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## Abbreviation

## Description

JICA	: Japan International Cooperative Agency الوكالة الدولية للتعاون الدولي "جايجا – فلسطين".
UNDP	: United Nation Development Program برنامج الأمم المتحدة الإنمائي
Dtt	: Deloitte & touche
USAID	: United States Agency For International Development
WB	: World Bank.
LRDP	: Local Rural Development Program.
G I S	: Geographical Information System.

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## **Strategic planning in the Palestinian local government The current situation and potentials**

### **Abstract**

This study was conducted between October 2005 and June 2006. The universe of the study comprised mayors in the municipalities classified as (categories A&B), municipalities' directors and chairmen of the joint service councils for planning and Development, senior administrators in the Palestinian Ministry of Local Government as well as the directors of the ministry in the West Bank. In conducting this study, the researcher sought to scientifically investigate the status of strategic planning in the Palestinian local government and the extent to which this scientific method was applied in local government institutions. In general, the research was designed to determine whether strategic planning is practiced in local government and to identify the obstacles and difficulties in face.

The methodology of this study is based on the descriptive analytic approach. The researcher has utilized the empirical method in collecting and analyzing data, using questionnaire, interviews and extensive review of literature on the topic. Questionnaire results were processed and analyzed using the statistical package SPSS.

The results of the study indicate that a significant majority of those surveyed are generally aware and understand what strategic planning management is, what it entails and the basic mechanics it involves. The subjects realized the importance of personal and its role in strategic management. They also showed an understanding of the importance of stakeholders' participation in the strategic process. The results also indicate that the subjects of the study have significant appreciation of the financial, material and time variables as well as the environmental impact of the strategic planning. They also showed that they were conscious of the impact of the governmental laws and regulations on strategic planning in Palestine. The majority stressed the negative influence which the lack of information technology and data base exercise in this respect, as well as the negative impact of the prevailing political and social conditions, societal values and conditional foreign aid on strategic planning in the country. The variable found to exercise the most important influence on the subjects' response to the questions was the level of the administrative position the respondent occupies.

Based on the results of the study, the researcher recommends that the mission statements in local government institutions in Palestine be revised and rewritten in a more specific manner, with emphasis on the necessity of increasing the number of strategists and committees specialized in strategic planning. Increasing the number of training programs at all administrative levels of local government with focus on programs designed to provide skills in the field of strategic management. Other recommendations include higher awareness of environmental issues, intensifying meetings and dialogues with the citizens, the necessity of modifying the local government councils Law of 1997 for the purpose of providing a higher degree of decentralization for local government agencies. The researcher also recommends that special training courses in information technology be held as well as the development of the economic infrastructure which is vital for the economic growth in Palestine. Ways should be found to insure sustainability in local resources to reduce dependence of foreign donors which seek to implement their political agendas. The researcher calls for the adoption of unified organizational charts for both the municipalities

and joint services councils as well as for the ministry of local government. He also recommends that the work on zoning plans for all local councils be speeded up through comprehensive study of the ways in which agricultural lands and industrial parks are being used, and develop the system of building constructions in Palestine to be in harmony with the expectations and aspiration that aim at preserving the wrights of the future generation.

