dr. Rafiq Husseini, was clear and direct: We do not want to put the archive of the State of Palestine on a plate of gold for the occupation "(AMAN, 2018).

In 2013 PNAC tried to put the bill again in the legislative process in coordination with Mounir Salama (General secretary advisor to the Palestine Liberation Organization and head of the Palestinian National Archive Team) and our brothers in the Council of Ministers, but the President refer the draft law to a committee made by him and headed by Mr. Bassam Salhi. They reach to a conclusion on inapplicability and the postponement to an indefinite future. According to Mr Rifai, they said that "let us see what will happen with the state, the whole state is on the palm of the puck" (AMAN, 2018).

Chapter 7: Conclusions

First Research Question

How did the formulation of the proposal of the strategic framework for documentation and archives in PNA institutions developed? To answer the first research question, it is necessary to answer its related sub questions, which are:

- What influenced PNAC strategic framework vision, mission and goals? And what defined its ostensive and performative features?
- What strategy formulation tools were practiced to reach PNAC strategic framework Inscriptions?
- What are the strategic topics raised at PNAC since its inception? How did they evolve to form the components of the proposed strategic framework? What is the meaning of this strategic path?
- How did the strategic framework get articulated, validated, and communicated across stakeholders?

Although the answer was already developed in the previous chapter; in this chapter, the researcher provided summarized answers focusing on the entities and their associations. The answers were framed in the extended deliberate/emergent strategy conceptual framework by following PNAC strategy articulation, deliberation, realization, un-realization and learning in every major junction of its development.

What influenced PNAC strategic framework vision, mission and goals? and what defined their ostensive and performative features? NDP's six projection in 1995 are considered PNAC initial articulated strategy. At that time, PNAC was not established within a

clear PNA structure. The articulated Projects indicated the priority to PNAC initiation and the imperative to situate its operations legally. Combined with other projects, they form a “Strategy prototype” that would be a base for any strategic deliberation, learning, and realization.

Before PNAC was established in a clear governmental sense in 2004, it was a PLO institution. Interestingly, PNAC joined the ICA in 1997. This event has marked one of the corner stones of PNAC organizational identity. It can be characterized by following the grand vision of the Palestinian state that, like any other, should have its own sovereign institutions, in which the National Archives is one. Thus, to be recognized by an international organization is to gain legitimacy.

The ICA membership is part of a realized strategy that opened PNAC for strategic learning possibilities. It gave PNAC the ability to use a rhetoric of comparability with other international experiences, paved the way for PNAC to join ARABICA, provided PNAC the access to international relation with other national archives, and enabled the “rhetoric of Archives restitution” through ARABICA and the Arab strategy for restitution of looted archives.

The Israeli lootings and vandalism in the Second intifada enacted archivists and archives workers to be cautious and secretive about their archival holdings. It might as well resemble a trigger for an emerging strategy of "archival secrecy". The Israeli lootings enacted a strategic learning about the high degree of complexity and difficulty with regard to the restitution of dispersed archives especially those looted by the Israeli occupation. Please see figure 1 in the appendix F for a panoramic view of strategic transitions.

The ministerial council issued the decree No. 152 in 2004 to establish PNAC. The decree vaguely used the preposition “in” in the first article. This had practical consequences that were devastating to PNAC ambitions; it subordinated PNAC to the ministerial council secretariat and

thus limited its ration of budget and employments. However, the decree defined PNAC's mission of conducting all archival functions on the PNA public record and Private collections with resemblance to the Palestinian people. In addition, the decree established it as the competent authority to propose the National Archives Law.

PNAC pursued a legislation process which was faced with two minor difficulties and one major problem. The draft law faced opposition because of its legal contradiction with the ministerial council decree of PNAC initiation which subordinated PNAC in the general secretariat of the ministerial council, where in the draft law, PNAC was declared as a public institution with independent legal personality and full legal capacity. Also, the draft was faced with reservations which led to the demand of some parties to withdraw the draft law inclusion of security services. PNAC accepted this demand.

The big problem was enacted by Fatah-Hamas division, Israel imprisonments of Hamas representatives and the blockade on Gaza. These factors led to:

1. The division in the executive authority and the legislative system.
2. Hamas vandalism of PNAC archives wielded a political imposition on PNAC to take a decision harmonious to PNA institution and its highest authority to exclude Gaza from PNAC archive legislation at least from an operational point. This intermediary triggered an emergent strategy of exclusion which led to the unrealized the strategy of "National" Archive.
3. The division imposed that the draft law should have passed the new legislative process to be endorsed. PNAC followed this in an emerging persistence to purse archives legislation.

PNAC realized at some point that it did not have the human and financial resources to

pursue the ambitious project of archival restitution at international level. The restitution of historical archives was treated without a strategy and the nature of its operationalization was a peace-meal approach to preservation.

On the other hand, PNAC problematized the status of public records by pointing at the importance of institutions memory to institutions building, which necessitated an urgent archival intervention since a huge production of documents was accumulated in PNA institutions without any professional treatment.

These ideas led to a rational reprioritization of the PNAC missions which gave the public records precedence in PNAC strategic trajectory. The prioritization was translated directly in the vision statement of the strategic framework of 2010.

The shaping of PNAC vision and the double nature of its missions and their following prioritization can only be understood within the context of post-Oslo political situation which is an institutional force that cast continual reshaping of what can be considered as National Archive. Please see figures 1 and 2 in the appendices F and G for a panoramic view of strategic transitions.

This is the strategy mediator that originated from the presidential office decisions to create the archive committee, the international expert's influences and the joining to ICA. The strategy prototype reassembled by the NDP which was partially carried out deliberately by the enforcement and engagement of many stakeholders / actant networks. The national drive of determination against occupation, the ramification of the second Intifada, the ministerial council restructuring of PNAC under the Secretariat, and the definition of their missions and objectives, the association of PNAC institutional work with an abstract legal framework which was pursed to be given a body but failed since it contradicted the ministerial council decree. The division

intermediary, which render the legislation to fail and the national in the “National Archive” to be questioned. The researcher’s induction of the learning processes which led to a reprioritization of missions has filled the gap to understand the actual shift in PNAC strategic trajectory.

What strategy formulation tools were practiced to reach PNAC strategic framework inscriptions? PNAC used archival surveys to conduct situation analysis. The surveys used questionnaires for data collection, and varied in their fidelity to details. The most important feature that describes these situation analysis attempts is the shifting of the survey population definition from the first survey conducted in 1999 to the second survey conducted in 2007, which is in unison with the result of the previous inquiry about the reprioritization of missions.

The first survey of 1999 covered 124 institutions (i.e., 80 governmental institutions and 44 NGOs). This indicates that PNAC had a deliberately followed a trajectory towards the “Memory of State and Nation”.

The Israeli archival looting and vandalism in the Second intifada enacted PNAC to perform an inventory survey of the lootings and destructions. This resulted in PNAC creating an information resource that dealt only with states public records. A pattern is established when PNAC conducted the second survey in 2007 which covered 114 PNA institutions only, and excluded Palestinian NGOs. This can be justified by the previous decisions made by PNAC which were discussed in the first sub-question. In addition, the strategic trajectory of e-government outweighed PNAC decision, hence its collaboration necessitated that the data collected served both strategic trajectories of PNAC and e-government.

In terms of PNAC organization and operationalization of these surveys. PNAC claimed that the First survey still demonstrated that the archival situation was in urgent need of development and advancement even though the results of the survey lacked an objective

measurement. In the second survey we can notice better organizing; the survey was enacted by the technical working group, the Advisory Committee, and the staff of PNAC in the West Bank and Gaza. The essential role of the financial and moral support of UNDP and the Secretariat of the Council of Ministers, and the cooperation of 114 PNA institutions participated in the survey.

The survey conveyed a more solid methodological foundation than the previous 1999 survey did. It suggested a strategic learning feedback, which involved a verification of the questionnaire (survey tool) by a number of archival and library experts who have made their observations, calculated and excepted a 0.77 Cronbach alpha value reliability coefficient. Please see figures 3 in the appendix H for a panoramic view of strategic transitions.

The results produced by PNAC can be reliable; however, the researcher finds that some of the interpretations "frame" the output statistics, into suggesting some reasons beyond what could have been inferred by the data collected by the survey. These survey elements were rather suggestive, and probable.

In a foggy unison to the reprioritization of its mission, PNAC learned at some point that it can reuse some results of the 1999 and 2007 surveys in the strategic framework proposal of 2010, thus, it conducted a comparison between these surveys, even though they had shifted the population definition and had an eight-year gap interval. However, the results might be indicative in some cases, like the static count of archivists working in PNA institutions. Please see figures 3 in the appendix H for a panoramic view of strategic transitions.

What are the strategic topics raised at PNAC since its inception? How did they evolve to form the components of the proposed strategic framework? What is the meaning of this strategic path? Following the conceptual framework of this thesis, the researcher accumulated the major turning points of each articulation of the original NDP strategy

and its subsequent development into the components described in the Strategic framework of documentation and archives in PNA institutions. Including the deliberate and emergent strategies dissected to each component, and the strategic learning lessons which are mainly induced by the later articulation. Note that the researcher excluded the project of building and construction since it has never changed and have no development in its course.

A basic pattern can be easily identified when we look at figure 4 in the appendix I. we can notice that the deliberate strategy happened in the context of 2007 survey that was serving dual trajectories of e-government and PNAC. Thus, the planned input of the survey excluded many important stakeholders and focused on the intersection of e-government and PNAC, i.e. the PNA institutions. This has rendered the output of this deliberation to serve a partial set of PNAC objectives, since it followed preconfigured conduit by e-government mediator.

