

Strategic Sectorial Development Plan for Jerusalem (2018–2022)

Excerpts

The Holy City of Jerusalem (al-Quds al-Sharif) is a city with a long and rich history, the cradle of the three monotheistic religions, a destination for pilgrims and tourists from all around the world, home to hundreds of thousands of Palestinian Muslims and Christians, and the national capital for millions more. Since 1967, East Jerusalem has been under an Israeli military occupation which has sought to isolate and annex the city from its Palestinian environs. The occupation must be brought to an end and East Jerusalem returned to full Palestinian sovereignty, in accordance with international law. Until such a time, Jerusalem is in urgent need of support, in order to maintain the resilience and steadfastness of its people and allow them to live a decent life, while giving them the opportunity to shape the development of the city, as the capital of the State of Palestine.

Work on the first comprehensive strategic plan for Jerusalem was initiated in 1999 by the late Faisal el-Husseini, through the Arab Studies Society (the Orient House). The plan included an assessment of the various needs in different sectors, in order to prepare East Jerusalem to be the capital of the State of Palestine. Based on previous plans, the Strategic Sectorial Development Plan for East Jerusalem (2018–2022) (hereafter “strategic plan”) determines the general framework of official Palestinian policy in different vital sectors, within the context of a web of policies adopted by Israeli occupation authorities aiming to displace Palestinians from the city while undermining their social, economic, and political structures.

The general framework set by this plan regulates development programs for East Jerusalem. The updating of the strategic plan has been carried out under the direct

Editor’s Note:

The following has been excerpted from the Strategic Sectorial Development Plan for Jerusalem (2018–22), and published with the permission of the Jerusalem Unit, Office of the President, State of Palestine. The full 186-page document, available in Arabic and in English, can be obtained on request from: jerusalemunit@presidency.ps.

auspices of the Office of the President and in full partnership with the public sector, the private sector, and civil society. It is based on the Strategic Sectorial Development Plan for East Jerusalem (2010–2013), financed at that time by the European Union.

The strategic plan (2018–2022) will be the main reference that reflects the vision and ambition for Jerusalem during this period. Sectorial development indicators are provided as an additional element of the strategic plan. These specific, measurable, qualitative, and quantitative indicators will be the basic tool used to study and evaluate the impact of deliverables completed as part of the plan, and may also serve as a guide for anyone invested in the future of the holy city and the destiny of its people.

The estimated cost of this strategic plan reflects sustainable development trends to enforce proposed interventions and bring about the desired results, in order to enhance the resilience of people in Jerusalem, empower them on their own land, stimulate economic recovery and growth, and ensure that the people can participate in and benefit from returns of this growth. This will enable them to stand firm in challenging the occupation policies that intend to remove them from their city.

The budget outlined in this plan is unrelated to the current budgets allocated by the official entities or competent entities in Jerusalem; it represents additional finances required to achieve the collective goal.

In order to enhance networking, facilitate implementation of projects, maintain oversight, and measure performance, the strategic plan is supported by a geo-informatics platform, which provides information to help make decisions regarding finance orientation and project priorities. The goal is to achieve the desired impact through an integrated system for project management, finance, assessment, and follow-up, with a geographical link to a geo-informatics system that tangibly reflects the influence of the project in multiple ways, with meaningful statistics. The platform will be described in detail later in this document, as it forms the spine of the plan in terms of implementation, follow-up, and evaluation.

Keen to give everyone the credit they deserve, we, at the Office of the President of the State of Palestine – who are working according to directives from H.E. President Mahmoud Abbas – would like to extend due appreciation to all the individuals and institutions involved for their collective input and hard work. The Office also extends appreciation to the various units and departments, and especially the Head of the Office of the President, for their attention and efforts toward making this document a reality. Appreciation is also extended to al-Quds University, with all of its professors and experts on the sectorial development committees, for their effort and experience, and to other experts, institutions, and individuals who contributed to the strategic plan at various levels. Last but not least, special appreciation and gratitude shall be extended to the Islamic Development Bank for its continuous support in order to empower our people in Jerusalem.

