



# MUSTAQBALNA - OUR FUTURE!

A STRATEGY TO STRENGTHEN PALESTINIAN PRESENCE,  
STEADFASTNESS AND SELF-DETERMINATION  
IN JERUSALEM

2016



**PASSIA**

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PASSIA, the Palestinian Academic Society for the Study of International Affairs, is an Arab, non-profit Palestinian institution with a financially and legally independent status. It is not affiliated with any government, political party or organization. PASSIA seeks to present the Question of Palestine in its national, Arab and international contexts through academic research, dialogue and publication.

PASSIA endeavors that research undertaken under its auspices be specialized, scientific and objective and that its symposia and workshops, whether international or intra-Palestinian, be open, self-critical and conducted in a spirit of harmony and cooperation.

During 2015-2016, PASSIA, in partnership with the Open Regional Fund for the MENA region (ORF-MENA) of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, implemented a project, entitled ***Building Strategies and Scenarios Towards Socioeconomic Development in East Jerusalem***. It included a software-assisted development of various scenarios, strategies, and advocacy measures for Jerusalem's future, the process of which is described in a [separate publication](#). The goal was to identify ways and means that help Palestinian Jerusalemites remain steadfast inside the city and develop mechanisms as well as advocacy tools to improve their socioeconomic situation.

The outcome was the MUSTAQBALNA/OUR FUTURE!, which is described in detail in this paper. It is a local initiative of PASSIA, together with professionals of various fields, which follows an inclusive bottom-up approach that intends to provide proactive and operational strategic options to defy the fragmentation, isolation, and economic collapse in the city and return hope, justice and dignity to the lives of the Palestinians living there.

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# Contents

<b>I. INTRODUCTION</b> .....	1
<b>II. BACKGROUND</b> .....	1
<b>III. PURPOSE, PARTICIPANTS, AND METHODOLOGICAL APPROACH</b> .....	2
<b>IV. THE UMBRELLA STRATEGY: <i>MUSTAQBALNA/OUR FUTURE!</i></b> .....	4
<b>V. MUSTAQBALNA/OUR FUTURE! - STRATEGIC OPTIONS</b> .....	5
V.1 <i>Around Core Group: Strategic Priorities for Strengthening Palestinian Representation in Jerusalem</i> .....	5
V.2 <i>Local Development: Strategic Priorities for Strengthening the Palestinian Economy and Services Sector in Jerusalem</i> .....	8
V.3 <i>Challenging the Master Plan 2020: Strategic Priorities for Palestinian Urban Planning and Housing in Jerusalem</i> .....	12
V.4 <i>Resource Optimization: Strategic Priorities for Strengthening the Presence and Performance of Institutions and Civil Society in Jerusalem</i> .....	15
<b>VI. PROPOSED INTERVENTIONS</b>	
VI.1 Representation: <i>Around Core Group</i> Sub-Strategy .....	17
VI.2 Economy and Services: <i>Local Development</i> Sub-Strategy .....	18
VI.3 Urban Planning: <i>Challenging the Master Plan 2020</i> Sub-Strategy .....	19
VI.4 Institutions and Civil Society: <i>Resource Optimization</i> Sub-Strategy .....	23
<b><u>ANNEX</u></b>	
<b>Components of the Mustaqbalna/Our Future! Strategy</b> .....	25
<b>Proposed Interventions / Action Plan Overview</b> .....	31

## I INTRODUCTION

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The cumulative result of almost 50 years of occupation, illegal annexation and Israeli policies in Jerusalem has been to transform the Palestinians in the city into a marginalized, increasingly poor and detached community, largely dependent on the economy of West Jerusalem and Israel at large, while being cut off from its natural hinterland and markets in the remaining Occupied Palestinian Territories. As occupied people, Palestinians have since 1967 been deprived of their right to development within their urban space as well as to secure their civil status (both as residents in the city and as part of the Palestinian population at large).

The strategy presented here has been developed based on the notion that despite the given constraints, Palestinians in East Jerusalem can and must now begin to plan, advocate and implement socioeconomic, urban and institutional development policies, programs, and projects – both on their own and in conjunction with the PA. Through roundtable discussions, SWOT analyses, and a software-assisted strategizing and scenario development process, PASSIA, together with professionals of various fields, developed the MUSTAQBALNA/OUR FUTURE! Strategy.

The strategy is a local initiative, which follows an inclusive bottom-up approach and intends to provide proactive and operational strategic options to defy the fragmentation, isolation, and economic collapse prevailing in the city after decades of neglect and discrimination. As such, it aims to take action for the benefits of the Palestinian community in Jerusalem and to improve, if not reverse, the negative effects of almost half a century of occupation and return hope, justice and dignity to the lives of the Palestinians living there.

## II BACKGROUND

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For many years now, Jerusalem has faced a situation where “negotiations” have stalled and Israel continues unabatedly its policy of suppression and creation of irreversible facts on the ground. This does not only pre-empt the two-state solution but also deprives Palestinians of any meaningful socioeconomic development, which can be seen in the major discrepancies between the living standards in the eastern and western parts of the city:

While all Jerusalemites pay taxes, no more than 10% of the municipal budget is allocated to the Palestinian residents of the city<sup>1</sup> who account for at least 37% of the overall population of 815,000. In the east, for instance, there are only five benefit offices compared to the west’s 22; seven health centers for mothers and babies compared to the west’s 26; 33 sports facilities compared to 531, and 45 public parks compared to 1,000. There are 30,000 residents per playground in the east, compared to 1,000 residents in the west.<sup>2</sup> Since 1967, over 14,400 Palestinians had their Jerusalem residency revoked by the Israeli authorities.<sup>3</sup> There are also deep gaps in the education sector, most evident in the lack of suitable facilities and shortage of classrooms, currently forcing over 40,000 Palestinian students, who are entitled to free public education, to pay for private tuition at non-public schools.<sup>4</sup> Some 35% of land in East Jerusalem has been confiscated for illegal Israeli settlement use; only 13% of East Jerusalem is zoned for Palestinian construction, of which much is already built-up. East Jerusalem suffers from a

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<sup>1</sup> ACRI, *East Jerusalem 2015: Facts and Figures*, May 2015.

<sup>2</sup> B’Tselem, *Neglect of Infrastructure and Services in Palestinian Neighborhoods*, 2011; ACRI, *East Jerusalem 2014*, May 2014; “Suit Claims City Has Not Provided Playgrounds in East Jerusalem,” *Haaretz*, 2 April 2015.

<sup>3</sup> HaMoked- [http://www.hamoked.org/files/2015/1159360\\_eng.pdf](http://www.hamoked.org/files/2015/1159360_eng.pdf).

<sup>4</sup> ACRI, *An Urgent Lack of Classrooms in East Jerusalem*, December 2014.

shortage of an estimated 40,000 housing units for Palestinians.<sup>5</sup> Housing density in Palestinian neighborhoods is more than twice that of Jewish neighborhoods and it is extremely difficult for Palestinians to obtain building permits, which has forced many to build without obtaining a license. As a result, over 90,000 Palestinians in Jerusalem are currently at risk of displacement as their homes were built “illegally”.<sup>6</sup> According to Israeli statistics, poverty rates in East Jerusalem have reached 76% of the Palestinian residents (and 85% of Palestinian children).<sup>7</sup>

Israel’s repressive and discriminatory policies have not only inhibited Palestinian socio-economic advancement but also the development of their civic institutions. With no political agreement in sight, Palestinians in East Jerusalem, and especially the youth, are dangerously disillusioned and feel that they have no more viable political options. Since the closure of the Orient House in 2001, there has been no official Palestinian institution serving as contact point and representing and supporting the residents of East Jerusalem and their concerns. The absence of effective Palestinian or international political pressure to hold Israel accountable adds to their growing frustration.

In addition, provocations such as incursions into Haram Ash-Sharif/Al-Aqsa Mosque compound are on the rise and settler and police violence have become a daily routine, adding to the already simmering tension in the city.

The above factors have hindered the existing development potentials (even the limited development possible under occupation) in East Jerusalem to unfold and are exacerbated by a lack of shared vision and actionable agenda on the part of the Palestinians. At the individual level, this reinforces a growing sense of apathy and disillusionment about the possibility of change through one’s own efforts and actions. Collectively, this nourishes a tense and hopeless atmosphere, resulting more and more frequently in violence and escalations.

### III PURPOSE, PARTICIPANTS, AND METHODOLOGICAL APPROACH

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Against this background, and based on the conviction that the discouraging situation on the ground should not stop anyone from doing what must and still can be done, PASSIA, with the technical support of GIZ, initiated a project in 2015 to jointly strategize and coordinate efforts towards strengthening the Palestinian presence and livelihood in East Jerusalem. The project’s goal was to identify – within the currently prevailing conditions - ways and means, which would strengthen Palestinian steadfastness in the city, improve their socioeconomic situation, preserve their identity, and develop mechanisms as well as advocacy tools with a perspective of embarking on a road towards inner-Palestinian coordination and self-determination.

With this purpose in mind, PASSIA convened an intensive series of roundtable discussions in the following four areas identified as the main thematic fields:

- Representation
- Economy & Services
- Urban Planning, and
- Institutions & Civil Society.

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<sup>5</sup> ILO, *The Situation of Workers of the Occupied Arab Territories*, 2013.

<sup>6</sup> *Ibid.*

<sup>7</sup> Jerusalem Institute for Israel Studies, *Statistical Yearbook of Jerusalem, 2015*; ACRI, *East Jerusalem 2015: Facts and Figures*, May 2015.

The roundtables brought together a group of actors and resource persons with the relevant knowledge and experience<sup>8</sup> and resulted in the formation of four corresponding focus groups. A representative of each group together with PASSIA subsequently formed the “Core Group”.

The results of the roundtable discussions, which were held in a confidential atmosphere, were given a common shape in the form of SWOT analyses, one for each thematic field.<sup>9</sup> Based on these analyses, the Core Group embarked on a software-assisted strategizing process, which also included a scenario development exercise<sup>10</sup> and which followed these main steps:

- 1) The proper purpose of this strategy development was specified through a vision and a mission statement, and then outlined in concrete goals:

Vision: A steadfast Palestinian Society in East Jerusalem (future capital of Palestine) working effectively towards justice, freedom, and dignity within the larger Palestinian historical struggle against the Israeli occupation.

Mission: Provide a forum to jointly strategize and coordinate efforts towards strengthening Palestinian presence and livelihood.

Goals: (1) to ensure the contiguity and connection between Jerusalem and its hinterland; (2) to improve infrastructure development; (3) to help build the productive capacity of the economy; and (4) to institutionalize Palestinian presence in Jerusalem.