After the gradual breaking of alliance with e-government due to PNAC realization of the conceptual gap between E-government and PNAC vision. by which the latter tried to focus on archivist and the archival profession from the procedural and legal departure. PNAC had to reorient the components that was deliberately followed in the survey,

After the breaking of the alliance with e-government because of their different objectives that led to contradicting of archival management (Salameh ,2019). PNAC realized at some point the limitation on approaching the topic of awareness that is manifested by the survey's neglect of the role of other stakeholders like higher education institutions and the private sector. The survey of 2007 was only concerned with PNA Archives departments and divisions. PNAC learned that it should overcome the weaknesses of the information provided by the survey. Thus, it articulated a component of awareness in the 2010 strategic framework with a focus that extend to include more stakeholders' inter-definitions and prescribed roles.

The framework was right in its requirement to investigate the concept of awareness with regard to beneficiaries' needs.

The roots of the information technology component can be traced back to the 5th project of NDP which was concerned with developing a strategy for electronic archiving. In the 2007 survey, this trajectory was pursued with minor deliberateness. The survey was interested in collecting data about IT equipment and the use of preservation media and its distributions. The potential of this type of data was very limited and hardly usable to the projections invested in the e-government project.

Thus, PNAC learned at some point that in order to keep itself indispensable in the e-government project which was formed by a bigger alliance between the government and the private sector; it should engage the private sector as will in the articulation of the its strategy. Thus in 2010 PNAC encouraged and supported technology incubators and called for the coordination of capacities in this sector.

Building capacity component had its root in the first articulation embedded in NDP's projects three and four. These projects dealt with topics like human resources, training and rehabilitation. The 2007 survey was part of the deliberate strategy that gathered data to enable the quantitative analysis of archivists "qualification, specialization and experience". Also, PNAC collected data that gave quantitative indication about archival institutions positions in their related organizational structures.

PNAC learned at some point, that it should overcome the limitation of the survey. In this regard, PNAC engaged with new local stakeholders, like Birzeit University to discuss the possibility of creating various educational opportunities. No real output was given under these efforts; however, PNAC had achieved a limited capacity building of its internal cadre.

Given these events and rationale, PNAC rearticulated the original NDP project and transform it into a national capacity-building element that elaborated the previous recommendation about employments policies to enhance job conditions. It widened the scope to reach an overall structural reform, adding the topics of archivists' wages and the necessity of legal and educational framework.

Being the competent authority charged by the government to manage public records, PNAC had a deliberate strategy of practicing a monitoring and evaluating role upon archival procedures in all PNA institutions. However, some of the PNA institutions were responsive to PNAC monitoring, and others were not since there was no legal power to enforce this role.

PNAC problematized archival procedures at the center of 2007 survey; it indicated that archival procedures do in fact exist but questioned the reference of these procedures to international standards. This attempt could not realize PNAC's strategic objective of being the profession reference with regard to procedures and standards of archival work, especially in the context of e-government project.

PNAC discovered at some point that it had to invest on its archival association with ICA and the archival knowledge acquired by its cadre (with reference to the previous component). This had led PNAC to the articulation of the archival procedure component in the strategic framework of 2010, in which it drew heavily on the importance and necessity to adopt international standards.

Regarding the archive law, PNAC deliberately pursued the objective of its legalization many times. All attempts faced many problems and rejections. It collided with ministerial council decision to establish the National Archives, it was rejected by the MC for the matter of security sector archives, and finally it was rejected by the presidential office for the lack of

necessity. The reiteration of legislative attempt was an unsupported transition between the unrealized endorsement of the law and into further articulation. Please note that this transition is indicated by a dashed line in figure 5 in appendix J moving from unrealized strategy to articulated strategy.

PNAC did not learn from these consecutive objections that it should have discarded the archive law. Instead, PNAC rearticulated its strategy to apply the archive law as an OPP to all the `other components.

From a content of the proposed framework, the researcher can clearly say that PNAC pursued a rhetoric of comparing the projected National archives with other National archives in other countries in an attempt to problematize through describing risks of institutional memory loss and providing absent solutions that circle around the demand of archival procedures standardization in the national level through the endorsement of archive law.

The meaning of this strategic trajectory can be clarified by looking into the archive law draft. The draft defined document as any media holding public records or cultural heritage records. This definition involves a misrepresentation of the draft law in the context of the strategy, since the original deliberation of the 2010 strategic framework was concerned only with public record.

The strategic prioritization of PNAC was pursued in way that deliberately wanted to pass a legislation that exceeded the articulated strategy in its final form, which is largely due to an intended strategy. We will see in the answer of the next question how the stakeholder inter-definitions reflected this issue.

How did the strategic framework get articulated, validated, and communicated across stakeholders? PNAC successfully identified and engaged the secretariat of Council

of ministers, ICA, ARABICA. These allies supported the strategy. AMAN and other organizations supported and help formulating the archive law. In this section, the researcher presented the successful interessement of PNAC with regard to their different interests.

The ministry of higher education is a good example of a successfully identified but disengaged stakeholder. Although Mrs. Randa Kamal's representation of the ministry's culture was mediated through constructive critique in the scientific panel of the first conference of archives and documentation, the actual representativeness that hold the ministry accountable for these constructive views remains questionable.

The stereotypical Archivist in the archivists' group can be described as being a female, with a low education, excluded by the official institution. The stereotypical place called archive is a basement with unhealthy conditions. Archivists' conditions present a peculiar conundrum; in one hand, the stereotype of archives and archivists breeds the inferior look from decision makers which keeps the work conditions unchanged. This stereotypical / structural intermediary renders this key group powerless and unable to elect its representative or contest their current representation. The archivist conditions then can be easily misrepresented and the profession has no clear merits for representation.

The Ministry of culture was also misrepresented in PNAC strategic conference. It had a representation that was limited to its organizational culture without being accountable to that representation. The ministry's strategic plan of 2010-2012 had different stakeholders and an archives strategy that reflected a different archival tradition. The plan was also negligent of PNAC existence, and proposed the establishment of the National archives and a National archives law!

Palestinian universities are the scientific pole that have special interest in archives within

manners PNAC did not identify, or at least, did not give them their proper weight. Palestinian universities and many educational institutions were interested in the archive as a primary source for its research programs; thus, they were involved in primary archival functions like restitution and preservation. These stakeholders were not limited by PNAC's prescribed role as potential providers of archival knowledge. They viewed PNAC efforts to pass the archive law as a threat to freedom of information and access to archives. They called for a substitution to the archive draft law and refused it with its formulation. In their turn, PNAC viewed the universities' archives as parallel projects to the national archives that undermined its vision.

E-government was concerned with decentralizing the development of archival systems across the ministries because it was primarily concerned with, increased efficiency, effectiveness and transparency of the state machinery that should eventually offer better services to citizens, increase the participation of civil society in policymaking and to promote business sector development and economic growth. On the contrary, PNAC was concerned with effective management of records and archives in order to protect the rights of individual and state, preserve Palestine collective memory and pave the road towards the rule of law and transparency.

The e-government project had a more convenient alliance between the private sector consisting of local IT companies and the Palestinian ministries. Both sides were interested in higher productions of archiving and record management software. PNAC interpret this partnership and its ramifications as a force that contradicts its vision. This force led PNAC to break the alliance with the e-government.

Many archival institutions in the cultural heritage sector were not invited in the first place to the conference of documentation and archives. These organizations were not identified; this

was enacted by many ways, primarily and more innocently from forgetfulness or negligence. The most important source of this apparent lack of identification can be traced back to the intermediary created by political division between the west bank and Gaza which PNAC did not escape. Other forces can be sourced in the competition between archival institutions over the restitutions of archives.

The constellation formed from the ministerial council secretariat, PNAC as the competent authority in charge of drafting archive law, the organizations that helped PNAC draft it, and the "scientific panel" and "recommendation panel" that confirmed the necessity to pass the prescribed OPP; are a legal drafting intermediary that caused stakeholders' exclusion. Since the strategic actor power was translated into PNAC exclusion maneuver to potential stakeholders' participations that might draw objections toward endorsing the archive law; since the context of the strategic framework and the context of archive law were, simply, divergent.

The gatekeeper group was the most important and influential actor since it formed the intermediary that had the power over the legislation process. The group consist of the president office and the Ministerial council, the Council on Legal Opinion and Legislation (before division) , the National Group of the Legislative Plan (after division) , and the power of archives that rendered the final translation of the strategy actor to failure; this included the archives of security institutions that should have been be avoided and enclosed, and the archives as weak points susceptible for Israeli occupations looting and destruction that for the sake of their security ,should have also been avoided and enclosed !

Second Research Question

Why did PNAC 2010-2014 strategic projections and implementations fail?

Inherited structural weaknesses. Shahwan (2018) had the insight that the inability to establish a Palestinian national archive that includes cultural products "is a conclusive evidence of successive governments' failure to adopt the concept of "archive" in a comprehensive and deep sense. However, Shahwan only indicated the failure but did not establish any causation to what might be the reasons behind this failure. The researcher, in the other hand, adopted Shahwan's insight and added other structural failures.