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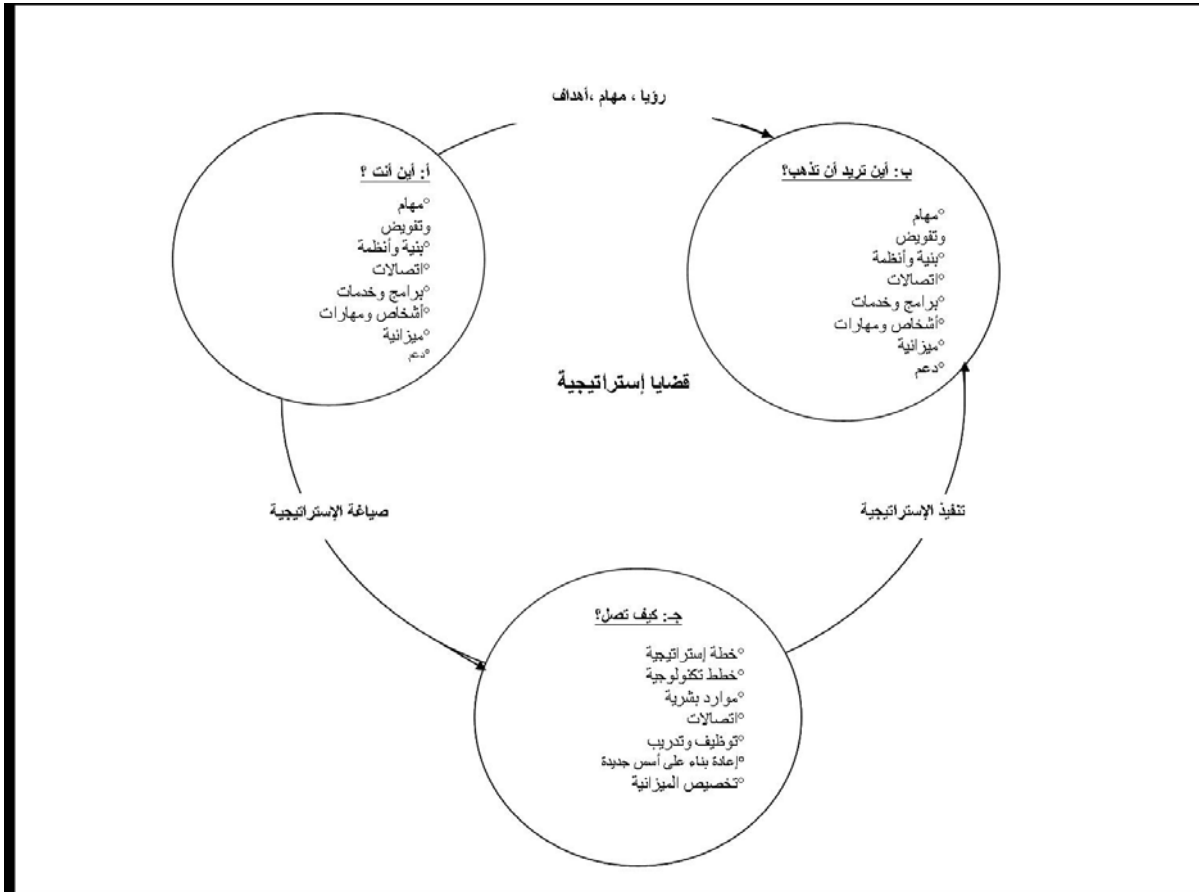
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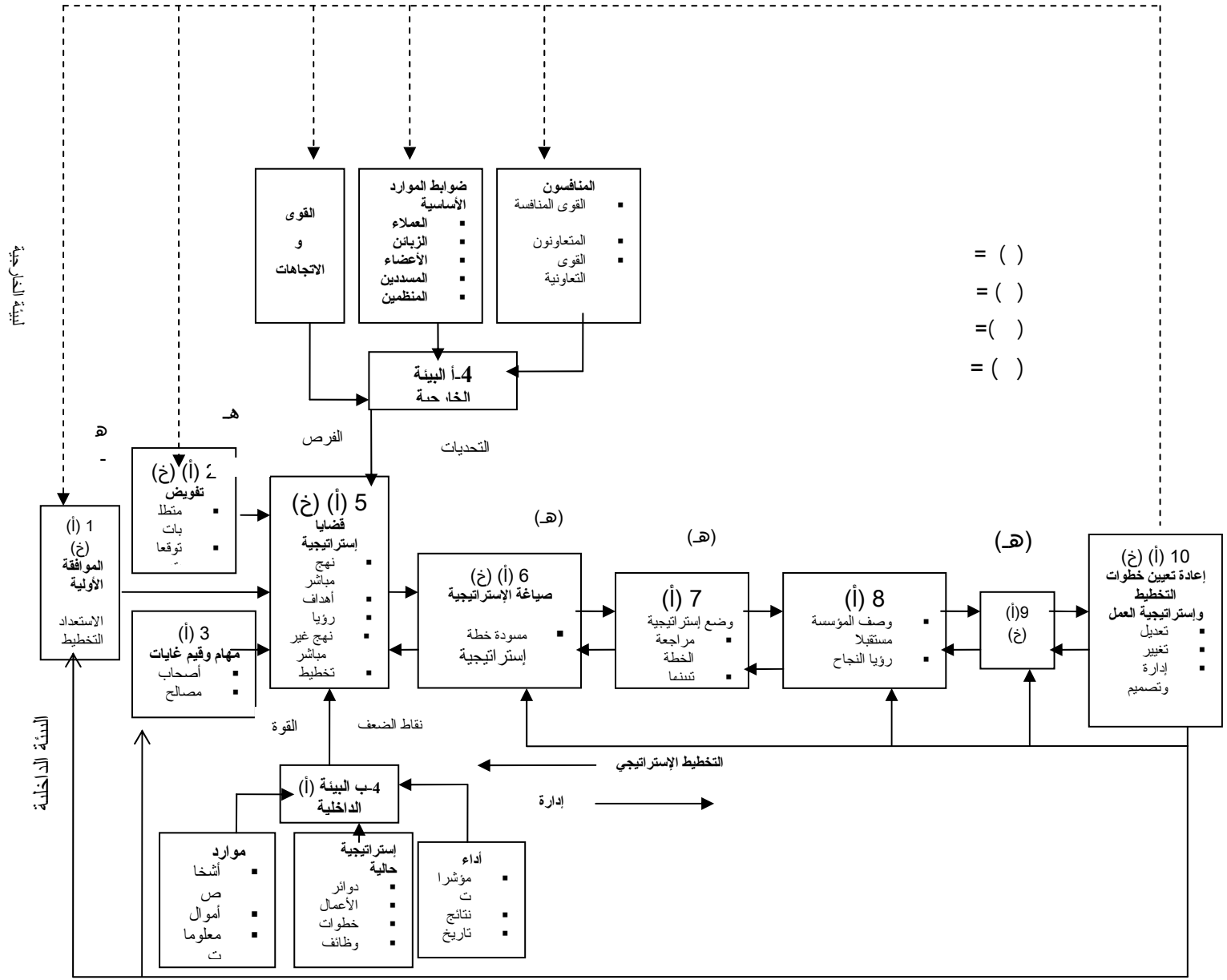
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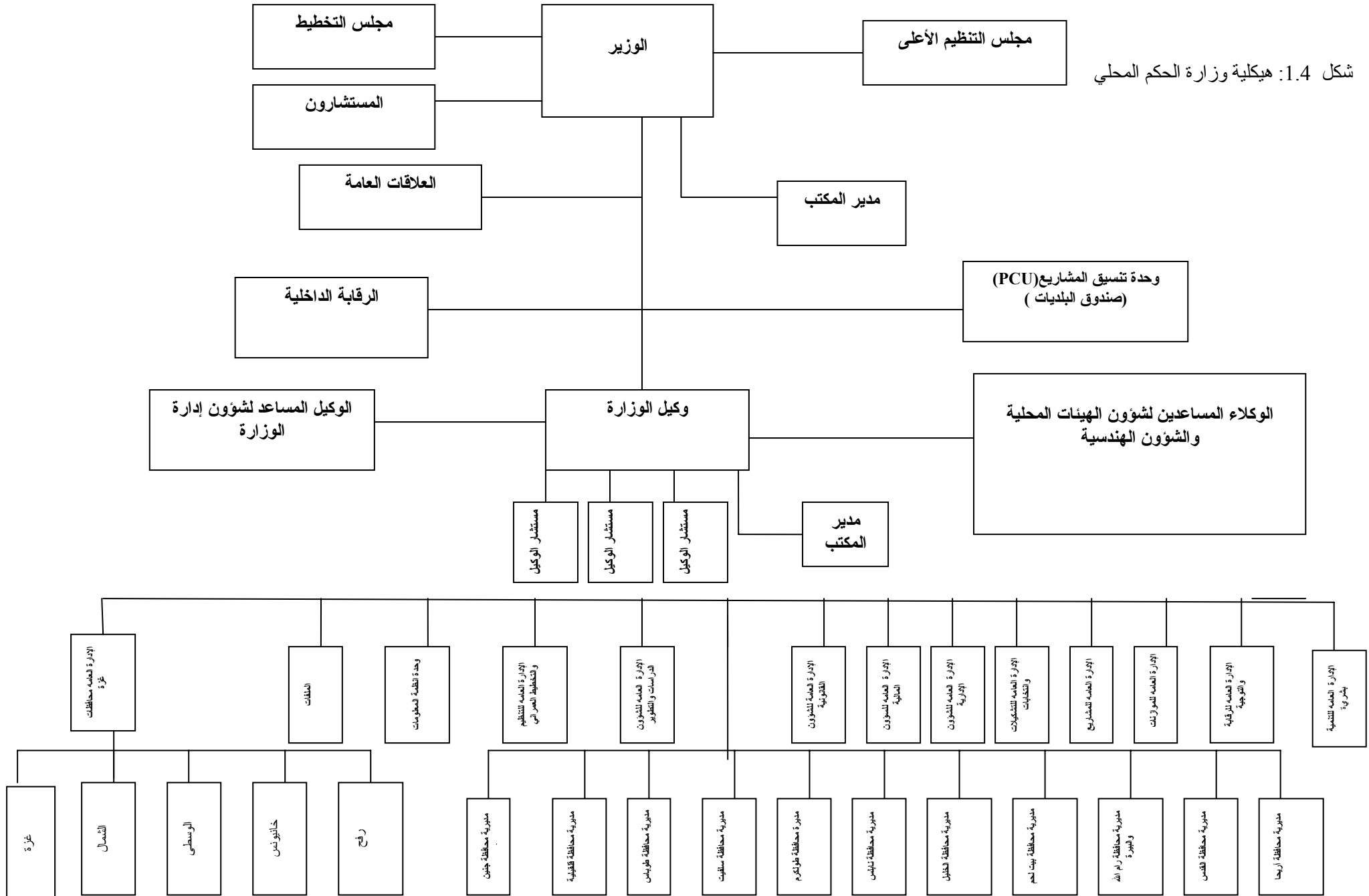
