

4. THE ENVIRONMENT

4.1 GENERALIZATIONS EXTRACTED FROM CASE STUDIES

The generalizations extracted from the case studies will serve as a framework for writing our scenario. The relevant environment includes everything of influence on our project. The environment relevant to our project is mainly political and consists of a few spheres of influence. In Berlin, for instance, the first sphere is the city (Berlin), the second includes the two states or nations (East and West Germany), the third global (the East West conflict). In Nicosia the relevant environment consists of three spheres, first the city (with its Turkish and Greek parts), second the states (the islands Turkish and Greek parts) of the island), and third the nations (Turkey and Greece). Situations similar to that of Jerusalem are determined by the way the population is divided into spheres and by the reasons for this division. The environment can be viewed from different angles and described as follows:

POLITICAL FEATURES OF THE ENVIRONMENT:

1. The nature of the differences between the populations involved (Language, religion, nationality, economy, history, politics or ideology)
2. Whether the populations of the second and third sphere are divided along the same lines as those of the first.
3. The relative numbers and rate of growth of the populations in each sphere.
4. The history of the conflict.
5. The degree of hostility or belligerency between the populations in each sphere (cold war, cold peace, normal peace).
6. The relations between the spheres of influence (city, states, nations).
7. The pattern of borders separating the divided populations
8. The degree of permeability of those borders.

So far we have described the environment mainly from a political point of view but other aspects of the urban system may also influence solutions. Especially relevant to our problem, are the geo-urban, the socio-economic and the technological features of the environment.

GEO-URBAN SOCIO-ECONOMICAL AND TECHNOLOGICAL FEATURES OF THE ENVIRONMENT

9. The location of the city in relation to the respective states. Do the two populations of the city reside each in its own area in homogenous neighborhoods or is it spread around the city?
10. The relations between individuals belonging to the two populations (bad, normal, none). Thus, for example, they are bad in Belfast, non-existent in Nicosia, normal in Brussels.
11. What services of the urban systems are provided and used by the two populations. In Belfast, despite the bad relations between the two populations, individuals belonging to both have resorted to the same city center even when the conflict was at its peak.
12. Economics can play a major role. In Brussels where the conflict is over languages, socio economic deviations also separate the French and the Dutch speaking populations. In Berlin the federal government has poured money to equalize standards of living in order to cement reunification.
13. Technology can influence urban organizational divisions. Such was obviously the wall in Berlin. By contrast, the internet penetrates otherwise impermeable borders, while IT (Information Technology) impacts organization.

ROOM FOR A CHANGE

Featuring the environment can be:

- I. Case specific
- II. Changeable or unchangeable
- III. Influenced or not by the deliberate acts of planners and peace-makers.

For example: While the history of a conflict is case specific and unchangeable, the hostility between people is amenable to change and the permeability of the borders can be deliberately altered.

Features which are case-specific and unchangeable tell us about the difficulties of transferring organizational technologies from another environment. Thus in Berlin the two populations share the same language, religion, nationality, history. These are case-specific, unchangeable features. Their divisions between the two populations concern ideology, politics and economics - features which are not specific but are changeable. When these features of the environment have been altered the reason for conflict on the first sphere vanishes.

4.2 THE SPECIFIC ENVIRONMENT OF JERUSALEM

THE NATURE OF THE DIFFERENCES

The two populations in Jerusalem, the Palestinians and the Israelis, are divided along the following lines:

1. Nationality: Israelis and Palestinians
2. Religion: Jewish, Muslims and Christians
3. History: One hundred years of war
4. Economy: The lower standard of living of the Palestinians.

SPHERES OF INFLUENCE

Similar deviations characterize the first, second and third spheres.

The Israelis and the Palestinians in Jerusalem make up the first sphere, Israel and Palestine the second, and Israel and the Arab nations - the third.

THE STATE OF THE CONFLICT

A process of peace in the third sphere began around 1975, but remains unfinished. The peace process between Israel and Palestine is still on its way.

GEO-URBAN LAYOUT

Located on the road connecting the north and the south of Palestine's West Bank region, Jerusalem serves as metropolitan center for the Palestinian villages and satellite towns around it. At the same time Jerusalem is a specialized urban center in the multi-centered metropolitan area headed by Tel-Aviv to the west

Jerusalem's two populations reside in homogeneous neighborhoods but their specific location makes it difficult to draw a reasonable border between Palestinians and Israelis.