In this thesis, the researcher followed PNAC actor and found a number of structural weaknesses that was inherited from the PNA institutions building, and other structural weaknesses from other social institutions that constrained the work of PNAC and other archival institutions in Planning and organizing the national archives and render the "Archive incomprehensive", such as:

1. Palestine's State and institution building discourse took place in an organizational context that had a high level of political, social, legal and financial uncertainty. The institution building momentum was interrupted continuously that it became meaningless. The second intifada and the Fatah-Hamas division were building blocks to these ruins, that eventually rendered the legitimacy of any project questionable. The National archives was not an exception.
2. PNAC fell to self-privileged interpretation of Institution building discourse. The ministerial decree for example influenced PNAC to pursue a centralization of Palestinian archives with no regard to different takes about "neglected" narratives that informed unwitnessed collective memories and disputed national identity, which is typical to state

archives. This is why PNAC avoided as much as possible any historical, or identity prose in the framework and kept a minimal historical narrative of state building. This organizational culture led PNAC to take decisions that decreased the chances of stakeholders' interest's convergence, especially interests of stakeholders unsympathetic with the outcomes of Oslo agreement.

3. PNA had a low strategic planning capacity because, clearly from the case, it was subordinate to the ministerial council secretariat. Thus, it inherited from this structure a small ration for employment and limited finances. This made PNAC strategic opportunities to be so narrow since it depended on others relevant projects with higher priority for the more powerful stakeholders. The ministerial council and the donors were prioritizing the e-government project, the intersection of interest is observed by PNAC. This, in turn, provided a strategic chance to engage its mission fully with other stakeholders.
4. The Palestinian education system did not invest in developing education programs that help produce professionals in the field of archives, library and information science. According to this, archival institutions had insufficient human resources. The indirect consequences for this was the high chance of failure of a proposed strategic framework centered around archival technical perspective (like the case of PNAC), where the lack of expert constrained the necessary mediation of standardized nomenclature that was essential to build consensus between stakeholders.
5. There were uncoordinated efforts that resulted in different planning initiatives which distracted archive conceptualizations. PMC and PNAC strategies had different needs and goals, for example: PNAC strategic framework wield force on the "Information society"

which is divergent from cultural institutions' trajectory that wield force on "collective memory" or "Historical narratives". Not only these trajectories are slightly intersected, they also have values that differ dramatically.

6. It was a fundamental error that the decision makers and formulators of PNAC strategy were not pushing toward conceptualizing archives under occupation with its full dimensionality. When the researcher implied to Mr. Salameh, whether it could had been the 7th component of NDP or the 2010 strategic framework, he replied that "it was embedded in the IT component". However, there was no clear articulation in the strategic framework text. Besides, the researcher found it so ironic, the fact that PNAC website, which was hacked by Israel, was still not fixed!

Throughout this research, the Israeli occupation was viewed by every participant as the main cause for annihilating Palestine heritage and history. It was responsible for looting archives and information system, indulging in electronic vandalism. At the same time the Israeli occupation was viewed as either a 1) cloth hunger (an expression that mean weak justifications for own failures) or a 2) scarecrow (an expression that had stakeholders' dispersion affect). These views of the Israeli occupation convey a lot about the culture of PNA institutions, and its risk perception of the Israeli occupation as a certain unavoidable danger. In my opinion it indicates a kind of unjustified "fatalism". This view might have affected stakeholders to produce behaviors that include: discouraging initiatives, putting it as a primary obstacle for endorsing archive law, developing an organizational culture of secrecy in regard to archives holdings, and influencing PNAC recommendation of decentralization of PNA archival services across provinces.

PNAC fail to create a strategic change. PNAC strategic framework performative definition was made sensible, for stakeholder; that the only possible obligatory passage point was the endorsement of archive law. However, PNAC failed to read the external environment with both its possible opportunities and threats. This might as well point out to the PNAC self-awareness to its own strategic fit. Was it convinced that it could pass the archive law framed by the strategic framework? Was it aware of its inability to convince E-government stakeholders for the importance of its role?

- There are some concrete and some pliable features to PNAC strategy. The concreteness of the vision and mission is part of the right job. However, PNAC did not review its strategies; the re-articulations continued to resort to "absent solutions" which is really a failure to review your own strategy from a critical point of view.
- Although PNAC gets planning capabilities through time, the established narration of historical events concerning the development of PNAC strategy can clearly show how minor were the strategic learning effects on the articulated strategy of PNAC. Furthermore, by the reiteration of the same themes and components, one can obviously see how it was inconvenient to pin all PNAC hopes on the archive law endorsement. There were no other scenarios that were taken into account.
- The actual defining of the obligatory passage points of "archive law" can be read as a rudimentary jumping into final pseudo-solution. Since all the indicators about the work force in archiving jobs needed more qualification and education.
- The reiteration of the same strategic attempts (with regard to archive law) with minor modifications only reveals PNAC inability to strategic change. The researcher believes PNAC could have adopted a strategic change that excluded the security archives and the

historical archives from the draft of archive law (i.e. to make the strategic framework consistent with an archive law that only deals with archives of "official institutions"). They could have also called it "official institutions' archive law", which would have been easier to pass in a legislative way with more acceptance from non-governmental organizations.

- PNAC most serious mistake was trying to pass archive the law (that covered all National archives) under the strategy which was specialized on PNA institutions archives.

PNAC fail to create a stakeholder management strategy. PNAC failed to create a stakeholder management strategy that could establish Strategy ownership between stakeholders as have been demonstrated in the analysis. Many groups have been misrepresented and disengaged throughout the strategic framework formulation process. The archivists and beneficiaries' groups were marginalized.

PNAC did not pay attention to Stakeholders interests. It did not put itself in their shoes. This led PNAC to break the alliance with E-government and neglect the role of beneficiaries. PNAC did not probe the gatekeeper's willingness towards the endorsement of archive law nor did it probe the willingness of other stakeholders to support it. Although PNAC identified the archivists' problems as performers of a menial tasks; it could not empower this group, nor it demanded the necessity of them having an independent representation. Also, PNAC failed to engage stakeholders, because:

- PNAC had very limited tools at their disposal to engage stakeholder in a way that made PNAC archival paradigm sink into stakeholders "common-sense".
- There was limited consideration of alternative actions. It was clear that the framework described multiple interventions and specified and "pigeon holed" relevant strategic

components; however, the strategy framework failed practically; it did not “frame” the mechanisms of prioritizing interventions nor evaluating alternative decisions. For example, PNAC would have benefited from using “Cost-benefit analysis” in a survey to engage stakeholders, especially donors and funding bodies.

- PNAC should have used an orienting presentation, a “proof of concept” that could have been generated by externalizing successful cases (which exists only discursively), and by disseminating these cases though different communication channels including PNAC website.

Chapter 8: Discussion and Recommendations

In the last chapter of the thesis, the researcher discussed the matter of Palestine's National Archives in the most proper way the researcher think it is sensible. He also presented some recommendations which were formed as principles that help and guide strategic planning teams to institutionalize the National Archives.

The researcher is convinced that a prospective institutional body named "National Archives", cannot exist as a singular, umbrella, or independent body with a prospected and dangerous accumulation of power sourced by a political faction or the archives they hold. Which leads to inheriting a non-democratic governance on archives.

The reason behind the researcher choice to dismiss a single entity solution named the "National Archives" is because it has many features of a wicked problem. This is clearly indicated from the case study of PNAC's strategic failure. Some might argue that PNAC did not have power enough to establish itself, and a National Archives should be administered by a powerful entity in order to thrive and eliminate the threat of the occupation. The researcher is inclined to believe otherwise, in fact, it might also manifest other major threats.

Following PNAC story, we can identify two major obstacles that can't be solved together in a proposed solution of a "single institution" nature. The first is the current status of division, which empties the "National" of this institution from its meaning. Since we are talking about a division that goes deep to reach the legislative and executive authorities and diminishes the trust in the current legislating process. A process that led to the demise of PNAC proposed archive law. The researcher believes that any new attempts in this strategic path will lead to failure.

The second threat is the threat of the occupation. Here the researcher notes that PNAC experience of making relation with Moroccan ministry of education to establish a parallel

archive for Palestine is an excellent topic for future studies. However, the researcher strongly believes that If the solution of the parallel archives is pursued, it will either be proceeded by a legislating process under division which is contradictory to the “National” interests, or it will create new threats to the information sphere by constraining access.

The researcher strongly believes that the situation of division will prolong if not perpetuate. This means that adopting practical steps toward single institution will not be meaningful. This situation should influence strategists to frame the “National” of the “National Archives” in a different way. The researcher believes that the mission of the National Archives should have the power and obligation to stay loyal to the principle of pluralism.

A proper “National Archives” should be created as plural, inter-dependent bodies with balanced sources of powers and influences that should ensure the organic evolving through bottom-up strategizing leading toward a plural leadership in a form of collaborative archival governance.

The researcher derived through his interpretation of PNAC’s experience some recommendations formed as principles that can be used in any future strategic endeavors of Palestine’s National Archives projects, to prevent strategists and strategic teams from PNAC’s pitfalls.

These principles are: Adopt an inclusive national archive, consider the range of objectives of archival institutions, conceptualize the Israeli occupation as a threat that can be mitigated, empower the marginalized archivists’ community, and consider the governing framework.

Adopt an Inclusive National Archive

An inclusive Palestinian National Archives should include all archival material related to Palestinians in all historical epochs wherever they are or originated from, be it west bank, Gaza, Palestinians in the 48 and the Palestinians in diaspora. It should include all the archival material in and out of Palestine in a virtual and physical manner and should be organized in a way that protects the rights and ensures responsibilities of owners, producers of materials, subjects in materials, and workers on those materials and archival institutions that hold these materials. There should be NO exclusion to the achievable based on political, gender or social bias.