- 2) With these goals in mind, and using elements of the respective SWOT analysis, the focus groups developed alternative strategies for each of the four fields, chosen from among the most consistent alternatives.
- 3) Five alternative scenarios on the future of East Jerusalem were developed to better picture potential developments of key factors and challenges that might affect the situation today and in the coming years, particularly with regard to the aforementioned four thematic fields. In contrast to predictions or forecasts, which develop only one single vision of the future, these scenarios describe possible alternative future developments for East Jerusalem in a number of dimensions; they are equally likely, as nobody can know the future.<sup>11</sup>
- 4) Finally, alternative overall, or “umbrella”, strategies were developed. They consist of various combinations of the strategies in the four fields that the focus groups formulated and preselected under step 2).

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<sup>8</sup> Some of these sessions were more like brainstorming rounds while others featured a speaker (and sometimes a discussant) on a certain topic. Among these encounters were Palestinian-only sessions, while others involved internationals, and among them Israeli professionals - where these provided unique access to specific technical knowledge, which could not be provided otherwise, or where their feedback or assessment was deemed essential.

<sup>9</sup> The SWOT analysis workshops were supported and facilitated by a business development expert.

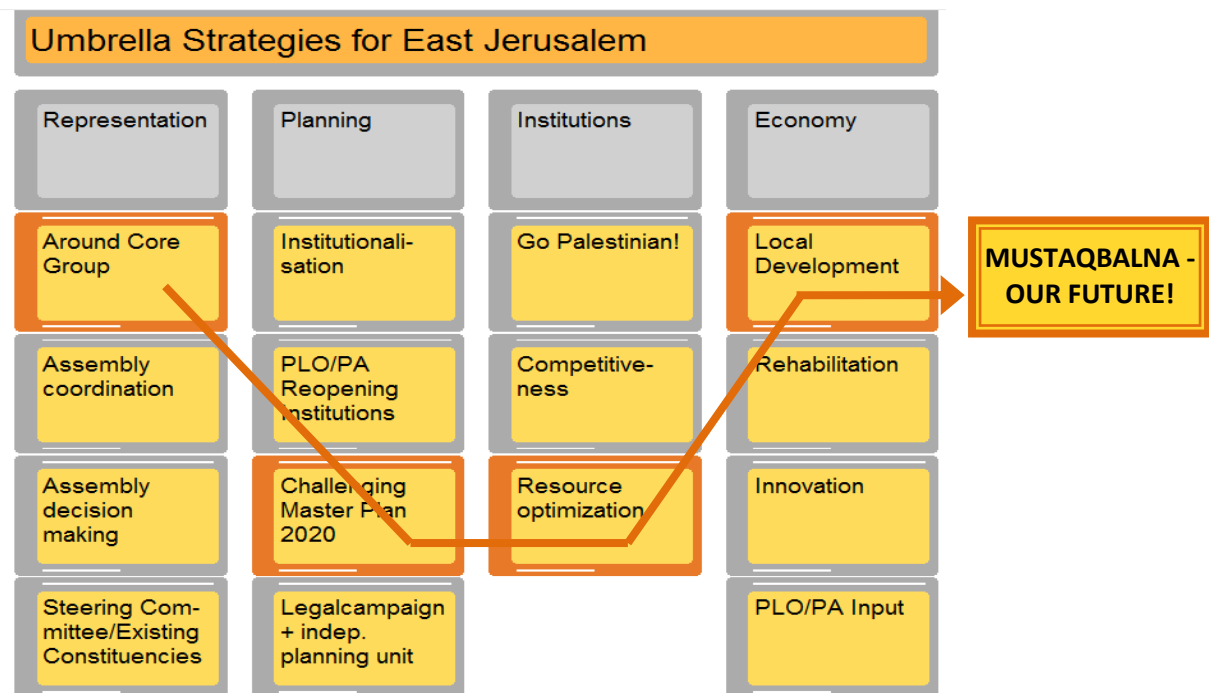
<sup>10</sup> The scenario development process was supported and guided by a software-based approach and moderated by a scenario development expert.

<sup>11</sup> The five scenarios are: “End of Occupation”, “Window of Hope”, “International Umbrella Solution”, “Deterioration of the Current Situation”, and “Towards Full Apartheid”. For a detailed description of each of them see [Building Strategies and Scenarios towards Socioeconomic Development in East Jerusalem](#) (PASSIA: Jerusalem 2016).

**IV. THE UMBRELLA STRATEGY: MUSTAQBALNA– OUR FUTURE!**

At the end of the above process, one particular umbrella strategy, MUSTAQBALNA – OUR FUTURE! was chosen. Among the most consistent strategies, it was found to be one of the most promising strategies in fulfilling the goals defined at the outset. Moreover, and perhaps more importantly, it is at the same time the most robust strategy, i.e., viable and reliable under any of the different future environments, bad or more positive, as described by the scenarios.<sup>12</sup> In other words: the desired outcomes are less dependent on the incidence of a specific scenario.

As mentioned above, each alternative umbrella strategy was a particular combination of sector strategies in the four thematic fields. For MUSTAQBALNA – OUR FUTURE!, the following combination was chosen:



Thus, MUSTAQBALNA – OUR FUTURE! strategy is composed by the four strategies, one by thematic field, “Around Core Group” (in its Representation dimension) , “Challenging Master Plan 2020” (Urban Planning dimension), “Resource optimization” (Institutions & Civil Society dimension) and “Local Development” (Economy and Services dimension). In what follows, these choices (sub-strategies) are explained one by one.

<sup>12</sup> For a comprehensive and detailed documentation of the entire strategizing process please see the related PASSIA technical report [BUILDING STRATEGIES AND SCENARIOS TOWARDS SOCIOECONOMIC DEVELOPMENT IN EAST JERUSALEM](#) (PASSIA: Jerusalem 2016).



## V. MUSTAQBALNA - OUR FUTURE! - STRATEGIC OPTIONS

### V.1 *Around Core Group*: Strategic Priorities for Strengthening Palestinian Representation in Jerusalem

East Jerusalem is drifting into the wilderness, with no coherent policy, popular leadership, or investment prospects to impact the socioeconomic status of Palestinian Jerusalemites. This is in stark contrast to the Israeli side, which is harnessing all its energy to Judaize the city and realize its dream of an undivided capital for Israel – undeterred by the fact that East Jerusalem is considered occupied territory under international law and resolutions.

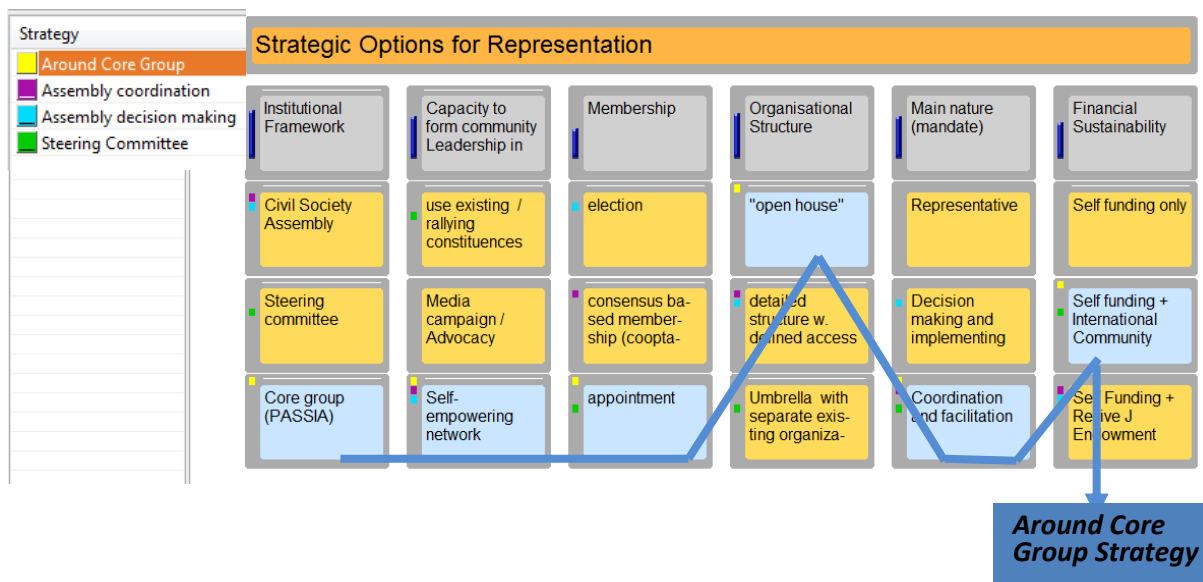
Arguably, over time and across all sectors, the biggest deficiency in East Jerusalem is the absence of a unified address or reference point and the lack of self-representation of the Palestinian community. The systematic closure of Palestinian key institutions by the Israeli authorities, like the Orient House, which used to serve as such an address, or the Chamber of Commerce, has left East Jerusalem as an orphan, without an institution which could represent its Palestinian society and at the same time, challenge the Israeli policies of oppression and neglect.

Over the years, many bodies with diverse affiliations have sprouted, which has led to a frittering of efforts. Their focus is no more on catering to the needs of the public as much as on fulfilling personal ambitions, resulting in a loss of trust among the Palestinian Jerusalemites and in a leadership vacuum in the city. While the Israeli authorities systematically ignore and frustrate the needs and rights of the Palestinians, the situation is made more poignant by the formal and factual inability of the PA to tackle the pressing issues in the city like urban planning, economy or education, and its disinterest to make Jerusalem a priority, e.g. in budgetary considerations. This constant disregard of Palestinian needs in the city has not only led to a degradation of the public sphere in East Jerusalem and to the sinking into poverty of its residents, but also creates a level of frustration that is easy to exploit and which makes it easy to inflame tensions. Thus, a unified address, the establishment of a legitimate representative voice which can serve as a focal point for the coordination of its civil society, navigate East Jerusalemites through their future challenges as well as serve as counterpart for outside partners, is badly needed. This role needs to be underpinned by democratic principles and should allow for the empowerment of youth, so that it takes its deserved and much needed role.

Within the thematic field of **Representation**, the following six dimensions for strategic options were considered:

- (1) Institutional Framework
- (2) Mandate
- (3) Membership
- (4) Organizational Structure
- (5) Financial Sustainability
- (6) Capacity to form Community Leadership.

For each dimension, the choice is indicated by the light blue tag, together making up the *Around the Core Group* strategy.



(1) Institutional Framework

Among the strategic options for the **Institutional Framework**, the *Around Core Group* Strategy, and thus also the MUSTAQBALNA – OUR FUTURE! strategy, envisions to help filling the gap of representation initially by forming a standing group of civil society actors, an extended **Core Group**, connected to the different sectors which are key for East Jerusalem (economy, planning, tourism, education etc.).<sup>13</sup> At the present stage, this process will be, at least initially, hosted and facilitated by PASSIA.<sup>14</sup> Possessing the needed knowledge, scholarship, and expertise, with no parochial or partisan polarization, such a Core Group is able to initiate activities *ad hoc* and without large planning requirements, which makes it more effective in terms of delivery and more affordable from a funding perspective. The informal, low profile, well-embedded and well-connected character of this Core Group could furthermore provide a certain degree of protection in the face of spoilers, including Israeli authorities.