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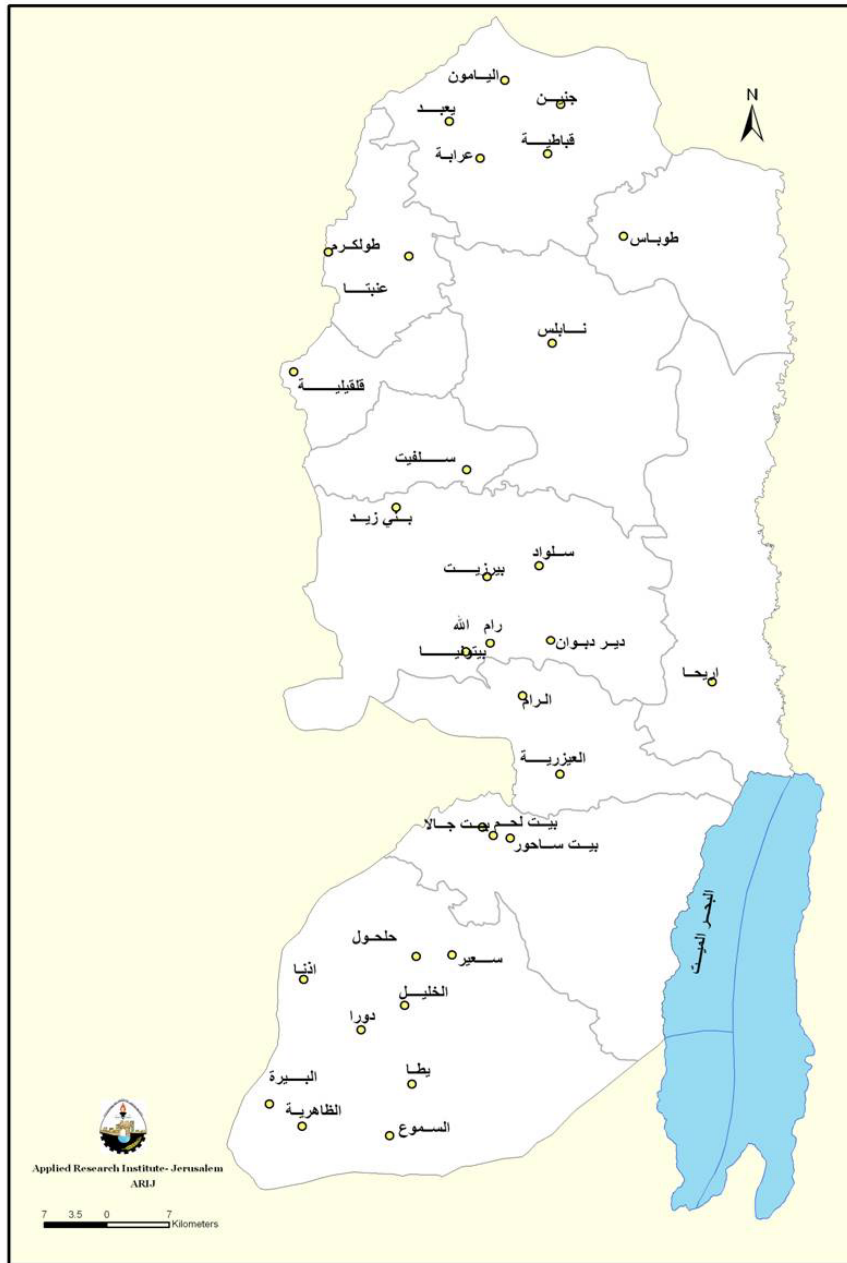
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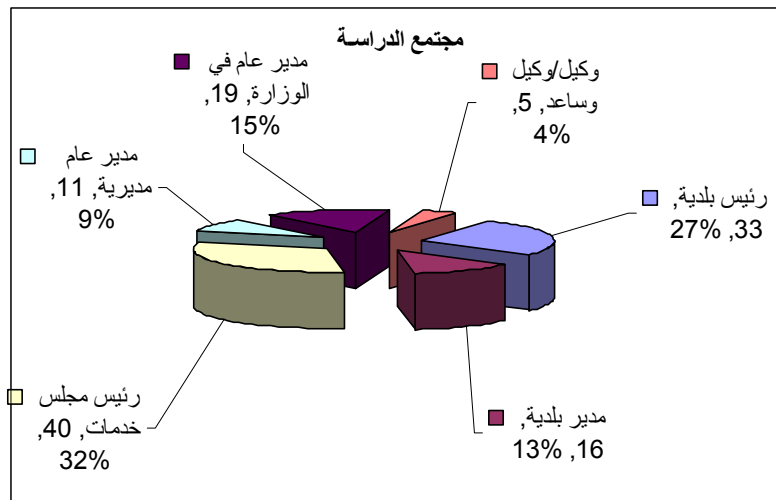
