إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

أقر بأن ما اشتملت عليه هذه الرسالة إنما هي نتاج جهدي الخاص، باستثناء ما تمت الإشارة إليه حيثما ورد، وإن هذه الرسالة ككل، أو أي جزء منها لم يقدم من قبل لنيل درجة أو لقب علمي أو بحثي لدى أية مؤسسة تعليمية أو بحثية أخرى.

DECLARATION

The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification

Student's name: اسم الطالب: اسيا سس عبد العزيز علي الرشيس

Signature: التوقيع: اسيا سس

Date: التاريخ:

The Islamic University-Gaza
Higher Education Deanship
Faculty of Commerce
Master of Business Administration Program

الجامعة الاسلامية – غزة
عمادة الدراسات العليا
كلية التجارة
برنامج ماجستير ادارة الأعمال

The Influential Factors on Decision Making in Urban Planning

(Case Study: Gaza Local Governments)

العوامل المؤثرة في اتخاذ القرار في مجال التخطيط الحضري
حالة دراسية: الهيئات المحلية في قطاع غزة

By
Inas Abd Alaziz Elrantisi

Supervised by
Dr. Wasim Ismail AL-Habil

Research Submitted In Partial Fulfillment of the Requirements for The Degree of Master Business Administration

August 2013

بسم الله الرحمن الرحيم

الجامعة الإسلامية – غزة
The Islamic University - Gaza
مكتب نائب الرئيس للبحث العلمي والدراسات العليا هاتف داخلي 1150

الرقم Ref ج س غ/35/
التاريخ Date 2013/09/17م

نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة الدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحثة/ إيناس عبدالعزيز علي الرنتيسي لنيل درجة الماجستير في كلية *التجارة*/ قسم إدارة الأعمال وموضوعها:

العوامل المؤثرة في عملية اتخاذ القرار في مجال التخطيط الحضري
دراسة حالة: بلديات قطاع غزة

The Influential Factors on the Decision Making Process in Urban Planning
Case Study: Gaza Strip Local Government

وبعد المناقشة التي تمت اليوم الثلاثاء 11 ذو القعدة 1434هـ، الموافق 2013/09/17م الساعة الواحدة ظهراً، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

د. وسيم إسماعيل الهابيل	مشرفًا ورئيسًا	.....
أ.د. يوسف حسين عاشور	مناقشًا داخليًا	.....
د. جلال إسماعيل شبات	مناقشًا خارجيًا	.....

وبعد المداولة أوصت اللجنة بمنح الباحثة درجة الماجستير في كلية *التجارة*/قسم إدارة الأعمال.

واللجنة إذ تمنحها هذه الدرجة فإنها توصيها بتقوى الله ولزوم طاعته وأن تسخر علمها في خدمة دينها ووطنها.

والله ولي التوفيق ،،،

مساعد نائب الرئيس للبحث العلمي وللدراسات العليا

أ.د. فؤاد علي العاجز

P.O. Box 108, Rimal, Gaza, Palestine fax: +970 (8) 286 0800 فاكس Tel: +970 (8) 286 0700 ص.ب 108 الرمال غزة، فلسطين هاتف
public@iugaza.edu.ps www.iugaza.edu.ps

Abstract

The research aims to highlight decision making & urban planning issues; hence they are crucial issues for sustainable city development, and to spot light on Gaza local governments (LGUs), their internal environment, role, relations and interrelations, legal framework and institutional structure. It also aims to assess the impact of a group of overlapping & cross factors on decision making in urban planning process, and to rank them according to their influence on decision making process. It seeks to introduce a model to improve decision making process, by modifying institutional structure and applying scientific methods for decision making.

The Main Research Question:

What are the influential factors on decision making in urban planning at local governments in Gaza Strip?

The research used the descriptive analytical approach, and utilized a variety of tools such as: the questionnaire, the Interview, and documentary Analysis.

The research found that (66.4%) of the respondents agreed that the ***Legal Framework*** is available with a good grade and affects the decision making process significantly, (66.3%) of the respondents agreed that the ***Stakeholders' participation*** is available with a good grade and affects the decision making process significantly, (69.0%) of the respondents agreed that ***Public policies*** are available with a good grade and affect the decision making process significantly, (61.0%) of the respondents (neutral) if the ***Use of Geographical Information Systems*** at LGUs is available with a good grade, (60.0%) of the respondents (neutral) if the ***Institutional Framework*** at LGUs is compatible with a good grade, (60%) of the respondents (neutral) if ***Planners' Empowerment*** **at** LGUs is available with a good grade, (65%) of the respondents agreed that ***Fiscal Planning*** is available with a good grade and affects the decision making process significantly, (58%)of the respondents (neutral) if ***Land Management*** at LGUs is compatible with a good grade, (69%) of the respondents agreed that ***Decision Making Process*** at LGUs is significantly compatible with a good grade.
The research also concluded that there is a statistical significant effect of three factors arranged: "Institutional Framework, Fiscal Planning, and Land Management" on "decision making in urban planning at LGUs" **at** α= **0.05 Level of Significance, and** 47.8% of the variation in the decision making in urban planning at LGUs_ is explained by "those factors"**.**

The research introduced a model, in order to improve the decision making in urban planning at LGUs, according to the above-mentioned results and conclusions. The three main components of the model are:

1. Institutional measures which designed to review the hierarchy and responsibilities, to resolve interventions, and seek to discuss relations and reactions between

competent institutions in order to decrease duplication and negative interventions of roles among them.

2. Corrective measures for decision making process were proposed, where decision making process is planned to consist of eight activities which are: problem definition, requirements determination, goals establishment, alternatives identification, evaluation's criteria development, decision making tool selection, applying the tool, checking results with problem statement.

3. Continuous evaluation and feedback are needed to review and adjust current decisions, in addition to taking a lesson for future decisions.

ملخص البحث

يهدف البحث إلى تسليط الضوء على موضوعي اتخاذ القرار والتخطيط الحضري، نظراً لأهميتهما في تنمية المدن المستدامة، كما يهدف أيضاً للتركيز على البيئة الداخلية ودور والعلاقات المتبادلة و الإطار القانوني والهيكل التنظيمي للهيئات المحلية في قطاع غزة، ويهدف البحث أيضاً لتقييم أثر مجموعة من العوامل المتقاطعة على عملية اتخاذ القرار في مجال التخطيط الحضري، وترتيب تلك العوامل تبعاً لحجم تأثيرها في عملية اتخاذ القرار. إن البحث يسعى لتقديم نموذجاً لتحسين عملية اتخاذ القرار من خلال تعديل الهيكل المؤسسي وتطبيق الطرق العلمية في عملية اتخاذ القرار.

سؤال البحث الرئيس:

ما هي العوامل المؤثرة في عملية اتخاذ القرار في مجال التخطيط الحضري في بلديات قطاع غزة؟

اعتمد البحث أسلوب البحث الوصفي التحليلي، كما استخدم العديد من الأدوات في هذا المجال، منها الاستبانة، والمقابلة، كما تم تحليل الوثائق المختلفة ومقارنتها وتقييمها، مثل: الأوراق البحثية ذات العلاقة، وقوانين التخطيط الحضري (تنظيم المدن) المعمول بها في قطاع غزة.

أظهر البحث أن (66.4%) من المستطلعين وافقوا أن ***الإطار القانوني*** متوفر بدرجة جيدة ويؤثر في عملية اتخاذ القرار، وأن (66.3%) من المستطلعين وافقوا أن ***مشاركة أصحاب المصلحة*** متوفرة بدرجة جيدة وتؤثر في عملية اتخاذ القرار، وأن(69.0%) من المستطلعين وافقوا أن ***السياسة العامة*** متوفرة بدرجة جيدة وتؤثر في عملية اتخاذ القرار، وأن (61.0%) من المستطلعين كانوا محايدين تجاه إذا كان ***استخدام نظم المعلومات الجغرافية*** متوفر بدرجة جيدة، وأن(60%) من المستطلعين كانوا محايدين تجاه إذا كان ***الهيكل المؤسسي*** متوافق بدرجة جيدة، وأن(60.0%) من المستطلعين كانوا محايدين تجاه إذا ما كان ***تمكين المخططين*** متوفر بدرجة جيدة، وأن(65.0%) من المستطلعين وافقوا أن ***التخطيط المالي*** متوفر بدرجة جيدة ويؤثر في عملية اتخاذ القرار، وأن(58.0%) من المستطلعين كانوا محايدين تجاه إذا ما كانت ***إدارة الأراضي*** متوفرة بدرجة جيدة، وأن (69.0%) من المستطلعين وافقوا أن ***عملية اتخاذ القرار*** متوافقة بدرجة جيدة ذات دلالة إحصائية.

البحث أيضاً استنتج أن هناك تأثير ذو دلالة إحصائية لثلاث عوامل مرتبة كالآتي: "الهيكل المؤسسي، التخطيط المالي، وإدارة الأراضي" على "عملية اتخاذ القرار في مجال التخطيط الحضري في بلديات قطاع غزة" عند مستوى دلالة $\alpha=$ **0.05، وأن 47.8%** من التباين في اتخاذ القرار يفسر بتلك العوامل.

ومن أجل تحسين عملية اتخاذ القرار في مجال التخطيط الحضري في بلديات قطاع غزة، وتبعاً للنتائج سابقة الذكر، تم اقتراح نموذج أهم مكوناته:

1. إجراءات لتعديل التدرج الهرمي والمسئوليات وحل التداخلات في الهيكل المؤسسي لاتخاذ القرار في مجال التخطيط الحضري، تهدف لمناقشة العلاقات والتفاعلات بين المؤسسات ذات العلاقة، من أجل تقليل التداخلات السلبية في الأدوار المنوطة بتلك المؤسسات.
2. إجراءات تصحيحية لعملية اتخاذ القرار، حيث خططت عملية اتخاذ القرار لتشمل ثماني أنشطة رئيسية: تعريف المشكلة، تحديد المتطلبات، رسم الأهداف، وضع البدائل، تطوير معايير التقييم، اختيار أداة اتخاذ القرار، تطبيق أداة اتخاذ القرار، مقارن النتائج مع المشكلة.
3. عملية تقييم وتغذية راجعة متواصلة، من أجل مراجعة وتعديل القرارات الحالية و أخذ العبرة للقرارات المستقبلية.

ACKNOWLEDGEMENT

First of all, all thanks and praise are due to Allah for the all great for all the reward and support granted to me to accomplish this MBA research. Afterward, I would like to articulate my gratefulness and admiration to my instructors who have offered their knowledge and encouragement.

I would like to express my sincere appreciation to Dr. Wasim I. El-Habil for excellent guidance unlimited support, valuable suggestions and incessant encouragement along the way of preparing my thesis.

I would like to thank Prof. Yousif Ashour and Dr. Jalal Shabat for their effort in the discussion of this research.

I am grateful to the interviewees and the respondents that have filled out my questionnaires; where I will not be able to introduce my research without their help and support.

I would also like to thank the Faculty of Commerce for all of their support and advice during my Master study.

Table of contents

Table of tables

Table of figures

List of Abbreviations

AHP	Analytic Hierarchy Process
bba’s	basic belief assignments
CCBP	Central Committee for Buildings and Planning
CBA	Cost Benefit Analysis
D.M	Decision Making
DSmT	Dezert-Smarandache Theory
GDP	Gross Domestic Production
HPC	Higher Planning Council
HPC	Higher Planning Council
K-T	Kepner-Tregoe Decision Analysis
LGUs	Local Government Units
MRPCs	Micro-Region Planning Committees
MLG	Ministry of Local Government
MCDM	Multi Criteria Decision-Making
MAUT	Multi-Attribute Utility Theory Analysis
PA	Palestinian Authority
JSCs	The Joint Service Councils
LRDP	The Local Rural Development Program
MOE	The Ministry of Education
MOF	The Ministry of Finance
MOH	The Ministry of Health
MOHPW	The Ministry of Housing and Public Works
MOP	The Ministry of Planning
MOTA	The Ministry of Tourism and Antiquities
MOTR	The Ministry of Transportation
PEA	The Palestinian Energy Authority
PEQA	The Palestinian Environmental Quality Agency
PLA	The Palestinian Land Authority
PWA	The Palestinian Water Authority
UNDP	United Nations Development Program

Chapter one:
General Framework

Chapter one: General Framework

1.1 Introduction:

Decision making specially in urban planning is a multilateral and complex process. Making suitable decision by using the right decision-making tools, techniques and methods, helps to achieve goals and the planned results. Decision making in urban planning is very important because urban planning decisions affect community life from physical, social, economic and environmental aspects. It plays a crucial role in providing housing, employment opportunities, social welfare and the needed infrastructure. Good urban planning decision contributes to preserving land & other natural resources in order to achieve sustainability.

This research aims to investigate the impact of a group of factors that assumed to affect decision making in urban planning such as legal framework, stakeholder's participation, public policy, using geographic information systems, institutional framework, planners' empowerment, fiscal planning, land management, and individual characteristics (for planning team members).

As cities are places where people live and work (Mayer, 2004) and where administrative, political, social and economic systems meet, the big issue is how to improve and support effectively decision making in urban planning at Local Governments.

The desire to improve the quality of life, pushed people to move toward urbanization, resulted in the rapid expansion in urban areas. About one- half of the world's population lives in urban areas (Hudalah, 2010).By 2030, almost 60% of the people in developing countries will live in cities (FAO, 2003). This increases the need for making appropriate decision at suitable time.

Legal Framework includes regulations, standards and administrative procedures. It includes tools for systematic development of urban areas; however the setting as well as the implementation of most Legal frameworks especially in developing countries, has put the achievement of their objectives at stake (MWIGA, 2011).

Based on the above, urban planning as a tool controlled by Local Governments needs cooperation between all actors of the city. The role of public, private sectors and even citizens cannot be ignored, as an effective mechanism to respond to the complexity involved in urban development process.

Setting plans is a **public policy** tools, serving the achievement of planning agencies goals and objectives. Public policy related to urban planning includes financial and natural resources strategies that will affect urban decisions strongly.

Geographic information systems are important tools to meet effectively and efficiently urban planning objectives. To make informed and timely decisions, it is essential to have readily available, complete and accurate information that serve fundamentally a good organized urban decision.

The most fundamental challenge is the fact that urban planning process is governed by complex and overlapping **institutional structures (framework)** (Hudalah, 2010).Urban decisions need to be taken and approved through a series of interrelated institutions, in such a way that may lead to complicate the process, and may affect urban decisions negatively.

Professional planners especially as employees of governmental or semi- governmental planning agencies, must be **empowered** and have the authority to coordinate everyone else in a government for good reasons. This will ease the acceptance and approval of urban decisions.

Fiscal planning is a critical topic amongst local governments when discussing the preparing and implementation of urban plans. Although fund is available to Local Governments, alternative fund resources must be a considerable issue in land use planning.

Facilitating the quick urban expansion faced by many challenges related **to land management** such as, consequent loss and fragmentation of land, land property and escalation in land prices. So a good land management is needed to enhance urban decisions.

1.2 Background:

Gaza Strip was ruled by different rules through its history. It was ruled by four foreign powers: the Ottomans, the British, the Egyptians and the Israelis. These foreign powers put the foundations for Gaza local government system, but each was not able to empower the system in order to adapt with local people interests and perceptions. Instead, local government was led by the central authority and used as a means of control by the ruling power rather than as a stimulator for social and economic development (UNDP & MLG, 2003).
Gaza Strip has diversified physical characteristics, population's high growth rates, and limited natural resources, unstable political and economic conditions. So Gaza Strip can be considered a good model for the complexity of decision making in urban planning.

It is a region of 365 square km area, and 1.7 million (Palestinian Central Bureau of Statistics, 2011) (urban population) at the end of 2012.Censuses reflect growth rates estimated by 3.3% at the end of 2012. Each year about 10, 000 new housing units are needed, in order to encounter population natural growth.

There are 25 Local Governments at Gaza Strip; they showed uneven performance which reflected on on-ground accomplishments, and community living level. Old Local Governments were the only leading body where Palestinian officials were decision makers because Gaza Strip was under the occupation for many decades.

1.3 Research problem:

Decision-making in urban planning is a complex process. It has significant implications on city development. It affects citizens in all fields of life. So assessing the influential factors is a very important issue. Many factors affect urban planning's decisions, such as legal

framework, stakeholders' participation, public policy, using geographic information systems, institutional framework, planners' empowerment, fiscal planning and land management.

Where urban decisions affect significantly community life in many aspects, so it is very important to identify these factors clearly and specify their effect on urban planning's decisions, in order to recommend decision makers how to decrease negative effects and enhance positive ones.

1.4 Research Question:

What are the influential factors on decision making in urban planning at local governments in Gaza Strip?

1.5 Research Objectives:

1. This research aims to highlight decision making & urban planning issues; hence they are crucial issues for sustainable city development.
2. It aims to spot light on Gaza local governments, their internal environment, role, relations and interrelations, legal framework and institutional structure.
3. It seeks to assess the impact of a group of overlapping & cross factors on decision making in urban planning process.
4. It would rank the aforementioned factors according to their relative weight from the point of view of sample members.
5. It would discuss the relation between individual characteristics (for planning team members) and their views.
6. It would present a model to improve decision making process, by modifying the institutional framework and applying scientific methods for decision making process.

1.6 Importance of This Research:

The research will help to:

A. Direct the government to make helpful policies that enhance urban planning's decisions.
B. Promote local government's abilities and capacities, in order to make suitable urban planning's decisions by the correct ways.
C. Direct decision making in a way that may support achieving sustainable urban development, community social welfare, a good economic situation and efficient resources' investment.
D. Qualitative Addition to the former written literature.

1.7 Research Variables:

The research discusses the effect of eight independent variables on urban planning's decisions (the independent variable). These variables are:

1.7.1 Dependent Variable:

- Decision making in urban planning.

1.7.2 Independent Variables:

Independent variables were derived from various researches, where each variable was found in a separate research as follows:

Table 1-1 Independent Variables

The Variable	The Main Reference
Legal Framework.	Kadid, (2010). Urban Planning And Planning Legislations Role In Promoting Urban Development Process (Dubai Model)
Stakeholder's Participation.	Khalifa, Sami, (2011). In Search for a Model: Planning with Community Participation in the Palestinian Novelty Municipalities
Public Policy.	Bengston, Fletcher, and Nelson, (2004). Public policies for Managing Urban Growth and protecting Open Space: policy Instruments and Lessons Learned in The United State
Using Geographic Information Systems.	Halapi, (2003). Studying Land Use patterns in Nablus City By Geographic Information System (GIS)
Institutional Framework.	Mohd, I., Ahmad, F. and Abd Aziz, N., (2009). Practice Briefing Exploiting town planning factors in land development Case study of urban housing in Kuala Lumpur, Malaysia.
Planners' Empowerment.	Masoud, (2012). The Degree of Administrative Empowerment and Development of Performance and the Relationship Between Them From point of View of the Public Schools principals in the Districts of the Northern West Bank
Fiscal Planning	Al-kharoof, (2008). Planning the Utilization of Financial Resources to the Municipal Councils in West Bank in Light of the Changes on the Palestinian Area
Land Management.	Lamba, (2005). Land tenure management systems in informal settlements (a case study in Nairobi)
Individual characteristics.	

Source: the researcher

1.8 Conceptual Map:

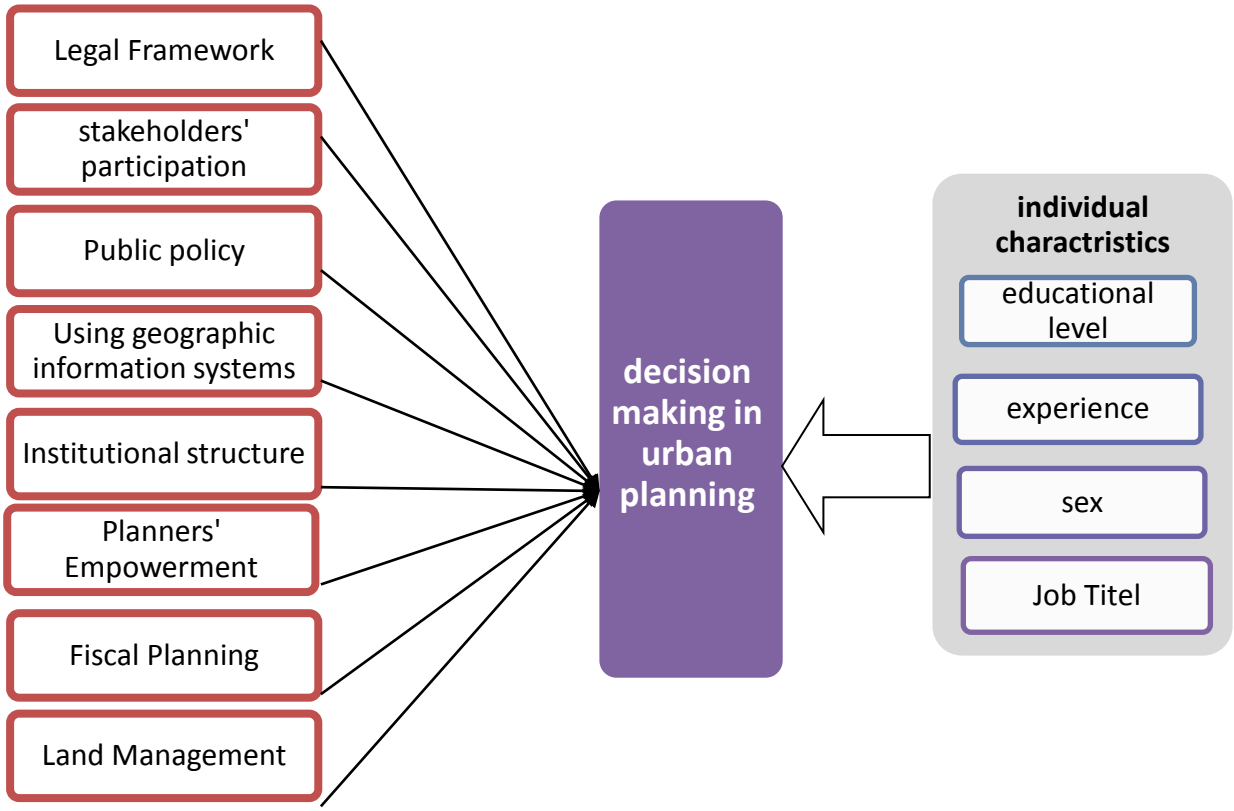


Figure 1-1 conceptual map

(source: articulated by the researcher, 2013)

1.9 Research Hypothesis:

1. **There is a statistical significant effect of the** following factors **on** decision making in urban planning at Gaza Local Governments (LGUs) **at 0.05 level:**

   a. **There is a statistical significant effect of the** Legal Framework **on** decision making in urban planning at Gaza LGUs **at 0.05 level.**
   b. **There is a statistical significant effect of the** Stakeholder's Participation **on** decision making in urban planning at Gaza LGUs **at 0.05 level.**
   c. **There is a statistical significant effect of the** Public Policy **on** decision making in urban planning at Gaza LGUs **at 0.05 level.**
   d. **There is a statistical significant effect of** Using Geographic Information Systems **on** decision making in urban planning at Gaza LGUs **at 0.05 level.**
   e. **There is a statistical significant effect of the** Institutional Framework **on** decision making in urban planning at Gaza LGUs **at 0.05 level.**

f. **There is a statistical significant effect of the** Planners' Empowerment **on** decision making in urban planning at Gaza LGUs **at 0.05 level.**
g. **There is a statistical significant effect of the** Fiscal Planning **on** decision making in urban planning at Gaza LGUs **at 0.05 level.**
h. **There is a statistical significant effect of the** Land Management **on** decision making in urban planning at Gaza LGUs **at 0.05 level.**

2. **There are significant differences among the respondents' answers regarding the impact of** Legal Framework, Stakeholders' participation, Public policy, using GIS, Institutional Framework, Planners' Empowerment, Fiscal Planning, and Land Management **on** Decision Making in urban planning at Gaza LGUs**, due to personal traits and work place** at 0.05 level**.**

1.10 Methodology:

1.10.1 Study Approach

This research will employ the descriptive analytical approach, which is the most appropriate methodology for this type of research. This approach implies collecting data that describes the current practices and analyzes them in relation to an assumed model.

1.10.2 Data Collection Tools

Data collection for this research will utilize a variety of tools such as:

- **Questionnaire**

A questionnaire will be designed, tested, and disseminated to the target audience.

- **Interviews:**

Interviews will be conducted with 3 municipalities' mayors, Ministry of Local Government (MLG's) minister and deputy assistant and Central Committee for Buildings and Planning's(CCBP) Head and secretary. The interviews were designed to help constructing the suggested model to improve urban planning's decisions.

- **Documentary Analysis**

Various documents will be analyzed, compared, and evaluated. Academic relevant research papers, town Planning regulations, physical Planning levels manuals, municipalities' budgets, municipalities' strategic plans and MLG's developmental plan (2013- 2015).

1.10.3 Population of the Study

The population of the study covers Gaza Strip municipalities. This population includes urban planners at (25) municipalities, distributed over (5) governorates in Gaza Strip. It consists also of some local government councils' members, central committee for buildings and town planning members, engineering and planning directorate at MLG employees, and MLG's Heads of Directorates.

All the Population will be taken as a sample, where they are estimated by 69 person, hence the research will use the comprehensive survey methodology.

Literature Review:

Section one: foreign studies:

1) **Kittisarn, A., (2003) The Title of The Study: 'Decision Making: being a study to develop a decision-making style to amalgamate best management practice with traditional Thai society and culture:**

The research studied the development of the decision-making style at Thailand's Siam City Cement Public Company Limited (SCCC).

Objectives:

1. To examine the influential factors that affect developing a firm's decision making style
2. To examine the strategies that could support the firm to develop its decision-making style.
3. To build a model for effective decision-making for the firm.
4. To examine the implications of applying the model and the needed characteristics to help the model success.

Methodology:

The researcher used qualitative methods and employed a case study. The data was collected in SCCC's Bangkok office between May and September 2002. Data collection was carried out using the Triangulation method. This method employs multiple sources of evidence, including personal interviews, direct and participant observations, documentation and obtaining archival records.

Research Questions:

1. Should the firm develop an effective decision-making style?
2. How can the firm develop an effective decision-making style?
3. How does the firm employ the group decision-making style to its fullest capacity?
4. What problems may emerge as a result of shifting the decision-making style used by the firm?

Findings:

The findings confirmed that group decision making should be adopted to enhance the effectiveness of decision-making and efficiency within the firm. Recommendations were also provided for improving practices at the individual, department and organizational level.

2) **Bengston, Fletcher, and Nelson, (2004). The Title of The Study: Public policies for Managing Urban Growth and protecting Open Space: policy Instruments and Lessons Learned in The United State**

Objectives:

The paper aimed to

1. Describe public policies and their implementation.

2. Identify the main public policy instruments for managing urban growth and protecting open space at various governmental levels.

Methodology:

The paper provided a systematic review of the extensive literature that describes public policies and their implementation.

Findings:

1. Key lessons are gleaned from the literature on the implementation of growth management policies.
2. There is a lack of empirical evaluations of growth management policies.
3. Administrative efficiency and other details of policy implementation—rather than the general type of policy—are critical in determining their effectiveness.
4. The use of multiple policy instruments that reinforce and complement each other is needed to increase effectiveness and avoid unintended consequences.
5. Vertical and horizontal coordination are critical for successful growth management , but are often inadequate or lacking.
6. Meaningful stakeholder participation throughout the planning process and implementation is a cornerstone of effective growth management .

3) MWIGA, (2011). The Title of The Study: Evaluating the Effectiveness of the Regulatory Framework in providing planned Land in Urban Areas.(The case of Dar es Salaam city 20, 000 plots project, Tanzania).

Objectives:

The main objective of this study was to investigate the effectiveness of the current regulatory framework in availing planned urban residential plots and development for land seekers.

Sub-objectives:

The sub objectives were outlined as below:-

1. To describe the current regulatory framework for urban land management in Tanzania.
2. To analyze the role of the framework in executing the 20, 000 plots project as the case study area.
3. To see in which way the regulatory framework contributed to meet or failed to meet the project objectives.

Methodology:

The researcher adopted the case study approach and chose the project(of 20, 000 residential plots in Tanzania) as the case study area, and to collect primary (empirical) and secondary data. Empirical data were harnessed by purposive sampling technique where

questionnaires, interviews and focus group discussions were used. The collected primary data were analyzed using the Statistical Package for Social Sciences (SPSS) Software.

Research Questions:

How does the current regulatory framework facilitate the process of availing planned urban residential plots and development to land seekers, in the context of the 20, 000 plots project?

Findings:

The study indicated that:

1. The current regulatory framework is helpful in cadastral works, but not so in delivery of basic infrastructures and land development.
2. The setting and implementation of the regulatory framework in cadastral works and land allocation is good, but it is not supportive in the provision of basic infrastructures.
3. The implementation of framework is also not supportive in land development, because of undeveloped plots.
4. Bureaucracy in getting building permits, too short plot development and construction duration, lack of basic infrastructures and land speculation, have all together led to the presence of undeveloped plots and equally slow steps of development.
5. The framework has also been not supportive in preventing slum formation or growth of informal settlements.

4) Lamba, (2005). The title of the research: Land tenure management systems in informal settlements (a case study in Nairobi)

The research investigated the land administration tools that are used to regulate land tenure systems in informal settlements in the city of Nairobi.

Objectives:

1. To understand the nature of informal land tenure systems.
2. To describe the land information management system in informal settlements.
3. To define an assessment framework and use it to assess the performance of land tenure management systems in selected informal settlements.

Methodology:

The researcher conducted a city- wide survey using a questionnaire to get an insight into the current situation of the informal land development sector in Nairobi. Also the researcher carried out a settlement case study.

Findings:

Some of the main findings of the research:

1. Informal land tenure systems are acceptable and legitimate for the needs of informal settlement residents.
2. Unconventional procedures for land administration are used to meet the immediate shelter needs in the settlements
3. Local expertise is lacking in cases where technical procedures need to be upgraded
4. Informal land Tenure systems seems to perform better where a regulation process is ongoing

5) Becker and Palmer, (2009).The Title of the study: The effects of culture on managers decision making- a case study of Mexico and Germany.

Objectives:

The study aimed to:

Provide a better understanding for decision making description and culture in Germany and Mexico.

Compare the similarities and the differences between the cases in the countries.

Methodology:

Qualitative multiple case studies were used to be able to up the results. For deeper understanding interviews were the main source of data collection.

Findings:

The findings of the study indicate the following:

Both Mexico and Germany use the rational decision making model when making decisions.

However they use the group decision making approaches, the top level still make the final decision.

There are no significant differences in decision making process according to culture of the countries.

In producing companies there is a need to have stepwise rational decisions to minimize risk.

6) Magoc, Ceberio and Modave, (2006). The Title of the paper: Interval-based Multi-Criteria Decision Making: Strategies to Order Intervals.

The paper indicates that ordering alternatives in interval-based multi-criteria decision making problems is not a small task when the intervals of preference are overlapping

Objectives:

1- The Paper aimed at giving a rational and natural way of ranking alternatives by computing the degrees of preference, taking into consideration the upper and lower bounds of the interval of preference as well as its width.

Methodology:

1. The first part of this paper, recalls the essentials of multi-criteria decision making (MCDM) and non-additive integration, mostly in the discrete case, basics of intervals, and how to combine these theories to obtain interval of preferences in a MCDM setting.
2. Then strategies of choice between intervals of preferences were presented, and the ways to integrate other available information were described, such as the level of risk the decision maker is willing to accept and probabilistic information, in the decision.
3. Finally, a simple application that uses the tools presented in the paper to reach the best solution was also presented.

Conclusions:

A rational way of ordering intervals of preference in multi-criteria decision making, which is extremely required when evaluating alternatives were presented.

1. In the case when the intervals are disjoint, the ordering of alternatives is a straight forward mission.
2. To deal with overlapping intervals, degree of preference was defined to order alternatives. Moreover, strategies of choice were considered in cases when a decision-maker exhibits risk-prone or risk-averse approach.
3. A slight adjustment of the general degree of preference, by calculation of the interval of importance, gives a natural way of ordering intervals of preference that is in agreement with conjectural behavior of the decision-maker.
4. Finally, a more common situation, where not all parts of the interval are equally probable, was considered. Typically, the interior of the interval has higher probability of giving the correct value than the extreme points, so Gaussian distribution suits the situation much better than generally assumed uniform distribution.

7) Mayer, (2004).The Title of the paper: Collaborative decision making for sustainable urban renewal projects: a simulation gaming approach.

Objectives:

The paper aimed to:

1. Indicate how collaborative decision making approaches can tackle some problems of the problems encountered in sustainable urban development projects, by creating a shared understanding of the problems faced and of the ways to address them.
2. Look at how the combined application of two techniques, a decision-support tool and a simulation game, can support decision making for sustainable urban development.

Methodology:
Between 2001 and 2003 seven sessions were held with MEDIA and the DUBES (the project Sustainable Decision Making (known by its Dutch acronym DUBES)) simulation game.
Findings:
The main finding is that:
The use of the decision-support tool joint with the simulation gaming procedure can support agenda setting and help create a shared understanding of problems and probable solutions in the field of sustainable urban renewal.

8) **Dezert, (2010).The Title of the paper: Multi-criteria decision making based on DSmT-AHP.**

Objectives:
The paper aimed to present an extension of the multi-criteria decision making based on the Analytic Hierarchy Process (AHP) which incorporates uncertain knowledge matrices for generating basic belief assignments (bba's).

Conclusion:
1. This paper has presented a new method for Multi-Criteria Decision-Making (MCDM) and Multi-Criteria Group Decision-Making (MCGDM) based on the combination of AHP method.
2. The AHP method allows to build bba's from DM preferences of solutions which are established with respect to a number of criteria.
3. The DSmT allows aggregating proficiently the (possibly highly conflicting) bba's based on each criterion. This DSmT (Dezert-Smarandache Theory) -AHP method allows taking into account also the different importance of the criteria and/or of the different members of the decision-makers group.

9) **Bess , (2009). The Title of the study: Participatory Organizational Change in Community-Based Health and Human Services: From Tokenism to Political Engagement.**

Objectives:
Community psychologists have long worked with community-based human service organizations to build participatory processes. These efforts largely aimed to:
1. Build participatory practices within the current individual-wellness paradigm of human services.
2. Address collective wellness, human service organizations need to challenge their current paradigm, attend to the social justice needs of community, and engage community participation in a new way, and in doing so become more openly political.

Methodology:

The study utilized qualitative interviews, focus groups, organizational documents, and participant observation to present a comparative case study of two organizations involved in such a process through an action research project

Conclusion:

1. Project members recognized the limitations of current practices and the extent to which they could effect change in community conditions.
2. Although participation was valued and the energy for engagement was initially present, the contextual factors of the settings added a level of complexity that made participation a less straightforward proposition
3. For community psychologists involved in organizational and community change work, understanding the complex relationship between readiness for change and forms of participation can help broaden understanding of the contextual field of change.
4. Participation must also be understood as a process and capacity should be built over time.

10) Lunenburg, (2010). The Title of the paper: THE Decision Making Process.

Objectives:

The paper aimed to discuss how individual decisions are made. It described and analyzed two basic models of decision making: the rational model and the bounded rationality model.

Conclusion:

1. Decision making is one of the most important activities in which school administrators take on daily.
2. The success of a school is seriously connected to effective decisions.
3. Decision making is a process involving choices. The process generally consists of several steps: identifying problems, generating alternatives, evaluating alternatives, choosing an alternative, implementing the decision, and evaluating decision effectiveness.
4. Two major approaches to decision making have been identified. The rational model characterizes decision makers as completely rational - searching through perfect information to create optimal decisions. The deep-rooted imperfections of decision makers and the social and organizational systems in which they impose limitations on decision makers' ability to process information needed to make complex decisions (bounded rationality) that restrict decision makers to finding solutions that are less than optimal.

11) Gureshi, Rajabifard and Olfat, (2007). The Title of the paper: Facilitating Urban Planning & Management at Local Level through the Development of SDI.

Objectives:

This paper aimed to explore the role of Spatial Data Infrastructure (SDI) in better urban planning and management through effective & efficient information integration and sharing.

Conclusion:

1. SDI an as enabling platform with vertical and horizontal integration of spatial information offer very good opportunity to overcome difficulties faced by urban planners to manage, share, integrate and effectively utilize available informing.
2. Designing of local SDI on the modern concept of distributing computing like SOA and its implementation will not only improve information sharing and application but also it will help urban planners and decision makers to spend more time and resources on improved policy making and urban planning.
3. Some of the most common services required by planners and decision makers at local level which explained in the paper as information viewpoint of local SDI can be utilized by professionals in other fields as well without any need of data collection and integration efforts.
4. Coordinated efforts between stakeholders will ensure development of comprehensive SDI satisfying requirement of each partner.
5. Availability of information in appropriate format like three and four dimensions will not only increase public participation and transparency, but will also increase business opportunities. It will save valuable time and resources of planners and facilitate them in better planning and management.

Section two: Arabic studies

1) Khalifa, Sami, (2011). The Title of The Study: In Search for a Model: Planning with Community Participation in the Palestinian Novelty Municipalities:

The study focused on the process of participation in the targeted local government units in middle and northern governorates in the West Bank.

Objectives:

1. The study aimed to set the role of community participation in the planning process in the Palestinian new municipalities.
2. To analyze the current community participation practices and discussed the degree of community participation in the planning process.
3. To give Palestinian government officials and municipalities comprehensive information about participatory planning.
4. To propose a model that suits the current environment and the planning process of the Palestinian municipalities.

Methodology:
The researcher employed the descriptive analytical approach. Interviews with municipal and community members, observation of workshops and training, focus groups, and documentary analysis also conducted.

Findings:

1. The study results demonstrated a positive stance among sample members toward community participation.
2. However, it reflected that there exists a lack of interest to participate due to negative past experiences.
3. It showed that donors stand behind the increase in community participation.
4. The study revealed that there exists a real need for capacity building for both the community and municipalities.
5. There are clear barriers to the participatory planning approach, such as politics, and lack of resources.

2) Alkhateeb, (2003). The Title of The Study: Future Planning and Development Direction for Al Ezaryya and Abu Dees Towns:

The study is based on the trends of the futuristic planning and development for Abu Dees and Al-Ezaryya towns.

Objectives:

The study aimed to:

1. Analyze the social, demographic, economic, and urban structure targeted area.
2. Compare urban growth patterns between the study area and the surroundings.
3. Determine the most difficulties and problems at all levels, in order to bring on planning solutions.
4. Study the futuristic planning and development trends for Abu Dees and Al-Izariyyah towns and their relation with Jerusalem.

Methodology:

The researcher employed a methodical approach based on major axels. Firstly, set the theoretical framework including concepts, models, literatures that will be used. Then analyze the information which was gathered through the questionnaire by using statistical and quantitative methods.

Findings:

1. The development and building extension is limited because of the Israeli policy towards Palestinian communities in Al-Quds.
2. The regional relationship with Jerusalem was weakened by time, especially after Al-Aqsa Intifada at 2000, and its sub.
3. The area suffers the lack of adequate services, road network, open and green areas, that cause difficulties for futuristic growth absorption.
4. The main cause of the establishment of these areas was the random distribution for residential glomerations in the countryside which depends on the city in their public services.

3) **Odeh, (2010). The Title of The Study: City Development Strategy of Tubas City and Its Reflection on the Physical Planning of the City**

Objectives:

The study aimed mainly to prepare a proposal for a strategic development plan for the city of Tubas and link it to the physical planning of the city through:

1. Analyzing and assessing the current situation of the city.
2. Analyzing and identifying development priorities and vision formulation, goals setting and projects developing.
3. Specifying the relationship between the development strategy and urban plan of the city.

Methodology:

The methodology of the study was based on the descriptive, analytical, inductive approaches, and the use of research tools such as interviews with stakeholders and workshops.

Findings:

1. Tubas city has a number of opportunities for development, especially being the center of Tubas Governorate, in addition to its intermediate location between towns and villages in the region.
2. The main difficulties and challenges faced the city are the decline in the agricultural sector which was a major source of income in Tubas, the increase in poverty due to the Israeli measures in the region, the lack of incentives for investment in the city, and the absence of private sector role in economic development.
3. There are a strong relation between the city strategic plan and the urban plan for the city, but the land use plan is not efficient enough to achieve the development goals for the city.

4) **Al-Agah, (2005). The Title of The Study: A Resource Allocation Process For Planning Infrastructure Sector In Palestine Emphasizing Technical Criteria:**

The research concerned with the development of an approach for allocating the resources for infrastructure sector (RAPI) at the national level.

Objectives:

The intended objectives of the research:

1. To identify and develop a reliable and practical resource allocation approach for infrastructure sector in Palestine based on measurable criteria.
2. To enhance Palestinians' credibility on the international level by promoting transparency.
3. To develop an easy applicable software for RAPI.

Methodology:

The researcher conducted the following steps:

1. Literature Review.
2. Consultation Meetings and interviews with decision-makers, experts, academic professionals in the field of infrastructure.
3. Case Study.

Conclusions:

1. Resources' allocation is a pivotal issue in planning process, so all influencing should be taken into account.
2. Each country should adopt planning mechanisms that suit its circumstances.
3. Stakeholders' Participation, mechanisms' coordination, accurate mandates' definition and determination, central planning entity formation are the main common issues for all national planning approaches.
4. Application of an appropriate approach for allocating the different resources for national infrastructure sector in Palestine is necessary. This approach is based on criteria which are numerically connected to the local and political, economic, and social factors.

5) Kadid, (2010). The Title of The Study: Urban Planning And Planning Legislations Role In Promoting Urban Development Process (Dubai Model)

Objectives:

1. To highlight the role of urban planning legislation and its importance in the development of urban planning process.
2. To discuss the negative effects of the absence of the legislative on the management of urban planning process.

Methodology:

The researcher conducted the descriptive analytical approach. Interviews with municipality (planners) members, and documentary analysis were also conducted.

Findings:

1. The lack of a comprehensive law in urban planning at the strategic level.
2. The absence of legislation concerned with environmental issues at all planning levels.
3. There are no comprehensive legislative texts related to land acquisition, and compensation.
4. The absence of legislative texts concerned with public participation in urban planning.
5. The weakness of the texts focused on urban planning process control and follow up.