That said, this Core Group can and will by no means claim the “legitimacy” of being a representative of the East Jerusalemites; it rather aims at facilitating the process leading to such a representation (e.g., some kind of a democratically elected Civil Society Assembly). As an interim institutional framework, the Core Group will act to set in motion such a process<sup>15</sup>, but will in the meanwhile initiate activities to advance the rights and needs of the Palestinian community in the city.<sup>16</sup>

<sup>13</sup> This core group as part of the institutional framework for implementing the strategy is to be distinguished from the previously mentioned core group that was involved in elaborating the strategy, not per se excluding an overlap of members.

<sup>14</sup> For this choice, PASSIA has on its side its academic and all-encompassing vision of, and expertise in all questions regarding Jerusalem, and the fact that it is considered a neutral body, able to accommodate divergent political and social viewpoints. It is furthermore well esteemed by both the international community and the Jordanian Custodian of the Holy Sites in Jerusalem.

<sup>15</sup> *Inter alia*, by arranging a meeting of up to 100 personalities, based on agreed-upon criteria, expounding the principles behind this initiative and seeking the audience’s feedback on such project, taking into consideration the present political environment and the acceptance of the PA of this endeavor. Depending on the outcome of such a meeting, next steps will be decided upon.

<sup>16</sup> It should be noted that other discussed alternative umbrella strategies conceived the establishment of a formal Civil Society Assembly right away. However, while they scored well against goals in the evaluation process to select the optimal umbrella strategy, their viability dependent on more optimistic scenarios, which this initiative considers very unlikely in the near future.

## (2) Mandate

Reflecting its initially limited nature, the *Around Core Group* Strategy (and MUSTAQBALNA strategy) opts for a **Mandate of coordination and facilitation** of needs, resources and approaches, rather than a role of decision-making and oversight on a larger scale.<sup>17</sup> The Core Group will foster an environment where all stakeholders focus on the common goal of enhancing the steadfastness of Jerusalemite Palestinians and of developing coordinated systems that preserve Palestinian long-term interests. Together with working groups focusing on particular sectors (in some cases, such as tourism, these would be already existing associations of actors within a sector), the Core Group will help working out concrete action to implement sector strategies or at least selected segments of it. This, of course, also includes liaising closely with the PLO/PA on strategies of importance and relevant to national aspirations and independence, as well as procedures of advocacy with the local and international community (including for fundraising purposes).

## (3) Membership

In terms of **Membership**, the *Around Core Group* Strategy for Representation and the MUSTAQBALNA umbrella strategy opted for **appointment**, i.e., the members of the Core Group will be “invited” by the peers, drawing on institutions, professionals, experts and other members from the various sectors of the civil society. This reflects the idea that the MUSTAQBALNA - OUR FUTURE! Strategy aims to be inclusive, i.e., everyone sharing the vision and mission is welcome to join this endeavor. This means that the Core Group will organize the initial invitation of a larger group of other actors/organizations, who/which will then be involved in determining the thematic setup of the Core Group by appointing additional members to it and in deciding on a clear and specific appointment mechanism. For example, as tourism is part of the MUSTAQBALNA strategy, there should be a core group member for tourism; and the existing Jerusalem Tourism Cluster should have a strong voice in appointing this core group member for coordination in tourism projects, etc.

## (4) Organizational Structure

Consistent with the preceding choices, the *Around Core Group* strategy (i.e. also MUSTAQBALNA - OUR FUTURE!) chose ‘**open house**’ from the strategic options for its **Organizational Structure**. Open house thereby means not a rigid, formal setup, but one embracing other institutions and individuals, who are interested and ready to join efforts and embark on the process of eventually developing some kind of civil society assembly serving the Palestinians in Jerusalem. Thus, the initial arrangement of the institutional framework is one of “work in progress”, governed by generally valid transparency and accountability principles and aided by a regular reporting system. Following such an approach will also facilitate and aid the process of gradually associating in a more formal way the “coordinating units” that are envisioned in the remaining thematic fields (e.g., Economic Unit, Urban Planning Unit, NGO Forum) under this umbrella structure.

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<sup>17</sup> This would be the major role of the Civil Society Assembly that is envisioned as a natural replacement of the Core Group in the medium and long term. In the meantime, the core group will look for consensus in deciding on the issues it is facing during the strategy’s implementation.

*(5) Financial Sustainability*

With regard to the strategic options for **Financial Sustainability**, it is obviously that adequate, reliable and constant funding is essential. While major funding could come from foreign donors - who, if serious about preventing the deterioration of the Palestinians' status in Jerusalem, should indeed be interested in assisting in such an effort to strengthen Palestinians' steadfastness - local participation, i.e., **self-funding** in sharing the financial burden is a priority under the *Around Core Group* and MUSTAQBALNA - OUR FUTURE! Strategies. Philanthropy will be encouraged as much as self-funding through fees, crowd-funding and donations.

*(6) Capacity to form Community Leadership*

Finally yet importantly, strategic options for **Representation** with regard to the **Capacity to form Palestinian Community Leadership** were examined. The *Around Core Group* and MUSTAQBALNA - OUR FUTURE! Strategies thereby opted for the development of a **self-empowering network** which will contribute to revive Palestinian civil society in the city. By sharing activities and working on joint projects with different segments of the society, with a special focus on youth, it is hoped to identify, acknowledge and empower stakeholders with the required qualifications, engagement, integrity, and talent to take on leadership roles in the future.

## **V.2 Local Development: Strategic Priorities for Strengthening the Palestinian Economy and Services Sector**

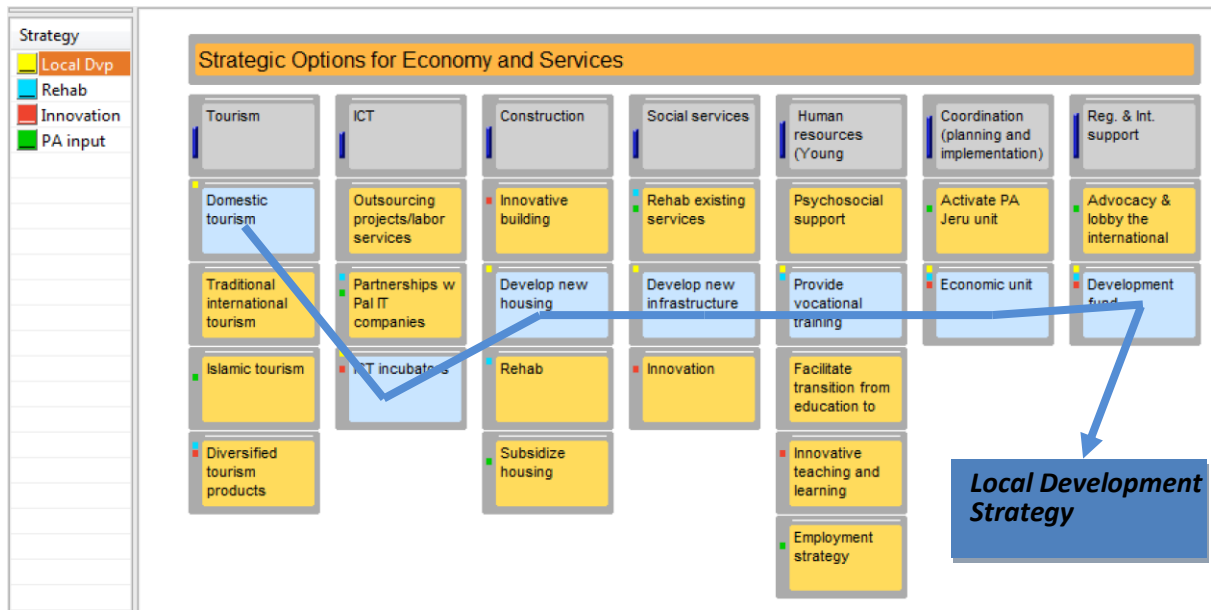
The economic situation in East Jerusalem remains dire as Israeli policies have been severely restricting any economic development possible under occupation, especially by isolating East Jerusalem from the rest of the OPT and integrating it into the Israeli economy in a distorted way. This has resulted in a deteriorating economic base with limited public investments in communities and infrastructure, squeezed business and commercial sector, limited private investment or capital accumulation, and a deteriorating tourism sector. This has led to high unemployment and poverty rates. The erosion of the productive capacity of the economy is further exacerbated by harsh Israeli-imposed movement restrictions. The separation wall has further deteriorated Palestinian economic activity by isolating Palestinian Jerusalem residents who now live behind the wall from the city center, thus forcing many Palestinian businesses to close or move to the West Bank. Meanwhile, Israeli initiatives took and take over, developing, for example, an industrial park in Atarot.

Moreover, while Palestinians pay the same amount of taxes as Israeli Jews, the redistribution of revenues is anything but even-handed: Palestinians, who account for 37% of the municipality's total fiscal revenues, only receive a fraction of this share (less than 10%) when it comes to municipal services.

On the Palestinian side, while East Jerusalem is officially presented as the capital of the State of Palestine and as one of three priority-development zones (besides the Gaza Strip and Area C), the PA, in clear divergence from its rhetoric, planned to allocate only 0.44% of its budget to the Ministry of Jerusalem Affairs and to the Jerusalem Governorate in 2015. Moreover, East Jerusalem was absent in the PA's national development plan for 2014-2016, which only made reference to the idle Multi-Sector Strategic Development Plan of 2010.

Thus, strengthening the Palestinian economy in Jerusalem is an increasingly important imperative to enhance the social and human development in the city’s eastern part and defy Israeli policies to marginalize the economy of East Jerusalem.

The thematic field of **Economy & Services** considered the following six dimensions for strategic options:



- (1) Tourism
- (2) ICT
- (3) Construction
- (4) Social Services
- (5) Human Resources / young population
- (6) Coordination (planning & implementation)
- (7) Regional and International Support

Again, for each dimension, the selected option is indicated by the light blue tag; together they make up the chosen *Local Development Strategy*.

