



# Spatial Development Strategic Framework for Jerusalem Governorate (2030)

Summary



State of Palestine



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# **Spatial Development Strategic Framework for Jerusalem Governorate**

**(2030)**

**Executive Summary**

March 2020





## Disclaimer

This publication has been produced with the assistance of the European Union under the project entitled “Fostering Tenure Security and Resilience of Palestinian Communities through Spatial-Economic Planning Interventions in Area C (2017 – 2020)”, which is managed by the United Nations Human Settlements Programme (UN-Habitat). The Ministry of Local Government, Ministry of Jerusalem Affairs, and Jerusalem Governorate are considered among the most important partners in the preparation of this document. However, the sole responsibility for the content of this publication lies with the authors. It does not necessarily reflect the opinion of the European Union or UN-Habitat. Additionally, the borders, names shown, and designations employed on the maps provided do not imply the formal approval or acceptance of the United Nations.



The Spatial Development Strategic Framework for Jerusalem Governorate has been produced by the International Peace and Cooperation Center (IPCC), in cooperation with Arabtech Jardaneh. The publication was developed through a participatory approach and with substantial inputs from many local and national stakeholders.

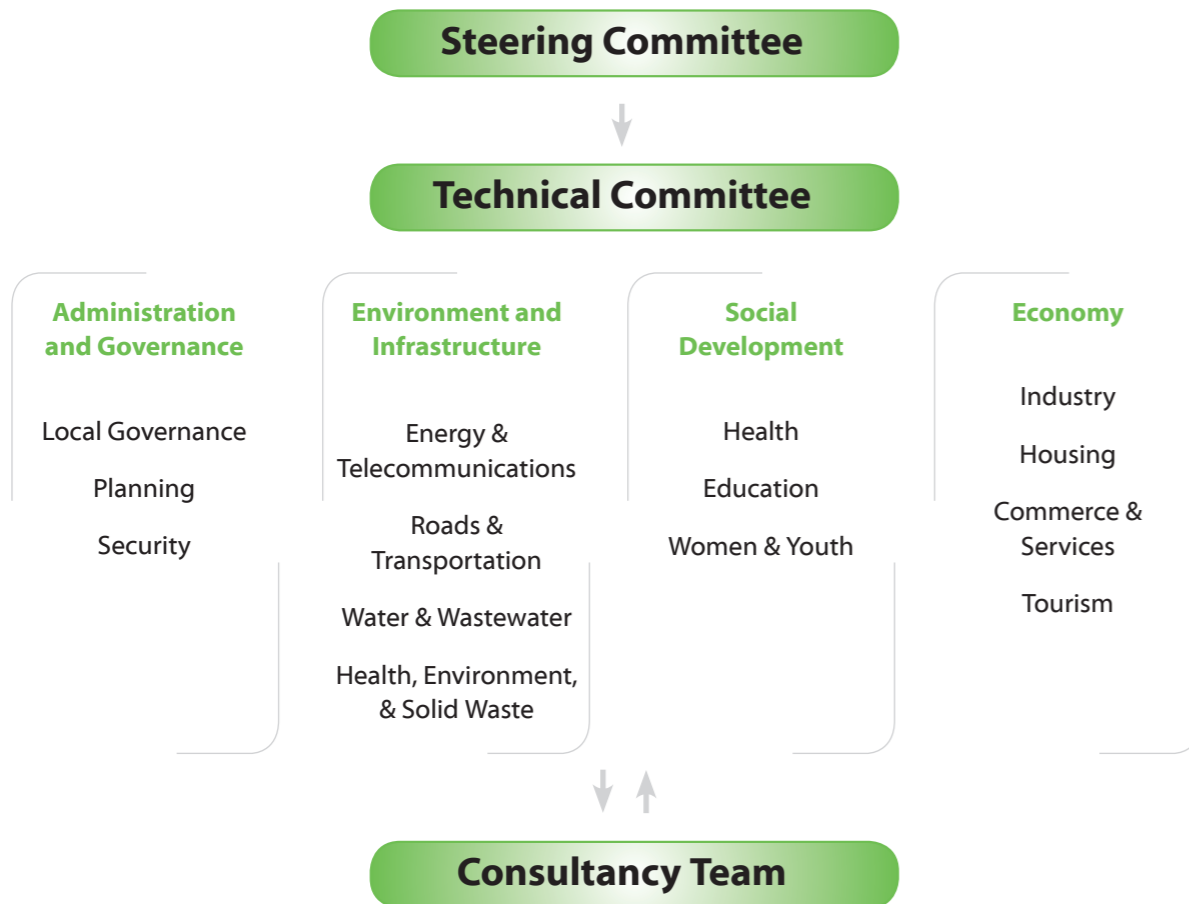


## Contents

Acknowledgments	4
Ministerial Foreword, Hon. Minister of Local Government	6
Ministerial Foreword, Hon. Minister of Jerusalem Affairs	7
Foreword, Hon. Governor of Jerusalem	8
Introduction	9
Main Objectives	9
Methodology	9
Relevance of the SDSF	10
Overview of Jerusalem Governorate	11
Challenges Facing Jerusalem Governorate	12
Jerusalem Governorate’s Development Vision	14
Assumptions of Preparing a Spatial Development Guidance Framework for Jerusalem Governorate	15
Strategic Planning Framework for Jerusalem Governorate	15
Programs and Components of the Spatial Development Strategic Framework	16
Linking National and Sectoral Plans and Sustainable Development Goals	22
Implementation Plan	32
Follow-up on the Implementation of the Outcomes of the Strategic Framework	36
Monitoring and Evaluation Plan	38
Spatial Dimension of Proposed Development Programs and Projects	50
Spatial Framework Plan for the Jerusalem Governorate	62
Urban Development and Expansion Trends in Jerusalem Governorate	69
Institutional Framework for Implementing the SDSF	72
Lobbying and Advocacy	75
Conclusion	75

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Special gratitude goes to Eng. Mohammad Abu Qaoud and Eng. Laila Abu Baker from UN-Habitat



## Ministerial Foreword, Hon. Minister of Local Government



In line with our vision and our policy in the local government sector, we are working in all directions and in a parallel manner to meet the urgent needs and enhance the role of local government units in providing services to lead the development process in all aspects. At the same time, we plan and work to build a contemporary local government sector capable of facing present and future challenges.

This vision is almost impossible in the face of the shocks and obstacles that we suffer due to limited resources and capabilities on the one hand, and the urgent needs and daily challenges on the other. In addition to the Israeli occupation practices that aim to drain our energies and resources, our ability to see the future, the restrictions it imposes on our eternal capital, Holy Jerusalem in particular, and the measures that isolate Jerusalem from other West Bank governorates.

In this context, I am pleased to present one of the creative successes and initiatives that reflect our achievements in the field of strategic development planning and building a modern and progressive local governance intellect that is capable of leaving the traditional pattern of local work to enter a new stage characterised by extrapolating the future and defining its challenges. It also generates the resistance planning policy, which is based on the use of planning and its mechanisms to serve the Palestinian nationalism and to counteract the hostile planning system that aims to marginalize and eliminate the Palestinian presence in our Palestinian capital (Jerusalem).

The completion of this plan (Spatial Development Strategic Framework for Jerusalem Governorate 2030) challenges our expression of the reasoning behind our vision in establishing the role of Jerusalem as the eternal capital of the Palestinian state on the one hand, and enhances the role of local government units in the Jerusalem governorate on the other. It is also a fundamental building block in our endeavour to build a progressive local governance intellect that responds to the challenges posed by our current reality, reducing the time it takes to reach the ranks of developed countries.

The importance of this plan is to not only see the future and its challenges in terms of the current reality and its circumstances, but rather the subjective and objective factors affecting urban development in Palestine in general and its capital, Holy Jerusalem in particular, this plan confirms stridently that Jerusalem is ours and can only be the capital of the Palestinian people, and therefore this plan was built on this basis taking into account the specificity of the Old City of Jerusalem as a basic urban centre for the Jerusalem governorate, and the primary metropolitan of Palestine.

We are working on streaming this methodology in the urban areas in Palestine, especially as there are external factors that randomise the urban development, create social crises, affect civil peace, amplify all crises resulting from internal migration and overcrowding in cities, create imbalance in development, and create economic and social inequities, all of which require creative thinking and the planning policies represented in this plan.

In conclusion, I would like to thank all the teams that worked on the completion of this plan, especially the Governorate of Jerusalem, the Ministry of Jerusalem Affairs, members of the technical and steering committees, technical and consultant teams, partners and stakeholders. Also, special thanks to the partners at the United Nations Human Settlements Programme (UN-Habitat) for their support on this project, as well as to the partners at the European Union for their generous funding of this plan, which we hope will be the cornerstone for achieving sustainable development in our eternal capital.

Eng. Majdi Al-Saleh  
Minister of Local Government

## Ministerial Foreword Hon. Minister of Jerusalem Affairs



Throughout history, the city of Jerusalem has been the heart of cultures and civilizations; therefore, the city has always been central to all development efforts in Palestine. Since the occupation of Jerusalem in 1967 and the Israeli control of all historic Palestine territories, Israeli authorities have resorted, through a system of military laws, to absolute and complete control of all operations and various economic sectors to annex the Palestinian economy to the dominant Israeli colonial economy. This process included suspending growth and development processes for all sectors, including service sectors, manufacturing and handicraft production, infrastructure, agriculture, tourism, among others.

In this context, the Spatial Development Strategic Framework for the Jerusalem Governorate forms a window and framework to enhance the resilience of citizens and protect the human rights system that is being violated daily in all areas of our capital, with regard to the right to shelter, work, education, welfare, movement, mobility, investment, and development of natural resources. Therefore, on this occasion, we extend our sincere gratitude to the European Union, United Nations Human Settlements Program (UN-Habitat), Ministry of Local Government, Jerusalem Governorate, Joint Services Council, civil society organizations, private sector activists, and the team of consultants who supervised and contributed to the attainment of this development plan at the level of the capital, its rural areas, and hinterland and its various economic and service sectors.

It is worth noting within this context that we refer in these lines to the Cluster Development Plan which constitutes the philosophy and project of the eighteenth Palestinian government that has made work on the developmental cluster its strategic responsibility to consolidate the building of the Palestinian state, through gradual economic disintegration from Israel, which seeks to destroy various production sectors and gain absolute control and domination over natural resources through the policies of land confiscation and settlement.

Thus, the Spatial Development Strategic Framework for the Jerusalem Governorate (2030) represents another base that falls within the policies of the Palestinian government and leadership in the Jerusalem Cluster Development plan which sets its sights towards empowering the Palestinian people, as well as grassroots and national institutions and various production sectors to enhance their resilience, and protect their human rights in the face of systematic displacement, impoverishment and devastation of human life in the city of Jerusalem and its surrounding suburbs.

We hope in these difficult times that we will be able to protect and respond to the needs of the Arab Palestinian existence in Jerusalem through joint action and continuous dialogue, and through the support of the international community and institutions while continuing to strengthen and develop national institutions as a step on the road to building an independent Palestinian state, with Jerusalem as its capital.

With respect,  
Minister of Jerusalem Affairs  
Fadi Al-Hidmi



## Foreword,

## Hon. Governor of Jerusalem



Starting from the endeavor of the Jerusalem governorate to draw the vision and goals of an “integrated strategic spatial plan,” aiming to keep the city of Jerusalem as a central, essential and top priority on its agenda and interest at all national, regional and international levels, to preserve its Arabism and confirm its position as the capital of the independent State of Palestinian, and provide the necessary financial resources to protect Jerusalem and support the resilience of its people. As we were able through the project to prepare the Spatial Development Strategic Framework (SDSF) for Jerusalem Governorate 2030, in partnership between the Jerusalem governorate and the Ministry of Local Government (MoLG), with funding from the European Union and the implementation of the MoLG and the United Nations Human Settlements Programme (UN-Habitat) through the International Peace and Cooperation Center (IPCC), which seeks to integrate planning practices related to preparing strategic plans, and those related to preparing physical plans for the purpose of achieving the strategic goals of the governorate, including: social justice, optimal use of natural resources, achieving high rates of economic growth and developing scenarios for the development of the marginalized areas, especially “Area C”. In light of the circumstances and complications that the city of Jerusalem is going through, and the increased restrictions on the city and its institutions, the urgent need lead to move from the reaction loop to taking the initiative and creating facts on the ground, enhancing the resilience of Jerusalemites and supporting all developmental sectoral institutions in various fields, and that the development process aims at achieving the common interests that would consolidate the citizen in his land and provide him with a decent living.

Finally, I can only extend my thanks and gratitude for all the efforts made and everyone who contributed to the completion, follow-up and preparation of the plan with all its details to reach the SDSF for Jerusalem governorate, of high quality and based on scientific foundations. Hoping that God will keep you as an example for everyone to follow your steps in work and achievement and to follow the path to the fullest. Stressing that we are looking for more cooperation between the Jerusalem governorate and all parties in various fields for the good of our country and the service of our people in all aspects, and that we will always remain faithful and stationed with full force to preserve Palestine and Jerusalem and our Islamic and Christian sanctities, and we will only be a sign of dignity for great Palestine, which was only found to be great. We wish everyone health, well-being, and continuous progress and success in the service of our dear homeland and our resilient and struggling people, until securing its goals of achieving freedom and independence and establishing an independent State of Palestine with its capital, the Holy Jerusalem, under our wise leadership, headed by His Excellency, brother, President Mahmoud Abbas, may God preserve and protect him.

**Governor of Jerusalem**  
  
**Adnan Ghaith,**

## Introduction

The Spatial Development Strategic Framework (SDSF) for Jerusalem Governorate was developed as part of the project “Fostering Tenure Security and Resilience of Palestinian Communities through Spatial-Economic Planning Interventions in Area C (2017-2020)”, supported by the European Union, managed by the United Nations Human Settlements Programme (UN-Habitat), and under the supervision of the Ministry of Local Government, Ministry of Jerusalem Affairs, and the Jerusalem Governorate. The SDSF has been prepared by a team of consultants who provided technical support and advisory assistance to the working committees throughout all stages of the preparation of the Spatial Strategic Development Framework.

This document presents a summary of the SDSF for Jerusalem Governorate for the next eleven years. It presents the shared development vision agreed upon with the participants involved in preparing this document, and outlines the identified priority development issues, the strategic objectives set to achieve the development vision, as well as the programs and projects, implementation plan, and monitoring and evaluation plan.

## Main Objectives

The main objectives of the SDSF are as follows:

1. Diagnose the current status of the following development sectors in the governorate; administration and good governance, infrastructure and environment, social and economic development.
2. Identify the obstacles and opportunities for the development process in the governorate and formulate a comprehensive vision for development up to the year 2030.
3. Set integrated spatial development goals with special emphasis on the priority sectors that have been identified.
4. Identify priority development projects and programs and locate them spatially.
5. Develop an integrated implementation plan with a timeframe estimated budget.
6. Develop a methodology to monitor the plan’s implementation and progress.
7. Link the SDSF to the policies and development plans with the National Spatial Plan and other, sectoral and cross-sectoral plans.
8. Link and integrate SDSF to previous plans at the city and governorate level, particularly the Strategic Sectoral Development Plan for Jerusalem (2018-2022) and Jerusalem Development Plan (Capital Cluster) (2020-2022), and spatially locate them into the various programs.

## Methodology

The SDSF has adopted a participatory approach with active involvement of local communities, civil society organizations, local councils, governmental institutions, and all other relevant stakeholders in the Governorate of Jerusalem. Preparation of the SDSF was guided by the work mechanisms and planning contained within the “Strategic Planning Manual for All Governorates”, as well as the methodology, activities, and outcomes mentioned in the “Urban Planning Manual: Procedures and Tools for Preparing Master Plans in the West Bank and Gaza Strip”.

The methodology for preparing the SDSF was based on the implementation of three fundamental phases: Where are we now? Where do we want to go? How do we get there? Each phase includes a number of steps and numerous sub-activities. Figure (1) illustrates the three phases.

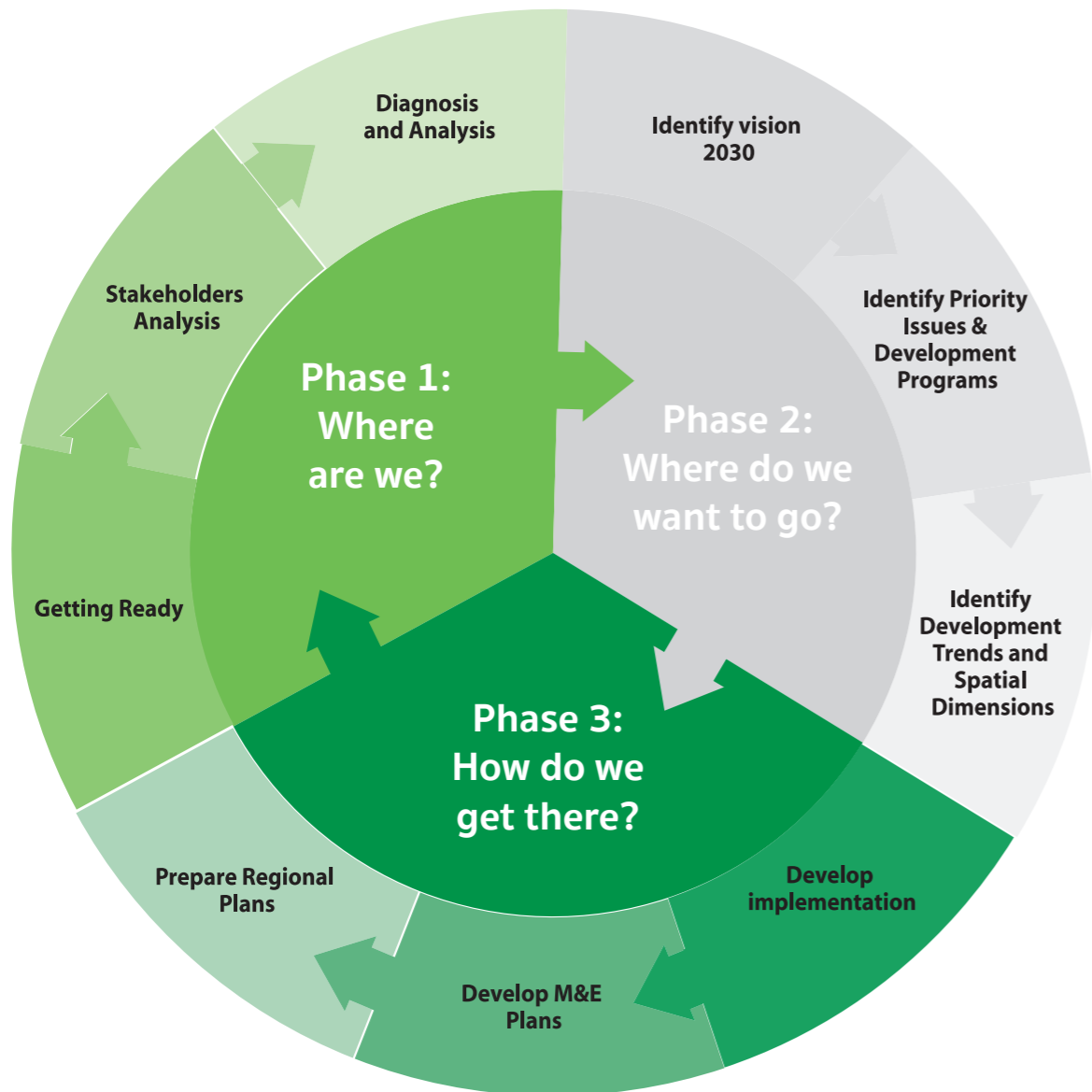


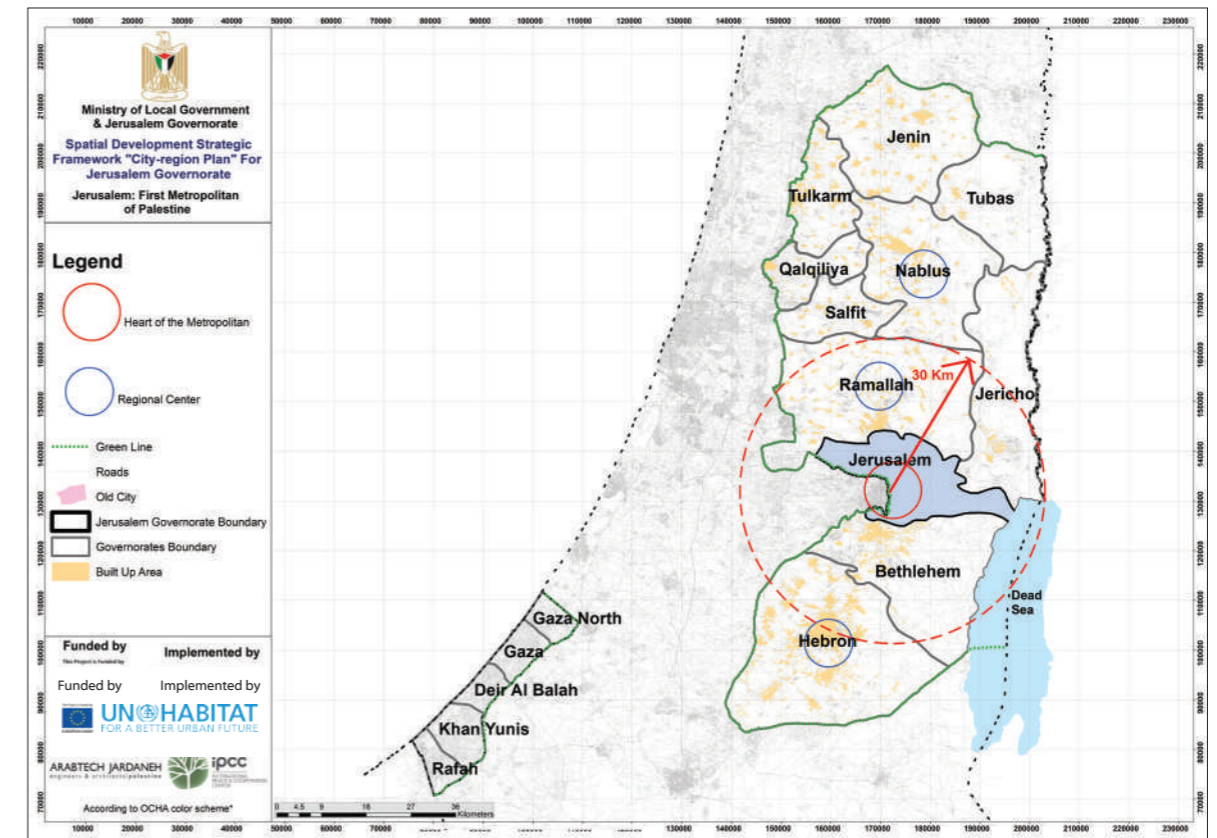
Figure 1: Stages in the Preparation of the Spatial Development Strategic Framework for Jerusalem Governorate

## Relevance of the SDSF

A policy was adopted by the Palestinian Authority (PA), represented by the Ministry of Local Government and the Ministry of Finance and Planning to prepare strategic development plans for all governorates. Since then plans have been developed for Jenin Governorate (2008), Nablus (2010), Salfit (2012) and Tulkarem (2014). In 2016, in partnership with the UN-Habitat additional plans were developed for Qalqilya, Tubas and Al-Aghwar Al-Shamaliyah (northern Jordan valley), and Bethlehem with focus on the spatial dimension.