6) **Al-kharoof, (2008). The Title of The Study: Planning the Utilization of Financial Resources to the Municipal Councils in West Bank in Light of the Changes on the Palestinian Area**

Objectives:

1. The study aimed to investigate the reality of fiscal planning and the utilization of financial resources in the West Bank municipal councils in the light of the economic transformations.
2. To discuss the needed strategies for the protection of municipal resources.

Methodology:

The researcher has developed a questionnaire for the purpose of study. The questionnaire is distributed to a sample of (35) of financial managers and accountants in the municipalities.

Findings:

1. There is dire need for fiscal planning in order to protect financial resources of municipalities and to ease their integration in Palestinian arena.
2. Fiscal planning is necessary to face and overcome the deteriorated economic situation of municipalities, and to face unemployment high rates.
3. The late elections of municipal councils made it more difficult municipalities to generate funding from donors due to boycott.

7) **Halapi, (2003). The Title of The Study: Studying Land Use patterns in Nablus City By Geographic Information System (GIS)**

The study investigated the use of Geographical Information systems (GIS) in land use mapping of Nablus city.

Objectives:

The study aimed:

1. To examine Geographical Information Systems in producing accurate land use and land use change maps for Nablus in different periods.
2. To study land use patterns on the study area at the level of the city quarters.

Methodology:

The study area was divided into nine strata (layers) on the Arial photo. The photo contents such as buildings, roads and land parcels were digitized. A 5% stratified random sample was selected to represent the study population. The field study was conducted for all land use types in the city depending on the selected sample, while a comprehensive survey for agricultural lands, rangeland roads, and cemeteries was adopted. Areas of different land use types and lengths of roads were derived and analyzed on both the city level and quarter level as well.

Findings:

The study found that:

1. The rate of residential use represented 53.53% out of the total land use in the city.
2. The trading use came in the second place with a rate of 12.73%, and the industrial accounted for 15.11%.
3. The educational use (schools) came in the fourth place with a rate of 11.31%.
4. The rate of the religious use (mosques) represented 1.75%,
5. The governmental use was 3.38%, and the health use accounted for 3.38%.
6. The agricultural use rate was 3.60%, the rangeland use rate was 9.48%.
7. The transportation use rate was 10%.

8) **Masoud, (2012). The Title of The Study: The Degree of Administrative Empowerment and Development of Performance and the Relationship Between Them From point of View of the Public Schools principals in the Districts of the Northern West Bank**

Objectives:

This study aimed to:

1. Determine the degree of administrative empowerment and development of performance and the relationship between them from the point of view of the public schools principals in the districts of the northern West Bank,
2. Clarify the effect of independent variables (sex, academic qualification, years of experience, academic specialization, educational level, the skill of using computer, rehabilitation and training, age) on the headmasters perceptions and recognition.

Methodology:

The researcher used the descriptive method. The study sample was chosen as a stratified random sample and the researcher selected directorates surveyed, so the study was conducted on the principals of government schools in the Northern governorates of the West Bank. The number was (300) principals, a rate of 40% of the population of the study.

Findings:

The most important findings of the study:

1. The degree of acquisition of administrative empowerment for principals of government schools in the Northern Governorates of the West Bank in the whole tool was very large.
2. The degree of acquisition of development of performance for principals of government schools in the Northern Governorates of the West Bank in the whole tool was very large.

3. There was strong positive correlation between administrative empowerment and development of performance for principals of government schools in the Northern Governorates of the West Bank, with a value of (74.6%).
4. There were no statistically significant differences at the significance level ($\alpha = 0.05$) in the degree of acquisition of administrative empowerment for principals of government schools in the Northern Governorates of the West Bank due to the variables of: sex, academic qualification, academic specialization, qualification, years of experience, school level, computer skills , and age.
5. There were no statistically significant differences at the significance level ($\alpha = 0.05$) in the degree of acquisition of development of performance for principals of government schools in the Northern Governorates of the West Bank due to the variables of: sex, academic qualification, academic specialization, qualification, years of experience, school level, computer skills, training and rehabilitation, and age.
6. There were statistically significant differences at the significance level ($\alpha = 0.05$) in the degree of acquisition of administrative empowerment for principals of government schools in the Northern Governorates of the West Bank in the areas of (the personal side, the management side, the technical side, the training and rehabilitation side and the overall area) depending on the variable of training and qualification and age.

9) Abu Nada, (2006). The Title of The Study: Barriers of Using and Practicing Formal Strategic Planning in Non-Profit Organizations in Gaza Strip

Objectives:
The study aimed to:

- Determine the barriers of formal strategic planning utilization in non-profit organizations in the Gaza Strip.
- To investigate to what extent the formal strategic planning exists.
- To measure what extent strategic planning is formally utilized in non-profit organizations in the Gaza Strip.

Methodology:
The researcher reviewed the written plan for three years at least as a criterion for formality. The researcher used comprehensive survey to (742) non-profit organizations in the Gaza Strip.

Findings:
The important results of the study were:

1. 97.3% of the non-profit organizations do not have the formal strategic planning.
2. There is a positive relationship between utilizing the formal strategic planning and the personal traits (the top management experiences of the formal strategic planning, and top management individual's qualification).

3. There is no relationship between using and practicing the formal strategic planning and gender.
4. There are significant differences in utilizing the formal strategic planning attributed to the barriers related to the top management (the knowledge about the formal strategic planning – top management awareness- top management support – top management commitment – no conflict among the top management – no resistance to the formal strategic planning).
5. There is a positive relationship between using and practicing formal strategic planning and the barriers related to the resources (existence of the formal strategic planning team - the existence of managers with formal management qualification - the allocated financial resources – the allocated time for the formal strategic planning).
6. There are significant differences in using and practicing the formal strategic planning and the barriers related to the organization (the formal strategic planning culture - adequacy goals to the formal strategic planning).

Commentary on the previous studies:

The researcher pursued to review as many references as possible, such as previous studies, books, scientific journals, manuals and theses concerned with the variables of the study. Then, these previous studies were employed as a knowledge base to build the research; the research aims to highlight decision making & urban planning issues, to spot light on Gaza local governments, their internal environment, role, relations and interrelations, legal framework and institutional structure, and to assess the impact of a group of overlapping & cross factors on decision making in urban planning process. The previous studies were greatly helpful, as they enhanced the knowledge related to decision making in urban planning and its influential factors. The research benefited from the theoretical bases for the previous studies and from the analytical tools used to prove the results. These studies helped to extend perceptions, and to develop the proposed model.

On the other hand, these studies were not comprehensive, as each one focused on a certain variable, a particular perspective and a definite case. Neither one of these studies discussed the subject of decision making in urban planning as a methodology nor one examined the effect of the proposed factors as a whole on decision making process.

This research is distinguished from the previous studies by being comprehensive, it handled the effect of eight influential factors on decision making in urban planning, and it proposed a model to improve the decision making process at Gaza municipalities.

Finally, it is important to note that studies regarding decision making in urban planning in Palestine are rare, and it has been made clear to the researcher that this subject is an emerging and novelty one in Palestine.

Definitions:

Planning:

"Planning is a management process, as it is concerned with defining goals for future organizational performance and deciding the tasks and resources to be used in order to attain those goals"(Khalifa, 2011 p. 13).

Urban Planning

"Urban planning is a strategy aims to develop, organize, and control urban environment growth, in order to achieve the best geographical distribution for people and services"(Al Khateeb, 2003 p. 26).

Decision-making:

"Decision making is a process of making a choice from a number of alternatives to achieve a desired result"(Lunenburg, 2010 p. 2)

Local government

Administrative body for a small geographic area, such as: a city or town.

A local government will typically only have control over their specific geographical region, and cannot pass or enforcelaws that will affect a wider area. Local governments can electofficials, enact taxes, and do many other things that a national government would do, just on a smaller scale(www.businessdictionary.com)

Chapter two:

Theoretical Part

2.1 PART ONE: PLANNING AND URBAN PLANNING

2.2 PART TWO: DECISION MAKING

2.3 PART THREE: FACTORS THAT AFFECT DECISION-MAKING IN URBAN PLANNING AT LOCAL GOVERNMENTS

Chapter two: Theoretical Part

2.1 Section one: Planning and Urban Planning

Planning is one of the most common ways of actions in the management. Very simply, planning is determining the direction for things or systems and then controlling them to follow the direction. Organizations have many kinds of planning. Also these many kinds of planning are several phases of planning and guidelines for carrying them out effectively; and these various kinds of planning, are ranging from highly complex to simple and basic (McNamara, 2013).
Planning process helps to manage ongoing projects up to a certain level of complexity, and to ensure that your plans are fully considered, well focused, strong, practical and cost-effective. Planning also ensures that you learn from any mistakes you make, and feed this back into future planning and Decision Making (MindTools.com, 2013).

Planning is vital and required in all fields of life social, educational, health, environmental, economic…etc. and the type of planning which takes into account all these aspects is "urban planning" which takes into account:

1- Economic, demographic, social, cultural and psychological aspects.
2- Natural characteristics and geographic locations of urban areas

2.1.1 What is planning?

"Planning, in general, is considered as an iterative process of problem definition, collecting and processing of complex information, exploration of potential designs and evaluations of these designs according to a set of objectives"(Philip, et al., 2004 p. 9).

Planning is a way of thinking and an organized work approach which aims to apply the best cognitive means, in order to organize and control the current changing process to achieve goals (Anani, 2006).

Planning is composed of three activities: diagnoses, formulation, and execution. The dividing line between these phases is blurred, of course, and there is considerable overlap between them (Gurowitz W., 1985)

"Planning is also a management process, as it is concerned with defining goals for future organizational performance and deciding the tasks and resources to be used in order to attain those goals"(Khalifa, 2011 p. 13)

"Planning is a directed and intended effort to accomplish defined goals in a defined period, with defined budget and effort". (Odeh, 2010 p. 15).

"Planning is a continuous process till the implementation of Plan's goals. This means planning process doesn't finish once the plan is prepared, but it needs , from planners,

continuous following up and communication with implanting agencies"(Abu Shehab, 2004 p. 11)**.**

The main characteristics of planning (Hammouz, 2008)

Planning is a scientific approach, organized by a series of procedures.

1. Planning process seeks to achieve a number of pre-determined goals.
2. Planning process aims to make a controlled and desired change within the community.

Also (Abu Shehab, 2004)**:**

3. Planning is an important human activity: planning is a general human activity, demonstrates in the human behavior as an individual or a group.
4. Planning is a rational option: where rational and logical procedures followed in order to select the best way for a definite end.
5. Planning is a guide for future work: Planning is defined as the ability to organize and control future through the present direction.
6. Planning is an instrument to solve problems: Planning is the logical and scientific approach to overcome problems with the least time, effort, and cost.
7. Planning is an innovative and creative work and actions.

From the above, we can conclude that *Planning* is an organized human work and effort and a scientific way consisting of a series of logical procedures which aim to direct the future and to solve problems effectively and efficiently.

2.1.2 Planning Elements:

Planning process comprises five significant elements which are very important to achieve the targeted results (Al Khateeb, 2003):

- The definite period.
- Studying the existing situation.
- Specific goals depending on resources and priorities.
- Future prediction.
- Continuous efforts.

2.1.3 Planning Dimensions:

Planning process is a comperhensive work, so it handles eight dimentions related to different aspects. Those dimentions are(Abu Shehab, 2004):

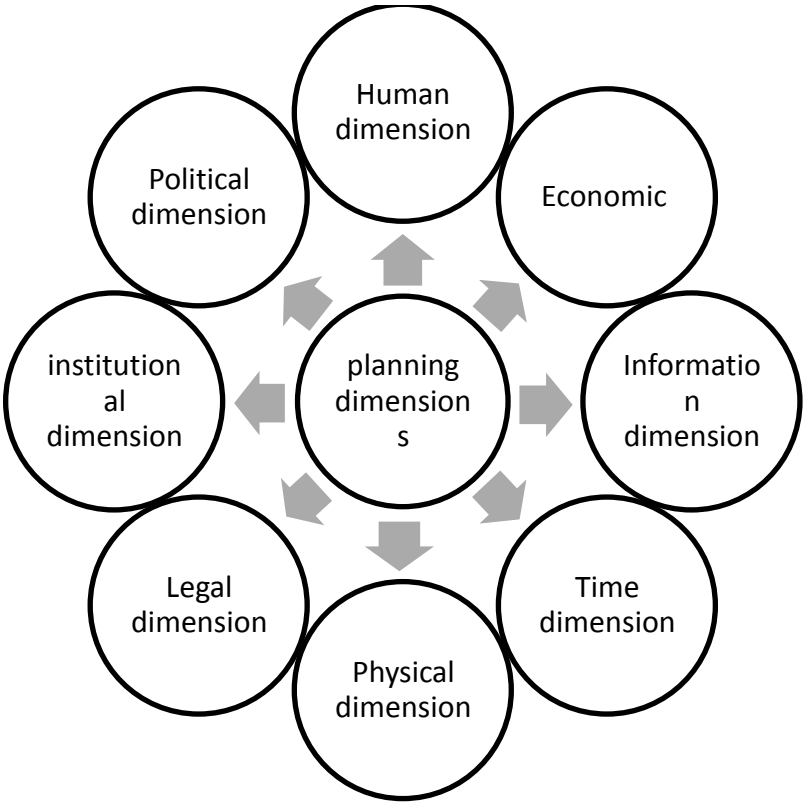


Figure 2-1:Planning Dimensions

(source: articulated by the researcher, 2013)

1. Economic Dimension: It comprises financial resources allocated for planning purposes and represented by budgets**.**
2. Human Dimension: It is represented by qualified specialists and experts who will prepare, implement, and follow up the plan.
3. Managerial or Institutional Dimension: It refers to institutions and entities which are interrelated and interested in preparing, following up, and implementing plans.
4. Time Dimension: This refers to the period of the plan, which is important to measure the efficiency and the effectiveness of the plan.
5. Legal Dimension: It includes basic regulations needed to organize the work, determines authorities, responsibilities, and gives the plan its formal character.
6. Information Dimension: precise and complete data are needed for a comprehensive and realistic plan.
7. Physical Dimension: It is related to the physical planning levels, national, regional, urban (local) level, and detailed plans.
8. Political Dimension: whereas the plan must be approved and adopted by a governmental formal agency, in order to be supported (Al Khateeb, 2003).

2.1.4 Planning Process:

"Planning as a "process", is the set of interrelated activities carried out over a period of time where its objective is to predict the uncertainty and to produce an organized and rational system for achieving defined goals.(Khalifa, 2011 p. 15).

2.1.5 Planning Goals:

There are many initiatives and reasons for planning (Abu Shehab, 2004):

1. Planning eliminates errors and helps to achieve rational decision.
2. Planning solves existing problems, and predicts potential ones.
   Also (Khalifa, 2011):
3. Planning is the simple way to vision and to control the future uncertainty.
4. Planning helps allocating limited resources such as staff, materials, and time, efficiently and effectively.
5. Planning helps the top management to control the conditions, to establish goals and to consider emergencies.
6. Planning helps quantifying goals and establishing criteria to measure success.
7. Planning provides a logical framework for developing an organization and follow business strategies.

2.1.6 Basic Steps in Planning:

For a comprehensive plan, the following steps should be taken:

1. Formulate ("Mission"):

Planners should have in mind some overall purpose or result that the plan should achieve (Khalifa, 2011).The determination of the organization's vision and mission is the first step of any strategic planning process. The organization's vision sets out justification for its existence and the "ideal" state that the organization aims to achieve; the mission specifies major goals and performance objectives(EL-MOBAYED, 2006).

2. Analyze the Situation:

"Planners often conduct “Strengths Weaknesses Opportunities Threats Analysis (SWOT)”. During this analysis planners can utilize a variety of methods to "measure" the condition of the organization". (Khalifa, 2011 p. 19).

The environmentalist analyzes information about organization's external surroundings (economic, social, demographic, political, legal, technological) and international factors (EL-MOBAYED, 2006).

3. Identify/Establish Goals:

In order to achieve desired results, you should set your goals. Goals should be organized according to their importance. This structure will help prioritize the goals. Organizations often work to achieve multi goals that are based on its vision and mission statement.

4. Establish Strategies to Reach Goals:

Strategies (or methods to reach the goals) should be chosen according to matters of tolerance, workability, and efficiency.

5. Invite stakeholder input and promote public involvement:

This will allow planners to be benefited from a variety of perspectives, which can help in identifying the problems correctly, as well as help to have the full support for a plan's implementation.

6. Establish Objectives:

Objectives should be well-timed and denotable of progress toward goals(Khalifa, 2011).

7. Development and Selection of Alternatives:

A number of accessible alternatives should be expressed to implement the anticipated goal and the needed resources for implementation should be identified (Khalifa, 2011).

8. Specify How to Provide the Necessary Resources that are not available:

This will include resource allocation and resource planning.

9. Construct the Timeline to Implement the Goal:

This contains identification of the activities essential for attaining the goal, taking into account how to accomplish these activities, and determining responsibilities required for the implementation of activities.

10. Implementation of the Plan:

Through implementation the total goals and purposes should continue in emphasis(Khalifa, 2011).Local Authorities assumed the tasks and activities related to the implementation of the plan, so they should be given the right and power to correct the plan path(Abdallah, 2012).

2.1.7 Planning Types:

There are many planning types according to different criteria (Al Khateeb, 2003):

- **According to comprehensiveness:**

Comprehensive: aims to make change in all fields of life, economic, social, natural….
Sectoral: aims to make a change only in one field.

- **According to the scope:**

General: aims to define the axes for future development.
Detailed: concerns with how to achieve targets on the ground.

- **According to the supervisor agency:**

Central: Centralized in the capital of the country.
De-central: handled by governorates and regions.

- **According to the pattern of work:**

Flexible: Optional, such as career planning.
Obligatory: not elective, such as town planning.

- **According to the function(Abu Helal, 2003):**

Corrective: aims to direct resources exploitation process.
Structural: aims to make large changes in the existing systems.

- **According to the targets:**

Single- target: concerns with achieving a definite goal.
Multi- targets: handles many aspects to achieve multi targets.

- **According to Planning period:**

Short Term: Planning for one year.
Mid Term: planning for (3- 5) years.
Long Term: for more than (5) years.

- **According to the purpose or the sector:**

Economic: aims to promote the production level.
Social: concerns with social issues, improving people's quality of life.
Urban: aims to control city or village, in a compatible manner with social, economic, environmental, and Political trends (Sabbah, 2003).
Educational: The Education Planning aims to ensure the efficient achievement of sustainable and qualified education throughout the education system (Morton, 2010).

- **According to Levels:**

Planning is utilized in three main levels:

National Planning:

National Planning identifies Country's public policies in housing, public services, education, industry, agriculture …etc.

National planning links economic sectors such as agriculture, industry, commercial, housing …. With each other, in order to draw a public economic direction for the country (state)(Sabbah, 2003).

Where national planning is related to the distribution of national resources among different regions, it must be subjected to one central agency (Abu Shehab, 2004).

Regional Planning:

Regional Planning aims to identify all available resources in the state, and how to employ in order to achieve Goals. It is the study of utilized and non-utilized human and natural resources in a restricted area with special characteristics, to identify how to employ them to achieve development (AbdElhadi, 2005).

Urban Planning:

Urban Planning aims to control city or village, in a compatible manner with social, economic, environmental, and Political trends (Sabbah, 2003).

2.1.8 Features of Efficient Planning:

Efficient plan should have the following features:

1. ***Realistic***: this means convenience between available resources and goals (Abu-Eisheh, 2007).
2. ***Comprehensive***– where all important options and impacts are considered. A comprehensive plan should take into consideration what a community will become.
3. ***Efficient*** – to achieve efficiency, planning should manage resources, such as people, time, money, land, and infrastructure (Khalifa, 2011).
4. ***Flexible***: means the ability of the plan to overcome all probabilities, through the implementation phase (Abu-Eisheh, 2007).
5. ***Inclusive*** – Means effective participation of stakeholders in the plan preparation.
6. ***Informative*** – where the objectives developed through planning process and the anticipated results should match with the nature of stakeholders.
7. ***Integrated*** – where short-term decisions should support strategic, long-term goals.
8. ***Logical*** – Each step leads to the next. In order to overwhelmed ambiguity plans should usually include all probabilities.
9. ***Transparent*** – planning process should be clear and explicit to the public(Khalifa, 2011).

2.1.9 Approaches to Planning:

There are three proven approaches to planning include: top-down execution and responsibility, bottom-up execution and responsibility, and top-down policy and bottom-up planning and execution.

Top-down execution and Responsibility: Top-down planning approach refers to planning decisions that usually left to highly skilled (town planners) and decision makers of local planning authorities and politicians (Mohd, et al., 2009).

Bottom-up Execution and Responsibility: on the contrary of the previous approach, this approach is characterized by the dynamic participation of the stakeholders.

Top-down Policy and Bottom-up Planning and Execution: This approach can be considered as the combination of the two former approaches. Where politicians and experts formed policies and stakeholders contributed at the implementation level.

According to the three approaches, it is necessary to focus on **the factors** that have an effect on the selection of the appropriate approach. These factors are:

1. Experience: The past experience would assuredly direct the decision makers to approve the suitable way or approach.
2. Environment: is also a serious issue in choosing and practicing the suitable approach, what might be the best method today may not be tomorrow.
3. The type of plan: It is an important factor, what is appropriate for regional planning cannot be fitting for detailed planning. (Khalifa, 2011)

2.1.10 Urban Planning:

Urban planning is a strategy that aims to develop, organize, and control urban environment growth, in order to achieve the best geographical distribution for people and services (Al Khateeb, 2003).

Urban planning is an image for the city's future shape and size, through identifying suitable areas either for new towns or for existing cities expansion. It is the best way for towns growth (vertically or horizontally) that comply with the natural elements, socio-economic, and political variables. It addresses the problems of existing cities and the consequent changes in the existing land uses, through mapping and necessary designs(Kadid, 2010).

According to the researcher urban planning is a town level planning, takes into consideration demographic, geographic, development issues. It concerns with town growth organizing in a way that balancing between available recourses and development requirements.

2.1.11 Urban Planning Phases:

Urban planning process comprises four phases which should be handled consequently in order to achieve rational results:

- **Comprehensive Survey For The Study Area:**

This survey should undertake all conditions related to the study area; economic, social, urban, and historical, in addition to clarify population nature and trends.

- **Development of Plans and Programs:**

According to urban planning goals and policies that emerge after analyzing the existing situation and determining planning needs, planners should develop plans and programs that undertake future trends and aspirations.

- **Implementation of Plans and Programs:**

After preparing the development plans, operational plans (comprise the cost of implementation, time frame, detailed activities) should be prepared; in order to achieve goals on time.

- **Following Up and Evaluation:**

Following up and evaluation are important steps that submit a feedback, to make the suitable needed changes through the implementation phase (Yaseen, 2004).

2.1.12 Principles of Urban Planning:

In order to achieve an integrated urban environment, urban planning must be based on scientific and realistic principles:

1. Economic, demographic, social, cultural and psychological aspects should be taken into consideration.
2. Natural characteristics and geographic locations of urban areas must be concerned.
3. Urban area should be managed as a unit.
4. Urban planning is adhered to political, administrative, and financial resolutions.
5. Urban planning is correlated process at all planning levels / national - regional - urban.
6. Cultural and religious differences among people should be taken into account.
7. Urban planning should look up a regional balance among all urban areas in terms of providing services and investments.
8. Urban planning is an ongoing process that should treat the changing situation.
9. Urban planning is a part of strategic planning process which deals with general issues that have a significant impact on urban development.
10. Stakeholder's participation is an important element in any urban development process (Kadid, 2010).

2.1.13 Urban Planning Objectives:

Urban planning is not restricted to guide cities' growth toward appropriate areas, but it has many purposes and functions which include:

1. Identifying and developing appropriate solutions for existing cities' urban growth problems.
2. Urban renewal in order to maintain residential, historical buildings and cultural heritages.
3. New cities and urban communities planning (Kadid, 2010).

Also Urban Planning Targets:

1. Developing social and economic sectors.
2. Preserving natural resources.
3. Eliminating gap between living levels and income levels.
4. Concerning effective and efficient land use (Al Khateeb, 2003).

2.1.14 Urban Planning Dimensions:

Urban planning is affected by six dimensions divided into three categories according to their interrelations. Those dimensions are:

- **Urban and Natural Dimension:**

Natural and geographical dimension:

This is the most important dimension of urban planning, because of the importance of these characteristics in buildings planning and design. These characteristics such as land topography, geomorphologic operations, soil type, geographic connection to (water bodies) like rivers and seas, geological and hydrological situation, and climate.

Urban Dimension:

Urban planning process should give attention to key elements comprising the city's urban structure of the city, such as land uses, city's morphology (the overall manifestation of the city, which changes along time, buildings' status, cultural heritage, and slum areas.

- **Economic and Demographic Dimension:**

Economic dimension: (economic activities in the city and nearby areas)

Economic analysis is an important input in urban planning process, whereas a strong economic environment is a main driver for population.

Therefore planners must recognize the available economic resources to be utilized, in order to provide various economic activities.

Population Dimension (Demographics):

Population studies are a common aspect among urban development studies, where population number, population growth rates, geographic distribution, density and living standard are influential factors in urban planning.

- **Environmental and Legislative Dimension:**

Environmental Dimension:

Cities require and consume natural resources such as land, water and energy, also construction and human beings' activities produce pollution. So any urban development process needs environmental considerations. Environmental dimension also concerns with sustainable urban planning, green buildings and sustainable city concepts.

Legislative or Legal Dimension (Urban Legislation System):

To achieve Urban Planning objectives, urban environment improvement and reform, urban planning should be based on legislations and obligatory laws(Kadid, 2010).

2.2 Section two: Decision Making:

Organizational members must make a variety of decisions each day that will affect a limited or wide range of people in the near future or the remote future. Decision making is a social process, where organizational decision-making is made by a group, rather than an individual. Organizational decision-making outcomes are usually dispersed among a series of organizational members (Kittisarn, 2003).

2.2.1 The Concept of Decision Making

Decision making is the most important activity involved in by managers in all types of organizations and at any level (Harrison, 1996).

Decision making is a process of making a choice among a number of alternatives to achieve a favorite result (Lunenburg, 2010).

Therefore making a decision implies that there is a number of alternatives which we should identify and choose the best one that suits our goals, objectives. Decision making outcomes affect the organizational activities and consequently the success of the organization, so managers should take care; follow the scientific steps when making decisions.

2.2.2 Decision Making Process

To have a right decision , you need to define the problem, assess requirements, set goals and criteria, identify alternatives, define criteria, select a decision making tool, evaluate alternatives against criteria and finally validate solutions against problem statement; hence decision making process is composed of eight steps (Becker, et al., 2009):

1. Define the problem: The most important step in decision making, if we define the problem wrongly, we will not have a right solution.
2. Determine Requirements: Requirements are conditions that any acceptable solution to the problem should match.
3. Establish Goals: Goals are important to identify valuable alternatives, so goals should be stated positively.
4. Identify Alternatives: After the evaluation of requirements and goals, alternatives can be proposed in a way to meet the requirements and satisfy as many goals as possible.
5. Define Decision Criteria: Based on goals decision criteria will categorize among alternatives must.
6. Select Decision Making Tool: Decision making tools are qualitative tools (e.g. pros and cons) and quantitative tools such as: Analytic Hierarchy Process (AHP).
7. Evaluate Alternatives Against Criteria: Alternatives can be assessed with quantitative methods, qualitative methods, or any combination. Criteria can be weighted and used to rate the alternatives.
8. Validate Solution Against Problem Statement: After selecting an outshined alternative, the solution should be tested whether it really solves the problem (Baker, et al., 2001).

2.2.3 Decision Making Types:

Managers have to change their approach to decision-making depending on the specific situation. In general, decisions can be classified as either programmed or non-programmed.

- **Programmed Decisions:**

Programmed decisions are repetitive and routine, they can be made by an established or systematic procedure and can be done through automatic procedures and through mathematical actions (Bahloul, 2011).

- **Non-programmed Decisions:**

In contrast, non-programmed decisions have no pattern, where the decision maker faced a new situation. Those decisions are unstructured and require a more creative approach by the decision maker. Non-programmed decisions are unique and novel. In non-programmed decisions the managers rely greatly on judgment and on the strategic development, so they are more difficult to make (Bahloul, 2011).

2.2.4 Decision Making Approaches:

- **Individual Decision Making Approach**

Decision making without a group's input : it is the more traditional decision making approach and can function effectively for a manager when the group's input, participation and contribution, is not compulsory or in certain cases, desired(Francis, 2012).

- **Consultative Decision Making Approach**

A consultative approach includes talking to people who will be involved in a decision, perhaps asking them for their opinions and ideas, and also informing and notifying them of any changes that are expected to happen (The Times, 2012).

- **Group Decision Making Approach**

Group decision making (also known as collaborative decision making) is a situation faced when individuals collectively make a choice among a number of alternatives. This decision is not attributed to any solitary individual member in the group. This is because all the individuals as social stimulus add to the outcome. The decisions made by groups are often different from those made by individuals (Wikipedia, 2013).

2.2.5 Group Decision Making Models:

Decision making models reflect exact part of what happen in the real world within time, place and other unstable conditions. It is important to eliminate the infinite number of complex variables and factors to a small number of important factors, in order to simplify decision making process. Then a decision-making model can be designed, in such a way to help the

decision maker to forecast real-world phenomena with respected consistency and exactitude (Kittisarn, 2003).

Harrison (1987) points out that there are four decision models. These models are: The rationality, bounded-rationality, political models and process models (Kittisarn, 2003).

- **Rational Decision Making Model:**

"Rationality is the use of reason and logic, building a decision on what makes sense.

Rational model is based on the assumption that the decision making process is systematic and sequential"(Becker, et al., 2009 p. 5).

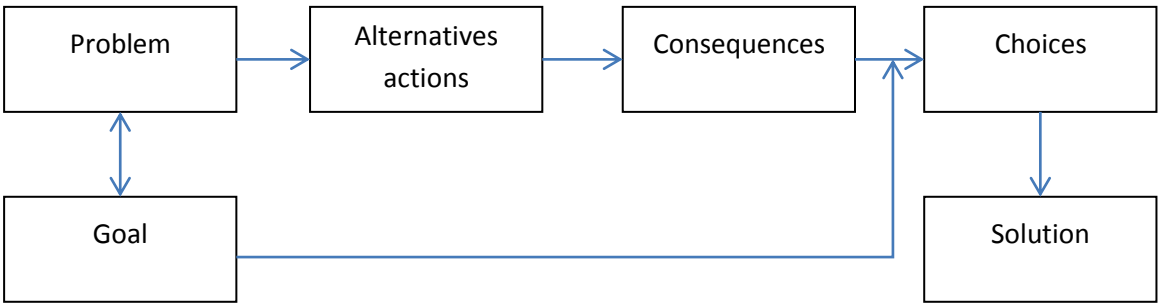


Figure 2-2: the rational decision model

Source: Edlund et al (1996, p.24)

The model further assumes that decision makers (Kittisarn, 2003):

1. Have complete information about the opportunity or problems.
2. Have complete information about all alternatives and the consequences of selecting one alternative over any other.
3. Make a decision completely on the basis of anticipations about future outcomes, rather than on authority or political considerations.

Principal deficiencies of the assumptions implied in the rational model (Hilles, 2012):

1. Objectives are not rigid in any managerial setting. Managers must continually adapt their objectives to reflect expected changes.
2. Managers rarely if ever have unlimited information about a given number of alternatives.
3. Managerial decision makers have cognitive restrictions that limit the amount of information and the number of alternatives they can consider.
4. It is unrealistic to assume that a decision-making situation in formal organizations will not allow time and cost constraints.

- **Bounded Rational Models imply the following:**

The bounded rational model describes how a decision is reached not only the results of the decision. This model pack the idea of optimization, which demands unrealistic assumptions about the knowledge, time, attention, and other resources available to humans(Gigerenzer, et al., 2002).

1. Decisions will always be based on an insufficient knowledge.
2. Decision maker is not obligated to generate all possible alternative solutions.
3. It is impracticable to predict exactly all consequences related to an alternative, so alternatives are permanently partly evaluated.
4. The critical decision to choose among alternatives must be based on some criterion other than maximization or optimization (Lunenburg, 2010).

The model is characterized by (Hilles, 2012)**:**

1. Numerous, changing, acceptable-level goals.
2. An estimated in order consideration of alternatives. The first satisfactory alternative called up in the search action is accepted.
3. Uncertainty avoidance by following policy and procedures and reacting to feedback rather than attempting to predict outcomes.
4. Making and implementing choices within procedures and with the use of rules resulting from experience.

The principal deficiencies of the Bounded Rational (organizational) model are that it has:

1. A short-term horizon.
2. A low possibility of uncertainty.

The main difference between the rational model and the Bounded Rationale (organizational) model is that the first one seeks maximized results, whereas the second one seeks satisfying results.

- **The Political Model:**

The political model proposes that decisions result from negotiating with stakeholders, rather than from routine organizational information collecting and treating. Therefore, decision-making at political model seeks for an acceptable solution to all parties. This approach to decision-making, limits the definition of the problem, the information search processes, the number of alternatives and the number of participants only to those who have the obstructing or implementing power of the decision. Political decision-making also (Kittisarn, 2003):

1. Consider a small number of alternatives especially those with limited consequences.
2. Redefine continuously the problem and alternative to make the acceptable decision to all parties.
3. Concern short-term problems.

- **The Process Model (Managerial) (Hilles, 2012):**

Making of decisions in the real world is often unstructured, so a process-oriented approach may appear different and better than traditional ways of getting a choice.

Decision making as a process consisting of several functions is beneficial for a number of reasons:

1. It reflects the dynamic nature of decision making.
2. It describes decision-making activities as happening over unstable spans of time.
3. It implicates that the decision-making process is continuous, so it is an important part of organizational life.
4. It suggests that managerial decision making can direct and control the nature, degree, and speed of change within the organization.

Table 2-1: Comparison between decision making models

Model	Decision-making primary criterion	Assumptions
Rational Model	Maximized outcome	Unlimited information Limited objectives No constraints Controlled variables Closed system Quantitatively limited outcomes
Bounded- rationality	Satisfying outcomes	Limited information achievable objectives There are constraints Open system Qualitatively and quantitatively limited outcomes
Political (adaptive)	Acceptable outcome	Unlimited information Limited objectives No constraints Open system Environmentally- limited outcomes
Process (managerial)	Objective driven outcomes	Limited information Dynamic objectives There are constraints Open system Objective- oriented outcomes

Source: Kittisarn, A., 2003

2.2.6 Decision Making Techniques:

Among decision making techniques, we will handle five well- known and basic techniques which can be utilized in decision making process:

- **The Vroom-Yetton Technique:**

The Vroom-Yetton technique for decision-making designed with the leader/principal, the leader regulates and chooses social systems, which then make decisions. The principal should determine the stakeholders whom match with the objectives. This model expands the three basic decision-making methods (individual, consultative and group) into five styles of possible decision participation. To arrive at the best decision, a manager needs to analyze the situation and then choose one of the five decision-making styles (Kittisarn, 2003).

Table 2-2 The Vroom-Yetton Technique

	Decision Style	Description
Highly Autocratic  Highly Democratic	AI	The manager solves the decision problem alone using information available at the time
	AII	The manager solves the decision problem alone after getting necessary information from subordinates.
	CI	The manager solves the decision problem after getting ideas and suggestions from subordinates individually. The decision may not reflect their advice.
	CII	The manager solves the decision problem after obtaining ideas and suggestions from subordinates as a group. The decision may or may not reflect their advice.
	GII	The group analyzes the problem, identifies and evaluates alternatives and makes a decision. The manager acts as the director of the group of subordinates and accepts and implements any solution that has the support of the group.

Source: Kittisarn, A., 2003

- **Delphi Technique:**

Delphi technique is used in researching and forecasting the future. The technique organizes the communication process for a group, to deal effectively with a complex problem. Delphi method includes attracting the opinions of experts over a series of rounds (Bardley, et al., 2003).

Delphi is an instrument used to summarize the opinion without a group ever gathering. It is a particularly useful technique for a group that is geographically distributed or a busy group, and it helps to decrease efforts, cost and the possibility of the group members to be affected with each others' opinions (Alomary, 2011).

- **Nominal Grouping (NGT):**

The nominal Grouping technique was named by this expression, because the individuals who attend the meeting are determined previously. It is a structured process intended to encourage creative group decision-making in a limited time. NGT promotes inventiveness and mixes both individual work and group communication under basic principles. NGT is very effective with complex decisions because it tends to divide the problem into small parts, and discuss them one by one (Alomary, 2011).

The nominal grouping process essentially consists of five stages(Ruyter, 1996):

Firstly, the session mediator presents the issue to be discussed till participants fully understand the (written) problem statement. Then, he asks participants to record and expose their responses and comments on a sheet of paper.

Secondly, the session mediator requests group members to describe one of the items that they have written down. This operation is repeated until all items of each group members have been recorded.

Thirdly, they all review the complete set of items and eliminate duplication.

Fourthly, items given weights according to the relative rank or priority of each item

Finally, after accumulating the results, items are assigned a collective score on the basis of the individual scores.

The nominal grouping technique is a structured approach to gather data whereby the communication is under firm management from the session mediator. Discussion is kept at a minimum and used only for the purpose of clarification.

- **Brainstorming:**

The Brainstorming technique is the most common one, which used to create solutions for industrial, commercial, political and educational problems. It motivates group members to generate as many new ideas as possible on a topic without evaluating them.

Brainstorming technique has four basic rules:

1. Do not assess during idea generation.
2. Freewheel.
3. Offer many ideas.
4. Develop already offered ideas (Alomary, 2011).

- **Focus Groups:**

A focus group can be defined as “a group of individuals chosen and gathered by researchers to discuss and note upon, from personal expertise, the issue that is the focus of the research”. It characterized by respondent communication that creates a series of opinions and ideas.

As we mention before the suitable model can be chosen according to many considerations; the nature of the discussed issue, the available time for discussion, and the conditions of the members selected to discuss the problem, the potential outcomes (Stokes, 2006).

2.2.7 Decision Making Methods:

There are qualitative and quantitative methods suggested to be used in order to empower decision maker to take the most suitable decision in a scientific way. We have here six methods one qualitative method and five quantitative ones.

- **Pros and Cons Analysis**

Pros and Cons Analysis is a qualitative comparison method in which advantages (pros) and disadvantages (cons) are listed for each alternative; then, lists of the pros and cons, are compared for each alternative.

- **Kepner-Tregoe (K-T) Decision Analysis**

(K-T) is a quantitative comparison method in which a team of experts give a numeric score for each criterion and alternative based on individual judgments/ assessments. The size of the team needed is reversely relative to the quality of the data available – when data is more insubstantial and qualitative, greater number of people should be participated (Baker, et al., 2001).

- **Analytic Hierarchy Process (AHP)**

(AHP) is a quantitative comparison method used to select a favored alternative by using pair-wise comparisons of the alternatives derived from their relative performance aligned with the criteria. Analytic Hierarchy Process (AHP) allows the decision maker to form a multifaceted problem in a hierarchical structure showing the interaction between goal, objectives, sub objectives, and alternatives (AlAgah, 2005).

- **Multi-Attribute Utility Theory (MAUT)**

(MAUT) is a quantitative comparison method used to join different measures of costs, risks, and benefits, along with individual and stakeholder interests, into advanced, aggregated preferences. The roots for MAUT are the use of utility functions. Utility functions convert varied criteria to one common, dimensionless scale (0 to 1) known as the multi-attribute "utility"(Baker, et al., 2001).

- **Cost-Benefit Analysis (CBA)**

Cost-Benefit Analysis is a methodical quantitative technique that helps program evaluators to decide whether benefits surpass costs for a given program. With CBA, both program costs and benefits are assigned monetary values. The results are articulated as discounted benefits (program benefits minus program costs), as a ratio of benefits to costs, or as a rate of return. The difference between benefits and costs indicates whether a specific program results in a net gain or net loss. This information can help decision makers in selecting among various programs or diverse strategies within a program(Lewis, 1998).

- **Custom Tailored Tools**

Tailored, adapted tools may be required to facilitate understanding of compound behavior within a system. If a decision cannot be made by using the tools described previously, or the decision must be made many times utilizing the same kinds of considerations, the decision making support staff should consider employing specialists with skills in computer modeling and decision analysis to develop a custom-tailored tool(Baker, et al., 2001).

2.2.8 Decision Making Players:

Negotiation is a needed tool for group decision making, especially when it is difficult for each member's opinions to be heard. Decision making process or situation frequently has a number of concerned or interested players. Each of them has an important role and / or can affect the decision. The decision maker is responsible for choosing the alternative action, whereas, the analyst can help the decision maker understand the consequences of choosing each alternative. The decision maker is responsible for making sure that all stakeholders are involved (AlAgah, 2005).

The decision players can be classified into:

1. The decision maker: individual or group that has the authority to build or hold up the decision.
2. The stakeholder: individual or group that influences the decision and / or affected by the decision.
3. The analyst: individual or group that produce the subjective and objective inputs of the decision maker and stakeholders into important outputs that assist in making a selection.

2.2.9 Characteristics of A Good Decision

A good and convenient decision should be characterized by(Omar, et al., 1997):

1. Fits the plan: A good decision supports the organization's goals in achieving the priorities and important results. It considers the available resources and uses them carefully to accomplish results. To have a well- informed decision, decision maker should make an appraisal of likely outcomes and their relevant sequences, or risk.
2. Weighs the risk: There are two kinds of risk. Real risk is derived from historical or other truthful data. It foresees the assertion of result and can be expressed in mathematical terms of probability. The second type is perceived risk that is derived from feelings about what might be happen as consequences of a decision.
3. Withstands criticism: The expert decision maker when received a feedback, takes two actions with regard to the results of the decision. Either uses the feedback to make modifications to the original decision -where decisions are choices, and nothing is final-, or thinks of the lessons gotten during the decision-making process and, from its results, develops better decisions in the future (Omar and Kleiner, 1997).

Municipalities are key players in the control of major problems and risks. They recognize clearly the realities in their territories; they are the most capable among all organizations

to serve their inhabitants and play a significant role in development and in the regulation of activities. They are responsible for local planning and achieving prosperity and development.