(1) *Tourism*

The tourism sector has always been the backbone of East Jerusalem’s economy, as the city is richly endowed with religious, cultural, historical and archeological attractions. However, the sector has been stagnant in the last few years as a result of Israeli-imposed restrictions on its development. Among its options for **Tourism**, the *Local Development Strategy* (and thus the MUSTAQBALNA - OUR FUTURE! Strategy) entails the need to promote the creation of a **tourism paradigm** that ensures the development of the tourism sector and attracts more visitors to East Jerusalem in the current situation. Efforts should focus on the following:

1. Development and diversification of the tourism product: the touristic offer must be broadened beyond religious festivities and pilgrimage in order to reach new potential target groups and to overcome seasonality, which poses one of the main hurdles of the tourism sector. New types of tourism would focus on political/solidarity, cultural, ecological, and

recreational agendas and contents and would promote cultural and artistic festivals to enhance the visitor's experience of Palestinian culture, music, art, and food. The Jerusalem Tourism Cluster is currently working on diversifying the tourism product and its efforts should thus be supported.

2. Promotion of diversified integrated tours of Jerusalem, Palestine and the region (beyond the Zionist narrative): East Jerusalem must be marketed as part of a "Palestinian package" (e.g., a Hebron-Bethlehem-Jericho-Jerusalem-Nablus-Jenin-Nazareth itinerary) and a regional package (e.g. Amman-Jerash-Petra-Aqaba-Jericho-Jerusalem) to both accrue the most benefits from the assets it possesses as a cultural, historical destination and to (re-)connect it with the hinterland. This requires close coordination among tour operators in the different places as well as re-exploration of the available cultural, historical, human, and architectural resources in East Jerusalem.

In addition, the introduction of a regular and even obligatory "Jerusalem Day" at schools, with visits to the Old City of Jerusalem and other major tourist sites, would strengthen bonds with the city. A campaign and/or concerted actions should be organized in this regard with next year's 50<sup>th</sup> anniversary of the occupation in mind.

In order to achieve the above, the *Local Development* and MUSTAQBALNA - OUR FUTURE! Strategies will build on the achievements of the Jerusalem Tourism Cluster and encourage the development of a comprehensive, attractive promotional strategy. It is also crucial to improve marketing strategies, to intensify the use of digital and social media, and to participate in tourism fairs and conferences in order to reach new markets like Asia, Latin America, Eastern Europe, Islamic countries and the Diaspora. Furthermore, to ensure competitive service quality, the managerial and technical expertise of the current and prospective human resources in the tourism industry needs to be developed.

### (2) ICT

Under the **ICT** options, another main feature of the *Local Development Strategy* is the **development of ICT incubators**. The aim is to provide a place to help generate innovative business ideas as well as to start and grow companies in the ICT sector. The incubator will enable access to services and equipment and at the same time provide a focal point of networking and entrepreneurial activity. The partnership with Palestinian universities and the Palestinian private sector will be one of the main goals from the very beginning. The ICT incubators will also help create employment in East Jerusalem and integrate postgraduates in the labor market. However, lessons should be learnt from past initiatives, to avoid errors and to identify promising approaches.

### (3) Construction

Lack of housing is a major issue in East Jerusalem, mainly because of the building restrictions imposed by Israel on Palestinians. Thus, **development of new housing** is another crucial element of the umbrella strategy's *Local Development* component, chosen from among the strategic options of the **Construction** dimension. This is even more important, considering the fact that many Palestinian construction workers and companies possess the proper knowledge and skills, but are working in Israel for low remunerations due to the lack of work opportunities in East Jerusalem.

The *Local Development*/MUSTAQBALNA - OUR FUTURE! Strategy seeks to challenge Israeli restrictions on housing construction by exploiting any legal loopholes in the Israeli system and ensuring international support and pressure for the development of new housing. This requires a professional urban planning unit (a major element of the strategy's Urban Planning component) to coordinate and strategize the necessary steps. The PA must be vehemently lobbied to provide funding in the form of mortgage schemes, housing projects, as well as subsidies in light of the extremely high purchasing costs for housing in the city.

#### *(4) Social Services*

In line with the preceding choice, when it comes to strategic options to promote **Social Services**, the *Local Development* strategy component of MUSTAQBALNA – OUR FUTURE! emphasizes the **development of infrastructure for key service sectors** in terms of facilities and human resources.

With respect to the health sector, coordination between existing primary healthcare providers is imperative in order to ensure the delivery of the most adequate healthcare to the population. Health providers of the occupied Palestinian Territories and East Jerusalem must undertake a coordinated and systematic reform for an efficient and integrated Palestinian healthcare delivery system. Preventive healthcare services - including the prevention of posttraumatic morbidity - and psychosocial and reproductive healthcare must be advanced. They therefore require new facilities or the expansion of existing ones. The Economic Unit, as planning and implementing body, will not only play a major role in the coordination of the various actors but also engage in lobbying to gain local and international support in pressuring Israel to allow for the development of healthcare facilities in East Jerusalem.

Regarding the education sector (primary, secondary and higher education), East Jerusalem suffers from an extreme lack of facilities and from a high number of sub-standard facilities, deteriorating school infrastructure, and over-crowding. There is an urgent need for new facilities or the enlargement/ improvement of existing ones.

Israel's attempts to control the curriculum in East Jerusalem by imposing Israeli-censored textbooks and cutting funds on schools, which refuse to use them, should also be vehemently opposed, and challenged at the national and international level.

Moreover, it is imperative to reform the current Palestinian educational system, which is based on a teacher-centered pedagogy with teachers transmitting knowledge and students being mere recipients of it. Schools and universities should promote instead a more interactive, research-oriented learning process, based on collaborative learning and oriented to build up practical skills, creativity, and critical thinking. Continuous training programs for teachers should be provided to upgrade both knowledge and skills, and their salaries should be raised.

Furthermore, it is mandatory to strengthen the links between Palestinian higher education institutions and the private sector in order to ease the transition from education to employment. The *Local Development* and MUSTAQBALNA - OUR FUTURE! Strategies intend to lobby the PA (Education Ministry) to this end.

#### *(5) Human Resources / Young Population*

As part of the advancement of the economy in East Jerusalem, the *Local Development Strategy*, in its strategic dimension **Human Resources/Young Population**, emphasizes quality im-

provement of the labor force, including providing educational opportunities for those who are not eligible - for whatever reason – for university studies. Therefore, the development of the scope and diversity of, as well as the access to, **vocational training** programs is crucial to bridge the gap between labor market needs and supply. In order to fulfill its role, vocational training should meet the demand of the economic sectors, which requires a mapping study to identify the TVET programs that should be expanded and the new subjects that should be integrated, as well as the number of places to be offered. Due to the dire economic situation of most families in East Jerusalem, an efficient grant/financing system needs to be introduced to facilitate access to such training for all. Some kind of a to-be-established **Learning or Support Center (possibly a sub-unit to the Economic Unit)** should be tasked with improving the vocational education situation in the city and **sponsoring customized job training**.

#### *(6) Coordination (Planning & Implementation)*

Given the importance and complexity of the economic/services component in the MUSTAQBALNA - OUR FUTURE! strategy, the establishment of an **economic unit** is the preferred choice among the strategic options in the **Coordination** dimension. It seems best suited to work on East Jerusalem's development agenda, strengthen its economic institutions, and build partnerships and create synergies among different stakeholders. This unit will consist of representatives from the government, services sectors, the private sector, and civil society.

One of the main goals of the unit is also to reinforce the role of the closed-down Jerusalem Chamber of Commerce in mobilizing major economic actors to strengthen the assets of East Jerusalem as well as push the Palestinian private sector and Palestinian banks to embrace their social responsibilities and do more investment in East Jerusalem.

The **Economic Unit** will coordinate closely with the **Core Group** as the main body of Palestinian coordination under the MUSTAQBALNA – OUR FUTURE! Strategy.

#### *(7) Regional and International Support*

Among the options for **Regional and International Support**, another choice of the *Local Development* strategy is the creation of a **development fund**<sup>18</sup> to function as a funding body that provides credit facilities to new or expanding businesses and incentives (rather than aid) for investments. Furthermore, the Fund will promote and coordinate regional and international support for specific development projects that aim to resist the Israeli occupation and ensure Palestinian steadfastness in East Jerusalem. Among those to be involved in such a fund will be the Organization of Islamic Cooperation.

### **V.3 Challenging the Master Plan 2020: Strategic Priorities for Palestinian Urban Planning and Housing in Jerusalem**

The variety of issues and problems related to land and housing reveal the complexity of the subject of building and land use in East Jerusalem. Planning issues have a direct impact on private sector development, housing and socioeconomic conditions. While urban planning naturally is a tool to balance the interests of public and private stakeholders to the benefit of the city, it has been used in Jerusalem to achieve Israeli national political goals (in terms of both bolstering its population, controlling the land, and manipulation of urban zoning).

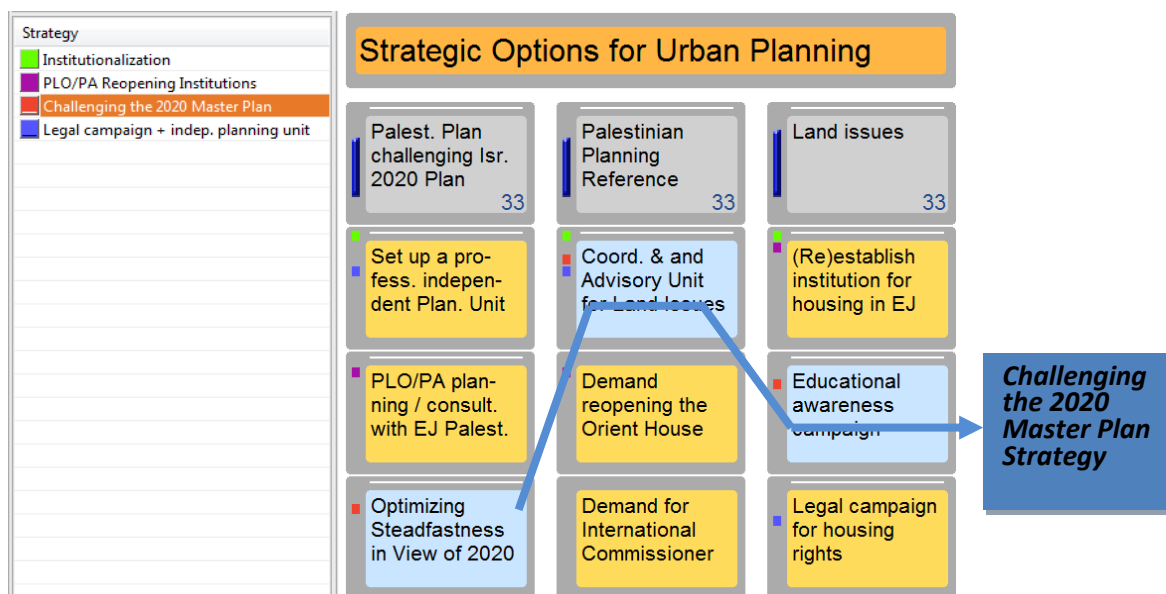
<sup>18</sup> Preceded by a feasibility study to this end.