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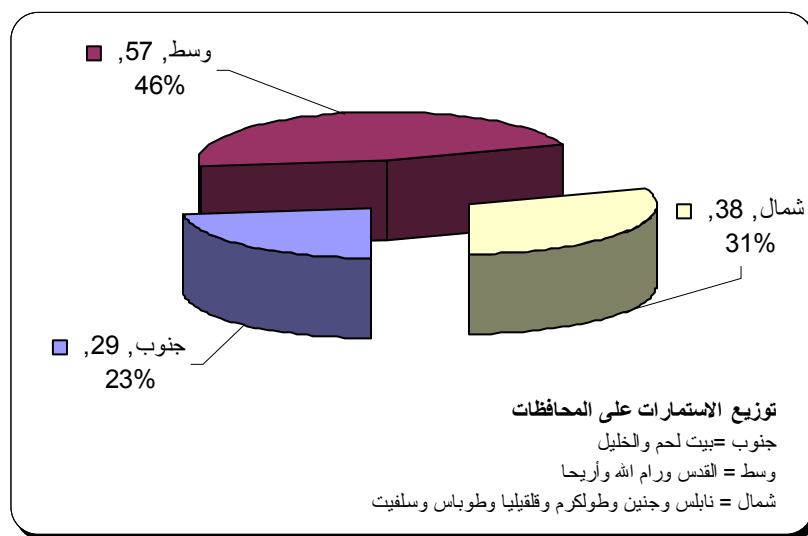
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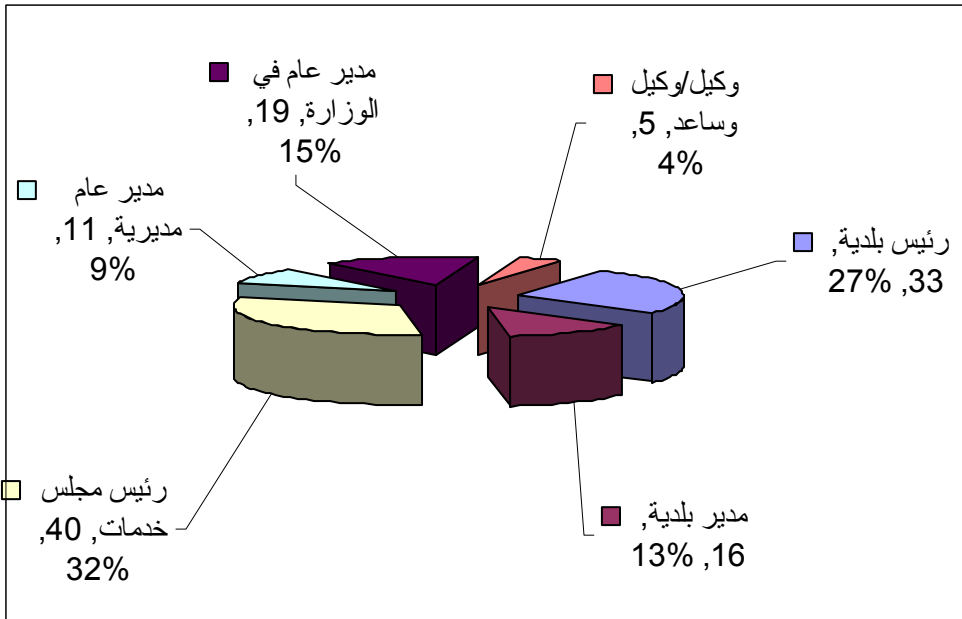
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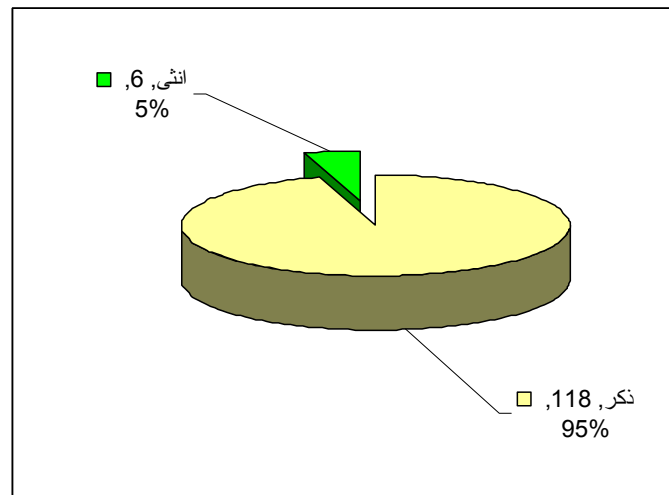