In an urban environment, problems are more complicated, and a knowledge expertise needs to be called on. Municipalities can, therefore, play their full role in the management and resolving these problems by means of a stepwise process of which they themselves are in control(Rammal, et al., 2008, October).

Complexity of urban problems creates the demand for a coordinated effort in planning, management and following up. But this cannot be easily achieved without proper institutional, technical, economic, legal and social framework and guidelines (Gureshi, et al., 2007).

2.3 Section Three: Factors That Affect Decision-Making in Urban Planning at Local Governments:

2.3.1 Legal Framework:

The concept of legal framework for urban planning in the modern era:

Legal framework for urban planning or (urban planning legislation) is considered one of the urban planning tools, and a key element of sustainable urban development inputs.

To illustrate the concept of urban legislation, it must be viewed from several integrated and intersecting aspects.

- The legal framework definition:

Legal frameworks mean the regulations, standards, procedures that govern processes whereby land and housing is formally developed in cities. Legal frameworks thus consist of:

1. Planning regulations: This lay down what development is permitted on urban land.
2. Planning standards: which specify the level and quality to which all formally suitable land and housing development should conform
3. Administrative procedures: which instruct the official steps that urban development should follow to be formally acceptable **(Murphy, 2008)**.

- **Foundations of Urban Planning Legal Framework:**

The primary objective of developing urban planning legislation is to create effective tools for public authority in order to direct urban development process. Therefore, these legislations should be based on the following basis to fulfill this role effectively:

1. Scientific Reference: Urban Legislations must be based on scientific references and methodologies which enable them to organize urban planning process, in order to achieve the desired urban development.
2. Inclusiveness: It means comprehensive urban planning legislations that cover all planning levels. In addition to organize the overall tasks and procedures carried out by planning agencies, in order to meet urban planning purposes in an integrated manner.
3. Flexibility: It means application flexibility complying with authority and power size granted to various planning agencies.
4. Appropriateness: Urban planning legislation must be compatible with the latest temporal and spatial developments, through permanent reviewed and amended and updated versions.
5. Clarity and Transparency: Urban planning legislations must be characterized by clarity, with transparent application procedures.

6. Have ways for reviewing and appealing: The principle of transparency and the aforementioned accounting system requires identifying ways to review, so as to achieve justice (Kadid, 2010).

- **The Importance of the Urban Planning Legal Framework:**

The importance of the urban planning legal framework can be summed up in the following:

1. Regulate and direct urban development and growth to comply with the UN and national Habitat Agenda.
2. Support positive urban change for cities specially in the developing countries (Murphy, 2008)
3. Identify responsibilities and powers for various urban planning bodies.
4. Specify planning procedures and requirements needed to carry out urban planning, and the steps of each planning operation.
5. Organize the relationship between public authority, which is responsible for urban planning, and other relevant parties.
6. Achieve planning justice through the adoption of unified planning legislations.
7. Achieve urban system stability at the sectoral level through applying a unified planning legislation.
8. Give the technical staff some sort of administrative immunity.
9. Eliminate the existence of unhealthy, with low functional efficiency urban communities (Kadid, 2010).

2.3.2 Stakeholder's Participation:

As a main objective of Urban planning is the achievement of sustainable development. That takes in consideration social, environmental and participatory values to address community and individual differences and requirements. In 1992 , the United Nations' issued Rio Declaration on Environment and Development which illustrates and enhances "public participation in decision-making" especially in urban planning considered as basic prerequisite" for the achievement of sustainable development(Lestrelin , et al., 2011).
Public Participation in urban planning aims to give people a say in the development decisions that may affect them and to ensure that development interventions are convenient with the needs and preferences of the population that they are intended to benefit (McCracken, 2008).

There is a wide range of **tools** available for participatory development planning. Some of the more prevalent ones are mentioned here (McCracken, 2008):

1. *Information-Sharing Tools*: Traditional media such as newspaper, radio, and television or electronic media such as websites and emails or via meetings and presentations with the communities in a given area can be used to serve as tools for a participatory planning process.
2. *Consultation Tools*: Discussion forums such as round tables, public hearings, town meetings, community debates, focus groups, or electronic conferencing, surveys, opinion polls for stakeholders, who are either concerned in or can be influenced by the

development decisions, can be effective tools that help the competent entities to hear them.

3. *Collaborative Planning Tools*: These include: constitutional techniques such as stakeholder representation on decision-making entities, establishment of local-level planning committees, participatory budgeting, or finance schemes to fund community-oriented development.

- **Stakeholders Participation Principles**

The following principles in participatory planning should be considered (Khalifa, 2011):

1. The involvement of participants and their co-operation in public participation processes should be voluntary at all stages.
2. Participants should not be conceived when being asked to cooperate.
3. The assurance that participants will not be harmed, or negatively affected as a result of their participation in the planning process.
4. It is important to get the agreement of the parent or responsible adult in the case of sharing children or young people.
5. If observation techniques, or recording equipment, are being used in group discussions, participants must be told from the beginning.
6. Facilitators should be trained to have the ability to convince the community that participation in planning processes is a right for them.

- **Benefits**

The benefits of participatory planning (or stakeholders Participation in planning) include:

1. Public Participation in planning give people, especially marginalized sectors, the opportunity to be effective in development decisions;
2. Better informed plans can be gotten by consulting the targeted groups which are more likely to be appropriate to people requirements.
3. Participatory planning strengthening power and capacity of citizens.
4. Participatory planning Strengthening capacity of government in participatory development planning.
5. Participatory planning processes contribute to promote and enhance trust among different stakeholder groups.
6. Participatory planning processes help to enhance transparency and accountability and strengthen democracy (McCracken, 2008).

In other words, participation helps planners and policymakers understand the preferences of the stakeholders, build support for policies and establish priorities acceptable to the populace; furthermore, participation ensures the success of the plans and development projects. Participation contributes to allocate funds efficiently, identify the marginalized communities, and direct development along the correct way. Hence, stakeholders' participation in the

planning process can accomplish economic, social, and cultural rights, such as equality, equity, social justice, human rights.

- **Who should participate (The Stakeholders):**

Residents and all bodies which have joint concern with citizens should participate in planning process, such as the Chamber of Commerce and Industry, committees, **NGOs** and diverse professional, political and policy oriented groups, in addition to clubs, civic groups, school groups, etc(Khalifa, 2011).

- **Stakeholders Participation Techniques**

Through the different phases of the planning process, various techniques can be used. In the stakeholders participation and consultation process, the following techniques should be used where convenient (Khalifa, 2011).

1. Reveal of information through newsletters, press releases, press conferences, advertisements, etc.
2. Focus group interviews.
3. Public hearings or meetings.
4. Stakeholder meetings and seminars.
5. Co-ordination meetings with role-playing.
6. Steering committees instituting with convenient representation.
7. Disseminating the proposals or the plans, and call for public oversight, comments, or representation in order to get feedback.

- **The challenges associated with participatory development planning include (Bess , et al., 2009)**

1. The overall planning process can require a considerable staff time and resources on the part of the respective organization, especially for the preparatory activities like information campaigns and training of facilitators, and the arranging of large multi-stakeholder meetings.
2. Some groups or individuals involved in the participatory planning process may face difficulties to accept the collaborative decision-making approach. Some stakeholders may try and manipulate the process to push their own agendas.
3. Bypassing existing planning structures: If participatory approaches are not carefully integrated into formal planning frameworks, they can threaten these existing structures.

2.3.3 Public Policy:

Public policy instruments can be defined as “the set of techniques by which governmental authorities direct their power in attempting to ensure support and effect or prevent social change” (Bengston , et al., 2004 p. 273).

Public policy also is "Whatever governments choose to do or not to do"(Mant, 1988 p. 18).

One of the public policy tools is strategic planning which is a form of policy-making used to achieve quite specified objectives. Urban policy is a part of public policy. Urban policy refers to the public policy tasks that utilized in managing urban areas and includes the following (Mant, 1988):

1. Fiscal and Monetary policy setting:

   Economic policy affects substantially the structure of the urban areas; e.g. the amounts of funds available for infrastructure which influence the decision related to the nature of urban structure and public services.

2. Administrative Structure:

   The organizational structure of public sector affects the nature and sequence of urban development decisions: e.g. if the regional planning committee tends to have high density plots, it will pursue local planning committees to reduce areas available for housing.

3. Investment Decisions:

The public policy affects operating on investment decisions which represent a complex series of relationships streaming from fiscal and monetary policies, organizational needs, the technology of budgetary systems, and community demands.
Policies related to services operation and maintenance; also decisions regarding the initial investment in infrastructure, influence city functions as well as city forms.

4. Exercise of Development Control:

Governments usually have the right to exercise development control and to restrict some land uses in specific areas, even if these restrictions contradicting with the proper plans for these areas.

2.3.4 Using Geographical Information Systems (GIS)

Geographical Information Systems provided by governments and administrative departments and municipalities; GIS aims to support politicians and administrators to make balanced and well-studied decisions regarding natural and human resources(Yousef, 2007).
Geographical Information Systems are a technology that uses the computer software and hardware in order to collect, connect, analyze, present and display information related land uses, natural resources, population and public services (Halapi, 2003).

- **Advantages of GIS:**

Geographical Information Systems have many advantages as mentioned below (Halapi, 2003):

It helps to:

1. Connect and link spatial data within a single system.
2. Effectively preserve and maintain maps and data.
3. Facilitate storing, processing and exchanging information.
4. Save the time, effort and cost.
5. Assist better decision-making.
6. Promote integration between institutions and country's entities.

- **Functions of GIS:**

Geographical Information Systems serve as (Halapi, 2003):

1. Data Input: through digitizing process.
2. Data processing: such as, calculating average, percentage, standard deviation, and other statistical processes.
3. Data Management: through classifying and organizing data, in order to be readable.
4. Query: helps getting the needed information in the least possible time.
5. Mapping: GIS produces maps, charts, 3-D perspectives, as information presentation means.

- **GIS Applications:**

GIS imply the following operations and applications (Halapi, 2003):

1. Determining land-uses: GIS connect spatial data with data bases, analyze and process it, in order to determine land-uses; such as housing areas, commercial zones, industrial zones…..etc.
2. Classifying urban areas: GIS help the analyzer to classify data in many ways in a specified area.
3. Directing urban growth: GIS clarify future development trends and future expansion areas directions through the presenting of current existing areas, and the available lands for future expansion.
4. Measuring: GIS involve operations such as measuring lengths, areas, diameters….., and so on.
5. Comparing between land-uses layers.
6. Allocating different land-uses such as housing and public, and infrastructure services.
7. Managing land ownership: through linking all ownerships information to geographic maps that facilitate follow up and query processes.

2.3.5 Institutional Framework:

Institutional framework refers to an organizational structure that induce the key players involvement at all stages of planning process. The institutional arrangements include defining and specifying the roles and responsibilities of and the relationships between local governments, beneficiaries, private sector organizations, non-formal institutions, NGOs, government directorates. Institutional framework also sets rules for decision making. Also institutional framework helps to resolve contradicts between various partners (www.NETSSAF.net):

In Malaysia, the administration system is divided **into three levels**: federal, state, and local levels (Figure 1). Each level possesses its own town (urban) planning authorities. At the federal level, the Federal Town and Country Planning Department of the Ministry of Housing and Local Government formulate administers policies. At the state level, all states have their own state town and country planning departments which act as an advisory entity of the state government. At the local level, the local planning authorities execute and implement town planning functions and tasks (Mohd, et al., 2009).

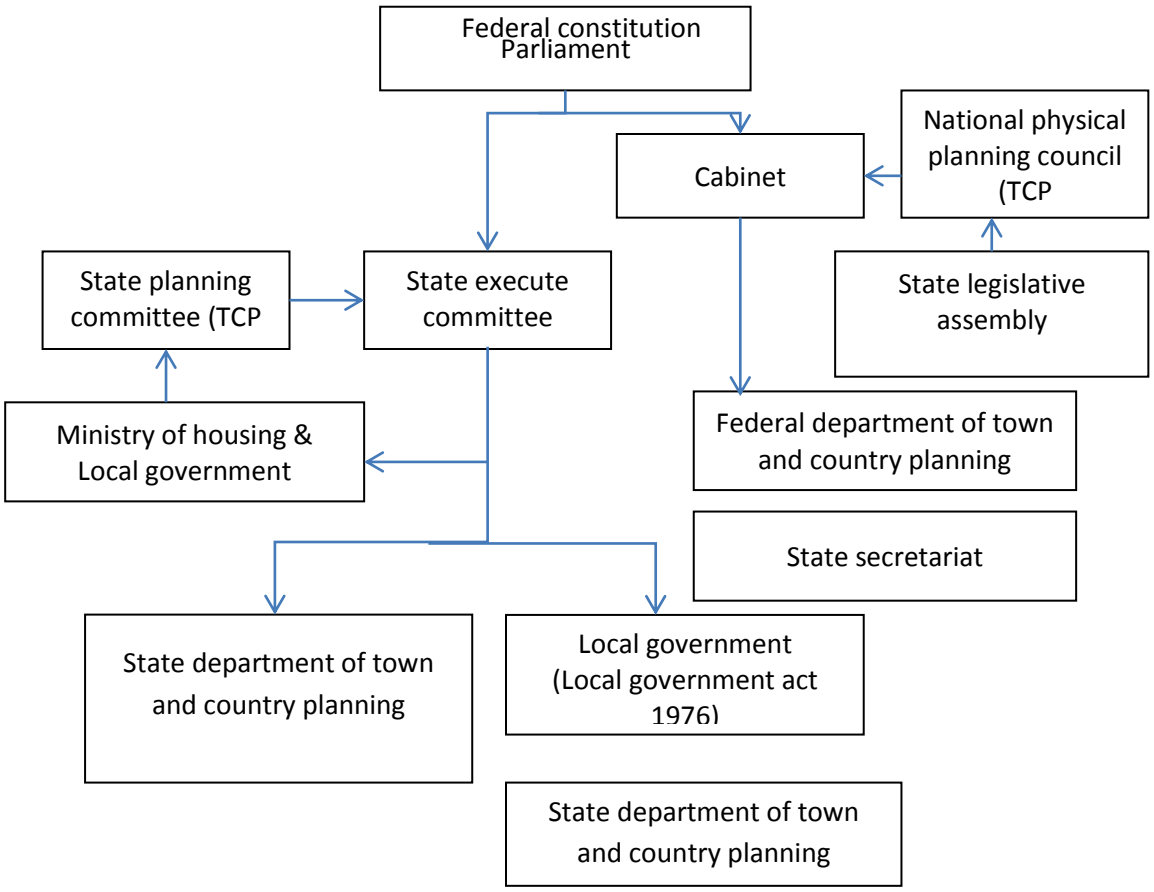


Figure (2-3) Institutional framework of land-use planning system in Malaysia (source: Bruton. 2007)

2.3.6 Empowerment:

Administrative empowerment means to give the employees powers and responsibilities and encourage them to participate and to be initiative to take the appropriate decisions. It gives them the freedom to perform their work in their own way without higher administration direct intervention (Masoud, 2012 p. 14).

- **Empowerment properties:**

A good empowerment process resulted in the following (Masoud, 2012):

1. Increase the employee's involvement in the decision-making process.
2. Share responsibility of the institution performance.
3. Using self-managed work teams.
4. Employ technology resources and technical knowledge.
5. Promote institutional learning.
6. Increase commitment to the principles of Total Quality Management.

- **Empowerment Dimensions:**

There are many dimensions related to employees' empowerment as follows (Masoud, 2012):

1. Task:

   This dimension focuses on discretion that allows an individual to perform his tasks.

2. Task Allocation:

   This dimension is related to the amount of autonomy that given to the employee, the extent of employees' guidance and the degree of responsibilities' clarification by the institution's policies and procedures.

3. Power:

   It is concerned with personal individual's sense of power as a result of empowerment, the tasks given to him, the extent of power tasks' specification, and the degree of enhancement of employees' sense of empowerment by the higher administration's efforts.

4. Commitment:

   It refers to individuals' motivations increase by providing them with power, social needs and increasing their self-confidence.

5. Culture:

   This dimension relates to the organization's culture ability to enhance the empowerment sense. E.g. the bureaucratic organizational culture is not likely to provide a suitable environment that may support empowerment success.

- **Empowerment Techniques:**

These techniques are (Masoud, 2012):

1. Empowerment through participation: It concerns with empowering employees to make decisions in issues that were handled by managers.
2. Empowerment through involvement: It concerns with benefiting from employees experience through participation in problem solving. It requires periodic meetings to exchange information and get feedback.
3. Empowerment through commitment: It encourages employees to commit with institution's goals, and sit in more responsibilities.
4. Empowerment through De-layering: where the organizational structure with less administrative levels allows employees to make appropriate decisions at suitable time.

- **Empowerment Steps:**

A well-done empowerment consists of (10) steps as follows (Masoud, 2012):

1. Determine the causes for change.
2. Change managers' conduct.
3. Define the Participatory Decisions.
4. Create work groups.
5. Distribute information.
6. Engage appropriate employees.
7. Afford the needed training.
8. Communicate successfully.
9. Submit a motivating program.
10. Do not hurry results.

2.3.7 Fiscal Planning:

The main responsibility of top management in any organization is how to allocate the accessible resources correctly to accomplish the organization’s aims. These resources varied from financial resources, natural, human, etc. In order to achieve goals, managers should take care when allocating various resources to different programs or projects (AlAgah, 2005).

Fiscal planning is a part of government fiscal policy, and is defined as: "An analytical study for fiscal public activity and its impacts on different sectors (AlAgah, 2005 p. 15).

- **Fiscal Planning Tools:**

1. Budget: “Built on Municipality goals, helps financial manager to pre-predict municipality's requirements and to make efforts to acquire the needed funds on time” , (Al-kharoof, 2008 p. 17).
2. Fiscal analysis: “Links all past, present and future municipality activities, to help all stakeholders (donors, municipality board of directors, lenders) in building information to take suitable decisions”, (Al-kharoof, 2008 p. 18).

- **Fiscal Planning Goals:**

These goals are (Al-kharoof, 2008):

1. To assess the performance in the past and predict the potential performance in the future.
2. To preserve municipality fiscal resources, and increase current fiscal arrangements, in order to provide future required financial resources.
3. To reduce future risks and surprises.
4. To coordinate between different municipality's departments.
5. Fiscal planning facilitates the controlling function at the municipality.
6. To help a good directing for fiscal investments.
7. To benefit from feedback.

- **The Impotence of Fiscal Planning:**

Right fiscal planning helps to achieve optimum utilization for natural resources, and to find the best solutions for economic problems.

Fiscal Planning has many reasons:

At the Regional Level helps to:

1. Achieve social balance through just incomes' distribution.
2. Accomplish a high economic growth rates, and to improve people's life quality.
3. Find suitable solutions for social, demographic, environmental and economic problems.

At the Local Level, contributes to:

1. Increase the adaptation ability of towns and cities with current and future events.
2. Clarify municipality general and detailed goals.
3. Connect decisions to goals.
4. Create a competitive role through the flexibility of work methods development and modification, and funding sources increasing.
5. Reduce errors at all planning levels.
6. Find suitable solutions for current and potential problems.
7. Control the plan implementation.
8. Coordinate horizontally and vertically between activities.

For creating a plan, financial and human resources (experts, consultants, a qualified team) are needed. Scarce of funding for the planning processes and inadequate resources for implementation is a problem (Abu Nada, 2006).

2.3.8 Land Management.

Land policy is concerned with the definition of the rule of law and the use and ownership of land, i.e., land business objectives (Lamba, 2005).

Land policy is the set of intentions embodied in various policy instruments that are adopted by the state to organize land tenure and land use. It is usually guided by a set of basic principles, some of which are based on international agreements, others of which are based on specific national circumstances (Herrera A., et al., 2006)**.**

Land Management is about governing the processes that put land resources to good influence, i.e., land business strategy (Lamba, 2005).

"Land administration comprises the functions involved in implementation land policy, i.e. land business operation"(Lamba, 2005 p. 9).

The below hierarchical structure describes the relationship between land policy, land management and land administration.

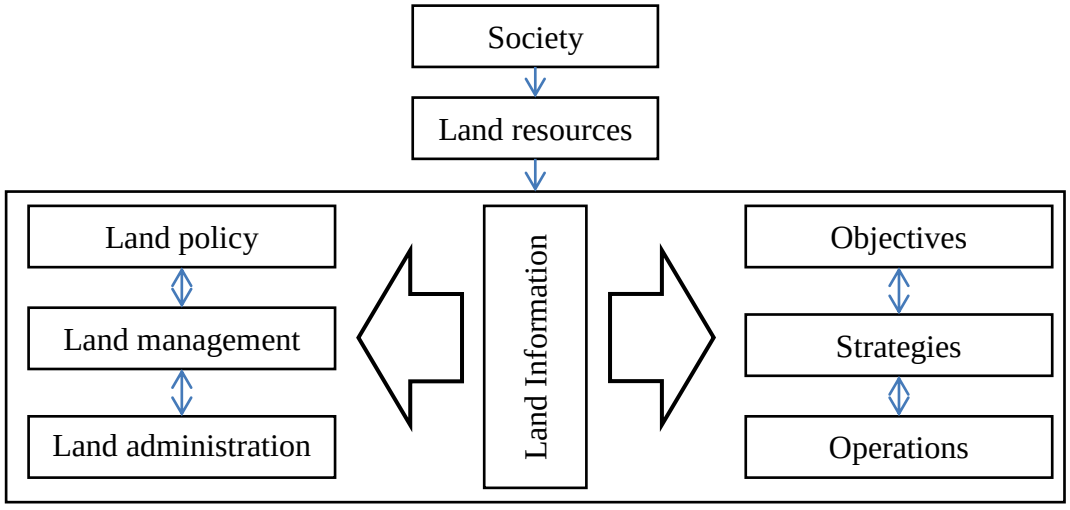


Figure (2-4) Managment levels in the land business

(source: Lamba, 2005)

"Land management involves the processes which allocate land resources "over space and time according to human needs, wishes and requests, within the framework of human technological

invention, political and social institutions, and legal and administrative measures", (Lamba, 2005 p. 12).

Land management is the process of managing the use and development of land resources (Herrera A., et al., 2006)**.**

From the above, land management can be seen to play a coordinating role between land policy and land administration. Its objectives are:

1. To accomplish the environmental, economic, and social goals of land policy by planning.
2. To promote and control efficient land use through the process of land administration (Lamba, 2005).

Chapter Three:
Local Governments in Gaza Strip

Chapter Three: Local Governments at Gaza Strip

3.1 Introduction

Palestine was administrated by foreign powers: the Ottomans, the British, the Jordanians, the Egyptians and the Israelis. These foreign powers put the basis for the Palestinian local government system, but each was not able to empower the system in order to familiarize with local people interests and insights. Instead, local government was led by the central authority and used as a means of control by the governing power rather than as a stimulator for social and economic development (UNDP & MLG, 2003).

After Oslo Agreement, there are main three levels of government in Palestine: the central level, the regional level (muhafaza), and the municipal level. At the central level, there is the Ministry of Local Government (MLG), established in 1994.Its main role is to provide the system of local government with new legal supervision.

The governorates (or muhafazat) represent the regional level. They are administered by the Ministry of the Interior and are led by directors selected by the President of the Palestinian Authority. They are responsible for coordinating some state services (health, education, transportation, etc.) at the regional level. There are fourteen governorates (nine in the West Bank and five in the Gaza Strip (North Gaza, Gaza City, Deir el-Balah, KhanYunis and Rafah).

Municipalities and village councils are the third level of action at the local level and are controlled by the MLG. In 1994, there were thirty-one municipalities (twenty-six in the West Bank and five in the Gaza Strip), eighty-six village councils, and (225) localities without legal status. Nowadays there are (121) municipalities (ninety-six in the West Bank and twenty-five in the Gaza Strip) and (355) village councils (SIGNOLES , 2010).

The 1997 local government law manages the system of local government. It aims to join the legal framework for local government; it mentions twenty-seven fields of activity under municipal responsibility. Issuing building permits, regulating commerce and industry, urban development and budget approvals are among the most important. Municipalities are accredited to issue orders or decisions that administer their service activities and specify, for example, the opening hours of the municipal market (SIGNOLES , 2010).

Palestinian legislation also differentiates between different types of locality, such as “municipalities” and “village councils,” according to demographic weight. The municipalities are local governments, with self-government over decision-making, budgets, personnel management, and with members elected by the population, while the village councils are administrative structures that depend on a directorial ministry and whose purpose is to represent the central power in detached remote areas. Their directors are nominated (SIGNOLES , 2010).

Until 2004, no municipal elections were thought, and the mayors and municipal council members were employed directly by the President of the Palestinian Authority, the first municipal elections were held in 2005 (except in Hebron and Gaza City).

Because of the political situation that opposed in 2007, there is no guarantee of new elections being held.

3.2 Local Governments Main Features

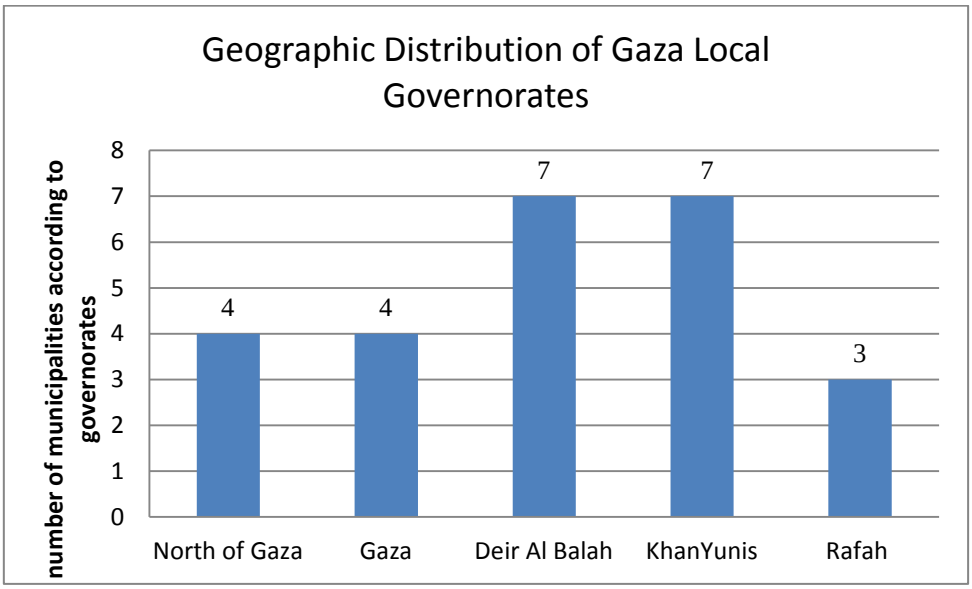
3.2.1 Geographic Situations

Gaza Strip is administratively divided into (5) governorates; each governorate consists of a number of municipalities. The total number of municipalities is (25); each of them is responsible for a number of localities, as shown in Table (3-1).

Table (3-1) ***: Gaza Local Governments Geographic distribution***

Governorate	No. of Municipalities	Percentage
North of Gaza	4	16%
Gaza	4	16%
Deir Al-Balah	7	28%
Khan Yunis	7	28%
Rafah	3	12%
Total	**25**	**100%**

Source: (UNDP & MLG, 2003)



Figure(3-1) : Gaza Local Governments Geographic Distribution:

source: The researcher, 2013.

Figure(3-1) shows that there are (4) municipalities at North of Gaza Governorate (form about 16% of the total of municipalities), (4) municipalities at Gaza Governorate (16%), (7) municipalities at Deir Al Balah Governorate (28%), (7) municipalities at Khan-Yunis (28%), and 3 municipalities at Rafah (12%).

3.2.2 Demographic Situations

The total area of Gaza Strip is (365) km^2, and the total population at the end of (2012) estimated by/1, 672, 865/(Palestinian Central Bureau of Statistics, 2011); the population density differs from one area to another according to many factors, such as the economic, the administrative situation..Etc.

Table (3-2): ***Local Governorates area, population, and density in 2012***

	Local Government	Area in Dunum	Population	Density/Dunum
North of Gaza	Jabalia	17897	208232	11.6
	Beit-Hanon	11670	46729	4.0
	Beit-Lahia	14373	70312	4.9
	Om-Alnasser	800	3416	4.3
	Total		328689	
Deir Al-Balah	Al-Mssadar	4160	2140	0.5
	Al-Magazi	3055	28247	9.2
	An-Nussirat	9755	74936	7.7
	Deir AlBalah	15300	71833	4.7
	Wadi Al-Salqa	3980	5420	1.4
	Al-Bureij	5300	42192	8.0
	Az-Zawaida	7010	18009	2.6
	Total		242778	
Gaza	Gaza	45000	568012	12.6
	Wadi Gaza	6527	3653	0.6
	AL-Zahra	4634	2897	0.6
	Al-Mugraqa	3260	4311	1.3
	Total		578874	
Khan Yunis	Khan Yunis	53803	219, 207	4.1
	Bani Suhila	5170	36989	7.2
	Khuza'a	2527	10909	4.3
	Absan Al-Jadeeda	3328	6363	1.9
	Absan Al-Kabeera	7028	21662	3.1
	Al-Qarara	11777	19095	1.6
	Al-Fukhari	7082	4194	0.6
	Total		315852	
Rafah	Al-Shuka	6354	9752	1.5
	Al-Nasser	4694	6805	1.4
	Rafah	30500	189914	6.2
	Total		206472	
	Regional Areas	80016		
Total		**365000**	**1672865**	**4.2**

Source: (UNDP & MLG, 2003)

It is obvious from the former Table (3-2)that population density differs from one area to another, according to many factors such as, urbanization, economic situation, geographic distribution for industrial parks, regional services, road networks,

Gaza city and Jabalia are with the highest densities areas with (12.6 and 11.6) p/dunum respectively, where they are administrative and commercial centers. Al-Magazi, Al-Buriej, An-Nussairat comes in the second class with densities (9.2, 8, 7.7) P/dunum respectively, where they are crowded refugee camps.

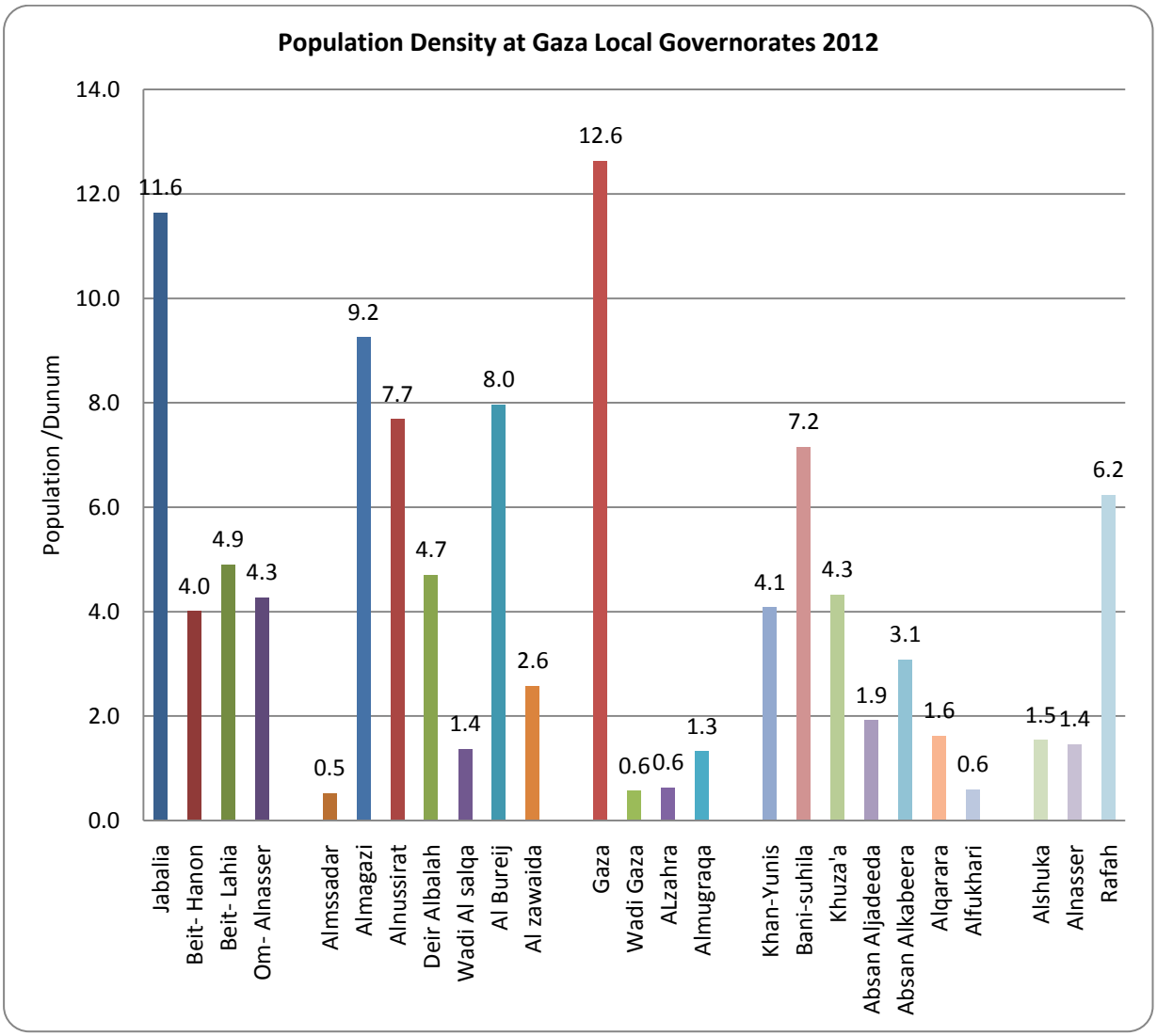


Figure 3-2) : Local Governoratespopulation density in 2012
source: The researcher, 2013.

3.2.3 Landownership

Lands in Gaza Strip are classified into four types according to its ownership, public, private, Waqf, Beir Al Saba'; the following table shows that most of Gaza Strip's land is private which represents 63.9%, public land represents 15.3% of Gaza Strip land only(Ministry of Planning, 2008).

Table (3-3) : Gaza Strip Land Ownership

Land Ownership	%
Private	63.9%
Waqf	2.1%
Public	15.3%
Beir Al Sabaa	18.7%

Source: Mop, 2008. Southern Governorates Regional Plan. Gaza- Palestine.

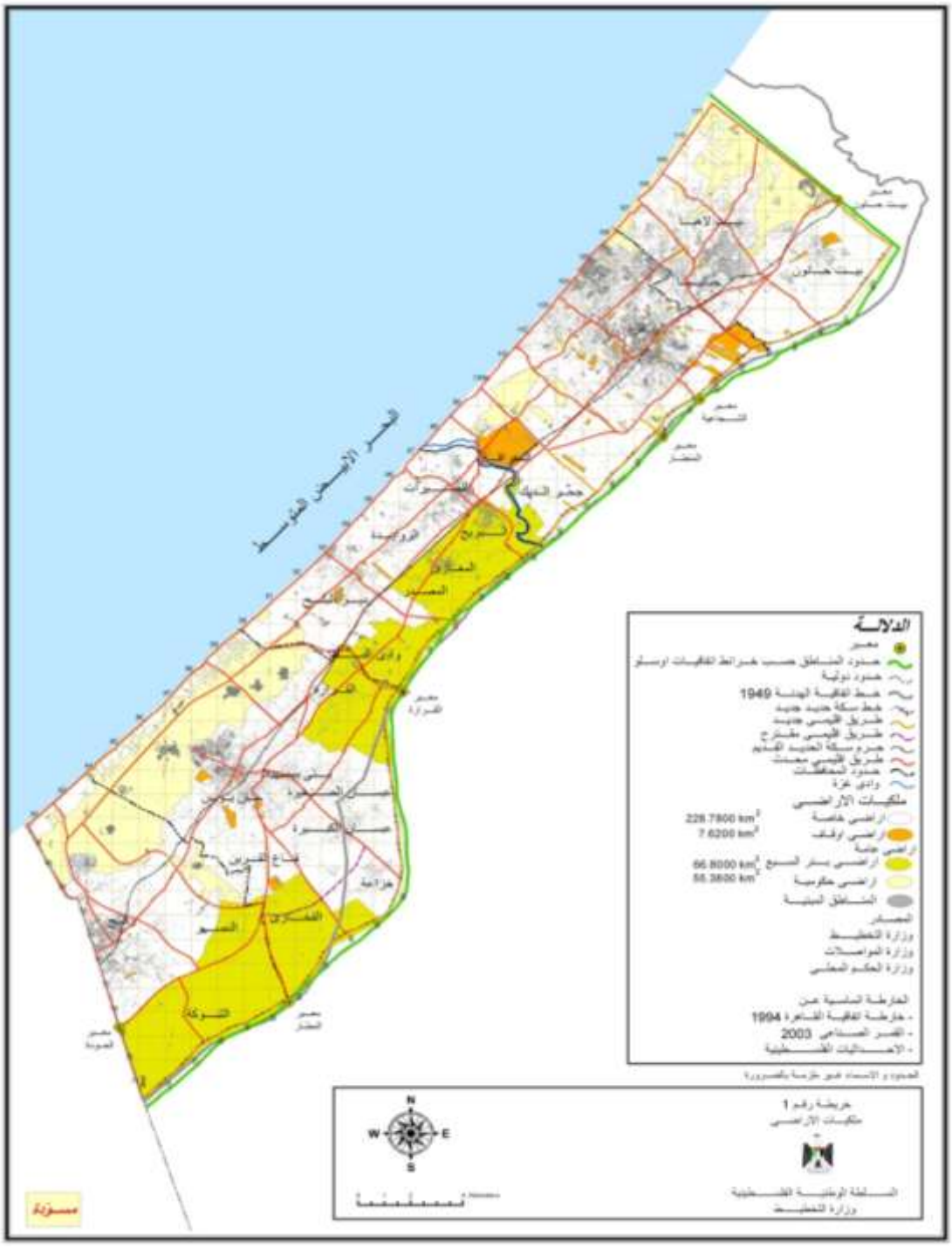


Figure (3-3) : Land Ownership in Gaza Strip

Source: Mop, 2008. Southern Governorates' Regional Plan. Gaza- Palestine

3.2.4 Economic Magnitudes

Financial resources at Palestinian municipalities' are infrequent and unsteady. This is due to slight collected local taxes (hence tax bases are set by law and the decision related to taxes is always made by the central power).

The municipalities own financial income depends principally on the payment of taxes and fees in relation to the delivery of public goods and services.

The second largest source of income at the Palestinian municipalities' comes from building licenses. These resources are unstable because they are tied to the economic situation which is dependent on the political context.

Since the start of the second Intifada (September 2000), the financial situation of most of the municipalities has deteriorated a little, so local governments become more dependent on the provision of external funds.

After Oslo Agreements, international aid formed 90% of the municipalities' and village councils' investment budgets. The funds are mostly assigned to construction projects and infrastructure projects (water, electricity, roads).

The two main donors in urban areas were the World Bank and the European Union. UNDP was the main player in the rural areas. The municipalities were also provided by technical aid (from the United States, Japan, Germany, France, Italy, etc.)(SIGNOLES , 2010).

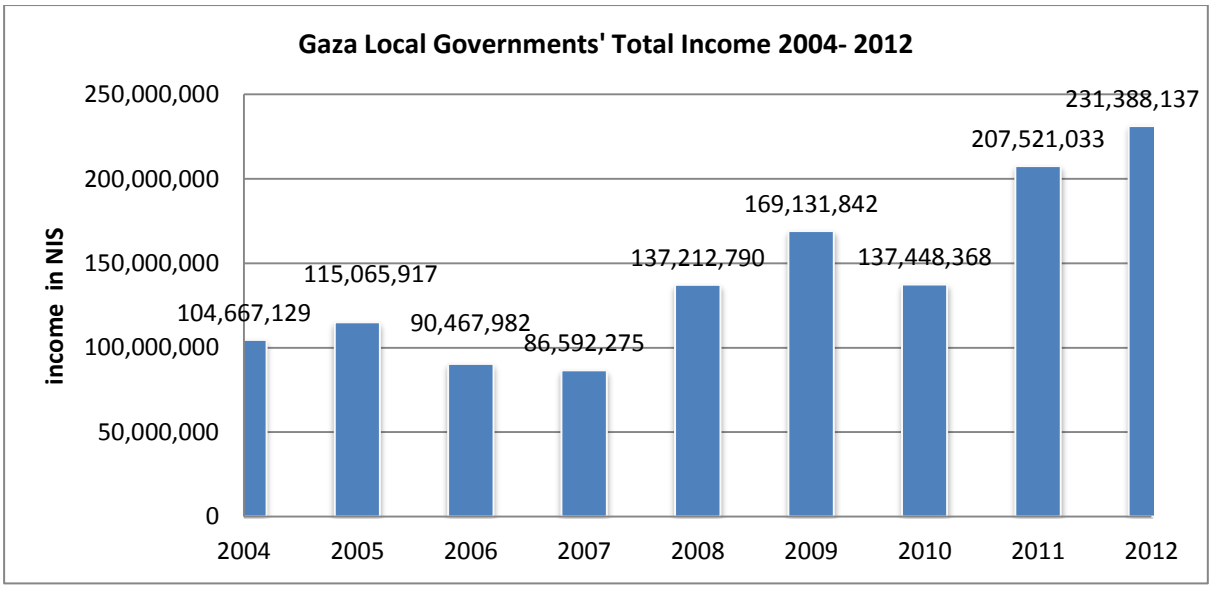


Figure 3-4) : Gaza Local Governments' Total Income (2004- 2012)

(look at Appendix (2) for further information) source: The researcher, 2013.

Figure 3-4) shows that Gaza Local Governments' total income (2004- 2012) ranged between (86,000,000) in 2007 and (231,000,000) in 2012, where it faced a sharp decline because of the siege imposed on Gaza after 2006 elections, then income raised again after(2008-2009) war because of the increases in the grants given to the municipalities.