**Jerusalem Unit
Office of the President**

Strategic Sectorial Development Strategic Plan for East Jerusalem (2018–22)

This document summarizes the Palestinian strategic plan for Jerusalem (2018–22), with a wider vision to development sectors, adding new sectors which were not taken into account by previous plans. The document also includes summaries of the basic conditions and challenges in each sector, expected results until 2022, and proposed interventions to realize the desired results. Tools and programs that should be introduced and/or implemented are also included.

The sectorial trends have been updated based on the strategic plan (2010–13), in addition to studies conducted by several local and international development organizations for the development of Jerusalem. With release of the development agenda plan (2030),¹ it is reiterated that the development of the Jerusalem district, like any other district, must include the three integrated dimensions – environmental, economic, and social. The strength of development lies in the overlap of these dimensions: social policies that enhance dynamic economics, enable protection of the environment, and support human rights, equality, and sustainability. Response to all targets will be carried out as an integrated and coherent whole, which is vital to achieve the desired changes on a wider scale. There are fifteen sectors, with some sectors overlapping, classified into three development groups: Social Security and Development (Education, Culture, and Heritage; Social Welfare; Youth; Health; Citizenship, Civil Peace, and Rule of Law), Economic Development (Economy; Housing; Agriculture; Tourism and Antiquities), and Cross-sectorial (Environment, Advocacy and Information, Urban Development and Local Government, Gender, Information Technology).

The Palestinian Vision of East Jerusalem

“Jerusalem is an Arab global city with Palestinian identity, which is proud of its history, heritage, and spiritual importance for the three monotheistic religions. Jerusalem is an active and vivid city, which contributes to human development and cultural diversity on local, Arab, and international levels. East Jerusalem is an attractive place for life, work, and investment, due to the special and sustainable institutional, economic, social, health, educational, cultural, touristic, and entertainment infrastructure, which fits its status as capital of the State of Palestine.”

Primary Objective of the Strategic Plan

“East Jerusalem is the eternal capital of the State of Palestine, with all its life and work attracting political, social and economic components.”

Targets of the Strategic Plan

In line with the Palestinian vision and targets above, the strategic plan intends to achieve the following objectives:

- enhance resilience of the Palestinians in East Jerusalem;
- improve living conditions of Palestinians in the city;
- protect the rights and identity of the Palestinians in Jerusalem;
- revive and improve the Palestinian economy in Jerusalem;
- protect the national institutions operating in Jerusalem, empower them, and expand their participation in society; and
- enhance bonds between Jerusalem and its Palestinian environs.

Phases of the Strategic Plan Update

The strategic plan has been updated based on analysis, evaluation and partnership between all planning and implementing stakeholders. Accordingly, a large number of meetings and workshops have been held in order to reach an agreed strategic framework, which acts as a baseline of the strategic plan and a guide to implementation. Development projects and interventions will be initiated in order to meet targets of the plan. Below are the phases for updating this strategic plan (2018–22):

1. Set a document for the strategic plan update.
2. Form a sectorial expert team.
3. Revise general conditions and existing situation of sectors.
4. Analyze general conditions and existing situation of sectors.
5. Determine strategic issues and priorities.
6. Determine targets, interventions, and indicators.
7. Measure necessary cost to achieve each target.
8. Set implementation, follow up, and evaluation plan.
9. Draft the final strategic plan for East Jerusalem (2018–22).

Work has also begun, alongside updating the plan, to set a geo-informatics platform to be the main tool to determine projects, raise funds and follow up on implementation, which will be used in the future for regular updates and decision-making relating to the plan.

Policy Framework of the Strategic Plan

The policy framework includes principles that regulate the strategic plan from political, legal, institutional, regulatory, development, and financial aspects.