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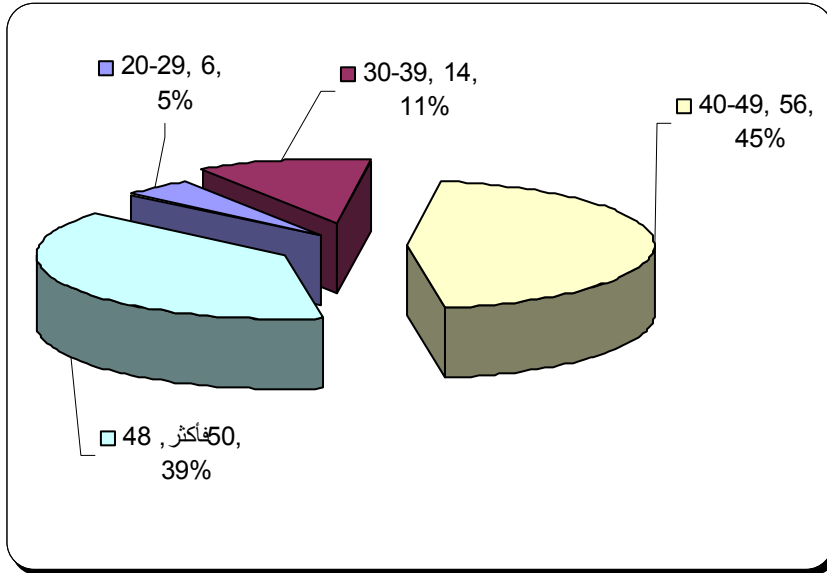
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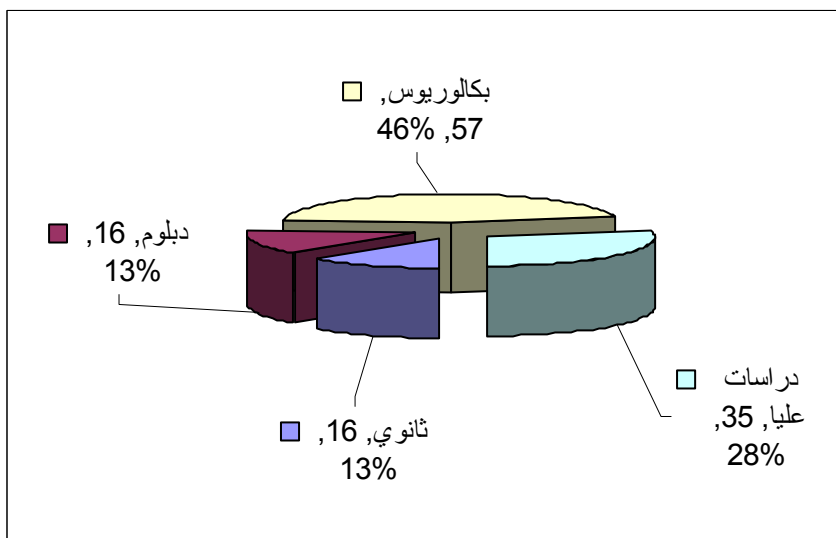