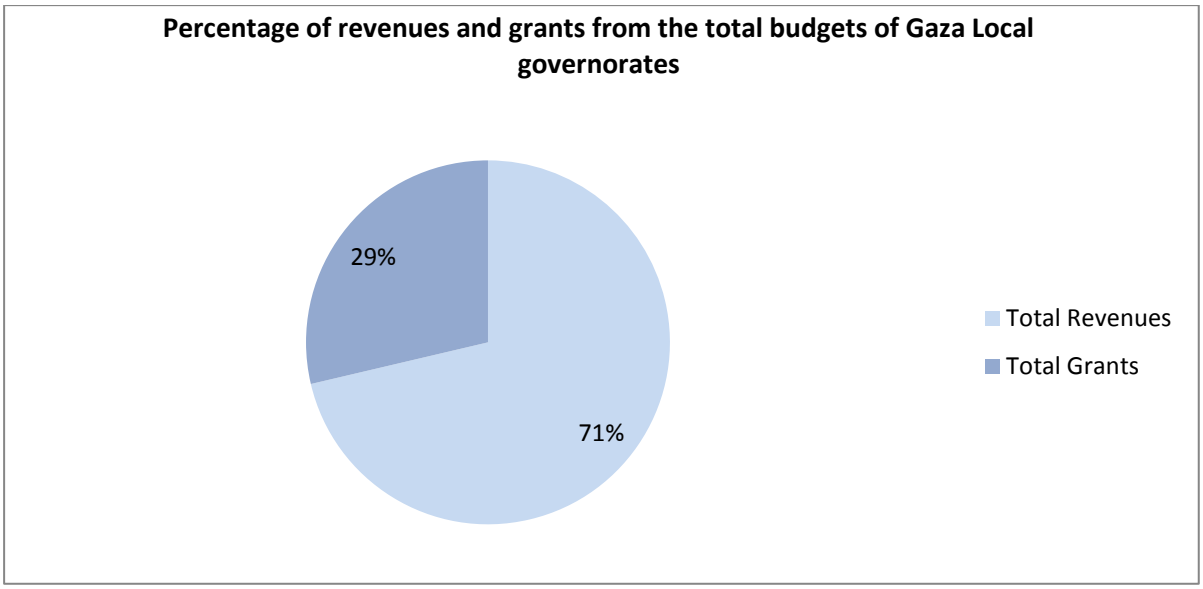


Figure (3-5) : Percentage of revenues and grants from the total budgets of Gaza Local governorates

source: The researcher, 2013.

Figure (3-5) shows that grants from about 29% of the total budgets of Gaza Local governorates along the period (2004- 2012); whereas they form about 90% in 90, s after the PA establishment(UNDP & MLG, 2003).

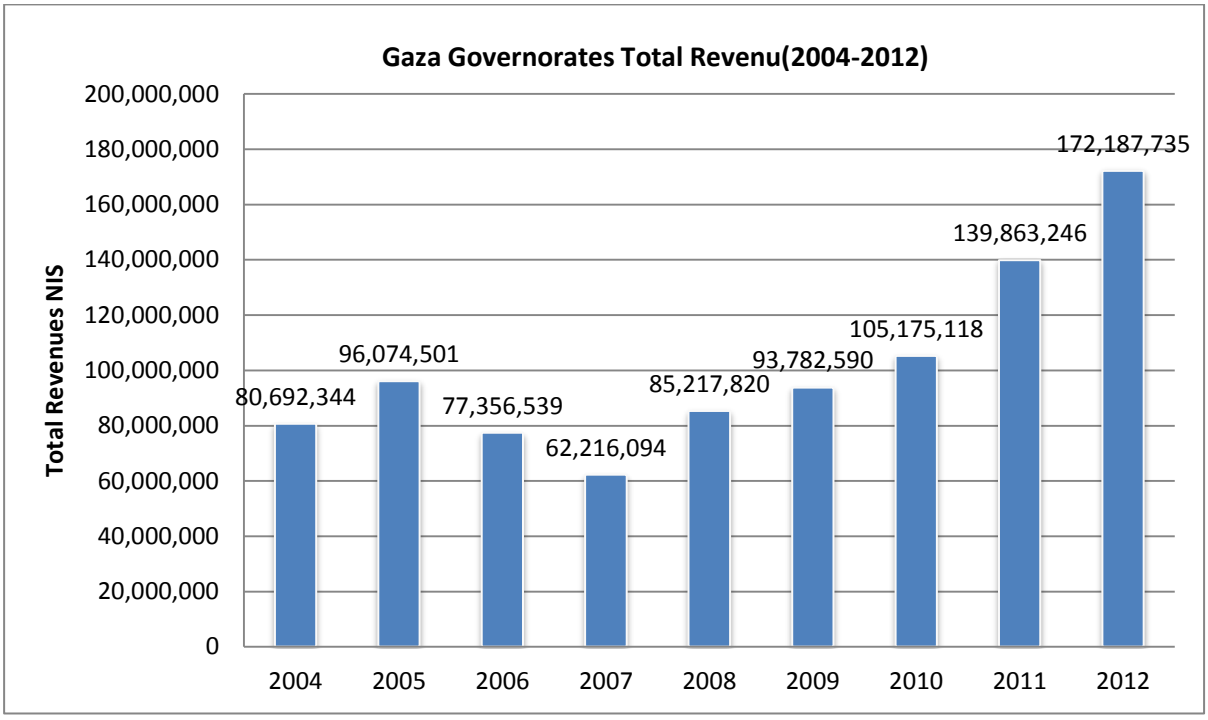


Figure (3-6) : Gaza Governorates Total Revenues (2004-2012)

source: The researcher, 2013.

Gaza Governorates total revenues illustrated a heavy decline in 2007 where it registered 62 million NIS and started to increase again in 2010, where it estimated by 172 million NIS in

2012; this shows that Municipalities' revenues affected strongly by the general economic context in Gaza Strip.

Heavy construction movement in the last three years can also interpret this escalation of Local Governments' revenues, where the contribution of construction sector in Gross Domestic Production (GDP) increased from 3.9% in 2010 to 9.7% in 2011(PCBS, 2012).

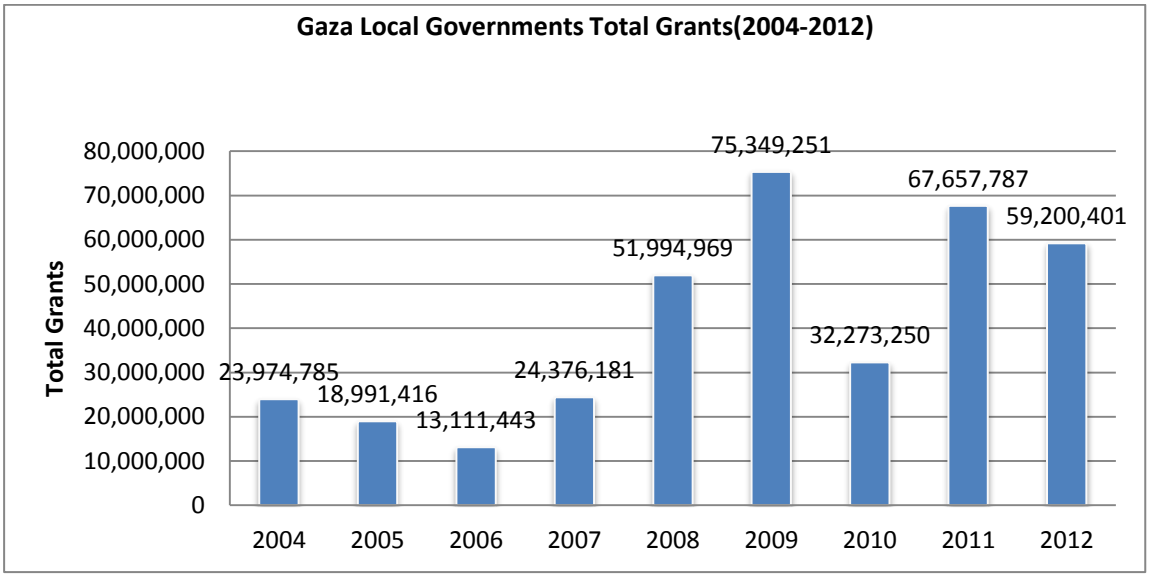


Figure (3-7) : Gaza Local Governments Total Grants (2004- 2012) (NIS)
Source: The researcher, 2013

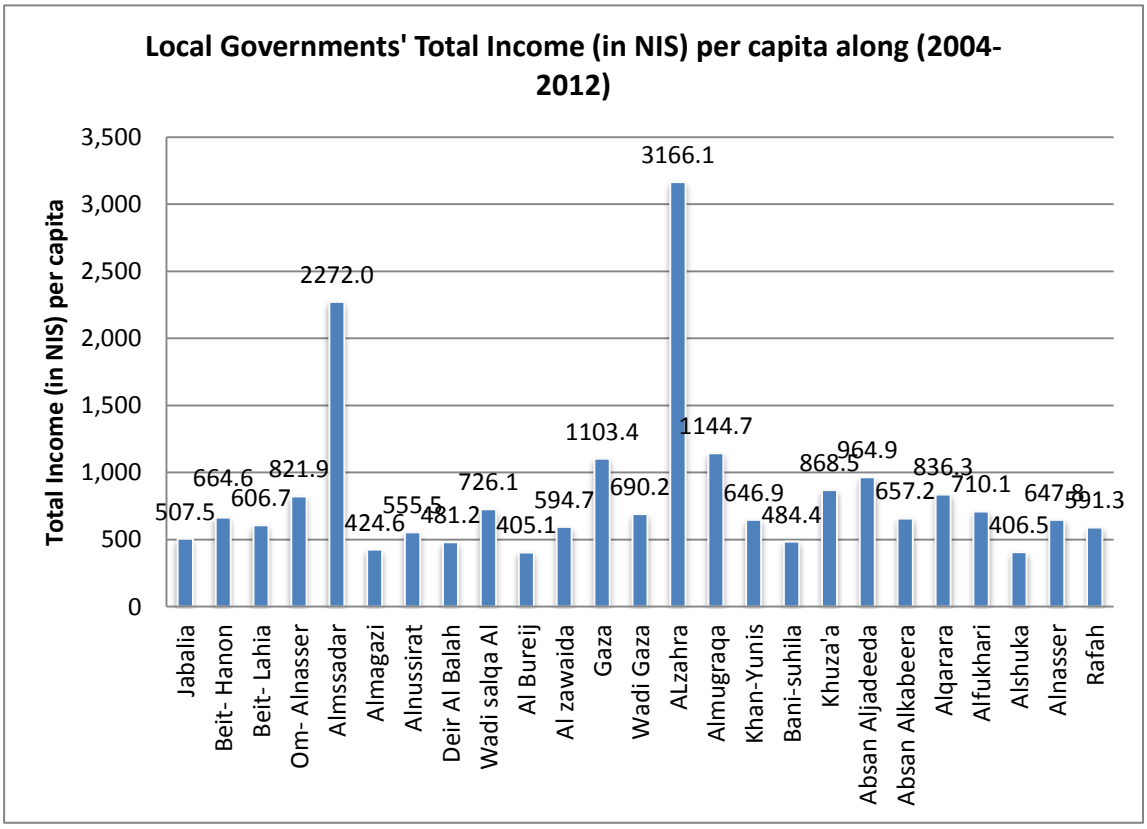
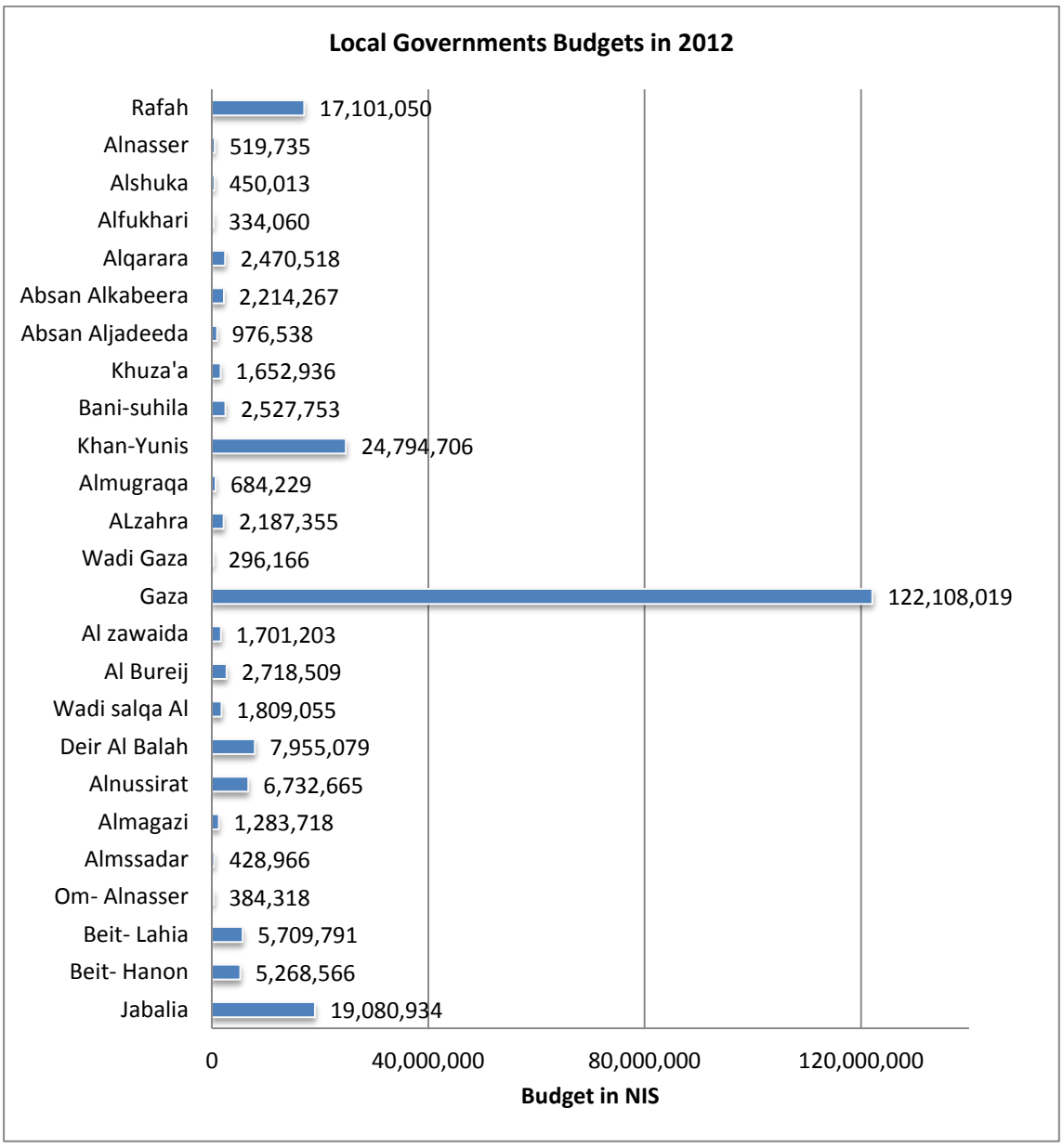


Figure 3-8) : Gaza Local Governments total income(in NIS) per capita along (2004-2012).

The source: The researcher, 2013.

Figure 3-8) demonstrated that the total income per capita at Local Governorates varies a lot among different municipalities, where it registered the highest value at Al-Zahra municipality with 3,166 NIS/capita, and the lowest at Al-Bureij with 400 NIS/capita.



Figure(3-9) : Local Governments Budgets in 2012 (NIS)

source: The researcher, 2013

Figure(3-9) shows Gaza municipality has the highest budget with more than 122 million NIS, where it has 568,012 population, and Al fukhari has the lowest budget with 334,000NIS, and it has 4,194 population(MLG, 2012).

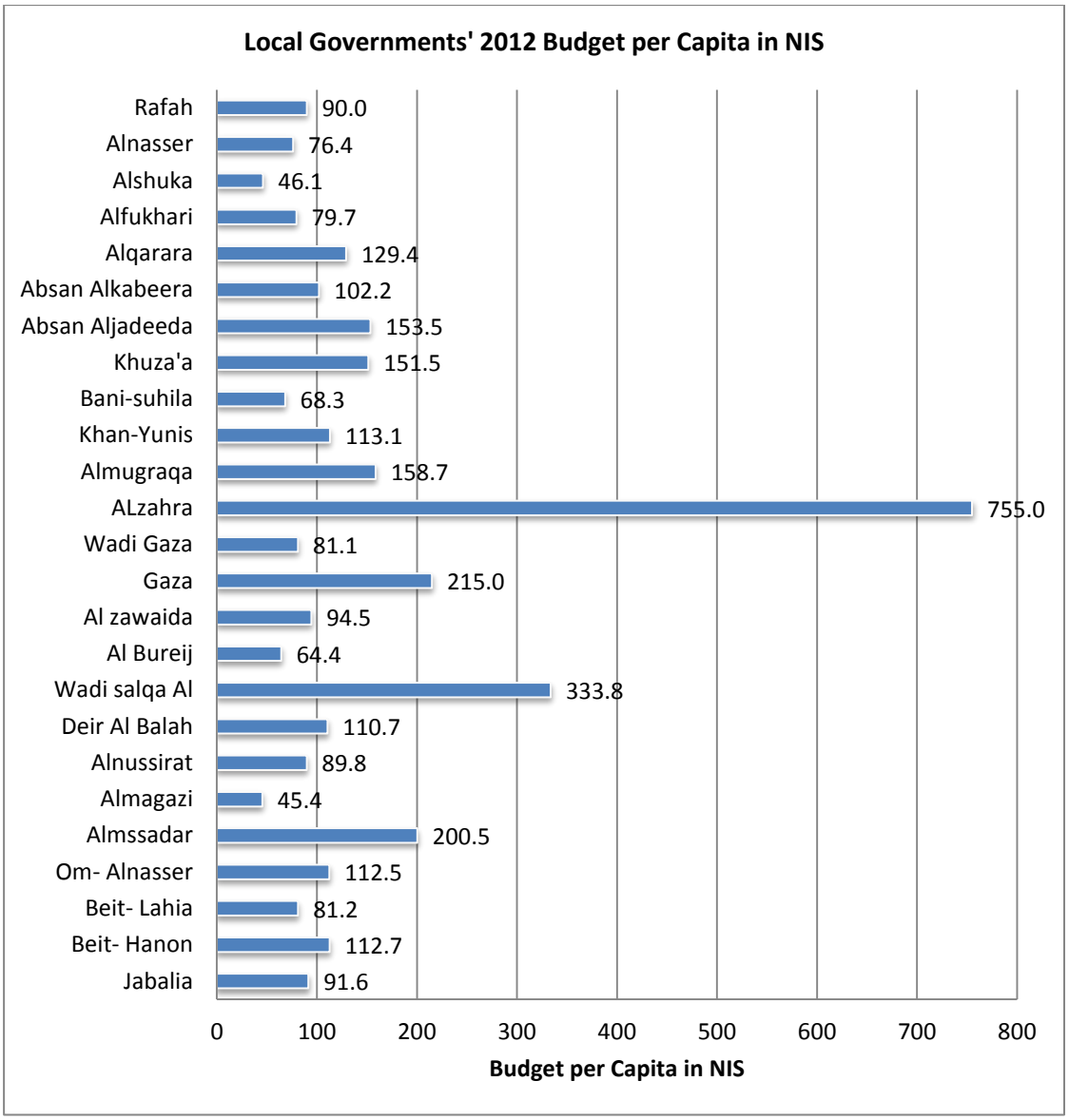


Figure (3-10) : Gaza Local Governments total income(in NIS) per capita at 2012.

The source: The researcher, 2013.

Figure (3-10) illustrates that Al-Zahra municipality has the highest income per capita in 2012, with 755 NIS/capita, and Al-Magazi has the lowest income per capita in 2012, with 45 NIS/capita.

3.2.5 Planners' Characteristics

The main technical unit at Local Governments includes planning and organizing departments, planning department is responsible for preparing physical urban plans, and organizing department is responsible for applying standards and regulations.

The Planner is the team leader and the organizer for planning process; there are many specialists in urban planning, such as land use planner, housing planner, public services

planner, infrastructure planner, transportation planner, and environmental planner…etc(Kadid, 2010). (for more details, see Table 0-2 , Appendix (2), page 160)

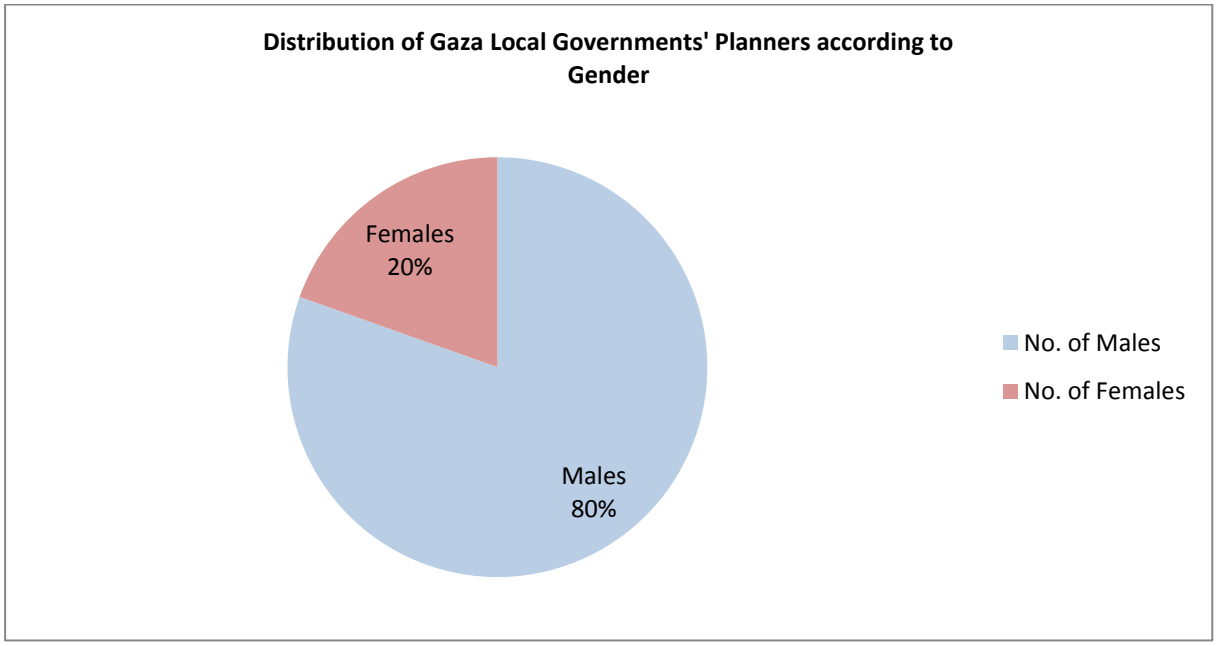


Figure 3-11) : Distribution of Gaza Local Governments' Planners according to Gender.

source: the researcher, 2013.

Figure 3-11) shows that only 20%of planners at Local Governments are females, whereas males constitute the majority of planners with 80% percentage.

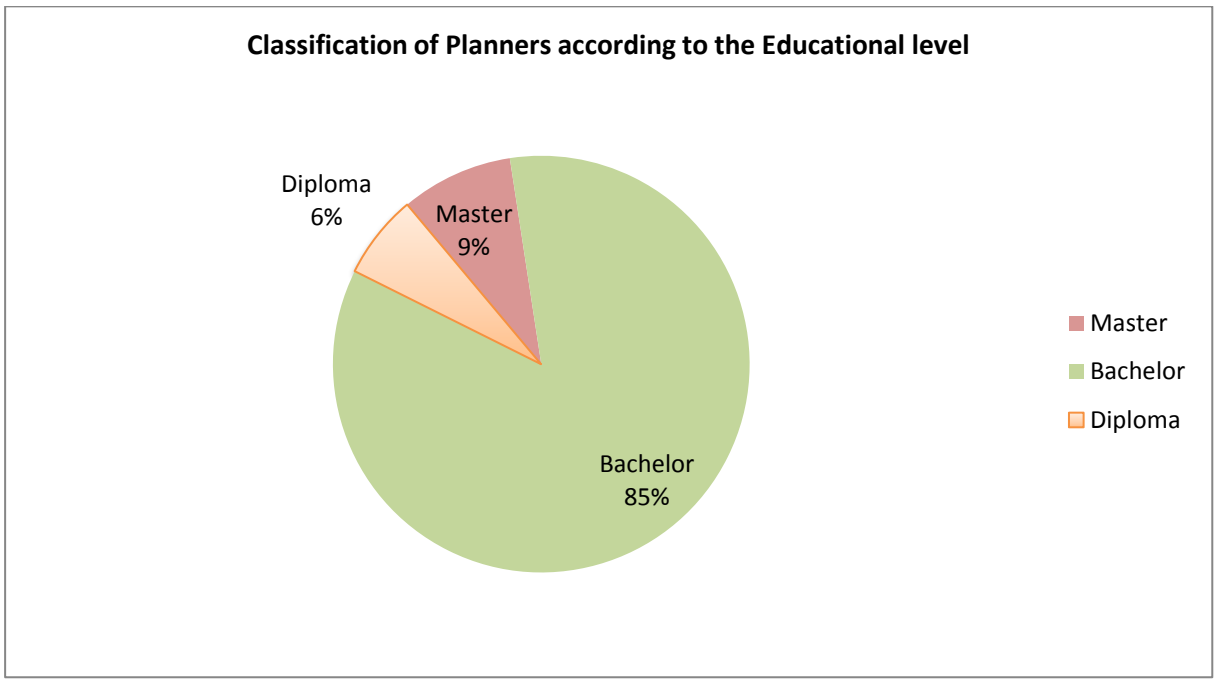


Figure (3-12) : Distribution of Gaza Local Governments' Planners according to Educational level.

The source: the researcher, 2013.

Figure (3-12) illustrates that 6% of planners have a diploma, 85% have a bachelor degree, and only 9% of them have a master degree.

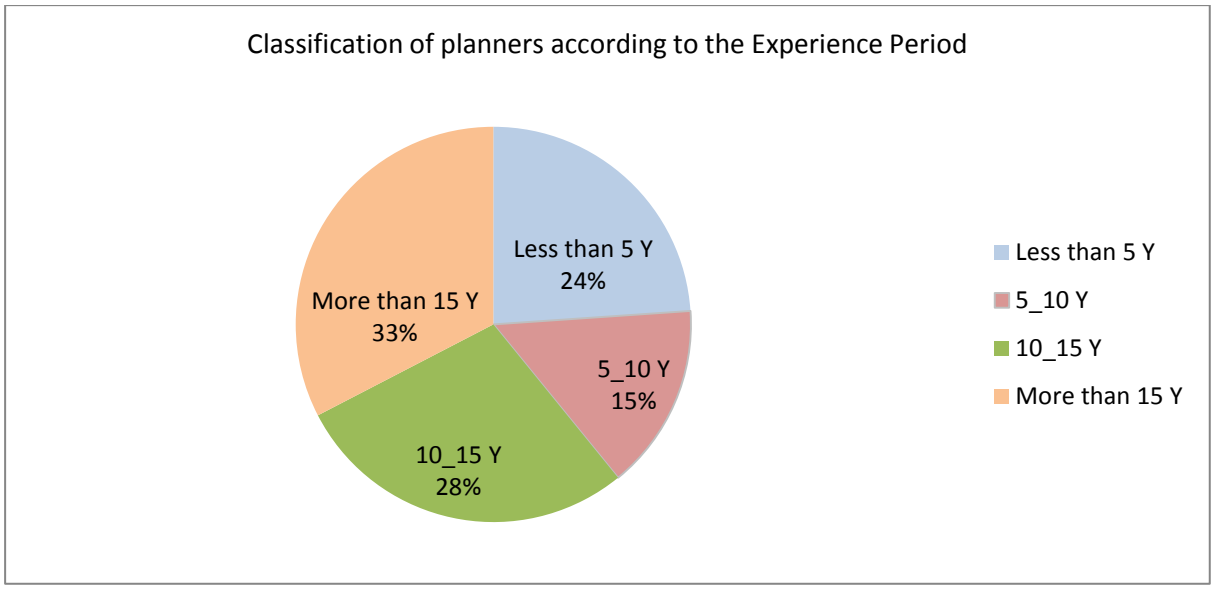


Figure (3-13) : Distribution of Gaza Local Governments' Planners according to Experience.

The source: the researcher, 2013.

Figure (3-13) demonstrates that 24% of planners with less than (5) years' experience, 15% with (5-10) years' experience, 28% with (10-15) years' experience, and 33% with more than (15) years' experience.

Table 3-4) Distribution of Gaza Local Governments' Planners according to Job Title and Gender

Job Title(planners)	Males	Females	Total
Advisor	1	-	1
General Director	1	-	1
Director	8	-	8
Director deputy	-	-	-
Head of Department	11	2	13
Head of Unit	3	-	3
planner	14	6	20
Total	38	8	46

The source: MLG, 2013.

It is obvious from Table 3-4) Distribution of Gaza Local Governments' Planners according to Job Title and that there are no females who have reached any of the top managerial positions in the planning field, where as "head of department" is the highest position achieved by a male.

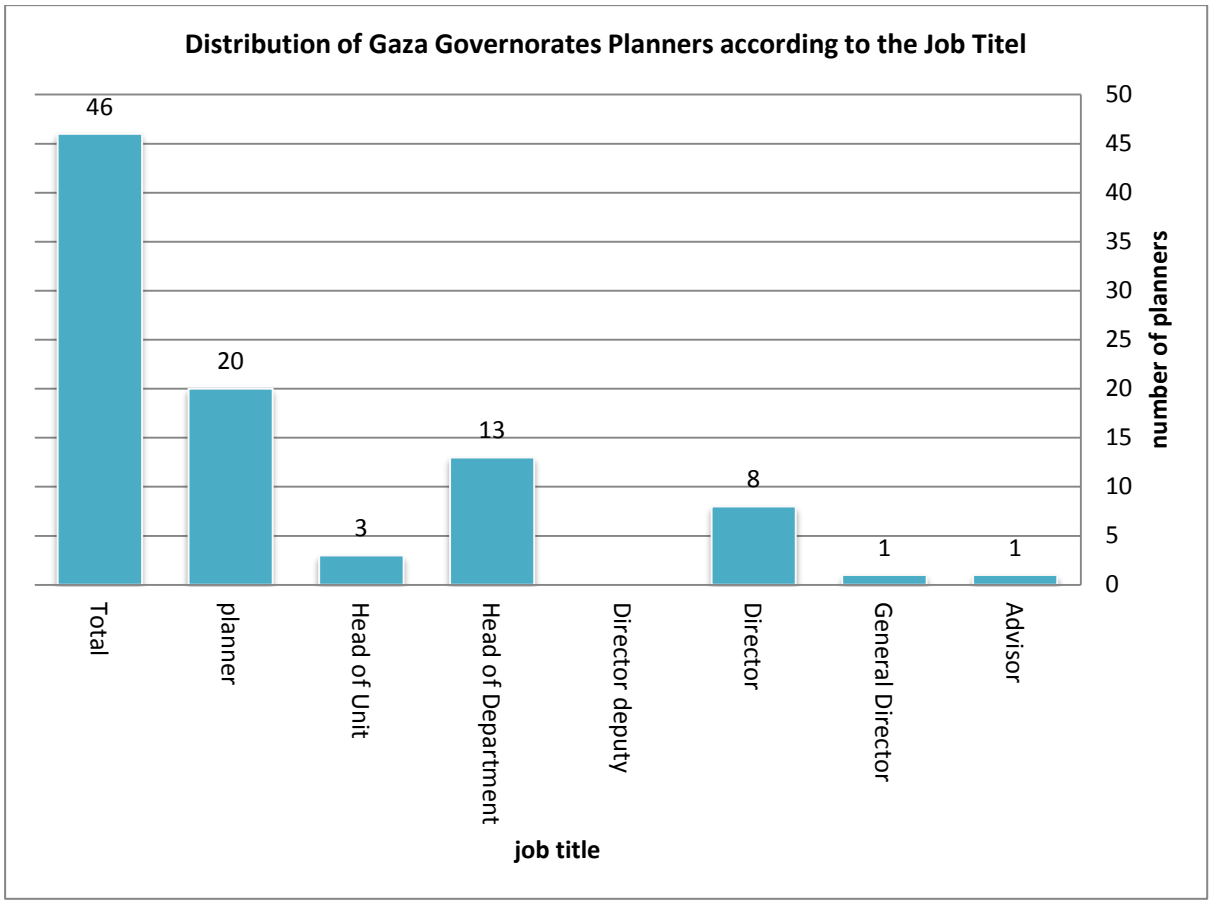


Figure (3-14) : Distribution of Gaza Governorates Planners according to the Job Title.
The source: MLG, 2013.

As shown in Figure (3-14) , The total number of the planners at planning departments of Gaza Local governments is 46, 44% of them are planners or engineers, 28.1% of them are head of departments, 6.5% of them are head of units, 17.4% of them are directors, 2% general directors and 2% advisors.

3.3 Role of Local Governments

Municipalities are responsible for preparing and implementing development plans and urban development plans (including physical plans). This potential role of local authorities allows them with considerable impact towards sustainable development. In order to fulfill these plans, it is important to have the necessary resources which include human capital, the cost of the materials for producing the plans, and the cost needed for the implementation of investment plans (CHF, 2010).

According to local government legislation, local government units (LGUs) are responsible for providing the following infrastructure services within their boundaries (UNDP & MLG, 2003):

1) Water supply
2) Street lighting
3) Solid waste collection, transportation and disposal
4) Road construction and traffic management.
5) Wastewater collection, treatment and disposal.

Table (3-5) : Activities Held by Municipalities classified according to the activity field as follows

Activity Field	Activities
Technical Field	Town planning and road construction.
	Building licensing and control.
	Water supply, construction and management.
	Sewage management, construction and control.
	Building demolition.
	Public Transport.
Financial/Health/Technical	Public markets management.
	Licensing of trades and businesses.
Health/ Technical	Public health; collection and disposal of solid waste.
Administrative/Health/ Social	Public entertainment control.
Social/ Health	Hotel operation control.
Technical/ Administrative/ Social	Public parks.
Cultural/ Social	Cultural and sport activities.
	Cemeteries.
Administrative/ Financial	Control of peddlers and open markets.
	Advertisement control.
	Budget and LGU personnel.
	Management of LGU assets.
Mixed	Weights and measures control.

Source: (CHF, 2010)

3.4 Relations and Reactions

Relations:

The Relationship between Local Government Units and PA Institutions:

However , MLG is the responsible body for regulation and supervision of LGUs, LGUs, it also maintains various contacts with other ministries. The most important of these are the following (UNDP & MLG, 2003):

1. The Ministry of Finance (MoF); The main connection is on the issue of local taxes collected by the ministry on behalf of LGUs, accompanied by defining revenue sharing between the central and the local governments.
2. The Ministry of Planning (MoP); the relation occurred in two connections, coordination with donors on project funding and coordination between the central and local levels on setting planning strategies and policies.
3. The Ministry of Education (MoE); Where LGUs are responsible to offer and maintain school buildings.
4. The Ministry of Health (MoH); Where MoH is accountable for building, permits approval on the foundation of environmental and health aspects.
5. The Ministry of Transportation (MoTr); Where MoTr approval of all plans and building license is needed. Also, coordination with the MoTr on all traffic matters within LGU boundaries is necessary.
6. The Ministry of Tourism and Antiquities (MoT); the relationship arises from the need for MoT agreement of building permits, and from all matters related to antiquities and historical places.
7. The Ministry of Housing and Public Works (MoHPW); where MoHPW is responsible for "regional" roads' construction within LGU boundaries, and land acquirement by LGUs for public projects.

The Relationship between Utilities and LGUs

The Palestinian Authority sponsored two tools (utilities and Joint Service) in order to create sectoral structures to manage public services (SIGNOLES , 2010); there are four main utilities which are:

1. The Palestinian Water Authority (PWA), which is responsible for regulating and giving out standards and tariffs, water supply and wastewater disposal.
2. The Palestinian Energy Authority (PEA), in relation to electricity supply.
3. The Palestinian Environmental Quality Agency (PEQA), which is responsible for all environmental issues.
4. The Palestinian Land Authority (PLA), in relation to land registration and businesses (UNDP & MLG, 2003 p. 63).

The Relationship between the Joint Service Councils (JSCs) and LGUs

The Joint Service Councils (JSCs) are controlled by MLG and aim to decrease operating and management costs of local public services and to help economic effectiveness (SIGNOLES , 2010).

The Relationship between the MLG and LGUs

LGU is managed by a council -its size is specified or defined in regulations- issued by the minister. The chairman and members are directly elected

The MLG is responsible for determining and observing the functions and structures of the councils, including financial, administrative and legal oversight.

As for the LGUs themselves, the council is described as an "independent legal entity" (UNDP & MLG, 2003).

The Relations between the Central Office of (MLG) and the District Directorates

The district directorates (offices) are the local branches of the MLG. They enhance administrative functions, they do not have judicial functions; they serve as a link between MLG and LGUs and the local population.

Micro-Region Planning Committees (MRPCs**)**

MLG with the assistance of United Nations Development Program (UNDP), through the Local Rural Development Program (LRDP), in order to strengthen local government brought out Micro-Region Planning committees as new entities to the Palestinian local government system; these committees helped more effective and efficient provision of planning and development services to the rural areas. MRPCs include representatives of local authorities and supported technically by their engineers and planners, and develop shared projects. MRPCs provide training programs in planning for local council and community members, implement and manage development projects, allocate resources and tasks to each local council (UNDP & MLG, 2003 p. 67).

3.5 Urban planning At Local Governments

3.5.1 Urban Planning Regulations at Gaza Local Governments:

Preceding the establishment of the PA in 1994, the functions of LGUs were mainly presumed from and governed by legislation and commands of four periods of occupation (British/Ottoman, Jordanian in the West Bank, Egyptian in the Gaza Strip and Israeli).

Hence, the local authorities' legal bases are derived from these four eras of occupation, that resulting insignificant conflicts between the laws.

Town planning (urban planning) in Gaza Strip has been ruled mainly by the British Mandate's 1936 TPO 78, where Egyptian and Israeli administrations approved it. The PA has considered it as the functioning town planning (urban planning) law in Gaza Strip. However, some adjustments were made under Mandate rule and Egyptian rule.

> After Oslo Agreement, the president issued the Transfer of Authorities Law, according to which "all authorities and powers mentioned in legislation, laws, decrees, orders in force in the West Bank and Gaza before 5 May 1994 shall be transferred to the PA". The Transfer of Authorities Law also authorized the President of the PA to endorse new legislation with the accord of the PA council. All Jordanian laws and Mandate/Egyptian laws continue to be effective in the PA areas unless they have been substituted by new Palestinian laws (UNDP & MLG, 2003).

The legal framework which controls the relation between LGUs and the central government has a limited number of new laws. A review of the Palestine Journal exposes that out of fifty-seven laws that have been issued , only two are directly related to the local government working (UNDP & MLG, 2003):

1) The Palestinian Local Authorities Law of 1997 and,
2) The Elections for Local Authorities Law of 1996.

Nowadays, laws and regulations still applied in Gaza Strip for urban planning are(MLG, 2010) :

1) Local Authorities Law No. 1 1997, which defines urban planning tasks and powers of the Local Governments.
2) Town Planning Law No. 28 of 1936 during the British Mandate, which is valid till now.
3) Buildings and town planning Regulation No. 30 of 1996 (for areas within the boundaries of the Local Governments), regulation of buildings and town planning No. 31 of 1996, which applied (for regional areas).

Summing up; the planning and building laws prevailing in the West Bank and Gaza Strip are old and needs to be adjusted to fit the existing and the future Urban Development needs in terms of organizing and planning.

Today a draft of a unified planning law for Gaza and West Bank is prepared, where the Jordanian law No. 79 of 1966 is still applied in the West Bank.

3.5.2 Institutional Structure

Institutional Structure states the multi-stakeholders methodology that convinces the participation of main actors at all phases of planning process. The institutional activities include definition of the responsibilities of local governments, beneficiaries, private sector organizations, non-formal institutions, NGOs and government departments(www.NETSSAF.net, 2012):

Institutional Structure for Physical planning in Palestine involves the following stakeholders:

1. Higher Planning Council.
2. Ministry of planning.
3. Ministry of Local Government (Minister - General Directorate of organizing and planning - local government directorates).
4. Central Committee of buildings and urban planning.
5. Local governments.
6. Private sector planners.
7. Citizens: Civilians - landowners - civil society organizations at the local level.

3.5.3 Functions and Responsibilities:

The planning structure in Palestine is based on three main levels: National Plan, District (Regional) Plans and Local Level Plans, and corresponding administrative levels. The Ministerial Cabinet is at the top of the administrative levels and responsible for the National Physical Plan policies which conducted by MOP.

- **The Higher Planning Council:**

Its rule is to approve physical regional development frameworks, land-use plans, and land classification and building rules (MLG, 2010).

The Higher Planning Council (HPC) consists of (16) members (chaired by the Ministry of Local Government (MLG)) from related ministries and institutions.

Its rule is to identify, expand and adjust planning areas in cities, adopt regional and master plans, adjust or cancel license complying with the planning law, look into appeals against the regional committee decisions and appoint the secretary of the committee. Approve physical regional development frameworks, land-use plans, and land classification and building rules (MLG, 2010).

- **Ministry of Planning (MOP):**

Ministry of Planning (MOP) focuses on the development of relevant internal and external physical planning systems, including the Directorate for Policies and Physical Planning as a

centralized unit responsible for physical planning. The physical planning activities at MOP concentrated on and development of land, land use policies, plans on the regional (West Bank and Gaza) and national levels (Abdelhamid, 2006).

- **Ministry of Local Government (MLG):**

Ministry of Local Government (MLG) is responsible for planning activities at the local level in terms of preparation of structural plans, control and monitoring of planning and building works undertaken by municipalities. MLG is responsible also for planning at the regional level as stated by the newly proposed (not officially approved) Palestinian Building and Planning Law of 1996. This responsibility interfered and intersected with MOP responsibility at the national level(Abdelhamid, 2006).MLG is the regulator for the local government sector through the minister, who by law is responsible for the coordination of land use and planning in the best public interest.

- **Minister of Local Government:**

His responsibilities are:

1) Ensuring that the planning of cities and villages is convenient to the social and development strategies.
2) Monitoring and directing joint local and regional steering committees to ensure the convenience of their decisions to the regulations.
3) Approving shared planning areas in the context of the preparation of physical development framework.
4) Approving the regulations and rules needed to disseminate the proposed planning approach.
5) Approving the planning guidelines and criteria.