The political importance of Jerusalem as the future capital of Palestine and its first metropolitan area, has made recent Israeli policies and aggressions particularly damaging. These include the deepening of its annexation, prevention of Palestinian civil society to operate in Jerusalem and the closure of social, sport and cultural events. In addition, the governorate at large has witnessed large land expropriations from the construction of the Separation Wall in 2002 and intensive settlements' activities. This reality required a coordinated and consolidated effort to face these challenges and to put forth the SDSF as a comprehensive plan that will advance the reality of the governorate in line with the national level policy to advance strategic spatial development planning.

## Overview of Jerusalem Governorate



Map (1): Location of Jerusalem Governorate in relation to other Governorates in the West Bank and Gaza Strip

The Jerusalem Governorate is located in the central West Bank, bordered by Ramallah and Al-Bireh Governorate in the north, Bethlehem Governorate in the south, Jericho Governorate and the Dead Sea to the east, and the Green Line to the west. The total area of Jerusalem Governorate is 344 km<sup>2</sup>.

The topography of the Jerusalem Governorate is characterized by its location at the center of the Palestinian mountain range with elevations ranging from 859m above sea level at the top of the ridge to 405m below it in the Dead Sea basin. The governorate, furthermore, links a major road network that connect the north with the south of the West Bank and the Jordan Valley with the Mediterranean.

The climate in the Jerusalem Governorate ranges from dry to semi-dry in the summer, cold and rainy season in the winter and severe levels of drought towards the south east and the Jordan valley. The average temperature in the governorate is around 16.71 °C, and ranges between 9.2 °C in January and 25.1 °C in July. The average annual rainfall in the city of Jerusalem is 537.0 mm, while average humidity reaches about 60.32%.

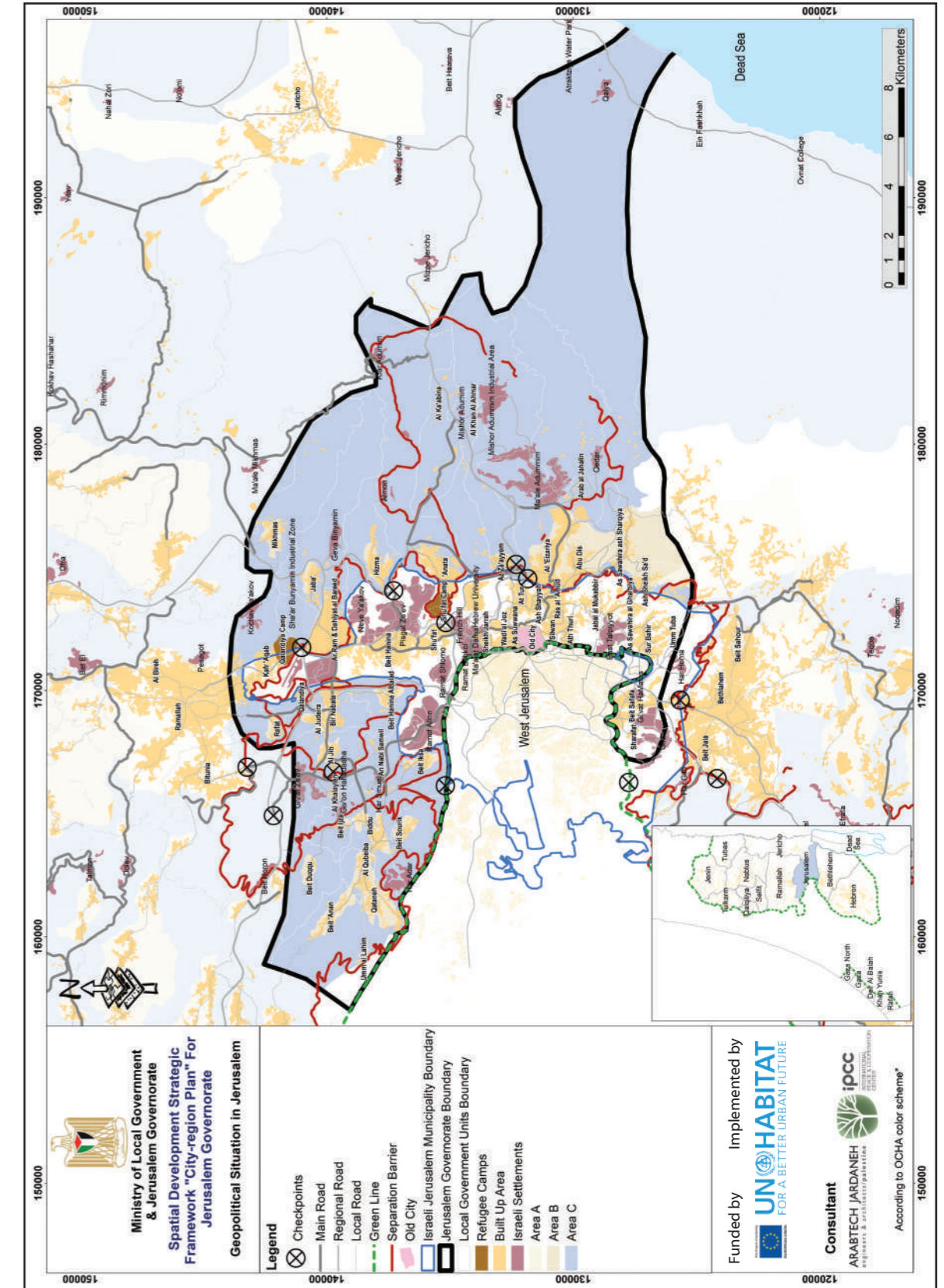
According to estimates by the Palestinian Central Bureau of Statistics (PCBS), the mid-2019 population for the governorate was 451,584. The population is largely urban (85%), with 10% living in rural communities and 5% living in refugee camps. The average household size is 4.4, which is less than the West Bank average of 5.1. The majority of households are nuclear families. In terms of gender distribution, 52% of the governorate's population is male, while females constitute 48%.

The center of the governorate is the Old City of Jerusalem which has a population of 34,140 (2017) in an area of just 950 dunums (0.95 sqkm) with an estimated number of 5,500 buildings.

## Challenges Facing Jerusalem Governorate

The greatest challenge to the planning and development process in the governorate are the Israeli occupation annexation of the city of Jerusalem, territorial fragmentation and classification of lands as areas A, B, and C according to the Oslo Accords cutting off access and contiguity of the Palestinian territory, the spread of Israeli settlements on Palestinian lands, construction of the Separation Wall, and the imposition of military barriers and checkpoints separating Palestinian communities and preventing any continuity between them, in addition to the geopolitical situation of the Jerusalem Governorate, which imposes many obstacles to the planning process (see Map (2)). The main challenges to the development process are summarized as follows:

- 1. Political challenge:** the lack of a political prospect in reaching a two-state solution and responding to the demands of the Palestinian nation, considering East Jerusalem, along with the 1967 borders, the capital of the independent State of Palestine, especially after the President of the United States recognized Jerusalem as the unified capital of Israel on 6/12/2017, and the exclusion of Jerusalem from any future negotiations or settlements.
- 2. Geopolitical challenge:** about 70% of the governorate area is classified as Area C and under the direct control of the Israeli Jerusalem Municipality. All urban or economic activity commensurate with the basic needs of the Palestinian population is prohibited.
- 3. The “uprooting and expulsion” challenge:** emptying Jerusalem of its original Palestinian residents and pushing them to live in neighborhoods separated from the city by the Separation Wall (more than a third of the city’s residents live in neighborhoods behind the Separation Wall).
- 4. Administrative challenge:** the governorate is subject to an administrative jurisdiction in which the boundaries of the Jerusalem Municipality, Palestinian administrative jurisdiction, and Area C overlap and are under the control of Israeli authorities. Israel has recently been intensifying its policy of forcible annexation of Palestinian territories and hindering the Palestinian Authority’s control over these lands.
- 5. Urban challenge:** Israeli authorities restrict Palestinian construction and urban development; over a third of the existing buildings built within the boundaries of the Jerusalem Municipality are at risk of demolition (not one new Palestinian neighborhood has been built since 1967).
- 6. The status of Jerusalem:** the underlying purpose of the Separation Wall and the policy of annexation and settlement expansion, which are in contravention of international law, is to make it more difficult for Jerusalem to become the capital of Palestine, thus fragmenting and isolating the governorate from the remaining Palestinian territory.
- 7. Urban degradation** due to the lack of infrastructure and public facilities, increase in building densities, and prohibiting development in new areas either within the boundaries of the Jerusalem Municipality or Area C, especially northwest Jerusalem and East Jerusalem.
- 8. Economic and social challenge:** economic and social vulnerability, as two-thirds of the city’s population are below the poverty line due to high taxes and costs of living within the city.
- 9. Winding-up of institutions and organizations:** the winding-up of Palestinian institutions/ organizations established in East Jerusalem by shutting them down and prohibiting them from conducting any activities in the city. Moreover, Israeli authorities have been recently attempting to seek alternative Israeli institutions that would replace Palestinian civil society institutions, substituting them with the official Israeli institutional system.
- 10. Challenge of displacement:** Israeli authorities and institutions have strengthened the presence of Israeli settler groups and weakened the presence of Arab Palestinian groups in the city.



Map (2): Geopolitical Situation in Jerusalem Governorate



## Jerusalem Governorate's Development Vision

A vision is a picture of the future and a collection of perceptions and directions the governorate aspires to attain during a specific period of time. It is expressed through a textual phrase formulated and agreed upon by representatives of the local community and society as a whole.

The future development vision agreed upon by all stakeholders for the Governorate of Jerusalem is as follows:



**Jerusalem Governorate Vision 2030**  
 "Jerusalem, Capital of the State of Palestine, its beating heart, and its foremost metropolitan area. It has the national, regional, and international potentials to achieve the Sustainable Development Goals"

During the development of the SDSF for Jerusalem Governorate it was agreed to classify Jerusalem on a higher planning classification than the other five regional planning centers in the West Bank and Gaza (Nablus, Ramallah and Al Bireh, Hebron, Gaza and Khan Yunis).

### The city of Jerusalem is the capital and urban center of Palestine and possesses the basic components as follows:

1. Cradle of the three monotheistic religions
2. Significant world-class city
3. Political center (capital of Palestine)
4. Center and heart of the Palestinian economy
5. The heart of transportation
6. Eternal capital of Arab and Islamic culture
7. National services center

## Assumptions of Preparing a Spatial Development Strategic Framework for Jerusalem Governorate

1. The Jerusalem Governorate constitutes the heart of the urban area and a central core for the geographically interconnected, contiguous, and sovereign Palestinian soil.
2. The Old City of Jerusalem and the surrounding city center form the nucleus of the SDSF. The urban hierarchy within the governorate and the interrelationships between the neighborhoods, suburbs, and communities were determined in accordance with this.
3. The SDSF is consistent with Palestinian planning vision of an independent state with full sovereignty over the Palestinian territory in the West Bank and Gaza Strip based on the 1967 borders and within the framework of the two-state solution.
4. Development and infrastructure projects that ensure integration at the national, regional, and local levels are in line with the National Spatial Plan 2025 and vision 2050, as well as the strategic plans for the different communities that have been prepared in the past years.
5. Upgrading the transportation network including mass public transport systems that improve the connectivity of peripheral regions to the urban core and generate new decentralized employment opportunities and unlock areas for urban expansion.
6. Spatial expansion must take into consideration the hierarchy and diversity of spatial functions and densities, and the integrative relationship of effective infrastructure, relative advantages, and the viability of cooperation and integration.

## Strategic Planning Framework for Jerusalem Governorate

Development goals have been determined based on the highest priority issues identified for each sector. To achieve the strategic objectives, a set of indicators have been formulated and a number of programs and projects were selected up to the year 2030, which if implemented can achieve the goals that have been formulated.

Table 1 outlines a range of priority issues, goals, indicators, programs, and development projects for the Governorate of Jerusalem. Table 2 summarized the implementation plan, and Table 3 shows the monitoring and evaluation plan.

The total cost of the Spatial Development Strategic Framework for Jerusalem Governorate is USD 952,460 million, distributed over 11 years. Figure 2 illustrates the estimated costs for each sector, while Figure 3.1 shows the estimated annual costs for all development sectors. Figure 3.2 illustrates the cost of the strategic framework distributed between males and females.

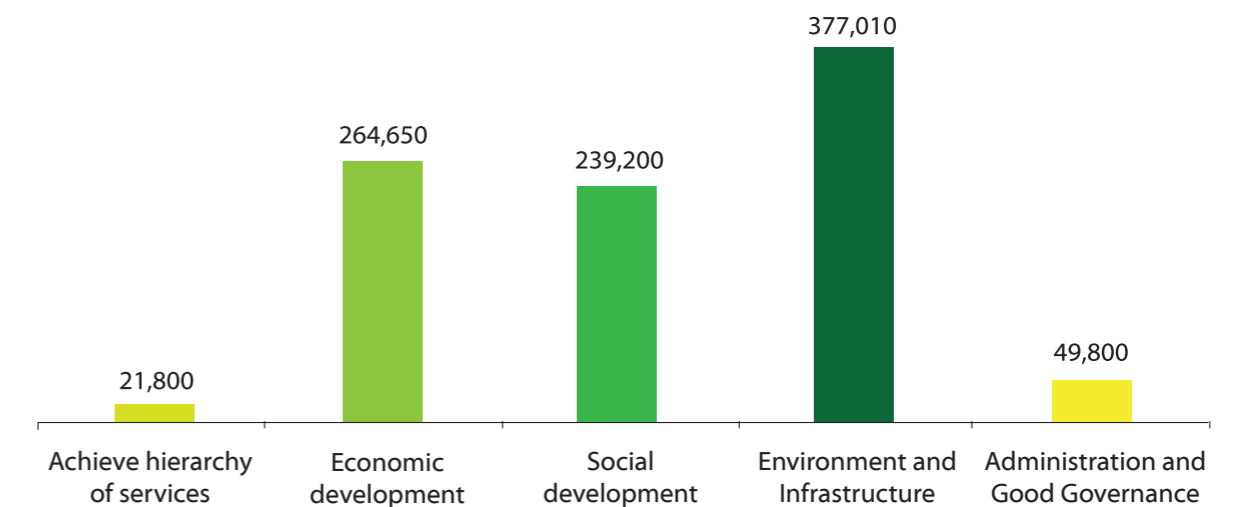


Figure 2: Estimated Costs for Each Development Sector (Thousand USD)

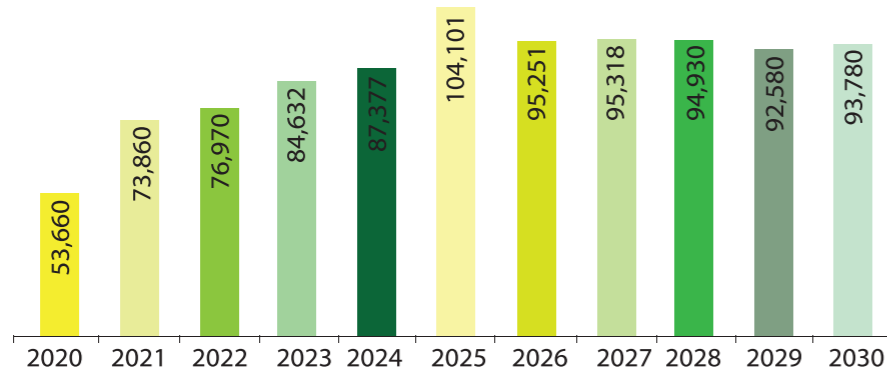


Figure 3.1: Estimated Annual Costs for All Development Sectors (Thousand USD)

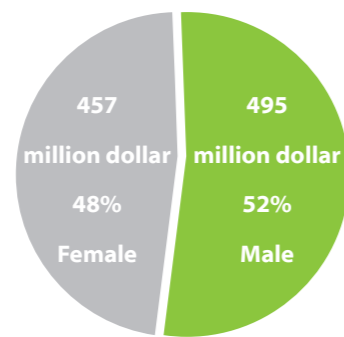


Figure 3.2: Cost of the Strategic Framework Distributed by Gender (USD)

## Programs and Components of the Spatial Development Strategic Framework

As is the case with the other Palestinian governorates, the SDSF has relied on four key sectors to work with through the specialized committees and bodies supervising the preparation of this framework. These are: 1. Administration and Good Governance, 2. Infrastructure, 3. Social development Sector, and 4. Economic development Sector. Work was carried out to identify the priority issues of each sector, as well as to determine the goals which must be pursued to meet the needs of each sector. Through a set of programs and projects, indicators were developed for implementation, budgets required were calculated, and the relevant actors working on them were identified. The programs and components of each sector can be summarized as follows:

### First: Administration and Good Governance Sector

It covers three sub-sectors, namely:

1. Local government sector.
2. Planning sector.
3. Security sector.

The priority issues for this sector were identified as follows:

1. Weak administrative and institutional structures of local authorities, including weak fiscal capabilities and revenues.
2. Weak planning system and the ability to accommodate developmental needs, as well as enhance spatial and functional integration.
3. Weak law and order enforcement and security presence in suburbs in particular, and communities within the governorate in general.

Based on these issues, the following programs were developed:

### Local Government:

1. Strengthening institutional capacities of local authorities through the implementation of intensive courses and trainings at the workplace.
2. Enhancing revenues and developing the financial capacities of local authorities in the governorate by implementing workshops revenue collection, local economic development and attracting investments.
3. Updating and development of development plans for 14 municipalities and 15 village councils in the Jerusalem Governorate.
4. Enhancing the partnership between local authorities, the private sector, and representatives of local communities by forming joint committees to further work on local economic development and strengthening the roles of local authorities in the local development process.
5. Strengthening the role of civil society in participatory planning process and enhance cooperation with the public and private sectors.

### Urban Planning:

The project titled “**Developing a planning system that enhances the linkage and spatial and functional connectivity within the city of Jerusalem and communities within the governorate**” has been adopted which targets the city of Jerusalem along with the communities within the Jerusalem Governorate, consisting of the following components:

1. Merging Area C in the community plans of the governorate by expanding the boundaries of the structural plans for 22 communities with an estimated area of 7,600 dunums.
2. Completing the preparation of 5 detailed outline plans at the neighborhood level through advocacy community planning to expand the neighborhoods and protect buildings from demolition orders under the pretext of lack of building licenses. The plans include sub neighborhoods in Beit Hanina, Sur Baher, At-Tur, Silwan, and Jabal Al-Mukabber.
3. Preparing three general masterplans to establish new neighborhoods in the north of Beit Hanina neighborhood, southeast of Bir Nabala, and south of the Tantur area in Beit Safafa.
4. Preparing detailed urban spot plans for sectoral development projects specifically for collective affordable housing which include:
  - A. Preparing 10 detailed urban spot plans for collective housing projects ranging from 100-250 units, that can be quickly progressed through the planning system, compared with larger plans at the neighborhood level.
  - B. Preparing 5 detailed urban spot plans for tourism development that include:
    - D. Identifying areas for tourism development, tourist facilities and attractions, and tourist routes within the vicinity of the Old City of Jerusalem (East Jerusalem city center, Sheikh Jarrah, Wadi Al-Joz, As-Suwwaneh, and Silwan).
    - D. Preparing a tourism development spatial plan that includes:
      - A. Hotel development areas.
      - B. Mixed-use development areas (tourism, business, housing and public space).
      - C. Preparing preliminary economic feasibility studies and project packages for investment opportunities in the tourism sector to market them to the private sector, particularly building new hotels.
      - D. Developing an Urban Branding Strategy to promote the city and its tourist and cultural sites in a way that enhances the city’s Palestinian identity.

## Security:

The priority issue for this sector was identified as the weak law and order enforcement and security presence in the governorate, particularly the suburbs. For this reason, the “Building and development of police headquarters and strengthening of civil peace and social protection programs in the Jerusalem Governorate” project was developed, which aims to enhance the security presence in the surrounding neighborhoods of Jerusalem and preventing these neighborhoods from becoming a haven for criminal activities. The project also aims to increase and develop the number of police departments in Abu Dis, Biddu, Al-Ram, and Bir Nabala. The project will also achieve other goals, namely:

1. Enhancing resiliency in Jerusalem Governorate’s residents.
2. Strengthening the rule of law and imposing public order.
3. Recruiting new police officers.
4. Improving public confidence in the police and reducing crime rates.