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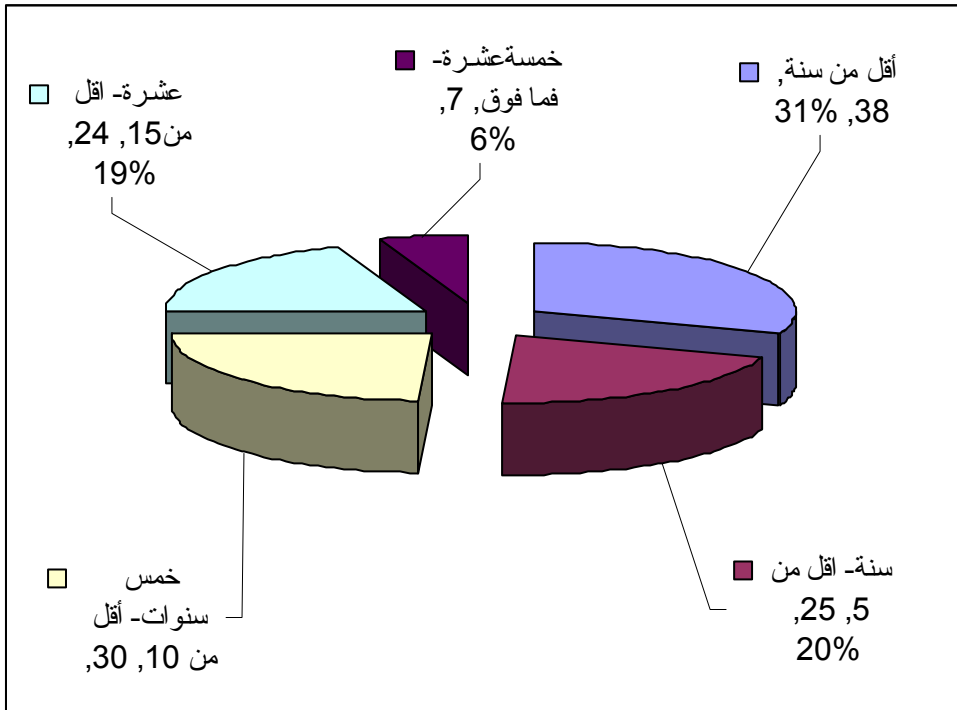
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0.62	4.44		7
0.64	4.46		8
0.69	4.35		9
0.61	4.60		10
0.78	4.41		11
1.27	3.41		12
0.63	4.42		13
0.66	4.46		14
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0.181	1.736	
0.012	3.094	
0.200	1.569	
0.374	1.047	
0.470	0.894	