Political Aspects

- Jerusalem is the capital of the State of Palestine and an integral part of the territories occupied in 1967. Any interventions should, at the strategic level, correspond with the need to create an empowering environment in line with this principle, and should not contradict or impede Palestinian state-building efforts.
- The Palestine Liberation Organization (PLO) is the political reference with relation to any action in Jerusalem.
- The Arab Palestinian identity of Jerusalem must be preserved and enhanced, through material and moral support to the people of the city.
- Given the religious and spiritual importance of Jerusalem to the three monotheistic religions, it is important to preserve the Islamic and Christian trust (waqf) properties as an integral part of the city's Palestinian identity, and reintroduce the correct historical, archaeological, and scientific narrative that represents a true reflection of the Arab characteristics of the Holy City.
- Efforts must be made to support the resilience of Palestinians in Jerusalem, resist attempts to reduce Palestinian presence in the city, and to protect Palestinian properties, which constitute Arab features of the city.
- Focus should move from reactions to proactive steps supporting resilience and liberation, to encompass all political, economic, social and institutional aspects, and to mobilize Palestinian, Arab, and international support.
- Arab and international institutions including consulates, representative offices, international organizations, and UN agencies should be encouraged to establish headquarters in Jerusalem and hold political meetings in the city, on the basis and principle that the city is the capital of the future State of Palestine.
- It must be consistently reiterated that any changes to the 4 June 1967 borders – which include East Jerusalem – will not be recognized, and key resolutions issued by the UN and UN bodies, such as UNESCO should be reemphasized.

Legal Aspects

- East Jerusalem is an occupied territory, where all international laws and agreements regarding occupied territories apply to the city and its residents. All legal, legislative, and administrative measures taken by occupation authorities to change the geographic and demographic status through land confiscation and annexation, settlement construction, and forced displacement or transfer are null and void and do not have any legal effect.
- As an occupied territory, international humanitarian law (IHL) and international human rights law (IHRL) apply to Jerusalem. The Israeli authorities, as an occupying power, are responsible for service provision in the occupied Palestinian territories. International support to the Palestinian people does not

relieve the occupation authorities of their legal obligations and should be viewed within a humanitarian context, regardless of whether the aid is directed toward supporting services or toward meeting basic needs.

- International resolutions regarding occupied Palestinian land must be upheld, especially Jerusalem.
- Legal support to defend the people and their land is a top priority.
- All Israeli violations should be documented and be exposed in all forums and at all levels, and cases taken to competent international entities.
- It must be reiterated that Israeli settlements built on Palestinian lands occupied since 1967 which includes East Jerusalem, are illegal according to international law.

Financial Aspects

- Sufficient funds for Jerusalem should be allocated in the general budget, as well as from external aid in a manner that corresponds with the size of the population in Jerusalem and the status of Jerusalem as a capital city.
- Mechanisms should be established for raising funds locally and determining the role of the public and private sectors in this regard.
- Effective procedures should be established for coordinating with donors regarding funds for Jerusalem, and the roles of the Office of the President and Palestinian governmental institutions in the funding process should be determined, especially the Ministry of Finance and Planning.
- Transparency and equity regarding the distribution of financial resources related to assistance in Jerusalem should be enhanced, using necessary monitoring mechanisms.
- Financial procedures should be developed that take into account political and legal complexities of Jerusalem.
- A streamlined process to meet urgent needs regarding the resilience of people of Jerusalem should be established, through channels approved by the Office of the President and the Jerusalem Unit.

Institutional and Regulatory Aspects

- It is necessary to ensure an effective institutional system with clear and specific roles and tasks of all stakeholders, and at all levels, including the various departments of the PLO, and ministries and entities of the State of Palestine. Mandates and responsibilities should be set to ensure reliability and non-conflict, so that planning, control, and executive tasks and powers are separated.
- Effective and complementary coordination and cooperation should be promoted among stakeholders at all levels, through determination of the roles played by different sectors (public, private, and civil) and a continuous and sustainable

basis of action, together with as many partnerships within sectors as possible. Sectorial coalitions and networks are to be encouraged in order to focus on maintaining, activating and empowering the institutions of Jerusalem, in addition to enhancing voluntary work and actions of popular committees, which includes specific methods for exchange of knowledge and experience.

- An effective internal administrative system for stakeholders should be developed, which facilitates quick decision-making at all levels, whether intra-institutional or inter-institutional.
- Community participation in decision-making [should be promoted], to observe development operations and to encourage interested entities to take part in implementation.
- The Jerusalem Policy Committee should be institutionalized, in order to ensure sustained action as a means of supporting resilience, establishing the status of Jerusalem as the capital of the State of Palestine, and opening channels of communication between this committee and the people and institutions of Jerusalem.
- Relations with foreign institutions operating in Jerusalem should be enhanced through joint coordination, planning, and enforcement, in order to help preserve Palestinian presence in Jerusalem.
- Local institutions of Jerusalem should be supported to carry out sustained action, new institutions should be opened, and those forcibly closed by Israeli occupation authorities should be reopened (particularly the Orient House), in order to maintain the Arab Palestinian identity of East Jerusalem as the capital of Palestine.
- The role of research centers should be enhanced in order to publish information material, [carry out] historical and cultural studies, and hold conferences and seminars about Jerusalem to highlight the city in international arenas.