BORDERS

The borders between Palestine and Israel are in a state of flux. Their location and the degree of their permeability are yet to be finalized. On paper they now permit the free transfer of goods, labor, persons and know-how but not of residency. In fact they often remain closed to prevent acts of belligerency. The actual permeability of the borders is not symmetric: While closure does not prevent Palestinians from crossing over into Israel, it does prevent Israeli trade from entering the Palestinian side.

Technically it is very difficult to close these borders to most types of traffic, and the ineffective check point system unintentionally aggravates the hostility between individuals of the two populations.

The borders around Jerusalem permit the access of nearly everything except residency from the Palestinian side but this permeability is impaired during closures.

Today there is no physical border between the populations living in Jerusalem, although for many people there is a mental border which influences behavior.

ECONOMIC SITUATION

The economies of Israel and Palestine are very interdependent though not symmetrically. Both economies suffer from closure, but the Palestinian economy suffers more. It is much smaller than that of Israel and so is its

standard of living. Permeable borders will promote the trend of equalization of living standards though other means of cooperation may also help. Possible measures explored to this end include “bridge areas” (see Appendix 2), trans-boundary partnerships and a capital inflow similar to the Marshall Plan.

INTERACTION OF INDIVIDUALS FROM THE TWO POPULATIONS

Both populations join in providing and using some urban services and individuals from both populations interact on a one-to-one basis at hospitals, shopping malls, at work, and in the courtroom.

4.3 ALTERNATIVE ENVIRONMENTAL SCENARIOS

Jerusalem’s environment is changing and these changes may have a profound impact on the applicability and feasibility of some solutions. People tend to be prisoners of the status quo. They seek to solve problems within the existing situation and they tend to avoid confrontation with the opportunities and challenges of situations which are now hypothetical. Indeed many of us are so locked into the here-and-now that we do not notice the changes that now occur before our very eyes.

This kind of blindness has been observed in many areas, from business to politics, and various techniques were developed to overcome it. Such is scenario writing. This technique helps our imagination to break through the mental walls of the extant situations. The special version of scenario writing we use here is the technique of structured brain-storming. This SBS’ we have applied throughout this project in order to generate alternatives.

The process is as follows:

- a. Describe the major features of the extant environment.
- b. Imagine changes in each of these features to create an assembly table.
- c. Pick one change for each feature to assemble a scenario.
- d. Assemble additional scenarios in the same way.

Assembly Table

A	Conflict	1.Warm peace in all spheres	2.Normal peace in the third sphere , cold in the first and second	3.Cold peace in the third sphere, normal in the first and second.	4.Cold peace in all spheres
	Borders around Jerusalem:				
B	Size	1. Included villages, suburbs, satellite towns	2. included close villages and suburbs	3. the city only	
C	Permeability	1. impermeable	2. permit trade tourists	3. trade, tourists, labor, capital	
D	Sphere relations:	1. Special states for Jerusalem	2. Room to maneuver	3. Under the respective government like any other city	
E	Demography , second sphere	1. Palestinian increase, Israeli increase	2.Palestinian normal growth, Israelis increase	3.Palestinian increase, Israeli normal	4. Israeli normal, Palestinian normal
F	Economics, second sphere	1. Palestinian M, Israel M		2. Palestinian CP, Israel M	

M - Market Economy

CP - Centrally Planned Economy

Alternative Scenarios

	S I	S II	S III	S IV
A	Warm peace in all spheres	Cold peace in the third sphere, normal in the first and the second	Normal peace in the third sphere, normal in the first and the second	
B	Include villages, suburbs, satellite towns	The city only	included close villages and suburbs	
C	Trade, tourists, labor, capital	Impermeable	Permit trade tourists	
D	Room to maneuver	Under the respective government like any other city	Special states for Jerusalem	
E	Israeli normal, Palestinian normal	Palestinian increase, Israeli increase	Palestinian increase, Israeli normal	
F	Palestinian M, Israel M	Palestinian CP, Israel M	Palestinian M, Israel M	

M - Market economy

CP - Centrally Planned economy