Consider the Range of Objectives of Archival Institutions

This point is the outcome of the originality of this research by which it focuses on the relations between archival materiality, access and the goals of archival institutions. Thus, in any strategic attempt to institutionalize the National Archives, the following features should be considered:

- In the short term, archives and their service institutions are an important information resource for planners, decision makers, and an important data resource for scientific research.
- In the medium term, archives have an important role enriching the policy cycle with regard to the right of access to information, preservation of copyright and costs and achieving cyber security.
- In the long term, archives have the power to shape the direction of historical research, collective memory and national identity.

There is a strong indication that the type of archives and archival traditions influence the stakeholders and stakeholders' associations. These types might perform a heightened sense of

problem ownership (with regard to a certain discipline) that affect the degree of access to archives, these might as well create a force to deny other organizations from taking a place with the same role, and it could possibly influence the exclusion of other organizations from archival access, and heightened the level of competitiveness between archival institutions over archives' restitution. To avoid these pitfalls:

- Archives' strategists should update their stakeholder analysis according to the performativity of archives' types on interests' convergence. Thus, it is important to conceptualize archive materiality as one of the actants that influences stakeholders' constellations, including archives beneficiaries.
- The future strategic effort should take into account the archival institutions objectives and their trajectories, their constellations and alliances that could shape competent authorities of disciplines or expertise, as well as to have a competent knowledge of the value of archives and their importance to the different interests of the archival institutions.
- It is necessary to achieve the balance between access to archives and securing specific information, in order to avoid the compromise of either spread of information or the inviolability of basic citizens' rights.
- It is important for any new strategic attempt to prioritize access to archive. The access to archives should become an open, multifocal and multi-worldview experience to utilize information that could leverage the achieving of emancipatory national objectives and achieving good governance and eliminating corruption.

Conceptualize the Israel Occupation as a Threat That Can Be Mitigated

The occupation relation to Palestinian archives should be reconceived as a predicament of history and future, since occupation affects every step of knowledge production including,

obstructing data and information gathering, vandalizing appliances utilized in electronic preservation, and looting archives. This can shape a culture of secrecy concurrent with security. A culture of preservation that outweighs the value of access and dissemination. This has in effect, the constraining of developing the information society PNAC envisioned.

In any strategic attempt for the Palestinian archive, the Israeli occupation should be conceptualized as a possible risk that should be mitigated, such as the risks of mediums natural decay or information technology obsolescence. In addition, it should also ensure blocking access through technological and forceful means.

- The strategic team should indicate the legal, economic, social and cultural risks and hazards made by the Israeli occupation. They should develop a risk management program to mitigate these risks and make a proof of concept to communicate with decision makers.
- It should not be acceptable to the strategic team to deny access because it can resemble a risk exposure.
- The strategic intervention attempt should take into account the necessary balance between access to archives and security of archives. This is a delicate balance between the survival of sources and their proliferation without compromising their legal value and securing it from falling into the hands of the occupation.

Empower the Marginalized Archivists Community

This is an important factor that can empower the representation of archivists and pumps archival knowledge necessary to facilitate the constructive critique and any standardization attempt of archival procedures on the national level.

- Urge the Palestinian education institutions to develop education opportunities in the form

of educational programs or scholarships to help produce professionals in the field of archives, library and information science.

- Facilitate open forums for archival institutions workers, academics, and other stakeholders to gather and discuss their projects and ideas from vast number of strategic, organizational and the technical experiences. The forums should create simultaneous bridges between these institutions and enhance inter-organizational communications to become multi-leveled and not focusing only on the strategic issue of establishing national archive, which, in many cases, became an end-point that is too sentimental. On the contrary, the archival institutions should engage in different Imaginaries about the archive.
- Call archivists and archives' workers to empower themselves by establishing a professional association that produces a proper representation by democratic means and securing a spokesperson place of this group.

Consider Different Scenarios

In any strategic attempt to institutionalize the Palestinian National Archives, different scenarios must be taken into consideration. Strategists should consider the logic centered on the Fatah-Hamas division and its possible futures.

There are possible scenarios that can range from: the persistence of the division into a creation of national unity government. Although, the bifurcated logics between these two extremes, can be politically significant, the researcher believes most of the in-between scenarios have a transient effect on the normative framework that shall be adopted with regard the institutionalization of a Palestinian National Archive. Here, the researcher presented the two extreme scenarios:

Scenario A. A reconciliation between Fatah and Hamas that will pave a way to one legal framework.

The Palestinian National Archive as a socio-cultural institution that unites the memory of the Palestinian people can only be fully imagined by overcoming division. This scenario assumes that the Palestinian division had ended, paving a way to create legislative and legal frameworks that enables the regulation of Palestinian national archive.

When there is an inclusive legislative mediation that insures minimal exclusionary attempts between parties, it will be possible to draft a law that takes into account all stakeholders' interests.

The government archives (Previously PNAC) will have the power of the competent authority to propose a draft law of public records initiating a process of consolidation of governments' archives in Gaza and the West Bank. The drafting however should follow transparent, inclusive, and iterative mechanisms to insure the alignment of interests between all stakeholders.

Scenario B. A state of continued division between Fatah and Hamas necessitate practical solutions that might be beneficial for the future reconciliation.

If we assume that the division may be prolonged, this predicament should not let the strategic attempt fall into the same errors of PNAC. The governance of this sector should not be pursued by the power of law, since an archive law was a factor of stakeholders' disagreement and a force that deepens the political division. In another way, Palestinians may survive a continual breach in our conceptualization of the Archive, but not the "National" Archive.

This scenario demands a consensus building approach between all stakeholders on the preference of which of their groupings by which similar strategic trajectory maybe aligned. At

the same time, these groupings should not be assembled by clear mandates that can exclude newcomers.

I propose the adoption of less obligatory delineation that springs out from the spectrum of possible values mapped to clusters objectives' time-spans, as mentioned in the second recommendation. For example: The stakeholders’ group which is concerned with long term objectives like the preservation of national archives, should be regulated by independent bodies. The group concerned with medium-term objectives can be regulated by a grouping of independent and governmental bodies, and the group concerned with short-term objectives can be regulated though a governmental regulatory framework sprang from the government.

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Appendix A

CONSEIL INTERNATIONAL
DES ARCHIVES

Secrétariat

INTERNATIONAL COUNCIL
ON ARCHIVES

Secretariat

60 rue des Francs-Bourgeois, 75003 PARIS - France
Tel : 33 (0)1 40 27 63 06
Fax : 33 (0)1 42 72 20 65
e.mail 100640.54@COMPUSERVE.COM

Mr Mohammed BHEISS-ARMIN
Director General
PALESTINE NATIONAL ARCHIVE CENTRE
Governor's Office, Al-Ram
PO Box 66353
JERUSALEM
Palestine via Israel

Our ref. : CK.NF - 97/1036

Paris, 19 November 1997

RE : **MEMBERSHIP IN ICA**

Dear Mr Bheiss-Armin,

On behalf of ICA I am pleased to welcome the Palestine National Archive Center as a Category A member of the Organisation.

In accordance with article 5 of our Constitution, the application for membership of your institution will be submitted for approval to the next meeting of the Executive Committee which will be held in San José, Costa Rica next April.

I am pleased to send you an application form for Category A membership in the ICA, an information leaflet, a copy of the list of Publications and the ICA Directory 1997 including the Constitution of the Organisation.

Also enclosed the invoice corresponding to the annual dues fixed at USD 275 (i.e. the minimum rate) on the basis of the computation criteria approved by the General Assembly of the Organisation.

ICA members receive the reviews ARCHIVUM, JANUS, ICA Bulletin and the ICA Directory. In addition, you are entitled to reduced prices for most ICA publications (see the list of Publications).

Looking forward to a close and fruitful cooperation between the Palestine National Archive Centre and ICA.