This will be achieved through the implementation of the following program components:

1. Internal and external maintenance of the Palestinian Police in suburbs of Jerusalem.
2. Internal and external maintenance of Abu Dis Police Station.
3. Internal and external maintenance of Al-Ram Police Station.
4. Internal and external maintenance of Biddu Police Station.
5. Establishing a new police department in the suburbs of Jerusalem.
6. Establishing 5 community centers in Al-Ram, Bir Nabala, Abu Dis, Anata, and Qalandia.
7. Providing furniture, police equipment, and vehicles for police departments and stations.
8. increasing the number of police.
9. Comprehensive training package.
10. Mobilizing international support to pressure Israeli authorities to extend the authorities of the Palestinian police and their mobility.

## Second: Infrastructure sector

It covers four sub-sectors, namely:

1. Energy and telecommunications sector.
2. Roads and transport sector.
3. Water and sanitation sector.
4. Health, environment, and solid waste management sector.

## Energy and Telecommunications

The priority issue for this sector was identified as the shortage of electric power and the lack of investment in alternative energy. In response to these issues, the establishment and operation of a solar energy project was developed which in addition to promoting economic growth, aims to address the following:

1. Cover the growing need for electrical power.
2. Increase the capacity of the available energy for the governorate.
3. Seek energy independence and not be subjected to restrictions by Israeli authorities.
4. Cover the electric power needed for refugee camps in the Jerusalem Governorate.

This will be achieved through the implementation of the following program components:

1. Providing the plans and technical support.
2. Obtaining the necessary permits.

3. Providing the necessary infrastructure, developing and expanding some networks.
4. Commence operations and service provision.

## Roads and Transport

The priority issues for this sector have been identified, and are as follows:

1. Weak road network infrastructure and an increase in traffic congestion.
2. The absence of one of the symbols of national sovereignty, namely, an airport.

In response to these issues, the “**Maintenance, rehabilitation, and development of the main road network in the governorate**” project has been developed, which mainly aims to:

1. Improve and develop the main and connecting road network.
2. Advance the public transportation systems and meet its needs.
3. Regulate traffic and raise the safety levels in major communities and beyond.

This will be achieved through the implementation of the following program components:

1. Maintaining, rehabilitating, and developing the main and connecting road network project.
2. Developing the public transportation sector and facilities in the governorate project.
3. Increasing traffic safety programs in the governorate project.
4. Feasibility study for the rehabilitation and operation of the Jerusalem International Airport (Qalandia).

## Water and Sanitation

The priority issue for the water and sanitation sector has been identified which is the weak water network and the lack of sewage system in most areas of the governorate. In response to these issues, the “Developing water and sewage systems in the Jerusalem Governorate” project has been developed, which aims to raise the efficiency and levels of water and sewage networks, in addition to:

1. Cutting water losses.
2. Raising the efficiency and levels of water and wastewater distribution systems.

This will be achieved through the following program components:

1. Establishing networks, transmission lines, pumps, and wastewater treatment plants in Hizma, Abu Dis, and Beit Hanina.
2. Institutional development and capacity building.

## Solid Waste and Environment

The priority issue for this sector was identified as the limited efficiency of the environmental system in the governorate. In response to this issue, the “**Developing the solid waste management and environmental systems**” project has been adopted which aims to reduce environmental pollution, in addition to achieving other goals, such as:

1. Raising the efficiency and level of the solid waste management system.
2. Waste recycling and protecting the environment and public health.

## Third: Social Development Sector

It covers the following three sub-sectors, namely:

1. Health.
2. School and vocational education.
3. Women and youth.



## Health Sector

The priority issue for this sector has been identified and is the declining interest and support for health institutions. In response to this, two programs were developed to support this sector in the governorate:

1. Health services development project in the Jerusalem Governorate, which aims to support and strengthen Palestinian health institutions in the governorate. The project also targets the development of Al-Makassed Hospital and the Augusta Victoria Hospital, and the establishment of a university teaching hospital at Al-Quds University.
2. Infrastructure development for the health sector in the Jerusalem Governorate project, which aims to offer health and rehabilitation services to residents in the Jerusalem Governorate through the implementation of the main program's components:
  - A. Providing mother and childcare medical centers and unit according to the needs of the Palestinian communities residing in the Jerusalem Governorate.
  - B. Establishing and equipping health centers in Beit Anan and Al-Eizariyyah.

## School and Vocational Education:

The priority issue for this sector has been identified which is the **lack of interest in vocational training**. In response to this, two programs have been developed to support this sector in the governorate:

1. **School educational development program in various areas within the Jerusalem Governorate**, which aims to strengthen and enhance the Palestinian school education system within the governorate in each of the Old City, the northern and southern neighborhoods of Jerusalem, and the neighborhoods surrounding the Old City by executing the key program's components:
  - A. Establishing a Palestinian kindergarten based on the needs of the Palestinian population in the governorate.
  - B. Providing school buildings in the governorate, with special focus on the center of the governorate (including leasing buildings or purchasing appropriate buildings).
2. **Vocational educational development program within the governorate**, which aims to strengthen vocational education that is linked to Jerusalem's economy. The program will be implemented in the Secondary Vocation School (Arab Orphan) and the Lutheran World Federation by establishing new branches for vocational schools in accordance with the needs of the labor market. This proposes establishing at least 4-6 new programs and carrying out periodic studies of the labor market's needs and students' interests.

## Women and Youth Sector:

The priority issue for this sector was identified as the lack of services provided to women's and youth organizations. In response to this the **Development of women and youth organizations and activities project** has been adopted which includes the Old City, the city center and the villages northwest of Jerusalem, Al-Eizariyyah, and Abu Dis. This program aims to develop the effectiveness of women and youth organizations in the governorate, in addition to achieving other goals, such as:

1. Strengthening and developing women's and youth organizations.
2. Developing permanent and creative programs for children, youth, and women.

## Fourth: Economic Development Sector

It covers four sub-sectors, namely:

1. Industry.
2. Housing.
3. Business and services.

## 4. Tourism.

The priority issue for this sector has been identified as the following:

1. The absence of planned and adequate industrial zones.
2. Poor housing infrastructure in the governorate.
3. Lack of attention and support to the business, services, and tourism sectors.

In response to this, the following projects have been developed:

1. Establishment of an industrial zone to the east of Abu Dis and Al-Eizariyyah.
2. Development of an industrial zone for handicrafts in northern Jerusalem.
3. Housing developments for youth and low-income families.
4. Improving the business and services sector.
5. Enhancing the tourism sector.

## Linking National and Sectoral Plans and Sustainable Development Goals

Table 1: Matrix of priority issues, goals, indicators, programs, and development projects for Jerusalem Governorate and their relationship to the National Policy Agenda (2017-2022)<sup>1</sup>, the Strategic Sectoral Development Plan for Jerusalem goals (2018-2022)<sup>2</sup>, the Jerusalem Development Plan (Capital Cluster) (2020-2022)<sup>3</sup>, and the Sustainable Development Goals (2030)

Priority Issues	Goals	Indicators	Proposed Programs and Projects	National Policy Agenda (2017-2022)	Strategic Sectoral Development Plan for Jerusalem Goals (2018-2022)	Jerusalem Development Plan (Capital Cluster) (2020-2022) Goals	Sustainable Development Goals (2030)
<b>Administration and Good Governance Sector – Local Government</b>				<b>Administration and Good Governance Sector – Local Government</b>			
Weak administrative and institutional structures of local authorities, including weak fiscal capabilities	Developing human and material capacities of local authorities	Number of training programs (number)	Strengthening Institutional Capacities in Local Authorities in Jerusalem Governorate Program	7. Responsive Local Government	1. Empowering local government bodies in the Jerusalem Governorate	The plan does not include this sector	Goal 11: Sustainable Cities and Communities (11.3); Goal 16: Peace, Justice, and Strong Institutions (16.1)
		Number of development plans (number)					
	Increase revenue and enhance the ability to develop the local economy	Number of workshops and training sessions (number)					
		Number of joint local council committees (number)					
<b>Administration and Good Governance - Planning</b>				<b>Administration and Good Governance - Planning</b>			
Weak planning system and its ability to accommodate spatial and functional connectivity, and responsiveness to development requirements	Developing a planning system that enhances the linkage and spatial and functional connectivity within and between the communities, working to merge Area C with planned areas, and developing planning tools and procedural due process for sample projects within the city of Jerusalem	Number of modified master plans (number)	Program of developing a planning system that meets the requirements of urban development in the Jerusalem Governorate	7. Responsive Local Government 8. Improving Services to Citizens 27. Meeting the Basic Needs of our Communities	The plan does not include this sector	Working to establish a database for survey and planning purposes in Jerusalem	Goal 11: Sustainable Cities and Communities (11.3); Goal 16: Peace, Justice, and Strong Institutions (16.1)
		Number of detailed spot plans for sectoral development projects for the housing and tourism sectors (number)					
	Enhancing the linkage and spatial and functional connectivity within and between the communities	Quality of transportation network (descriptive)					
		Number of plans that have been expanded in Areas C (number)					
		Extent to which donor countries are interested in supporting planning in Areas C (descriptive)					

1 National Policy Agenda (2017-2022): Putting Citizens First, published by the Palestinian Council of Ministers in December 2016.

2 Strategic Sectoral Development Plan for Jerusalem Goals (2018-2022), published by the Jerusalem Unit at the Office of the President. The plan was prepared by Al-Quds University with funding from the Islamic Development Bank (IDB).

3 Jerusalem Development Plan (Capital Cluster) (2020-2022) – Draft (2), which is being developed by the Ministry of Jerusalem Affairs since January 2020 under the guidance of the Palestinian Council of Ministers (Jerusalem Development Plans).



Priority Issues	Goals	Indicators	Proposed Programs and Projects		National Policy Agenda (2017-2022)	Strategic Sectoral Development Plan for Jerusalem Goals (2018-2022)	Jerusalem Development Plan (Capital Cluster) (2020-2022) Goals	Sustainable Development Goals (2030)				
<b>Administration and Good Governance – Security and Emergencies</b>				<b>Administration and Good Governance – Security and Emergencies</b>								
Weak law enforcement and security presence in neighborhoods surrounding Jerusalem in particular, and communities within the governorate in general	Strengthening security presence in the neighborhoods surrounding Jerusalem	Level of preparedness (descriptive)	Police department development program and enhancing civil peace programs in Jerusalem Governorate		26. Ensuring Community and National Security, Public Safety, and Rule of Law	The plan does not include this sector	The plan does not include this sector	Goal 16: Peace, Justice, and Strong Institutions (16.1)				
		Level of coverage (descriptive)										
	Increasing the number and developing police headquarters	Number of developed police stations (number)										
<b>Environment and Infrastructure Sector – Energy and Telecommunications</b>				<b>Environment and Infrastructure Sector – Energy and Telecommunications</b>								
Increasing need of electric capacity and weak investment in alternative energy	Develop and utilize sources of energy	Number of solar power plants (number)	Program for establishing and operating large solar energy projects		8. Improving Services to Citizens 27. Meeting the Basic Needs of our Communities	1. Clean energy sector development	Developing a solar energy project for Al-Makassed Hospital	Goal 3: Good Health and Wellbeing (3.6); Goal 11: Sustainable Cities and Communities (11.2).				
		Capacity of solar panels (megawatt)										
<b>Environment and Infrastructure Sector – Roads and Transportation</b>				<b>Environment and Infrastructure Sector – Roads and Transportation</b>								
Poor road network infrastructure and the increase in traffic congestion	Improve and develop the main and connecting road network	Road accessibility level (descriptive)	Program of maintenance, rehabilitation, and development of the main and connecting road network in the governorate		8. Improving Services to Citizens 27. Meeting the Basic Needs of our Communities	The plan does not include this sector	The plan does not include this sector	Goal 3: Good Health and Wellbeing (3.6); Goal 11: Sustainable Cities and Communities (11.2)				
		Length of maintained roads (km)										
	Advance the public transportation systems and meet its needs	Level of efficiency of public transport facilities and its cadres (descriptive)	Developing the public transportation sector and facilities in the governorate program									
		Level and number of public transportation coverage (descriptive)										
	Regulate traffic and raise the safety levels in major communities and beyond	Number of completed traffic plans (number)	Increasing traffic regulations in the governorate program									
		Road fatalities (1 fatality/1000 vehicles)										
Absence of one of the symbols of national sovereignty, the airport	Preparation of a feasibility study for the development and reoperation of Al-Quds Airport	Presence of a study for the rehabilitation and reoperation of Al-Quds Airport at the regional and international level	Rehabilitation and operation of Al-Quds Airport	1. Mobilizing National and International Support and Cooperating with the International Community 11. Building Palestine's Future Economy 12. Creating Job Opportunities 13. Improving Palestine's Business Environment 14. Promoting Palestinian Industry	The plan does not include this sector	The plan does not include this sector	Goal 8: Decent Work and Economic Growth; Goal 9: Industry, Innovation, and Infrastructure; Goal 11: Sustainable Cities and Communities (11.2)					
		Urging the international community to support Palestinians' right to operate Al-Quds Airport										
<b>Environment and Infrastructure Sector – Water and Sanitation</b>								<b>Environment and Infrastructure Sector – Water and Sanitation</b>				
Weak water network and the absence of a sewage system in most areas of the governorate	Cutting water losses	Percentage water losses (%)	Development of water systems program						8. Improving Services to Citizens 27. Meeting the Basic Needs of our Communities	1. Development of water and sewage infrastructure	The plan does not include this sector	Goal 3: Good Health and Wellbeing (3.6); Goal 6: Clean Water and Sanitation (6.1); Goal 11: Sustainable Cities and Communities (11.2)
	Raising the efficiency and levels of water distribution systems	Average per capita water consumption (liter)										
	Raising the efficiency and levels of wastewater distribution systems	Percent of population connected to sewage systems (%)	Development of sewage systems program									
		Proportion of wastewater safely treated (%)										



Priority Issues	Goals	Indicators	Proposed Programs and Projects		National Policy Agenda (2017-2022)	Strategic Sectoral Development Plan for Jerusalem Goals (2018-2022)	Jerusalem Development Plan (Capital Cluster) (2020-2022) Goals	Sustainable Development Goals (2030)
<b>Environment and Infrastructure Sector – Solid Waste, Health, and Environment</b>				<b>Environment and Infrastructure Sector – Solid Waste, Health, and Environment</b>				
Limited efficiency of the environmental system in the governorate	Reducing environmental pollution	Availability of sanitary landfills (number) Percent of recycled solid waste of total waste (%) Percent of disposed solid waste of total waste produced (%) Number of treatment units for medical waste (number)	Development of the solid waste management and environmental systems program		8. Improving Services to Citizens 27. Meeting the Basic Needs of our Communities 28. Ensuring a Sustainable Environment and Adapting to Climate Change	1. Providing advanced solid waste collection and disposal services and infrastructure, addresses the gaps between areas, and solves related issues  2. Protecting the Jerusalem Governorate from pollution, with emphasis on the Old City	The plan does not include this sector	Goal 3: Good Health and Wellbeing (3.6); Goal 6: Clean Water and Sanitation (6.1); Goal 11: Sustainable Cities and Communities (11.2)
<b>Social Development Sector</b>				<b>Social Development Sector</b>				
Declining interest and support for health institutions	Support and strengthen the Palestinian health institutions in the Jerusalem governorate	Number of hospital beds (number) Average number of hospital beds per 10,000 populations (beds) Number of health centers added (number)	Health services development program in the Jerusalem Governorate		24. Better Health Care Services  25. Improving Citizens' Health & Well-being	1. National welfare system for primary healthcare and public health in Jerusalem 2. Integrated secondary healthcare system provided by Jerusalem hospitals 3. Sustainability of the quality of healthcare services, and working to improve services 7. Developing the capacities of healthcare and health specialized education workers, and health research	There is a clear linkage, for example: Developing the infrastructure and divisions at Al-Makassed and Augusta Victoria Hospitals, and advocating for patient escorts and humanitarian cases	Goal 3: Good Health and Well-being (3.7, 3.8, 3.C)
	Rehabilitation of specialized medical personnel	Number of specialized doctors in the governorate (number) Number of clinics and mother and childcare centers (number)	Infrastructure development for the health sector in the Jerusalem Governorate program					
Inadequate attention to school and vocational training	Strengthen and enhance the Palestinian education system within the Jerusalem Governorate	Number of schools (number) School drop-out rate (males) (%) School drop-out rate (females) (%) Number of nurseries and kindergartens (number)	School educational development program in various areas within the Jerusalem Governorate		21. Improving Student Enrollment and Retention in Education. 22. Improving Primary and Secondary Education 23. From Education to Employment 16. Strengthening Social Protection 19. Our Youth; Our Future	1. Presence of an effective educational body with a comprehensive reference for the education sector in Jerusalem, and the establishment of a unified technical reference for the education sector 3. Developing school infrastructure in Jerusalem to accommodate students, and providing high-quality classroom desks 4. Empowering and developing the education and vocational and technical training sectors in the city of Jerusalem 5. Improving the quality of education in Jerusalem schools and linking it to the labor market	There is a clear linkage, for example: construction of schools and rehabilitation of classrooms, buying and leasing school buildings and kindergartens in Jerusalem, supporting TVET institutions, and providing financial support to attract students who have dropped out to enroll at vocational schools	Goal 4: Quality Education (4.3, 4.4).
	Strengthen vocational education within the Jerusalem Governorate	Number of vocational fields in vocational schools (number)	Vocational educational development program within the governorate					
Lack of services provided to women's and youth organizations	Develop the effectiveness of women's and youth organizations in the Jerusalem Governorate	Number of grants offered to youth organizations (number) Number of grants offered to women organizations (number) Number of summer camps (annual) (number) Number of youth and women economic empowerment projects (number)	Development of women and youth organizations and activities program		12. Creating Job Opportunities 15. Escaping Poverty 18. Gender Equality and Women's Empowerment	1. Incorporating gender into the policies and programs of active institutions in Jerusalem 2. Activating international laws and conventions on women's rights in Jerusalem 3. Mobilizing formal and civil efforts to improve the status of Jerusalemite women	Rehabilitating executive institutions and clubs, and establishing, rehabilitating, and supporting community centers	Goal 5: Gender Equality; Goal 8: Decent Work and Economic Growth; Goal 17: Partnerships for the Goals



Priority Issues	Goals	Indicators	Proposed Programs and Projects		National Policy Agenda (2017-2022)	Strategic Sectoral Development Plan for Jerusalem Goals (2018-2022)	Jerusalem Development Plan (Capital Cluster) (2020-2022) Goals	Sustainable Development Goals (2030)
<b>Economic Development Sector</b>				<b>Economic Development Sector</b>				
Absence of planned and qualified industrial zones	Identifying qualified industrial zones	Complete a study on the distribution of industries within the industrial zone (number)	Establishment of an industrial zone to the east of Abu Dis and Al-Eizariyyah program  Development of an industrial zone for handicrafts in northern Jerusalem program				4. Successful and efficient industrial zone in the Jerusalem Governorate to create job opportunities 5. Advanced and competitive industry sector, and working to enhance the business environment to increase domestic production as an alternative to importing	Supporting lending and investment, and creating job opportunities
		Availability of blueprints and tender documents for the establishment of an industrial zone (number)						
		Percentage of completion of the integrated infrastructure of the proposed industrial zone (%)						
		Number of metallic structures installed (number).						
Poor housing infrastructure in the governorate	Housing project development for youth and low-income families	Availability of a recent reference study on the reality of housing in Jerusalem (number)	Housing project development project for youth and low-income families		8. Improving Services to Citizens 11. Building Palestine's Future Economy 12. Creating Job Opportunities 13. Improving Palestine's Business Environment 14. Promoting Palestinian Industry	1. Provide an institutional umbrella responsible for the housing sector development, and a special fund to support the housing sector in Jerusalem, and to finance it from external and internal sources 2. Building housing units and housing projects to help meet the urgent need for housing	Offering housing support for young couples, legal defense of families whose homes are threatened with demolition, supporting marginalized neighborhoods, and developing infrastructure of land designated for public services	
		Presence of a legal and engineering follow-up body to provide licensing requirements (number)						
		Availability of infrastructure for proposed housing projects (number)						
		Number of housing units completed (number)						
		Number of loans granted to youth in the housing sector (number)						
Lack of attention and support to the business and services sectors	Improving the business and services sector	Developing a training program for workers in the business and services sectors (number)	Improving the business and services sector program			1. Supporting Jerusalem merchants and granting them bank loans on easy terms 2. Improving access of products to local, regional, and international markets	Rehabilitating hotels and restaurants in the Old City, establishing the Jerusalem Council for Tourism and Heritage, and working to target international partnerships and twinning relationships, rehabilitating and opening the Old City shops, offering scholarships for students to enroll in a specialized program at Palestinian universities to supply the market with employees in the tourism marketing and promotion field of the city of Jerusalem, and preparing and publishing books on community tourism to be incorporated into school curricula.	
		Availability of a marketing program for business services (number)						
	Enhancing the tourism sector	Availability of a training program for tour guides (number)	Enhancing the tourism sector program			1. Organizing and enhancing the capabilities of tour guides and tourism enterprises to attract domestic and foreign tourism 2. Strengthening the Palestinian-Jerusalem identity in the tourism sector		
		Number of tourism enterprises that have been renovated and rehabilitated (number)						





Priority Issues	Goals	Indicators	Proposed Programs and Projects	National Policy Agenda (2017-2022)	Strategic Sectoral Development Plan for Jerusalem Goals (2018-2022)	Jerusalem Development Plan (Capital Cluster) (2020-2022) Goals	Sustainable Development Goals (2030)
Lack of requirements in achieving the proposed service hierarchy	Applying the hierarchy of proposed services	Presence of a general hospital in Al-Ram area (number)	Implementing the requirements of the hierarchy of proposed services program	7. Responsive Local Government 8. Improving Services to Citizens 27. Meeting the Basic Needs of our Communities	The plan does not include this sector	The plan does not include this sector	Goal 3: Good Health and Wellbeing (3.6); Goal 11: Sustainable Cities and Communities (11.3); Goal 16: Peace Justice, and Strong Institutions (16.1)
		Presence of a library in Al-Ram (number)					
		Presence of a Directorate of Education in Al-Eizariyyah (number)					
		Presence of a Department of Agriculture in Al-Eizariyyah (number)					
		Presence of a Department of Health in Al-Ram (number)					
		Presence of a civil court in Al-Eizariyyah and Al-Ram (number)					
		Presence of a slaughterhouse in Al-Eizariyyah and Al-Ram (number)					



## Implementation Plan

Table 2: Integrated Implementation Plan for the Proposed Programs/Projects within the Spatial Development Strategic Framework for the Jerusalem Governorate.