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1.30	3.89		17
1.12	3.78		18
0.80	3.93		19
0.95	4.12		20
0.81	3.49		21
0.78	4.07		22
0.85	4.05		23
0.78	3.92		24
0.66	4.59		25
0.92	3.62		26
0.97	3.39		27
0.65	4.36		28
0.72	4.41		29
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0.027	2.635	
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0.295	1.249	
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0.94	2.90		34
0.83	4.24		35
1.09	2.85		36
1.15	3.05		37
1.13	2.57		38
0.76	4.09		39
0.91	3.77		40
<b>0.60</b>	<b>3.46</b>		

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	<b>F</b>	
0.741	0.300	
0.058	2.211	
0.329	1.158	
0.476	0.837	
0.457	0.916	

(ANOVA)

0.05

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**4.6**

(7.6)

(4.04)

(7.6)

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1.01	4.07		41
1.06	4.10		42
1.13	3.62		43
1.15	3.90		44
0.81	4.27		45
0.97	4.28		46
<b>0.78</b>	<b>4.04</b>		

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(8.6)

(ANOVA)

:8.6

	<b>F</b>	
0.006	5.278	
0.000	13.469	
0.135	1.891	
0.182	1.647	
0.205	1.505	

(ANOVA)

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0.05

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**5.6**

(9.6)

(9.6)

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0.70	4.37	.	47
<b>0.70</b>	<b>4.37</b>		

. (10.6)

(ANOVA)

:10.6

	<b>F</b>	
0.277	1.299	
0.112	1.828	
0.094	2.178	
0.952	0.114	
0.918	0.235	

(ANOVA)

0.05

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**6.6**

(11.6)

(3.83)

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:11.6

1.01	3.83		48
1.36	3.83		49
<b>0.81</b>	<b>3.83</b>		

(ANOVA)

:12.6

	<b>F</b>	
0.332	1.111	
0.868	0.371	
0.232	1.449	
0.849	0.267	
0.188	1.566	

(ANOVA)

0.05

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**7.6**

(13.6)

: 13.6

1.00	3.34		50
1.02	2.87		51
1.19	3.20		52
1.15	3.32		53
1.24	3.31		54
<b>0.83</b>	<b>3.21</b>		

(3.21)

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. (14.6)

(ANOVA)

(14.6)

0.05

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(ANOVA)

:14.6

	<b>F</b>	
0.997	0.003	
0.598	0.736	
0.480	0.830	
0.666	0.524	
0.451	0.926	

8.6

(15.6)

(3.44 )

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(15.6)

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. (3.10)

.(3.78)

. (16.6)

: 15.6

1.24	3.10		55
1.06	3.78		56
<b>0.85</b>	<b>3.44</b>		

(ANOVA)

:16.6

	<b>F</b>	
0.053	3.896	
0.051	4.745	
0.238	1.427	
0.058	2.560	
0.671	0.589	

(ANOVA)

0.05

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**9.6**

(17.6)

(17.6)

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:17.6

0.86	2.20	.	57
<b>0.86</b>	<b>2.20</b>		

. (18.6)

(ANOVA)

:18.6

	<b>F</b>	
0.586	0.536	
0.502	0.872	
0.323	1.172	
0.745	0.411	
0.725	0.514	

(ANOVA)



0.05  
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**10.6**

(19.6)  
(19.6)

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(1.81)  
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:19.6

0.72	1.81		58
<b>0.72</b>	<b>1.81</b>		

.(20.6)

(ANOVA)

:20.6

	F	
1.47	1.950	
0.267	1.327	
0.257	1.365	
0.571	0.671	
0.562	0.747	

(ANOVA)

0.05

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**11.6**

(21.6)

(2.25)

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:21.6

0.94	2.25		59
<b>0.94</b>	<b>2.25</b>		

. (22.6)

:22.6

	<b>F</b>	
0.874	0.135	
0.949	0.229	
0.596	0.631	
0.638	0.567	
0.076	2.172	

(ANOVA)

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(3.76)

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0.89	3.76		60
<b>0.89</b>	<b>3.76</b>		

(24.6)

(ANOVA)

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0.05

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(ANOVA)

:24.6

	<b>F</b>	
0.389	0.951	
0.001	4.512	
0.339	1.132	
0.810	0.322	
0.178	1.603	

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**13.6**

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(25.6)

(2.81)

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0.84	2.81		61
<b>0.84</b>	<b>2.81</b>		

. (26.6)

:26.6

	<b>F</b>	
0.645	0.440	
0.240	1.372	
0.317	1.188	
0.134	2.976	
0.233	2.719	

(ANOVA)

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0.43	4.31		-1
0.40	4.02		-2
0.59	3.46		-3
0.78	4.04		-4
0.70	4.37		-5
0.81	3.83	( )	-6
0.83	3.21		-7
0.85	3.44		-8
0.86	2.20		-9
0.72	1.80		-10
0.94	2.25		-11
0.89	3.76		-12
0.84	2.82		-13
<b>0.36</b>	<b>3.78</b>	( )	<b>-14</b>

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- (1) 2003 .
- (-2005):
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- (http://www.molg.gov.ps/cmember.aspx?lng=2&tabindex=9.htm .24.4.2006)
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2006

## • ملاحظة:

حيثما وردت المؤسسة فهي تعني "وزارة الحكم المحلي، مديريات الحكم المحلي، البلديات، مجالس الخدمات المشتركة للتخطيط والتطوير".