Of the total Palestinian area annexed to Jerusalem, almost 33% (24,178 dunums) were confiscated for Jewish settlements/neighborhoods and there are numerous financial and technical constraints on building permits resulting in overcrowded neighborhoods, home demolitions and a severe shortage in public facilities.

Many of the problems in East Jerusalem today are a direct result of the discriminatory Israeli occupation policies and are therefore difficult to resolve. There are, however, issues, which can be addressed even in the current situation and which could translate into a more effective land use.

The thematic field of Urban Planning considered the following three dimensions for strategic options:



- (1) Palestinian Plan Challenging the Israeli 2020 Master Plan
- (2) Palestinian Planning Reference
- (3) Land issues

From among the possible strategies, the Urban Planning file chose the *Challenging the 2020 Master Plan* Strategy for of the MUSTAQBALNA - OUR FUTURE! umbrella strategy. It is based on three pillars: the establishment of a civil society body for planning; measures to optimize steadfastness in the presence of Israel’s Jerusalem 2020 Master Plan,<sup>19</sup> and educational awareness campaigns.

<sup>19</sup> For a description and discussion of the Master Plan see ““Master Plan” for Jerusalem”, The Civic Coalition for Palestinian Rights in Jerusalem, June 2010, available at [http://civiccoalition-jerusalem.org/system/files/documents/29-06-2010\\_master\\_plan\\_for\\_jerusalem.pdf](http://civiccoalition-jerusalem.org/system/files/documents/29-06-2010_master_plan_for_jerusalem.pdf), and Francesco Chiodelli, “The Jerusalem Master Plan: Planning into the Conflict,” *Jerusalem Quarterly* 51 (Autumn 2012), available at <http://www.palestine-studies.org/jq/fulltext/78505>.

*(1) Palestinian Plan Challenging the Israeli 2020 Master Plan*

**Optimizing Steadfastness in View of the 2020 Israeli Master Plan**<sup>20</sup> as strategic option under **Palestinian Plan Challenging the Israeli 2020 Master Plan** means to strengthen Palestinian community-based organizations, institutions, NGOs, and individuals<sup>21</sup> through awareness raising and education on the legal and technical regulations of the master plan. The aim is to realize a better control of land use, housing and commercial developments.

One of the most important instruments to challenge 'Jerusalem 2020' and work towards a Palestinian plan that would accommodate Palestinian needs is the use of the current Israeli legislation on urban planning for the benefit of Palestinian communities in East Jerusalem. For instance:

- The Israeli law allowing any relevant actor to propose urban planning projects and schemes.
- The Israeli law promoting the planning and development of multipurpose structures.
- The Israeli “home improvement” law, which incentivizes the development and improvement of homes built before 1980 particularly for protection against earthquakes and other natural disasters.

*(2) Palestinian Planning Reference*

Among the strategic options for **Palestinian Planning Reference** (to overcome the Palestinian coordination vacuum) the *Optimize Steadfastness in View of Master Plan 2020* Strategy opts for the creation of a professional and independent Coordination and Advisory Unit for Land Issues and Planning (CAULIP) for East Jerusalem, which will serve the purpose of providing technical assistance to the Palestinian population in Jerusalem, developers and investors. Among its main tasks will be to clarify and improve information on town planning and building permit approval procedures to combat the housing shortage. Furthermore, the Unit will:

- bring together Palestinian banks, real estate investors and residents to facilitate access to mortgage finance for private housing and commercial developments;
- develop and institutionalize a central and integrated database on land, land use, existing and potential housing and commercial developments, and ensure its proper maintenance and update;
- promote the use of alternative means for the resolution of land disputes;<sup>22</sup>
- contribute to a more effective coordination between institutions which control land that can be used for housing and commercial developments, including the Islamic and Christian Waqfs.

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<sup>20</sup> This master plan is the first comprehensive and detailed urban plan for both East and West Jerusalem since Israel's occupation in 1967. It perpetuates the current discrimination towards the Palestinian population of Jerusalem and totally ignores their needs and rights.

<sup>21</sup> Real estate professionals such as town planners, engineers, surveyors, attorneys, intermediaries, consultants, developers, investors and contractors.

<sup>22</sup> The Palestinian population tends to prefer traditional local mediation over resorting to the Israeli legal system.

Just as the **Economic Unit** under the *Local Development Strategy*, the **CAULIP** will coordinate closely with the **Core Group** as the main body of Palestinian coordination under the MUSTAQBALNA – OUR FUTURE! Strategy.

### (3) Land issues

Since one of the challenges in urban planning is the limited popular knowledge of Israeli and international legal practices and proceedings with regard to permits and other processes, the *Challenging the 2020 Master Plan* (and thus the overall MUSTAQBALNA - OUR FUTURE! Strategy) chose as strategic option for **Land Issues** an intensive **educational awareness campaign** on land use, housing and commercial developments, to be lead by CAULIP. Raising awareness helps at the same time mobilizing grassroots activism. The campaigns will be prepared in informed workshops and produce informational fact sheets and brochures on relevant issues. It is hoped that these measures will help Palestinian institutions to more effectively manage and regulate urban development and natural resources to ensure the equitable provision of sustainable infrastructure and to safeguard cultural heritage.

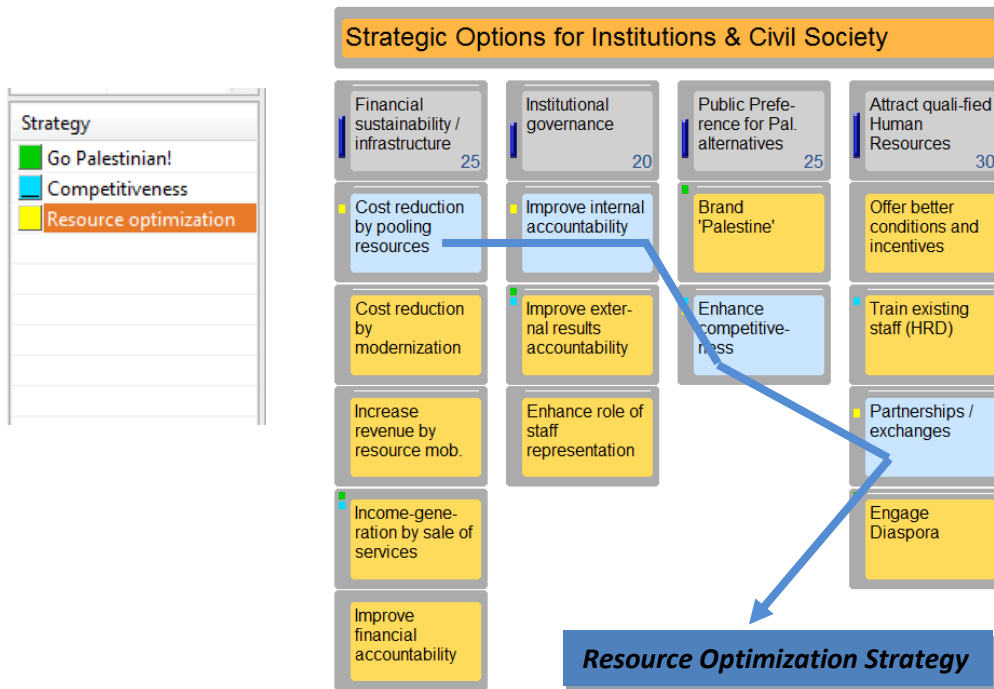
#### **V.4 Resource Optimization: Strategic Priorities for Strengthening the Presence and Performance of Institutions and Civil Society in Jerusalem**

While Palestinian civil society was quite successful in building institutions and networks to serve the needs of its community, it still faces great obstacles with regard to the effectiveness of its activities. Civil society organizations often try to perform often beyond their objective abilities, due largely to Israeli occupation policies and interference. Israeli authorities are hostile towards Palestinian residents and organizations and have closed many institutions, while prohibiting others to hold public activities and forcing them to relocate. This, along with the absence of a Palestinian reference in East Jerusalem, has left Palestinian institutions in East Jerusalem with underdeveloped responsive capacity, weak financial sustainability and without a culture of collective effort, coordination and sound governance.

Civil society organizations in East Jerusalem face a two-fold set of challenges: while their very existence and functioning are at risk and assaults on Palestinian heritage and cultural presence are increasing, socioeconomic conditions and the city's marginalization have given rise to many negative phenomena (e.g., drug use, crime, violence, impoverishment disorders, school dropouts, etc.). In essence, while supply capacities in services are shrinking, demand for them is growing.

The majority of Palestinian institutions are dependent on external financial funding from donors, who often impose their priorities, in most cases in the absence of a vision and a strategy for their own operation and functionality. The general public also has little faith in their efficiency and ability to represent Palestinian concerns and to provide quality services.

The thematic field of **Institutions and Civil Society** elaborated the following four strategic option dimensions:



- (1) Financial sustainability / infrastructure
- (2) Institutional governance
- (3) Public preference for the Palestinian alternative
- (4) Attract qualified Human Resources

The selected sub-strategy for the Institutions and Civil Society component of the MUSTAQBALNA-OUR FUTURE! umbrella strategy is the *Resource Optimization Strategy*. It seeks to strengthen institutions by reducing dependency, and at the same time emphasizes a culture of modesty and accountability. It therefore encourages the local NGOs to work in partnership, to not only reduce costs and enhance the efficiency of resource use, but also for better performance of the active institutions through the creation of synergies.

*(1) Financial sustainability / infrastructure*

The current state of affairs reveals that high reliance on external support has a negative impact on the ability of institutions to be representative of the public; it also leads to competition over the resources rather than over the quality services. In addition, in order to cater to donor funding mechanisms, most institutions acquire financial support for projects while struggling with adequate financial resources for their organizational infrastructure, which poses a serious threat to their survival. The *Resource Optimization Strategy* of the **Institutions and Civil Society** thematic field therefore opts for **cost reduction by pooling of resources** with regard to its strategic options in the dimension of **Financial Sustainability and Infrastructure**. This would reduce the costs of infrastructure for individual institutions and at the same time promote a spirit of modesty, trust and cooperation for a common purpose.

## *(2) Institutional governance*

In terms of **Institutional Governance**, the *Resource Optimization Strategy* opts for **improvement of internal accountability** as a tool for Palestinian institutions to enhance their performance. Internal accountability (i.e., between employees and management and in the application of rules and procedures in general) would then have a spillover effect on the performance and accountability of the institution towards its beneficiaries.