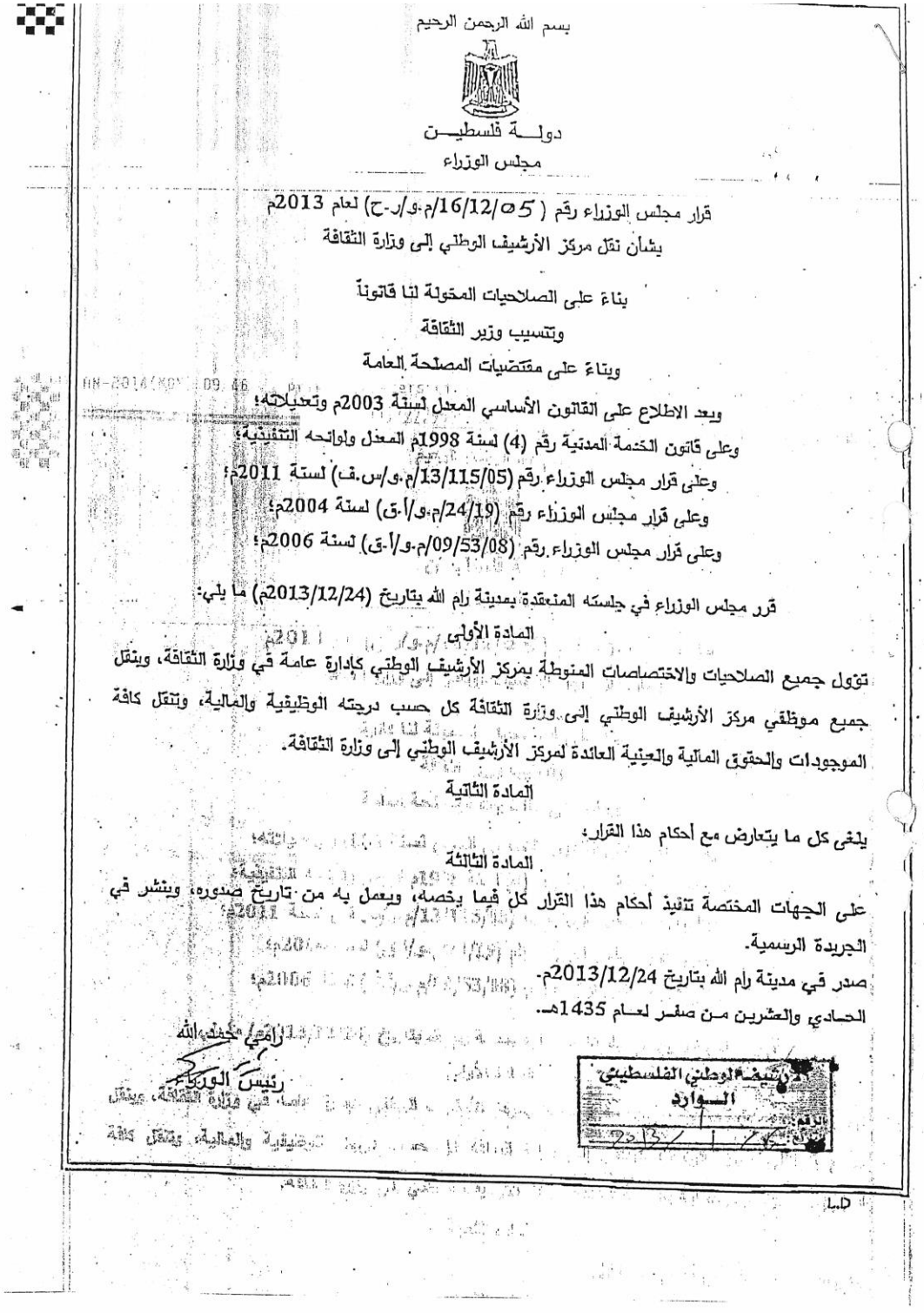
With all good wishes.

Yours Sincerely,

Dr Charles KECSKEMETI
Secretary General

PNAC Correspondence with ICA About ICA Membership

Appendix B



بسم الله الرحمن الرحيم

دولـــة فلسطيـــن

مجلس الوزراء

قرار مجلس الوزراء رقم (05/16/12/م.و/ر-ح) لعام 2013م

بشأن نقل مركز الأرشيف الوطني إلى وزارة الثقافة

بناءً على الصلاحيات المخولة لنا قانوناً

وتنسيب وزير الثقافة

وبناءً على مقتضيات المصلحة العامة

وبعد الاطلاع على القانون الأساسي المعدل لسنة 2003م وتعديلاته؛

وعلى قانون الخدمة المدنية رقم (4) لسنة 1998م المعدل ولوائحه التنفيذية؛

وعلى قرار مجلس الوزراء رقم (13/115/05/م.و/س.ف) لسنة 2011م؛

وعلى قرار مجلس الوزراء رقم (24/19/م.و/أ.ق) لسنة 2004م؛

وعلى قرار مجلس الوزراء رقم (09/53/08/م.و/أ.ق) لسنة 2006م؛

قرر مجلس الوزراء في جلسته المنعقدة بمدينة رام الله بتاريخ (2013/12/24م) ما يلي:

المادة الأولى

تؤول جميع الصلاحيات والاختصاصات المنوطة بمركز الأرشيف الوطني كإدارة عامة في وزارة الثقافة، وينقل جميع موظفي مركز الأرشيف الوطني إلى وزارة الثقافة كل حسب درجته الوظيفية والمالية، وتنتقل كافة الموجودات والحقوق المالية والعينية العائدة لمركز الأرشيف الوطني إلى وزارة الثقافة.

المادة الثانية

يلغى كل ما يتعارض مع أحكام هذا القرار؛

المادة الثالثة

على الجهات المختصة تنفيذ أحكام هذا القرار كل فيما يخصه، ويعمل به من تاريخ صدوره، وينشر في الجريدة الرسمية.

صدر في مدينة رام الله بتاريخ 2013/12/24م-

الحادي والعشرين من صفر لعام 1435هـ.

رامي محمد الله

رئيس الوزراء

الأرشيف الوطني الفلسطيني

الوارد

الرقم:

التاريخ:

Appendix C

دولـــة فلسطيـــن

مجلس الوزراء

قرار مجلس الوزراء رقم (4 /17/237/م.و/ر.ح) لعام 2019م

تشكيل لجنة وزارية لوضع تصوّر شامل حول إنشاء هيئة الأرشيف الوطني

بناءً على الصلاحيات المخولة لنا قانوناً

وتنسيب وزير الثقافة

وبناءً على مقتضيات المصلحة العامة

وبعد الاطلاع على القانون الأساسي المعدل لسنة 2003م وتعديلاته؛

وعلى نظام عمل اللجان المنبثقة عن مجلس الوزراء لسنة 2005م؛

قرر مجلس الوزراء في جلسته المنعقدة في مدينة رام الله بتاريخ (2019/01/15م) ما يلي:

المادة الأولى

تشكيل لجنة وزارية لوضع تصوّر شامل حول إنشاء هيئة الأرشيف الوطني، تضم في عضويتها كلاً من: وزير الثقافة "مقرراً"، وزير العدل، أمين عام مجلس الوزراء، وترفع اللجنة توصياتها إلى مجلس الوزراء خلال شهرين من تاريخه.

المادة الثانية

على الجهات المختصة تنفيذ أحكام هذا القرار كل فيما يخصه، ويُعمل به من تاريخ صدوره.

صدر في مدينة رام الله بتاريخ 2019/01/15م.

رامي حمد الله

رئيس الوزراء

دولة فلسطين

State of Palestine

Appendix D

دولـــة فلسطيـــن

مجلس الوزراء

قرار مجلس الوزراء رقم (5 /17/237/م.و/ر.ح) لعام 2019م

نقل الأرشيف الوطني إلى الأمانة العامة لمجلس الوزراء

بناءً على الصلاحيات المخولة لنا قانوناً

وتنسيب وزير الثقافة

وبناءً على مقتضيات المصلحة العامة

وبعد الاطلاع على القانون الأساسي المعدل لسنة 2003م وتعديلاته؛

وعلى قانون الخدمة المدنية رقم (4) لسنة 1998م المعدل ولوائحه التنفيذية؛

وقرار مجلس الوزراء رقم (12/63/1/م.و/س.ف) لعام 2008م؛

قرر مجلس الوزراء في جلسته المنعقدة في مدينة رام الله بتاريخ (2019/01/15م) ما يلي:

المادة الأولى

نقل الأرشيف الوطني من وزارة الثقافة إلى الأمانة العامة لمجلس الوزراء واعتماده كإدارة عامة جديدة على هيكلها التنظيمي بمسمى الأرشيف المركزي الحكومي.

المادة الثانية

1. تؤول جميع الصلاحيات والاختصاصات والحقوق والالتزامات والموجودات الخاصة بالأرشيف الوطني إلى الأمانة العامة لمجلس الوزراء.
2. ينقل جميع موظفي الأرشيف الوطني إلى الأمانة العامة لمجلس الوزراء كل حسب درجته الوظيفية والمالية.

المادة الثالثة

يلغى قرار مجلس الوزراء رقم (16/12/05/م.و/ر.ح) لعام 2013م، وكل ما يتعارض مع أحكام هذا القرار.

المادة الرابعة

على الجهات المختصة تنفيذ أحكام هذا القرار كل فيما يخصه، ويُعمل به من تاريخ صدوره.

صدر في مدينة رام الله بتاريخ 2019/01/15م.