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9

-4..... -3..... -2..... -1

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10

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11

50 -4.....49-40 -3.....39-30 -2..... 29-20 -1

12

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14

10 -5 -3.....5 -2..... -1

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						<b>32</b>
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						<b>35</b>
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						<b>38</b>
						<b>39</b>
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						<b>58</b>
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						<b>59</b>
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						<b>60</b>
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						<b>61</b>

:2.5

<b>2005</b>			
29,163	B2.	-	1
42,328	. B1	-	2
80,558	-		3
—	.		4
99,438		-	1
17,261		-	2
50,575		-	3
27,921		-	4
40,717			1
58,469			2
18,018			3
14,652	" "		4
14,608	" "		5
19,226		-	1
37,121		2 -	2
48,814	3 /	/	3
—			4
31,376	" "	/	1
35,300	" "	/	2
17,827		/	3
16,875		/	4
20,630	/	/	5
39,078		/	1
2901		/	2
28,136		/	1
13,751		/	2
25,424		/	3
58,033			1
13040	/		2
9869	/		3
4319	/		4
12,611	/		5
15,749	/		6
10,054	/		7
11,610	/		8
9843	/		9
8510		/	1
50,891		/	2



30,906	/		3
7935			4
17,536			1
22,474			2
12,822			3
2558			1
7075			2
4520			3
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45	.....	
47	.....	2.4
47	.....	3.4
49	( )	4.4
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50		5.4
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52		6.4
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54	.....	1.5
56	.....	2.5
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64		
	.....	
		2.6
65		(ANOVA)
	.....	
		3.6
67		
	.....	
		4.6
69		(ANOVA)
	.....	
72		5.6

		6.6
73	(ANOVA)	
	.....	
74		7.6
	.....	
75	(ANOVA)	8.6
	.....	
76		9.6
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77	(ANOVA)	10.6
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78		11.6
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78	(ANOVA)	12.6
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79		13.6
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80	(ANOVA)	14.6
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81		15.6
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82	(ANOVA)	16.6

	.....	17.6
83	.....	18.6
	(ANOVA)	
83	.....	19.6
84	.....	20.6
	(ANOVA)	
85	.....	21.6
86	.....	22.6
86	.....	23.6
87	.....	24.6
	(ANOVA)	
88	.....	25.6
89	.....	26.6
89	.....	

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21	.....	1.2
25	.....	2.2
46	.....	1.4
57		1.5
	.....	
58	.....	2.5
59		3.5
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60	.....	4.5
60	.....	5.5
61	.....	6.5
61	.....	7.5
62	.....	8.5

102	.....	1.5
107	.....	2.5
109	.....	1.6



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**1..... :**

1 .....	1.1
3 .....	2.1
4 .....	3.1
4 .....	4.1
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**7..... :**

7 .....	1.2
9 .....	1.1.2
11 .....	1.2.2
12 .....	1.3.2
12 .....	1.4.2

13	.....	1.5.2
15	.....	1.6.2
17	.....	2.2
17	.....	1.2.2
17	.....	2.2.2
18	.....	3.2.2
20	.....	4.2.2
21	.....	5.2.2
22	.....	6.2.2
23	.....	7.2.2
23	.....	8.2.2
24	.....	9.2.2
26	.....	3.2
26	.....	1.3.2
26	.....	2.3.2
28	.....	3.3.2
<b>35</b>	.....	:
35	.....	1.3
35	.....	2.3
36	.....	3.3
<b>40</b>	.....	:
40	.....	1.4
40	.....	1.1.4
41	.....	2.1.4
41	.....	3.1.4
42	.....	4.1.4

43	.....	2.4
46	.....	3.4
48	.....	4.4
50	.....	5.4

**53..... :**

53	.....	1.5
53	.....	2.5
54	.....( )	3.5
54	.....	4.5
55	.....	5.5
55	.....	6.5
55	.....	7.5
56	.....	8.5
59	.....	9.5
59	.....	10.5

**63..... :**

63		1.6
67	.....	2.6
70	.....	3.6
73	.....	4.6
76	.....	5.6
77	.....	6.6
78	.....	7.6
81	.....	8.6
82	.....	9.6
84	.....	10.6

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90	..(            )	14.6
<b>94</b>	.....	:
94	.....	1.7
96	.....	2.7
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