Internal accountability thereby refers to the need of creating change and transparency mechanisms within the existing, mostly outdated, structures, for example by holding timely elections of the board of directors, of institutionalizing sound structures and procedures, including clear job descriptions and standard operating procedures, and/or by granting employees benefits and their full rights in accordance with the laws. Internal democratic procedures, including elections and with regard to decision-making, would also help fight corruption and encourage the participation of more youth in institutions since the majority of them has little confidence in institutions as they function right now.

## *(3) Public preference for the Palestinian alternative*

The above choices would work hand in hand with the *Resource Optimization Strategy's* choice under the **Public Preference for the Palestinian Alternative** option dimension, which is to **enhance competitiveness** through offering diversity and quality. The notion behind this is that while there is a high national sense among the general public which gives products 'branded' as Palestinian a better opportunity, the branding is not always equated with quality. Thus, concentration should be on the quality of a product or service, which will encourage competitiveness and thus lead to better services. This ultimately assists in creating effective and viable alternatives to Israeli and other institutions and services.

## *(4) Attract qualified Human Resources*

In the last dimension of strategic options – how to **Attract Qualified Human Resources** – the *Resource Optimization/MUSTAQBALNA - OUR FUTURE!* Strategy selected development through **partnerships and exchanges**. At present, many Palestinian institutions work beyond their actual capabilities due to the inability to attract professional, technical and managerial knowhow (e.g., expertise, personnel capable of good project and strategic management, etc.). However, drawing on a qualified and efficient cadre has a crucial impact on the institutions' ability to provide quality services and representation.

In the light of the existing competition with international and Israeli institutions that offer higher salaries and attractive benefits with which Palestinian institutions cannot keep up, efforts are needed to enhance the efficiency, improve the work conditions, and provide incentives for the existing cadre. Possible tools for this are partnerships and exchanges in the fields of training and development, as well as secondment of staff as a way of pooling of (training) resources. The latter could be highly effective especially when institutions coordinate under the umbrella of an NGO Forum and share information concerning each others' needs. Secondment will then assist in sharing expertise and developing skills as well as in broadening the employees' horizons. Partnerships with vocational training centers or university departments are additional opportunities that should be considered.

## VI. PROPOSED INTERVENTIONS

One of the biggest problems with strategic planning exercises is that they rarely move from conceptual ideas to concrete actions. Many times they work through mission, vision, some background analysis, and end with developing a strategy, which may look good as a theory, but won't deliver as it is not connected to real life. In many cases, such strategies soon just gather dust on a shelf. From the outset of the project, avoiding this fate was an imperative for the PASSIA Core Group; instead, the goal has been and is to influence the situation on the ground with actual activities.

Thus, following the selection of the MUSTAQBALNA - OUR FUTURE! Umbrella strategy, first conceptual ideas for the next stage – implementation of (parts of) the strategy – were gathered and served as inputs for action plans in each of the thematic fields. These “proposed interventions” are a guide or orientation for further (immediate and later-stage) steps to be taken in order to translate the strategy into concrete activities and projects.

In parallel, another imperative is to gather as much national and international support for this endeavor as possible; i.e. to promote the strategy as what it is: a locally-initiated, trustworthy, unique, scientific and at the same time pragmatic and feasible enterprise which is worth investing in.

These proposed interventions are susceptible of being complemented and changed under the influence of initiatives and individuals who become part of this endeavor and who have sometimes long-standing experience and legitimate interests in the various thematic fields. This is therefore work in progress. As of this moment, these interventions are detailed as follows:

### V.1 Representation: Around Core Group Sub-Strategy

- Consolidate a “core group” as an interim implementing “agency” or body<sup>23</sup> that will facilitate a process ultimately leading to the **establishment of a unified civil society address or reference point** (e.g., some kind of a democratically elected Civil Society Assembly) to end the lack of Palestinians self-representation in East Jerusalem. This core group needs both a professional backbone and roots within the community (constituency) to be capable of creating momentum in Jerusalem and implementing the *Our Future! Strategy*. It will:
  - coordinate and facilitate Palestinian needs and resources and foster an environment where stakeholders are focused on enhancing the steadfastness of Palestinians in the city through regularly held and focused meetings and other joint activities;
  - expand the membership in the core group in the course of such meetings;
  - generate capacity to form a democratic proactive Palestinian leadership by empowering potential leaders who are being identified through their participation and active, dedicated roles in such meetings as well as joint activities/initiatives/projects (“self-empowering network”);
  - encourage local participation and philanthropy (“self-funding”) by initiating joint projects and activities;

<sup>23</sup> Begin initially with a core group of 14 people (“Diwan”), to be increased at incremental steps to 40 and later to 100 people, representing civic society, neighborhoods and different sectors (e.g., education, health, commerce, youth, economics, tourism, sports, law, mosques/churches, urban planning professionals).

- liaising with the PLO/PA on strategies, projects and problems;
  - coordinate among East Jerusalem organizations and function as umbrella for Economic, Planning, NGO and other Units to devise solutions for the city's Palestinian population beyond the mere diagnosis of problems;
  - capitalize on existing local addresses (i.e., people who are accepted by the general community and who can intervene when needed) to develop "community councils" in Jerusalem to better serve the various neighborhoods' needs;
  - capitalize on the hard-won status in international organizations such as UNESCO to take legal steps to protect Muslim and Christian holy places in the Old City in Jerusalem (thereby reviving the religious leadership in the city);
  - promote youth participation in policy and decision-making by actively involving them in all steps towards forming a representative body;
  - mobilize both financial and human resources for the above.
- **Campaign and advocate** for a) such a unit (as it is highly doubtful that the Israelis would accept anything like it) and b) to counter Israel's policies as well as re-writing of history at the expense of the Palestinian narrative through targeted campaigns and advocacy, including:
    - reminding the world that the core issues in the holy city are those of occupation, dispossession, and land theft;
    - turning to international donors to fund services in Jerusalem independently from Israel;
    - lobbying the PLO/PA for putting East Jerusalem in their plans or having a separate plan and budget for it, taking into consideration the specific situation and realities for East Jerusalemite Palestinians (e.g., land and housing shortages).

## **VI.2 Economy and Services: Local Development Sub-Strategy**

### **(1) Tourism:** New paradigm/diversified (Islamic & domestic):

- Create a **socioeconomic database** and a **mapping of tourism institutions** in East Jerusalem with details on their concrete work/projects (beyond info in PASSIA's agenda).
- **Enlarge** the souvenir and "**products for tourists**" offer with quality traditional and modern-design handicrafts, jewelry, etc., through street markets / pop-up stores similar to the Nablus Road Open Days.
- Build up the '**brand Palestine**' as quality seal similarly to other cities worldwide; **market East Jerusalem** (worldwide and in Palestine) and promote integration/close cooperation among different sectors (IT, tourism, education) for that end.

### **(2) ICT:**

- Create a **socioeconomic database** and a **mapping of ICT institutions** in East Jerusalem with details on their concrete work/projects (beyond info in PASSIA's agenda).

- Enhance **capacities to use data** and quantitative methods as well as **digital technologies** (app development, web design, programming, etc.).

**(3) Construction:** Develop new housing

- **Mapping of construction institutions** in East Jerusalem with details on their concrete work/projects (beyond info in PASSIA's agenda).
- **Campaign** for greater **access** to essential services and equitable **regulations** with regard to tax policy, property registry, planning and protection.
- **Lobby the PA** for the **development of micro, small and medium enterprises**, as well as improved services for the private sector, and land development.

**(4) Social Services:** Develop new infrastructure

- Create a **socioeconomic database** and a **mapping of social services institutions** in East Jerusalem with details on their concrete work/projects (beyond the information available in the PASSIA Diary agenda).
- Prepare a master plan for community services, welfare, public health etc.
- **Campaign** for greater **access** to essential services and equitable **regulations** with regard to tax policy, property registry, planning, and protection.
- **Lobby the PA** for the **development of micro, small and medium enterprises**, as well as improved services for the private sector, and land development.

**(5) Human Resources/ Young Population):** Vocational training

- Plan a **career and job fair** for 11<sup>th</sup>/12<sup>th</sup> graders (including all post-secondary education options and a “**questionnaire**” to detect what is missing with regard to the existing possibilities for training and studies) [in cooperation with organizations such as Pa/Vision or the Faisal Hussein Foundation, which are already working in these fields]. Ideally, one or more permanent information points should be established in East Jerusalem to supply assessment and guidance throughout the year.
- Create a **Learning Center** to sponsor customized job training.
- Create a fund for the **continuous education** of the workforce.
- Establish an **information/assessment/support center** for non-ICT entrepreneurs/enterprises to network, improve skills, assist with business plan/marketing/HR/finance/legal issues (similar to Barcelona Activa: [www.barcelonactiva.cat](http://www.barcelonactiva.cat)).
- Encourage **youth entrepreneurship programs/income generation projects** or schemes (e.g., roof gardening – ecological agriculture).
- Develop **job creation schemes**.
- Issue a **call for innovative business ideas** (with prizes or implementation grants to be awarded for best ideas).



**(6) Coordination (planning & implementation): Economic Unit**

- Create a **socioeconomic database** and a **mapping of institutions** in East Jerusalem with details on their concrete work/projects (beyond info in PASSIA’s agenda).
- **Legal study: examine/analyze the** legal side of development efforts in Jerusalem: loopholes, potentials as well as restrictions and how to challenge them.
- **Study** on how to promote **intra-Palestinian trade** and create a brand for regional co-marketing initiatives (“buy Palestinian“, “go Palestinian“, etc.), challenging Israeli restrictions on intra-Pal trade, especially with East Jerusalem. (Lobby Israel; exploit existing loopholes, if available; explore ways of building alternatives to Israeli goods so as to incentivize East Jerusalem residents to buy from Palestinian shops).
- Create an **Economic Unit** to lead the development efforts in and from the city to increase the sustainability of economic activities, including:
  - Preparation of **agreed principles for economic policy-making** in Jerusalem - revising and redefining the concept of development under occupation itself as a form of economic, political, and social resistance embedded in the larger historical struggle of Palestinians for self-determination, freedom, and justice).
  - Preparation of an **economic Development Plan** and initiating corresponding policies and programs (“investment instead of aid“), building on competitive competencies and assets, and analyzing needs and demand of the local market (how to cater to the local consumer as opposed to the international consumer; and how to avoid that East Jerusalem residents spend their time and money elsewhere).

**(7) Regional and International support: Development Fund**

- **Mapping of financial institutions and schemes** in East Jerusalem (including banking facilities, credits, mortgage schemes).
- Commission a feasibility study on opening a **development fund**.