Project Code	Name of Program/Project	Estimated Cost (\$1000)	Estimated cost throughout the Duration of the SDSF (x \$1000)											Proposed Location	Proposed Implementing Body	Proposed Funding Body				
			Phase 1 (2020-2022)			Phase 2 (2023-2026)				Phase 3 (2027-2030)										
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030							
<b>Administration and Good Governance Sector – Local Government</b>																				
LG01	Strengthening Institutional Capacities of Local Authorities in the Jerusalem Governorate Program	1,900	210	350	100	210	320	100	100					210	100	100	100	Various local authorities in the Jerusalem Governorate	Municipal staff, Directorate of Local Government, Ministry of Local Government	Ministry of Finance, donor institutions (through the MDLF), Arab-Islamic Fund
Subtotal (x \$1000)		1,900	210	350	100	210	320	100	100					210	100	100	100			
<b>Administration and Good Governance Sector – Planning</b>																				
LG02	Planning System Development in Response to the Requirements of Urban Development in Jerusalem Governorate Program	5,700	1,200	100	100	1,430	580	590	440					1,140	40	40	40	Various local authorities in the Jerusalem Governorate	Palestinian National Authority, Ministry of Local Government	Self-financing from the municipal budget, Ministry of Finance, donor institutions
Subtotal (x \$1000)		5,700	1,200	100	100	1,430	580	590	440					1,140	40	40	40			
<b>Administration and Good Governance Sector – Security</b>																				
LG03	Police Headquarters Development and the Strengthening of Civil Peace in Jerusalem Governorate Program	42,200	2,030	3,540	4,040	4,540	4,550	4,000	3,500					3,500	3,500	3,500	5,500	Abu Dis, Biddu, Al-Ram, Bir Nabala	Palestinian Police Force	Self-financing from the PNA's budget, European Union
Subtotal (x \$1000)		42,200	2,030	3,540	4,040	4,540	4,550	4,000	3,500					3,500	3,500	3,500	5,500			
<b>Infrastructure – Energy and Telecommunications</b>																				
IN01	Establishment and Operation of Solar Energy Program	12,600	418	418	1,318	1,818	1,243	2,976	2,076					583	583	583	583	Various locations in Jerusalem Governorate	Palestinian Energy and Natural Resources Authority, Palestinian Electricity Transmission Ltd., Jerusalem District Electricity Company staff	Ministry of Finance, donor institutions: AFD USAID JICA KFW
Subtotal (x \$1000)		12,600	418	418	1,318	1,818	1,243	2,976	2,076					583	583	583	583			
<b>Environment and Infrastructure Sector – Roads and Transportation</b>																				
IN02	Maintenance, Rehabilitation, and Development of the Main and Connecting Road Network in Jerusalem Governorate Program	84,250	5,000	6,000	7,000	7,500	7,500	8,000	8,000					8,000	9,000	9,000	9,250	Various areas in the governorate	Ministry of Public Works and Housing, Ministry of Local Government, Municipalities	Ministry of Finance, donor institutions: AFD USAID JICA KFW
IN03	Developing the Public Transportation Sector and Facilities in the Governorate Program	13,500	500	2,000	3,000	2,000	3,000	3,000	0					0	0	0	0	Al-Eizariyyah, Al-Ram		
IN04	Increasing Traffic Regulations in the Governorate Program	21,000	0	300	700	2,000	3,000	3,000	2,000					7,000	3,000	0	0	Various areas in the governorate		
IN05	Feasibility study for the rehabilitation and operation of Al-Quds Airport	78,000	0	0	0	500	500	10,000	12,000					12,000	12,000	15,000	16,000	Qalandia		
Subtotal (x \$1000)		196,750	5,500	8,300	10,700	12,000	14,000	24,000	22,000					27,000	24,000	24,000	25,250			



Project Code	Name of Program/Project	Estimated Cost (\$1000)	Estimated cost throughout the Duration of the SDSF (x \$1000)								Proposed Location	Proposed Implementing Body	Proposed Funding Body										
			Phase 1 (2020-2022)			Phase 2 (2023-2026)				Phase 3 (2027-2030)													
			2020	2021	2022	2023	2024	2025	2026	2027				2028	2029	2030							
<b>Environment and Infrastructure Sector – Water and Sanitation</b>												<b>Environment and Infrastructure Sector – Water and Sanitation</b>											
IN06	Development of the Water Networks Program	15,030	1,980	1,330	1,380	1,380	1,280	1,280	1,280		1,280	1,280	1,280	1,280	Jerusalem Governorate	Jerusalem Water Undertaking, Palestinian Water Authority	Ministry of Finance, AFD, KFW-USAID, JICA, EU						
IN07	Development of the Sewage Systems Program	131,500	11,955	11,955	11,955	11,955	11,955	11,955	11,955		11,955	11,955	11,955	11,955									
Subtotal (x \$1000)		146,530	13,935	13,285	13,335	13,335	13,235	13,235	13,235		13,235	13,235	13,235	13,235									
<b>Environment and Infrastructure Sector – Solid Waste, Health, and Environment</b>												<b>Environment and Infrastructure Sector – Solid Waste, Health, and Environment</b>											
IN08	Development of the Solid Waste Management and Environmental Systems Program	21,130	3,218	2,718	1,178	850	1,850	2,150	1,200		1,500	2,722	3,022	722	All communities within the Jerusalem Governorate	Joint Services Council	Ministry of Finance, KFW-USAID, JICA, EU						
Subtotal (x \$1000)		21,130	3,218	2,718	1,178	850	1,850	2,150	1,200		1,500	2,722	3,022	722									
<b>Social Development Sector - Education</b>												<b>Social Development Sector - Education</b>											
SO01	School Educational Development Program in various areas in Jerusalem Governorate	99,900	9,900	9,800	8,800	9,300	8,800	8,800	8,800		8,800	8,800	8,800	9,300	Old City, Surrounding Neighbours, Northern and Southern Neighbours, Biddu and Abu-Dis	Ministry of Education, Directorate of Education – Jerusalem Governorate, Jerusalem Governorate, civil society institutions and private schools	Ministry of Education, Arab-Islamic Funds, EU						
SO02	Vocational Education Development Program in various areas in Jerusalem Governorate	18,600	2,100	2,100	2,100	2,100	2,100	1,350	1,350		1,350	1,350	1,350	1,350	Secondary Vocation School (Arab Orphan), Lutheran World Federation	Ministry of Education (General Directorate of Vocational and Technical Education), Directorate of Education, Chamber of Commerce, Directorate of Labour, Lutheran World Federation, Higher Council for Vocational and Technical Training	Ministry of Education, Jerusalem Directorate of Education, Ministry of Labour, Higher Council for Vocational and Technical Training						
Subtotal (x \$1000)		118,500	12,000	11,900	10,900	11,400	10,900	10,150	10,150		10,150	10,150	10,150	10,650									
<b>Social Development Sector - Health</b>												<b>Social Development Sector - Health</b>											
SO03	Development of Health Services in Jerusalem Governorate Program	31,500	2,250	2,250	3,000	3,000	3,000	3,000	3,000		3,000	3,000	3,000	3,000	Al-Quds University, Al-Makassed Hospital, Augusta Victoria Hospital	Ministry of Health, Al-Quds University, network of Palestinian hospitals in East Jerusalem	Ministry of Finance, Ministry of Health, Jerusalem Gov., Arab-Islamic Fund						
SO04	Infrastructure Development for the Health Sector in Jerusalem Governorate Program	57,500	7,500	6,500	6,000	6,000	4,500	4,500	4,500		4,500	4,500	4,500	4,500	Beit Anan Health Center, Khalifa Mosque, Al-Eizariyyah	Ministry of Health	Ministry of Finance, Islamic Development Bank, private sector						
Subtotal (x \$1000)		89,000	9,750	8,750	9,000	9,000	7,500	7,500	7,500		7,500	7,500	7,500	7,500									
<b>Social Development Sector – Women and Youth</b>												<b>Social Development Sector – Women and Youth</b>											
SO05	Development of Women and Youth Organizations and Activities Program	31,700	2,650	2,350	2,350	2,400	2,350	3,250	3,300		3,250	3,250	3,300	3,250	Old City, Jerusalem City Center, villages north west Jerusalem, Al-Eizariyyah – Abu Dis area	Jerusalem Governorate, women's organizations, youth organizations, civil society organizations, National Council for Summer Camps, civil society organizations in Jerusalem Governorate	Ministry of Finance, Arab-Islamic Fund, EU, UNDP, civil society organizations						
Subtotal (x \$1000)		31,700	2,650	2,350	2,350	2,400	2,350	3,250	3,300		3,250	3,250	3,300	3,250									



Project Code	Name of Program/Project	Estimated Cost (\$1000)	Estimated cost throughout the Duration of the SDSF (x \$1000)								Proposed Location	Proposed Implementing Body	Proposed Funding Body				
			Phase 1 (2020-2022)			Phase 2 (2023-2026)				Phase 3 (2027-2030)							
			2020	2021	2022	2023	2024	2025	2026	2027				2028	2029	2030	
<b>Economic Development Sector</b>						<b>Economic Development Sector</b>											
EC01	Housing Development Program for Youth and Low-Income Families	117,000	1,800	11,900	11,800	11,600	11,600	11,700	11,600						Jerusalem Governorate	Palestinian Housing Council, Jerusalem Governorate, private sector, Union of Housing Cooperatives in Palestine,	Donor agencies, private sector, partnership between public and private sectors
EC02	Industrial Zone Development Program in Eastern Abu-Dis and Al-Eizariyyah	44,800	600	4,200	4,400	8,300	9,900	9,400	8,000	0	0	0	0				
EC03	Development of an Industrial Zone for Handicrafts in Northern Jerusalem Program	50,000	0	0	0	0	600	5,300	4,900	8,400	11,000	9,500	10,300				
EC04	Improving the Business and Services Sector Program	20,200	200	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000				
EC05	Enhancing the Tourism Sector Program	32,650	150	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	Quarry zone (Al-Ram & Jaba')			
Subtotal (x \$1000)		264,650	2,750	21,350	21,450	25,150	27,350	31,650	29,750	25,250	27,850	26,150	25,950				
<b>Hierarchy of Proposed Services</b>						<b>Hierarchy of Proposed Services</b>											
H01	Implementing the Requirements of the Hierarchy of Proposed Services Program	21,800	0	800	2,500	2,500	3,500	4,500	2,000	2,000	2,000	1,000	1,000	Al-Eizariyyah and Al-Ram	Palestinian national ministries and institutions, local authorities	Ministry of Finance, international donor institutions	
Subtotal (x \$1000)		21,800	0	800	2,500	2,500	3,500	4,500	2,000	2,000	2,000	1,000	1,000				

## Follow-up on the Implementation of the Outcomes of the Strategic Framework

To emphasize the importance of following up on the SDSF, a set of institutional arrangements has been proposed to achieve this (for more details, please see Figure 4 in the final section of this summary). These arrangements can be summarized by highlighting the roles of the High Committee for Jerusalem (formed by a Palestinian presidential decree), the Steering Committee, Technical Committee, Stakeholder Relationship Committee, and Project Committee (formed as part of the preparation of the SDSF), in order to follow-up and ensure the implementation of the outcomes of the strategic framework, overcome the obstacles that may arise during the implementation of these outcomes, and networking with local, Arab, and international institutions to seek the funding required to implement the outcomes of the SDSF for the Jerusalem Governorate 2030.

## Monitoring and Evaluation Plan

Table 3: Monitoring and Evaluation Matrix of the Implementation of the Spatial Development Strategic Framework for the Jerusalem Governorate

Issue	Development Goal	Measurement Indicator	Current Indicator Value	The Desired Value throughout the SDSF Timeframe												Source of Information	Measurement Tool	Monitoring Body													
				Phase 1 (2020-2022)					Phase 2 (2023-2026)				Phase 3 (2027-2030)																		
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030																	
<b>Administration and Good Governance Sector – Local Government</b>																<b>Administration and Good Governance Sector – Local Government</b>															
Weak administrative and institutional structures of local authorities, including weak fiscal capabilities	Strengthening the role of civil society in the community planning process, and cooperation with the public and private sectors	Number of training programs (number)	0	4	4	4	8	8			8	8	12	12	12	12	Ministry of Local Government	Evaluation of Ministry of Local Government records	Ministry of Local Government												
		Number of development plans (number)	0	0	0	0	29	29			29	29	29	29	29	29	Municipalities – Ministry of Local Government														
	Increasing revenues and developing financial capacities	Number of workshops and training sessions (number)	0	4	4	4	4	4			4	4	4	4	4	4	Ministry of Local Government														
		Number of joint local council committees (number)	0	4	4	4	4	4			4	4	4	4	4	4	Ministry of Local Government														
<b>Administration and Good Governance Sector - Planning</b>																<b>Administration and Good Governance Sector - Planning</b>															
Weak planning system and the ability to accommodate developmental needs, as well as enhance spatial and functional integration	Development of a planning system	Number of modified master plans (number)	0	8	8	8	8	15			15	15	15	22	22	22	Ministry of Local Government	Evaluation of Ministry of Local Government records	Ministry of Local Government												
		Number of detailed spot plans for sectoral development projects concerning the housing and tourism industries (number)	0	0	0	0	11	11			11	11	11	11	11	11	Ministry of Local Government, Ministry of Jerusalem Affairs														
	Enhancing the linkage and spatial and functional connectivity within and between communities	Quality of transportation network (descriptive)	Average	Good	Good	Good	Good	Good			Very good	Very good	Very good	Very good	Very good	Very good	Ministry of Local Government, Ministry of Transport	Ministry of Transport records	Ministry of Local Government, Ministry of Transport												
		Number of plans that have been expanded in Areas C (number)	0	22	22	22	22	22			22	22	22	22	22	22	Ministry of Local Government, Ministry of Finance														
		Extent donor countries are interested in planning in Area C (descriptive)	Average	Average	Average	Average	Good	Good			Good	Good	Good	Good	Good	Good	Ministry of Foreign Affairs, Ministry of Local Government, Ministry of Finance			Reports of international organizations in Palestine	Ministry of Foreign Affairs, Ministry of Jerusalem Affairs, Ministry of Local Government, Ministry of Finance										



Issue	Development Goal	Measurement Indicator	Current Indicator Value	The Desired Value throughout the SDSF Timeframe												Source of Information	Measurement Tool	Monitoring Body
				Phase 1 (2020-2022)			Phase 2 (2023-2026)			Phase 3 (2027-2030)								
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030				
<b>Administration and Good Governance – Security, Civil Defence, and Emergencies</b>																		
Weak law enforcement and security presence in neighborhoods surrounding Jerusalem in particular, and communities within the governorate in general.	Strengthening security presence in the neighbourhoods surrounding Jerusalem	Level of preparedness (descriptive)	Average	Good	Good	Good	Good	Good								Palestinian Police	Palestinian Police records	Palestinian Police
		Level of coverage (descriptive)	Average	Good	Good	Good	Good	Good								Palestinian Police	Palestinian Police records	Palestinian Police
	Increasing the number and development of police headquarters	Number of developed police stations (number)	2	4	4	4	4	4	4							Palestinian Police	Palestinian Police records	Palestinian Police
<b>Infrastructure Sector – Energy</b>																		
Shortage of electric power and the lack of investment in alternative energy	Develop and utilize sources of energy	Number of solar power plants (number)	11	11	11	12	12	12								Palestinian Energy and Natural Resources Authority, Jerusalem District Electricity Company, Palestinian Electricity Transmission, Ltd.	Electrical energy measurement system, archives of Palestinian Energy and Natural Resources Authority's projects	Palestinian Energy and Natural Resources Authority, Jerusalem District Electricity Company, Palestinian Electricity Transmission, Ltd., Ministry of Jerusalem Affairs
		Capacity of solar panels (megawatt)	0.44 MW	0.44 MW	0.44 MW	3.3 MW	3.3 MW	6.19 MW										
<b>Infrastructure Sector – Roads and Transportation</b>																		
Weak road network infrastructure and an increase in traffic congestion	Improve and develop the main and connecting road network	Road connectivity level (descriptive)	Low	Low	Low	Low	Average	Average								Ministry of Public Works and Housing, Ministry of Transport	Ministry of Public Works and Housing records, Ministry of Transport records	Ministry of Public Works and Housing, local authorities
		Length of maintained roads (km)	0	6	13	20	27	34										
	Advance the public transportation systems and meet its needs	Level of efficiency of public transport facilities and its personnel (descriptive)	Low	Low	Low	Average	Average	Average								Municipalities, Ministry of Transport	Ministry of Transport records	Ministry of Transport, municipalities
		Level of public transportation coverage (descriptive)	Low to Average	Low to Average	Low to Average	Low to Average	Average	Average										
	Regulate traffic and raise the safety levels in major communities and beyond	Number of completed traffic plans (number)	0	0	0	1	1	1								Municipalities	Ministry of Transport records	Ministry of Transport
		Road fatalities (1 fatality /1000 vehicles)	2.35	2.35	2.2	2.2	2.2	2.1										
Absence of one of the symbols of national sovereignty, the airport	Feasibility study for the development and operation of Jerusalem Airport	Feasibility study for developing and operating Jerusalem Airport (number)	0	0	0	0	0	0							Palestinian Civil Aviation Authority	Delivery reports	Ministry of Transport, Palestinian Police, Palestinian Civil Aviation Authority	
		Achievement rate (%)	0	0	0	0	0	0			25	50	75	100				



Issue	Development Goal	Measurement Indicator	Current Indicator Value	The Desired Value throughout the SDSF Timeframe												Source of Information	Measurement Tool	Monitoring Body													
				Phase 1 (2020-2022)			Phase 2 (2023-2026)			Phase 3 (2027-2030)																					
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030																	
<b>Infrastructure Sector – Solid Waste, Health, and Environment</b>																<b>Infrastructure Sector – Solid Waste, Health, and Environment</b>															
Limited efficiency of the environmental system in the governorate	Reducing environmental pollution	Availability of sanitary landfills (number)	0	0	0	1	1	1				1	1	1	1	2	2	Joint Services Council for Solid Waste Management, Ministry of Health	Joint Services Council for Solid Waste Management reports	Ministry of Health, Ministry of Local Government, Environment Quality Authority, Joint Services Council for Solid Waste Management, municipalities											
		Percent of recycled solid waste of total waste (%)	90	91	92	93	94	95				96	96	98	99	100	100														
		Percent of disposed solid waste of total waste produced (%)	2	3	5	10	15	20				25	30	35	40	45	50														
		Number of treatment units for medical waste (number)	0	0	0	0	2	2				2	2	2	2	2	2														
<b>Infrastructure Sector – Water and Sanitation</b>																<b>Infrastructure Sector – Water and Sanitation</b>															
Weak water network and the absence of a sewage system in most areas of the governorate	Cutting water losses	Percentage water losses (%)	26	25	24	23	22	21				20	19	18	17	16	15	Jerusalem Water Undertaking	Reports by Jerusalem Water Undertaking & Water Sector Regulatory Council	Water Sector Regulatory Council, Palestinian Water Authority, Jerusalem Water Undertaking, Ministry of Local Government											
	Raising the efficiency and levels of water distribution systems	Average per capita water consumption (liter)	88.3	95	105	110	115	120				125	130	135	140	145	150														
	Raising the efficiency and levels of wastewater distribution systems	Percent of population connected to sewage systems (%)	55.7	55.7	55.7	55.7	60	65				70	75	80	85	90	95	Jerusalem Water Undertaking, PCBS	Reports by Jerusalem Water Undertaking & Water Sector Regulatory Council	Water Sector Regulatory Council, Palestinian Water Authority, Jerusalem Water Undertaking, Ministry of Local Government											
		Proportion of wastewater safely treated (%)	0	0	0	0	0	10				15	20	25	30	35	40														
<b>Social Sector - Health</b>																<b>Social Sector - Health</b>															
Declining interest and support for health institutions	Support and strengthen the Palestinian health institutions in the Jerusalem governorate	Number of hospital beds (number)	716	756	796	796	796	796				796	796	796	796	796	796	Palestinian Ministry of Health	Palestinian Ministry of Health's records and reports	Ministry of Jerusalem Affairs, Palestinian Ministry of Health											
		Average number of hospital beds per 10,000 populations (beds)	16.2	17.2	18	18	18	18				18	18	18	18	18	18														
		Number of health centers added (number)	0	1	2	2	2	2				2	2	2	2	2	2														
	Increase and rehabilitation of specialized medical personnel	Number of specialized doctors in the governorate (number)	8	15	20	25	30	35				40	45	50	60	65	70														
		Number of clinics and mother and childcare centers (number)	10	12	16	20	20	20				20	20	20	20	20	20														