رامي حمد الله

رئيس الوزراء

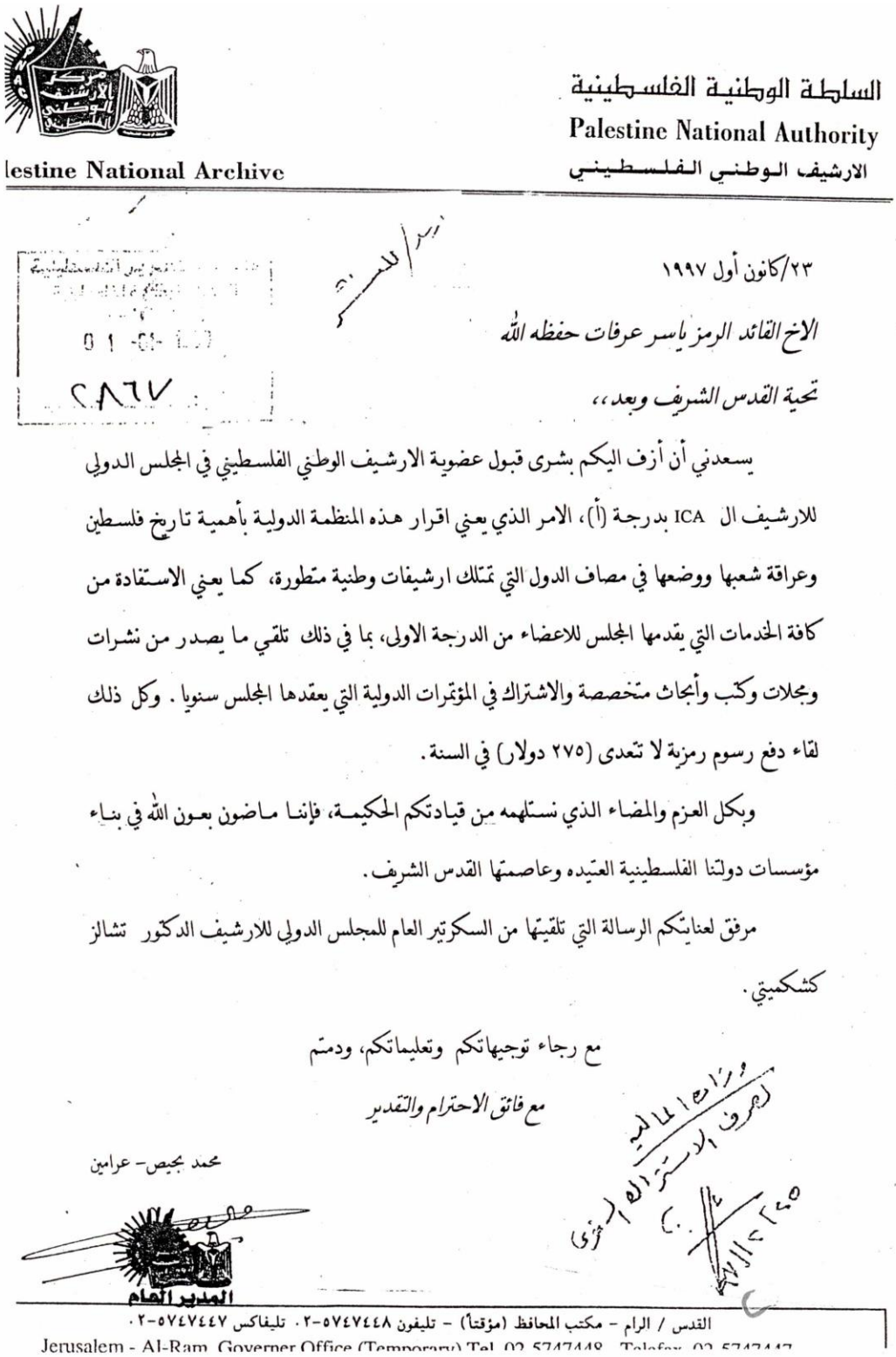
دولة فلسطين

رئاسة الوزراء / الأمانة

State of Palestine

Ministerial Council Decisions –Part 3

Appendix E



السلطة الوطنية الفلسطينية
Palestine National Authority
الارشيف الوطني الفلسطيني

lestine National Archive

٢٣/كانون أول ١٩٩٧

الاخ القائد الرمز ياسر عرفات حفظه الله

تحية القدس الشريف وبعد،،

يسعدني أن أزف اليكم بشرى قبول عضوية الارشيف الوطني الفلسطيني في المجلس الدولي للارشيف ال ICA بدرجة (أ)، الامر الذي يعني اقرار هذه المنظمة الدولية بأهمية تاريخ فلسطين وعراقة شعبها ووضعها في مصاف الدول التي تمتلك ارشيفات وطنية متطورة، كما يعني الاستفادة من كافة الخدمات التي يقدمها المجلس للاعضاء من الدرجة الاولى، بما في ذلك تلقي ما يصدر من نشرات ومجلات وكتب وأبحاث متخصصة والاشتراك في المؤتمرات الدولية التي يعقدها المجلس سنويا . وكل ذلك لقاء دفع رسوم رمزية لا تتعدى (٢٧٥ دولار) في السنة.

وبكل العزم والمضاء الذي نستلهمه من قيادتكم الحكيمة، فإننا ماضون بعون الله في بناء مؤسسات دولتنا الفلسطينية العتيده وعاصمتها القدس الشريف.

مرفق لعنايتكم الرسالة التي تلقيتها من السكرتير العام للمجلس الدولي للارشيف الدكتور تشالز كشكميتي.

مع رجاء توجيهاتكم وتعليماتكم، ودمتم

مع فائق الاحترام والتقدير

محمد بجيص- عرامين

المدير العام

القدس / الرام - مكتب المحافظ (مؤقتاً) - تليفون ٠٢-٥٧٤٧٤٤٨ . تليفاكس ٠٢-٥٧٤٧٤٤٧ .
Jerusalem - Al-Ram Governer Office (Temporary) Tel. 02-5747448 Telefax 02-5747447

PNAC Correspondence with President Arafat about ICA Membership

Appendix F

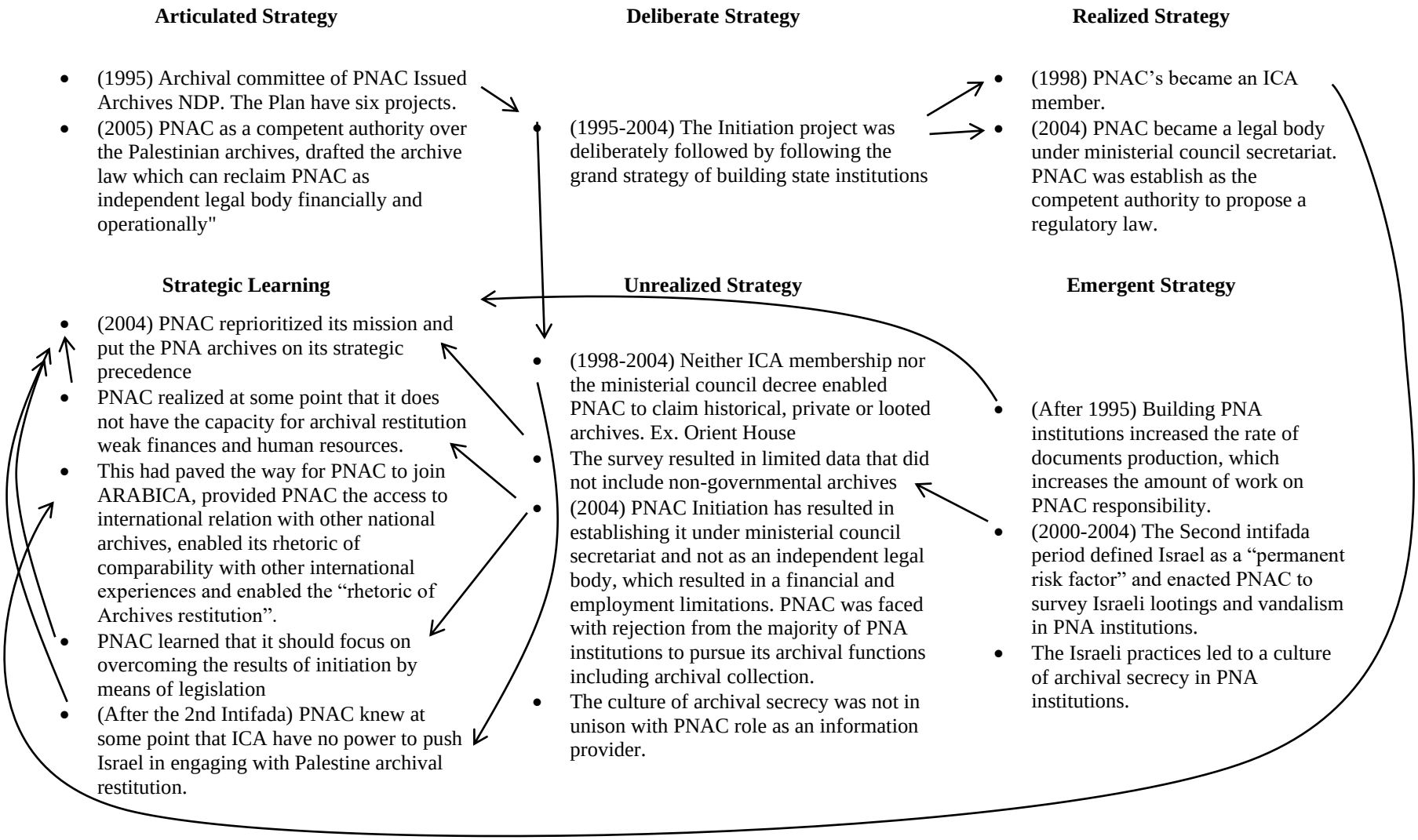


Figure 1. PNAC strategies, and their progress from 1995 to 2005 and their influence on PNAC strategic mission and vision.