**VI.3 Urban Planning: Optimize Steadfastness in View of Master Plan 2020 Sub-Strategy**

**(1) Palestinian Plan Challenging the Israeli 2020 Master Plan**

- **Challenging the Jerusalem 2020 Master Plan**<sup>24</sup> aims to serve Palestinian needs better by:
  - Identifying/selecting land deemed feasible for rezoning “green and unplanned” areas of the “Jerusalem 2020” master plan and helping residents submit the necessary statutory plans - in accordance with the Israeli Planning and Building Law - to the planning commissions for approval. Due to the severe shortage in public facilities (besides the severe housing shortage) such rezoning would include up to 40% for public uses (e.g., educational facilities, roads, parks).
  - Improving information on zoning plans, town planning, building permits, and approval procedures to new housing, commercial development and public infrastructure and

<sup>24</sup> This master plan is the first comprehensive and detailed urban plan for both East and West Jerusalem since Israel’s occupation in 1967, and totally ignores the needs and rights of the Palestinian population.

- making it both accessible and comprehensible for ordinary residents (e.g., through the publication of a manual that assists in future development projects).
- Finding creative solutions on to retroactively license existing homes and developments in order to decrease or eliminate altogether the risk of eviction/home demolition faced by many Palestinian Jerusalemites due to irregularities in buildings homes and businesses (due to Israel's discriminatory and restrictive regulations).
  - Providing support in preparation of outline or detailed plans for obtaining residential building permits in East Jerusalem and providing assistance for victims of house demolitions and other Israeli abuses.

## **(2) Palestinian Planning Reference**

- **Creation of and training and capacity building for a professional and independent Coordination and Advisory Unit for Land Issues and Planning (CAULIP)** for East Jerusalem to overcome the coordination vacuum and oversee urban planning and provide more accurate technical assistance to the city's Palestinian population, developers and investors. Composed of professionals such as town planners, architects, surveyors, attorneys and developers, the unit will help facilitating community-based rezoning and resolving the existing planning disparity in Jerusalem. Where needed, members of the unit and related stakeholders will undergo specialized training to gain the necessary skills and knowledge.<sup>25</sup> In particular it will be tasked to:
  - Prepare detailed structural plans (master-plan)for East Jerusalem: reflecting Palestinians' current and development needs, developing, institutionalizing and maintaining/updating a central and integrated database on land, land use, zoning plans, and existing and potential housing and commercial developments. The difficulty of obtaining data and information on East Jerusalem as a whole or on specific lots is an obstacle to the private sector dealing with the issues of land and housing market. The envisioned database will enable communities in the prioritization and selection of land parcels to be developed.
  - Prepare a land registry/survey of land in East Jerusalem that remains un-surveyed and/or their ownership is disputed, hindering proper planning and development.
  - Encourage private sector investment: in housing and commercial development, working closely with Palestinian banks, the private sector and residents to facilitate access to mortgage finance for private housing, public infrastructure and commercial developments.
  - Consult (with residents and attorneys) and prepare a study on alternative dispute resolution for land issues. As the Palestinian population tends to avoid resorting to the Israeli legal system and prefers traditional local mediation, strengthening mechanisms of the latter will make them more effective.
  - Achieve more effective coordination between institutions controlling or otherwise dealing with land and housing issues (including the Islamic and Christian Waqfs).

## **(3) Land Issues**

- **Awareness and advocacy campaigns** educating Palestinian residents as well as the international community on the legal and technical aspects of the "Jerusalem 2020" Mas-

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<sup>25</sup> E.g., how to do master planning / prepare master or urban plans, how to run a campaign etc.

ter Plan and on issues of land use, housing and commercial developments. This not only helps mobilizing grassroots activism<sup>26</sup> but also exposes the impact of Israeli planning policies on Palestinian livelihoods as well as Israel’s violations of international law in the relevant fields (e.g. access to basic services, right to housing and an adequate standard of living, land confiscation, home demolitions, etc.). In particular, campaigns will focus on:

- developing zoning and urban plans likely to offer alternative housing solutions;
- lifting restrictions on construction and housing sector in Jerusalem, to enable business growth and development;
- stopping the policies of demolishing Palestinian houses in East Jerusalem and protecting people from expropriations and forced displacements.

#### VI.4 Institutions and Civil Society: *Resource Optimization Sub-Strategy*

##### **(1) Financial Sustainability / infrastructure | (2) Institutional governance | (4) Attract qualified Human Resources**

- **Establishment of a Mapping Unit** to be responsible for:
  - (1) **mapping existing institutions** in the city. The mapping will be in depth mapping in accordance with the specialty, size and relevance of the institution.
  - (2) **making the information /mapping available** for institutions; both international and local beneficiaries , wishing to work or invest in Palestinian institutions, and for youth organizations aiming at integrating youth and women within these institutions.

The Mapping Unit will be the first step towards the creation of a coordination body among the relevant institutions. The initial phase of the mapping should be completed in six months, after which the unit shall be developed into a Technical Support Unit (while the mapping would continue).

Human Resources required: field workers, data entry specialist

- **Technical Support Unit** to address issues such as:
  - (1) **pooling of resources**: reducing the costs of infrastructure for individual institutions while promoting synergies, both of which would lead to increased efficiency.
  - (2) **drafting/formulating an overall joint strategy for development** in the city and play an active role in its implementation: forming coalitions and working within networks in order to gain more outreach, gain from diversified skills, share leadership, increase strength and organize and divide tasks in order to attain desired goals.

This Technical Support Unit would serve as a consultant to donors and investors who work with local institutions in the city. It would also offer its services/consulta-

<sup>26</sup> By strengthening the abilities of Palestinian community-based organizations, institutions, NGOs and individuals<sup>26</sup> to better control the use of land, housing and commercial developments.

tions to the local community [free of charge; for members of the NGO forum to be established simultaneously with this unit].

It will also offer a hub for a project [young and old] that aims at integrating youth within the Jerusalem work force by facilitating for unemployed youth or volunteers to work for a specific period with management at a Jerusalem institution.

- **NGO Forum**

Jerusalem institutions interested in the services of the mapping and/or the technical support unit could be members of an NGO forum<sup>27</sup> that would develop an overall joint strategy and work as network in order to gain more outreach, and benefit from diversified skills, share leadership, increase strengths, and divide tasks in order to attain the desired goals.

The forum would:

- allow members to identify volunteers or young employees that require to develop their professional skills (e.g., new graduates - in cooperation with universities);
- facilitate for its members training and development in partnerships with vocational training centers/ universities;
- establish an online professional network [LinkedIn type of network] will be established, for Jerusalem capacities;
- offer support to Palestinian institutions in seeking funding to its projects, while preventing duplication of effort by more than one institution.

Members of the NGO forum will be required to enhance their performance through accountability, elections of the board of directors, institutionalizing sound structures and procedures and would need to have standard operating procedures and granting employees benefits and full rights in accordance with the law.

The aim is to have the majority of the main and most influential institutions as members in the NGO forum by 2020.

### (3) **Public preference for the Palestinian alternative**

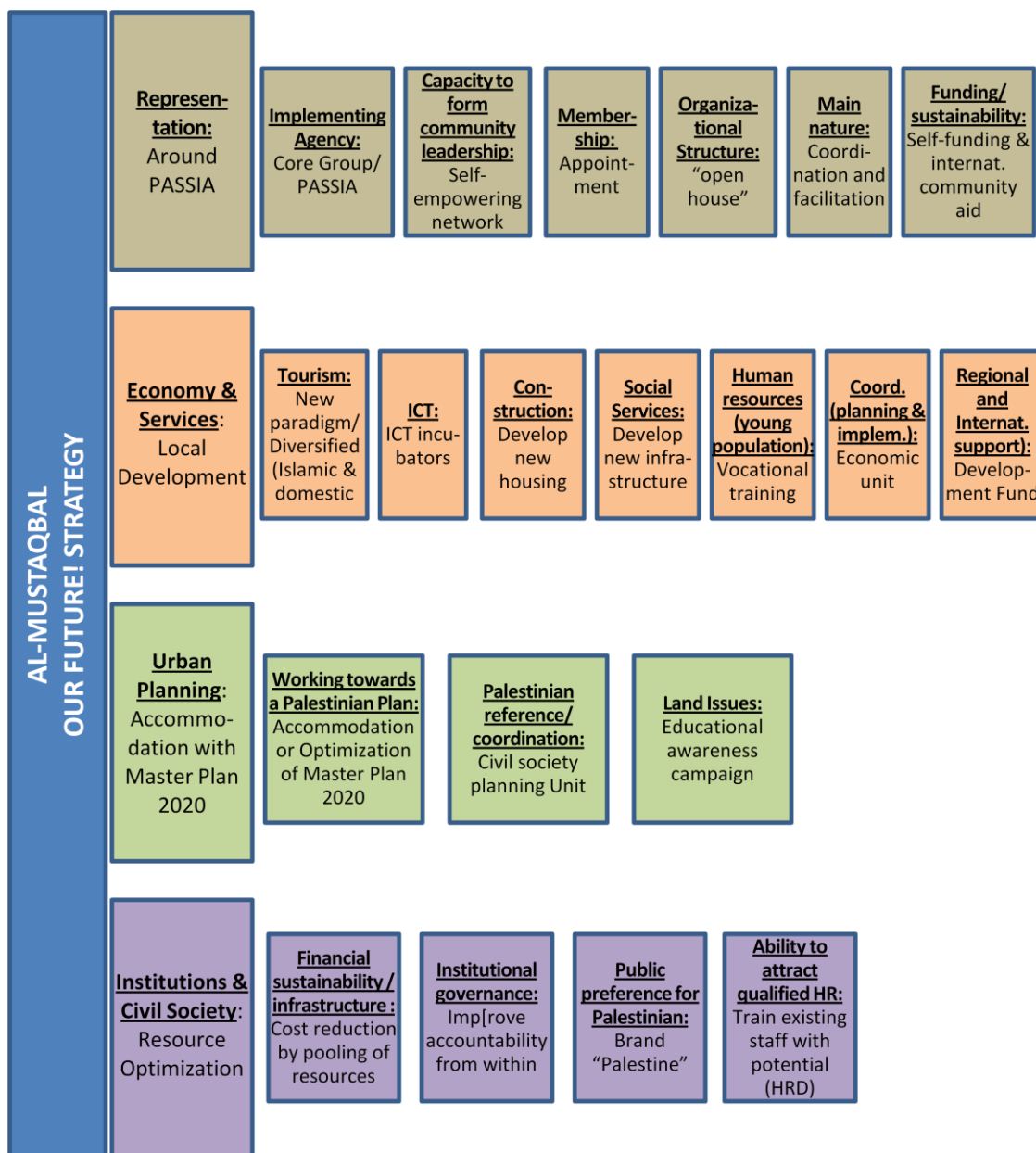
- **Brand Palestine:** capitalize on the “comparative advantage” that Jerusalem is a “brand name” and enhance competitiveness: while there is a high national sense among the general public which gives products ‘branded’ as Palestinian a better opportunity, the branding is not always equated with quality. The focus should thus be on the quality of the service first, which then encourages competitiveness and achieves better services.