Issue	Development Goal	Measurement Indicator	Current Indicator Value	The Desired Value throughout the SDSF Timeframe												Source of Information	Measurement Tool	Monitoring Body	
				Phase 1 (2020-2022)			Phase 2 (2023-2026)			Phase 3 (2027-2030)									
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030					
<b>Social Sector - Education</b>				<b>Social Sector - Education</b>															
Inadequate attention to school and vocational training	Strengthen and enhance the Palestinian education system within the Jerusalem Governorate	Number of schools (number)	258	261	262	263	264	265			266	267	268	269	270	271	Ministry of Education and Higher Education	Ministry of Education and Higher Education's reports and statistics	Ministry of Jerusalem Affairs, Ministry of Education and Higher Education
		School drop-out rate (males) (%)	0.53%	0.5%	0.47%	0.44%	0.41%	0.38%			0.35%	0.32%	0.32%	0.32%	0.32%	0.32%			
		School drop-out rate (females) (%)	0.45%	0.42%	0.39%	0.36%	0.33%	0.3%			0.3%	0.3%	0.3%	0.3%	0.3%	0.3%			
		Number of nurseries and kindergartens (number)	65	75	80	85	90	100			105	110	115	120	125	130			
	Strengthen vocational education within the Jerusalem Governorate	Number of vocational fields in vocational schools (number)	0	1	2	3	4	5			6	6	6	6	6	6			
<b>Social Sector - Women and Youth</b>				<b>Social Sector - Women and Youth</b>															
Lack of services provided to women's and youth organizations	Develop the effectiveness of women's and youth organizations in the Jerusalem Governorate	Number of grants offered to youth organizations (number)	0	0	10	20	30	40			50	60	70	80	90	100	Ministry of Social Development	Ministry of Social Development annual reports	Ministry of Jerusalem Affairs, Ministry of Social Development, Jerusalem Governorate
		Number of grants offered to women organizations (number)	0	0	10	20	30	40			50	60	70	80	90	100			
		Number of summer camps (annual) (number)	0	0	2	4	6	8			10	12	14	16	18	20			
		Number of youth and women economic empowerment projects (number)	0	0	20	40	60	80			100	120	140	160	180	200			





Issue	Development Goal	Measurement Indicator	Current Indicator Value	The Desired Value throughout the SDSF Timeframe												Source of Information	Measurement Tool	Monitoring Body	
				Phase 1 (2020-2022)			Phase 2 (2023-2026)			Phase 3 (2027-2030)									
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030					
<b>Economic Development Sector</b>				<b>Economic Development Sector</b>															
Absence of planned and qualified industrial zones	Identifying qualified industrial zones	Complete a study on the distribution of industries within the industrial zone (number)	0	1	1	1	1	2									Directorate of National Economy	Ministry of National Economy delivery reports	Ministry of National Economy, Jerusalem Governorate, Palestinian Industrial Estates and Free Zones Authority
		Availability of blueprints and tender documents for the establishment of an industrial zone (number)	0	1	1	1	1	2									Ministry of National Economy, Palestinian Industrial Estates and Free Zones Authority	Palestinian Industrial Estates and Free Zones Authority delivery reports	Ministry of National Economy, Jerusalem Governorate, Palestinian Industrial Estates and Free Zones Authority
		Percentage of completion of the integrated infrastructure of the proposed industrial zone (%)	0	0	0	10%	20%	30%									Ministry of National Economy, Palestinian Industrial Estates and Free Zones Authority	Palestinian Industrial Estates and Free Zones Authority delivery reports	Palestinian Industrial Estates and Free Zones Authority
		Number of metallic structures installed (number)	0	0	0	10	30	50									Ministry of National Economy, Palestinian Industrial Estates and Free Zones Authority	Palestinian Industrial Estates and Free Zones Authority delivery reports	Palestinian Industrial Estates and Free Zones Authority
Poor housing infrastructure in the governorate	Housing project development for youth and low-income families	Availability of a recent reference study on the reality of housing in Jerusalem (number)	0	1	1	1	1	1									Jerusalem Governorate, Palestinian Housing Council	Palestinian Housing Council delivery reports	Ministry of Jerusalem Affairs, Jerusalem Governorate, Palestinian Housing Council
		Presence of a legal and engineering follow-up body to provide licensing requirements (number)	0	1	1	1	1	1									Jerusalem Governorate, Palestinian Housing Council	Palestinian Housing Council delivery reports	Ministry of Jerusalem Affairs, Jerusalem Governorate, Palestinian Housing Council
		Availability of infrastructure for proposed housing projects (number)	0	0	0	1	1	2									Jerusalem Governorate, Palestinian Housing Council	Palestinian Housing Council delivery reports	Ministry of Jerusalem Affairs, Jerusalem Governorate, Palestinian Housing Council
		Number of housing units completed (number)	0	0	32	64	96	128									Jerusalem Governorate, Palestinian Housing Council	Delivery reports	Ministry of Jerusalem Affairs, Jerusalem Governorate, Palestinian Housing Council
		Number of loans granted to youth in the housing sector (number)	0	0	100	100	100	200									Jerusalem Governorate, Palestinian Housing Council	Delivery reports	Ministry of Jerusalem Affairs, Jerusalem Governorate, Palestinian Housing Council



Issue	Development Goal	Measurement Indicator	Current Indicator Value	The Desired Value throughout the SDSF Timeframe												Source of Information	Measurement Tool	Monitoring Body		
				Phase 1 (2020-2022)			Phase 2 (2023-2026)			Phase 3 (2027-2030)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030						
Lack of attention and support to the business and services sector	Improving the business and services sector	Availability of a training program for workers in the business and services sectors (number)	0	1	1	1	1	1			1	1	1	1	1	1	Chamber of Commerce and Jerusalem Governorate	Delivery reports	Ministry of Jerusalem Affairs, Chamber of Commerce, Ministry of National Economy, Jerusalem Governorate	
		Availability of a marketing program for business services (number)	0	1	1	1	1	1			1	1	1	1	1	1	Chamber of Commerce and Jerusalem Governorate	Delivery reports	Ministry of Jerusalem Affairs, Chamber of Commerce, Ministry of National Economy, Jerusalem Governorate	
	Enhancing the tourism sector	Availability of a training program for tour guides (number)	0	1	1	1	1	1			1	1	1	1	1	1	Ministry of Tourism and Antiquities, Jerusalem Governorate	Delivery reports	Ministry of Jerusalem Affairs, Ministry of Tourism and Antiquities	
		Number of tourism enterprises that have been renovated and rehabilitated (number)	0	0	10	15	20	25			30	35	40	45	50	50	Ministry of Tourism and Antiquities, Jerusalem Governorate	Delivery reports	Ministry of Jerusalem Affairs, Ministry of Tourism and Antiquities	
<b>Hierarchy of Proposed Services</b>												<b>Hierarchy of Proposed Services</b>								
Lack of requirements in achieving the proposed service hierarchy	Applying the hierarchy of proposed services	Presence of a general hospital in Al-Ram area (number)	0	0	0	0	0	0			0	0	0	1	1	1	Ministry of Health	Delivery reports	Jerusalem Governorate	
		Presence of a library in Al-Ram (number)	0	0	0	1	1	1			1	1	1	1	1	1	Ministry of Education	Delivery reports	Jerusalem Governorate	
		Presence of a Directorate of Education in Al-Eizariyyah (number)	0	0	0	0	0	0			0	0	1	1	1	1	Ministry of Education	Delivery reports	Jerusalem Governorate	
		Presence of a Department of Agriculture in Al-Eizariyyah (number)	0	0	0	0	0	0			0	0	1	1	1	1	Ministry of Agriculture	Delivery reports	Jerusalem Governorate	
		Presence of a Department of Health in Al-Ram (number)	0	0	0	0	0	0			1	1	1	1	1	1	Ministry of Health	Delivery reports	Jerusalem Governorate	
		Presence of a civil court in Al-Eizariyyah and Al-Ram (number)	0	0	0	0	0	0			0	0	1	2	2	2	Ministry of Interior	Delivery reports	Jerusalem Governorate	
		Presence of a slaughterhouse in Al-Eizariyyah and Al-Ram (number)	0	0	0	0	0	0			0	0	0	0	1	2	Al-Eizariyyah and Al-Ram municipalities	Delivery reports	Jerusalem Governorate	

## Spatial Dimension of Proposed Development Programs and Projects

This Spatial Development Strategic Framework for the Governorate of Jerusalem adopted an integrated holistic approach without going into the exact details of the areas of development intervention, while at the same time it identified the spatial dimensions of each proposed program or project under this framework that is implemented and followed-up on.

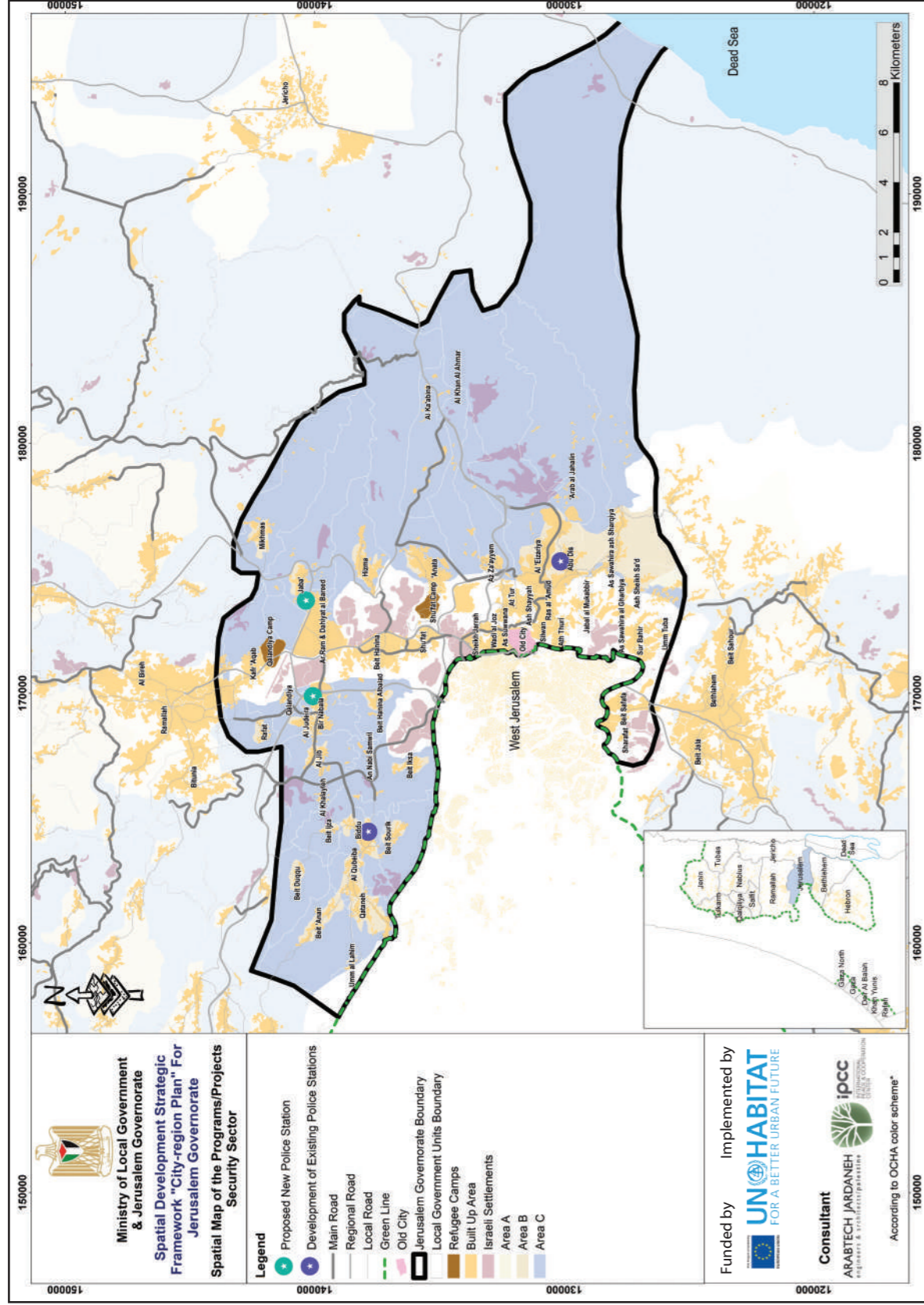
In identifying the programs, projects and places of implementation, the needs of the areas and the different communities within the governorate have been taken into consideration in maintaining the regional/above local level, particularly areas classified as Area C and those behind the Separation Wall. The lack of resources, opportunities, and potentials available in the governorate has also been regarded.

Table 4 and Maps (3-12) include the spatial dimension of the proposed development programs and projects under the SDSF for Jerusalem Governorate.

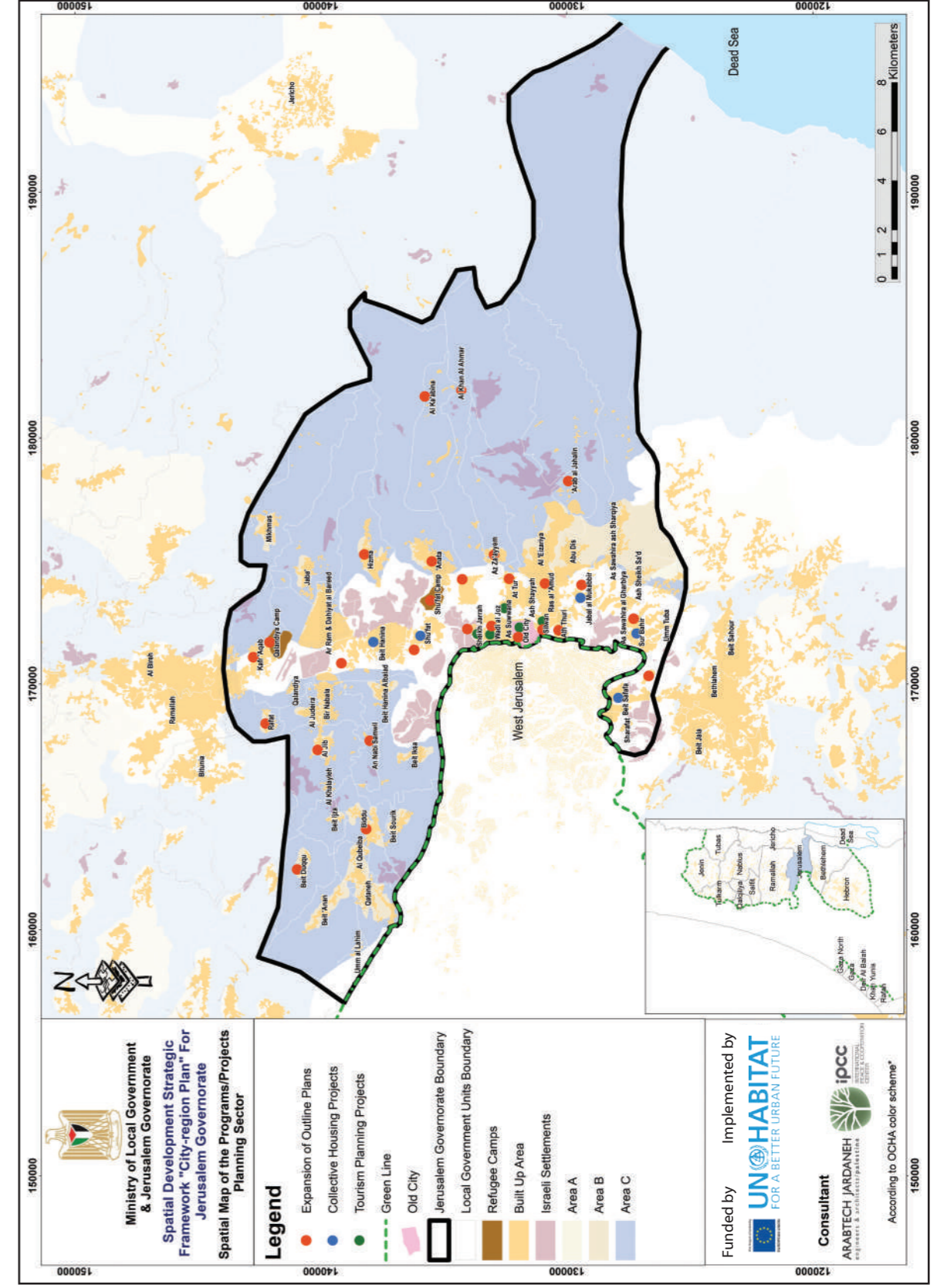
Table 4: Proposed Development Programs and Projects within the SDSF for Jerusalem Governorate, its Spatial Dimension and relation to Areas C

Development Sector	Program/Project Title	Spatial Dimension of Program/Project	Relation to Areas C
Administration and Good Governance	Strengthening Institutional Capacities of Local Authorities in the Jerusalem Governorate Program	Various local authorities in the Jerusalem Governorate	Part of the targeted communities lands lie in Area C
	Planning System Development able to Meet the Needs of Urban Development in Jerusalem Governorate Program	All neighborhoods, suburbs, and communities in the Jerusalem Governorate	Part of the targeted communities lands lie in Area C
	Police Headquarters Development and the Strengthening of Civil Peace and Social Oversight in Jerusalem Governorate Program	Abu Dis, Biddu, Al-Ram, Bir Nabala	Part of the targeted communities lands lie in Area C
Environment and Infrastructure	Establishment and Operation of Solar Energy Program	Various locations in the governorate	Part of targeted areas lie in Area C
	Maintenance, Rehabilitation, and Development of the Main and Connecting Road Network in Jerusalem Governorate Program	Various locations in the Jerusalem Governorate	Part of targeted areas lie in Area C
	Developing the Public Transportation Sector and Facilities in the Governorate Program	In Al-Eizariyyah and Al-Ram	Part of the targeted communities lands lie in Area C
	Increasing Traffic Regulations in the Governorate Program	Various locations in the Jerusalem Governorate	Part of targeted areas lie in Area C
	Development of the Solid Waste Management and Environmental Systems Program	Various locations in the Jerusalem Governorate	
	Development of the Water Networks	Various locations in the Jerusalem Governorate	
	Development of the Sewage Systems	Various locations in the Jerusalem Governorate	