Appendix G

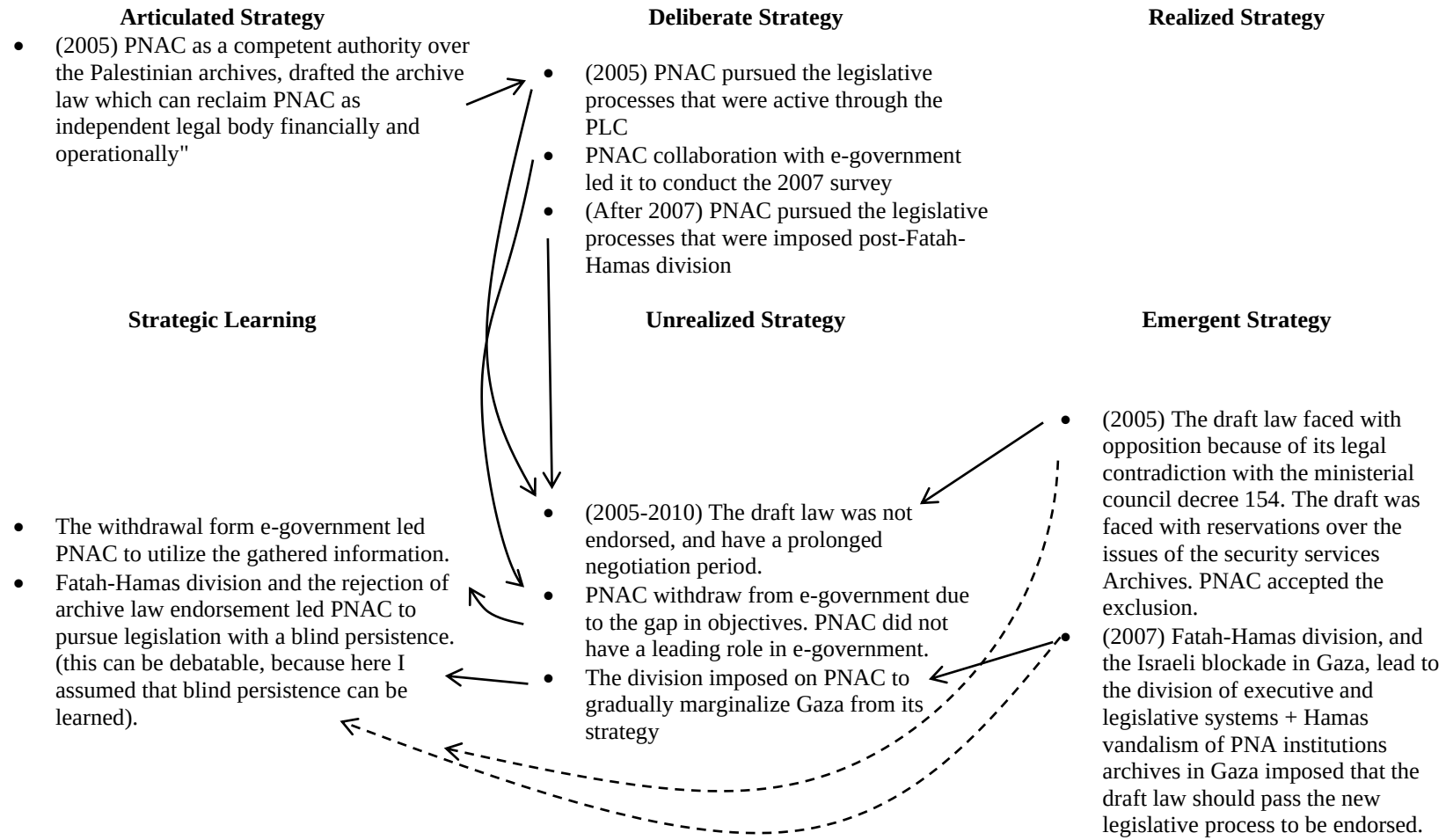


Figure 2. PNAC strategies, and their progress from 2005 to 2010 and their influence on PNAC strategic mission and vision.

Appendix H

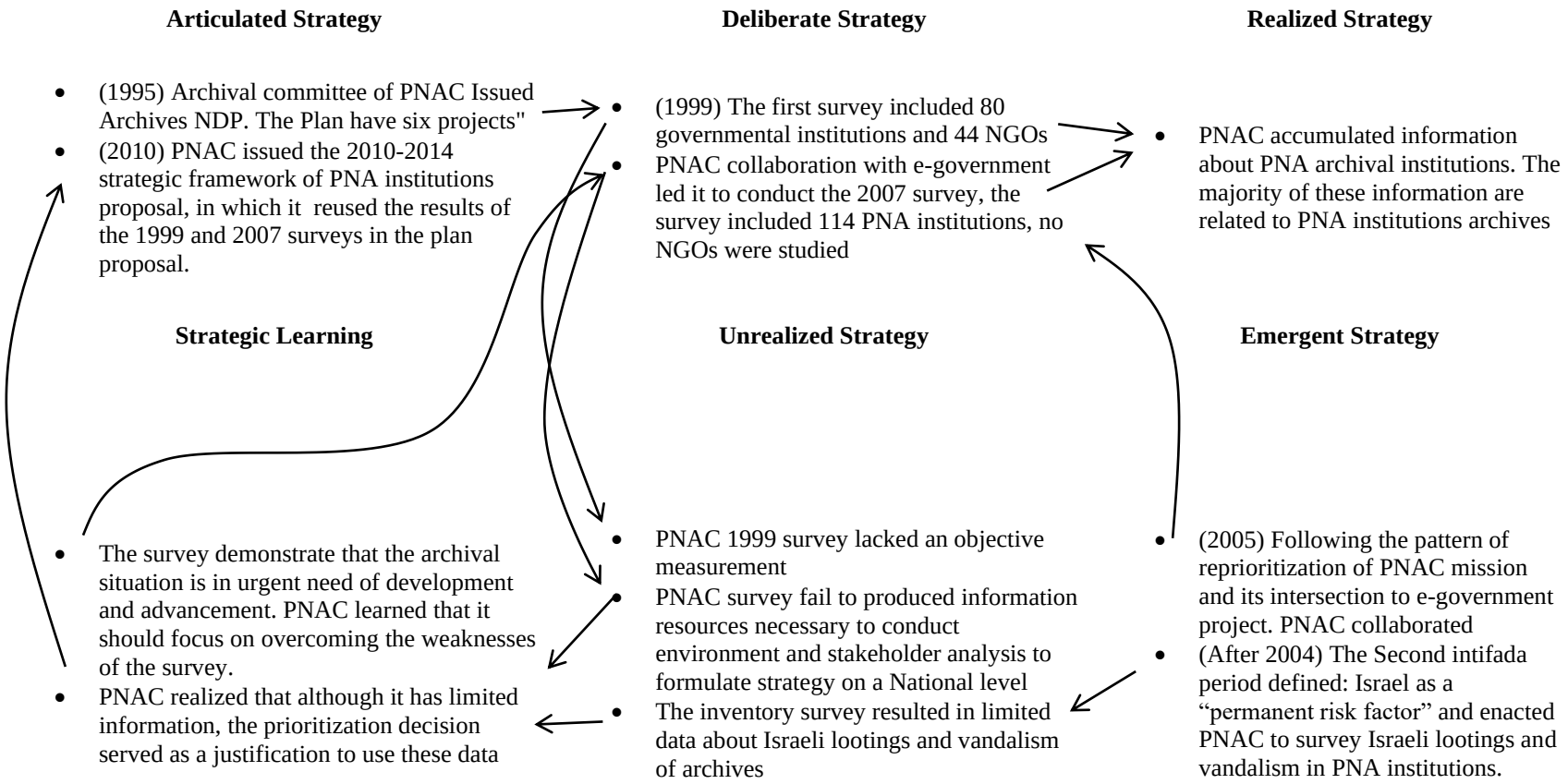


Figure 3. PNAC strategies' tools, and their progress from 1995 to 2010 and their influence on PNAC strategic mission and vision.