- **General Directorate of Organizing and Planning:**

It stands for a lot of tasks and responsibilities:

1) Defines shared planning areas in the context of the preparation of physical development framework.
2) Declares shared planning areas on the website of the Ministry of Local Government.
3) Prepares and supervises the agreements between the Local Governments that have shred planning areas.
4) Facilitates the provision of basic information needed for planning (especially maps and aerial photos), and sources of funding for local planning.
5) Guides and provides technical assistance for the application of the proposed planning approach.
6) Provides proposals to develop the rules and regulations.
7) Develops guidelines and planning criteria.
8) Controls and evaluates the application of the proposed planning approach.
9) Ensures community participation in the planning process.

10) Introduces the framework for Physical Development to the Higher Planning Council for approval.

- **Local Government Directorates:**

They form a connection and a link between MLG and LGUs and support many activities in relation to LGUs:

1) Provide technical support for local governments to sign agreements for shared planning initiatives.
2) Support Local Governments in the development of physical development frameworks and land use plans.
3) Handle related procedures to the physical development framework and land use plans (MOLG, 2010).

- **Central Committee for Buildings and Town Planning:**

They have the following tasks and responsibilities:

1) Central Committee for buildings and town planning helps to evaluate and assess citizens' comments and opinions that submitted to Local Governments regarding the physical development framework.
2) Approves the physical development framework with local governments.
3) Introduces the development framework to the General Directorate of organizing and planning to complete the procedures.

- **Local Governments:**

They have the following tasks and responsibilities:

1) Negotiate and sign shared planning agreements in order to prepare physical development framework and land use plans.
2) Manage and coordinate planning processes at the local level.
3) Contract for planning advisory services.
4) Organize and facilitate consultative processes for local stakeholders.
5) Promote the participation of citizens and civil society institutions.
6) Approve physical development framework with local government directorates.
7) Introduce the physical development framework guidelines to the Central Committee for buildings and town planning.

- **Private Sector Planners:**

1) Provide the necessary technical expertise to the local planning processes.
2) Facilitate the participation of local stakeholders.
3) Prepare a work plan and collect the basic needed information.
4) Prepare the base maps.
5) Prepare the planning alternatives and present them to the citizens.

- **Citizens:**

1) Participate in local planning processes.
2) Participate in the discussion of planning alternatives.

The institutional structure for urban planning at Gaza Local Governorates works according to the *Top-down Policy and Bottom-up Planning and Execution Approach*, where politicians and experts draw policies and stakeholders participated at the execution level as the following:

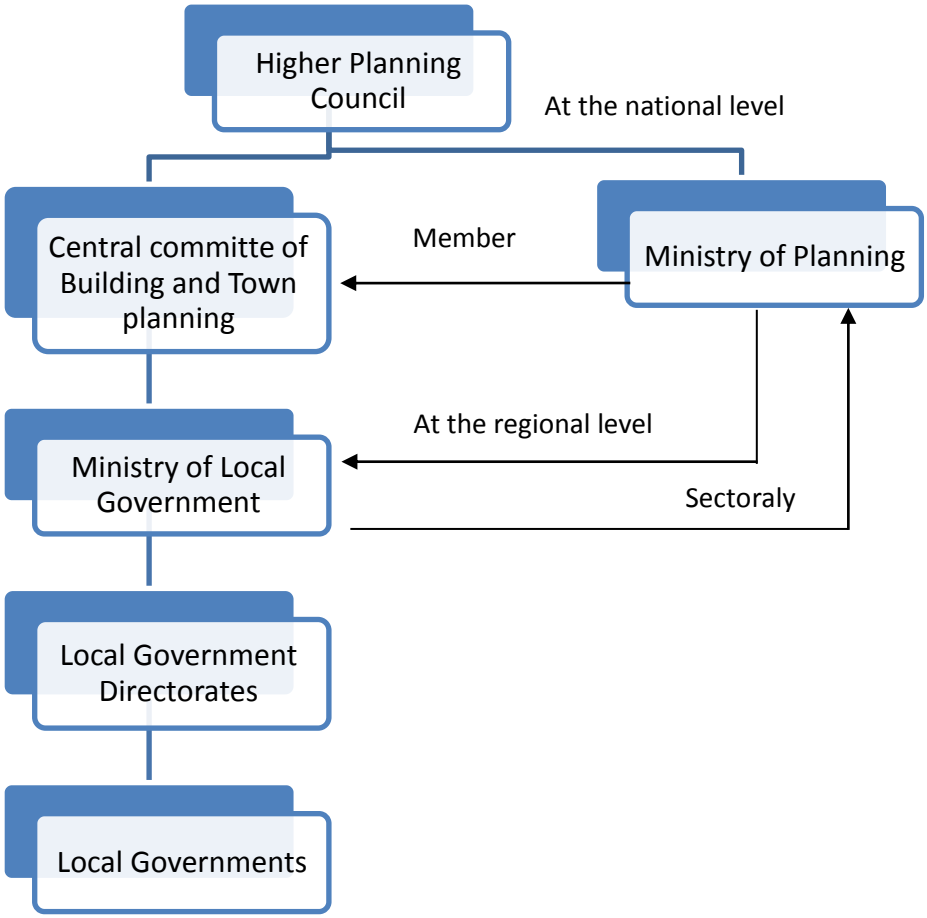


Figure 3-15) Institutional Framework for urban planning

Source: The researcher, 2013.

Chapter four:
Methodology

Chapter Four: Methodology

4.1 Study Approach

This study will employ the descriptive analytical approach, which is the most appropriate methodology for this type of research. This approach implies collecting data that describes the current practices and analyzes them in relation to an assumed model.

4.2 Data Collection Tools

Data collection for this research utilizes a variety of tools such as:

4.2.1 Questionnaire

The questionnaire has been designed, tested, and disseminated to the target audience. The researcher designed a questionnaire to gather data from a study sample. The questionnaire has been intended using related studies in the field of urban planning and decision- making. The questionnaire in parts:

- **Part One:**

This section comprises the introduction to the questionnaire that includes different elements, which determine the objective of the study and the type of data and information that the researcher suggests to gather. In addition, this section contains a paragraph encouraging respondents to answer objectively and freely. This section also promises of information confidentiality, since it will be used for research purposes only.

- **Part Two:**

General information (demographic variables): This information was entered as mediator variables in the research; these variables are those of gender, age, educational qualification, years of experience in the current job, and Job title.

- **Part Three:**

Questionnaire items and categories - The categories are as follows:

The extent of the Independent Variables affects decision making process in urban planning at Local Governments.

1) The extent to which Urban Legal Framework affects decision making in urban planning.
2) The extent to which Stakeholder's participation affects decision making in urban planning.
3) The extent to which Public policy affects decision making in urban planning.

4) The extent to which using Geographic Information Systems affects decision making in urban planning.
5) The extent to which Organizational Structure affects decision making in urban planning.
6) The extent to which Employees Empowerment affects decision making in urban planning.
7) The extent to which Fiscal Planning affects decision making in urban planning.
8) The extent to which Land Management affects decision making in urban planning.

- **Part Four:**

Questionnaire items related to the dependent variable as follows:

1) The extent to which the municipality prepares and updates plans.
2) The mechanisms that the municipality uses to make decisions in urban planning.
3) The assessment of the efficiency of decisions in urban planning.

4.2.2 Interviews:

The researcher conducted interviews with (3) municipalities' mayors, MLG's Minister and deputy assistant, MLG's Central Committee for Buildings and planning's Head and Secretary. The interviews were significant in their results and were substantial to the construction of the suggested model. During the interviews, the interviewees introduced various perspectives about the decision- making in urban planning approach; it was clear that the practiced decision making approach at Gaza Strip municipalities need serious improvements. This calls for the necessity of building a model that improves decision-making process at Gaza Strip municipalities.

In addition, these interviews were very important in the confirmation of the results come from the analysis. Such results included that with (0.83) relative mean, the interviewees agreed that "the municipalities have a structural plan which prepared or adjusted within the last five years, with (1.00) relative mean, they agreed that "the decision makers have soft copies of the urban plans", with (0.50) relative mean, they agreed that "Decisions made within high and mid management levels only", with (0.50) relative mean, they agreed that "characterized by a strong managerial support", with (0.66) relative mean, they agreed that "Decisions characterized by concerning long-term results", with (1.00) relative mean, they agreed that "Decisions characterized by complying with Municipality plan and goals", and they emphasized that the most influential factor on decision making in urban planning is "Institutional Framework" which matches with the view of the respondents to the questionnaire, and that emphasizes on the importance of this factor on decision making process.

4.2.3 Documentary Analysis

Various documents were analyzed, compared, and evaluated.

First, academic relevant research papers were reviewed, which discussed planning, urban planning, decision making, urban (town planning) regulations, stakeholders' participation, public policy, using GIS, Institutional Framework, Employees' Empowerment, Fiscal Planning and Land Management.

Urban Planning rules and regulations were deeply studied where they incorporate decision-making mechanism and phases. The "Physical Planning Levels Manual" was also reviewed especially the stakeholders' participation approach. The rules issued by the Central Committee for Buildings and Town planning also checked. Municipalities' budgets through a series of time were analyzed.

The strategic plans for some municipalities were also reviewed and analyzed;

These plans demonstrate the municipalities' vision, mission, goals, objectives and the action plans for the various sectors. Moreover, these plans reflect the coordination with the concerned parties, the use of GIS and other information systems, employees' empowerment, and fiscal planning.

MLG's developmental plan (2013- 2015) also reviewed in order to understand the public policy toward urban planning at local level, also (2014) operational plan for MLG was reviewed.

Finally , urban plans for some municipalities also reassessed especially regarding to land use and land management.

4.3 Population of the Study

The population of the research covers Gaza Strip municipalities. This population consists of (25) municipalities, distributed over (5) governorates, (4) in the North governorate, (4) in Gaza, (5) in Deir Al- Balah, (7) in Khan -Yunis, and (5) in Rafah. In addition to municipal councils' members, MLG's Central Committee for Buildings and Planning's Members, MLG's General Directorate for engineering and planning's members, and Directors of MLG's Directorates. The total of the population is (69) person.

The researcher used the comprehensive survey technique because the population of the research is very limited, so response rate was 100%.

Table (4-1) shows the study sample distribution due to the work place

Table (4-1) the study sample distribution due to the work place

Work place	Frequencies	Percentage
LGU's Planning & Organization Departments	57	82.6
MLG's General directorate of Engineering &Planning	5	7.2
MLG's Central Committee for Buildings &Town Planning	1	1.4
Municipal Council's Members	4	5.8
MLG Directorates	2	2.9
Total	**69**	**100.0**

4.4 Test of Data Validity and Reliability

The questionnaire validity has been examined and measured by two methods:

4.4.1 Experts Validation (Arbitration)

To verify the validity of the questionnaire, the researcher presented the first draft study questionnaire**,** to a number of experienced arbitrators (university professors at business administration and urban planning departments, in addition to experts at the Ministry of Planning, etc.) in order to assure the validity of the questionnaire's contents. The researcher also needed to ensure the suitability of the study's objectives and variants. Experts validated the study's questionnaire after comprehensive examination, as a thorough, precise and valid tool (see Appendix (1)).

4.4.2 Data Measurement

The level of measurement should be clear; in order to choose the suitable method of analysis many methods can be applied according to the type of measurement. In this research, ordinal scales were used which are a ranking for data that normally uses integers in an ascending or descending order. The numbers assigned to the agreement level (1, 2, 3, 4, 5).Neither points out that the interval between scales are equal, nor they indicate fixed quantities. They are simply numerical labels. Based on Likert Scale as shown in the following Table (4-2).

Table (4-2) Data Measurement

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Scale	1	2	3	4	5

4.4.3 Test of Normality for Each Field

Table 4-3) shows the results for Kolmogorov-Smirnov test of normality. From Table 4-3), the p-value (Sig.) for each field is greater than (0.05) level of significance, ***then each field is normally distributed. Consequently, parametric tests will be used to carry out the statistical data analysis.***

Table 4-3) Kolmogorov-Smirnov test

The Fields	Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
Legal Framework	.637	.812
Stakeholders' Participation	.974	.299
Public Policy	1.180	.123
Using GIS	.662	.773
Institutional Framework	.949	.329
Planners' Empowerment	.949	.329
Fiscal Planning	.819	.514
Land Management	.800	.545
Decision Making	.921	.365
All Fields Together	**.882**	**.418**

4.4.4 Validity of Questionnaire

Validity refers to the degree to which an observed result, such as a difference between two measurements, can be relied upon and not attributed to random error in sampling or in measurement. Statistical Validity is important to the reliability of test results, particularly in Multivariate Testing methods (seotermglossary, 2012).
Validity determines whether the research truly measures that it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit" the bull's eye" of your research object (Golafshani, 2003). Statistical validity includes internal validity and structure validity.

- **Internal Validity**

Internal validity occurs when a researcher controls all irrelevant variables and the only variable influencing the results of a study is the one being manipulated by the researcher (alleydog, 2012). It is measured by an investigation sample, through measuring the correlation coefficients between each paragraph in one field and the whole field (Deeb, 2012).

1) Internal Validity for "Legal Framework"

Table 4-4) shows the correlation coefficient for each paragraph of the "Regulatory Framework" and the total of the field. The p-values (Sig.) are less than (0.05), so the correlation coefficients of this field are significant at $\alpha = 0.05$, so ***all paragraphs of this field are consistent and valid to measure what it was designed for.***

Table 4-4) Correlation coefficient of each paragraph of "Regulatory Framework" and the total of this field

Paragraph	Pearson Correlation	Sig. (2-tailed)
The existence of written urban planning regulations	.646**	.000
Urban planning regulations characterized by scientific bases	.633**	.000
Urban planning regulations are comprehensive	.742**	.000
Urban planning regulations are flexible	.664**	.000
Urban planning regulations characterized by are keeping pace	.739**	.000
Urban planning regulations characterized by reviewing availability	.720**	.000
Urban planning regulations characterized by appealing availability	.242*	.045
Urban planning regulations lead to social justice	.481**	.000
Urban planning regulation controls urban system	.673**	.000
Urban planning regulation supports decision making	.519**	.000
* correlation is significant at a level of 0.05 ** correlation is significant at a level of 0.01		

2) Internal Validity for "Stakeholders' Participation"

Table (4-5) shows the correlation coefficient for each paragraph of the "Stakeholders' Participation" and the total of the field. The p-values (Sig.) are less than (0.05), so the correlation coefficients of this field are significant at $\alpha = 0.05$, so ***all paragraphs of this field are consistent and valid to measure what it was designed for.***

Table (4-5)Correlation coefficient of each paragraph of "Stakeholders' Participation" and the total of this field

Paragraph	Pearson Correlation	Sig. (2-tailed)
Stakeholders' participation happens at data collection phase	.549**	.000
Stakeholders' participation happens at alternative discussion phase	.627**	.000
Stakeholders' participation happens at implementation phase	.648**	.000
Stakeholders' participation happens at assessment phase	.579**	.000
Media is used to activate the participation process	.658**	.000
Media contributes to activate the participation process	.642**	.000
Consulting tools used to activate the participation process	.727**	.000
All competent entities participate in planning process	.739**	.000
Stakeholders' participation helps to determine community priorities	.565**	.000
Stakeholders' participation helps to allocate financial resources in a way that directs the development process correctly	.366**	.002
Stakeholders' participation contributes to achieve social justice	.293*	.014
Stakeholders' participation raises the acceptance level for the targeted change	.541**	.000
* correlation is significant at a level of 0.05 ** correlation is significant at a level of 0.01		

3) Internal Validity for "Public Policy"

Table 4-6) shows the correlation coefficient for each paragraph of the "Public Policy" and the total of the field. The p-values (Sig.) are less than (0.05), so the correlation coefficients of this field are significant at $\alpha = 0.05$, so ***all paragraphs of this field are consistent and valid to measure what it was designed for.***

Table 4-6) Correlation coefficient of each paragraph of "Public Policy" and the total of this field

Paragraph	Pearson Correlation	Sig. (2-tailed)
Public policies include urban development policies	.532**	.000
Public policies include monetary and fiscal policies	.703**	.000
Public policies include urban development policies	.761**	.000
Public policies include urban development policies	.757**	.000
The organizational structure for public sector affects the nature and steps of decision making	.624**	.000
Public policies affect decisions related to the planning and development	.728**	.000
Public policies affect positively the structure of urban areas	.455**	.000
* correlation is significant at a level of 0.05 ** correlation is significant at a level of 0.01		

4) Internal Validity for "Using GIS"

Table (4-7) shows the correlation coefficient for each paragraph of the "Using Geographical Information Systems" and the total of the field. The p-values (Sig.) are less than (0.05), so the correlation coefficients of this field are significant at $\alpha = 0.05$, so ***all paragraphs of this field are consistent and valid to measure what it was designed for.***

Table (4-7) Correlation coefficient of each paragraph of "Using Geographical Information Systems" and the total of this field

Paragraph	Pearson Correlation	Sig. (2-tailed)
Municipality uses GIS in urban planning process	**.856****	**.000**
Municipality updates GIS's data bases periodically	**.824****	**.000**
Municipality provides the needed software and logistics	**.804****	**.000**
Municipality has a qualified employees in GIS	**.824****	**.000**
Municipality gives the convenient up-to-date training in GIS for employees	**.860****	**.000**
Utilizing GIS helps to improve the Integration between the competent institutions	**.571****	**.000**
Utilizing GIS leads to take better decisions related to urban development	**.575****	**.000**
* correlation is significant at a level of 0.05 ** correlation is significant at a level of 0.01		

5) Internal Validity for "Institutional Framework"

Table 4-8) shows the correlation coefficient for each paragraph of the "Institutional Framework" and the total of the field. The p-values (Sig.) are less than (0.05), so the correlation coefficients of this field are significant at $\alpha = 0.05$, so ***all paragraphs of this field are consistent and valid to measure what it was designed for.***

Table 4-8) Correlation coefficient of each paragraph of "Institutional Framework" and the total of this field

Paragraph	Pearson Correlation	Sig. (2-tailed)
The existing institutional framework includes all key players in urban planning field	.403**	.001
The existing institutional framework determines responsibilities for all players	.333**	.005
The existing institutional framework assesses the bases for decision making in urban planning field	.343**	.004
The existing institutional framework defines mechanisms for resolving conflicts	.274*	.023
The existing institutional framework supports an efficient decision making	.425**	.000
The existing institutional framework supports an effective decision making	.422**	.000
The existing institutional framework achieves harmony among national, regional and local urban plans	.330**	.006
* correlation is significant at a level of 0.05 ** correlation is significant at a level of 0.01		

6) Internal Validity for "Planners' Empowerment"

Table (4-9) shows the correlation coefficient for each paragraph of the "Planners' Empowerment "and the total of the field. The p-values (Sig.) are less than (0.05), so the correlation coefficients of this field are significant at $\alpha = 0.05$, so ***all paragraphs of this field are consistent and valid to measure what it was designed for.***

Table (4-9) Correlation coefficient of each paragraph of "Planners' Empowerment" and the total of this field

Paragraph	Pearson Correlation	Sig. (2-tailed)
Municipality recruits the qualified planners	.737**	.000
Municipality empowers planners & encourages them to take decisions	.784**	.000
Municipality promotes Organizational Learning	.806**	.000
Municipality utilizes the technology in order to empower planners	.772**	.000
Municipality introduces training and incentives to empower planners	.822**	.000
Municipality Empowerment system leads to raise the planners commitment towards their responsibilities	.799**	.000
Municipality Empowerment System leads to achieve TQM	.792**	.000
Municipality Empowerment system leads to raise the quality level of decision making	.701**	.000
* correlation is significant at a level of 0.05 ** correlation is significant at a level of 0.01		

7) Internal Validity for "Fiscal Planning"

Table (4-10) shows the correlation coefficient for each paragraph of the "Fiscal Planning" and the total of the field. The p-values (Sig.) are less than (0.05) , so the correlation coefficients of this field are significant at α = 0.05, so ***all paragraphs of this field are consistent and valid to measure what it was designed for***.

Table (4-10) Correlation coefficient of each paragraph of "Fiscal Planning" and the total of this field

Paragraph	Pearson Correlation	Sig. (2-tailed)
Municipality uses fiscal planning to allocate recourses needed to achieve goals	.719**	.000
Municipality uses budgets as an effective planning tool	.720**	.000
Municipality uses financial analysis as a successful planning tool	.730**	.000
Fiscal planning helps the municipality to utilize way financial recourses in an optimum	.689**	.000
Municipality seeks to provide financial reserves to avoid risk	.508**	.000
Municipality seeks to obtain the required funding from various resources	.580**	.000
Municipality shares employees in fiscal planning	.581**	.000
Fiscal planning helps the municipality to achieve goals and objectives	.659**	.000
Fiscal planning helps the municipality to connect decisions to goals and objectives	.698**	.000
Fiscal planning helps to control the implementation of the plan	.698**	.000
* correlation is significant at a level of 0.05 ** correlation is significant at a level of 0.01		

8) Internal Validity for "Land Management"

Table (4-11) shows the correlation coefficient for each paragraph of the "Land Management" and the total of the field. The p-values (Sig.) are less than (0.05), so the correlation coefficients of this field are significant at α = 0.05, so ***all paragraphs of this field are consistent and valid to measure what it was designed for***.

Table (4-11) Correlation coefficient of each paragraph of "Land Management" and the total of this field

Paragraph	Pearson Correlation	Sig. (2-tailed)
Land management in Gaza leads to allocate resources in a good manner	.757**	.000
Land management in Gaza leads to allocate lands to serve the development	.830**	.000
Land management in Gaza leads to allocate lands in consistency with regional and local plans	.815**	.000
Land management in Gaza committed to social goals	.860**	.000
Land management in Gaza committed to economic goals	.736**	.000
Land management in Gaza committed to environmental goals	.741**	.000
Land management in Gaza promotes land use efficiency	.807**	.000
The multiplicity of actors, which oversees the land in Gaza , affects negatively urban planning decisions	.387**	.001
* correlation is significant at a level of 0.05 ** correlation is significant at a level of 0.01		

9) Internal Validity for "Decision Making"

Table 4-12) shows the correlation coefficient for each paragraph of the "Decision Making" and the total of the field. The p-values (Sig.) are less than (0.05) , so the correlation coefficients of this field are significant at $\alpha = 0.05$, so ***all paragraphs of this field are consistent and valid to measure what it was designed for***.

Table 4-12) Correlation coefficient of each paragraph of "Decision Making" and the total of this field

Paragraph	Pearson Correlation	Sig. (2-tailed)
Municipality leads planning in all fields and at all levels	.714**	.000
Municipality prepares urban structure plans on scientific bases	.853**	.000
Municipality prepares urban detailed plans on scientific bases	.831**	.000
Municipality updates plans periodically	.693**	.000
Municipality preserves soft copies of the plans	.634**	.000
Municipality provides decision makers with hard copies of the plans	.575**	.000
* correlation is significant at a level of 0.05 ** correlation is significant at a level of 0.01		

10) Internal Validity for "Decision Making Bases"

Table (4-13) shows the correlation coefficient for each paragraph of the "Decision Making Bases" and the total of the field. The p-values (Sig.) are less than (0.05) , so the correlation coefficients of this field are significant at $\alpha = 0.05$, so ***all paragraphs of this field are consistent and valid to measure what it was designed for***.

Table (4-13) Correlation coefficient of each paragraph of "Decision Making Bases" and the total of this field

Paragraph	Pearson Correlation	Sig. (2-tailed)
Municipality's Decisions built on scientific bases	.835**	.000
Municipality's Decisions built on predicting output	.890**	.000
Municipality's Decisions built on a number of criteria	.677**	.000
Decision builds more than one alternative in order to exceed ambiguity	.805**	.000
* correlation is significant at a level of 0.05 ** correlation is significant at a level of 0.01		

11) Internal Validity for "Decision Making Techniques"

Table (4-14) shows the correlation coefficient for each paragraph of the " Decision Making Techniques " and the total of the field. The p-values (Sig.) are less than (0.05) , so the correlation coefficients of this field are significant at $\alpha = 0.05$, so ***all paragraphs of this field are consistent and valid to measure what it was set for***.

Table (4-14) Correlation coefficient of each paragraph of "Decision Making Techniques" and the total of this field

Paragraph	Pearson Correlation	Sig. (2-tailed)
Decisions made at high and med managerial levels	.627**	.000
Decisions made through negotiations with individuals or collations	.365**	.002
Decisions made on the base of leader/principal	.687**	.000
Decisions made by Delphi method	.671**	.000
Decisions made by Nominal Grouping method	.663**	.000
Decisions made on the base of Brainstorming	.299*	.013
Decisions made through Specialized Focus groups	.478**	.000
Qualified methods used to differentiate between alternatives	.508**	.000
Quantified methods used to differentiate between alternatives	.743**	.000
* correlation is significant at a level of 0.05 ** correlation is significant at a level of 0.01		

12) Internal Validity for "Decision Making Characteristics"

Table (4-15) shows the correlation coefficient for each paragraph of the "Decision Making Characteristics" and the total of the field. The p-values (Sig.) are less than (0.05) , so the correlation coefficients of this field are significant at $\alpha = 0.05$, so ***all paragraphs of this field are consistent and valid to measure what it was designed for***.

Table (4-15) Correlation coefficient of each paragraph of "Decision Making Characteristics" and the total of this field

Paragraph	Pearson Correlation	Sig. (2-tailed)
Municipality's decisions are non programmed	.498**	.000
Municipality's decisions strongly supported by managers	.835**	.000
Municipality's decisions focus on long-term results	854**	.000.
Municipality's decisions are convenient with municipality's plan and goals	.862**	.000
Municipality's decisions consider risks	.782**	.000
Municipality's decisions stand with criticism	.861**	.000
* correlation is significant at a level of 0.05 ** correlation is significant at a level of 0.01		

13) Internal Validity for "Decision Making Feedback"

Table shows (4-16) the correlation coefficient for each paragraph of the "Decision Making Feedback" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so ***all paragraphs of this field are consistent and valid to measure what it was designed for***.

Table (4-16) Correlation coefficient of each paragraph of "Decision Making Feedback" and the total of this field

Paragraph	Pearson Correlation	Sig. (2-tailed)
Decision maker uses the feedback to adjust the original decision	.891**	.000
Decision maker uses the feedback to develop better decisions in the future	.896**	.000
* correlation is significant at a level of 0.05 ** correlation is significant at a level of 0.01		

- ### Structure Validity of the Questionnaire

Structure validity is used to examine the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between each filed and all other fields of the questionnaire that have the same level of Likert Scale.

Table (4-17) Correlation coefficient of each field and the whole of questionnaire

Field	spearman Correlation	Sig. (2-tailed)
Regulatory Framework	.634**	.000
Stakeholders' Participation	.548**	.000
Public Policy	.432**	.000
Using GIS	.562**	.000
Institutional Framework	.817**	.000
Planners' Empowerment	.817**	.000
Fiscal Planning	.653**	..000
Land Management	.511**	.000
Decision Making	.691**	.000
* correlation is significant at a level of 0.05 ** correlation is significant at a level of 0.01		

Table (4-17) shows the correlation coefficient for each filed and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$. So all fields are valid to measure what it was designed for to achieve the main goal of the study.

4.4.5 Reliability of the Research

The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability (Golafshani, 2003). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability.

- **Cronbach's Coefficient Alpha**

This method is used to measure the reliability of the questionnaire between each field and the means of the whole fields of the questionnaire. Cronbach's Alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. A "high" value of alpha is often used as evidence that the items measure an underlying (or latent) construct (ucla.edu, 2012).

The normal value of Cronbach's coefficient alpha ranges between (0.0 and + 1.0) , and the higher values reflect a higher degree of internal consistency(Deeb, 2012). The Cronbach's coefficient alpha is calculated for each field of the questionnaire.

Table (4-18) shows the values of Cronbach's Alpha for each filed of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from (.856 and.891.) This range is considered high; the result ensures the reliability of each field of the questionnaire. ***Cronbach's Alpha equals*** .856 ***for the whole questionnaire which indicates very good reliability of the whole questionnaire.***

Table (4-18) Cronbach's Alpha for each filed of the questionnaire and the entire questionnaire

Field	Cronbach's Alpha Coefficient
Regulatory Framework	.874
Stakeholders' Participation	.879
Public Policy	.885
Using GIS	.891
Institutional Framework	.856
Planners' Empowerment	.856
Fiscal Planning	.874
Land Management	.887
Decision Making	.869
All Fields Together	.856

- **Split Half Method**

This method depends on finding Pearson correlation coefficient between the means of odd questions and even questions of each field of the questionnaire. Then, correcting the Pearson correlation coefficients can be done by using Spearman Brown correlation coefficient of correction (Deeb, 2012). As shown in (Table (4-19), all the corrected correlation coefficients values are between (0.0 and +1.0) and the significant (α) is less than (0.05), so all the corrected correlation coefficients are significant at α = 0.05. ***So all fields are consistent and valid to measure what it was designed for***.

Table (4-19) Split Half Method for each filed of the questionnaire and the entire questionnaire

Field	Correlation Coefficient	Spearman- Brown Correlation Coefficient
Regulatory Framework	.615	.874
Stakeholders' Participation	.528	.879
Public Policy	.428	.885
Using GIS	.447	.891
Institutional Framework	.819	.856
Planners' Empowerment	.819	.856
Fiscal Planning	.613	.874
Land Management	.435	.887
Decision Making	.697	.869
All Fields Together	0.782	0.878

Regarding to the former tests, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

Chapter Five:
Statistical Analysis

Chapter Five: Statistical Analysis

5.1 Hypothesis

The research evidence suggests the following hypotheses:

1. **There is a statistical significant effect of the** following factors **on** decision making in urban planning at Gaza LGUs **at 0.05 level:**

   a. There is a statistical significant effect of the Legal Framework **on** decision making in urban planning at Gaza LGUs **at 0.05 level.**
   b. There is a statistical significant effect of the Stakeholder's participation **on** decision making in urban planning at Gaza LGUs **at 0.05 level.**
   c. There is a statistical significant effect of the Public Policy **on** decision making in urban planning at Gaza LGUs **at 0.05 level.**
   d. **There is a statistical significant effect of** Using Geographic Information Systems **on** decision making in urban planning at Gaza LGUs **at 0.05 level.**
   e. There is a statistical significant effect of the Institutional Framework **on** decision making in urban planning at Gaza LGUs **at 0.05 level.**
   f. There is a statistical significant effect of the Planners' Empowerment **on** decision making in urban planning at Gaza LGUs **at 0.05 level.**
   g. There is a statistical significant effect of the Fiscal Planning **on** decision making in urban planning at Gaza LGUs **at 0.05 level.**
   h. **There is a statistical significant effect of the** Land Management **on** decision making in urban planning at Gaza LGUs **at 0.05 level.**

2. **There are significant differences among the respondents' answers regarding the impact of** Legal Framework, Stakeholders' participation, Public policy, using GIS, Institutional Framework, Planners' Empowerment, Fiscal Planning, and Land Management **on** Decision Making in urban planning at Gaza LGUs**, due to** personal traits and work place **at 0.05 level.**

5.2 Statistical Analysis Tools

5.2.1 Statistical Analysis Tools

The researcher would use data analysis both qualitative and quantitative data analysis methods. The Data analysis will be made utilizing (SPSS 18). The researcher would utilize the following statistical tools:

1. Kolmogorov-Smirnov test of normality.
2. Pearson correlation coefficient for Validity.
3. Cronbach's Alpha for Reliability Statistics.
4. Frequency and Descriptive Analysis.
5. Parametric Tests (One-sample T test, Independent Samples T-test, Analysis of Variance).
6. Linear regression.

5.2.2 Definitions:

The *One Sample T-test* is used to determine if the mean of a paragraph is significantly different from a hypothesized value 3 (Middle value of Likert scale).If the P-value (Sig.) is smaller than or equal to the level of significance, 0.05, and then the mean of a paragraph is significantly different from a hypothesized value (3). The sign of the test value indicates whether the mean is significantly greater or smaller than hypothesized value (3). On the other hand, if the P-value (Sig.) is greater than the level of significance, α=0.05, then the mean a paragraph is insignificantly different from a hypothesized value 3 (Deeb, 2012).

The *Independent Samples T-test* is used to examine if there is a statistical significant difference between two means among the respondents toward **regarding the impact of** Legal Framework, Stakeholders' participation, Public policy, using GIS, Institutional Framework, Planners' Empowerment, Fiscal Planning, and Land Management **on** Decision Making in urban planning at Gaza LGUs**, due to** personal characteristics (Deeb, 2012).

The *One- Way Analysis of Variance (ANOVA)* is used to examine if there is a statistical significant difference between several means among the respondents **regarding the impact of** Legal Framework, Stakeholders' participation, Public policy, using GIS, Institutional Framework, Planners' Empowerment, Fiscal Planning, and Land Management **on** Decision Making in urban planning at Gaza LGUs**, due to** personal characteristics.(Deeb, 2012).

5.3 Statistical Description of the Study population

5.3.1 Section one: Statistical Description of the personality Traits

- **Age Group**

Table(5-1) shows that 21.7% of the respondents are less than 30 years old, 36.2% of them are between the age (30 and 40) , and 27.5% are between the age (40 and 50) , and 14.5% are older than 50 years. Hence , the largest age group is between (30 and 40) which is characterized by the ability to utilize technology and having a good experience and an ability to update their knowledge and skills regarding new issues related to planning and GIS.

Table(5-1) : Age Group

Age Group	Frequency	Valid Percent
Less than 30	15	21.7
30-40	25	36.2
40-50	19	27.5
Greater than 50	10	14.5
Total	**69**	**100.0**

- **Gender**

Table (5-2) shows that the ratio of the male respondents is 81.2%, and the ratio of the female respondents is 18.8%. The ratio reflects the cultural forces, and the fact that the ratio of men who get opportunities to act in urban planning field especially in managerial positions is larger significantly than women.

Table (5-2) : Gender

Gender	Frequency	Valid Percent
Male	56	81.2
Female	13	18.8
Total	**69**	**100.0**

- **Educational Attainment**

Table (5-3) shows that the highest ratio of 73.9% of the respondents has bachelor degree, and 18.8% have a master degree. The fact that who are related to the field of urban planning relies on experience rather than on graduate studies to conduct their tasks and activities employees.

Table (5-3): Educational Attainment

Educational Attainment	Frequency	Valid Percent
Ph.D.	1	1.4
Master	13	18.8
Bachelor	51	73.9
Higher Diploma	1	1.4
Diploma	3	4.3
Total	**69**	**100.0**

- **Job Title**

Table (5-4) shows that14.5% of the respondents are Draftsmen, 26.1% are Engineers, 8.7% are Heads of Units, 24.6% are Heads of Departments, 11.6% are Directors, 10.1% are General Directors, and 1.4% are Advisors. The table shows that 49.3% of respondents are Draftsman and Engineers who are more involved, while Advisors &General Director forms only 11.5% and this due to the category of responsibilities and activities they hold up.

Table (5-4) : Job Title

Job Title	Frequency	Valid Percent
Advisor	1	1.4
General Director	7	10.1
Director	8	11.6
Head of Department	17	24.6
Head of Unit	6	8.7
Engineer	18	26.1
Draftsman	10	14.5
Municipal council's member	2	2.9
Total	**69**	**100.0**

- **Years of experience**

Table (5-5) shows that 29 % of the respondents have more than 15 years of experience, 26.1% with (10 to 15) years of experience, and 26.1% with (5-10) years of experience, 18.8% with less than 5 years of experience. The distribution is acceptable since 31.8% of the respondents have managerial positions where 29% have more than 15 years of experience and that confirms the importance of experience in urban planning field.

Table (5-5) : Years of Experience

Years of Experience	Frequency	Valid Percent
Less than 5 years	13	18.8
5-10	18	26.1
10-15	18	26.1
More than 15 years	20	29.0
Total	**69**	**100.0**

5.3.2 Section Two: Statistical Description of the Work Place Traits

- **Number of Employees**

Table 5-6) shows that number of urban planners ranges between (1-2) for small municipalities with C or D classification and from (5-10) for large municipalities with A or B classification, which is compatible with the number of served out population and the area covered by the municipality and the administrative position for the municipality.

Table 5-6) : Number of Employees

Municipality	Frequency	Valid Percent
Biet Hanon	1	1.4
Biet Lahia	2	2.9
Om-Annaser	1	1.4
Jabalia	2	2.9
Gaza	10	14.5
Az-zahra	2	2.9
Al-moghraqqa	2	2.9
Wadi Gaza	1	1.4
Al-msaddar	1	1.4
Wadi Al-Salqqa	1	1.4
An-Nusayrat	2	2.9
Al-Bureij	1	1.4
Dier Al-balah	5	7.2
Az-Zawayyda	1	1.4
Al-Maghazzi	2	2.9
Al-Qarara	3	4.3
Khan younis	5	7.2
Bani Sohaila	6	8.7
Abasan Alkabeera	1	1.4
AbasanAljadida	1	1.4
Khoza'a	1	1.4
Al-Fokhari	1	1.4
Rafah	6	8.7
Al-shokka	1	1.4
Al-Nasser	1	1.4

- **Having an Urban Structural Plan:**

The Table (5-7) shows that 62.3% of municipalities have a new prepared or modified urban structural plan within the latest 5 years, which is a good percentage , but need more concern from MLG and LGUs.

Table (5-7) : Having an Urban Structural Plan :

Having an Urban Structural Plan		Frequency	Valid Percent
Valid	Yes	43	62.3
	No	26	37.7
	Total	**69**	**100.0**

5.4 Statistical Analysis of the Study Fields

- **Analysis for each field**

5.4.1 Field of: The Availability of Legal Framework

Table (5-8) : Means and Test Values for "The Availability of Legal Framework"

	Item	Mean	Relative Mean	Sig. (2-tailed)	Test value	Rank
1.	The existence of written urban planning regulations control the urban planning process	3.94	0.788	.000	9.538	1
2.	Urban planning regulations characterized by scientific bases	3.55	0.71	.000	4.993	3
3.	Urban planning regulations are comprehensive	3.09	0.618	.477	.715	8
4.	Urban planning regulations are flexible	3.16	0.632	.200	1.294	6
5.	Urban planning regulations characterized by keeping pace	2.78	0.556	.121	-1.572-	10
6.	Urban planning regulations characterized by reviewing availability	3.14	0.628	.254	1.150	7
7.	Urban planning regulations characterized by appealing availability	3.52	0.704	.000	4.994	5
8.	Urban planning regulations lead to social justice	2.80	0.56	.094	-1.696-	9
9.	Urban planning regulation controls urban system	3.67	0.734	.000	5.565	2
10	Urban planning regulation supports decision making	3.55	0.71	.000	4.827	4
	All paragraphs of the field	**3.3203**	**0.66406**	**.000**	**4.440**	

Note: Paragraphs ranked according to the relative meanTable (5-8**) shows the following results:**

- The mean of the field _The availability of the regulatory framework for urban planning at LGUs_ in the system equals 3.3 (66.4%), Test-value = 4.44, and P-value=0.000 which is smaller than the level of significance (0.05). The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value (3), which means that **the legal framework for urban planning at LGUs is available with a good grade and affects the decision making process**.
- The mean of the paragraph#1_ the existence of written urban or town planning regulations control the urban planning process_, equals 3.94 (78.8%), Test value = 9.53, and P-value=0.000 which is smaller than the level of significance α= 0.05. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. This means that the respondents agreed to this paragraph.

- The relative mean of paragraphs #2, 9, 10, equal (71%, 73%, 72%), and P-values = 0.000, 0.000, 0.000 which are smaller than the level of significance α=0.05. Then, the means of those paragraphs are significantly different from the hypothesized value 3. This means that the respondents agreed to those paragraphs.
- The mean of paragraph #5_Urban planning regulations characterized by keeping pace_ equals 2.78 (55.6%), Test-value = -1.57, and P-value =.121which is greater than the level of significance (0.05). Then, the mean of this paragraph is insignificantly different from the hypothesized value (3). Which means that the respondents (do not know, neutral) to this paragraph.

5.4.2 Field of: The Availability of Stakeholders' participation

Table (5-9) : Means and Test Values for "The Availability of Stakeholders' participation"

	Item	Mean	Relative Mean	Sig. (2-tailed)	Test value	Rank
1.	Stakeholders' participation happens at data collection phase	3.28	0.656	.029	2.226	6
2.	Stakeholders' participation happens at alternative discussion phase	3.23	0.646	.048	2.013	7
3.	Stakeholders' participation happens at implementation phase	3.14	0.628	.261	1.135	9
4.	Stakeholders' participation happens at assessment phase	3.00	0.6	1.000	.000	12
5.	Media are used to activate the participation process	3.07	0.614	.608	.516	10
6.	Media contributes to activate the participation process	3.29	0.658	.030	2.217	5
7.	Consulting tools used to activate the participation process	3.19	0.638	.134	1.515	8
8.	All competent entities participate in planning process	3.06	0.612	.641	.469	11
9.	Stakeholders' participation helps to determine community priorities	3.86	0.772	.000	8.979	1
10	Stakeholders' participation helps to allocate financial resources in a way that direct the development process correctly	3.48	0.696	.000	3.728	4
11	Stakeholders' participation contributes to achieve social justice	3.59	0.718	.000	5.227	2
12	Stakeholders' participation raises the acceptance level for the targeted change	3.59	0.718	.000	4.776	3
	All paragraphs of the field	**3.3152**	**0.66304**	**.000**	**4.240**	

Table (5-9) **shows the following results:**

- The mean of the field _The availability of the Stakeholders' participation in urban planning process at LGUs_ in the system equals 3.3 (66.3%), Test-value = 4.24, and P-value=0.000 which is smaller than the level of significance 0.05. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3, which means that the **Stakeholders' participation in urban planning process at LGUs is available with a good grade and affects the decision making process**.
- The relative means of paragraphs #1, 2, 6, 10, 11, 12 equal (65%, 64%, 65%, 69%, 71.8%, 71.8%), and P-values = 0.029, 0.048, 0.030, 0.000, 0.000, 0.000, which are smaller than the level of significance (0.05). Then, the means of those paragraphs are significantly different from the hypothesized value (3). This means that the respondents agreed to those paragraphs.
- The mean of the paragraph #9_Stakeholders' participation helps to determine community priorities_ equals 3.86 (77.2%), Test value = 8.97, and P-value=0.000 which is smaller than the level of significance (0.05). The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value (3). This means that the respondents agreed to this paragraph.