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<sup>27</sup> The NGO forum would be launched in a series of workshops and conferences that would attract active and influential institutions in the city. The workshops and conferences would promote the mapping and network facilities available for institutions in order to encourage membership. It would start as a ‘working group’ of institutions, who have participated in PASSIA workshops and are informed of the study made on economy, planning, institutions and governance.

**ANNEX**

**Components of the Mustaqbalna/Our Future! Strategy**



**Representation:**  
Around PASSIA Strategy

<p><b><u>Implementing Agency:</u></b> Core Group/ PASSIA</p>	<ul style="list-style-type: none"> <li>• Marketing / PR- Core group (PASSIA)PJP</li> </ul>
<p><b><u>Capacity to form community leadership:</u></b> Self-empowering network</p>	<ul style="list-style-type: none"> <li>• (need to identify and support a new generation of leaders new faces, new blood inclusive, open-minded, non-sectarian membership): Self-empowering network:             <ul style="list-style-type: none"> <li>-Sharing activities &amp; projects with different segments of society (focus on youth)</li> <li>- Acknowledging and empowering potential stakeholders during the work in projects / growing responsibilities within projects</li> <li>- systematically transfer of (leadership) skills (public diplomacy, project management, negotiation, management, ...)</li> <li>- Measurement of leadership is based on qualification, engagement and talent, accountability</li> </ul> </li> </ul>
<p><b><u>Membership:</u></b> appointment</p>	<ul style="list-style-type: none"> <li>• appointment</li> </ul>
<p><b><u>Org. Structure:</u></b> "open house"</p>	<ul style="list-style-type: none"> <li>• "open house" work in progress</li> </ul>
<p><b><u>Main nature:</u></b> Coordination and facilitation</p>	<ul style="list-style-type: none"> <li>• Coordination and facilitation</li> </ul>
<p><b><u>Funding/ sustainability:</u></b> Self-funding &amp; internat. community</p>	<ul style="list-style-type: none"> <li>• Self funding + International Community (aid)</li> </ul>

**Economy & Services:**  
Local Development Strategy

<p><b>Tourism:</b> New paradigm/ diversified (Islamic &amp; domestic</p>	<ul style="list-style-type: none"> <li>• Promote domestic tourism by networking with different Palestinian touristic organizations (West Bank, including Jerusalem, 1948 territories)</li> <li>- Organize joint campaigns to revive the cultural life in and strengthen bonds with Jerusalem (e.g., school/university visits to Jerusalem's tourist sites; educational "Jerusalem Day", etc.)</li> </ul>
<p><b>ICT:</b> ICT incubators</p>	<ul style="list-style-type: none"> <li>• ICT incubators</li> <li>- check out opportunities Beit Hanina IT-project - JEST</li> </ul>
<p><b>Construction:</b> Develop new housing</p>	<ul style="list-style-type: none"> <li>• Develop new housing</li> <li>- Secure subsidy for the land developing cost</li> </ul>
<p><b>Social Services:</b> Develop new infrastructure</p>	<ul style="list-style-type: none"> <li>• Develop new infrastructure.</li> </ul>
<p><b>Human resources (young population):</b> Vocational training</p>	<ul style="list-style-type: none"> <li>• Provide vocational training - Expand TVET programs and available places for students.</li> </ul>
<p><b>Coordination (planning &amp; implemementation):</b> Economic unit</p>	<ul style="list-style-type: none"> <li>• Economic unit - Strategically plan, ensure implementation, and coordinate funding and financial resources by pushing Pal private sector and Pal banks to embrace their social responsibility and invest more in EJ. Reinforce the role of the Chamber of Commerce</li> <li>- to assemble and mobilize major economic actors in EJ</li> <li>- to support Palestinian traders in East Jerusalem.</li> </ul>
<p><b>Regional and Internat. support:</b> Development Fund</p>	<ul style="list-style-type: none"> <li>• Development fund - create a funding body (providing credit facilities, incentives for investments); role of OIC and international community - investment instead of aid</li> </ul>

## **Urban Planning: Accommodation with Master Plan 2020 Strategy**

**Working towards a  
Palestinian Plan:**  
Accommodation/  
Optimization of  
Master Plan 2020

- Working towards Palestinian Plan / countering Israeli 2020 Plan: Accommodation / Optimization to Israeli 2020 plan driven by private sector contractors includes NGO's planning and existing International Community plans (taking MP 2020 as reference)

**Palestinian  
reference/  
coordination:**  
Civil society planning  
body

- Establish a civil society planning body for East Jerusalem  
There is nearly no coordination between the organizations in operation in East Jerusalem, official actors, and other parties with regard to urban planning and development efforts. This may be due to considering several actors as official references (e.g. Palestinian Authority, international law, etc).

**Land Issues:**  
Educational  
awareness campaign

- Educational awareness campaign - community focus  
There is limited popular awareness of Israeli and international legal proceedings with regard to urban planning.



## **Institutions & Civil Society :** Resource Optimization Strategy

**Financial sustainability / infrastructure :**  
Cost reduction by pooling of resources

- Financial sustainability / infrastructure (reducing dependency / improve financial accountability) - cost reduction by pooling resources: - emphasizing a culture of modesty and accountability - NGO forum - joint activities (working in partnerships) - pooling of human resources

**Institutional governance:**  
Improve accountability from within

- Institutional governance (The absence of internal democracy (elections) of board members/ institutions) - improve internal accountability: - transparency mechanisms - democratic process to elect board, decision making... - uphold employees rights - fight corruption - job descriptions, traceable processes - "culture of accountability"

**Public preference for Palestinian: alternatives**  
Brand "Palestine"

- Enhance competitiveness, diversity and quality

**Ability to attract qualified HR:**  
Train existing staff with potential (HRD)

- Partnerships / exchanges
  - Human Resources Development
  - Secondment - as an option for recruitment

## Proposed Interventions / Action Plan Overview

### AL-MUSTAQBAL - OUR FUTURE! STRATEGY

<b>Representation:</b> Around Core Group	<b>Economy &amp; Services:</b> Local Development	<b>Urban Planning:</b> Challenging Master Plan 2020	<b>Institutions &amp; Civil Society:</b> Resource Optimization
<ul style="list-style-type: none"> <li>• Consolidate a “core group” as an interim implementing “agency” or body</li> <li>• Campaign and advocate for a) such a unit and b) to counter Israel’s policies and re-writing of history</li> </ul>	<p><b>Tourism:</b></p> <ul style="list-style-type: none"> <li>• Build up &amp; market ‘brand Palestine’</li> <li>• Socioeconomic database / mapping</li> <li>• Enlarge “products for tourists” offer</li> <li>• Build up &amp; market ‘brand Palestine’</li> </ul> <p><b>ICT:</b></p> <ul style="list-style-type: none"> <li>• Socioeconomic database / mapping</li> <li>• Enhance capacities to use data / digital technologies</li> </ul> <p><b>Construction / Social Services:</b></p> <ul style="list-style-type: none"> <li>• Socioeconomic database / mapping</li> <li>• Master plan for housing / community services, welfare, public health etc.</li> <li>• Campaign for greater access to services and equitable regulations</li> <li>• Lobby PA for the development of SME and improved services.</li> </ul> <p><b>Human resources (young population):</b></p> <ul style="list-style-type: none"> <li>• Career and job fair</li> <li>• Learning Center for customized job training.</li> <li>• Continuous education fund for workforce.</li> <li>• Support center for non-ICT entrepreneurs.</li> <li>• Youth entrepreneurship/income generation</li> <li>• Develop job creation schemes.</li> <li>• Call for innovative business ideas</li> </ul> <p><b>Coordination (planning &amp; implementation):</b></p> <ul style="list-style-type: none"> <li>• Socioeconomic database / mapping</li> <li>• Legal study: loopholes, potentials, restrictions.</li> <li>• Study how to promote intra-Palestinian trade and create a brand ‘Palestine’</li> <li>• Create an Economic Unit to lead development</li> </ul> <p><b>Regional and International Support):</b></p> <ul style="list-style-type: none"> <li>• Development Fund feasibility study</li> </ul>	<p><b>Working towards a Palestinian Plan:</b></p> <ul style="list-style-type: none"> <li>• Optimizing/countering “Master Plan 2020” (options for rezoning, licensing etc.)</li> <li>• Improving information</li> <li>• Support in planning and for victims of house demolitions</li> </ul> <p><b>Palestinian reference/coordination:</b></p> <ul style="list-style-type: none"> <li>• Training and capacity building for a professional and independent Urban Planning Unit</li> <li>• Establishment of such a Unit</li> </ul> <p><b>Land Issues:</b></p> <ul style="list-style-type: none"> <li>• Awareness and advocacy campaigns on the legal and technical aspects of the 2020 Plan and other land issues</li> </ul>	<p><b>Financial sustainability/ infrastructure/ institutional governance /</b></p> <ul style="list-style-type: none"> <li>• Mapping</li> <li>• Technical Support Unit to address issues such as: pooling of resources, drafting/formulating an overall joint strategy</li> <li>• Create a NGO Forum</li> </ul> <p><b>Public preference for Palestinian:</b></p> <ul style="list-style-type: none"> <li>• Brand “Palestine”</li> </ul> <p><b>Ability to attract qualified HR:</b></p> <ul style="list-style-type: none"> <li>• Training programs for existing staff with potential (HRD)</li> </ul>

PASSIA, the Palestinian Academic Society for the Study of International Affairs, is an Arab, non-profit Palestinian institution with a financially and legally independent status. It is not affiliated with any government, political party or organization. PASSIA seeks to present the Question of Palestine in its national, Arab and international contexts through academic research, dialogue and publication.

PASSIA endeavors that research undertaken under its auspices be specialized, scientific and objective and that its symposia and workshops, whether international or intra-Palestinian, be open, self-critical and conducted in a spirit of harmony and cooperation.

During 2015-2016, PASSIA, in partnership with the Open Regional Fund for the MENA region (ORF-MENA) of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, implemented a project, entitled Building Strategies and Scenarios Towards Socioeconomic Development in East Jerusalem. It included a software-assisted development of various scenarios, strategies and advocacy measures for Jerusalem's future, the process of which is described in a separate publication. The goal was to identify ways and means that help Palestinian Jerusalemites remain steadfast inside the city and develop mechanisms as well as advocacy tools to improve their socioeconomic situation.

The outcome was the MUSTAQBALNA/OUR FUTURE!, which is described in detail in this paper. It is a local initiative of PASSIA, together with professionals of various fields, which follows an inclusive bottom-up approach that intends to provide proactive and operational strategic options to defy the fragmentation, isolation, and economic collapse in the city and return hope, justice and dignity to the lives of the Palestinians living there.



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