Appendix I

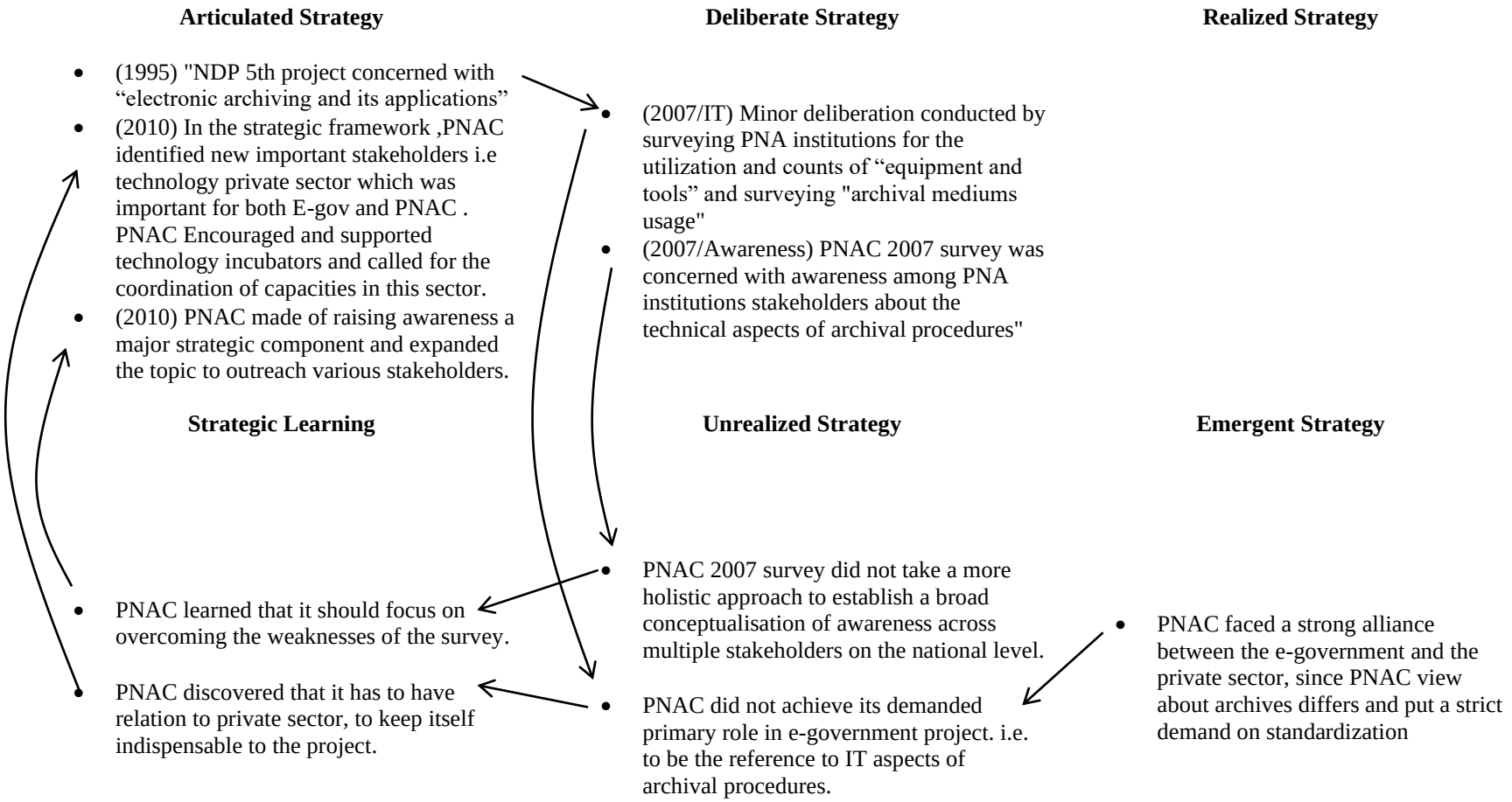


Figure 4. The progress of PNAC strategies’ topics, part 1.

Appendix J

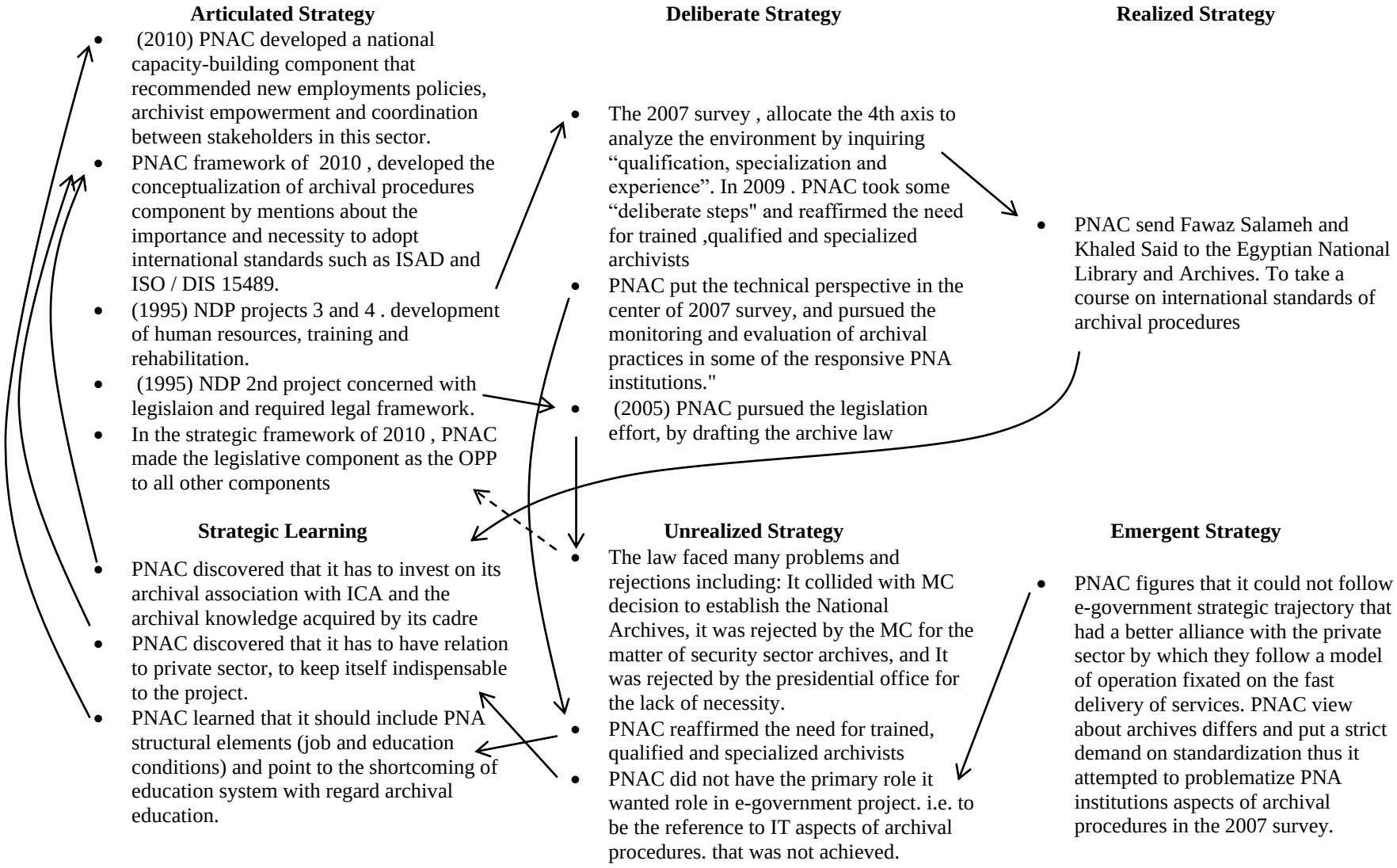


Figure 5. The progress of PNAC strategies' topics, part 2.

الملخص

تسلط هذه الرسالة الضوء على اهمية الارشيف الوطني الفلسطيني لأصحاب المصلحة باختلاف توجهاتهم الفكرية والثقافية وأهدافهم المؤسساتية، حيث يشكل مفهوم الأرشيف بعموميته المتداخلة بين قطاعات تشمل الثقافة والتعليم والحوكمة في القطاع العام، ملعبا لقوى ومسارات استراتيجية فشلت بمجموعها على تأسيس أرشيف وطني فلسطيني كمؤسسة وطنية جامعة.

تقدم هذه الرسالة دراسة حالة طولية لعمليات التخطيط الاستراتيجي في مركز الارشيف الوطني الفلسطيني وذلك من خلال وصف تحولات مؤسسة الارشيف الفلسطيني في مفاصل تاريخية مهمة تشمل مراحل ما بعد اتفاقية اوسلو مرورا بالانتفاضة الثانية والانقسام ما بين حركتي فتح وحماس. تبني هذه الاطروحة وصفا للتأثيرات المتبادلة ما بين هذه الاحداث وتراكمها وتشكيلها لأرضية الإطار الاستراتيجي للمركز والبيئة المشتركة ما بين المؤسسات الارشيفية وثقافتها التنظيمية والتوجهات الاستراتيجية المتعددة لأصحاب المصلحة.

تتجاوز هذه الرسالة تحليل البيئة الى الخروج باستنتاجات حول اسباب فشل المساعي الاستراتيجية لمركز الارشيف الوطني والتي تتمثل بأسباب عدة منها الضعف الهيكلي الموروث مؤسسيا، وفشل المركز لإحداث تغير استراتيجي وفشلها ايضا بخلق استراتيجية لإدارة اصحاب المصلحة.

تبنى الباحث المنظور البراغماتي في دراسة هذه الحالة معتمدا على فلسفة كالون ولاتور حول سيسيولوجيا الترجمة مما يثري تفاصيل الحالة تحت الدراسة، حيث يعتمد هذا المنظور النسبي على تسطيح العلاقات بين الكينونات التي تشمل خطط مركز الأرشيف الوطني، اهداف اصحاب المصلحة، خصوصية الارشيفات وغيرها من التوسطات السياسية والثقافية العامة والتي تحوم نحو هدف متحرك بحيث تترك تشكيلاتها اثارا لأنماط التدخلات الاستراتيجية الحاصلة. وبالتالي كانت لقوة البيانات التي تم جمعها من خلال اسلوب التثليث وتعدد مصادر المعلومة القدرة على انتاج وصف دقيق للعلاقات بين هذه

الكينونات التي شكلت عبر حركتها اهم مفاصل استراتيجيات مركز الأرشيف الوطني الفلسطيني، وتم تأطير هذه الحركة المنهجية بإطار مفاهيمي مطور من نموذج الاستراتيجية المتعمدة والناشئة لدى منتزبيرغ ووترز.

يقدم الباحث من خلال هذه الرسالة، الدروس المستفادة من تجربة مركز الارشيف الوطني الفلسطيني على شكل توصيات للمخططين الاستراتيجيين ومعدي السياسات الارشيفية واصحاب القرار على هذه الساحة اليوم. وتتمثل هذه التوصيات بتبني مفهوم ارشيف وطني جامع يأخذ بعين الاعتبار كامل طيف الأهداف المتنوعة للمؤسسات الارشيفية، وتمكين فئة الأرشيفيين المهمشين، كما يدعو الباحث الى وجوب اعتبار الاحتلال الاسرائيلي تهديدا يمكن التغلب عليه، كما يجب الاخذ بعين الاعتبار السيناريوهات البديلة في عملية التخطيط خاصة بما يتعلق بالانقسام الاداري والتشريعي بين الضفة الغربية وقطاع غزة.