5.4.3 Field of: The Availability of public policies

Table (5-10): Means and Test Values for "The Availability of Public Policies"

One-Sample Statistics						
	Item	**Mean**	**Relative Mean**	**Sig. (2-tailed)**	**Test value**	**Rank**
1.	Public policies include urban development policies	3.46	0.692	.000	3.99	3
2.	Public policies include monetary and fiscal policies	3.17	0.63	.128	1.53	6
3.	Public policies include urban development policies	3.10	0.62	.396	.85	7
4.	Public policies include urban development policies	3.36	0.67	.002	3.15	5
5.	The organizational structure for public sector affects the nature and steps of decision making	3.75	0.75	.000	7.24	2
6.	Public policies affect decisions related to the planning and development	3.83	0.77	.000	8.74	1
7.	Public policies affect positively the structure of urban areas	3.49	0.70	.000	4.81	4
	All paragraphs of the field	**3.45**	**0.69**	**.000**	**6.36**	

Table (5-10) shows the following results:

- The mean of the field _ the availability of public policies related to urban development_ in the system equals 3.45 (69.0%), Test-value = 6.36, and P-value=0.000 which is smaller than the level of significance (0.05). The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value (3) , which means that _ **Public policies related to urban development at Gaza LGUs are available with a good grade and affect the decision making process**.
- The relative means of paragraphs #1, 4, 5, 7 equal (69%, 67%, 75%, 70%), Test values= 3.99, 3.15, 7.42, 4.81and P-values = 0.000, 0.002, 0.000, 0.000, which are smaller than the level of significance (0.05). Then, the means of those paragraphs are significantly different from the hypothesized value (3). This means that the respondents agreed to those paragraphs.
- The mean of the paragraph#6_Public policies affect mainly decisions related to the planning and development_ equals 3.83 (77.0%), Test value = 8.74, and P-value=0.000 which is smaller than the level of significance (0.05). The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. This means that the respondents agreed to this paragraph.

5.4.4 Field of: Using Geographical Information Systems

Table (5-11): Means and Test Values for "The Using Geographical Information Systems"

One-Sample Statistics						
	Item	**Mean**	**Relative Mean**	**Sig. (2-tailed)**	**Test value**	**Rank**
1.	Municipality uses GIS in urban planning process	2.96	0.592	.772	-.291-	3
2.	Municipality updates GIS's data bases periodically	2.79	0.56	.172	-1.382-	4
3.	Municipality provided the needed software and logistics	2.56	0.51	.004	-3.027-	7
4.	Municipality has a qualified employees in GIS	2.56	0.51	.002	-3.197-	6
5.	Municipality gives the convenient up-to-date training in GIS for employees	2.57	0.51	.003	-3.129-	5
6.	Utilizing GIS helps to improve the Integration between the competent institutions	3.87	0.77	.000	6.397	2
7.	Utilizing GIS leads to better decisions related to urban development	3.93	0.79	.000	6.798	1
	All paragraphs of the field	**3.03**	**0.61**	**.757**	**.311**	

Table (5-11) **shows the following results:**

- The mean of the field _ Using Geographical Information Systems at Gaza LGUs _ in the system equals 3.03 (61.0%), Test-value = 0.311, and P-value=0.757 which is greater than the level of significance (0.05). the mean of this field is insignificantly different with the hypothesized value (3), which means that the respondents (do not know, neutral**) to the use of geographical information systems at Gaza LGUs**.
- The relative mean of the paragraph#6 (77.0%), Test value = 6.397, and P-value=0.000 which is smaller than the level of significance (0.05). The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value (3). This means that the respondents agreed to this paragraph.
- The mean of the paragraph#7 _The utilization of GIS in LGU leads to better decisions_ equals 3.93 (79.0%), Test value = 6.798, and P-value=0.000 which is smaller than the level of significance (0.05). The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value (3). This means that the respondents agreed to this paragraph.
- The mean of paragraphs #1, 2, equal 2.96, 2.79, (59.0%, 56%), Test-values = -0.291, -1.382, and P-values = 0.772, 0.172 which are greater than the level of significance (0.05). Then, the means of those paragraphs are insignificantly different from the hypothesized value (3). Which means that the respondents (do not know, neutral) to those paragraphs.

5.4.5 Field of: The Compatibility of the Institutional Framework

Table (5-12): Means and Test Values for "The Compatibility of the Institutional Framework"

One-Sample Statistics						
	Item	**Mean**	**Relative Mean**	**Sig. (2-tailed)**	**Test value**	**Rank**
1.	The existing institutional framework includes all key players in urban planning field	3.12	0.62	.328	.985	4
2.	The existing institutional framework determines responsibilities for all players	3.13	0.63	.236	1.196	3
3.	The existing institutional framework assesses the bases for decision making in urban planning field	3.14	0.63	.248	1.165	2
4.	The existing institutional framework defines mechanisms for resolving conflicts	2.91	0.58	.471	-.725-	5
5.	The existing institutional framework supports an efficient decision making	2.88	0.58	.350	-.942-	6
6.	The existing institutional framework supports an effective decision making	3.14	0.63	.228	1.217	1
7.	The existing institutional framework achieves harmony among national, regional and local urban plans	2.84	0.57	.241	-1.183-	7
	All paragraphs of the filed	**3.00**	**0.60**	**.970**	**.038**	

Table (5-12) shows the following results:

- The mean of the field _The compatibility of the institutional framework for urban planning process at LGUs_ in the system equals 3.00 (60.0%), Test-value = 0.970, and P-value=0.970 which is greater than the level of significance (0.05), so the mean of this field is insignificantly indifferent with the hypothesized value (3). Which means that the respondents (Do not know, neutral) to **_The compatibility of the institutional framework for urban planning process at LGUs_**.
- All paragraphs have P-values greater than the level of significance 0.05. Then, the means of those paragraphs are insignificantly different from the hypothesized value 3. Which means that the respondents (do not know, neutral) to those paragraphs.

5.4.6 Field of: The Availability of Planners' Empowerment

Table (5-13) Means and Test Values for "The Availability of Planners' Empowerment"

	One-Sample Statistics					
	Item	**Mean**	**Relative Mean**	**Sig. (2-tailed)**	**Test value**	**Rank**
1.	Municipality recruits the qualified planners	3.20	0.64	.154	1.440	2
2.	Municipality empowers planners & encourages them to take decisions	2.94	0.59	.666	-.434-	6
3.	Municipality promotes Organizational Learning	2.97	0.59	.810	-.241-	5
4.	Municipality utilizes the technology in order to empower planners	2.88	0.58	.313	-1.016-	4
5.	Municipality introduces training and incentives to empower planners	2.58	0.52	.000	-3.692-	7
6.	Municipality Empowerment system leads to raise the planners commitment towards their responsibilities	3.03	0.61	.810	.241	4
7.	Municipality Empowerment system leads to achieve TQM	3.09	0.62	.477	.715	3
8.	Municipality Empowerment system leads to raise the quality level of decision making	3.33	0.67	.010	2.666	1
	All paragraphs of the field	**3.0036**	**0.60**	**.970**	**.038**	

Table (5-13**) shows the following results:**

- The mean of the field _The availability of Planners' empowerment at Gaza LGUs_ in the system equals 3.0 (60%), Test-value =0.038, and P-value=0.970 which is smaller than the level of significance α=0.05, so the mean of this field is insignificantly different from the hypothesized value 3, which means that **Planners' empowerment at LGUs is not available with a good grade.**
- The mean of paragraph #8, equal 3.33 (67%), Test-values 2.666, and P-value = 0.666, 0.010 which is smaller than the level of significance α=0.05. Then, the mean of these paragraphs is significantly different from the hypothesized value 3. This means that the respondents agreed to this paragraph.
- The means of paragraph #2, 3, 4, equal 2.94, 2.97, 2.88 (59%, 59%, 58%), Test-values = -0.434, -0.241, -1.016, and P-values = 0.666, 0.81, 0.313 which are greater than the level of significance α=0.05. Then, the means of those paragraphs are insignificantly different from the hypothesized value 3. Which means that the respondents (do not know, neutral) to those paragraph.

5.4.7 Field of: The Availability of Fiscal Planning

Table (5-14) : Means and Test Values for "The Availability of Fiscal Planning"

	Item	Mean	Relative Mean	Sig. (2-tailed)	Test value	Rank
1.	Municipality uses fiscal planning to allocate recourses needed to achieve goals	3.01	0.60	.904	.121	8
2.	Municipality uses budgets as an effective planning tool	3.20	0.64	.094	1.696	6
3.	Municipality uses financial analysis as a successful planning tool	3.03	0.61	.788	.270	7
4.	Fiscal planning helps the municipality to utilize way financial recourses in an optimum	3.58	0.72	.000	5.932	1
5.	Municipality seeks to provide financial reserves to avoid risk	2.86	0.57	.254	-1.150-	9
6.	Municipality seeks to obtain the required funding from various resources	3.48	0.70	.000	4.187	5
7.	Municipality shares employees in fiscal planning	2.65	0.53	.001	-3.381-	10
8.	Fiscal planning helps the municipality to achieve goals and objectives	3.52	0.70	.000	3.966	4
9.	Fiscal planning helps the municipality to connect decisions to goals and objectives	3.55	0.71	.000	4.297	3
10.	Fiscal planning helps to control the implementation of the plan	3.58	0.72	.000	4.654	2
	All paragraphs of the field	**3.24**	**0.65**	**.002**	**3.197**	

Table (5-14**) shows the following results:**

- The mean of the field _The availability of fiscal planning _ in the system equals 3.24 (65%), Test-value = 3.19, and P-value=0.002 which is smaller than the level of significance α=0.05. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3, which means that **fiscal planning at LGUs is available with a good grade and affects the decision making process**.
- The mean of the paragraph#4 _ Fiscal planning helps the municipality to utilize way financial recourses in an optimum _ equals 3.58 (72%), Test value = 3.966, and P-value=0.000 which is smaller than the level of significance α=0.05. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value (3). This means that the respondents agreed to this paragraph.

5.4.8 Field of: The Compatibility of Land Management

Table (5-15) Means and Test Values for "The Compatibility of Land Management"

	Item	Mean	Relative Mean	Sig. (2-tailed)	Test value	Rank
1.	Land management in Gaza leads to allocate resources in a good manner	2.86	0.57	.278	-1.093-	2
2.	Land management in Gaza leads to allocate lands to serve the development	2.67	0.53	.016	-2.472-	8
3.	Land management in Gaza leads to allocate lands in consistency with regional and local plans	2.71	0.54	.028	-2.245-	5
4.	Land management in Gaza committed to social goals	2.67	0.53	.004	-2.964-	7
5.	Land management in Gaza committed to economic goals	2.80	0.56	.061	-1.906-	4
6.	Land management in Gaza committed to environmental goals	2.71	0.54	.010	-2.648-	6
7.	Land management in Gaza promotes land use efficiency	2.80	0.56	.075	-1.807-	3
8.	The existence of many administrative entities affects negatively urban planning decision making	3.84	0.77	.000	6.468	1
	All paragraphs of the field	**2.88**	**0.58**	**.185**	**-1.339-**	

Table (5-15) **shows the following results:**

- The mean of the field _The Compatibility of Land Management with urban development needs at LGUs_ in the system equals 2.66 (58%), Test-value = -1.33, and P-value=0.185 which is greater than the level of significance α=0.05, so the mean of this field is insignificantly different from the hypothesized value 3, which means that respondents (do not know, neutral) to **_Land Management Compatibility with urban development needs at LGUs_**.

- The means of paragraphs #1, 7, equal 2.86, 2.80 (57%, 56%), Test values= -1.093, -1.807, and P-values = 0.278, 0.075, which are greater than the level of significance α=0.05. Then, the means of those paragraphs are insignificantly different from the hypothesized value 3. Which means that the respondents (do not know, neutral) to those paragraphs.

- The mean of the paragraph _The existence of many administrative entities affects negatively urban planning decision making_ equals 3.84 (77%), Test value = 6.468, and P-value=0.000 which is smaller than the level of significance α=0.05. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. This means that the respondents agreed to this paragraph.

5.4.9 Field of: The Compatibility of Decision Making Process

Table 5-16) : Means and Test Values for "The Compatibility of Decision Making Process"

	Item	Mean	Relative Mean	Sig. (2-tailed)	Test value	Rank
1.	Municipality leads planning in all fields and at all levels	2.97	0.59	.818	-.231-	5
2.	Municipality prepares urban structure plans on scientific bases	3.45	0.69	.000	3.703	4
3.	Municipality prepares urban detailed plans on scientific bases	3.48	0.70	.000	4.057	3
4.	Municipality updates plans periodically	2.88	0.58	.356	-.929-	6
5.	Municipality preserves soft copies of the plans	3.93	0.79	.000	10.221	2
6.	Municipality provides decision makers with hard copies of the plans	3.93	0.79	.000	12.310	1
	All paragraphs of the field	**3.43**	**0.69**	**.000**	**5.513**	

Table 5-16) **shows the following results:**

- The mean of the field _The compatibility of decision making process_ in the system equals 3.43 (69%), Test-value = 5.5 and P-value=0.000 which is smaller than the level of significance α=0.05. The sign of the test is positive, so the mean of this field is significantly different from the hypothesized value 3, which means that respondents agreed to _ **the compatibility of decision making process**_.

- The mean of the paragraph#7 _ Municipality provides decision makers with hard copies of the plans _ equals 3.93 (79%), Test value = 12.310, and P-value=0.000 which is smaller than the level of significance α=0.05. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. This means that the respondents agreed to this paragraph.

- The means of paragraphs #1, 4, equal 2.97, 2.88 (59%, 58%), Test-values = -0.231, -0.929 and P-values = 0.818, 0.356, which are greater than the level of significance α=0.05. Then, the means of those paragraphs are insignificantly different from the hypothesized value 3. Which means that the respondents (do not know, neutral) to this paragraph.

5.4.10 Field of: The Compatibility of Decision Making Bases

Table (5-17) : Means and Test Values for "The Compatibility of Decision Making Bases"

Item	Mean	Relative Mean	Sig. (2-tailed)	Test value	Rank
Municipality's Decisions built on scientific bases	3.54	0.71	.000	4.946	1
Municipality's Decisions built on predicting output	3.35	0.67	.003	3.138	2
Municipality's Decisions built on a number of criteria	3.30	0.66	.007	2.771	4
Decision makers build more than one alternative in order to exceed ambiguity	3.32	0.66	.006	2.844	3
All paragraphs of the field	**3.37**	**0.68**	**.000**	**4.260**	

Table (5-17) **shows the following results:**

- The mean of the field _The compatibility of decision making bases_ in the system equals 3.37 (68%), Test-value = 4.26 and P-value=0.000 which is smaller than the level of significance α=0.05. The sign of the test is positive, so the mean of this field is significantly different from the hypothesized value 3, which means that respondents agreed to _ **the compatibility of decision making bases**_.

- The mean of paragraph#1_ Decision making in urban planning follows the scientific phases_ equals 3.54 (71%), Test value = 4.946, and P-value=0.000 which is smaller than the level of significance α=0.05. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. This means that the respondents agreed to this paragraph.

5.4.11 Field of: The Compatibility of Decision Making Techniques

Table (5-18) : Means and Test Values for "The Compatibility of Decision Making Techniques"

	Item	Mean	Relative Mean	Sig. (2-tailed)	Test value	Rank
1.	Decisions are made at high and mid managerial levels	3.41	0.68	.000	3.906	2
2.	Decisions are made through negotiations with individuals or collations	2.90	0.58	.366	-.910-	6
3.	Decisions are made on the base of leader/principal	3.45	0.69	.000	3.938	1
4.	Decisions are made by Delphi method	2.46	0.49	.000	-5.239-	9
5.	Decisions are made by Nominal grouping method	2.90	0.58	.366	-.910-	7
6.	Decisions are made on the base of Brainstorming	2.87	0.57	.244	-1.175-	8
7.	Decisions are made through Specialized Focus groups	3.16	0.63	.187	1.332	4
8.	Qualified methods used to differentiate between alternatives	3.25	0.65	.010	2.642	3
9.	Quantified methods used to differentiate between alternatives	3.07	0.61	.479	.712	5
	All paragraphs of the field	**3.0515**	**0.61**	**.394**	**.859**	

Table (5-18**) shows the following results:**

- The mean of the field _The availability of decision making techniques_ in the system equals 3.05 (61%), Test-value = 0.859 and P-value=0.394 which is greater than the level of significance α=0.05. The mean of this field is insignificantly different from the hypothesized value 3, which means that respondents are indifferent to _The availability of decision making bases_.

- The mean of the paragraph #1_ Decisions made on the base of leader/principal_ equals 3.45 (69%), Test value = 3.938, and P-value= 0.000 which is smaller than the level of significance α=0.05. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. This means that the respondents agreed to this paragraph.

5.4.12 Field of: The Compatibility of Decision Making Characteristics

Table (5-19) : Means and Test Values for "The Compatibility of Decision Making Characteristics"

	Item	Mean	Relative Mean	Sig. (2-tailed)	Test value	Rank
1.	Municipality's decisions are non-programmed	2.94	0.59	.590	-.542-	5
2.	Municipality's decisions strongly supported by managers	3.20	0.64	.085	1.749	3
3.	Municipality's decisions focus on long-term results	3.13	0.63	.321	1.001	4
4.	Municipality's decisions are convenient with municipality's plan and goals	3.43	0.69	.000	3.695	1
5.	Municipality's decisions consider risks	3.20	0.64	.085	1.749	3
6.	Municipality's decisions stand with criticism	3.27	0.65	.041	2.085	2
	All paragraphs of the field	**3.17**	**0.64**	**.058**	**1.927**	

Table (5-19) **shows the following results:**

- The mean of the field _The compatibility of decision making characteristics_ in the system equals 3.17 (64%), Test-value = 1.927 and P-value=0.058 which is greater than the level of significance α=0.05. The mean of this field is insignificantly different from the hypothesized value 3, which means that respondents are indifferent to _ **The compatibility of decision making characteristics** _.

- The mean of the paragraph#4_ Municipality's decisions are convenient with municipality's plan and goals_ equals 3.43 (69%), Test value = 3.695, and P-value=0.000 which is smaller than the level of significance α=0.05. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. This means that the respondents agreed to this paragraph.

- The mean of paragraph #1_decisions at LGU are not programmed_ equals 2.94, (59%), Test-value = -0.542, and P-value = 0.590, which is greater than the level of significance α=0.05. Then, the mean of this paragraph is insignificantly different from the hypothesized value 3. Which means that the respondents (do not know, neutral) to this paragraph.

5.4.13 Field of: The Availability of Feedback

Table (5-20) : Means and Test Values for "The Compatibility of Feedback"

	Item	Mean	Relative Mean	Sig. (2-tailed)	Test value	Rank
1.	Decision maker uses the feedback to adjust the original decision	3.38	0.67	.001	3.327	2
2.	Decision maker uses the feedback to develop better decisions in the future	3.51	0.70	.000	4.369	1
	All paragraphs of the field	**3.44**	**0.69**	**.000**	**4.314**	

Table (5-20) **shows the following results:**

- The mean of the field _The availability of feedback_ in the system equals 3.44 (69%), Test-value = 4.314 and P-value=0.000 which is smaller than the level of significance α=0.05. The mean of this field is significantly different from the hypothesized value 3, which means that respondents are agreed to **_The availability of feedback _**.
- The mean of the paragraph _ Decision maker uses the feedback to develop better decisions in the future _ equals 3.51 (70%), Test value = 4.369, and P-value=0.000 which is smaller than the level of significance α=0.05. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. This means that the respondents agreed to this paragraph.

5.5 Research Hypothesis

5.5.1 The First Hypothesis

1. **There is a statistical significant effect of the "Legal Framework" on "decision making in urban planning at LGUs" at 0.05 level.**

We use linear regression and obtain the following results:

R Square = 0.228, this means 22.8% of the variation in the _decision making in urban planning at LGUs_ is explained by "regulatory framework validity".

Table (5-21) ANOVA for Regression

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.989	1	4.989	19.822	.000[a]
	Residual	16.862	67	.252		
	Total	**21.850**	**68**			

Table (5-21) : F= 19.822, & P-values (Sig.)= 0.000, indicates that there is a significant relation between the independent variable " regulatory framework " & dependent variable "decision making in urban planning", and the regression model is good.

The regression equation is:

Decision making in urban planning **= 1.797 + 0.452* (**regulatory framework validity**)**

Table (5-22) : The Regression Coefficients

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.797	.342		5.246	.000
	Legal Framework	.452	.102	.478	4.452	.000
a. Dependent Variable: Decision making						

2. **There is a statistical significant effect of the "Stakeholders' participation" on "decision making in urban planning at LGUs" at 0.05 level.**

We use linear regression and obtain the following results:

R Square = 0.119, this means 11.9% of the variation in the _decision making in urban planning_ at LGUs is explained by "Stakeholders' **participation** ".

Table (5-23) ANOVA for Regression

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.591	1	2.591	9.013	.004[a]
	Residual	19.259	67	.287		
	Total	**21.850**	**68**			

Table (5-23) : F= 9.013, & P-values (Sig.)= 0.004, indicates that there is a significant relation between the independent variable " **Stakeholders' participation** " & dependent variable "decision making in urban planning", and the regression model is good.

The regression equation is:

Decision making in urban planning **= 2.250 + 0.316* (Stakeholders' participation)**

Table 5-24) : The Regression Coefficients

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	2.250	.355		6.338	.000
	Stakeholders' Participation	.316	.105	.344	3.002	.004
a. Dependent Variable: Decision Making						

3. There is a statistical significant effect of the "Public Policy" on "decision making in urban planning at LGUs" at 0.05 level

We use linear regression and obtain the following results:

R Square = 0.169, this means 16.9% of the variation in the _decision making in urban planning at LGUs_ is explained by "**Public Policy Compatibility**".

Table (5-25) ANOVA for Regression

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.694	1	3.694	13.631	.000[a]
	Residual	18.156	67	.271		
	Total	**21.850**	**68**			

Table (5-25): F= 13.631, & P-values (Sig.)= 0.000, indicates that there is a significant relation between the independent variable " **Public Policy** " & dependent variable "decision making in urban planning", and the regression model is good.

The regression equation is:

Decision making in urban planning **= 1.938 + 0.394* (Public Policy Compatibility)**

Table (5-26) : The Regression Coefficients

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	1.938	.374		5.189	.000
	Public Policy	.394	.107	.411	3.692	.000
a. Dependent Variable: Decision Making						

4. There is a statistical significant effect of the "Using GIS" on "decision making in urban planning at LGUs" at 0.05 level.

We use linear regression and obtain the following results:

R Square = 0.095, this means 9.5% of the variation in the _decision making in urban planning at LGUs_ is explained by "Using **GIS** ".

Table (5-27) : ANOVA for Regression

ANOVA						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	2.078	1	2.078	6.938	.011[a]
	Residual	19.770	66	.300		
	Total	**21.848**	**67**			

Table (5-27) : F= 6.938, & P-values (Sig.)= 0.011, indicates that there is a significant relation between the independent variable " **Using GIS** " & dependent variable "decision making in urban planning", and the regression model is good.

The regression equation is:

Decision making in urban planning **= 2.699 + 0.198* (Using GIS)**

Table (5-28): The Regression Coefficients

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	2.699	.237		11.385	.000
	Using GIS	.198	.075	.308	2.634	.011
a. Dependent Variable: Decision Making						

5. **There is a statistical significant effect of the "Institutional Framework compatibility" on "decision making in urban planning at LGUs" at 0.05 level.**

We use linear regression and obtain the following results:

R Square = 0.363, this means 36.3% of the variation in the _decision making in urban planning at LGUs_ is explained by "Institutional **Framework Compatibility**".

Table (5-29) : ANOVA for Regression

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.928	1	7.928	38.155	.000[a]
	Residual	13.922	67	.208		
	Total	**21.850**	**68**			

Table (5-29): F= 38.155, & P-values (Sig.)= 0.000, indicates that there is a significant relation between the independent variable " **Institutional Framework**" & dependent variable "decision making in urban planning", and the regression model is good.

The regression equation is:

Decision making in urban planning **= 2.010 + 0.429* (Institutional Framework Compatibility)**

Table (5-30): The Regression Coefficients

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	t	Sig.
		B	**Std. Error**	**Beta**		
1	(Constant)	2.010	.216		9.328	.000
	Institutional Framework	.429	.069	.602	6.177	.000
a. Dependent Variable: Decision Making						

6. There is a statistical significant effect of the "Planners' Empowerment" on "decision making in urban planning at LGUs" at 0.05 level.

We use linear regression and obtain the following results:

R Square = 0.363, this means 36.3% of the variation in the _decision making in urban planning at LGUs_ is explained by "Planners' **Empowerment**"

Table (5-31): ANOVA for Regression

ANOVA						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	7.928	1	7.928	38.155	.000[a]
	Residual	13.922	67	.208		
	Total	**21.850**	**68**			

Table (5-31): F= 38.155, & P-values (Sig.)= 0.000, indicates that there is a significant relation between the independent variable " **Planners' Empowerment** " & dependent variable "decision making in urban planning", and the regression model is good.

The regression equation is:

Decision making in urban planning **= 2.010 + 0.429* (Planners' Empowerment).**

Table 5-32): The Regression Coefficients

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.010	.216		9.328	.000
	Planners' Empowerment	.429	.069	.602	6.177	.000
a. Dependent Variable: Decision Making						

7. There is a statistical significant effect of the "Fiscal Planning" on "decision making in urban planning at LGUs" at 0.05 level.

We use linear regression and obtain the following results:

R Square = 0.304, this means 30.4% of the variation in the _decision making in urban planning at LGUs_ is explained by "**Fiscal Planning**".

Table 5-33): ANOVA for Regression

ANOVA						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	6.640	1	6.640	29.252	.000[a]
	Residual	15.210	67	.227		
	Total	**21.850**	**68**			

Table 5-33): F= 29.252, & P-values (Sig.)= 0.000, indicates that there is a significant relation between the independent variable " **Fiscal Planning** " & dependent variable "decision making in urban planning", and the regression model is good.

The regression equation is:

Decision making in urban planning **= 1.713 + 0.488* (Fiscal Planning)**

Table (5-34): The Regression Coefficients

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.713	.299		5.738	.000
	Fiscal Planning	.488	.090	.551	5.409	.000
a. Dependent Variable: Decision Making						

8. There is a statistical significant effect of the "Land Management" on "decision making in urban planning at LGUs" at 0.05 level.

We use linear regression and obtain the following results:

R Square = 0.215, this means 21.5% of the variation in the _decision making in urban planning at LGUs_ is explained by "**Land Management**".

Table 5-35) : ANOVA for Regression

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.705	1	4.705	18.387	.000[a]
	Residual	17.145	67	.256		
	Total	**21.850**	**68**			

Table 5-35): F= 18.387, & P-values (Sig.)= 0.000, indicates that there is a significant relation between the independent variable " **Land Management** " & dependent variable "decision making in urban planning", and the regression model is good.

The regression equation is:

Decision making in urban planning **= 2.276 + 0.355* (Land Management).**

Table (5-36): The Regression Coefficients

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.276	.246		9.259	.000
	Land Management	.355	.083	.464	4.288	.000
a. Dependent Variable: Decision Making						

9. Stepwise Multiple Regressions:

- **There is a statistical significant effect of the "Legal Framework, Stakeholders' participation, Public policy, using GIS, Planners' Empowerment, Fiscal Planning, Institutional Framework, Land Management" on "decision making in urban planning at LGUs" at 0.05 level.**

We use Stepwise regression and obtain the following results:

Table (5-37) : The Variables Entered the Model

Model	Variables Entered
1	Institutional Framework
2	Fiscal Planning
3	Land Management

This Table (5-37) tells that: "Institutional Framework" is the single best predictor (step 1), and "Fiscal Planning" is the next best predictor (added the most), after "Institutional Framework" (step 2), and "Land Management" is the next predictor (added the most), after "Fiscal Planning" (step 3).

Table (5-38) : The R Square Values

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.604	.365	.355	.45860
2	.662	.438	.420	.43472
3	.692	.478	.454	.42204

Here are the R-squares. With "Institutional Framework" alone (step 1), 36.5% of the variance was accounted for. With both "Institutional Framework" and "Fiscal planning" (step 2), 43.4% of the variance was accounted for. With all "Institutional Framework", "Fiscal Planning" (step 2), and "Land Management" (step 3) 47.8% of the variance was accounted for. This means that 47.8% of the variation in the _decision making in urban planning at LGUs_ is explained by "the former three factors", and the rest refers to other factors, not included in the research.

Table (5-39) : The F-test and P values:

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.968	1	7.968	37.885	.000
	Residual	13.881	66	.210		
	Total	21.848	67			
2	Regression	9.564	2	4.782	25.305	.000
	Residual	12.284	65	.189		
	Total	21.848	67			
3	Regression	10.449	3	3.483	19.554	.000
	Residual	11.399	64	.178		
	Total	21.848	67			

This Table (5-39) now gives *F*-tests, one for each step of the procedure. The three steps have overall significant results (p =.000) for "Institutional Framework" alone, (p =.000) for "Institutional Framework" and "Fiscal Planning", and (p =.000) for "Institutional Framework", "Fiscal Planning", and "Land Management").

The most influential factor on decision making in urban planning is "Institutional Framework" which refers to the interventions between municipalities and other competent institutions in urban planning, which affect greatly the decision making process, and required to be reviewed as proposed by the researcher in chapter six.

The second factor that affects mostly the decision making is "Fiscal Planning", where municipalities suffers a lot from the deficiency of financial resources because of unstable economic situation and their dependency on donations which linked to the political hard situation.

The third factor that affects mostly the decision making is "Land Management", where municipalities face many problems because of the deficiency of land needed to achieve urban development, the existence of many entities which administrate lands in Gaza Strip, the limitation of public governmental lands where 63.9% of Gaza Strip's lands is private.

Table (5-40) : The Regression Coefficients

Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	Std. Error	Beta		
1	(Constant)	2.008	.217		9.258	.000
	Institutional Framework	.430	.070	.604	6.155	.000
2	(Constant)	1.455	.280		5.191	.000
	Institutional Framework	.308	.078	.432	3.925	.000
	Fiscal Planning	.284	.098	.320	2.907	.005
3	(Constant)	1.250	.287		4.353	.000
	Institutional Framework	.277	.077	.389	3.578	.001
	Fiscal Planning	.223	.099	.252	2.267	.027
	Land Management	.171	.077	.224	2.228	.029

This Table (5-40) gives beta coefficients which help to construct the regression equation.

The equation would be:

Predicted Decision Making in Urban Planning = 1.250 +.277(Institutional Framework) +.223(Fiscal Planning)+.171 (Land Management).

Table (5-41): The Excluded Variables

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Legal Framework	.205	1.752	.084	.212	.685
	Stakeholders' Participation	.071	.635	.527	.079	.769
	Public Policy	.277	2.869	.006	.335	.931
	Using GIS	.039	.350	.727	.043	.789
	Planners' Empowerment	.	.	.	.	.000
	Fiscal Planning	.320	2.907	.005	.339	.713
	Land Management	.287	2.875	.005	.336	.873
2	Legal Framework	.160	1.419	.161	.175	.670
	Stakeholders' Participation	-.020-	-.180-	.858	-.022-	.704
	Public Policy	.212	2.159	.035	.261	.848
	Using GIS	.090	.847	.400	.105	.768
	Planners' Empowerment	.	.	.	.	.000
	Land Management	.224	2.228	.029	.268	.807
3	Legal Framework	.190	1.740	.087	.214	.661
	Stakeholders' Participation	-.013-	-.119-	.906	-.015-	.703
	Public Policy	.166	1.660	.102	.205	.790
	Using GIS	.091	.880	.382	.110	.768
	Planners' Empowerment	.	.	.	.	.000

Table (5-41 ("Variables Excluded from the Equation") the table just lists the variables that aren't included in the model at each step.

5.5.2 The second hypothesis:

There are significant differences among the respondents' answers regarding the impact of Legal Framework, Stakeholders' participation, Public policy, using GIS, Institutional Framework, Planners' Empowerment, Fiscal Planning, and Land Management on Decision Making in urban planning at Gaza LGUs, due to the individual characteristics.

1- There are significant differences among the respondents' answers regarding the impact Legal Framework, Stakeholders' participation, Public policy, using GIS, Institutional

Framework, Planners' Empowerment, Fiscal Planning, and Land Management **on** Decision Making in urban planning at Gaza LGUs**, due to gender.**

Table 5-42) shows that the p-value (Sig.) for all fields together is smaller than the level of significance α= 0.05 for each field, then , there is significant difference in respondents' answers toward each field due to gender. It is concluded that the characteristic of the respondent's gender has an effect on each field.

The results reveal that gender responses, which have an effect on the respondents' views may be because women do not share field works and mangers do not nominate them to represent their municipality in committees such as: Central Committee for Buildings and Town Planning.

Table 5-42): Independent Samples T-Test of the fields and their p-values for Gender

Field	Test value	Sig. (2-tailed)
Legal Framework	2.142	.036
Stakeholders' Participation	.172	.864
Public Policy	.388	.699
Using GIS	.702	.485
Institutional Framework	1.531	.131
Planners' Empowerment	1.531	.131
Fiscal Planning	1.862	.067
Land Management	.701	.486
Decision Making	2.399	.019
all fields together	**2.015**	**.048**

2- There are significant differences among the respondents' answers regarding the impact of Legal Framework, Stakeholders' participation, Public policy, using GIS, Institutional Framework, Planners' Empowerment, Fiscal Planning, and Land Management **on** Decision Making in urban planning at Gaza LGUs**, due to Age.**

Table (5-43) shows that the p-value (Sig.) is greater than the level of significance α= 0.05 for the other fields, then there is insignificant difference in respondents' answers toward these fields due to Age. It is concluded that there is no relation between the characteristic of the Age and the respondents' views.

The results reveal that Age responses have no effect on the respondents' views as they have the same work conditions.

Table (5-43): ANOVA test of the fields and their p-values for Age

Field	Test Value	p-values
Legal Framework	1.174	.327
Stakeholders' Participation	1.578	.203
Public Policy	1.512	.220
Using GIS	.498	.685
Institutional Framework	1.102	.355
Planners' Empowerment	1.102	.355
Fiscal Planning	1.741	.167
Land Management	1.222	.309
Decision Making	.913	.440
all fields together	**1.668**	**.183**

3- There are significant differences among the respondents' answers regarding the impact of Legal Framework, Stakeholders' participation, Public policy, using GIS, Institutional Framework, Planners' Empowerment, Fiscal Planning, and Land Management **on** Decision Making in urban planning at Gaza LGUs**, due to Qualifications.**

Table (5-44) shows that the p-value (Sig.) is for the all fields together are smaller than the level of significance α= 0.05 for each field, then there is significant difference in respondents' answers due to Qualifications. It is concluded that the characteristic of the respondents Qualifications has an effect where Qualifications satisfy the role of training, and increases knowledge and skills.

Table (5-44): ANOVA test of the fields and their p-values for Qualifications

Field	Test Value	p-values
Legal Framework	1.478	.219
Stakeholders' Participation	2.375	.061
Public Policy	2.202	.079
Using GIS	.962	.435
Institutional Framework	2.586	.045
Planners' Empowerment	2.586	.045
Fiscal Planning	1.815	.137
Land Management	3.235	.018
Decision Making	4.470	.003
All fields together	**3.870**	**.007**

4- There are significant differences among the respondents' answers regarding the impact of Legal Framework, Stakeholders' participation, Public policy, using GIS, Institutional Framework, Planners' Empowerment, Fiscal Planning, and Land Management **on** Decision Making in urban planning at Gaza LGUs**, due to Years of Experience.**

Table (5-45) shows that the p-value (Sig.) is greater than the level of significance α= 0.05 for the fields, then these is insignificant difference in respondents' answers due to years of experience. It is concluded that the characteristic of the years of experience has no effect on the respondents' views, due to the same work conditions, high qualifications , where 95.7% of them have Bachelor degree or higher, and the good role of managers to transfer knowledge and experience to the new employees.

Table (5-45) : ANOVA test of the fields and their p-values for years of experience

Field	Test Value	p-values
Legal Framework	1.823	.152
Stakeholders' Participation	.263	.852
Public Policy	1.259	.296
Using GIS	1.739	.168
Institutional Framework	1.184	.323
Planners' Empowerment	1.184	.323
Fiscal Planning	.736	.534
Land Management	.780	.509
Decision Making	.226	.878
All fields together	**.760**	**.521**

5- There are significant differences among the respondents' answers regarding the impact of Legal Framework, Stakeholders' participation, Public policy, using GIS, Institutional Framework, Planners' Empowerment, Fiscal Planning, and Land Management **on** Decision Making in urban planning at Gaza LGUs**, due to Job Title.**

Table (5-46) shows that the p-value (Sig.) is greater than the level of significance α= 0.05 for each field, then there is insignificant difference in respondents' answers toward each field due to Job Title. It is concluded that there is no relation between the characteristic of the respondents Job Title and the respondents' views.

The results reveal that the respondents Job Title have no effect on each field as the staff has same work conditions.

Table (5-46): ANOVA test of the fields and their p-values for Job title

Field	Test Value	p-values
Regulatory Framework	.541	.800
Stakeholders' Participation	2.072	.060
Public Policy	.552	.791
Using GIS	.437	.875
Institutional Framework	.923	.495
Planners' Empowerment	.923	.495
Fiscal Planning	1.392	.225
Land Management	.601	.752
Decision Making	.728	.649
All fields together	**.732**	**.646**

6- There are significant differences among the respondents' answers regarding the impact of Legal Framework, Stakeholders' participation, Public policy, using GIS, Institutional Framework, Planners' Empowerment, Fiscal Planning, and Land Management **on** Decision Making in urban planning at Gaza LGUs**, due to Municipality (Work Place).**

Table (5-47) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for each field, then there is significant difference in respondents' answers toward each field due to **(work place)** municipality. It is concluded that the characteristic of the respondents differs due to **(work place)** municipality that has an effect on their responses to each field.

The results reveal that the respondents' **work place** has an effect on each field as there are substantial differences due to technology utilization, planners' empowerment by training and physical and emotional incentives from the top management.

Table (5-47): ANOVA test of the fields and their p-values for work place

Field	Test Value	p-values
Regulatory Framework	1.944	.027
Stakeholders' Participation	2.403	.006
Public Policy	3.029	.001
Using GIS	4.279	.000
Institutional Framework	3.122	.001
Planners' Empowerment	3.122	.001
Fiscal Planning	2.024	.020
Land Management	2.095	.016
Decision Making	3.494	.000
All fields together	**3.867**	**.000**

5.6 Interview analysis

Interviews were conducted with the minister and deputy assistant of MLG, the head and secretary of Central Committee for Buildings and Planning, and a number of Mayors. Here is the analysis of the interviews data:

5.6.1 Urban Planning and Decision Making Process' Characteristics, and Feedback

Table (5-48) : The Means of Interviewees' Answers Towards Decision Making in Urban Planning Aspects:

Paragraph	Mean
Does the municipality have a structural plan which prepared or adjusted within the last five years?	.83
Does the decision maker have soft copies of the urban plans?	1.00
Decisions made within high and mid management levels only.	.50
Decisions characterized by a strong managerial support.	.50
Decisions characterized by concerning long-term results.	.66
Decisions characterized by complying with Municipality plan and goals.	1.00
Decision Maker benefited from feedback in adjusting the original decision.	.83
Decision Maker benefited from feedback to develop better decisions in future.	.83

With (0.83) relative mean, the interviewees agreed that "the municipality has a structural plan which prepared or adjusted within the last five years" where the respondents to the questionnaire agreed to this question with (62.5) relative mean.

With (1.00) relative mean, the interviewees agreed that "the decision maker has soft copies of the urban plans" where the respondents to the questionnaire agreed to this paragraph with (0.79) relative mean.

With (0.50) relative mean, the interviewees agreed that "Decisions made within high and mid management levels only" where the respondents to the questionnaire agreed to this paragraph with (0.68) relative mean.

With (0.50) relative mean, the interviewees agreed that "Decisions characterized by a strong managerial support" where the respondents to the questionnaire agreed to this paragraph with (0.64) relative mean.

With (0.66) relative mean, the interviewees agreed that "Decisions characterized by concerning long-term results" where the respondents to the questionnaire agreed to this paragraph with (0.63) relative mean.

With (1.00) relative mean, the interviewees agreed that "Decisions characterized by complying with Municipality plan and goals" where the respondents to the questionnaire agreed to this paragraph with (0.69) relative mean.

With (0.83) relative mean, the interviewees agreed that "Decision Maker benefited from feedback in adjusting the original decision" where the respondents to the questionnaire agreed to this paragraph with (0.67) relative mean.

With (0.83) relative mean, the interviewees agreed that "Decision Maker benefited from feedback to develop better decisions in future" where the respondents to the questionnaire agreed to this paragraph with (0.70) relative mean.

It is clear from the results above that there are some differences between the views of the Interviewees and the views of the respondents to the questionnaire, these differences may refer to the fact that the high management has an overall picture, whereas employees have a detailed one.

5.6.2 The Influential Factors of Decision Making in Urban Planning

Table 5-49): Ranks of factors influenced decision making in urban planning according to the Interviewees

The Factors	Mean	Rank
Legal framework	6.8333	2
Stakeholders' Participation	3.1667	6
Public Policy	5.8333	3
Using GIS	1.8333	8
Institutional framework	7.0000	1
Planners' Empowerment	4.5000	4
Fiscal Planning	2.6667	7
Land Management	4.1667	5

Table 5-49) indicates that interviewees emphasizes that the most influential factor on decision making in urban planning is "Institutional Framework" which matches with the view of the respondents to the questionnaire, and that emphasizes on the importance of this factor, so the researcher proposed remedial measurements for "Institutional Framework" in the proposed model at chapter six.