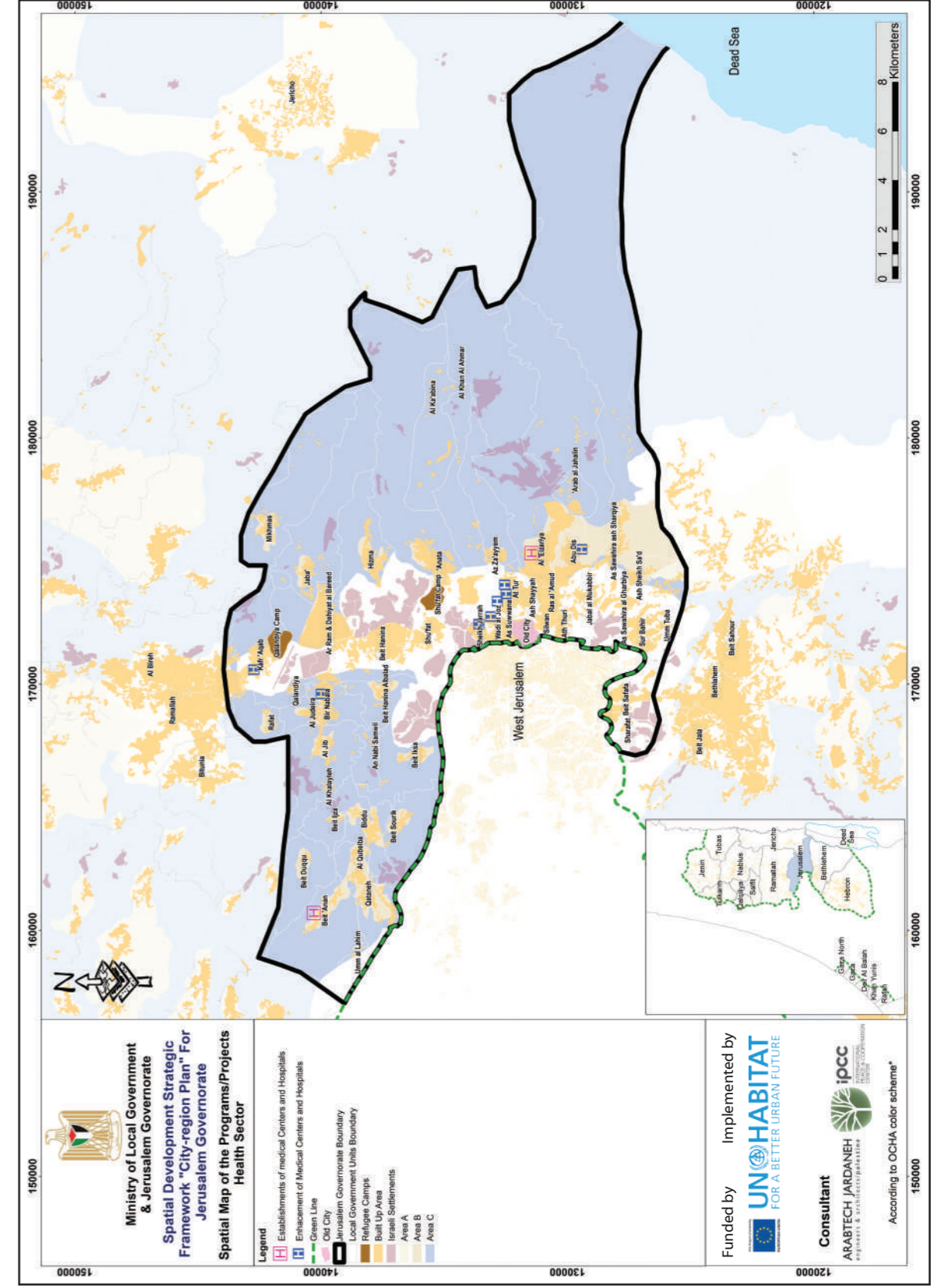
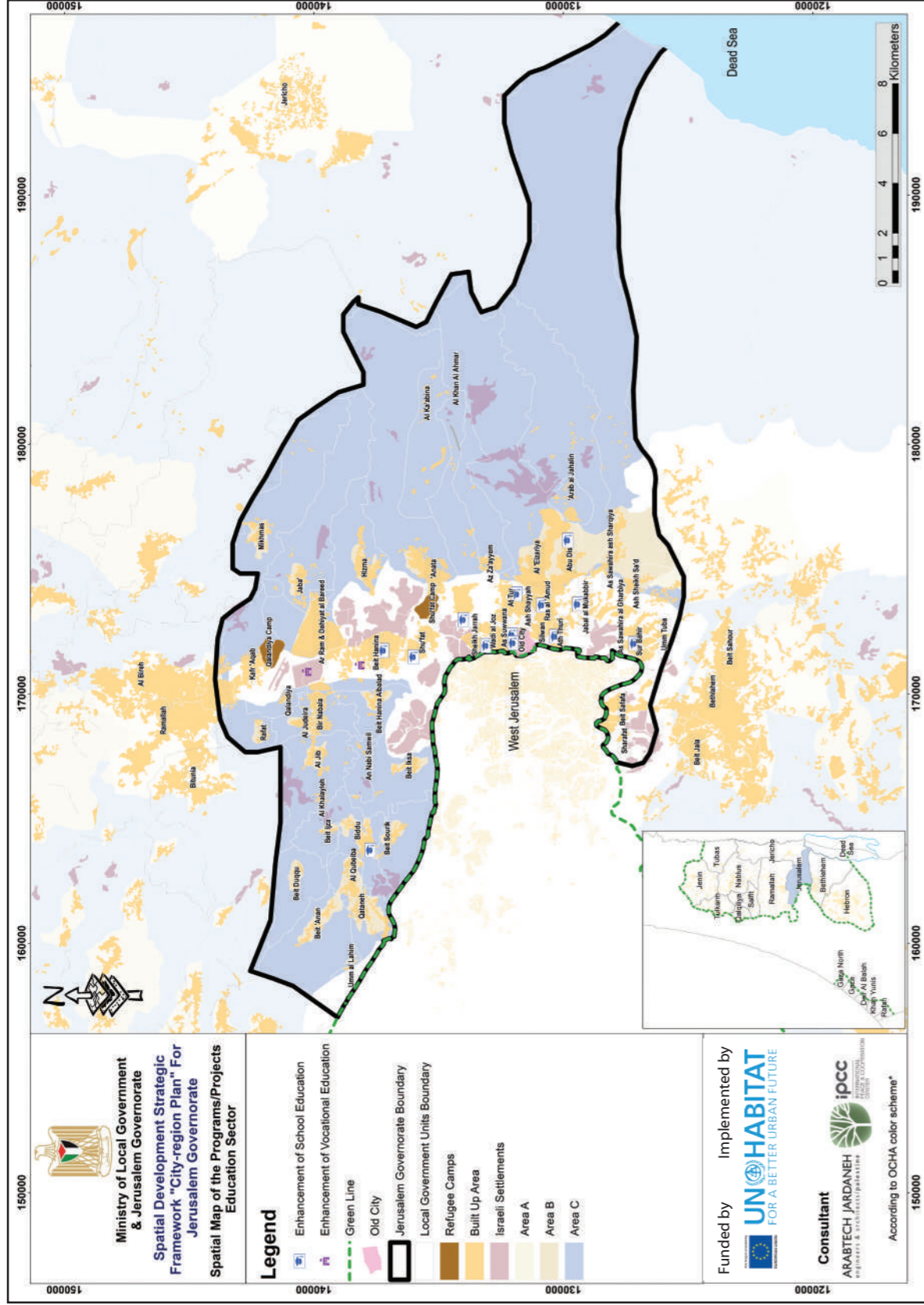
Development Sector	Program/Project Title	Spatial Dimension of Program/Project	Relation to Areas C
Social Development	School Educational Development Program in various areas in Jerusalem Governorate	Old City and surrounding neighborhoods, northern and southern neighborhoods of Jerusalem	Part of targeted areas lie in Area C
	Vocational Education Development Program in various areas in Jerusalem Governorate	Secondary Vocation School (Arab Orphan), and the Lutheran World Federation	
	Development of Health Services in Jerusalem Governorate Program	Al-Quds University, Al-Makassed Hospital, Augusta Victoria Hospital	
	Infrastructure Development for the Health Sector in the Jerusalem Governorate Program	Beit Anan Health Center, Khalifa Mosque, Al-Eizariyyah	
	Development of Women and Youth Organizations and Activities Program	Old City and city center, villages in the northwest Jerusalem, Al-Eizariyyah-Abu Dis area	
Local Economic Development	Housing Development Program for Youth and Low-Income Families	Jerusalem Governorate	Part of targeted areas lie in Area C
	Industrial Zone Development Program East of Abu Dis and Al-Eizariyyah	East of Abu Dis and Al-Eizariyyah	
	Development of an Industrial Zone for Handicrafts in Northern Jerusalem Program	Northwest Jerusalem	
	Improving the Business and Services Sector Program	Old City and Commercial Business District Commercial centers in the neighborhoods and suburbs of the governorate	
	Enhancing the Tourism Sector Program	Old City and immediate surroundings (inner-city neighborhoods)	
Hierarchy of Proposed Services Achievement	Implementing the Requirements of the Hierarchy of Proposed Services Program	Communities in the east of the governorate: Al-Eizariyyah, Abu Dis, and As-Sawahreh Ash-Sharqiyyah, with Al-Ram as its center Communities in the north: Al-Ram, Bir Nabala, and Al-Jib, with Al-Ram as its center	Part of targeted areas lie in Area C

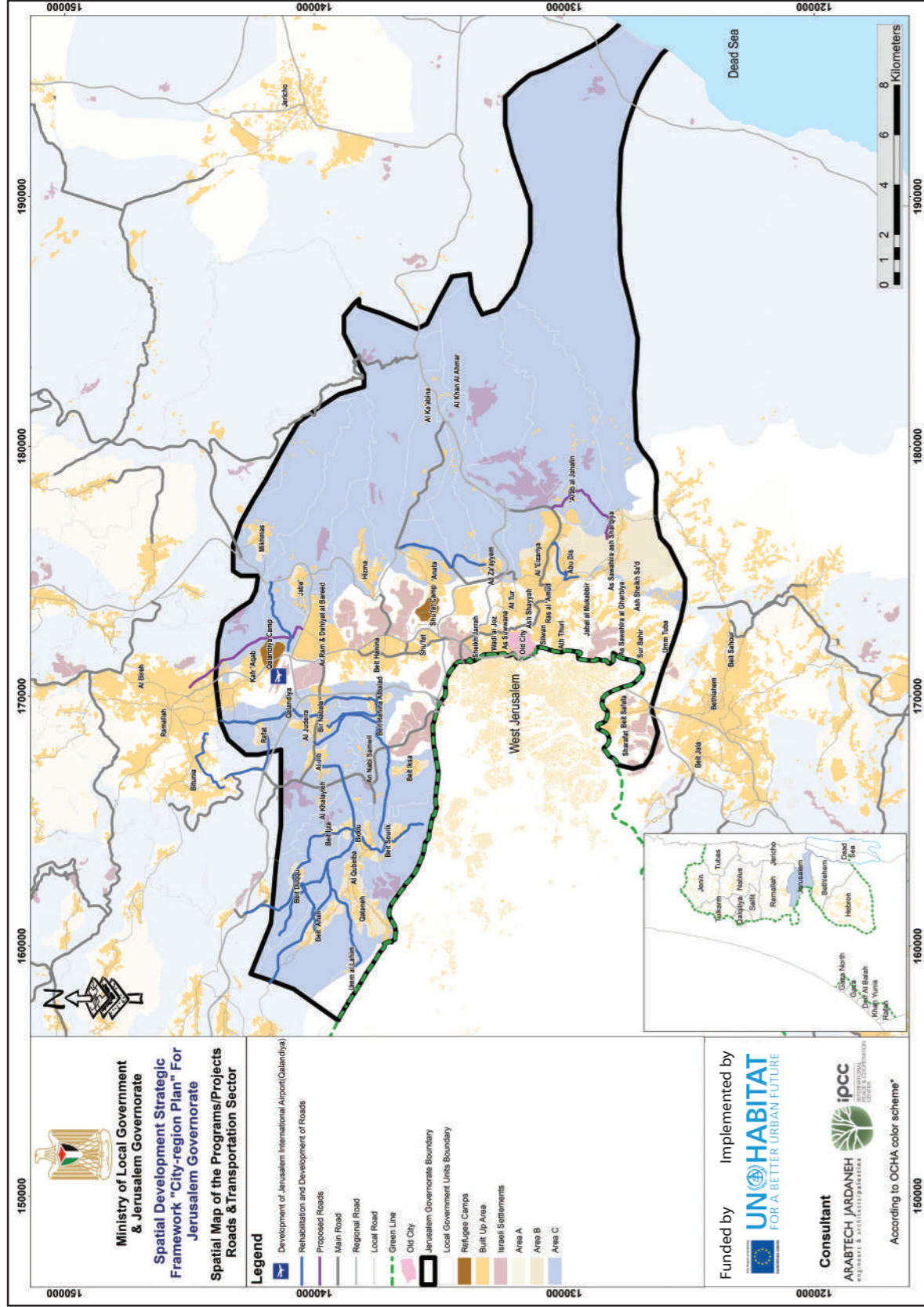


Map (3): The Spatial Dimension of Proposed Development Programs and Projects in the Security Sector

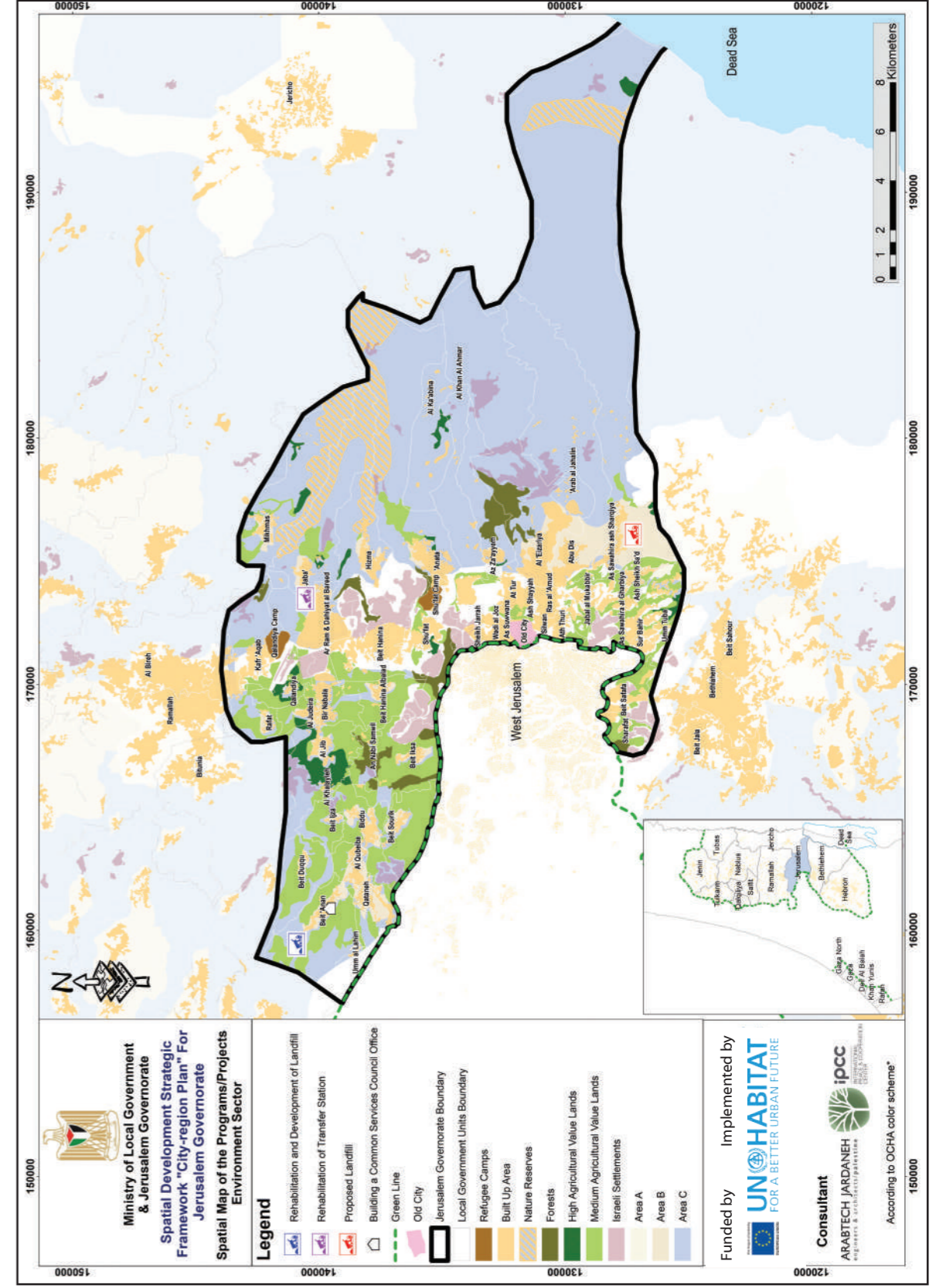


Map (4): Spatial Dimension of Proposed Development Programs and Projects in the Planning Sector

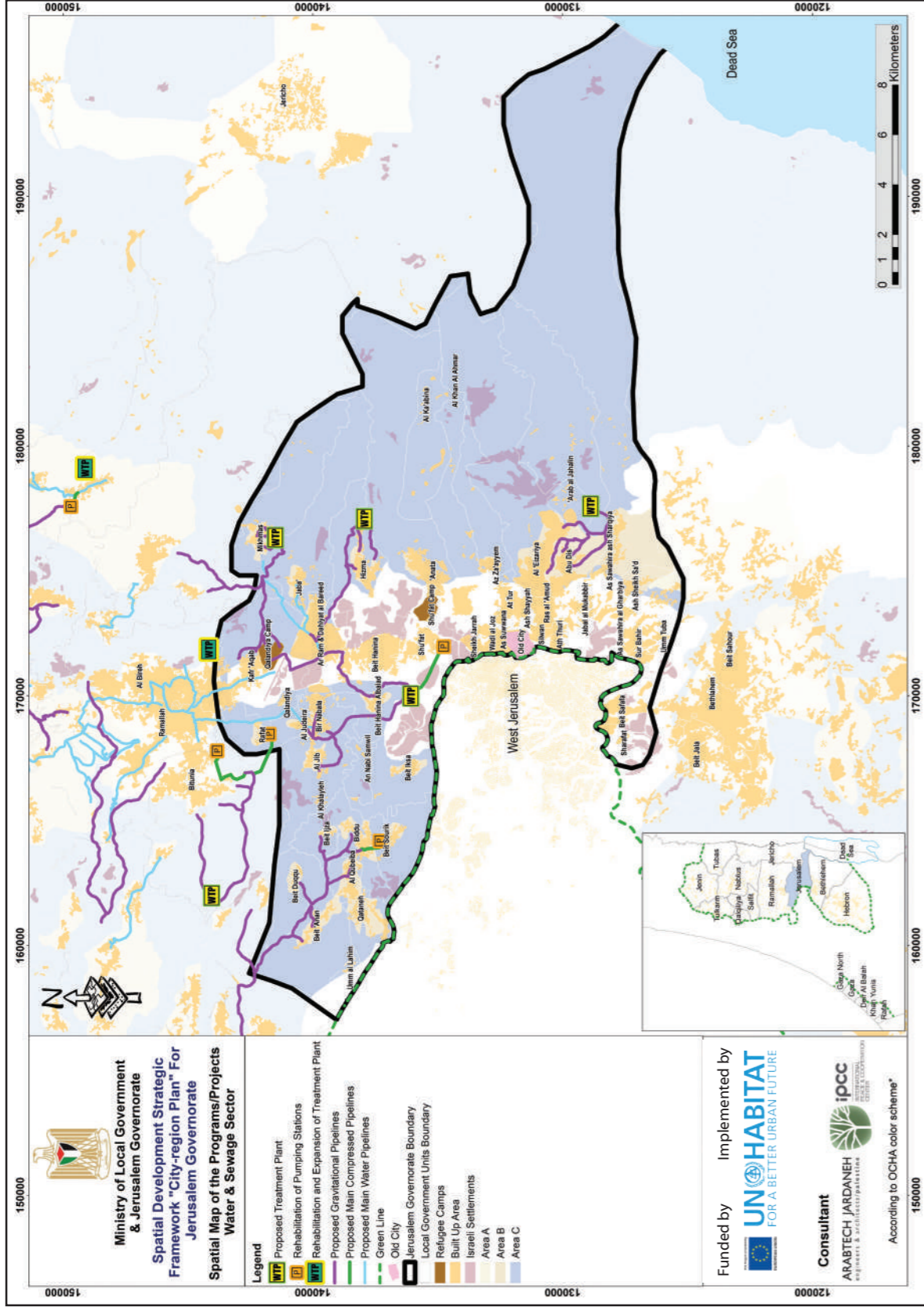




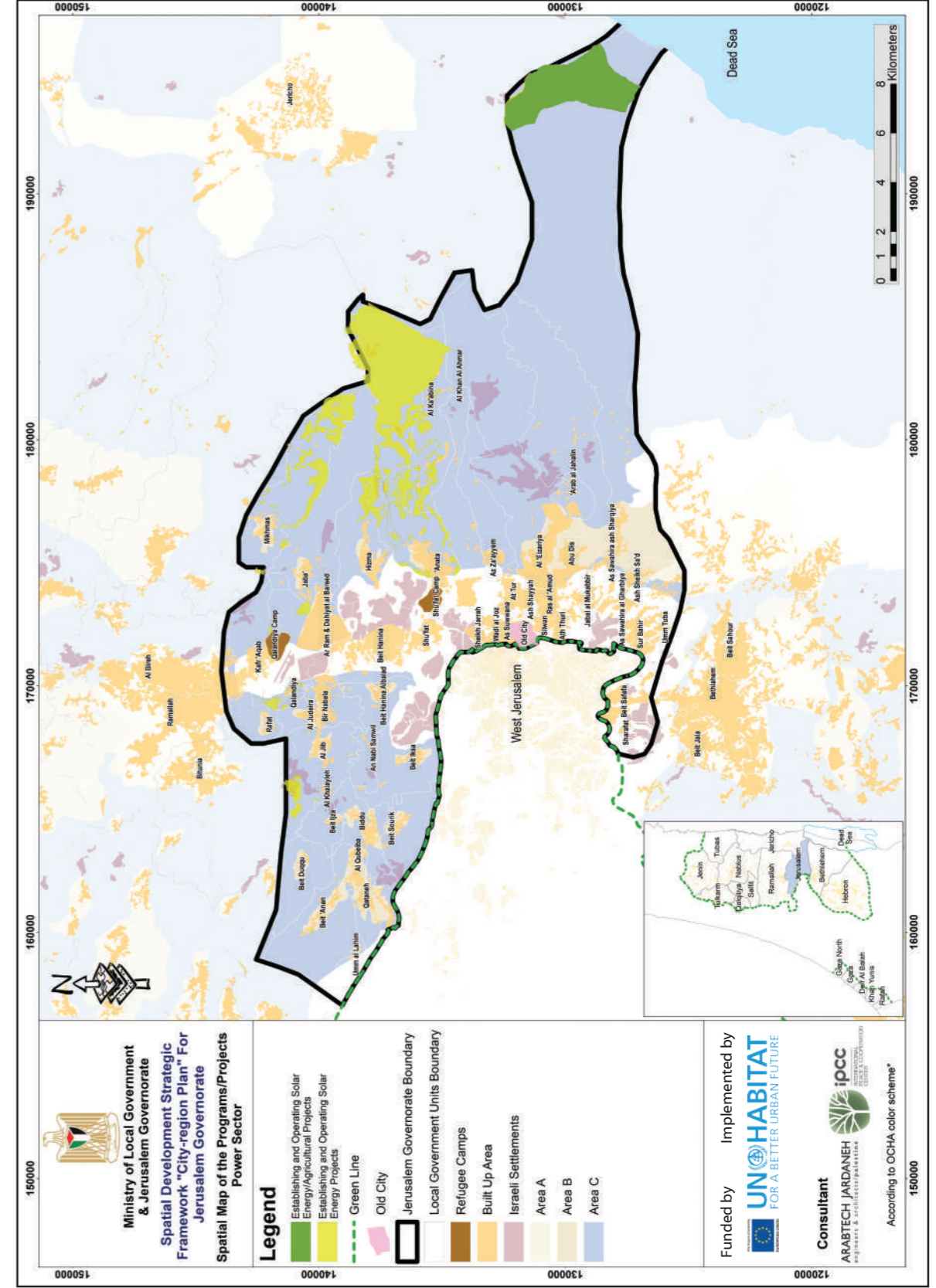
Map (7): Spatial Dimension of Proposed Development Programs and Projects in the Roads and Transport Sector