Development Aspects

- Development inside the separation wall should be prioritized as part of an integrated strategy for areas both inside and outside the wall, considering that the wall is an illegal and temporary structure, and that areas inside the wall have strong links with the direct areas outside the wall and the wider environs (the rest of the occupied Palestinian territories).
- Efforts should be made to disengage from Israeli occupation institutions as much as possible, while locating and empowering effective Palestinian alternatives.
- The national policy agenda of the Palestinian government (2017–22) should be approved as the regulating reference of the strategic plan in Jerusalem.
- The United Nations Sustainable Development Goals (SDGs) “2030” should be approved and function as the development reference of the strategic plan.
- Strategies for resilience, steadfastness, and development should be supported

consistently to mitigate against the burdens imposed on Palestinians in Jerusalem and to empower and maintain the institutions of Jerusalem toward ending the occupation and preparing Jerusalem as the capital of Palestine.

- The strategic partnership between the PLO, civil society, and the private sector should be enhanced in order to encourage community participation and establish accountability and transparency at all levels.
- Striking a balance between humanitarian aid and development interventions is required to provide sustainable solutions that support the marginalized, vulnerable and poor segments of society, as well as to address poverty and unemployment. Greater focus must be placed on economic issues, supporting and enabling the private sector, to assume its role as the driving force behind economic revival, especially in sectors that are critical to economic growth, such as tourism, commerce, and services.
- Activating the role played by the youth, attending to their concerns, and investing in their potential are crucial, so that they may initiate and contribute to development in Jerusalem.
- Jerusalem-specific plans, priorities, and interventions must be included in all Palestinian national sectorial and cross-sectorial plans.
- Gender policies should be incorporated in all sectors, with gender equality and sensitivity assured during strategic planning of all sectors.

Challenges were identified as:

1. Multiple regulating entities and development of interventions without consolidated vision.
2. Multiple plans and programs implemented in Jerusalem.
3. Inadequate mechanisms of supervision, follow-up, and coordination for donor-funded projects and programs.
4. Failure to set priorities, which has disbursed effort and brought duplication and repetition of work without tangible achievements.
5. Lack of a clear framework for regular evaluation and updates, which reduces the capacity to modify policies and strategies.

In order to facilitate the monitoring of these components, and in response to the need to provide tools that facilitate financial management and distribution and assess impact, the Office of the President has begun drafting a comprehensive plan for a geo-informatics platform. The concept is based on the evaluation of projects, their respective output against development indicators which the projects intend to realize, and their relation with the strategic plan's indicators. Once established, the platform will help determine medium and long term development targets, help document operations, experience, and knowledge, and provide feedback for regular updates and revisions of the plan.

The platform will be available to all relevant stakeholders and will ensure collection and analysis of necessary qualitative and quantitative information associated with inputs, activities, outputs, findings and impacts of the strategic plan. This will be complemented with specialized studies, researches and surveys to monitor internal and external changes to the development context. This information will be added to routine information that will be collected through field studies, where all stakeholders will be involved in the supervision and evaluation effort, in addition to feeding the platform with necessary information and data.

The following groups will benefit from the platform:

Group 1. Palestinian Decision-Makers. Actual data and indicators that support decision-making will be available.

Group 2. Official Palestinian Entities. The platform will provide adequate information that helps donors determine their intervention priorities and financing priorities, in agreement with priorities of the local community in Jerusalem.

Group 3. Civil Society Organizations. They will be guided by outputs and findings of the platform, in order to develop their projects as per needs suggested by the indicators.

Group 4. Donors. The platform will provide information about international funds available, with types and time periods, in order to help CSOs raise funds to undertake activities within strategic plan.

1 See *United Nations Sustainable Development Goals Palestinian National Voluntary Review on the Implementation of the 2030 Agenda* (June 2018), online at sustainabledevelopment.un.org/content/documents/20024VNR2018PalestineNEWYORK.pdf (accessed 6 November 2018).