5.6.3 Remedial Measurements proposed for the Institutional Framework

Table (5-50): Frequency & Percentages of solutions proposed to adjust the Institutional Framework :

The Proposed solutions	Frequency	Valid Percent
Expanding and activating Local Government Directorates	2	33.3
Activating local districts' committees	1	16.7
Both of the first and second solutions	1	16.7
Reviewing urban structural plans periodically	2	33.3
Total	**6**	**100.0**

33.3% of interviewees agreed with "Expanding and activating Local Government Directorates" as a solution to adjust the Institutional Framework, 16.7% of interviewees agreed with "Activating Local districts' committees", 16.7% of interviewees agreed with "Both of the first and second solutions", and 33.3% of interviewees agreed with "Reviewing urban structural plans periodically" as a solution to adjust the Institutional Framework.

5.6.4 View toward the proposed steps to improve decision making process

Table (5-51): Frequency & Percentages of Interviewees' view toward the proposed steps to improve decision making process :

Interviewees' view	Frequency	Valid Percent
agree	4	66.7
strongly agree	2	33.3
Total	**6**	**100.0**

66.7% of interviewees agreed strongly with the following steps for decision making process "the problem is needed to be defined in a good manner, requirements should be assessed clearly, goals and criteria would be put, alternatives needed to be identified, criteria should be defined, a decision making tool would be selected carefully, alternatives must be evaluated against criteria and finally solutions should be validated against problem statement" in order to improve decision making process, and 33.3% of interviewees agreed with the proceeding steps to improve decision making process.

Chapter six
Proposed Model for Decision Making Process for Urban Planning In Gaza Strip

Chapter six: Proposed Model for Decision Making Process for Urban Planning in Gaza Strip

After reviewing, analyzing, and evaluating the existing system which reflects some gaps and deficiencies and needs some remedial measures, a model for Decision Making Process in Urban Planning in Gaza Strip has been proposed. The model added to the scientific well-known steps of decision making, some remedial measures for the institutional framework of urban planning in Gaza Strip.

6.1 Model Justification:

Based on the research's results, the literature review, interviews with experts and Mayors, a proposed model has been built to improve decision making process through institutional framework's and decision making methods, techniques, and procedures' corrective actions. The sense and significance of this model are highlighted through the following:

1. The need to surpass the problems resulted from responsibilities' intervention and intersection, through the determination of relations, responsibilities and mandates for every relevant entity.
2. To highlight basic and secondary components of decision making process, which facilitate urban planning development and advancement
3. To organize decision making process, according to scientific and practical bases, and reduce any disorders that might take place through the execution.

6.2 Model Description:

Decision making process includes outside measures and inside process, as illustrated in (Figure (6-1). The outside arrangements include all parts involved in the planning process, the legal framework leading the planning process, and the rules and resposibilities of different stakeholders MLG, private sector, community as individuals or colations. It also includes the different kinds of infrastructure facilities (technical, economic, social and environmental) and the obtainable financial resources at the local level.Whereas, the inside process represented in decision making techniques that determines the model used, criteria needed to choose among various alternatives, and decision making tools.

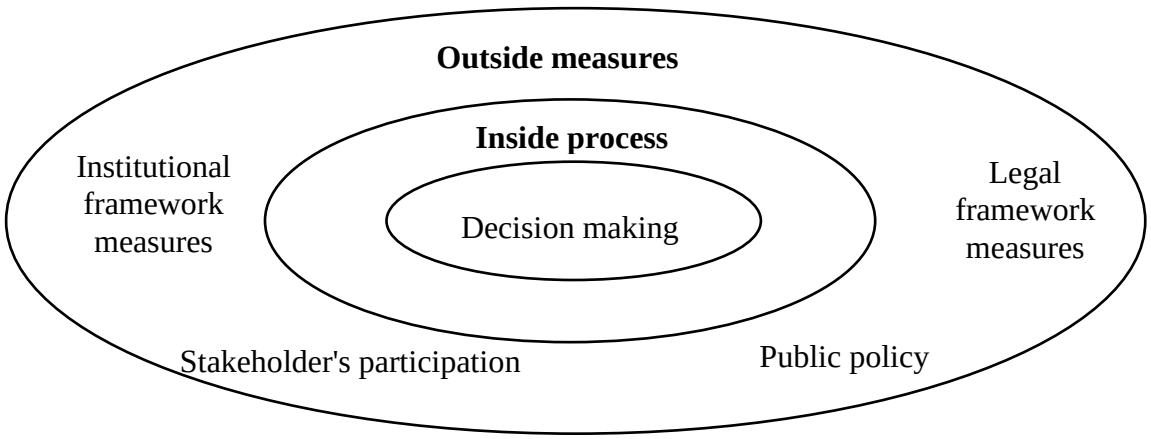


Figure (6-1) Framework of the Proposed Model
(Source: articulated by the researcher, 2013)

Methodoligical, approach (model) for decision making process in urban planning in Gaza Strip, consists of three main circular components (steps) , which are clarified in details in the following:

1. Institutional Framework measures.
2. Decision making Process :This step consists of eight activities which are: problem definition, requirements determination, goals establishment, alternatives identification, evaluation' criteria development, decision making tool selection, applying the tool, checking results with problem statement.
3. Monitoring and Feedback.

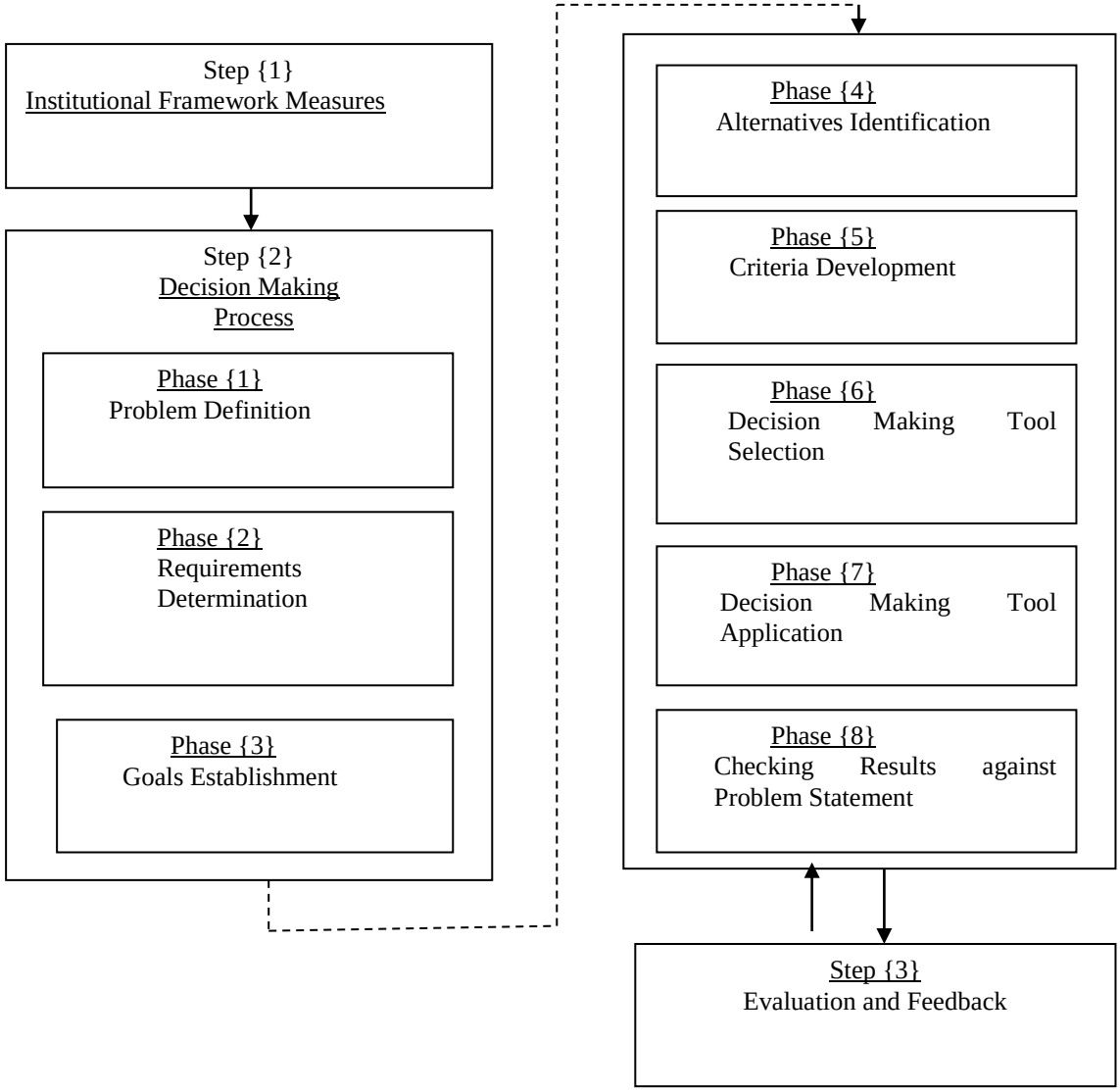


Figure (6-2) Proposed model

(source: articulated by the researcher, 2013)

6.2.1 Step (1): Institutional Framework Measures

Institutional measures determination is the first step and the most important in the model; where it is important to review the hierarchy and responsibilities and to resolve interventions. The model seeks to discuss relations and reactions between competent institutions in order to apply a participatory approach which decreases duplication and negative interventions of roles among them (AlAgah, 2005).

The hierarchy and responsibilities of the physical planning agencies are summed up as follows:

The model emphasizes the need to stimulate the Higher Planning Council (HPC). It should take its role in controlling planning process and approving physical development frameworks, land-use plans, and land classification and building rules. This will assure a consolidated vision and participate in avoiding any discrepancy between different planning levels.

Ministry of Planning (MOP)is acting the main role in planning process, where it is responsible for preparing regional plans in coordination with MOLG according to physical planning policies which approved by (HPC). These regional plans must be committed by Central Committee for Buildings and Planning and Local Governments, in order to direct urban structural plans at the local level.

Ministry of Local Government through the Directorate of Engineering and Planning should Play its role as a regulator, supervisor and guide for municipalities, provide technical assistance, control and evaluate the application of Physical planning policies and the proposed planning approach. Also MLG should ensure Stakeholders' participation in the planning process.

Local Government Directorates should take their responsibility as a Planning entity at Governorates administration level, and as a bridging body between MOLG and Local Governments. Local Government Directorates should support Local Governments in the development of physical development frameworks and land use plans. Local Government Directorates should be expanded from two directorates to five in order to cover all Gaza Governorates. A new level of plans should be introduced which is metropolitan plans that cover the Governorate area; in order to achieve inter- sectoral complementary among various municipalities in each Governorate, that would contribute to maximize benefits and minimize costs.

Local Governments should be committed to physical development policies, adopt regional planning framework, and adapt their urban plans with the metropolitan plans, in order to achieve a hierarchical, compatible planning system.

Local districts committees should be introduced, in order to conduct planning needs of the local communities to the decision makers at the municipalities, and to assure effective community's participation at all stages in local planning processes.

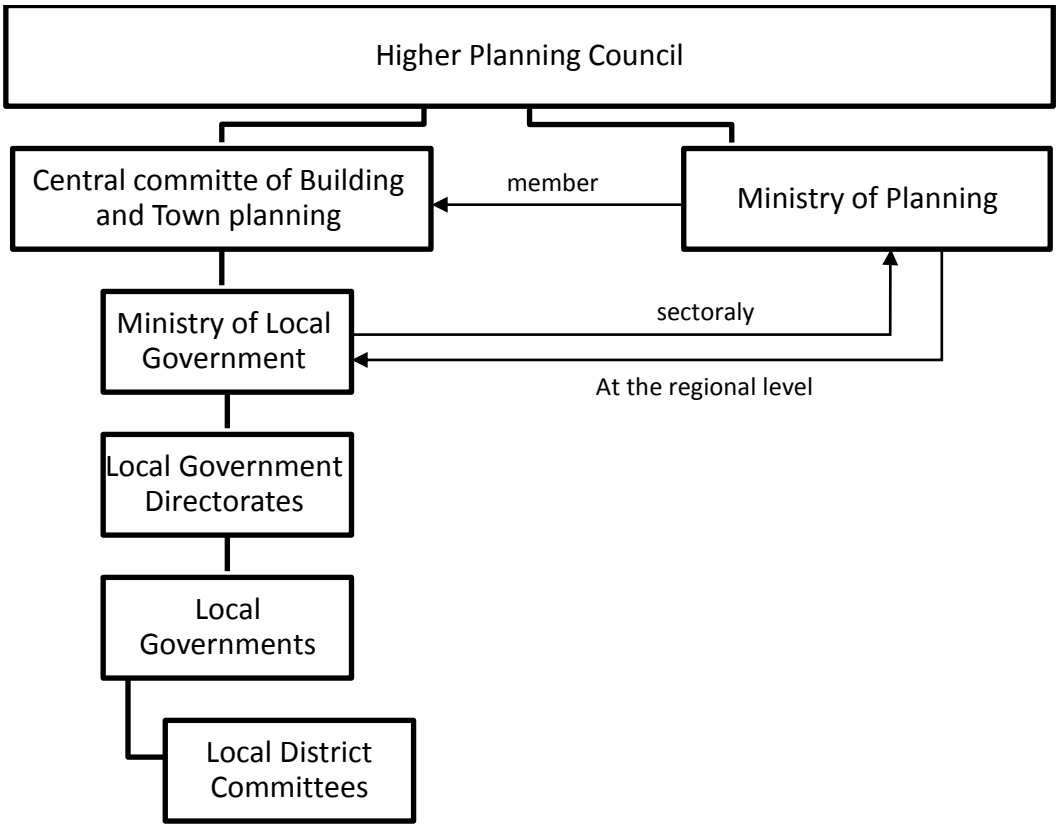


Figure (6-3): The proposed institutional frame work (source: articulated by the researcher, 2013).

6.2.2 Step (2): Decision Making Process

To take the suitable decision , the problem is needed to be defined in a good manner, requirements should be assessed clearly, goals and criteria would be put, alternatives needed to be identified, criteria should be defined, a decision making tool would be selected carefully, alternatives must be evaluated against criteria and finally solutions should be validated against problem statement.

First priority in making a decision is to identify who are the decision-maker(s) and stakeholders in the decision – who are influential and affected by the decision. Recruiting the decision-maker(s) early in the process decreases disagreement about problem definition, requirements, goals, and criteria.
Although the decision-maker(s) will not be involved in the day-to-day work of making evaluations, feedback from the decision-maker(s) is essential at four phases in the process:
1. Problem definition.
2. Requirements identification.
3. Goal establishment.
4. Evaluation criteria development.

Stakeholders can provide useful feedback by acquiring their input during the early steps of the decision process, before making a decision (Baker, et al., 2001).

1. **Define the problem:** The most significant step in decision making, we will have no superior solution if the problem is poorly defined. Firstly, decision maker should identify root causes, establish a number of assumptions, system and organizational borders and interventions, and take into account any stakeholder issues. To develop a satisfactory problem statement, the main issue is to ask adequate questions about the problem to make sure that the final report will visibly answer the questions of stakeholders.

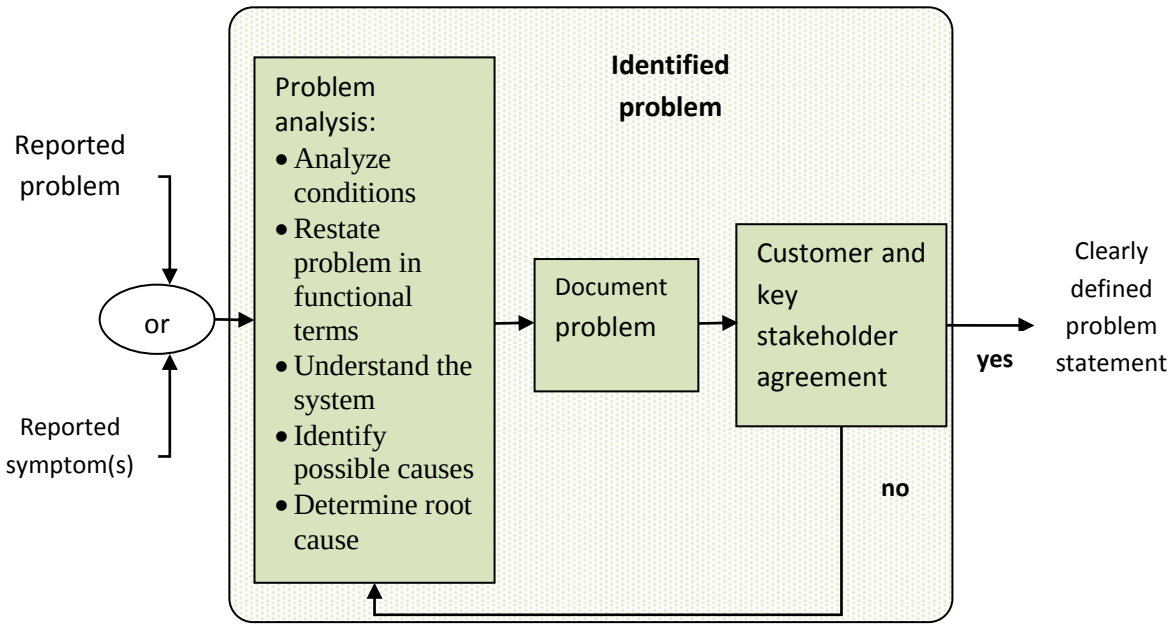


Figure (6-4) : Problem definition steps
Source:(Baker, et al., 2001 p. 2)

Some questions which may be helpful to the process are (Baker, et al., 2001):

1. Define the initial state:
    1. What are the symptoms related to the problem?
    2. What are the current conditions?
    3. What are the probable causes for the condition?
    4. What assumptions are appropriate for the analysis?
2. What happens if the problem or issue is not solved?
3. What are the historical causes or hurdles may be considerable when alternatives are developed?
4. What is the required state? Describe the estimated features of the system after solving the problem properly.
5. Who or what is influenced or affected? (interfaces)
6. What is incorporated in the problem borders' system?

2. **Determine Requirements**: Requirements are the constraints that describe the set of the practicable solutions of the decision problem. Requirements are conditions that any suitable solution to the problem must meet. Requirements explain what the solution to the problem should do.

It is very important that the requirements have to be stated in accurate quantitative form even though evaluations may do in judgmental ways in the subsequent steps, because any feasible solution has to be determined definitely whether it matches the requirements or not. We can prevent the consequent debates by setting the requirements and checking them in a written matter (Fülöp, 2005).

3. **Establish Goals:** Where goals are useful in identifying, advanced alternative goals should be optimistically stated. Goals surpass the least fundamental requirements to wants and wishes. Goals are useful in identifying superior alternatives, so they are developed former to alternative identification (Baker, et al., 2001).

Goals to help achieving the better solution against problem statement should be specific, measurable, attainable, realistic and time-bound.

Table (6-1) : Goals' Criteria Description :

Goal Criteria	Description	Questions
Specific	• Clearly stated. • Describing a function to be performed. • Uses action verbs to describe what should be achieved.	To determine if our goal is Specific, ask questions such as: Who: Who is involved? What: What do we want to achieve? Where: Identify a location. When: set up a time frame. Which: Identify requirements and constraints. Why: Specific causes, purposes or benefits of achieving the goal.
Measurable	• Quantifiable. • With definite limits and parameters. • Visible Results.	To determine if our goal is measurable, ask questions such as: How much? How many? How will we know when it is achieved?
Attainable	It should be challengeable, but well defined enough so can be achieved.	To determine if our goal is Attainable, ask questions such as: Is achieving our goal dependent on anyone else? Is it possible to reframe our goal so it only depends on us, not others? What factors may prevent us from achieving our goal?
Relevant and Realistic	• Has a clear link to the issue. Must represent an objective which we are *willing* and *able* to implement.	To determine if our goal is **Relevant**, ask questions such as: Why achieving this goal is important? What values does this goal reflect? What effect of achieving our goal?
Time-bound	• It has a clearly defined completion date. • It has a clearly defined duration to the goal. • It has a clearly defined frequency with which work must be performed.	To determine if our goal is Time-bound, ask questions such as: When will you reach your goal?

Source: (Nagle, 2009)

4. **Identify Alternatives:** Decision maker suggests alternatives depending on the requirements and goals assessment, where he seeks to meet the requirements and satisfies as many goals as possible.

Alternatives propose different approaches for shifting the existing situation into the preferred one. The alternatives differ in matching the requirements and goals, so decision maker should exclude alternatives that do not meet the requirements from additional discussion.

Decision maker also should describe each alternative and demonstrate how it solves the defined problem and how it differs from the other alternatives (Baker, et al., 2001).

There are several ways to create good alternatives. Next are three frequent ways to do that:

Table 6-2): The Three Frequent Ways to Create Good Alternatives

The Approach	Description
Brainstorming	• Brainstorming can be done individually or in a group. • Brainstorming requires a free environment for participants to "think out loud". • Participants reveal as many ideas as possible. Ideas are not evaluated till the end. • The evaluation of the ideas starts, when the specified time period ends.
Survey	• Surveys inexpensively gather the ideas of a large group of respondents. • Surveys demonstrate the problem and a series of alternative solutions for the respondents.
Discussion groups	• Discussion groups should consist of those who are influenced or directly affected by decision-making. • In creating alternatives, the group members should be inclusive. • They should avoid early judgments and focus on the problem, not on the personalities of the participants.

Source: (El-Shikhdeeb, 2008)

After creating alternative solutions, decision makers must have some means of evaluating them , either by predicting the consequences that will occur or by identifying contingencies alternative courses of work that can be implemented according to how the future reveal (El-Shikhdeeb, 2008).

4. **Define Decision Criteria:** Decision criteria, which helps to distinguish among alternatives , must be based on the goals. Prioritizing criteria are measures of how each alternative achieves the goals. Each criterion should be independent and measure important thing. Criteria should be:

Table (6-3): Criteria Attributes :

Criteria Attributes	Description
Able to distinguish among the alternatives	Criteria must be able to differentiate between alternatives in order to allow and help classifying and ranking them.
Complete – comprise all goals	Every goal should be matched by one criterion or more, and any goal has not a criterion should be excluded.
Operational	Which means: • Relating to an operation or a series of operations. • Fit for suitable functioning. • Being in effect or operation.
Non-redundant	To be effective in distinguishing among alternatives, criteria should be non-redundant.

Source: (Baker, et al., 2001)

However, every goal should create at least one criterion. Any goal which does not propose a criterion, it should be abandoned(Baker, et al., 2001).

Multi-criteria decision making (MCDM) aims to order multi-dimensional alternatives , so that they are consistent with the decision maker's(Mago, et al., 2006).

The Multi-Criteria Decision-Making (MCDM) problem concerns the explanation of the level of preferences of decision alternatives through judgments that depend on a number of criteria. A practical method for solving MCDM problem must take into account opinions made under uncertainty and based on different criteria with different importance (Dezert, et al., 2010).

A typical MCDM problem involves a number of alternatives to be evaluated and a number of criteria or indicators to judge the alternatives. Each alternative has a value for each indicator and the alternatives can be evaluated and ranked based on these values(Lertprapai, 2012).

5. Select Decision Making Tool:

Wise decision-making can benefit from the addition of structure, focus, and a symbol. Decision-making tools that support this mental arranging can help greatly in reducing the confusion, surveying the available options, and then collecting and evaluating the information needed to facilitate choosing the best course of action (Mann, 2005).

There are two types of tools qualitative and quantitative tools. Some of these methods can be complex and difficult to apply. Selection for the suitable method should be based on the complexity of the problem and the experience of the team. In general, it is better to choose the simpler method. The following table sums up a number of common methods:

Table (6-4) : Decision Making Common Tools

D. M. Tool	Type	Description
Pros and cons Analysis	Qualitative	• Advantages (pros) and disadvantages (cons) are recognized for each alternative. • The lists of pros and cons are compared one to another for each alternative. • The alternative with the strongest pros and weakest cons is chosen (Fülöp, 2005).
Kepner-Tregoe Decision Analysis (K-T)	Quantitative	• In this method, a team of experts give a numeric score for each criterion and alternative based on individual judgments/ assessments. • The size of the team needed is reversely relative to the quality of the data available (Baker, et al., 2001).
Analytic Hierarchy Process (AHP)	Quantitative	• It is a multi-criteria decision-making methodology. • AHP is a method that can be used to establish and connect both physical and social measures, including cost, time, public acceptance, environmental effects, etc. • The method is a systematic process that organizes the basis of the decision problem by breaking it down into smaller elements and then calling for only one simple pair-wise comparison of judgments to develop priorities within each hierarchy (AlAgah, 2005).
Multi-Attribute Utility Theory Analysis (MAUT)	Quantitative	• In Multi-Attribute Utility Theory (MAUT), the weights related to the criteria can suitably reflect the relative importance of the criteria. • The basis of MAUT is the use of utility functions. Utility functions can be applied to transform the untreated performance values of the alternatives against various criteria, to a common, dimensionless scale. • In the practice, the intervals [0, 1] or [0, 100] are used for this purpose (Fülöp, 2005).
Cost Benefit Analysis (CBA)	Quantitative	• In this method, we estimate the costs and the benefits and decide if the delta is worth. • We must be sure to account for all the costs of a change (Mann, 2005).
Custom Tailored Tools	Quantitative	Tailored tools may be required to ease understanding complex behavior within a system. The decision making supports staff should consider employing specialists with skills in computer modeling and decision analysis to develop a custom-tailored tool(Baker, et al., 2001).

Source: articulated by the researcher, 2013.

6. Evaluate Alternatives Against Criteria:

Alternatives can be evaluated with quantitative methods, qualitative methods, or any combination. Criteria can be weighted and used to rank the alternatives. Experts have comprehensive understanding of the mechanics of the chosen decision-making suitable methodology (Baker, et al., 2001).

Defining criteria and evaluating alternatives are aspects of decision making that required a good experience to work. The following steps describe the purpose of the process of defining a problem (creating and defining criteria) and evaluation solutions based on the criteria.

Evaluate alternatives against criteria include three stages:

- **Stage one: Define the Criteria**

The purpose of defining criteria is to provide guidelines for the design.

1) Clarify the criteria: This means the description of each criterion until it provides a measurable value.
2) Prioritize the criteria.
3) Classifying each of the criterions as essential.
4) Formalize the criteria: The criteria should be numbered and listed in order of priority in Table.

- **Stage two: Evaluate Alternatives and Down-Select**

  After discussing ideas to produce feasible alternative, evaluate each alternative in terms of how well it meets the criteria. This stage comprises three steps:

1) Tabularize: Make a table to summarize the evaluation process.
2) Down-select: The table will assist in making an appropriate decision regarding the best alternative, but it does not provide a definitive answer.
3) Detailed sub-decisions: The above process should not only be applied to the overall decision, but to more detailed sub-decisions work as well.

- **Stage three: Select Alternative**

A similar process can be applied in selecting the best alternative. Decision maker must select the appropriate alternative based on the weighted criteria.

1) List Requirements: Typical needed requirements regarding the intended decision should be listed.
2) Prioritize criteria: determine the priority of each criterion.
3) Identify candidate Alternative: Compile a list of feasible alternatives, and summarize your findings in a table
4) Down-select: After considering how well each alternative meets the requirements, a decision as to which alternative would work the best must be made. Due to numerous criteria, it is likely that the decision will be a compromise (School of Engineering, 2005).

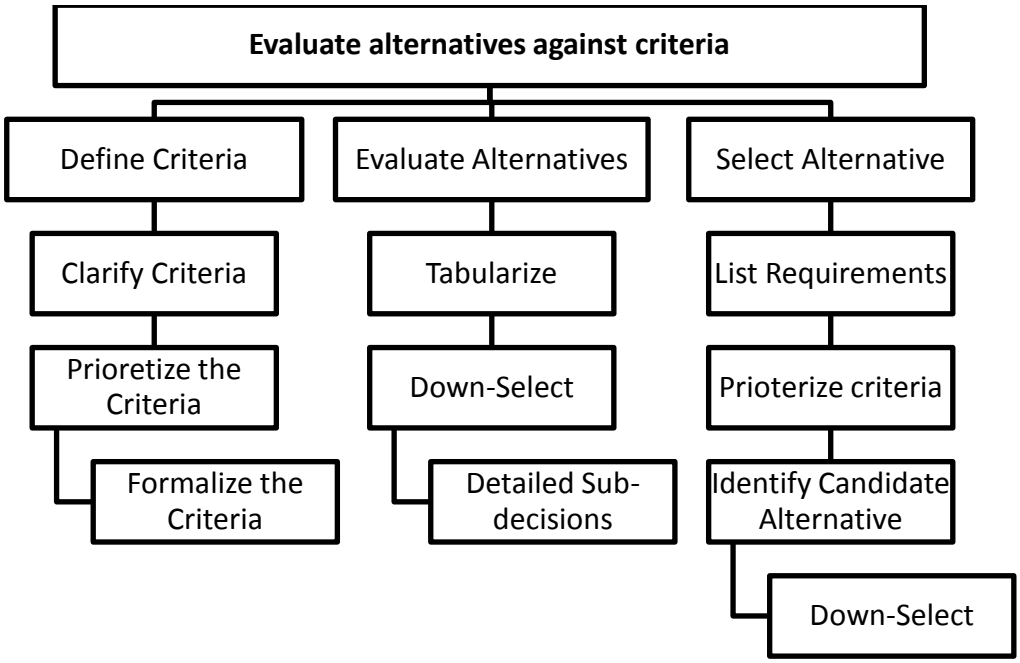


Figure 6-5)The stages of alternatives' evaluate (phase) against criteria

Source:(School of Engineering, 2005)

7. **Validate solution against problem statement:**

After selecting a preferred alternative, the solution should be examined whether it actually solves the problem. A final solution should achieve the required situation, meet requirements, and best accomplish the goals within the values of the decision makers (Baker, et al., 2001).

6.2.3 Step (3): Monitoring and feedback

Monitoring allows decision maker to determine what is and is not working well, so that adjustments can be made. It allows decision maker to assess what is really happening vs. what was planned. It allows decision maker to implement remedial measures to get programs back on track, Monitoring to determine how funds should be distributed across the program activities and to collect information that can be used in the evaluation process (UN-Women, 2012).

Feedback refers to the packaging of related information in suitable form, the distribution of that information to the target users and the use of that information as a basis for decision-making.

Feedback from monitoring can be distinguished from feedback from evaluation in terms of direct purpose. Feedback from monitoring actions should provide decision maker with a basis for making decisions or taking actions relating to the ongoing program or project. Whereas, feedback from evaluation exercises (particularly ex-post evaluations) supports the learning function more than it helps in immediate decision-making.

The use of feedback depends on the action-orientation and timeliness of the information. Feedback must be action-oriented, that is, designed so that it can aid decision-making in the overall program or project management cycle.

Pertinent lessons must be included in new decisions. Decisions should not be approved unless relevant lessons have been implemented and that the applicable lessons have already been applied.

Feedback must be provided on a timely basis. Feedback from monitoring and mid-term evaluations must be available immediately if it is to be used as a basis for decision-making to improve implementation. This also applies to feedback from terminal evaluations. In general, lessons from evaluations must be available when decisions are being taken and appraised prior to approval (Senge, 1994).

Chapter Seven

Findings and Recommendations

Chapter Seven: Findings and Recommendations

In this chapter, the main findings, and recommendations of the present research, will be presented.

7.1 Findings

This research investigates the influential factors for decision making process in urban planning.

1) Eight factors are considered to influence _decision making in urban planning at LGUs_. Those factors are "Legal Framework, Stakeholders' participation, Public policy, Using GIS, Institutional framework, Planners' Empowerment, Fiscal Planning, and Land Management**".**
2) According to data analysis in chapter six, the most notable conclusions are:
3) 62.3% (43) of the respondents agreed at a level of significance α=0.05, that the municipalities have **structural plans** prepared or renewed within the last five years.
4) With a relative mean (66.4%) , the respondents agreed that at a level of significance α=0.05, the ***Legal Framework*** in urban planning process at LGUs is available with a good grade and affects the decision making process.
5) With a relative mean (66.3%) , the respondents agreed that at a level of significance α=0.05, the ***Stakeholders' participation*** in urban planning process at LGUs is available with a good grade and affects the decision making process.
6) With a relative mean (69.0%) , the respondents agreed that at a level of significance α=0.05, ***Public policies*** related to urban development at Gaza LGUs is available with a good grade and affects the decision making process.
7) With a relative mean (61.0%) , the respondents (do not know, neutral) at a level of significance α=0.05, if the ***Use of Geographical Information Systems*** at LGUs is available with a good grade and affects the decision making process.
8) With a relative mean (60.0%), the respondents (do not know, neutral) at a level of significance α=0.05, if the ***institutional framework*** at LGUs is available with a good grade and affects the decision making process.
9) With a relative mean (60%), the respondents (do not know, neutral) at a level of significance α=0.05, if ***Planners' Empowerment*** **at** LGUs is compatible with a good grade and affects the decision making process.
10) With a relative mean (65%), the respondents agreed that at a level of significance α=0.05 that ***fiscal planning*** at LGUs is available with a good grade and affects the decision making process.

11) With a relative mean (58%), the respondents (do not know, neutral) at a level of significance α=0.05, ***Land Management*** at LGUs is compatible **(**with urban development needs) with a good grade and affects the decision making process.

12) With a relative mean (69%), the respondents agreed that at a level of significance α=0.05, ***Decision Making Process*** at LGUs is compatible **(**with urban development needs) with a good grade.

13) With a relative mean (68%), the respondents agreed that at a level of significance α=0.05, ***Decision Making Bases*** at LGUs are compatible with a good grade.

14) With a relative mean (61%), the respondents agreed that at a level of significance α=0.05 ***Decision Making Techniques*** at LGUs are compatible with a good grade.

15) With a relative mean (63%), the respondents (do not know, neutral) at a level of significance α=0.05, if ***Decision Making Characteristics*** are compatible with a good grade.

16) With a relative mean (69%), the respondents agreed that at a level of significance α=0.05, ***Feedback*** at LGUs is available with a good grade.

17) There is a statistical significant effect of three factors arranged: "Institutional Framework, Fiscal Planning, and Land Management" on "decision making in urban planning at LGUs" **at 0.05 level.**

18) Where 42.2% of the variation in the _decision making in urban planning at LGUs_ is explained by "those factors".

19) **There are significant differences among the respondents' answers regarding the impact of** Legal Framework, Stakeholders' participation, Public policy, using GIS, Institutional Framework, Planners' Empowerment, Fiscal Planning, and Land Management **on** Decision Making in urban planning at Gaza LGUs**, due to some** individual characteristics (such as: *Gender* **and** *Qualification Attainment).*

20) **There are not significant differences among the respondents' answers regarding the impact of** Legal Framework, Stakeholders' participation, Public policy, using GIS, Institutional Framework, Planners' Empowerment, Fiscal Planning, and Land Management **on** Decision Making in urban planning at Gaza LGUs**, due to some** individual characteristics (such as: *Age, Years of Experience* **and** *Job Title).*

21) There are significant differences among the respondents' answers regarding the impact of Legal Framework, Stakeholders' participation, Public policy, using GIS, Institutional Framework, Planners' Empowerment, Fiscal Planning, and Land Management **on** Decision Making in urban planning at Gaza LGUs**, due to** Municipality (Work Place).

7.2 Interview Findings:

1) With 0.83 relative mean, the interviewees agreed that "the municipality has a structural plan which prepared or adjusted within the last five years", where the respondents to the questionnaire agreed to this question with 62.5 relative mean.
2) With (1.00) relative mean, the interviewees agreed that "the decision maker has soft copies of the urban plans" where the respondents to the questionnaire agreed to this paragraph with (0.79) relative mean.
3) With (0.50) relative mean, the interviewees agreed that "Decisions made within high and mid management levels only", where the respondents to the questionnaire agreed to this paragraph with (0.68) relative mean.
4) With (0.50) relative mean, the interviewees agreed that "characterized by a strong managerial support", where the respondents to the questionnaire agreed to this paragraph with (0.64) relative mean.
5) With (0.66) relative mean, the interviewees agreed that "Decisions characterized by concerning long-term results", where the respondents to the questionnaire agreed to this paragraph with (0.63) relative mean.
6) With (1.00) relative mean, the interviewees agreed that "Decisions characterized by complying with Municipality plan and goals", where the respondents to the questionnaire agreed to this paragraph with (0.69) relative mean.
7) With (0.83) relative mean, the interviewees agreed that "Decision Maker benefited from feedback in adjusting the original decision", where the respondents to the questionnaire agreed to this paragraph with (0.67) relative mean.
8) With (0.83) relative mean, the interviewees agreed that "Decision Maker benefited from feedback to develop better decisions in future", where the respondents to the questionnaire agreed to this paragraph with (0.70) relative mean.
9) There are some differences between the views of the interviewees and the views of the respondents to the questionnaire, these differences may refer to the fact that the high management has an overall picture, whereas employees have a detailed one.
10) The interviewees emphasize that the most influential factor on decision making in urban planning is "Institutional Framework" which matches with the view of the respondents to the questionnaire, and that emphasizes on the importance of this factor on decision making process.
11) 33.3% of interviewees agreed with "Expanding and Activating Local Government Directorates" as a solution to adjust the Institutional Framework, 16.7% of interviewees agreed with "Activating Local districts' committees", 16.7% of interviewees agreed with "Both of the first and second solutions", and 33.3% of interviewees agreed with "Reviewing Urban structural plans periodically" as a solution to adjust the Institutional Framework.

12) 66.7% of interviewees agreed strongly with the following steps for decision making process "the problem is needed to be defined in a good manner, requirements should be assessed clearly, goals and criteria would be put, alternatives needed to be identified, criteria should be defined, a decision making tool would be selected carefully, alternatives must be evaluated against criteria and finally solutions should be validated against problem statement" in order to improve decision making process, and 33.3% of interviewees agreed with the proceeding steps to improve decision making process.

7.3 Recommendations:

The research indicates that some important factors which influence greatly decision making in urban planning at LGUS such as Using GIS, Planners' Empowerment, are not available with a good grade to affect positively the decision making process.

In order to improve the decision making in urban planning at LGUs, and according to the abovementioned results and conclusions, the following recommendations are stated. The recommendations are proposed to be for all institutions that are competent with urban planning in Gaza Strip:

- The proposed model (which is built by the researcher and introduced in chapter six) should be applied, in order to improve decision making process through institutional framework's and decision making methods, techniques, and procedures' corrective actions. The three main components of the model are:
    1. Institutional measures which designed to review the hierarchy and responsibilities, to resolve interventions, and seek to discuss relations and reactions between competent institutions in order to apply a participatory approach which decreases duplication and negative interventions of roles among them. The model is based on the combination between bottom-up and up-down planning approaches.
    2. Remedial measures for decision making Process, where decision making Process is proposed to consist of eight activities which are: problem definition, requirements determination, goals establishment, alternatives identification, evaluation' criteria development, Decision making tool selection, applying the tool, checking results with problem statement.
    3. Continuous Evaluation and Feedback
- Municipalities should give more concern for planners' empowerment and promote using Geographical Information Systems, in order to enhance decision making, and give the planners more authorities to share in the decision making process.
- Successful experiences in any municipality should be circulated to the rest of the municipalities in order to reduce the functional, technical and performance level differences between Gaza Strip municipalities.

- It is essential to develop laws and regulations of local councils to support development at the local level, reconsider town planning laws which should be adjusted to comply with the rapid urban growth and development and develop responsive laws to support decentralization requirements.
- It is necessary to build a system that ensures the sustainability of stakeholders' participation at all stages of urban planning.
- There are many factors that affect the decision making process in urban planning which are not considered in this research such as" Leadership style, Governance aspects, Compensation issues, Cultural aspects and so on, so further studies can be conducted in the same subject and take these factors into consideration.

REFERANCES

1) **Abdallah, W. 2012.** *The Impact of The Government Planning of The Palestinian Authority on Political Development (1994-2009).Unpublished Master'sthesis.* Nablus, Palestine : An-Najah National University.

2) **AbdElhadi, T. 2005.** *Trends of regional planning and Building development for the villages in the north West of Nablus Governorate.Unpublished Master'sthesis.* Nablus, Palestine : An-Najah National University.

3) **Abdelhamid, A. 2006.** *Urban Development and Planning in the Occupied Palestinian Territories. Paper presented at The Conference on Nordic and International Urban Morphology: Distinctive and Common Themes.* Stockholm, Sweden : s.n.

4) **Abu Helal, H. 2003.** *Physical Change in the City of Jerusalem and the Analysis of the Israeli Development Plans in the City. Unpublished Master'sthesis.* Nablus, Palestine : An-Najah National University.

5) **Abu Nada, Y. 2006.** *Barriers of Using and Practicing Formal Strategic Planning in Non-Profit Organizations in Gaza Strip.Unpublished Master's thesis.* Gaza, Palestine : Islamic University.

6) **Abu Shehab, R. 2004.** *Regional Planning Directions for the Area Southeastern of Nablus and the Proposal of Establishing a Common Services Center. Unpublished Master'sthesis.* Nablus, Palestine : An-Najah National University.

7) **Abu-Eisheh, G. 2007.** *Educational Planning Problems for the Public Secondary Male and Female School Principals in Palestine.Unpublished Master'sthesis.* Nablus, Palestine : An-Najah National University.

8) **Al Khateeb, M. 2003.** *Future Planning and Development Direction for Al Ezaryya and Abu Dees Towns.Unpublished Master's thesis.* Nablus, Palestine : An-Najah National University.

9) **AlAgah, J. 2005.** *A RESOURCE ALLOCATION PROCESS FOR PLANNING INFRASTRUCTURE SECTOR IN PALESTINE EMPHASIZING TECHNICAL CRITERIA.Unpublished Master's thesis.* Gaza, Palestine : Islamic University.

10) **Al-kharoof, A. 2008.** *Planning the utilization of financial resources to the municipal councils in West Bank in light of the changes on the Palestinian arena. Unpublished Master's thesis.* Nablus, Palestine : An-Najah National University.

11) **Alomary, S. 2011.** *The effect of participation of UNRWA's employees in Decision Making Process on their performance. Unpublished Masters' thesis.* Gaza, Palestine : Islamic University.

12) **Anani, M. 2006.** *Planning for Development of Al-Sha'arawieh Region in the Northern Part of Tulkarem Governorate.Unpublished Master'sthesis , .* Nablus : An-Najah National University.