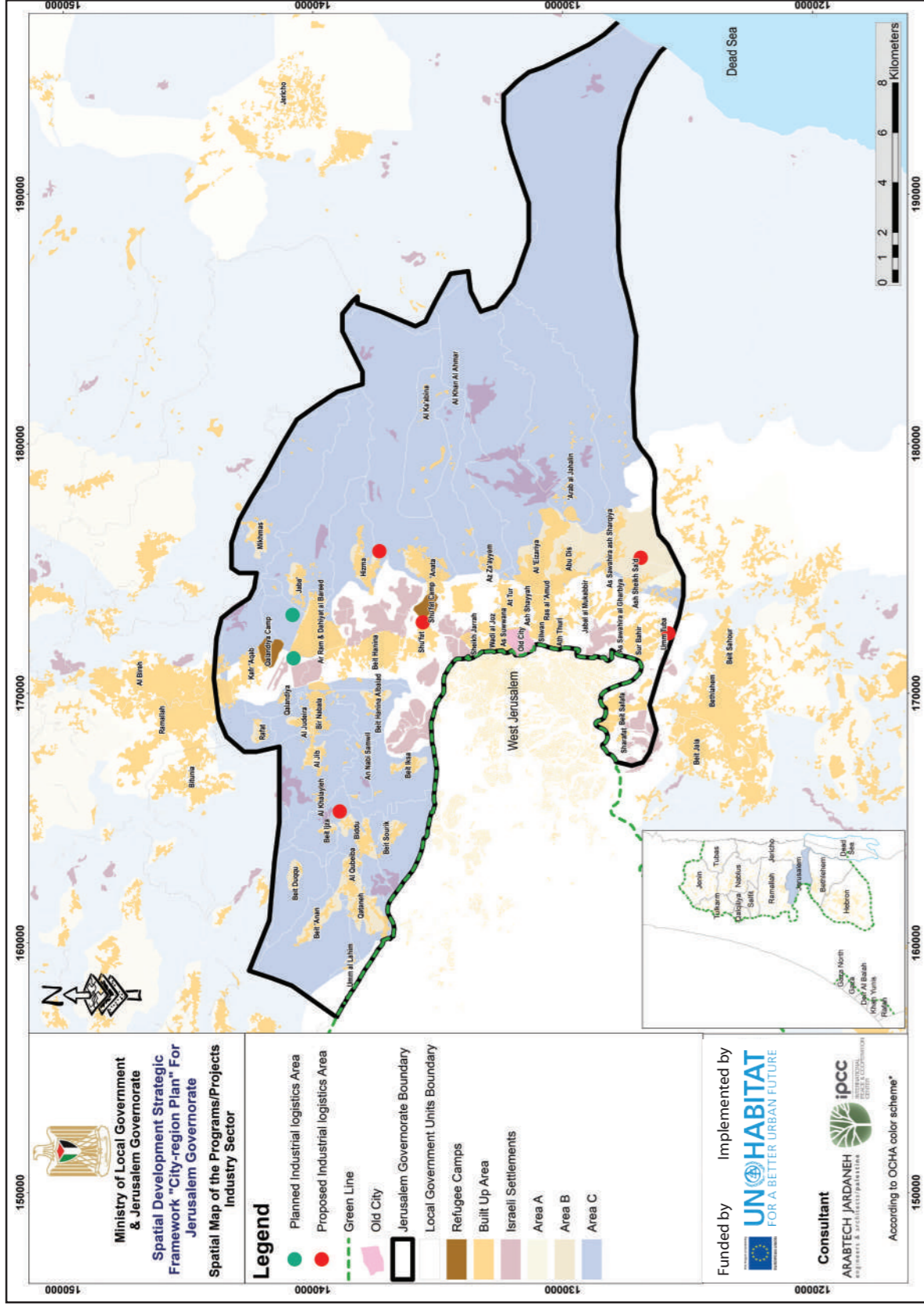
Map (8): Spatial Dimension of Proposed Development Programs and Projects in the Environment Sector



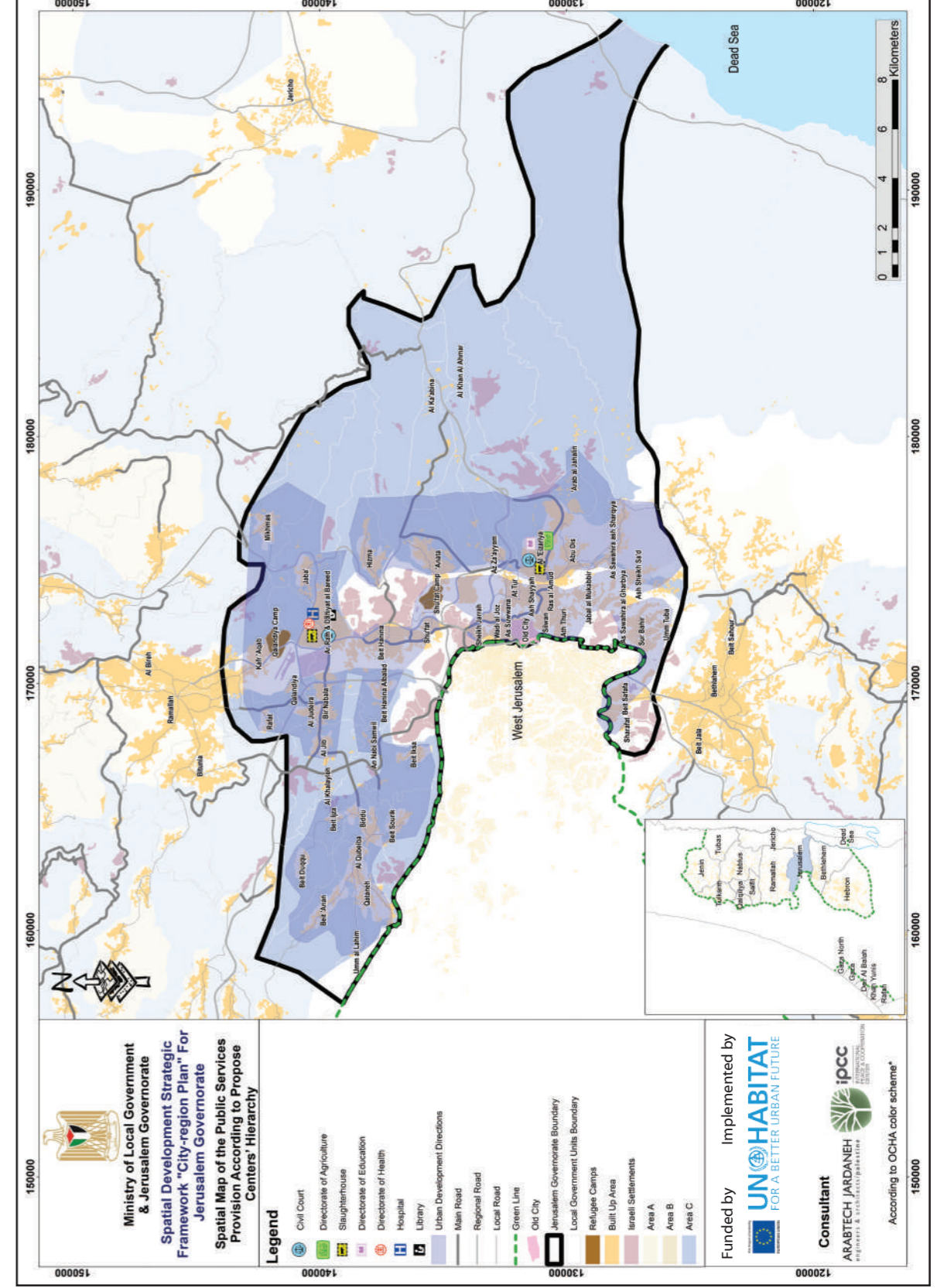
Map (9): Spatial Dimension of Proposed Development Programs and Projects in the Water and Sewage Sector



Map (10): Spatial Dimension of Proposed Development Programs and Projects in the Power and Telecommunications Sector



Map (11): Spatial Dimension of Proposed Development Programs and Projects in the Economy and Industry Sector



Map (12): Spatial Dimension of Proposed Public Services Provision according to Proposed Centers' Hierarchy



## Spatial Framework Plan for the Jerusalem Governorate

The spatial framework plan is a key component of the integration of planning practices for the preparation of national and local strategic development plans, as well as for the preparation of the physical urban plans, which contributes to the achievement of a sustainable and balanced development across all sectors and the advancement of marginalized Palestinian regions, particularly communities located in Area C and within the Jerusalem municipal boundaries, integrating them with their Palestinian surroundings in the governorate and the rest of the Palestinian territory.

According to a study produced by the Ministry of Finance and Planning in 2006 on the hierarchal classification of services centers in the West Bank and Gaza Strip, the service centers were split into four categories: regional, semi-regional, local and neighborhood centers. These were identified based on factors such as the current and projected population size, the geopolitical context, their geographical location, the relationship between the centers and surrounding communities, and the level of services provided<sup>4</sup>.

This study identified three centers in Jerusalem distributed as one semi-regional center (Al-Ram city), and two local centers (Biddu and Al-Eizariyyah), as illustrated in Map (13).

The structure of the service centers, as determined in the 2006 study, highlights the inadequacy of services provided by the current centers. There is a shortfall in the spatial distribution of these centers, that requires development and an identification of services centers in semi-regional centers in the governorate. Herewith the SDSF revisit the hierarchal structure for the provision of social service with emphasis on a group of factors, the most important being:

1. Availability of services in localities according to classification level.
2. Current and expected population size.
3. Geographical location and the service area.
4. Geo-political characteristics.

Using the same classifications, a new hierarchal structure of services centers in Jerusalem have been proposed that better meets the service needs of the population. This identifies 26 centers: the capital of Palestine, 2 semi-regional centers, 6 local centers, and 17 neighborhood centers. The centers are distributed among three developmental areas where the services required by the local community within the area of development are distributed according to eligibility.

A proposed hierarchal structure of services centers in Jerusalem is shown in Map (14).

Based on the outputs of the strategic analysis process for the different development sectors in Jerusalem, the formulation of the strategic development framework (vision and developmental goals), and the selection of programs and projects, we can now determine spatial development trends in the district during the period of implementation of the strategic development plan and its construction in the form of a spatial framework plan for the governorate.

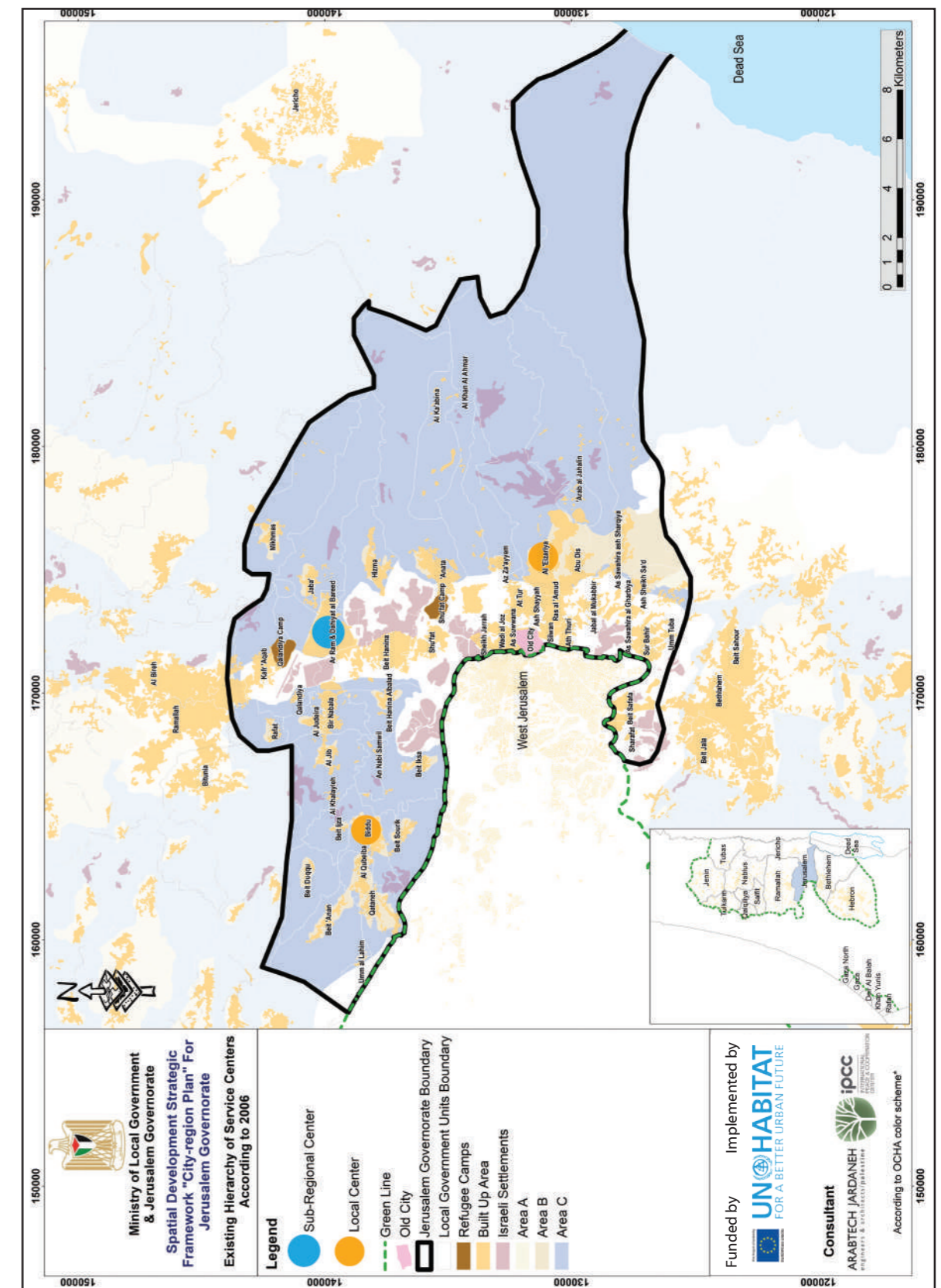
The Spatial Framework Plan is fixed solely on information pertaining to the current geographical, physical and geo-political reality of the governorate (population centers; road networks; political classification of the areas; impact of Israeli occupation presented by settlements and the Separation Barrier); in connection with the information outlined in the National Framework for the Protection of Cultural and Natural Resources (agricultural land classifications, biodiversity areas, archaeological and historical areas, etc.), including spaces available for future urban development in the governorate discussed in part one of this document.

The spatial framework plan also includes spatial projections of developmental projects and programs as proposed as part of the strategic development plan for Jerusalem, in addition to the locations of future urban expansion and spatial needs from apartment buildings to public service centers as previously identified.

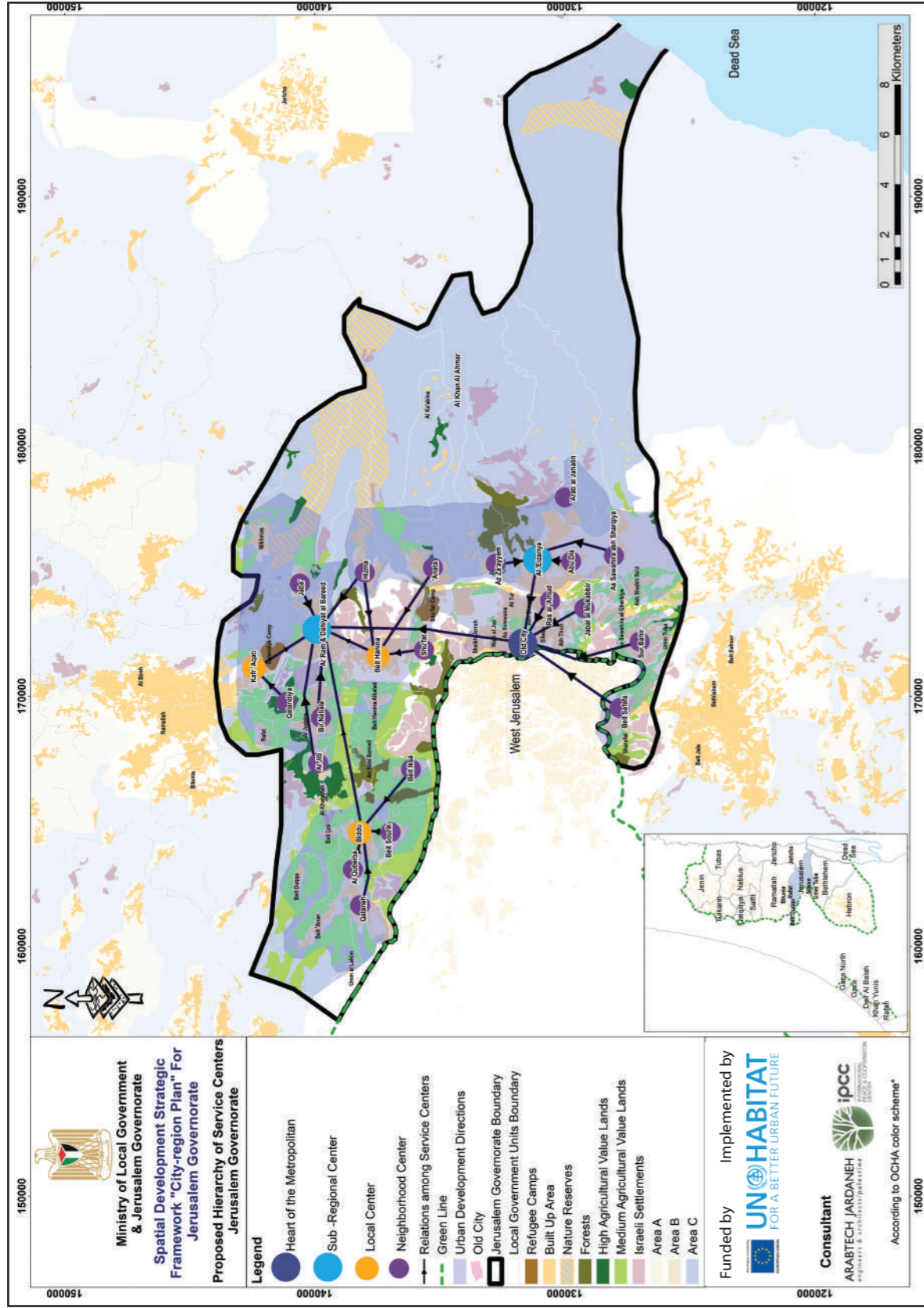
Map (15, 16) outline the Spatial Framework Plan in Jerusalem Governorate.

The Spatial Framework outline Plan for the Jerusalem Governorate identifies the routes and stations of public transportation systems Map (17), the connectivity of green spaces is outlined in Map (18).

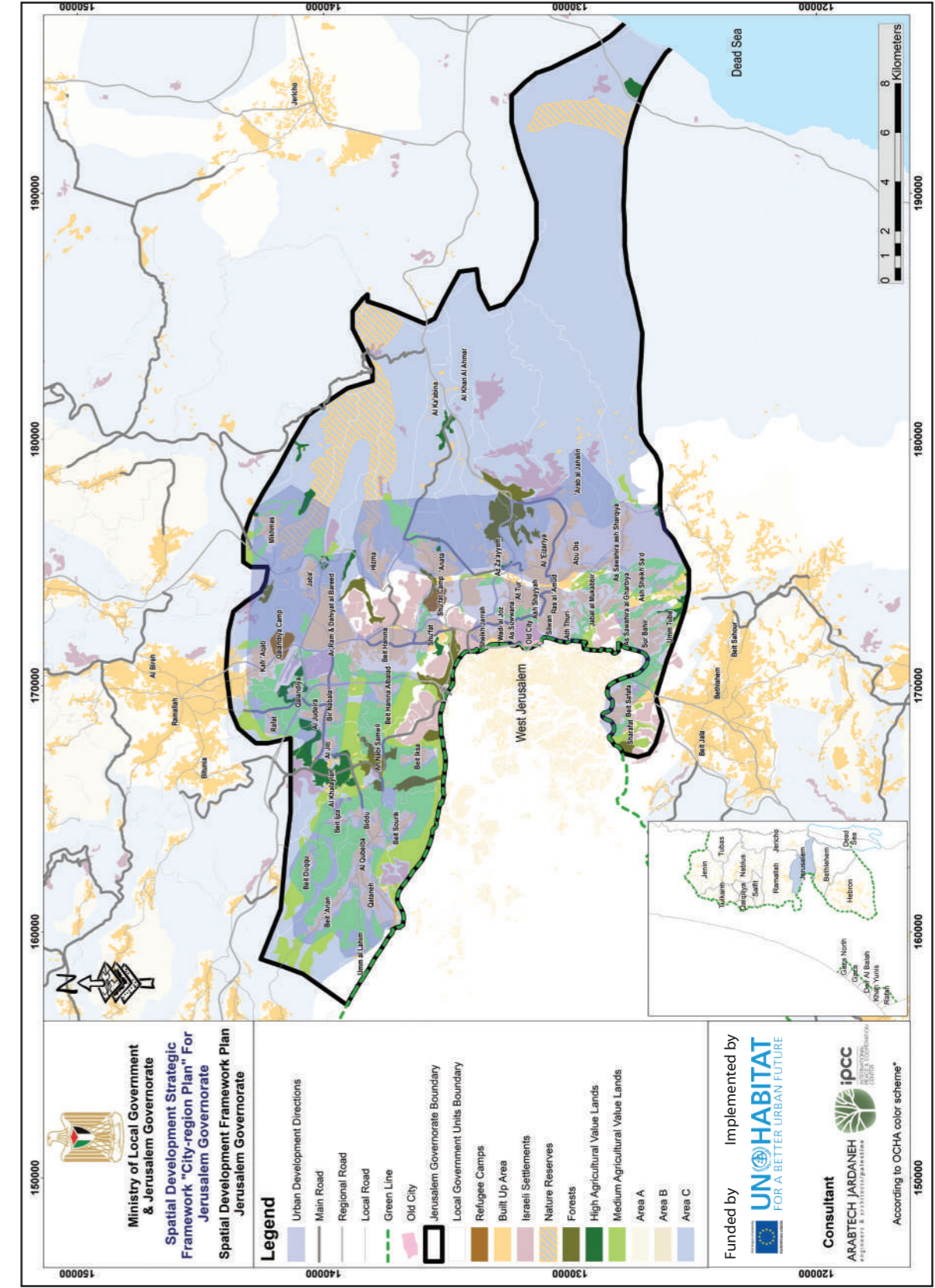
<sup>4</sup> Ministry of Finance and Planning, Study of the Hierarchy of Service Centers in the West Bank and Gaza Strip, unpublished study, Ministry of Finance and Planning, Ramallah, 2006.



Map (13): Current Hierarchy of Service Centers in the Jerusalem Governorate



Map (14): The Suggested Hierarchy of Service Centers in Jerusalem Governorate



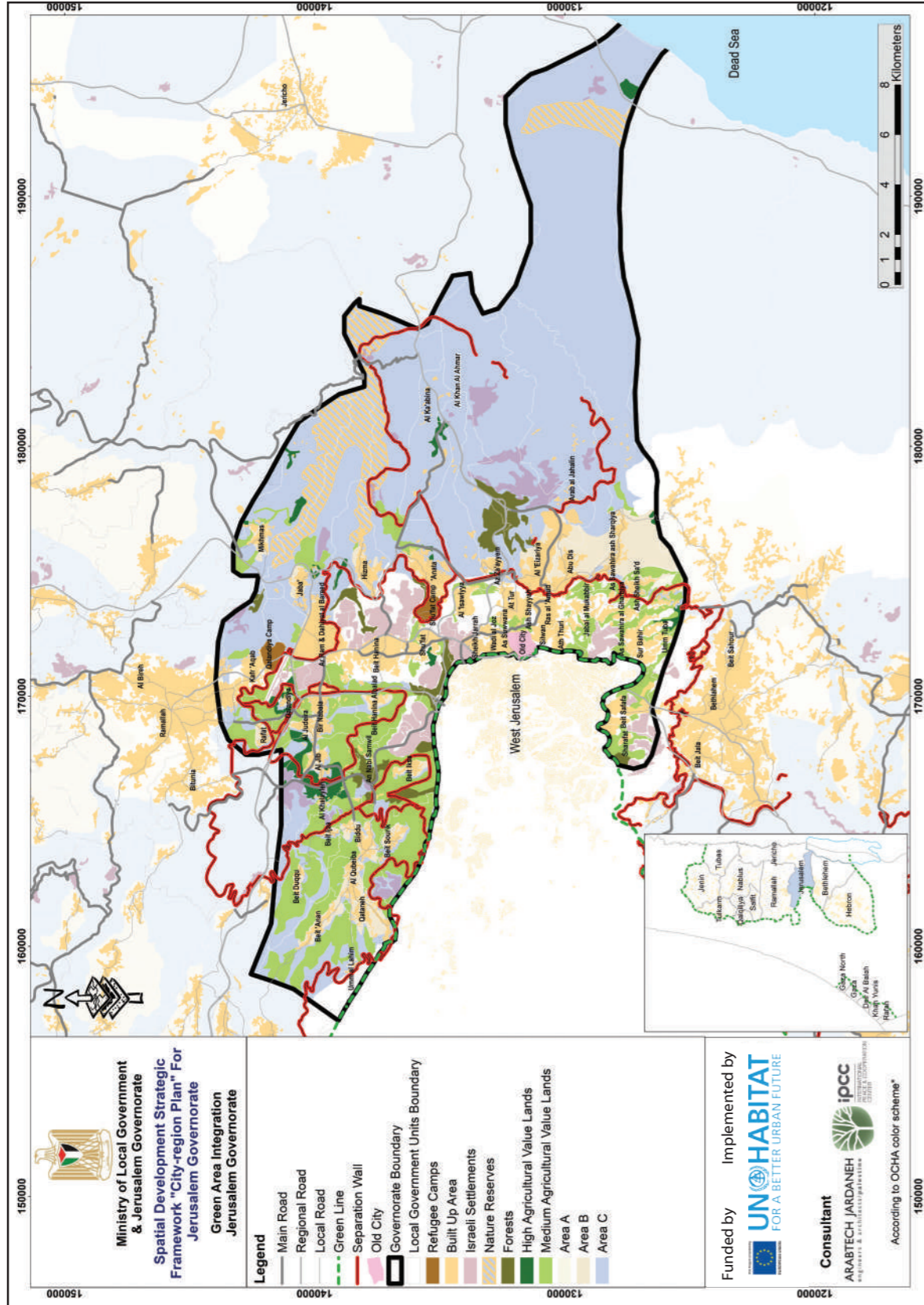
Map (15): Spatial Development Framework Plan for Jerusalem Governorate – Urban Development Directions



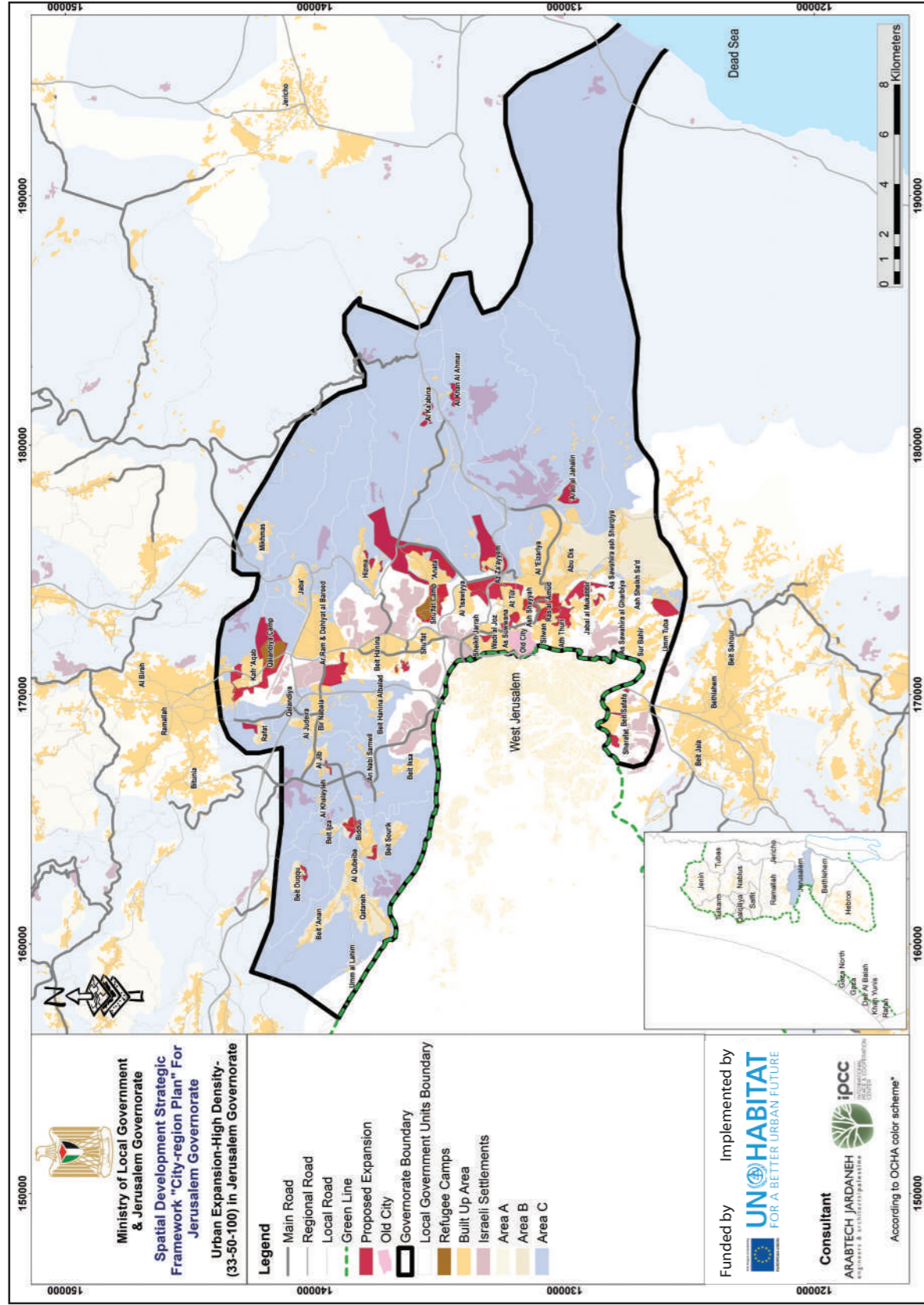


### Urban Development and Expansion Trends in Jerusalem Governorate

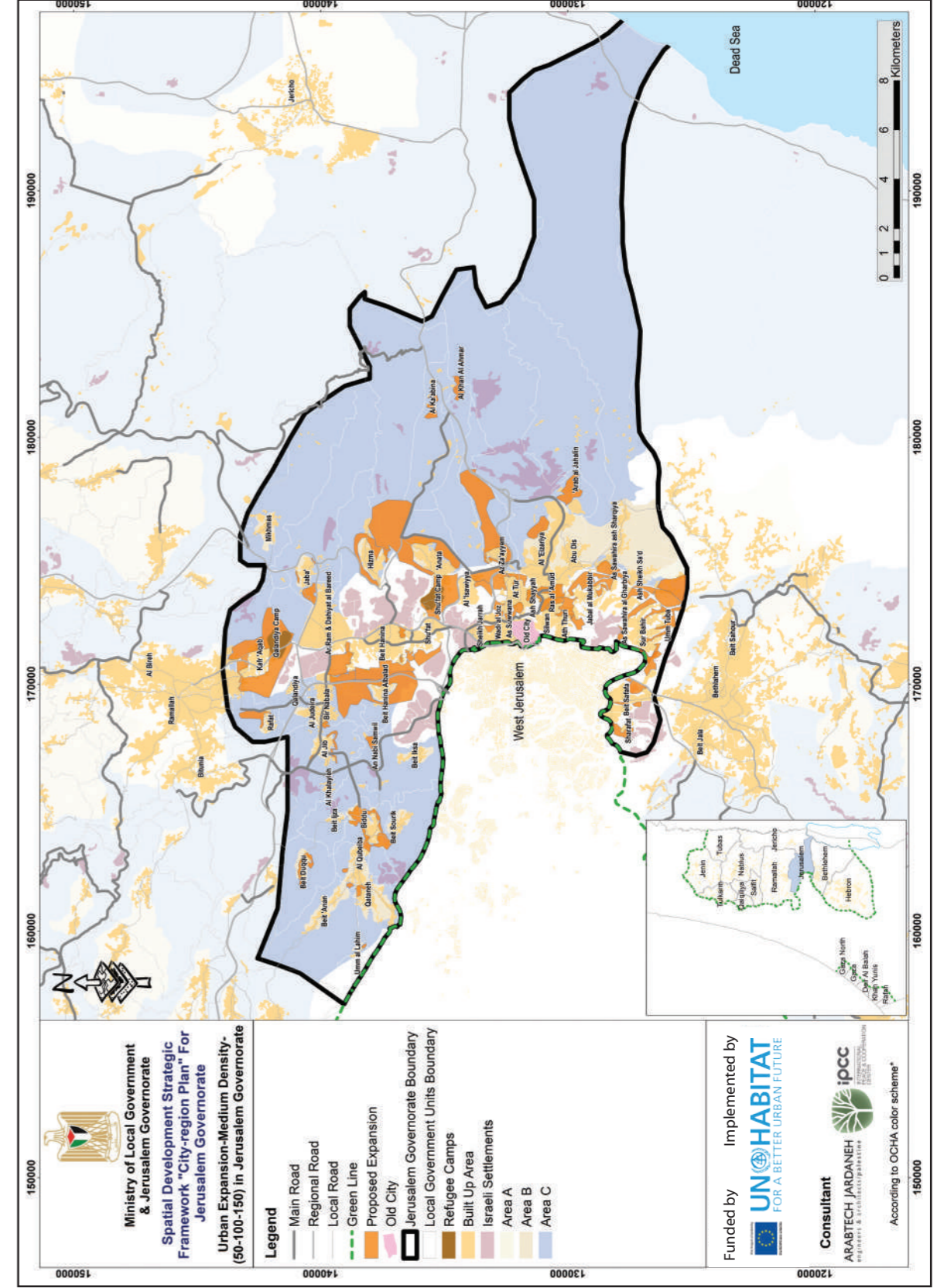
Based on the forecasted natural population growth for 2030 in the Jerusalem Governorate, considering the geopolitical determinants and constraints to Palestinian development, the areas of the master plans required to accommodate current development needs are illustrated in Map (19), in line with the assumption of urban expansion of a density of (33 - 50 - 100) square meters per individual in different regions of the governorate (Old City -urban neighborhoods - communities in Jerusalem Governorate). Additionally, Map (20) illustrates urban expansion (Old City-Urban neighborhoods-communities in Jerusalem Governorate) based on the average density scenario (50 -100 -150) square meters.



Map (18): Connectivity of Green Spaces in Jerusalem Governorate



Map (19): Urban expansion of a density of (33-50-100) square meters per individual



Map (20): Urban expansion based on the average density scenario (50-100-150) square meters

## Institutional Framework for Implementing the SDSF

The preparation phase of the SDSF for the Jerusalem Governorate underwent three main phases as follows:

- 1. Organization and Analysis:** A steering committee was formed to oversee the preparation of the SDSF. In addition to the formation of a technical committee that worked alongside a team of experts to investigate the underlying reality of the governorate in various sectors.
- 2. Determining the framework for strategic development:** This included identifying priority issues, as well as identifying the vision and strategic goals, indicators, and the programs and projects to be carried out in the governorate.
- 3. Plan Formulation:** Formulating the implementation plan, the monitoring and evaluation plan, and the SDSF for the governorate.

The process of implementing the SDSF transpired in two complementary phases as follows:

- 4. Implementation Strategy:** The implementation process constituted the preparations for implementation, fund-raising and building networks, and direct implementation.
- 5. Monitoring and Evaluation:** This includes the monitoring and evaluation of implementation and updating the implementation plans and the monitoring and evaluation plans.

The institutional arrangements included forming a steering committee, a technical committee, and sectoral committees who all played a major role in preparing the SDSF, were the main elements in the success of the implementation process, reducing barriers, and designing solutions to any issues that may occur during the implementation process.

To ensure the proper implementation of the SDSF, the proposed institutional arrangements will guarantee effective implementation of the strategic framework, and ensure continuous monitoring and evaluation.

The following Figure 4 presents the institutional framework proposed to directly oversee the implementation of the strategic framework, and its continuous monitoring and evaluation.

The figure is followed by a description of the roles and responsibilities of the different stakeholders.

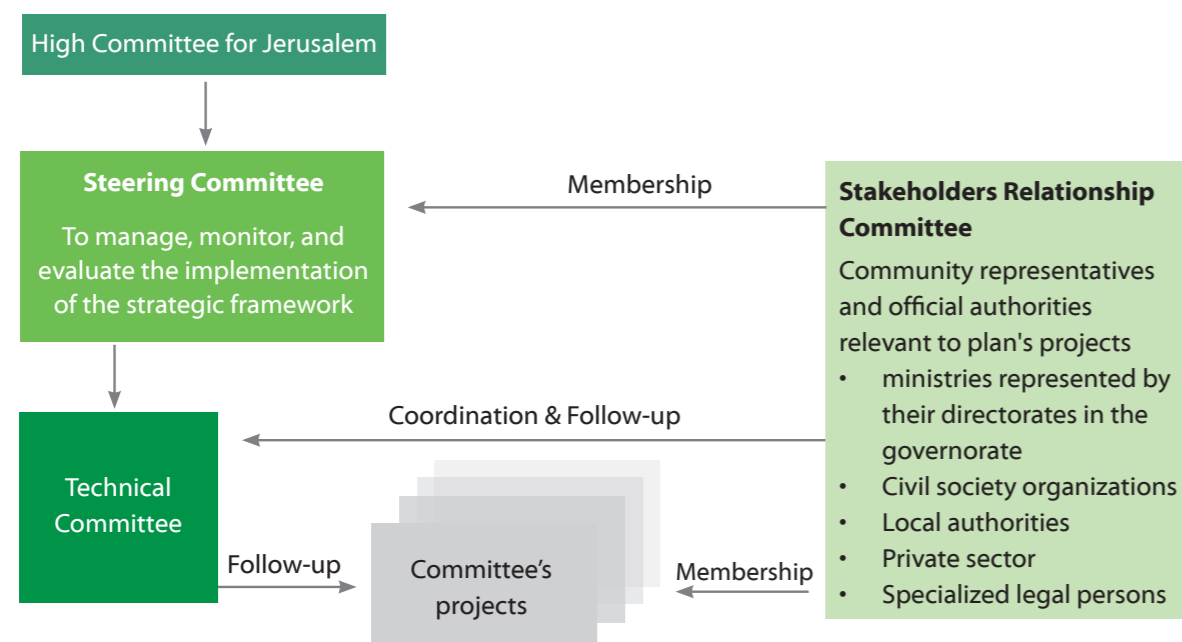


Figure 4: Proposed Institutional Framework for Implementing the SDSF in Jerusalem Governorate

### One: High Committee for Jerusalem:

**Formation:** The High Committee for Jerusalem is formed as follows:

1. President of Palestine, and Chairman of the Executive Committee of the Palestinian Liberation Organization
2. Prime Minister
3. Chairperson of the Office of the President
4. A member of the PLO
5. Grand Mufti of Jerusalem and the Holy Land
6. Patriarch of Jerusalem
7. Minister of Jerusalem Affairs
8. Governor of Jerusalem
9. Chairman of the Jerusalem Chamber of Commerce and Industry
10. A representative of civil society

### Responsibilities:

1. Offer political support to all Arab and international forums for the outputs of the strategic framework.
2. Receive and revise reports prepared by the Steering Committee related to the execution of the strategic framework.
3. Reduce obstacles whether administrative, legal, or political, to easily facilitate the outputs of the strategic framework.
4. Raise the required amount of funds from national, international and Arab parties to implement the programs and projects of the framework.

### Two: Stakeholder Committee:

**Formation:** civil society representatives, and relevant official authorities headed by the governor. It includes:

1. Official ministries represented by their directorates in the governorate
2. Civil society organizations
3. Local authorities
4. Private sector
5. Specialized legal persons

### Responsibilities:

1. Follow-up on results achieved in regard to the execution of the strategic framework.
2. Allocate membership in the Steering Committee to some personnel.
3. Coordinate with the representatives of institutions mentioned above to include strategic framework projects in the institutions' annual activities plan.
4. Follow-up on the annual assessment after project implementation.

### Three: Steering Committee:

**Formation:**

1. The governor
2. Representative of the MoLG



3. Representatives of ministries and institutions who play a considerable role in project execution; selection process will take place by coordination with the governor and the representative of the MoLG

**Responsibilities:**

1. Follow-up and support the implementation of the strategic framework through revision and discussion of reports prepared by the Technical Committee.
2. Coordinate with relevant parties to reduce obstacles or solve operational problems.
3. Assist in raising adequate funds for project execution.
4. Update civil society representative of achievements, issues and obstacles faced during implementation of the strategic framework.
5. Assist in entering into contracts and MOUs between partners and relevant parties.
6. Discussion with relevant parties to facilitate the project implementation.

**Four: Technical Committee:**

**Formation:** the Technical Committee comprises each institution in the governorate such as the General Administration for Planning and Development and the Ministry of Local Government. The Technical Committee's authorities are decided upon in joint agreement between the Ministry and the Governor.

**Responsibilities:**

1. Prepare annual implementation plans.
2. Coordinate with stakeholders to formulate project committees.
3. Coordinate with stakeholders to include strategic framework projects in their annual activities plans
4. Allocate membership to project-related committees.
5. Hold meetings with project committees and follow-up on project preparations, fund-raising, and implementation.
6. Provide advice and orientation to committees.
7. Modify implementation, monitoring and evaluation plans.
8. Execute annual monitoring and evaluation in participation with committees.
9. Prepare achievements, problems and obstacles reports, submitting them periodically to the Steering Committee.

**Five: Sectoral Committees:**

**Formation:** a committee is formed for each group working on different projects but which are similar in nature and in terms of responsibility. For example, for projects related to agriculture, members in the agricultural sector form a committee headed by an official representative; members can also include relevant stakeholders such as representatives from civil society organizations or the private sector. The Technical Committee oversees the coordination with stakeholders to form these committees.

**Responsibilities:**

1. Prepare, or follow-up on the preparations of the project from designing proposals, documents or terms of reference, in coordination with direct stakeholders and beneficiaries.
2. Coordinate with stakeholders to raise funds for the project.
3. Follow-up on project implementation with stakeholders.
4. Prepare periodical reports about the project development, including obstacles, and submitting it to the Technical Committee.

## Lobbying and Advocacy

The centralization of Jerusalem at the regional and national level requires a comprehensive lobbying and advocacy strategy. The key recommendations for this are as follows:

1. Urge states and donors to match government's commitment to the support the steadfastness in Jerusalem and the governorate as a whole and update their development frameworks in accordance with the sectorial and state level development plans.
2. Urge states and development-oriented bodies to take on their role in supporting the execution of the framework as a complementary developmental process in accordance with the proposed timeline.
3. Engage community level actors in the implementation of the framework to strengthen trust between government parties, local councils, the private sector, and civil society organizations and provide assistance in a transparent manner that guarantees citizens' right to knowledge and accountability.
4. Invite all active parties in Jerusalem to take responsibility for implementing the framework.
5. Utilize the plan as a means of advocating for the rights of Palestinians in Jerusalem and expose the suffering caused by Israeli policies that deprive Palestinians of their basic rights pertaining to housing, education, healthcare, employment, among others.
6. Form a media awareness framework to provide the resources required for implementation of the framework.
7. Identify the impact of the framework expected to preserve the rights of Palestinians in Jerusalem and within the Jerusalem Governorate, to support their own unity as a step towards gaining national rights, ending the occupation, and establishing a Palestinian state with East Jerusalem as its capital.

## Conclusion

The Jerusalem Governorate SDSF 2030 was prepared using a participatory approach in accordance with a strategic vision developed by representatives from the private and public sectors and civil society organizations.

The projects and programs of the strategic framework and its spatial distribution aim to focus on addressing relevant developmental issues, by taking into consideration the need to create sustainable development in the governorate with focused interest on marginalized communities that lie within Area "C" and the Israeli Jerusalem Municipality defined boundaries. The plan seeks to mitigate the Israeli policies which have deprived these communities of development and growth.

The SDSF embodies a total of 22 projects and programs to be implemented through various divisions of economy, infrastructure, administration and good governance and social development sectors. The total implementation cost is estimated to be USD 952 million over a period of eleven years.

To guarantee the implementation of the SDSF, phases four and five of the strategic plan address the implementation, monitoring and evaluation, which should be updated periodically; partnership and cooperation between the private, public, and nongovernmental sectors are essential for the effective implementation of the strategic framework. Another major component is the appropriate support of the government, as well as donors.