13) **Bahloul, M. 2011.** *The Role of Marketing Information System Technology in the Decision Making Process (Case Study: The Banking Sector in Gaza Strip). Unpublished Master's thesis.* Gaza, Palestine : Islamic University.

14) **Baker, D. and Bridges, D. 2001.** *GUIDEBOOK TO DECISION-MAKING METHODS.* U.S.A. : s.n.

15) **Bardley, L. and Stewart, K. 2003.** A Delphi Study of Internet Banking. *Marketing Intelligence & Planning Journal, 21/5 , 272-281*.

16) **Becker, C. and Palmer, S. 2009.** *The effects of culture on managers decision making- a case study of Mexico and Germany.Unpublished Master's thesis.* Scandinavia : Lulea UNIVERSITY OF TECHNOLOGY.

17) **Bengston , D., Fletcher , J. and Nelson , K. 2004.** Public policies for managing urban growth and protecting open space: policy instruments and lessons learned in the United States. *Landscape and Urban Planning Journal, 69 , 271–286*.

18) **Bess , K., et al. 2009.** Participatory Organizational Change in Community-Based Health and Human Services: From Tokenism to Political Engagement. . *American journal of community Psychol, ,43(1-2), 134-48*.

19) **CHF. 2010.** *LOCAL DEMOCRATIC REFORM PROGRAM "TAWASOL". (Tech. Report).* Ramallah, Palestine : s.n.

20) **Deeb, S. 2012.** *Development of Administrative and Service Performance at the Municipality of Gaza through Knowledge Management, Unpublished Master's thesis.* Gaza, Palestine : Islamic University, 2012.

21) **Dezert, J. and Tacnet, J. 2010.** *Multi-criteria decision making based on DSmT-AHP.* Brest, France : Paper presented at a Workshop on the Theory of Belief Functions ; 01/04/2010 - 02/04/2010.

22) **EL-MOBAYED, M. 2006.** *THE RELATIONSHIP BETWEEN STRATEGIC PLANNING AND GROWTH IN SMALL INDUSTRIAL BUSINESSES IN PALESTINE CASE STUDY: THE GAZA STRIP. Unpublished Master's thesis.* Gaza, Palestine : Islamic University.

23) **El-Shikhdeeb, Z. 2008.** *The Role of Business Communication in Decision Making Process: Case Study - Palestinian Telecommunication. Unpublished master thesis.* Gaza,Palestine : Islamic University.

24) **Fülöp, J. 2005.** *Introduction to Decision Making Methods.* Hungaria : Computer and Automation Institute, Hungarian Academy of Sciences.

25) **Gigerenzer, G. and Selten , R. 2002.** *Bounded Rationality the Adaptive Toolbox. (Tech. Report) .* Berlin, Germany : Max Planck Institute for Human Development, Center for Adaptive Behavior and Cognition.

26) **Golafshani, N. 2003.** Understanding Reliability and Validity in Qualitative research. *The Qualitative Report Journal, Vol. 8, No. 4, Pp. 597- 607*.

27) **Gureshi, F., Rajabifard, A. and Olfat, H. 2007.** *Facilitating Urban Planning & Management at Local Level through the Development of SDI.(Tech. Report) .* Melbourne, Australia : University of Melbourne, Center of Spatial data Infrastructure & Land Administra.

28) **Gurowitz W., Trochim W., and Kramer H. 1985.** A process for Planning, Pp 228- 235. *Naspa Journal*.

29) **Halapi, R. 2003.** *Studying Land Use patterns in Nablus City By Geographic Information System (GIS).Unpublished Master's thesis.* Nablus, Palestine : An-Najah National University.

30) **Hammouz, I. 2008.** *Trends in Development Planning of Nablus City in the Light of the Proposed Strategy for the City Development .Unpublished Master'sthesis .* Nablus, Palestine : An-Najah National University.

31) **Harrison, E. 1996.** A process perspective on strategic decision making, 34/1 , 46–53. *Management Decision Journal*.

32) **Herrera A., A. and Passano , M. 2006.** *Land tenure alternative conflict management manual.* ROME : FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS.

33) **Hilles, H. 2012.** *The Extent of Applying Managerial Accounting Techniques in Planning, Controlling, and Decision-Making (Applied Study on Companies Listed in Palestine Exchange (working in Gaza)). Unpublished master thesis. .* Gaza, Palestine : Islamic University.

34) **Kadid, M. 2010.** *Urban Planning and planning legislations role in promoting urban development process(Dubai Model). Unpublished Master'sthesis.* Denmark : Arab Academy.

35) **Khalifa, S. 2011.** *In Search for a Model: Planning with Community Participation in the Palestinian Novelty Municipalities.Unpublished Master's thesis.* Nablus, Palestine. : An-Najah National University.

36) **Kittisarn, A. 2003.** *Decision making: being a study to develop a decision-making style to amalgamate best management practice with traditional Thai society and culture. Unpublished DBA thesis.* Lismore, NSW : Southern Cross University.

37) **Lamba, A. 2005.** *Land tenure management systems in informal settlements (a case study in Nairobi).Unpublished Master's Thesis.* The Netherlands : International Institute for Geo_information Science and Earth Observation (ICT).

38) **Lertprapai, S. 2012.** Review: Multiple Criteria Decision Making Method with Application. *Journal of International Mathematical Forum, Vol. 8, 2013, no. 7, 347 - 355*.

39) **Lestrelin , G., Bouahom, B. and Castella. 2011.** Measuring participation: Case studies on village land use planning in northern Lao PDR. *Applied Geography Journal, 31, 950- 958*.

40) **Lewis, E. 1998.** *Cost Benefit Analysis of Virginia EFNEP: Calculating Indirect Benefits and Sensitivity Analysis. Unpublished Master's Thesis.* Blacksburg, Virginia : Virginia Polytechnic Institute.

41) **Lunenburg, F. 2010.** THE DECISION MAKING PROCESS. *NATIONAL FORUM OF EDUCATIONAL ADMINISTRATION AND SUPERVISION JOURNAL.* NUMBER 4, 2010, Vol. VOLUME 27.

42) **Mago, T., Ceberio, M. and Modave, F. 2006.** *Interval-based Multi-Criteria Decision Making: Strategies to Order Intervals.* U.S.A. : Computer Science Department, University of Texas at El Paso.

43) **Mant, J. 1988.** *The Instruments of Planning: Urban Management.* Australian. : Paper presented at "Metropolitan Planning In Australia" seminar.

44) **Masoud, M. 2012.** *The degree of administrative empowerment and development of performance and the relationship between them from point of view of the public schools principals in the districts of the northern West Bank. Unpublished Master's thesis.* Nablus, Palestine : An-Najah National University.

45) **McCracken, J. 2008.** *Participatory Development Planning.(Jennifer McCracken is an independent international researcher and expert on environment and development)*.

46) **Ministry of Planning. 2008.** *Regional Plan for Southern Governorates (2005-2020).* Gaza, Palestine : s.n..

47) **Mohd, I., Ahmad, F. and Abd Aziz, N. 2009.** PRACTICE BRIEFING Exploiting town planning factors in land development Case study of urban housing in Kuala Lumpur, Malaysia. pp. 307-318. *Journal of Facilities Management.* Vol. 7, 2009, Vol. No. 4.

48) **MOLG. 2010.** *Physical Planning Manual. .* Ramallah, Palestine : s.n..

49) **Murphy, B. 2008.** *Opening the Gates to the Formal and Legal City: Formal access to land and housing urban poor-some lessons from Johannesburg and Dar es Salaam. Published working paper(No. 08-85).* London : Development Studies Institute, London School of Economic.

50) **Nagle, N. 2009.** *Developing Effective Goals and Objectives. Evaluation and Action Research Associates (EARA).* U.S.A. : NASA (National Aeronautics and Space Administration).

51) **Odeh, M. 2010.** *City Development Strategy of Tubas City and its Reflection on the Physical Planning of the City.Unpublished Master's thesis.* Nablus, Palestine : An-Najah National University.

52) **Omar, T. and Kleiner, B.** Effective decision making in the defence industry, 151–159. *Aircraft Engineering and Aerospace Technology Journal.* Volume 69, 1997, Vol. Number 2.

53) **Palestinian Central Bureau of Statistics. 2011.** *Statistical Yearbook of Palestine 2011, No. 12.* Ramallah. Palestine : s.n.

54) **PCBS. 2012.** *National accounts at current and constant prices 2010- 2011.* Ramallah,Palestine.

55) **Philip, J., et al. 2004.** Enhancing the Decision-making Process in Urban Spatial Planning Using Advanced I C T(Tech. report). Stalford: University of Salford,The Research Institute for the Built and Human Environment.

56) **Rammal, I. and Hamad, S. 2008, October.** *Planning Capacities within the Palestinian Municipalities. Paper presented at 1st International Conference on Urban Planning in Palestine: Current Challenges & Future Prospects.* Nablus, Palestine.

57) **Ruyter, K. 1996.** Focus versus nominal group interviews: a comparative analysis. *Marketing Intelligence &Planning Journal, 14/6, 44–50*.

58) **Sabbah, F. 2003.** *Urban Structure and its impact on planning and Land-Use in the Palestinian town Bir- Nabala.Unpublished Master'sthesis.* Nablus, Palestine : An-Najah National University.

59) **School of Engineering. 2005.** *Establishing Criteria and Evaluating Alternatives.* Portland: University of Portland.

60) **SIGNOLES , A. . 2010.** *Local Government in Palestine. (Tech. Report).* s.l. : France, AFD's (AgenceFrançaise de Développement) Research Department.

61) **Stokes, D. 2006.** Methodology or "methodolatry"?An evaluation of focus groups and depth interviews, pp. 26-37. Vol. 9 , 2006, Vol. No. 1.

62) **UNDP & MLG. 2003.** *Diagnostic Report: Support to Local Reform Project*.

63) **Yaseen, H. 2004.** *Existing Situation and Trends of Physical Development in Selat Al-Haretheya Town, Jenin Governorate. Unpublished Master's thesis.* Nablus, Palestine : An-Najah National University.

64) **Yousef, T. 2007.** *Spatial Analysis of Public Services (Schools and Kindergartens) in Nablus City Using the Tool of Geographic Information Systems (GIS).Unpublished Master's thesis.* Nablus, Palestine : An-Najah National University.

Online:

1) **alleydog. 2012.** http://www.alleydog.com/glossary/definition.php?term=Internal%20Validity. [Online] 2012.

2) **Francis, K.A. 2012.** Group Vs. Individual Decision Making for a Business. [Online] 2012. http://smallbusiness.chron.com/group-vs-individual-decision-making-business-448.html.

3) **Mann, M. 2005.** Effective Decision Making. [Online] Sep 1, 2005. http://www.43folders.com/2005/09/01/eight-tools-for-streamlined-decision-making.

4) **MindTools.com. 2013.** The Planning Cycle . *MindTools.com.* [Online] 2013. http://www.mindtools.com/pages/article/newPPM_05.htm.

5) **Morton, Quinton . 2010 .** EDUCATION PLANNING. [Online] 2010 . http://www.moeskn.org/index.php?option=com_content&view=article&id=18&Itemid=70.

6) **McNamara, Carter . 2013.** How to Do to Planning. [Online] 2013. http://managementhelp.org/planning/.

7) **Senge, P. 1994.** Oriented monitoring and evaluation. [Online] 1994. web.undp.org/evaluation/documents/mec13-15.htm.

8) **seotermglossary. 2012.** *http://seotermglossary.com/statistical-validity/.* [Online] 2012.

9) **The Times. 2012.** People theory. *The Times 100 Business Case Studies.* [Online] 2012. http://businesscasestudies.co.uk/business-theory/people/motivation-and-leadership.html#axzz2cy1ovQuv.

10) **ucla.edu. 2012.** [Online] 2012. http://www.ats.ucla.edu/stat/spss/faq/alpha.html .

11) **UN-Women. 2012.** Evaluation: Monitoring, Outcome and Impact. [Online] 2012. http://www.endvawnow.org/en/articles/340-evaluation-monitoring-outcome-and-impact.html.

12) **www.NETSSAF.net. 2012.** www.NETSSAF.net. *"Network for the development of Sustainable Approaches for large scale implementation of Sanitation in Africa".* [Online] 2012.

13) **Wikipedia. 2013.** Group decision making. *wikipedia.org.* [Online] April 9, 2013. http://en.wikipedia.org/wiki/Group_decision_making.

INTERVIEWS:

The Interviewee	The Institution	The Interview Time
Eng. Yaseen Al-Astal	Khan Yunis Municipality- Mayor	5/6/2013
Mr. Isam Joudah	Jabalia Municipality- Mayor	3/7/2013
Mr. Mohammad Al-Farra	Ministry of Local Government- The Minister	18/7/2013
Mr. Zuhdi Al-Egraze	Ministry of Local Government- The Deputy Assistant of the Minister	18/7/2013
Mr. Gassan Al-Ewhadee	Central Committee for Buildings and Planning- The Head	21/7/2013
Mr. Khaled Ayyash	Central Committee for Buildings and Planning- The Secretary	21/7/2013

Appendix (1): Experts Validation (Arbitration)

Experts Validation (Arbitration)

The experts who review the questionnaire:

The Name	The Degree	The Institution
Dr. Majed M. El-Farra	Professor	Islamic University-Gaza
Dr. Yousif Ashour	Professor	Islamic University-Gaza
Dr. Sami A. Abou-Al-Ross	Associate Professor	Islamic University-Gaza
Dr. Samir Safi	Associate Professor	Islamic University-Gaza
Dr. yaser a. shorafa	Assistant Professor	Islamic University-Gaza
Dr. Bassam Abu Hamad	Professor	Al-quds University-Abu Dees
Dr. Yehia Abid	Associate Professor	Al-quds University-Abu Dees
Dr. Farid S. Al-Qeeq	Associate Professor	Islamic University-Gaza
Dr. Mohamed A. El-Kahlout	Associate Professor	Islamic University-Gaza
Dr. Ayman H. Alyazori	Minister Deputy Assistant	Ministry of Planning

Appendix (2): Local governments characteristics

Table 0-1 Gaza Local Governments' Total Income 2004- 2012 (NIS)

Local Government	2004	2005	2006	2007	2008	2009	2010	2011	2012
Jabalia	10, 499, 266	10, 062, 927	5, 850, 418	6, 156, 302	8, 797, 817	15, 040, 478	12, 775, 861	17, 405, 728	19, 080, 934
Beit- Hanon	1, 936, 415	2, 693, 925	1, 612, 796	2, 730, 608	3, 307, 801	3, 066, 058	4, 184, 597	6, 255, 873	5, 268, 566
Beit- Lahia	3, 933, 001	3, 726, 231	3, 001, 680	2, 998, 425	2, 797, 342	6, 762, 818	5, 832, 857	7, 895, 319	5, 709, 791
Om- Alnasser	342, 938	229, 424	157, 613	274, 602	393, 891	443, 200	307, 836	273, 766	384, 318
Almssadar	525, 135	493, 826	304, 211	356, 490	469, 457	1, 551, 191	282, 964	449, 882	428, 966
Almagazi	1, 813, 643	1, 907, 758	866, 823	995, 097	1, 448, 160	1, 366, 993	944, 545	1, 367, 240	1, 283, 718
Alnussirat	3, 013, 867	3, 407, 767	2, 483, 188	2, 375, 363	3, 451, 077	5, 587, 156	5, 203, 062	9, 375, 486	6, 732, 665
Deir Albalah	2, 016, 094	3, 014, 782	3, 090, 175	2, 660, 797	3, 696, 435	3, 368, 843	4, 422, 418	4, 340, 692	7, 955, 079
Wadisalqa Al	227, 159	174, 895	142, 327	135, 874	291, 333	288, 837	474, 661	391, 317	1, 809, 055
Al Bureij	1, 537, 122	1, 639, 456	1, 049, 843	988, 591	2, 096, 243	1, 973, 893	1, 877, 167	3, 210, 653	2, 718, 509
Al zawaida	885, 657	1, 394, 442	910, 494	960, 344	987, 544	1, 077, 367	1, 271, 483	1, 521, 151	1, 701, 203
Gaza	50, 542, 280	60, 271, 332	51, 903, 047	42, 973, 350	64, 843, 373	80, 238, 254	52, 299, 615	101, 547, 111	122, 108, 019
Wadi Gaza	282, 752	344, 323	192, 233	173, 105	251, 149	233, 879	271, 066	476, 685	296, 166
ALzahra	402, 037	652, 768	633, 029	607, 990	599, 453	1, 248, 824	925, 087	1, 915, 584	2, 187, 355
Almugraqa	413, 102	590, 204	253, 240	328, 115	485, 993	453, 100	494, 699	1, 232, 241	684, 229
Khan-Yunis	12, 008, 547	8, 826, 132	7, 066, 633	8, 928, 978	15, 802, 080	19, 091, 750	20, 171, 042	25, 106, 359	24, 794, 706
Bani-suhila	1, 316, 323	1, 565, 406	893, 035	1, 069, 928	1, 808, 103	1, 838, 842	2, 869, 834	4, 028, 481	2, 527, 753
Khuza'a	987, 018	941, 807	392, 288	539, 837	1, 345, 258	880, 879	1, 202, 234	1, 532, 207	1, 652, 936
AbsanAljadeeda	539, 063	643, 035	293, 997	365, 179	540, 217	883, 159	1, 284, 992	613, 381	976, 538
AbsanAlkabeera	940, 934	1, 584, 724	964, 226	924, 934	1, 258, 794	1, 805, 818	2, 261, 478	2, 281, 075	2, 214, 267
Alqarara	1, 070, 115	1, 425, 166	751, 049	892, 208	1, 347, 116	1, 972, 430	2, 578, 781	3, 461, 834	2, 470, 518
Alfukhari	325, 081	347, 593	218, 439	242, 968	431, 583	371, 311	334, 828	372, 470	334, 060
Alshuka	365, 058	511, 275	250, 031	294, 752	716, 693	436, 616	420, 327	518, 958	450, 013
Alnasser	293, 258	370, 522	275, 739	354, 641	678, 368	778, 166	600, 874	536, 957	519, 735
Rafah	8, 453, 267	8, 248, 201	6, 913, 435	8, 265, 803	19, 369, 518	18, 373, 991	14, 158, 072	11, 412, 594	17, 101, 050
TotalRevenues	**80, 692, 344**	**96, 074, 501**	**77, 356, 539**	**62, 216, 094**	**85, 217, 820**	**93, 782, 590**	**105, 175, 118**	**139, 863, 246**	**172, 187, 735**
Total Grants	**23, 974, 785**	**18, 991, 416**	**13, 111, 443**	**24, 376, 181**	**51, 994, 969**	**75, 349, 251**	**32, 273, 250**	**67, 657, 787**	**59, 200, 401**
Total	**104, 667, 129**	**115, 065, 917**	**90, 467, 982**	**86, 592, 275**	**137, 212, 790**	**169, 131, 842**	**137, 448, 368**	**207, 521, 033**	**231, 388, 137**

The source: MLG, 2013.

Table 0-2 Local Governments planners, according to sex, experience, and educational level

Local Government	Planners No.	No. of Females	No, of PHD	No. of Master	No. of 0-5Y Experience	No. of 5-10Y Experience	No. of 10-15Y Experience	More than 15Y Experience
Jabalia	3	1	0	1	0	1	2	0
Beit- Hanon	1	1	0	0	0	1	0	0
Beit- Lahia	1	0	0	0	0	0	0	1
Om- Alnasser	1	0	0	0	0	0	1	0
Almssadar	1	0	0	0	1	0	0	0
Almagazi	2	0	0	0	0	1	1	0
Alnussirat	2	1	0	1	0	0	1	1
DeirAlbalah	2	0	0	0	0	0	0	2
Wadi Al salqa	1	0	0	0	0	1	0	0
Al Bureij	2	0	0	1	0	1	0	1
Al zawaida	2	1	0	0	1	0	0	1
Gaza	9	2	0	0	2	0	1	6
Wadi Gaza	1	0	0	0	0	0	1	0
ALzahra	1	0	0	0	1	0	0	0
Almugraqa	1	0	0	0	0	1	0	0
Khan-Yunis	2	0	0	1	1	1	0	0
Bani-suhila	1	0	0	0	0	0	1	0
Khuza'a	1	0	0	0	0	0	0	1
AbsanAljadeeda	1	0	0	0	0	0	1	0
AbsanAlkabeera	1	0	0	0	0	0	0	1
Alqarara	2	1	0	0	2	0	0	0
Alfukhari	1	0	0	0	0	0	1	0
Alshuka	1	0	0	0	0	0	1	0
Alnasser	1	0	0	0	0	0	1	0
Rafah	5	2	0	0	3	0	1	1
Total	**46**	**9**	**0**	**4**	**11**	**7**	**13**	**15**

The source: MLG, 2013.

Appendix (3): The questionnaire

The Islamic University-Gaza

Higher Education Deanship

Faculty of Commerce

Master of Business Administration Program

السلام عليكم ورحمة الله وبركاته

الموضوع/ تعبئة استبانة

حيث أن الباحثة بصدد إجراء دراسة بعنوان:

The Influential Factors on Decision Making in Urban Planning

(Case Study: Gaza Municipalities)

العوامل المؤثرة في عملية اتخاذ القرار في مجال التخطيط الحضري

دراسة حالة:البلديات في قطاع غزة

وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في إدارة الأعمال بالجامعة الإسلامية.
لذا آمل من سيادتكم التفضل بتعبئة الاستبانة التالية بموضوعية وحيادية، علماً أن الاستبانة ستستغرق حوالي 30 دقيقة لتعبئتها، ولا توجد إجابات صحيحة أو خاطئة لذا أرجو تعبئة الاستبانة بناء على رؤيتكم فيما يتعلق "بالعوامل المؤثرة في عملية اتخاذ القرار في مجال التخطيط الحضري في بلديتكم"، شاكرة لكم جهودكم في دعم البحث العلمي، مع التأكيد أن المعلومات المقدمة من طرفكم ستستخدم لأغراض البحث العلمي فقط.
مع خالص الشكر والاحترام

الباحثة

إيناس الرنتيسي

تهدف هذه الدراسة إلى دراسة وتقييم مدى تأثير العوامل الآتية: (الاطار التشريعي- الاطار المؤسسي- السياسة العامة- المشاركة أصحاب المصلحة- استخدام نظم المعلومات الجغرافية- التمكين-التخطيط المالي- إدارة الأراضي) في عملية اتخاذ القرار في مجال التخطيط الحضري (في بلديات قطاع غزة) من أجل إعداد نموذج لتحسين عملية اتخاذ القرار عبر اقتراح الآليات والتقنيات المناسبة والتي ترتقي بعملية اتخاذ القرار في مجال التخطيط الحضري، مما ينعكس ايجاباً على تحسين مخرجات العملية التخطيطية وبالتالي تطوير البيئة الحضرية وتحسين جودة حياة الناس.

الجزء الأول: البيانات الشخصية:

1- الجنس: ☐ ذكر ☐ أنثى

2- العمر: ☐ أقل من 30 سنة ☐ من30- أقل 40 سنة
☐ من40- أقل من 50 سنة ☐ 50 سنة فما فوق

3- المؤهل العلمي: ☐ دبلوم ☐ بكالوريوس
☐ دبلوم عالي ☐ ماجستير
☐ دكتوراة

4- عدد سنوات الخبرة ☐ أقل من 5 سنوات ☐ من 5- أقل من 10 سنوات
☐ من 10- أقل من 15 سنة ☐ 15 سنة فما فوق

5- المسمى الوظيفي ☐ مدير عام ☐ مدير
☐ رئيس قسم ☐ رئيس شعبة
☐ مهندس تخطيط ☐ أخرى حدد.....

6- اسم المؤسسة أو البلدية التي تعمل بها.....
7- الادارة/ الدائرة/ القسم الذي تعمل به.....
8- عدد الموظفين في الإدارة أو الدائرة أو القسم الذي تعمل به.....
9- هل يوجد لدى بلديتكم مخطط حضري تم إعداده أو تعديله خلال الخمس سنوات الماضية.....

الجزء الثاني: العوامل المؤثرة في عملية اتخاذ القرار في مجال التخطيط الحضري في (البلديات)

	البند	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
الاطار القانوني والتشريعي						
.1	توجد قوانين تخطيط حضري مكتوبة تحكم وتضبط عملية التخطيط الحضري (قوانين تنظيم المدن)					
.2	تتسم قوانين التخطيط الحضري بالمرجعية العلمية					
.3	تتسم قوانين التخطيط الحضري بالشمولية					
.4	تتسم قوانين التخطيط الحضري بالمرونة					
.5	تتسم قوانين التخطيط الحضري بالمواكبة					
.6	تتسم قوانين التخطيط الحضري بوجود طرق للمراجعة					
.7	تتسم قوانين التخطيط الحضري بوجود طرق للطعن					
.8	يتم تطبيق قوانين التخطيط الحضري في الهيئات المحلية في قطاع غزة بطريقة تؤدي إلى تحقيق العدالة التخطيطية					
.9	يؤدي الالتزام بتطبيق التشريعات التخطيطية الموحدة في الهيئات المحلية في قطاع غزة إلى استقرار وضبط النظام الحضري.					
.10	قوانين التخطيط الحضري تشكل الاطار القانوني بما يدعم عملية صنع القرار في مجال التخطيط الحضري في الهيئات المحلية (البلدية)					
مشاركة أصحاب المصلحة						
.1	تتم مشاركة أصحاب المصلحة في مرحلة جمع البيانات في عملية التخطيط الحضري في البلدية					
.2	تتم مشاركة أصحاب المصلحة في مرحلة مناقشة البدائل في عملية التخطيط الحضري في الهيئات المحلية (البلدية)					
.3	تتم مشاركة أصحاب المصلحة في مرحلة التنفيذ في عملية التخطيط الحضري في الهيئات المحلية(البلدية)					
.4	تتم مشاركة أصحاب المصلحة في مرحلة التقييم عملية التخطيط الحضري في الهيئات المحلية (البلدية)					
.5	تستخدم وسائل الاعلام لتفعيل المشاركة في العملية التخطيطية					
.6	تساهم وسائل الاعلام المستخدمة في تفعيل المشاركة في العملية التخطيطية					
.7	تستخدم أدوات التشاور* مع أصحاب المصلحة المهتمين أو من المحتمل أن يتأثروا بقرارات التنمية لتفعيل المشاركة في العملية التخطيطية.					
.8	تتم مشاركة جميع الكيانات** والتي لديها مصلحة متبادلة مع المواطنين في عملية التخطيط					
.9	تساعد مشاركة أصحاب المصلحة صانع القرار في البلدية في تحديد الاولويات المجتمعية					
.10	تساعد مشاركة أصحاب المصلحة صانع القرار في البلدية في تخصيص الموارد المالية وتوجيه التنمية في الطريق الصحيح					
.11	تؤدي مشاركة أصحاب المصلحة في عملية التخطيط في الهيئات المحلية (البلدية) الى تحقيق العدالة الاجتماعية.					
.12	تزيد مشاركة أصحاب المصلحة في عملية التخطيط في الهيئات المحلية (البلدية) من حجم القبول للخطط الجديدة والتغيير المستهدف					
السياسة العامة						
.1	السياسات العامة تشتمل على السياسات المتعلقة بالتنمية الحضرية					

*مثل: جلسات الاستماع العامة، والمناقشات المجتمعية، واستطلاعات الرأي وغيرها.
**مثل غرفة التجارة والصناعة، والمنظمات المجتمعية والمنظمات غير الحكومية ومختلف الفئات المهنية والسياسية...الخ.

	البند	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
.2	تشمل مهام السياسة العامة في ادارة المناطق الحضرية في قطاع غزة تحديد السياسات المالية والنقدية					
.3	تشمل مهام السياسة العامة في ادارة المناطق الحضرية في قطاع غزة تحديد السياسات الاستثمارية					
.4	تشمل مهام السياسة العامة في ادارة المناطق الحضرية في قطاع غزة ضبط ومراقبة التنمية الحضرية					
.5	الهيكل المؤسسي للقطاع العام يؤثر في طبيعة وخطوات اتخاذ القرار في مجال التخطيط الحضري في الهيئات المحلية (البلدية)					
.6	تؤثر السياسات العامة بشكل رئيسي في القرارات المتعلقة بتخطيط وتنمية المناطق الحضرية في قطاع غزة					
.7	تؤثر السياسات العامة بشكل ايجابي في بنية وهيكلة المناطق الحضرية في قطاع غزة					
	استخدام نظم المعلومات الجغرافية					
.1	تستخدم البلدية نظم المعلومات الجغرافية في عملية التخطيط الحضري.					
.2	تقوم البلدية بتحديث البيانات في قواعد نظم المعلومات الجغرافية بشكل دوري.					
.3	تتوفر لدى قسم نظم المعلومات الجغرافية في البلدية البرامج المحوسبة والتجهيزات اللازمة					
.4	يوجد لدى البلدية كادر مؤهل في مجال استخدام نظم المعلومات الجغرافية					
.5	تحرص البلدية على توفير التدريب المناسب للعاملين في مجال نظم المعلومات الجغرافية بما يواكب التطورات					
.6	توظيف نظم المعلومات الجغرافية في البلدية يساعد في تحسين التكامل بين المؤسسات ذات العلاقة في مجال التخطيط الحضري					
.7	توظيف نظم المعلومات الجغرافية في البلدية يؤدي الى اتخاذ قرارات افضل في مجال التخطيط الحضري					
	الهيكل المؤسسي					
.1	الهيكل المؤسسي القائم لعملية التخطيط الحضري في قطاع غزة يشمل اللاعبين الاساسيين في كل المراحل عملية التخطيط الحضري					
.2	الهيكل المؤسسي القائم لعملية التخطيط الحضري في قطاع غزة يحدد المسئوليات لكل اللاعبين					
.3	الهيكل المؤسسي القائم لعملية التخطيط الحضري في قطاع غزة يحدد قواعد اتخاذ القرار في عملية التخطيط الحضري					
.4	الهيكل المؤسسي القائم لعملية التخطيط الحضري في قطاع غزة يحدد آليات تسوية النزاعات.					
.5	السلطات القائمة تحرص على تقديم هيكل مؤسسي يدعم استدامة النظام على المدى الطويل					
.6	الهيكل المؤسسي القائم لعملية التخطيط الحضري في قطاع غزة ينظم العلاقة بين مؤسسات التخطيط في مستوياته المختلفة بما يدعم اتخاذ قرار كفؤ					
.7	الهيكل المؤسسي القائم لعملية التخطيط الحضري في قطاع غزة ينظم العلاقة بين مؤسسات التخطيط في مستوياته المختلفة بما يدعم اتخاذ قرار فعال.					
.8	الهيكل المؤسسي القائم لعملية التخطيط الحضري في قطاع غزة يحقق الانسجام بين المخططات المحلية والإقليمية والوطنية					
	تمكين المخططين (في دوائر وأقسام التخطيط الحضري)					
.1	تعمل البلدية على استقطاب الكفاءات في مجال التخطيط الحضري					

	البند	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
.2	تعمل البلدية على تمكين المخططين وتشجعهم على المبادرة باتخاذ القرارات الملائمة					
.3	تعزز البلدية لدى المخططين الاهتمام بالتعلم المؤسسي					
.4	توظف البلدية التكنولوجيا و التقنيات المعرفية من اجل تمكين المخططين					
.5	توفر البلدية للمخططين التدريب والحوافز اللازمة من اجل تمكينهم في مجال اتخاذ القرار في عملية التخطيط الحضري					
.6	يؤدي نظام التمكين المطبق الى زيادة التزام المخططين تجاه تحمل المسئوليات					
.7	يؤدي نظام التمكين المطبق الى تحقيق مبادئ الجودة الشاملة في البلدية					
.8	يؤدي التمكين الى رفع مستوى جودة القرار المبني على المعرفة في مجال التخطيط الحضري في البلدية					
	التخطيط المالي					
.1	تستخدم البلدية التخطيط المالي من اجل تخصيص الموارد اللازمة لتحقيق الاهداف					
.2	تستخدم البلدية اعداد الموازنة كأداة من ادوات التخطيط المالي الفعال					
.3	تستخدم البلدية التحليل المالي كأداة من ادوات التخطيط المالي الناجح					
.4	يساعد التخطيط المالي في توظيف الموارد المالية بالشكل الامثل					
.5	تعمل البلدية على توفير احتياطي مالي لتجنب المخاطرة					
.6	تقوم البلدية بتنسيق الترتيبات اللازمة للحصول على التمويل المطلوب من المصادر المختلفة					
.7	تعمل البلدية على مشاركة الموظفين في مجال التخطيط المالي					
.8	يساعد التخطيط المالي البلدية في تحقيق الاهداف العامة والتفصيلية (خاصة في مجال التخطيط الحضري)					
.9	يؤدي التخطيط المالي في البلدية إلى ربط القرارات بالأهداف (خاصة في مجال التخطيط الحضري)					
.10	يساعد التخطيط المالي في البلدية في ضبط عملية تنفيذ الخطة(خاصة في مجال التخطيط الحضري)					
	إدارة الاراضي					
.1	تؤدي ادارة الاراضي في قطاع غزة الى ضبط العمليات التي توظف موارد الاراضي في الاتجاه الصحيح					
.2	تؤدي ادارة الاراضي في قطاع غزة الى تخصيص الاراضي بما يلبي متطلبات التنمية					
.3	تؤدي ادارة الاراضي في قطاع غزة الى تخصيص الاراضي بما يتوافق مع توجهات المخططات المحلية والاقليمية					
.4	تلتزم ادارة الاراضي في قطاع غزة بالأهداف الاجتماعية لسياسة الاراضي					
.5	تلتزم ادارة الاراضي في قطاع غزة بالأهداف الاقتصادية لسياسة الاراضي					
.6	تلتزم ادارة الاراضي في قطاع غزة بالأهداف البيئية لسياسة الاراضي					
.7	تعزز وتضبط ادارة الاراضي في قطاع غزة كفاءة استعمالات الاراضي					
.8	تعدد الجهات التي تشرف على الاراضي في قطاع غزة يؤثر بشكل سلبي في عملية اتخاذ القرار في مجال التخطيط الحضري					

	الجزء الثالث: عملية اتخاذ القرار في مجال التخطيط الحضري					
	البند	لا أوافق بشدة	لاأوافق	محايد	أوافق	أوافق بشدة
.1	تتم عملية التخطيط في البلدية في كافة القطاعات وعلى كافة المستويات					
.2	تعد البلدية مخططات حضرية هيكلية على أسس علمية					
.3	تعد البلدية مخططات حضرية تفصيلية على أسس علمية					
.4	تعمل البلدية على تحديث تلك المخططات بشكل دوري					
.5	يتم حفظ هذه المخططات الكترونياً					
.6	توجد نسخ ورقية من هذه المخططات بين يدي صانع القرار					
	الأسس التي تبنى عليها القرارات التخطيطية في مجال التخطيط الحضري					
.7	يمر اتخاذ القرار في مجال التخطيط الحضري في البلدية بالمراحل العلمية لاتخاذ القرار					
.8	تبنى القرارات التخطيطية في البلدية بطريقة منهجية على اساس توقع المخرجات المستقبلية					
.9	يبنى القرار التخطيطي في البلدية تبعا لمجموعة من المعايير لا على اساس الوصول للحل الامثل					
.10	يتم تجاوز عدم الوضوح من خلال بناء اكثر من بديل يمكن تنفيذها وفقا للتغذية الراجعة					
	آليات وطرق اتخاذ القرارات التخطيطية في مجال التخطيط الحضري					
.11	تتخذ القرارات ضمن المستويات الادارية العليا والوسطى فقط					
.12	يتخذ القرار التخطيطي في البلدية كنتيجة للمساومة من قبل الافراد اوالتحالفات لا على اساس المعلومات التي يتم جمعها					
.13	يتخذ القرار التخطيطي في البلدية بآلية مصممة على أساس وجود قائد رئيس للعملية					
.14	تتخذ القرارات التخطيطية في البلدية بطريقة Delphi*					
.15	تتخذ القرارات التخطيطية في البلدية بطريقة المجموعات الاسمية**					
.16	تتخذ القرارات التخطيطية في البلدية بآلية العصف الذهني					
.17	يتم اتخاذ القرارات التخطيطية في البلدية من خلال عقد المجموعات المركزة المتخصصة					
.18	تستخدم الطرق الوصفية من أجل المفاضلة بين البدائل في عملية اتخاذ القرار					
.19	تستخدم الطرق الكمية من أجل المفاضلة بين البدائل في عملية اتخاذ القرار					
	سمات القرارات التخطيطية في مجال التخطيط الحضري					
.20	تتسم القرارات التخطيطية في البلدية بانها غير مبرمجة (تعتمد على الابداع والابتكار)					
.21	تتسم القرارات التخطيطية في البلدية بالدعم الاداري القوي					
.22	تتسم القرارات التخطيطية في البلدية بالتركيز على النتائج بعيدة المدى					
.23	تتصف القرارات التخطيطية بانسجامها مع خطة و اهداف البلدية					
.24	تتصف القرارات التخطيطية في البلدية بأنها تقدر المخاطر الحقيقية والمتوقعة					
.25	تتصف القرارات التخطيطية في البلدية بصمودها في وجه الانتقادات					
	الاستفادة من التغذية الراجعة					
.26	متخذ القرار في البلدية يستفيد من التغذية الراجعة في تعديل القرار الاصلي					
.27	متخذ القرار في البلدية يستفيد من الدروس التي يتعلمها خلال عملية اتخاذ القرار ليطور قرارات افضل في المستقبل					

*مجموعة من الخبراء تتخذ القرار عبر سلسلة دورات، دون ان يلتقوا.
**حيث تجمع الالية بين العمل الفردي وتفاعل المجموعة على اساس محددات معينة.

Appendix (4): The Interview

الجامعة الاسلامية غزة

عمادة الدراسات العليا

كلية التجارة

قسم إدارة أعمال

السيد/ ،،، حفظه الله

الموضوع/ إجراء مقابلة لأغراض البحث العلمي

تحية طيبة وبعد،،، وبالإشارة إلى الموضوع أعلاه، وحيث أنني بصدد إعداد رسالة ماجستير بعنوان " العوامل المؤثرة في عملية اتخاذ القرار في مجال التخطيط الحضري– دراسة حالة: بلديات قطاع غزة"، فإنني أرجو من سيادتكم التكرم بالإجابة على أسئلة المقابلة المرفقة، وذلك إسهاماً منكم في دعم البحث العلمي والارتقاء بعملية اتخاذ القرار في مجال التخطيط الحضري في قطاع غزة

الباحثة

إيناس الرنتيسي

مرفق: أسئلة المقابلة.

الأسئلة الآتية متعلقة بعملية اتخاذ القرار في مجال التخطيط الحضري في بلديتكم، الرجاء الاجابة بنعم أو لا:

البند	نعم	لا
هل يوجد لدى البلدية مخطط هيكلي تم اعداده أو تعديله خلال الخمس سنوات الاخيرة؟		
هل يمتلك صانع القرار نسخ الكترونية وورقية من المخططات الحضرية؟		
تتخذ القرارات ضمن المستويات الادارية العليا والوسطى فقط		
تتسم القرارات التخطيطية في البلدية بالدعم الاداري القوي		
تتسم القرارات التخطيطية في البلدية بالتركيز على النتائج بعيدة المدى		
تتصف القرارات التخطيطية بانسجامها مع خطة و اهداف البلدية		
متخذ القرار في البلدية يستفيد من التغذية الراجعة في تعديل القرار الاصلي		
متخذ القرار في البلدية يستفيد من الدروس التي يتعلمها خلال عملية اتخاذ القرار ليطور قرارات افضل في المستقبل		

الرجاء ترتيب العوامل الآتية حسب تأثيرها على اتخاذ القرار في مجال التخطيط الحضري في بلديتكم:

	الاطار التشريعي (قوانين تخطيط المدن المعمول بها)
	مشاركة أصحاب المصلحة (غرفة التجارة والصناعة، والمنظمات المجتمعية والمنظمات غير الحكومية ومختلف الفئات المهنية والسياسية...الخ.)
	السياسات العامة (السياسات المالية والنقدية– السياسات الاستثمارية– السياسات المتعلقة بضبط ومراقبة التنمية الحضرية)
	استخدام نظم المعلومات الجغرافية
	الهيكل المؤسسي القائم لعملية التخطيط الحضري (ويشمل جميع اللاعبين في مجال التخطيط الحضري: مجلس التنظيم الأعلى– وزارة التخطيط– اللجنة المركزية للأبنية وتنظيم المدن– وزارة الحكم المحلي.....)
	تمكين المخططين (الموظفين في دوائر وأقسام التخطيط الحضري في البلدية)
	استخدام التخطيط المالي(في توفير مصادر تمويل وتوظيف الموارد المالية بالشكل الأمثل)
	إدارة الأراضي (تعدد الجهات المشرفة على الأراضي– ادارة تخصيص واستعمالات الأراضي)

إن كان لدى حضرتكم تحفظات على الهيكل المؤسسي القائم لعملية التخطيط الحضري؟ فما هي اقتراحاتكم لتعديل هذا الهيكل بما ينعكس ايجاباً على عملية التخطيط الحضري؟ أرجو اختيار الاجابة الموافقة لرؤيتكم:

	التوسع في مديريات الحكم بحيث يصبح هناك مديرية لكل محافظة واستحداث مستوى تخطيطي (مخطط عبر قطاعي) يشمل جميع البلديات على مستوى المحافظة ويشكل حلقة وصل بين التخطيط الاقليمي و المحلي
	تفعيل لجان الاحياء
	أخرى– حدد.....

هل ترون أن اتباع الخطوات الآتية في عملية اتخاذ القرار سيؤدي لتحسين عملية اتخاذ القرار في مجال التخطيط الحضري؟

1	تحديد المشكلة	5	تحديد المعايير للمفاضلة بين البدائل
2	تحديد المتطلبات التي يجب توفرها في البدائل	6	تحديد أدوات اتخاذ القرار
3	رسم الأهداف	7	اختيار البديل الأمثل
4	وضع البدائل	8	التحقق من توافق الحل النهائي مع المشكلة

أرجو اختيار الاجابة الموافقة لرؤيتكم:

لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة