



The Local Development Plan Document for the City of Hebron

2026-2023



Municipal Development
and Lending Fund

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This Plan was Supervised, followed-up, interpreted and audited by the Strategic Development Planning and International Relation Unit.

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Translated by: Zeina Taher Shaheen and Mays Musbah Tahboub

خَلِيلُ الرَّحْمَنِ
وَمَنْ أَحْسَنَ دِينًا مِنْ إِبْرَاهِيمَ وَخَبْرَهُ لِيهِ وَدُونَهُ فَخَيْرٌ وَأَتَّبَعَ
مِلَّةَ إِبْرَاهِيمَ حَنِيفًا وَاتَّخَذَ اللَّهُ إِبْرَاهِيمَ خَلِيلًا



Mr. Tayseer Abu Sneineh
Mayor



Dr. Asma Hammouri «Sharabati»
Deputy Mayor



Mr. Omar Qawasmeh



Eng. Thafer Siaj



Eng. Abd Al Rahman Bader



Mr. Yehia Natsheh



Eng. Liana Abu Aisha



Dr. Nidal Jabari



Dr. Shihada Rajabi



Mr. Moh'd Nahnoush



Dr. Moh'd Qawasmeh



Mr. Abd Al Kareem Farrah



Eng. Yousef Jabari



Dr. Nida Abd AlNabi «Dweik»



Eng. Tamer Atrash
«Abu Sneineh»

Hebron Mayor and the Municipal Council Members 2022-2026



Hebron Mayor's Speech Mr. Tayseer Abu Sneineh

أَفْمَرُ يَمْشِي مَكْبًا عَلَى وَجْهِهِ أَهْدَى أَمْرٍ يَمْشِي سَوِيًّا عَلَى صِرَاطٍ مُسْتَقِيمٍ

Dear Sisters and Brothers; citizens of the City of Hebron

It is an honour for me to present to you this exclusive edition of the Local Strategic Development and Investment Plan (SDIP) of the City of Hebron for the years (2023-2026). This plan embodies the vision and strategic directions set by our Municipal Council for the upcoming four years.

After the recent elections held in March 2022, the municipal council has set its sights on working in collaboration with the local community to formulate a realistic and implementable local development plan. The goal is to enhance and improve the services provided to the citizens of the city. Hebron deserves dedicated effort and hard work to preserve its heritage, culture, economic significance, and cultural importance.

We pledge to you in the municipal council that we will work hand in hand to achieve the goals of this plan, aiming for the implementation of vital projects. Together, we will take pride in the advanced level of services that the city of Hebron enjoys.

In this respect, I must extend my gratitude and appreciation to all the committees that worked on preparing this plan, including those from the local community, institutions, and organizations within the city, as well as Hebron Municipal staff and the committee coordinators. They exerted significant effort over a period of eight months, participating in numerous meetings to develop this plan that meets the needs of the local community and that aligns with the 2030 Strategic Plan of the governorate and the achievement of the Sustainable Development Goals 2030.

In conclusion, I would like to take this opportunity to warmly thank the Ministry of Local Government (MoLG), and the Municipal Development and Lending Fund (MDLF) for their financial and moral support in the preparation of the plan.

As well as, I would like to thank the consulting company "Pillars" for assisting the municipal staff to reach this Strategic Development Plan that reflects the vision of the municipal council, which I am honored to lead, aiming for Hebron to be a "modern, green, resilient, and sustainable city that values its heritage and authenticity".

**May God guide us in achieving and implementing this ambitious
plan to meet the needs of our citizen whose satisfaction we seek**

Your Brother Tayseer Abu Sneineh



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Planning Team Message

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Strategic planning is the foundation of organizational work, where it establishes the future vision and strategic directions. Whilst translating these directions into achievable goals through realistic projects that address and meet the needs of the local community within a defined timeframe, and periodic monitoring and evaluation.

Following the best practices in this field, Hebron Municipality has developed the Local Development Plan for Hebron City (Strategic Plan) for the years 2023-2026. This plan outlines the medium-term vision and priorities for the municipality across four main sectors, breaking them down into strategic and operational objectives. Through these objectives, the municipality works to implement initiatives and projects within allocated budgets tied to the plans. This is aimed at the city's development and institutional improvement, ensuring sustainable development and enhancing the city's status.

The Local Development Plan for 2023-2026 was formulated in collaboration with the local community, based on the Local Development Planning Manual prepared by the Ministry of Local Government (MOLG). Several committees were established for each sector, taking into consideration amendments related to linking the plan with the Sustainable Development Goals (SDG) 2030 and the Hebron Governorate's 2030 Strategic Plan. Special emphasis was given to climate, green environment, and addressing the needs of youth, women, and individuals with disabilities, while maintaining the city's resilience and sustainability.

Through this plan, the municipality has attempted to develop and provide the best model for essential services to its citizens. It seeks to become an optimal institution by nurturing a dedicated workforce that contributes proudly to our nation's development. The municipality has given special importance on service provision and economic development, given the religious and economic significance of Hebron, attempting to stay current across all fields. From this perspective, the vision emerged for Hebron to be a modern, green, resilient, and sustainable city that values its heritage and authenticity.


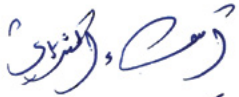












The committees formed by the local community, comprising representatives from both official and civil institutions, as well as members of the civil society and the coordinators of the formed committees, the Strategic Planning Committee from the Municipal Council, and the core planning team, deserve our heartfelt gratitude and appreciation. On behalf of the elected Mayor and members of the Municipal Council, we extend our thanks, hoping that they remain a source of support and assistance in the upcoming years to ensure the achievement of the planned objectives.

A sincere thanks and appreciation must also be extended to the Ministry of Local Government (MoLG), Municipal Development and Lending Fund (MDLF), and the consulting company «Pillars» for their continuous support in the success of this plan.

**Local Development Plan Coordinator,
Director of Strategic Planning & International Cooperation
Mr. Allam Ashhab**












Decision of the Local Authority council to adopt the plan

In session number (70) decision number (1207) held on (18/07/2023), the Municipal Council discussed the outcomes of the local development plan for the city of Hebron, and they agreed to approve the local development plan for the City of Hebron for the years 2023-2026, encompassing all its outcomes. In addition, the Municipal Council commits to provide all the necessary resources to achieve the plan's outcomes on the ground.

Names	Position	signature
Mr. Tayseer Abu Sneineh	Mayor	
Dr. Asma Hammouri "Sharabati"	Deputy Mayor	
Mr. Omar Qawasmeh	Council Members	
Eng. Thafer Siaj		
Eng. Abd Al Rahman Bader		
Mr. Yehia Natsha		
Eng. Liana Abu Aisha		
Dr. Nidal Al Jabari		
Dr. Shihada Rajabi		
Mr. Mohammad Nahnoush		
Dr. Mohammad Qawasmeh		
Mr. Abd Al Kareem Farrah		
Eng. Yousef Jabari		
Dr. Nida Abd AlNabi "Dweik"		
Eng. Tamer Atrash "Abu Sneineh"		






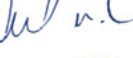

Community Document

We the undersigned, the representatives of local institution, public and private insitution, NGO's, individuals of the city of Hebron endorse this local development plan for our city in all its outcomes. We have actively participated in all stages of preparation, and we are ready to provide what is needed to support the implementation of its outputs.

Names	Representative	Signature
Hebron Governorate	Ms. Hadeel Oweiwi Eng. Luay Qaisi Ms. Amani Abu Sneineh	
Ministry of Local Government Directorate	Eng. Alaa Abdeen Eng. Emad Abu Rajab Mr. Munther Junaidi	
Ministry of Education Directorate	Mr. Moh'd Kaakour Mr. Ziad Rajabi	
Ministry of Higher Education & Scientific Research Directorate	Eng. Safaa Abu Kharshiq	
Ministry of Labor /Hebron Directorate	Eng. Jehan Jarrar	
Ministry of Public Works /Hebron Directorate	Eng. Atta Zadari	
Ministry of Social Development /Hebron Directorate	Eng. Arafat Atawneh	
Ministry of Tourism and Antiquities /Hebron Directorate	Mr. Ziad Jaber	
Ministry of Health /Hebron Directorate & Hebron Governmental Hospital	Dr. Ayed Abu Sneineh Ms. Safaa Mohtaseb	
Ministry of Agriculture /Hebron Directorate	Mrs. Majdoline Rajabi Eng. Khalil Abu Aqifan Ms. Basma ISeid	
Ministry of Culture /Directorate of Culture	Mr. Mohammed Jabari	

Ministry of Economy /Hebron Directorate	Mr. Iyad Jabari	
Environment Quality Authority	Eng. Akram Tawabha	
Palestinian Central Bureau of Statistics (PCBS)	Mr. Tawfiq Nassar	
Area Command	Lieutenant Colonel Raed Qaisi	
Civil Defense /Hebron District	Eng. Heba Shaheen	
Hebron Rehabilitation Committee	Eng. Noha Dandis	
The Higher Council for Youth and Sports	Mr. Moh'd Haymouni	
	Ms. Enas Atawneh Ms. Rania Shabana	
Hebron Chamber of Commerce & Industry	Mr. Ismail Sharif	
	Ms. Shireen Sinokrot	
Plastic Industries Union	Mr. Moh'd Ghannam	
Palestinian Businessmen Forum	Mr. Saad Jaradat	
Palestine Red Crescent Society /Al Hilal Specialist Hospital	Mr. Saeed Al-Khatib	
	Mr. Samer Dufesh	
	Mr. Ahmed Karaki	
	Mr. Jawdat Muhtaseb Ms. Yasmeen Sharif	
Hebron Women's Charitable Association	Ms. Shadia Sultan	
	Ms. Ruba Tamimi	
Blind Charitable Society	Eng. Rateb Bakri	
Palestine Polytechnic University	Eng. Musab Shaheen	
	Dr. Jalal Salaymeh Eng. Nafez Sharawi	
Hebron University	Mr. Arafat Jebrini	
Al-Quds Open University	Dr. Mohammad Amro	
Smart College for Modern Education	Eng. Moh'd Qawasmeh	
University Graduate Union Model High School	Ms. Zahira Dweik	

Hebron Industrial School	Mr. Rami Abu Shkheidem	
Hebron Electric Power Co.	Mr. Ayman Hassouna Ms. Hanadi Tbakhi Ms. Abeer Nazer	
Joint Services Council	Eng. Abd Al-Hay Arafa Dr. Asma Sharabati	
Young Men's Muslim Association	Mr. Tariq Jabari	
Palestinian Family Planning and Protection Association	Ms. Maysa Shalaldeh	
	Mr. Sami Natsha	
Palestine Children's Relief Society	Ms. Amal Haymoni	
The Hebron Women Society	Ms. Maysoon Qawasmi	
Youth and Childhood Dreams Association	Abd Al-Moghni Jabari	
Federation of Leather Industries	Mr. Hatem Tamimi	
Palestinian Karate Federation	Mr. Moh'd Bakri	
Contractors Union	Eng. Ali Nasr	
	Mr. Moh'd Ayayda	
Palestinian Bar Association	Mr. Nader Sufyan Mujahed	
National Center for Public Safety	Dr. Malik Salhab	
Veterinary Department	Dr. mohammad Matar	
Palestinian Medical Relief	Dr. Othman Abu Sabha	
Palestinian Children's Arts Center	Mr. Samih Abu Zakia	
"YES" Theater	Mr. Ehab Zahda	

Tamer Community Foundation	Ms. Diala Halayka	
Fine Art Society	Ms. Amani Fakhoury	
Arab Islamic Bank	Mr. Shaher Al-Sharif	
Consultant	Eng. Abdulghani Nofal	
Lawyer	Ms. Shahd Qawasmeh	
Environmental Consultant	Eng. Yasser Dweik	
Feminist activist	Ms. Shadia Sultan	
Feminist sector	Ms. Khawla Sharbati	
Community - Hebron Municipality Pensioner	Eng. Tayseer Shwaiki	
Unified Parent Council	Mr. Omran Jubeh Mr. Eid Hassouna	
Local Community	Mr. Moh'd Abu Zeina Dr. Muwafaq Abu Zeina Mr. Hisham Karaki Mr. Moh'd Daour Ms. Fawziah Abu Hadeed Ms. Arwa Zatari	     
Private Sector	Eng. Hiba Bader Eng. Khaled Owaiwi Eng. Hiba Bader Eng. Musab Zhour	
Volunteer	Mr. Bashaer Abu Sara Ms. Bashaer Abu Hussein	

Executive Summary

The dedicated efforts of the local development planning process, led by Hebron Municipality and the core planning team, along with the participation of the development committees, have resulted in the preparation of the local development plan for the city for the years 2023-2026. This achievement was accomplished in collaboration with the Ministry of Local Government (MoLG) and the Municipal Development and Lending Fund (MDLF).

The local development plan for the city of Hebron, which has been prepared in accordance with the strategic planning guide provided by the Ministry of Local Government, aims to answer the fundamental questions of "Where are we now?" (Organization and Analysis), "Where do we want to go?" (Development Framework), and "How do we get there?" (Implementation, Monitoring, and Evaluation). Its purpose is to enhance the state of developmental sectors, improve the quality of services provided, and elevate the municipality's leading and developmental role, all with the goal of improving the social, cultural, and economic well-being of the citizens.

To achieve this main goal, the process of local development planning has focused on diagnosing and analysing four main developmental sectors: Environmental and Infrastructure, Social Empowerment and Development, Local Economic Development, and Efficient Governance and Management. This is based on the guidelines outlined in the Local Development Planning Guide for Palestinian Cities and Towns issued by the Ministry of Local Government in 2017 and its subsequent amendments in 2022. In addition, the insights and knowledge gained from the municipalities past experiences and endeavours in the planning and preparation of previous local development plans have been incorporated.

The local development plan for the city of Hebron for the years 2023-2026 has been carefully designed to align with its vision, objectives, and developmental priorities ensuring alignment with the aspirations and needs of the local community. It takes into ac-

count the available resources, capabilities, and potential challenges. The plan is built upon a set of guiding principles, including participation, transparency, accountability, integration, comprehensive diagnosis and strategic dimension, efficiency, and effectiveness.

With the emergence of climate change impacts worldwide, adaptation in all its components has become crucial. Like many other countries, the effects of climate change are expected to have significant implications in Palestine, particularly on the agricultural sector, including crops and livestock. Similarly, the water and sanitation sector will be affected, as well as the management of security and disaster risks posed by potential floods or fires resulting from climate change.

Given this context, it is essential for those involved in the local development planning process to address climate change issues and adaptation, especially given the limited resources and capacity for adaptation. Adaptation is a critical focus for responding to climate change, and it is necessary for mitigating its resultant effects, reducing negative impacts, and capitalizing on potential opportunities arising from climate change.

To ensure an inclusive approach, various components of the local community, as well as marginalized groups, particularly women, youth, and persons with disabilities, were actively engaged throughout different stages of the planning process. This involvement encompassed their representation within the development committees and the integration of their needs and priorities into the local development plan. This was achieved through translating their input into programs and projects across various developmental sectors.

The process of local development planning

at this stage has concluded with the identification of the vision and developmental objectives, as well as the prioritized issues and needs through a participatory process. This involved translating these needs into a package of programs, projects, and activities, further crystallizing the developmental framework for the city for the next four years (2023-2026). Building upon the situation analysis conducted during the preparation of this development plan, various planning committees have reached consensus on numerous developmental issues within the four main sectors and their respective sub-topics. Technical committees presented the synthesized summary of these developmental issues across all sub-domains, providing a comprehensive overview of the city's developmental concerns.

The local development planning process in this

stage has concluded with defining the vision, developmental objectives, and prioritized issues. This was achieved through a participatory process, where the identified needs were translated into a set of program components, projects, and activities. Subsequently, the developmental framework for the city for the four years (2023-2026) was crystallized and summarized into a comprehensive matrix. Building upon the assessment of the current situation during the preparation of this development plan, the various developmental committees have derived numerous developmental issues within the four main sectors and their sub-domains. These findings were then summarized and presented by the technical committees in all the sub-sectors.

Local Development Framework «Vision / Dev. Issues»

Vision / Developmental Issues: During the first workshop, a review of the developmental vision for the city took place. Consensus was reached among the participants on the following developmental vision:

The developmental vision for the city of Hebron: A modern, green, resilient and sustainable city that values its heritage and authenticity

> **The developmental objectives for the city of Hebron are as follows:**

First Goal	Rehabilitate and improve the infrastructure of road networks & transportation.
Second Goal	Develop the sewage network.
Third Goal	Enhance the water network's efficiency and increase per capita allocation.
Fourth Goal	Improve environmental protection within the city.
Fifth Goal	Develop energy sources and upgrade the electricity network's efficiency.
Sixth Goal	Enhance agricultural production and strengthen the infrastructure of the agricultural sector, including animal husbandry.
Seventh Goal	Strengthen the infrastructure of the industrial sector & promote investment.

Eighth Goal	Develop the tourism infrastructure.
Ninth Goal	Contribute to reducing unemployment, especially among graduates.
Tenth Goal	Develop the educational infrastructure, outputs, and responsiveness to the needs of vulnerable community members.
Eleventh Goal	Rehabilitate and enhance the healthcare infrastructure, improving service quality.
Twelfth Goal	Increase and improve services for women, children, and persons with disabilities.
Thirteenth Goal	Foster youth engagement and enhance participation in decision-making systems.
Fourteenth Goal	Develop the comprehensive urban plan and get it approved.
Fifteenth Goal	Develop the municipal institutional infrastructure.
Sixteenth Goal	Develop disaster management infrastructure
Seventeenth Goal	Strengthening the financial revenues and resources of the municipality.

> **The prioritized developmental issues, which represent the main concerns in the city of Hebron, are manifested in the following key developmental issues:**

Firstly: Environmental and Infrastructure Issues
Limited Energy Sources and the Need to Develop the Electricity Network
Limited Awareness of Optimal Electricity Usage
Enhancing Road and Transportation Networks in Terms of Infrastructure and Traffic Safety
Limited Adaptation of Roads and Transportation Services for People with Disabilities
Limited Water Resources and Low Per Capita Share
Limited Awareness of Water Usage
Aging and Deterioration of the Sewage System's Capacity to Accommodate Water
Improving Solid Waste Disposal and Management Services
Increasing Environmental Pollution and Limited Environmental Awareness among Citizens
Limited Building Numbering Process
Decline of Green Spaces in the City
Need for Urban Planning Development for City Districts

Secondly: Local Economic Development
High Unemployment Rates, Especially Among Women
Discrepancy Between Education System Outputs in Terms of Skills and Competencies, and Local Job Market Requirements
Scarcity of Agricultural Water
Limited Competitiveness of Agricultural Products
Limited Productivity in the Agricultural and Livestock Sectors
Enhancing the Tourist Environment
Developing the Entertainment Sector in the City
Improving Infrastructure Efficiency for the Industry, Trade, and Services Sectors
Promoting Green Economy in the City

Thirdly: Social Development
Developing the infrastructure of educational facilities and increasing the number of schools to accommodate the population growth in the city.
Limited number of institutions in the field of special education.
Enhancing the infrastructure, facilities, and staff of healthcare centers and hospitals.
Increasing mental health services in the city.
Improving the quality of healthcare services provided for women, children, & people with disabilities.
Environmental pollution issue in the city leading to health problems and diseases.
Strengthening health supervision and inspection of facilities such as the municipal slaughterhouse.
Increasing support to enhance the economic status of women.
Empowering the effectiveness of women's institutions.
Developing services provided for women and children (entertainment, educational, health, etc.).
Limited participation of women in social, economic, and political fields.
Enhancing social protection services provided for people with disabilities.
Lack of accessibility of public and private places for people with disabilities.
Limited resources available for cultural and artistic activities.
Limited investment in the sports sector.
Limited participation of youth in cultural and sports activities.
Limited attention to volunteer work for youth and sports in educational institutions.

Fourthly: Governance and Effective Management
Non-finalized adoption of the master plan.
Enhancing the organizational plan for traffic and buildings.
Completing the process of land regularization and settlement in the city.
Limited allocation of support for security and disaster management.
Citizens' lack of awareness of public safety issues.
Developing municipal policies and work systems.
Reassessing the organizational structure, including job descriptions and procedural guidelines (Procedures Manual).
Human resource shortage within the municipality in terms of both quantity and capabilities.
Continued need for the development of technological infrastructure within the municipality.
Strengthening monitoring and evaluation systems within the municipality.

Through the prioritization process, the following were identified as the priority development issues based on the voting results:

1. Deterioration of the sewage network and its incapacity to handle water.
2. Enhancing the road and transportation network in terms of infrastructure and traffic safety.
3. Limited water resources and low per capita share.
4. Decline in green areas within the city.
5. Developing solid waste disposal and management services.
6. Escalating environmental pollution and citizens' lack of environmental awareness.
7. Limited energy resources and the need to develop the electricity network.
8. Developing infrastructure for educational facilities, and increasing the number of schools to accommodate population growth.
9. Enhancing infrastructure, facilities, and personnel in healthcare centers and hospitals.
10. Developing services for women, children, and people with disabilities.
11. Encouraging youth participation in cultural and sports activities.
12. The need to approve the final structural plan
13. Developing security and disaster management.
14. Improving the organizational structure, including job descriptions and procedural guidelines (Procedures Manual).
15. Bridging the gap between education system outcomes and local job market requirements.
16. Supporting productivity in the agricultural and livestock sectors.
17. Enhancing the tourism environment.
18. Developing infrastructure for the industrial, commercial, and service sectors.

Introduction

The municipality constitutes the cornerstone and umbrella of the city's institutions, responsible for working towards the advancement of the city, providing a better life for its citizens, and creating developmental horizons capable of responding to the aspirations of the citizens. This includes raising the level of services provided to them and improving their inclusivity for all citizens under the principle of "Leave No One Behind," stating that no one should be left behind in the service system. The municipality approached the planning process with this developmental perspective, in cooperation with citizens and institutions in the city of Hebron. This cooperation involved a wide range of groups, including youth, women, vulnerable segments, and diverse active institutions in the city, encompassing private, official, semi-official, and private sector organizations.

And based on the approach adopted by the State of Palestine through the Ministry of Local Government (MoLG) and the MDLF, which involves preparing local development plans for various Palestinian cities and towns

This approach aligns with the Palestinian National Policy Agenda for the years 2023-2026, in line with sustainable development planning principles.

Given this approach to development planning in Palestine, the municipality, along with active institutions in the city of Hebron, has directed its efforts towards developing a local development plan for the city. This plan is in harmony with the broader national development strategy and follows the approach set by the Palestinian Authority, focusing on the years 2023-2026.

The municipality aimed, within the framework of its preparation, to enhance participatory ownership and shared responsibility in the outcomes of the planning process. This is to promote the prospects of implementing this plan and to improve the sustainability prospects of its outcomes across various sectors of the community in the city. The community bears its

responsibilities during the implementation process of the plan, as this plan is derived from them, aiming to serve them. Thus, this emphasizes the significance of strategic developmental planning, and the importance of these objectives can be summarized as follows:

1. Enhancing the establishment of the strategic developmental planning process at the level of Palestinian local authorities.
2. Building the capacities of local authorities and community institutions in the field of strategic developmental planning and its enhancement.
3. Encouraging collective thinking towards achieving the public interest on both the local and national levels.
4. Developing shared responsibility for the planning process and enhancing public participation in plan implementation.
5. Stimulating and developing various initiatives within community sectors, especially the private and civil sectors, to support local development efforts.

The success of the local developmental planning process relies fundamentally on the integration of the municipal council and the mayor with the local community. They work continuously to mobilize the necessary resources for plan implementation and its various aspects. Lessons learned throughout the implementation are taken into account, and corrective measures are taken as needed.

Plan Objectives

The objectives of the local development plans for the City of Hebron can be summarized as follows:

1. Intensify efforts and enhance their alignment with the aspirations of the public.
2. Identify available opportunities and obstacles facing the local development process in the city.
3. Diagnose the current situation and provide a clear picture of the issues and needs of various developmental sectors in the city.
4. Promote integration and inclusivity among local, regional, and national development plans, recognizing their significance in the success of the local development plan and achieving sustainable development.
5. Respond to developmental needs and priorities in a well-structured manner, avoiding randomness in actions, within the framework of clear & executable visions, objectives, programs, & action plans.
6. Review and update the strategic developmental vision and objectives of the city in light of developments and changes that have occurred in previous years, framing the city's evolution from the perspective of its citizens, over a time span of 4 to 16 years.
7. Identify priorities, projects, and developmental programs, as well as the regions for their implementation, within the timeline of the development plan.
8. Establish an integrated implementation plan for a 4-year period, along with financial estimates and mobilization of diverse resources to achieve the outcomes of the development plan.
9. Link administrative and service improvement efforts to the local development plan.
10. Institutionalize the local developmental planning process as a scientific developmental tool with in the policies, decisions, and plans of the municipality.
11. Foster a culture of partnership with the local community, involving its individuals and diverse institutions, through the availability of collaborative spaces in local development. Based on insights from different segments of the community, develop the developmental framework that shapes the city's image for the coming years.
12. Design a follow-up and evaluation plan linked to the achievement of strategic developmental objectives, ensuring the tracking, review, and assessment of various successes and developments.

Plan Preparation Methodology

The local development plan for the city of Hebron is based on the principle of integration with the local community and adopting participatory planning tools with individuals, groups, and various representative institutions in all sectors of the city. This is in accordance with the guidelines and instructions outlined in the “Local Development Planning Guide for Palestinian Cities and Towns for the year 2017,” along with its amendments in 2022; that addresses climate and environmental adaptation issues and takes into consideration the needs of vulnerable groups, particularly residents of “Area C” classified regions, people with disabilities, women, and youth groups. The plan has also considered national planning and global developmental trends as expressed in the Strategic Development Plan for 2017-2030.

Participatory local development planning is considered a scientific approach for identifying needs and priorities of the community, encompassing all sectors within the municipal boundaries and proposed expansion areas. This process translates them into feasible programs and projects that can be implemented within a specified timeframe. It is essential for these programs and projects to align with the aspirations of the population, taking into account available resources and potential constraints. The aim is to achieve economic growth and enhance the quality of life for citizens in the city while considering that youth, women, people with disabilities, and vulnerable groups are pivotal to the planning process. Their issues are fundamental to the local community, aiming to attain the desired level of comprehensive local development and equitable access to services provided to members of the local community.

The methodology of local development planning emphasizes adopting the principles of community partnership, transparency, and accountability by establishing the foundations of engagement and community accountability at various stages. It ensures the involvement of diverse components of the local community, particularly women, youth, and people with disabilities. The local development planning guide, which embraces the approach of participation and transparency throughout different stages of the local development planning process, reflects these principles in the components and steps of each phase. This is evident in the tools and diverse methods utilized in the five stages of planning, which are:

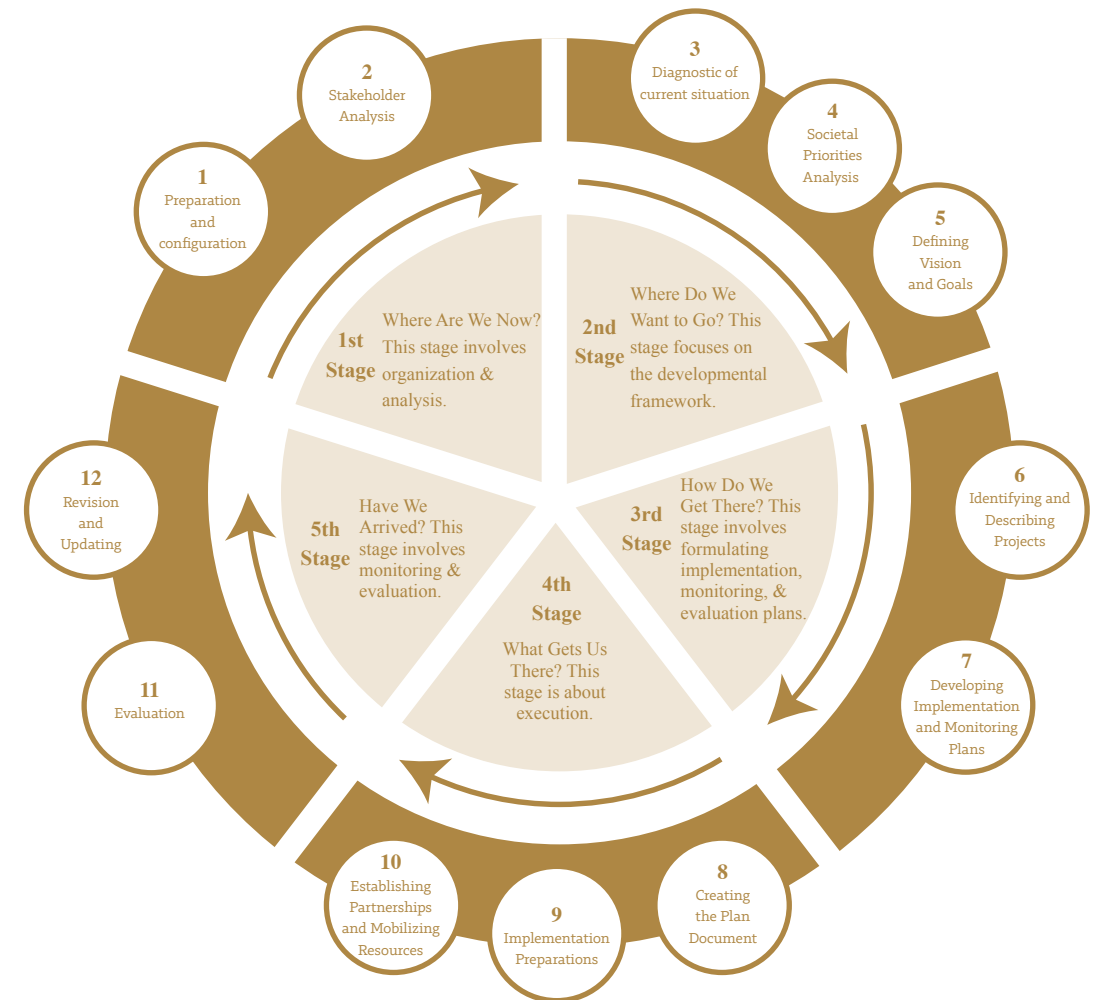
First Stage: Where Are We Now? This stage involves organization and analysis.

Second Stage: Where Do We Want to Go? This stage focuses on the developmental framework.

Third Stage: How Do We Get There? This stage involves formulating implementation, monitoring, and evaluation plans.

Fourth Stage: What Gets Us There? This stage is about execution.

Fifth Stage: Have We Arrived? This stage involves monitoring and evaluation.



The first three stages of the process of preparing and developing the local development plan for the city of Hebron for the years 2023-2026 have been completed. However, the fourth and fifth stages will involve the municipality engaging with the local community to implement them through approved committees. Each of these stages includes a set of steps, activities, and expected outcomes that need to be achieved

Development Sectors

The process of local development planning has focused on diagnosing and analyzing the four development sectors, which are:

1. Environment & Infrastructure.
2. Social Development.
3. Local Economic Development.
4. Management & Good Governance.

The development sectors have been addressed within the framework of a comprehensive and integrated diagnostic and analytical process. This process involves describing the current situation and then identifying the most significant positive and negative factors surrounding each sector. Based on these factors, the primary issues are defined, followed by the identification of the most crucial needs and priorities.

Local Development Planning Process Structure

The municipality of Hebron adopted the proposed structure for managing the process of participatory local development planning, as outlined in the Local Development Planning Guide. The municipality launched the participatory local development planning process during the first community open house meeting, which took place on Wednesday, December 14, 2022. The process continued with the formation of development committees, each focused on its respective area of expertise. The municipality provided the necessary data and information for each development sector, and the committees carried out their tasks and responsibilities accordingly.

This process involved several stages, including open public meetings, specialized technical workshops, and workshops dedicated to vulnerable groups. Additionally, sector-specific meetings and discussions were held. The most recent event in this series was the second open house meeting, where the development plan was presented and discussed which took place on Tuesday, 29th of August 2023.

Challenges in Local Development Planning

1. Working on activating community participation and representing various segments of society, including youth, women, and people with disabilities.
2. Difficulties in obtaining up-to-date data and statistics, especially population statistics, due to the out datedness of the last general population census conducted in 2017 by the Palestinian Central Bureau of Statistics.
3. Workload pressure, as the preparation of the development plan coincided with the end of the calendar year and the beginning of the new one. This created additional tasks and projects that required extra efforts from the municipality's teams and staff.

An Overview of Hebron City

Hebron also known as Khalil al-Rahman, is the second oldest city in the world, with a history dating back over 6000 years. Its mosque, the Ibrahimi Mosque, is a sacred site associated with the prophets and messengers, including our forefather Ibrahim and his wives, and his sons Isaac, Jacob, and Joseph and their wives, peace be upon them all. The Ibrahimi Mosque stands as a distinguished Islamic and historical monument. The ancient town of Hebron, with its rich heritage and its identity, is an embodiment of the legacy of Ibrahim, his wives, and their descendants. The city earned the name “Hebron” due to its association with the friend of Allah, Ibrahim, who resided in and established himself in the city.

The architectural structures and designs of Hebron’s buildings date back to the Mamluk and Ottoman era, forming a unique urban structure that carries a blend of diverse historical influences.

Hebron, is the largest city in terms of both area and population in the West Bank of Palestine. It is located to the south of the holy city of Jerusalem, approximately 35 km away. The Hebron Governorate constitutes about 16% of the total land area of the northern governorates, which collectively have a population of around one million. The city itself has a population of approximately three hundred thousand residents within its municipal boundaries.

The city of Hebron, is considered the economic capital of Palestine, contributing to over 40% of the total GDP. The industry and trade sectors play a vital role in the development of the city’s services, making them the main drivers of its economy. Hebron’s traders are among the most skilled merchants at the level of the Palestinian state.

Due to its historical and cultural significance, represented by the Old City of Hebron and its holy Ibrahimi Mosque, the Municipality of Hebron has pursued the inclusion of the city as a UNESCO World Heritage Site. In 2017, Hebron has earned the title of a World Heritage City. Moreover, in 2016, it was awarded the title of a “Craft City” by the World Crafts Council for its excellence in traditional crafts such as glasswork, pottery, ceramics, and leatherwork.

Since the brutal Israeli occupation in 1967 until today, Hebron has been subjected to systematic settlement attacks. The occupation has established five settlement outposts at the heart of the city, disrupting communication between its northern and southern parts. These settlements stretch from the Tel Rumeida area through Martyrs Street and the Ibrahimi Mosque to the Kiryat Arba settlement, which is one of the largest settlements in the West Bank.



Palestinian citizens are denied the freedom of movement, residence, and access to basic services due to these settlements. These obstacles hinder the municipality’s ability to provide essential services in those areas. Moreover, they impede social interaction among residents living in these regions.

In 1994, specifically after the massacre at the Ibrahimi Mosque, during which more than 30 Palestinians were martyred, the city of Hebron was divided into two parts: Hebron 1 and Hebron 2. This division later led to the closure and confiscation of over 1600 commercial establishments in the heart of the city, including the central vegetable market and the central bus station, through military orders that remain in effect to this day.

However, the city of Hebron takes pride in its advanced healthcare and educational services. Higher education flourishes as well, with five universities present. In addition, there is active participation from associations and the private sector in providing primary and advanced healthcare services.

Topography

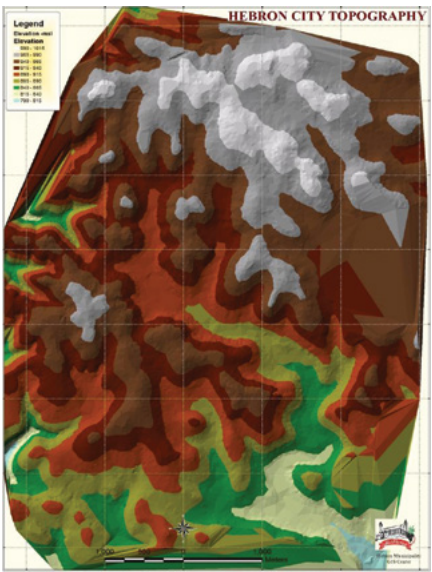
Hebron’s Wadi (Valley) is one of the most significant central valleys, dividing the southern Hebron mountains into two ranges that start from the city of Hebron in the north and extend to its outlet in Wadi Seba’ to the south, reaching Wadi Gaza and eventually the Mediterranean Sea.

Wadi Hebron begins from its upper sources at an elevation of 900 meters above sea level in the area of Ras al-Jura, heading south with a slight westward deviation. The name of the valley varies along its course; it’s known as Wadi al-Qanah at its beginning, then Wadi Sabta, followed by Wadi al-Tuffah, which cuts through the city.

As for the mountains of Hebron, they constitute the southern part of the Central Highlands range in Palestine. They rise to 1020 meters at the summit of Khallet Batrah north of the city of Hebron. On the western side, the hills of Hebron rise above the coastal plain along the fault line, extending the highlands over it.

Moreover, rocks in the city and the region in general, they are predominantly limestone, which contributes to the formation of karst features such as caves and springs. There are numerous springs in the area, including Ain Sara, Namra, Qushqala, Ain Arab, and others.

Lastly, the urban expansion in the city has been influenced by the extension of the main valley in the city, the hills, and some gentle-sloped mountain peaks on the plateau of the Hebron region. The factor of gentle slope and the response of the limestone rocks to excavation and construction, along with the presence of springs, are factors that contributed to the stability of the city since its early inception. Additionally, Hebron city, in particular, serves as a shining point for the surrounding areas, almost like a towering natural fortress, which has granted it military significance since ancient times.



Population Growth

Following is the evolution of the population size (2013- 2017) as reported by the Palestinian Central Bureau of Statistics (PCBS). The following table illustrates the development of the population size according to official statistical divisions.

YEAR	POPULATION (INHABITANTS)
1997	119093
2007	159038
2017	212924
2018	218578
2019	224314
2020	230123
2021	236013
2022	241982
2023	248043
2024	254187
2025	260419
2026	266710

Demographic Characteristics

In terms of the demographic characteristics of the city of Hebron, they can be summarized as follows:

Firstly: Gender Composition of the Population

Regarding the gender composition of the population in the city of Hebron, it is observed that the change in the percentage of males and females between the years 1997 and 2015 is limited. The percentage of males decreased from 51.9% in 1997 to 51.6% in 2007, and further to 50.7% in 2014. On the other hand, the percentage of females increased from 48.1% to 48.4% to 49.3% during the same period. The following table illustrates the distribution of the city’s population by gender in the years 1997, 2007, and 2017.

Population distribution By gender	1997		2007		2017	
	Population	%	Population	%	Population	%
males	62005	51.9	87049	51.6	107952	50.7
females	57396	48.1	81651	48.4	104971	49.3
Total	119401	100	168700	100	212924	100

Secondly: Age Distribution of the Population

Regarding the distribution of age groups, it can be stated that the community of Hebron is a youth community. The percentage of individuals aged below 15 years is estimated to be approximately 44% of the total population of the city in the year 2017. Meanwhile, the percentage of economically active population from the age group (15-64) was about 55.8%, indicating that more than half of the city's population falls within this category. The following table illustrates the distribution of age groups in the city for the year 2017.

Age Group	Number of people	%
(0-4)	31811	14.94
(5-14)	56573	26.57
(15-64)	118577	55.69
65+	58767	2.76
Not shown	77	0.04
Total	212924	100

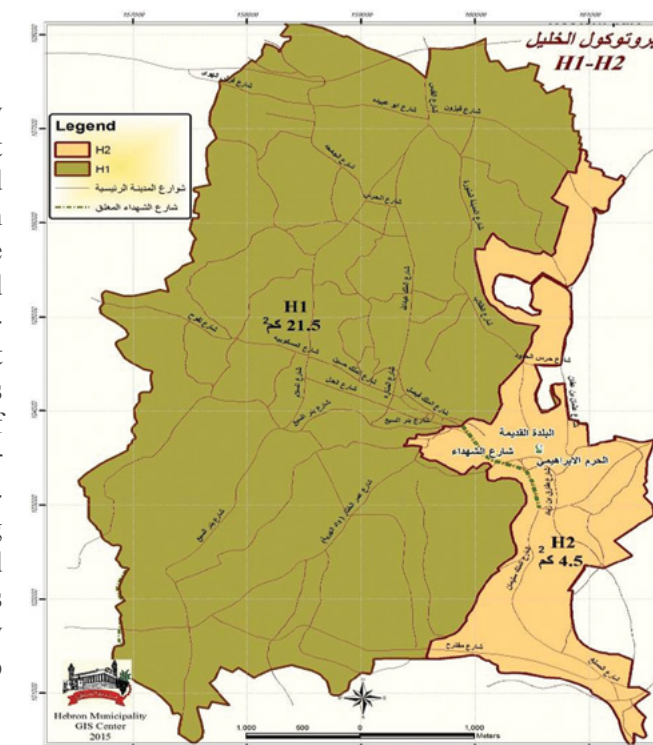


Obstacles and Challenges of Israeli Occupation in the City

The brutal occupation of the city of Hebron began on June 5, 1967. Since that date, settler expansion in the vicinity of the city has intensified, affecting its heart, represented by its ancient town and the sacred site of the Ibrahimi Mosque. Presently, within the city, there are five settlement outposts: Tel Rumeida, Ad-Dubaia, Osama bin Al-Monqidh School, the Vegetable Market, and the tourist lodge near the Ibrahimi Mosque. Additionally, there are Israeli settlements on the eastern outskirts of the city, represented by Kiryat Arba and Kharsina and

Hagay settlement in the south.

Hebron is considered the only Palestinian city where settlement enclaves have been established in its heart. The occupation authorities have exerted pressure on its residents and restricted their movement. Conversely, settlers enjoy freedom of movement and expansion due to the policies of the occupation. As a result of this approach, incidents of settler violence against Palestinian inhabitants have escalated, leading to human rights violations and displacements. This situation has caused the displacement of many families and have forced them to leave.



As a result of Israeli occupation policies, daily settler practices, and violations against Palestinian residents, a settler named Baruch Goldstein, a Jewish physician, carried out a shooting attack on Palestinian worshippers at the Ibrahimi Mosque (Hebron's holy site) on the early morning of Friday, 15th of Ramadan, 1414 Hijri (February 25, 1994), killing more than 29 Palestinian worshippers. Following the events that unfolded after the Ibrahimi Mosque massacre, specifically on January 15, 1997, the so-called Hebron Protocol or Hebron Agreement was announced. This protocol was reached between the Palestinian Liberation Organization and Israel with the aim of redeploying Israeli occupation forces in Hebron. Subsequently, the city of Hebron was divided into two areas: Hebron Area 1 (H1), which constitutes 80% of the total area of Hebron and is under Palestinian control, and Hebron Area 2 (H2), which constitutes 20% of Hebron's area and remains under Israeli security control, while civilian authority was transferred to the Palestinian Authority.

Summary of the Diagnostic Analysis Linkage with Climate Adaptation Sectors

Summary of the Relationship between the Diagnosis Analysis, Climate Adaptation Sectors, Issue Analysis, and Their Impact from the Climate Adaptation Perspective:

The Connection between the Diagnosis Analysis and Climate Adaptation Sectors

Adapting to climate change has become a routine and essential element in planning at all levels. National adaptation planning can empower all parties to assess their vulnerabilities, mainstream climate change risks, and address adaptation.

It's worth noting that the most important agreed-upon objectives for the national adaptation planning process are:

1. Reducing vulnerability to the impacts of climate change through building adaptive capacity and resilience, which will be connected in one way or another to projects implemented for this purpose.
2. Facilitating the integration of climate change adaptation cohesively into policies, programs, and new and existing activities, particularly within development planning processes, across all relevant sectors and at different levels, as needed.

The individuals responsible for preparing the developmental plan for the municipalities have taken the approach of incorporating experts and/or stakeholders from various climate adaptation and environmental sectors into the planning team from relevant fields. The planning team worked on diagnosing weaknesses, risks, and aspects considered vulnerable in different developmental areas directly related to climate change and its impacts. These aspects subsequently influenced the projects and/or activities derived from this plan based on priorities and the availability of funding.

The following table illustrates the analysis of issues and their impact from the climate adaptation perspective only, while other issues are listed in separate tables within the plan.

dev. field	dev. Issue	Main causes of the issue	The negative impact of the issue if not addressed, especially on gender, the environment and climate change	The positive impact of the issue if dealt with, especially on gender, environment & climate change
Environment and Infrastructure	The need to develop the water network infrastructure, its inefficiency, & the insufficiency of its sources	<ol style="list-style-type: none"> 1. Limited control over water resources as a result of the occupation control over them. 2. Large parts of the water network have deteriorated and worn out. 3. Network failure to reach all homes. 	Limited response to the needs of citizens, declining level of hygiene and public health, and exacerbating environmental problems and pollution	Increase per capita water supply, raise public health standards and limit pollution.

dev. field	dev. Issue	Main causes of the issue	The negative impact of the issue if not addressed, especially on gender, the environment and climate change	The positive impact of the issue if dealt with, especially on gender, environment & climate change
Environment and Infrastructure	The need to develop the water network infrastructure, its inefficiency, & the insufficiency of its sources	<ol style="list-style-type: none"> 1. Limited funding 2. Weakness of treatment plants 3. Sewage networks not separated from rainwater drainage 	<ol style="list-style-type: none"> 1. Environmental pollution 2. Spread of diseases 3. Decline in public health. 4. Increased likelihood of flooding. 	<ol style="list-style-type: none"> 1. Preserving the environment and water resources 2. Water reuse in agriculture 3. Minimizing the occurrence of flooding.
	Supporting & enhancing the solid waste management system, especially waste collection & disposal.	<ol style="list-style-type: none"> 1. Waste accumulation 2. Insufficient containers 3. Need for additional collection vehicles 	<ol style="list-style-type: none"> 1. Environmental pollution. 2. Negative impact on human health. 3. Accumulation of burdens on the municipality. 4. Environmental pollution resulting from waste incineration upon accumulation, leading to the emission of greenhouse gases. 5. Accumulation and improper management of waste causing leachate to settle and mix with water, resulting in water and soil contamination 	<ol style="list-style-type: none"> 1. Environmental conservation. 2. Improving the urban and aesthetic aspects of the city. 3. Reducing greenhouse gas emissions. 4. Solid waste management.
	Increasing energy sources	<ol style="list-style-type: none"> 1. Promoting investment in alternative energy. 2. Developing the electricity network and power stations. 3. Occupations control over energy sources. 	<ol style="list-style-type: none"> 1. Inability to meet citizens' specific needs in their locations, particularly vulnerable groups in rural areas, especially women and families supported by women. 2. Negative environmental impact due to the non-use of environmentally friendly lighting units. 3. Dangers arising from lack of street lighting. 4. Lack of security perception in unlit areas, especially among women and children. 	<ol style="list-style-type: none"> 1. Reduction of pollution and energy wastage. 2. Enhancing the sense of security, especially for women and children.

dev. field	dev. Issue	Main causes of the issue	The negative impact of the issue if not addressed, especially on gender, the environment and climate change	The positive impact of the issue if dealt with, especially on gender, environment & climate change
Social Development	Promoting the engagement of the youth in cultural and sports activities.	1. Weak representation and involvement of young people in public affairs. 2. Insufficient financial allocations dedicated to promoting volunteer work.	1. Enhancing youth participation in public service. 2. Increasing youth engagement in awareness campaigns. 3. Boosting youth involvement in environmental conservation efforts.	Increase women's participation in society and their contribution to preserving the environment.
Local Economic Development	Limited services and care provided for the agricultural sector, both in plant and animal fields, within the city, coupled with inadequate attention to climate adaptation.	1. Water scarcity. 2. Healthcare provision. 3. Decline in irrigated agriculture and reliance on rainfed farming due to water scarcity. 4. Lack of support for the agricultural sector.	1. Enhancing the contribution of agriculture to the local output. 2. Promoting women's involvement in local production. 3. Enhancing green environment in the city.	1. Improving women's participation in the local market. 2. Contributing to environmental protection. 3. Increasing women's and children's sense of security through service availability. 4. Providing healthcare for children, women, and marginalized groups. 5. Expanding green areas in the city. 6. Developing food security. 7. Creating recreational and leisure (entertainment) spaces for marginalized groups, including women and children.
	Enhancing the tourism environment	1. Limited water resources. 2. Lack of awareness of the importance of greening the city and the contribution of tourism to the GDP	1. Developing the partnership of women in tourism, especially the environmental. 2. Declining interest in the environment considering it insignificant in attracting tourism	1. Improving women's participation in the local market, particularly in the services sector. 2. Enhancing green areas within the city.

Management & Good governance	Disaster and Crisis Management	1. Lack of equipment and resources in the police and civil defense 2. Lack of organization in craft and industrial work 3. Lack of a disaster adaptation and mitigation plan	1. Possibility of disasters resulting from inadequate drainage of rainwater. 2. Environmental threats due to factories, chemical waste, and industrial pollution. 3. Health impact of industrial waste on humans. 4. Decrease in arable land areas.	1. Protecting the land from industrial waste. 2. Safeguarding women and children, especially from chemical waste, in industries like leather tanning and dyeing. 3. Pollution resulting from industries, particularly iron and steel, quarries, and others. 4. Enhancing adaptability, resilience building, and reducing vulnerability.
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Hebron Towards Sustainability and Digital Intelligence

The city of Hebron is strongly moving towards achieving development and transitioning towards the future with a focus on sustainability and digital intelligence. This ambitious direction reflects the aspirations to achieve a balance between urban development, environmental sustainability, and utilizing modern technologies to enhance the quality of life in the city.

Sustainability:

Sustainability is a key goal for the city of Al-Khalil. The city aims to achieve a balance between economic and social development while protecting the environment. Sustainable initiatives include developing green infrastructure, promoting renewable energy, waste management, and preserving biodiversity.

Digital Intelligence:

The aim of digital intelligence is to utilize smart technology and data to enhance services and operations in the city. The city of Al-Khalil is working on implementing innovative technology projects, such as providing city-wide internet access, smart city technologies, and intelligent applications to facilitate residents' lives and enhance communication and interaction.

Tangible achievements have been realized in the fields of sustainability and digital intelligence in Al-Khalil. The city is actively implementing a range of successful projects.

Achievements:

Tangible achievements have been realized in Hebron towards sustainability and digital intelligence. Some of these concrete achievements include:

1. Development and implementation of mobile applications to enhance city services, empower citizens, and provide digital payment options.
2. Implementation of a smart water resource management system to conserve water resources and achieve efficient water usage. This is facilitated using smart meters and remote control systems in water networks.
3. Encouragement of the use of smart technologies for government services and e-services, streamlining administrative procedures.
4. Establishment of partnerships with the private sector to promote technological advancement and knowledge exchange, particularly concerning digital infrastructure and communication lines, including the internet.
5. Development of sustainable infrastructure and utilization of modern technology to enhance quality of life.
6. Development of communication systems to facilitate citizen complaints handling and simplify procedures related to the Health, Environment, and Water departments, ensuring a clean environment and proper resource utilization.

Challenges and Aspirations:

Despite the challenges it faces, the city of Hebron continues its commitment to achieving further progress in sustainability and digital intelligence. Some potential challenges include:

1. Enhancing awareness and education about the importance of sustainability and adopting modern technology.
2. Ensuring the availability of necessary funding for the implementation of sustainable projects and initiatives.
3. Developing skills and training municipal staff in technology and sustainability.
4. Providing communication platforms that meet international standards, considering comprehensive accessibility for citizens, marginalized groups, and individuals with special needs for municipal services.

Conclusion:

Through the achieved accomplishments and the challenges it faces, Hebron continues to work towards achieving sustainability and digital intelligence. With the cooperation and commitment of all, the city will continue to pursue its vision for a sustainable future, ensuring a high quality of life for its residents.

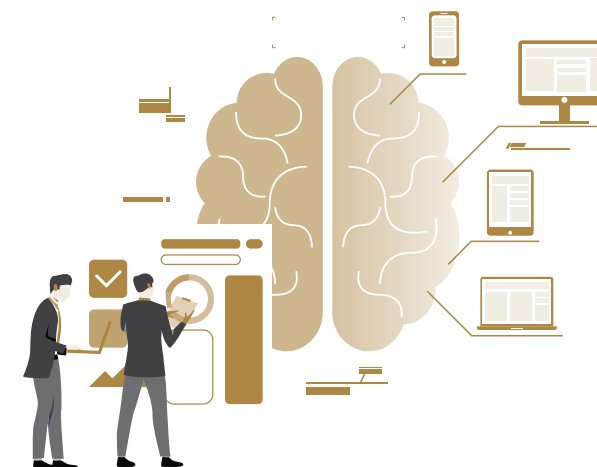


Developing a platform for building permit applications for engineering offices:

The project aims to improve and modernize the current process of building permit applications for engineering offices. It involves adding new features and enhancing the user interface to make it easier for offices to submit permit requests and track their status. In addition to that, the platform facilitates real-time communication, generates reports, and enhances transparency. This project presents an opportunity to enhance work efficiency, achieve sustainability and digitalization goals, and contribute to the overall development of the city.

Updating the Municipality's Website:

The project to update the municipality's website is a fundamental initiative aimed. New features will be added, and the design and interactivity of the website will be improved. This will enhance access to information, improve user experience, and facilitate citizen engagement with the municipality. The security of the website and download speed will also be enhanced. The website update will contribute to improving government transparency and fostering better communication with the community.



Developing a Dedicated E-Services Page for the Municipality:

The municipality aims to enhance the e-services page through a web-based service platform. This involves improving the user interface and simplifying access to various services, while providing a comfortable and user-friendly experience. The enhancement also seeks to strengthen communication, offer improved services, and ensure citizen satisfaction. Additionally, the capability to make online payments through various methods will be introduced. The municipality has already provided these services through a mobile application, in addition to the web-based platform, to cater to different user preferences.

Public Library Management System:

The project for a public library management system aims to enhance library management and provide an improved user experience. It encompasses features that facilitate resource management and tracking of borrowings. This project contributes to the organization of libraries and the provision of up-to-date electronic data and accurate reports. Funding for this project can be sought from institutions interested in promoting education and culture. The municipality currently possesses an outdated computer system that has been in use for over 30 years without updates or development. This poses an obstacle to the library's progress and management.

Summary of the Strategic Framework Matrix (2023-2026)

Dev. Area	Priority development issues	Development Goals	Dev. Programs	Proposed Projects
Environment and Infrastructure	Limited energy resources and the weakness of the electricity grid.	Developing energy sources in the city and improving the efficiency of the electricity grid.	A program for developing the energy and electricity grid network.	<ol style="list-style-type: none"> 1. Installing solar panels on the rooftops and lands of the municipality with a total capacity of 2 megawatts. 2. Upgrading street lighting units to more efficient models. 3. Installing solar panels on the rooftops of buildings in underserved areas.
	Weakness of the road and transportation network in terms of infrastructure and traffic safety.	<ol style="list-style-type: none"> 1. Rehabilitation & improvement of the infrastructure for roads and transportation, as well as repairing them. 2. Enhancing road safety and reducing the rate of traffic accidents. 	Traffic Management and Planning System Program	<p>Rehabilitation of various Important Streets in the City:</p> <p>such as Ein Deir Baha/ Wadi Al Saman/ parts of Beit Ainoun 2/ Beit Anoun 3/ Al-Marzouq/ Wadi Al Qita, Shaaba2/ Wadi Al-Bsas/ Jabal Sharif/ Diwan Ghaith/ Abu Ghanam/ Al Yarza/ Nunqor/ Bir Shaheen/ Khallet Al Natsh/ Qeizun/ Wadi Al Basatin/ Loza 2/ Eisa/ Farsh Al Hawa/ Wadi Aziz/ Al Manshar/ Al Sharq Al Awsat/ Al Husein/ Jabal kirbaj/ School yards/ Camp Street/ Jabal Jawhar/ New Street Divisions, Construction of a Bridge on a Main Artery Street/ Maintenance and Paving Works for City Streets/ Ensuring Traffic Safety for Surrounding Streets/ Comprehensive Traffic Plan for the City of Hebron/ Central vehicle station in the northern part of the city./ Central Control Room (Phase 3)/ Forklift for traffic violation control/ Procurement of equipment for city planning and painting./ Development of a computerized road maintenance and asset protection system.</p>

Dev. Area	Priority development issues	Development Goals	Dev. Programs	Proposed Projects
Environment and Infrastructure	Limited water resources and the low per capita share.	Developing the water network to enhance its efficiency and increase the per capita share.	Water network development Program.	<ol style="list-style-type: none"> 1. Monitoring and Control of Hebron's Water Network (SCADA). 2. Installation of Smart Prepaid Meters (22,000 meters) 3. Rehabilitation of Damaged Water Networks, approximately 50 km in length. 4. Establishing New Water Networks to Serve Underserved Areas, approximately 30 km in length. 5. Developing an Integrated Computer Program that Includes Human Resources, Administrative, and Financial Aspects. 6. Creating a Computerized Water Distribution Program. 7. Developing a Comprehensive Computerized Program for Detection and Minimization of wastage.
	The sewage network has deteriorated and is unable to handle water capacity, leading to its degradation & incapability for water absorption.	Developing the sewage network	Sewage Network Development Program	<ol style="list-style-type: none"> 1. Project for Constructing Rainwater Drainage Networks (Approximately 5 km) 2. Project for Constructing Drainage Networks for Irrigation Channels (Approximately 2.5 km) 3. Project for Establishing Central Irrigation Treatment Station 4. Project for Rehabilitating Sewage Networks (Approximately 3 km) 5. Project for Building New Sewage Pumping Stations (3 Stations) 6. Project for Rehabilitating Sewage Pumping Stations (7 Stations) 7. Project for Constructing New Sewage Networks (Approximately 5 km) 8. Supply of Equipment and Vehicles for the Sanitation Department 9. Manhole Upgrades and Hydraulic Model Creation for the Sewage Network

Dev. Area	Priority development issues	Development Goals	Dev. Programs	Proposed Projects
Environment and Infrastructure	1. Decline of green spaces in the city. 2. Escalation of environmental pollution and lack of environmental awareness among citizens.	Environmental protection development in the city.	Empowerment Program for the Municipality's Agriculture Department ----- Health and Environment Support Program	1. Providing water tanks for irrigating the trees planted by the municipality in public streets, and planting trees in public streets. 2. Supplying an agricultural lift for regular tree trimming. 3. Providing a vehicle for the fieldwork of the Agriculture Department. 4. Developing and expanding the human resources capacity and providing training 5. Recycling car tires. 6. Sterilizing stray dogs. 7. Recycling organic waste.
	Inadequacy of solid waste disposal and management services.	Improving waste collection and treatment services.	Empowerment program for solid waste management in the municipality.	1. Providing 25 three-wheeled electric carts for sanitation workers. 2. Enhancing the primary waste collection service by providing 8 trucks with a capacity of 4 cubic meters for waste collection and transportation. 3. Improving the secondary waste collection service by providing 2 skip trucks. 4. Enhancing the secondary waste collection service by providing 2 tipper trucks. 5. Enhancing the secondary waste collection service by providing 5 compactor trucks with a capacity of 21 cubic meters. 6. Enhancing the secondary waste collection service by providing 3 compactor trucks with a capacity of 8 cubic meters. 7. Enhancing the secondary waste collection service by providing 2 compactor trucks with a capacity of 15 cubic meters.

Dev. Area	Priority development issues	Development Goals	Dev. Programs	Proposed Projects
Environment and Infrastructure	Inadequacy of solid waste disposal and management services.	Improving waste collection and treatment services.	Empowerment program for solid waste management in the municipality.	8. Enhancing the secondary waste collection service by providing a 10-ton capacity street sweeping vehicle 9. Enhancing the secondary waste collection service by providing a 15-ton capacity street sweeping vehicle. 10. Improving the city's cleanliness level by providing a street washing vehicle with a pump. 11. Enhancing the secondary waste collection service by providing 2 small excavators. 12. Enhancing waste collection and transportation service by establishing 5 smart waste transfer stations. 13. Enhancing the secondary waste collection service by providing a truck for transporting 40 cubic meter containers (Ramtha). 14. Providing 400 metal waste containers with a capacity of 4 cubic meters. 15. Providing 400 metal waste containers with a capacity of 1100 liters. 16. Providing 12000 plastic waste containers with a capacity of 240 liters. 17. Providing 100 enclosed metal waste containers. 18. Providing 30 underground waste containers. 19. Providing containers for waste collection with a capacity of 40 cubic meters. 20. Developing and training the human resources staff.

Dev. Area	Priority development issues	Development Goals	Dev. Programs	Proposed Projects
Social Field	Weakness in the infrastructure of educational facilities and a shortage in the number of schools compared to the increasing population in the city.	Rehabilitation and Strengthening of the Infrastructure for the Health Sector and the Quality of the Services Provided.	Program for Rehabilitation and Enhancement of the Healthcare Sector	<ol style="list-style-type: none"> 1. Completing the project for the expansion and development of services at Palestinian Red Crescent Hospital. 2. Enhancing and strengthening the capacities of specialized centers for individuals with special needs in terms of equipment, training, treatment, and rehabilitation. 3. Increasing the number of medical personnel to control epidemics. 4. Providing informative and educational workshops and courses focusing on the general health and well-being of women and children. 5. Working on activating the role of slaughterhouses and enhancing supervision on butchers and monitoring the livestock market. 6. Completing the procedures for construction, finishing, equipping, and operating the Indonesian Hospital for Rehabilitation. 7. Establishing more efficient mechanisms for the disposal of medical waste and finding ways to manage it effectively.

Dev. Area	Priority development issues	Development Goals	Dev. Programs	Proposed Projects
Social Field	Enhancing the level of services provided for women, children, and people with disabilities.	Increasing and improving the services provided for women, children, and people with disabilities.	<ol style="list-style-type: none"> 1. Program to enhance services provided for women and children. 2. Program to provide the needs of individuals with special needs. 	<ol style="list-style-type: none"> 1. Adding booths in the municipality's parks and the cultural street to provide selling points and space for women to showcase their products, in addition to supporting small projects through municipal centers. 2. Providing green parks and open spaces. 3. Establishing a scientific museum compatible with local culture and education, reflecting educational topics in an entertaining manner (Children's Museum of Jordan, Jerusalem Bloomfield). 4. Project for the rehabilitation of infrastructure in parks and centers to accommodate individuals with special needs. 5. Integrating individuals with special needs into the programs carried out by the department, including courses and camps.
	Limited participation of the youth in the social field is evident in cultural and sports activities.	Enhancing youth participation and improving their engagement in decision-making systems.	A program to empower youth in cultural and sports activities.	<ol style="list-style-type: none"> 1. Conducting elections for the Youth and Future Council. 2. Encouraging volunteerism in Hebron Municipality to be a platform for the youth and their innovative initiatives and ideas. 3. Establishing a sports village or complex that includes various sports facilities such as a football field and a five-a-side court. 4. Initiating a project for a semi-Olympic swimming pool. 5. Completing the renovation project of the public library. 6. Rehabilitating existing theaters in terms of sound, lighting, and furniture.

Dev. Area	Priority development issues	Development Goals	Dev. Programs	Proposed Projects
Economic Field	High Unemployment Rate	Bridging the gap between the outputs of the education system in terms of competencies and skills and the requirements of the local job market.	A program for the development of vocational education schools and professional specializations in universities.	<ol style="list-style-type: none"> 1. TVET Incubator: To support and assist graduates of vocational schools and develop local industries. 2. Support the establishment and development of small and medium-sized projects. 3. Enhancing the green economy and supporting green initiatives and environmentally-friendly projects. 4. Completing the establishment and finishing of HITEC Technology Park (Phase 2). 5. Introducing high-level training and comprehensive marketing programs to support local industries and small to medium-sized projects, including preparing start-ups in Palestine to enter global markets. 6. Awareness and support programs about artificial intelligence in Palestine. 7. Establishing an industrial zone (Phase 1).
	Weakening of the tourism and heritage environment in the city of Hebron.	Enhancing the tourism and heritage environment through administrative, investment, and marketing intentions.	Programs to enhance management, investment, and marketing in tourism and heritage in the city of Hebron	<ol style="list-style-type: none"> 1. Greening the city and its parks. 2. Encouraging partnerships with the private sector to build necessary facilities. 3. Official website/page/entity or smartphone applications to provide visitors with information. 4. Large-scale advertising campaigns. 5. Establishing information centers or tourist inquiry points in various areas.

Dev. Area	Priority development issues	Development Goals	Dev. Programs	Proposed Projects
Economic Field	Weakening of the industry, trade, and services sector.	Enhancing and strengthening the role of the services sector in local economic development in Hebron.	Programs to promote and encourage investment in the industry, trade, and services sector.	Enhancing the infrastructure for specialized international exhibitions.
	"Weakening of the efficiency and productivity of the agricultural and livestock sector."	<ol style="list-style-type: none"> 1. Utilizing agricultural lands and marketing their products. 2. Focusing on livestock products and their development. 	<ol style="list-style-type: none"> 1. Programs for utilizing agricultural lands and marketing their products. 2. Programs to promote and develop livestock breeding." 	"Establishment a market for marketing agricultural and livestock products."
	cooperation with the private sector.	Enhancing the investment environment through partnerships with the private sector in the city of Hebron.	Investment programs in partnership with the private sector	<ol style="list-style-type: none"> 1. Organizing specialized workshops in collaboration with partners. 2. Hosting specialized investment conferences to enhance partnerships with the private sector.

Dev. Area	Priority development issues	Development Goals	Dev. Programs	Proposed Projects
Management and Governance	The limitation of allocated support for security and disaster management.	Developing the infrastructure for disaster management	Program for developing the security and disaster management system	<ol style="list-style-type: none"> 1. Increasing the number of police stations and enhancing them with human resources, equipment, and vehicles. 2. Increasing the number of fire stations and reinforcing them with human resources, equipment, and vehicles. 3. Increasing the number of emergency centers and enforcing them with human resources, equipment, and vehicles. 4. Establishing a unified database for disaster management. 5. Launching comprehensive awareness programs for the population, especially regarding public safety and handling situations during disasters
	Development of planning and organizing.	<ol style="list-style-type: none"> 1. completing the municipality final master plan and approving it. 2. Completing the urban land registration project throughout the city. 	The master plan program	<ol style="list-style-type: none"> 1. Preparation of the municipal master plan and its approval. 2. Completion of the land settlement project. 3. Implementation of proposed projects within the structural plan (services/schools/parks).

Dev. Area	Priority development issues	Development Goals	Dev. Programs	Proposed Projects
Management and Governance	<ol style="list-style-type: none"> 1. Re-evaluating the organizational structure, including job descriptions and procedural guidelines. 2. Decrease in municipal operational revenues. 	<ol style="list-style-type: none"> 1. Developing the institutional structure of the municipality. 2. Increasing operational revenues. 	<ol style="list-style-type: none"> 1. Municipal Institutional Development Program. 2. Financial Reform 	<ol style="list-style-type: none"> 1. Re-evaluating and developing the organizational structure and job descriptions in accordance with standards and principles based on the municipality's tasks and responsibilities. 2. Engaging consultancy services to establish a comprehensive institutional development plan for the municipality. 3. Continuing efforts to enhance electronic systems and provide remote services. 4. Facilitating citizen procedures and documenting them through a public services guide. 5. Re-engineering the operations and procedures in the municipality 6. Establishing and implementing quality systems for administrative units 7. Enhancing the collection process. 8. Development of municipality's buildings.

Dev. Area	Priority development issues	Development Goals	Dev. Programs	Proposed Projects
Management and Governance	The need to continue developing the technological infrastructure within the municipality.	Improving the efficiency and performance of the Information Technology department in the municipality to achieve sustainability and digital intelligence in the city.	1. Development of Information Technology programs 2. Urban Planning and Sustainable Development Program. 3. Program for enhancing the capabilities of the Information Technology department.	1. Network Security System: Installing a network security system: <ul style="list-style-type: none"> • Next Generation Firewall • EDR: Security Endpoint Detection 2. Network Monitoring Systems: Installing a monitoring system <ul style="list-style-type: none"> • System NAC • SIEM System 3. Storage Systems: Installing a system <ul style="list-style-type: none"> • Enclosure DAE :Disk Array 4. Storage System // Disk 5. Developing a dedicated building permit request platform for engineering offices. 6. Updating the municipality's website. 7. Developing the municipality's electronic services page. 8. Public Library Management System 9. Developing a centralized information center for the city. 10. Utilizing modern aerial imaging techniques.

Dev. Area	Priority development issues	Development Goals	Dev. Programs	Proposed Projects
Management and Governance	The need to continue developing the technological infrastructure within the municipality.	Improving the efficiency and performance of the Information Technology department in the municipality to achieve sustainability and digital intelligence in the city.	1. Development of Information Technology programs 2. Urban Planning and Sustainable Development Program. 3. Program for enhancing the capabilities of the Information Technology department.	11. Training courses for the Maintenance and Networks Department: <ul style="list-style-type: none"> • Advanced Computer Networking. • Advanced Information Security. • Advanced Electronic Circuit Maintenance." 12. Training courses for the Programming Department: <ul style="list-style-type: none"> • Mobile Programming (Beginner and Advanced). • Web Programming. • Database Management. • How to work with portable printers and magnetic stripe readers. 13. Training courses required for the GIS department: <ul style="list-style-type: none"> • Utilizing Artificial Intelligence Techniques in GIS Apps. • Post GIS. • Using Modern Aerial Imaging Techniques such as LiDAR, Drones, and others. • Real Estate Estimation.



Four years Implementation Plan

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Environment and Infrastructure	Enhancing of the Electricity and Power system Program	EI\07	Installing of solar on the Municipality's rooftops rating of up to 2 megawatt	EL-01	2,000
			Change street luminaire to new energy-efficient luminaires	EL-02	1,000
			Installing solar on rooftops in .marginalized areas	EL-03	150

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs			
Annual Exchange				secured	possible	hoped	Local authority		Non- local authority	Local authority		Non- local authority	
1st.	Sec.	3rd.	4th.				dept.	entity	It's role	Budget	Contri- bution	Entity	Contri- bution
300	500	500	700				Architectural Dep.	Hebron Electricity Company	Supervision	Operational	100%	Super	
100	300	300	300								43%		57%
150	0	0	0								0	Super	100%

Dev. fields	Program title	Program No.	Program component title ----- rehabilitation of vital roads in the city	Program component NO.	Estimated Cost X 1000\$
Environment and Infrastructure	Enhancing of the Electricity and	EI/02	Ein Der Baha	RO/01	4,410
			Wadi AL-samen		3,032
			Part of Beit Einon 2		717
			Beit Einon 3		689
			Al Mazrouq		1,092
			Wadi Al qutaa		1,655
			Shaabeh 2		1,067
			Wadi Al Bssas		1,709
			Jabal Sharief 1		567
			Jabal Sharief 2		2,933
			Diwan Gheith		652
			Abu Ghannam		853
			Yarzeh St.		267
			Nonqor		493
			Beir Shaheen		267
			Khallet al Natsh		1,133
			Qizoun		1,893
			Wadi Al Basateen		453
			Louza 2		567
			Eissa		760
			Farsh Al hawa st.		954
			Wadi Aziz		427
			Al manshar		749
			Middle East		333
			Al Hussein		564
			Jabal kurbaj		440
			Rehabilitation of schools St.		500
			al mukhayyam St.		467

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs			
Annual Exchange							Local authority	Non- local authority		Local authority		Non- local authority	
1st.	Sec.	3rd.	4th.	secured	possible	hoped	dept.	entity	It's role	Budget	Contri- bution	Entity	Contri- bution
1,315	933	968	1,194				Architectural Dep.	MDLF MoLG Ministry of Work	Financial and supervisory	Projects	30%	MDLF MoLG Ministry of Work	70%
1,493	265	783	491										
240	161	136	180										
125	112	142	310										
249	294	271	278										
562	306	342	445										
393	165	200	309										
424	355	390	540										
148	114	167	138										
737	563	916	718										
250	150	123	129										
376	194	138	146										
76	60	64	67										
132	106	120	136										
69	56	65	77										
328	259	328	217										
449	634	358	452										
129	115	102	107										
151	160	120	135										
197	225	156	182										
311	265	157	222										
147	129	53	97										
231	188	155	176										
73	86	72	102										
112	148	120	184										
118	105	127	90										
100	100	100	200										
134	110	118	104										

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Environment and Infrastructure	Traffic and Planning Management System Program	EI/02	Constructing of new roads	RO/02	1,500
			Constructing of a bridge on an arterial road	RO/03	1,500
			Maintenance and paving of the city's roads	RO/04	2,000
			Securing of a safe traffic-environment for the surrounded St.	RO/05	500
			Comprehensive traffic-plan for Hebron City	RO/06	350
			The Central vehicle Station for North of Hebron		6,000
			Central Control Room (phase 3)		350
			Forklifting to apprehend violations of traffic regulations		135
			Equipment of marking and painting roads		50
			Enhancing of a computerized system to maintaining roads.	RO/07	400
			Constructing and finishing of the building of the central traffic dept.	RO/08	2,000

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs			
Annual Exchange							Local authority	Non- local authority		Local authority		Non- local authority	
1st.	Sec.	3rd.	4th.	secured	possible	hoped	dept.	entity	It's role	Budget	Contri- bution	Entity	Contri- bution
392	370	350	388				Road Dept. at HM	MDLF MoLG Works Ministry and other donors	Financial and Supervisory	projects	30%	MDLF MoLG Works Ministry and other donors	70%
314	396	345	445										
673	500	411	416										
184	130	91	93										
50	50	100	150				Traffic Dept. at HM	MDLF other donors	Financial and Supervisory	projects		External financing	100%
1,928	1,159	1,466	1,448										
86	75	110	79										
19	21	69	26										
12	10	17	11										
100	100	100	100				Road Dept. at HM	MDLF MoLG	Finical	projects		MDLF MoLG	100%
100	500	800	600				Architecture, Projects, service Depts. at HM	Ministry of Communication	Follow-up	projects			100%

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Environment and Infrastructure	Enhancing Sewage Network Program	EI\01	Construct Rainwater drainage network at an approximate length of 5 Km	WW-01	1,978
			Construction of a stone waste drainage network	WW-02	3,000
			Construction of a central station of stone waste management	WW-03	10,000
			Rehabilitation of sewage networks “3km”	WW-04	2348
			Construction of sewage pumping stations “3 stations”	WW-05	1,000
			Rehabilitation of sewage pumping stations “7 stations”	WW-06	1,120
			Construction of a new sewage networks “5 km”	WW-07	3,114
			Supplying of equipment and vehicles for Sanitation dept.	WW-08	800
			Create a hydraulic model of the sewage networks	WW-09	800

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs			
Annual Exchange							Local authority	Non- local authority		Local authority		Non- local authority	
1st.	Sec.	3rd.	4th.	secured	possible	hoped	dept.	entity	It's role	Budget	Contri- bution	Entity	Contri- bution
495	495	494	494				Water and Sanitation Department			Projects	100%		
0	1000	1000	1000					AFD World Bank Water Authority EU	funding		0%	AFD World Bank Water Authority EU	100%
2500	2500	2500	2500					Funding & designing					
587	586	587	588							Projects and operating	100%		
250	250	250	250							Projects			
280	280	280	280										
778.5	778.5	778.5	778.5							developmental			
0	200	300	300					AFD World Bank MDLF EU Water Authority	funding	operating		30%	AFD World Bank Water Authority EU
0	200	300	300					Funding & designing	developmental		70%		

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Environment and Infrastructure	Program of Enhancing Water Network	EI\02	SCADA	W-01	2,174
			Installation of smart prepaid water meters (22000 meters)	W-02	4,000
			Restoring damaged water network at an approximate length of 50 km	W-03	3,300
			Construction new water network in areas not being severed at an approximate length of 30 km	W-04	3000
			Constructing an integrated and computerized program include human, administrative and financial resources	W-05	500
			A computerized program for water distribution	W-06	It's combined with the remote monitoring and control program
			An integrated and computerized program to lower water losses	W-07	

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs			
Annual Exchange				secured	possible	hoped	Local authority		Non- local authority	Local authority		Non- local authority	
1st.	Sec.	3rd.	4th.				dept.	entity	It's role	Budget	Contribution	Entity	Contribution
581.4	486.6	541.8	564				Water Department	USAID	Financial and executive			USAID	100%
1000	1000	1000	1000										
825	825	825	825										
750	750	750	750										
250	100	100	50										
It's combined with the remote monitoring and control program													

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Environment and Infrastructure	Empowerment the Health and Environment Department in Hebron Municipality	EI\05	Providing three-wheeled electric vehicles for janitors (25)	SW-01	135
			Enhancing of the primary solid waste collection services through providing 4 m3 solid waste-collection vehicles (8)	SW-02	390
			Enhancing of the secondary solid waste collection through providing dump trucks with grapple grane (2)	SW-03	325
			Enhancing of the secondary waste collection through providing skip lifting trucks (2)	SW-04	190
			Enhancing of the secondary solid waste collection through providing 21 m3 solid waste compactor trucks (5)	SW-05	1,000
			Enhancing of the secondary solid waste collection through providing 8 m3 solid waste compactor trucks (3)	SW-06	330
			Enhancing of the secondary solid waste collection through providing 15 m3 solid waste compactor trucks (2)	SW-07	270
			Enhancing of the secondary solid waste collection through providing 10 ton road sweeper	SW-08	70
			Enhancing of the secondary solid waste collection through providing 15 ton road sweeper	SW-09	80

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs				
Annual Exchange							Local authority	Non- local authority		Local authority		Non- local authority		
1st.	Sec.	3rd.	4th.	secured	possible	hoped	dept.	entity	It's role	Budget	Contri- bution	Entity	Contri- bution	
	67.5	33.75	33.75				Environment and health department			Developmental	100%			
	195	97.5	97.5											
	162.5	162.5												
	95	95												
	500	250	250											
	165	82.5	82.5											
	135	135												
	70													
	80													

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Environment and Infrastructure	Empowerment of Health and environment Department	EI\05	Raising the level of cleanliness in the city, through providing street washing vehicles with a pump	SW-10	40
			Enhancing the secondary solid waste collection services through providing 2 small bulldozers (2)	SW-11	110
			Enhancing solid waste collecting and transferring services through providing smart waste transfer stations (5)	SW-12	700
			Enhancing the secondary waste collection services through providing 40 m³ vehicles of transporting waste bins "ramtha"	SW-13	245
			Providing 4 m³ metal solid waste containers (400)	SW-14	540
			Providing 1100 litre metal waste containers (400)	SW-15	110
			providing 240 litre plastic solid waste containers (12000)	SW-16	490
			Providing closed metal waste containers (100)	SW-17	270
			Providing underground waste containers (30)	SW-18	400
			Providing 40 m³ waste bins	SW-19	45

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs			
Annual Exchange				secured	possible	hoped	Local authority		Non- local authority	Local authority		Non- local authority	
1st.	Sec.	3rd.	4th.				dept.	entity	It's role	Budget	Contribution	Entity	Contribution
	40						Health and Environment Department			Developmental	100%		
	55	55											
	350	175	175										
	245												
	270	135	135										
	55	27.5	27.5										
	245	122.5	122.5										
	135	67.5	67.5										
	200	100	100										
	22.5	11.25	11.25										

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Environment and Infrastructure	Empowerment Agriculture at Hebron Municipality	EI\04	Water tank to irrigate trees cultivated by the municipality	A-01	100
			Agricultural lifting equipment to prune trees periodically	A-02	100
			Providing a car for agricultural department works	A-03	40
			Increase and train the human cadres in the Agricultural Department	A-04	50
			Planting trees on public roads	A-05	300
			Constructing and finishing the agricultural marketing center	A-06	300
			Constructing a head-quarter and a nursery for agricultural department	A-07	250
	Supporting Health and Environment	EI\06	Recycling car tires	EN-01	55
			Constructing and finishing a unit for recycling organic waste	EN-02	1000

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs			
Annual Exchange				secured	possible	hoped	Local authority	Non- local authority	It's role	Local authority		Non- local authority	
1st.	Sec.	3rd.	4th.							Budget	Contri- bution	Entity	Contri- bution
	100						Agricultural dept.			Developmental	100%		
	100												
	40												
	20	20	10										
	150	100	50				Architecture, Projects, Services dept.			Developmental & operational			
	300											FAO	100%
	200	50					Architecture ,Projects,agri- culture Depts.	MDLF	Funding	Developmental	30%		
	55						Environment and Health Dept.				100%		
	200	500	300					FAO	Funding		20%	FAO	80%

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Environment and Infrastructure	Supporting Health and Environment	EI\04	Constructing and finishing the slaughterhouse of Hebron Municipality, and activating control over butchers and livestock market	EN-03	3,700
			Sterilization of stray dogs	EN-04	55
			Community awareness	EN-05	40
			Increase and train the human cadres in the Health and Environment Department	EN-06	500

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs				
Annual Exchange							Local authority	Non- local authority		Local authority		Non- local authority		
1st.	Sec.	3rd.	4th.	secured	possible	hoped	dept.	entity	It's role	Budget	Contri- bution	Entity	Contri- bution	
200	1100	1100	1300				Architecture, Projects Dept. & Slaughterhouse	Private Sector & Agricultural Ministry	Following-up	Developmental	20%	TIKA	80%	
	55						Health and Environment Dept.				Developmental and operational	100%		
	20	10	10											
	250	125	125											

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Social Development	Enhancing infrastructure of schools	SO\01	Construction of new schools (12)	ED-01	12,000
			Finishing of existing schools (4)	ED-02	2,000
			Adding 3 floors to three schools	ED-03	1,500
			Constructing caravans for Al Baqaa School	ED-04	140
			Rehabilitation of Khadija Abdeen School Garden	ED-05	24
			Maintenance and paving of roads, schools yards as well as sidewalks.	ED-06	330
			Maintaining and rehabilitating of most of schools	ED-07	650
	Improving the quality of Education	SO\02	Constructing and finishing of a vocational school	ED-08	3,000
			Equipping of a vocational school	ED-09	1,000
			Constructing of educational centers and schools for people with disabilities	ED-10	3,000

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs			
Annual Exchange							Local authority	Non- local authority		Local authority		Non- local authority	
1st.	Sec.	3rd.	4th.	secured	possible	hoped	dept.	entity	It's role	Budget	Contri- bution	Entity	Contri- bution
3000	3000	3000	3000				Architec- tural Dept.	local community & The Ministry of Education	Financial and Supervisory		20%	local community & The Ministry of Education	100%
500	500	500	500				Projects Dept.			Develop- mental			80%
375	375	375	375				Architectural Dept.						
140										MoLG			
24							Directorate of Education	Following-up				MoLG	
98	77	77	78				Roads Dept.	local community & The Ministry of Education	Financial and Supervisory	Projects	100%	local community & The Ministry of Education	
163	163	162	162				Projects Dept.			Develop- mental			
0	1000	1000	1000										100%
200	200	300	300										100%
0	1000	1000	1000										

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Social Development	Health Sector Rehabilitation	SO\03	Completion the draft of the Palestinian Red Crescent hospital	HE-01	6,000
			Increasing the number of Emergency and Aid Centers	HE-02	1,000
			Constructing of the Indonesian Hospital	HE-03	7,500
			Constructing, finishing and equipping of the cancer center in Al Ahli Hospital –Patient’s Friends Society	HE -04	600
			Expansion of AL- Ahli departments - Patient’s Friends Society	HE -05	16,000
			Increasing the number of the primary health care centers of the Ministry of Health	HE -06	4,000
			Developing and equipping of the primary health care centers of the Ministry of Health	HE -07	2,000
			Capacity-building of special needs centers	HE -08	1,000
			Awareness-raising courses concerned specially with Women and children	HE -09	100
			Develop more effective mechanism to dispose of medical waste	HE -10	500

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs			
							Local authority	Non- local authority		Local authority		Non- local authority	
1st.	Sec.	3rd.	4th.	secured	possible	hoped	dept.	entity	It's role	Budget	Contri- bution	Entity	Contri- bution
1500	1500	1500	1500				Engineering Dept. and Strategic planning Dept.	The Dutch Gov- ernment and the local community	Financial + Executive and seeking funding			The Dutch Gov- ernment and the local community	100%
250	250	250	250					PRCs					
700	1000	2800	3000				Architecture and projects Deps.	Ministry of Health	Following-up		20%	Indonesian Council of Ujlana	80%
100	200	200	100				Engineering Dept. and Strategic planning Dept.	Patient's friends society	Financial + seeking funding			Local community and external financing	100%
4000	4000	4000	4000										
1000	1000	1000	1000					Ministry of Health H.M Health institutions			100%	Ministry of Health + Local com- munity and external financing	
500	500	500	500				Engineering Dept.		Financial + supervisory			MSF + PCRf	100%
250	250	250	250					MSF PCRf					
25	25	25	25				Community services						
	250	250					Health and Environ- ment Dept.	Environ- ment Quality Authority	Financial			Environ- ment Quality Authority	

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Social Development	Promoting of services providing to Women and Children	SO\04	Adding booths in Gardens of Hebron Municipality	WO-01	100
			Creating of gardens and open spaces	WO-02	2,000
			Creating of a public park	WO-03	1000
			Constructing of a children science museum	WO-04	500
	Providing needs for people with disabilities	SO\05	Rehabilitating of garden and centers of people with special needs	PW-01	200
			Inclusion of people with disabilities in programs "workshops and courses) in Child Happiness Center of Hebron Municipality	PW-02	50
	Empowering of young people in cultural and sport programs	SO\06	Holding elections for the Youth Council	SY-01	10
			Encouraging volunteers in Hebron Municipality	SY-02	5
			Constructing of a sport complex	SY-03	2,000
			Semi-Olympic swimming pool	SY-04	1200
			Finishing of Hebron Municipality's library	SY-05	1,500
			Rehabilitating of the existing theatres	SY-06	120

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							Local authority	Non- local authority		Local authority		Non- local authority			
1st.	Sec.	3rd.	4th.	secured	possible	hoped	dept.	entity	It's role	Budget	Contri- bution	Entity	Contri- bution		
25	25	25	25				H.M	actionaid				actionaid	100%		
200	600	700	500				Architecture + Projects + Activities Depts.	MDLF	Financing	Developmental	50%	MDLF	50%		
100	300	500	100								30%		70%		
0	100	100	300												
50	50	50	50				Engineer- ing Dept.	MDLF	Financing	Developmental	50%	MDLF	50%		
50							Community Services Dept.	actionaid	Financial		75%	actionaid	25%		
10												100%			
2	2	1	0						Implemen- tation and Supervision						
50	550	600	800				Architecture + Projects + Activities Depts.	Ministry of Youth & Sports	Supervision		Maintaining municipality buildings	54%	Palestinian Union of Swimming	46%	
200	300	400	300	Partially guaranteed (46%)				Palestinian Union of Swimming	Implemen- tation and operation					20%	MoLG
200	400	400	500						MoLG	Financial					
20	30	40	30				Projects + Activities				100%				

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Economical Field	Develop the professional education and disciplines in universities	EC - 01	TVET Incubator for providing support to high-school graduates, and developing of local industries	EP-01	300
			Completing the establishment of the IT park (phase 2)	EP - 02	2000
			Construction of an industrial area (phase1)	EP-03	5000
			Promotion of a green economy, and environmentally-friendly projects	EP - 04	400

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs			
Annual Exchange							Local authority	Non- local authority		Local authority		Non- local authority	
1st.	Sec.	3rd.	4th.	secured	possible	hoped	dept.	entity	It's role	Budget	Contri- bution	Entity	Contri- bution
0	100	100	100				Strategic planning + Investment Depts.	International grants + Private Sector	Financial + Technical + Supervisory	Developmental	20%	International grants + Private Sector	80%
0	600	700	700				Strategic planning + Investment + Engineering Depts.	Private Sector	Financial + Supervisor				
50	1500	1725	1725				Strategic planning + Investment + Engineering Depts.	Ministry of Economic + C.O. C + Businessmen Forum + Unions	Financial		0%	International grants + Private Sector	100%
50	125	125	100				Investment + Business Incubator	Ministry of Economic + Environment Authority + Min- istry of Agriculture + Agricultural Organizations			10%	Ministry of Economic + Environment Authority + Ministry of Agriculture	90%

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Economical Field	Develop the professional education and disciplines in universities	EC - 01	Supporting of production small and medium enterprises	EP - 05	100
			Adding comprehensive training and marketing programs to support local industries as well as small and medium projects	EP-06	200
			Promoting of the Awareness programs , and supporting of the artificial intelligence	EP-07	500

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs			
Annual Exchange				secured	possible	hoped	Local authority		Non- local authority	Local authority		Non- local authority	
1st.	Sec.	3rd.	4th.				dept.	entity	It's role	Budget	Contribution	Entity	Contribution
10	30	30	30				Ministry of Economic / C.O.C / Businessmen Forum / Ministry of Communication	Ministry of Economic + C.O.C + Businessmen Forum + Ministry of Communication	Financial	Developmental	10%	Ministry of Economic + C.O.C + Businessmen Forum + Ministry of Communication	90%
25	65	60	50				Business Incubator	C.O.C + Businessmen Forum + Universities			50%	C.O.C + Businessmen Forum + Universities	50%
20	130	150	200				Business Incubator + Activities	International grants + Private Sector + Ministry of Communication			10%	International grants + Private Sector + Ministry of Communication	90%

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Economical Field	Promotion of heritage and tourism environment	EC\02	Afforestation project of the Old City	EN-01	300
			Promoting partnership with private sector to construct the necessary facilities.	EN - 02	60
			Site/ page/ official body, smart phone application	EN - 03	20
			Constructing enquiry points for tourists in different areas of the city	EN - 04	600
			Massive advertising campaigns	EN-05	40

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs			
Annual Exchange							Local authority	Non- local authority		Local authority		Non- local authority	
1st.	Sec.	3rd.	4th.	secured	possible	hoped	dept.	entity	It's role	Budget	Contri- bution	Entity	Contri- bution
75	75	75	75				Agriculture + Engineering Depts.	Ministry of Agriculture + Private Sector	Financial + Supervision + Implementation		50%	Ministry of Agriculture + Private Sector	50%
20	15	15	10				Engineering/ Investment/ Tourism Depts.	Ministry of National Economy + C.O.C + Business Men Forum	Financial + Supervision			Ministry of National Economy + C.O.C + Business Men Forum	
10	6	2	2				Tourism/ Administration/ Public relations and Media/ IT Depts.	Ministry of communication + Media + Tourism + International Donations	Financial + Supervision + Implementation	Developmental	20%	Ministry of communication + Media + Tourism/ International Donations	80%
20	200	200	180				Tourism Dept.	Ministry of Tourism + C.O.C + Business Men Forum + Private Sector + International Donations					
10	10	10	10				Public relations and Media Dept.	Ministry of Tourism + Media + International Donations + Private Sector	Financial				

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Economical Field	Promotion of public-private joint investment	EC\03	Conducting of specialized workshops with partners in private sectors and the municipality	IN-01	100
			Holding specialized conferences to promote partnership with the private sectors	IN - 02	100
	Promotion of investment in industrial, trades and services sectors		Developing of international exhibition's infrastructure	IN - 03	300
	Promotion of agricultural and livestock sector	EC\04	Creating of a market for marketing farms' products in both livestock and agricultural	AG-01	300

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs			
Annual Exchange				secured	possible	hoped	Local authority		Non- local authority	Local authority		Non- local authority	
1st.	Sec.	3rd.	4th.				dept.	entity	It's role	Budget	Contribution	Entity	Contribution
25	25	25	25				Investment Unit/ Strategic Planning/ Public Relations and Media	Ministry of National Economy + C.O.C + Business Men Forum + Private Sector + International Donations	Financial	Developmental	20%	Ministry of National Economy + C.O.C + Business Men Forum + Private Sector + International Donations	80%
0	50	0	50					Business Men Forum + C.O.C + APLA + MDLF	Financial + Supervision + Implementation			Stakeholders + Private Sector	
0	100	100	100				Investment Unit + Engineering Dept.	C.O.C + Business Men Forum + Private Sector + International Donations	Financial			C.O.C + Business Men Forum + Private Sector + International Donations	
300							Architecture Dept.	FAO	Financial + Supervision + Implementation	Developmental + Investment	0%	FAO	100%

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Management and good government	Master Plane	GO\02	Completing and adoption the master plan	MP-01	20
			Completing the land registration project	MP-02	500
	Upgrading of institutional structure of the municipality	GO\03	Re-examining and upgrading the organizational structure that goes in line with the criteria and standard of Hebron municipality	ID-01	60
			Require consistency services to develop an institutional structure of the municipality	ID-02	100
			Developing of electronic system, and of delivering services remotely	ID-03	50
			Facilitating and documenting procedures pertaining to citizens through the community services manual	ID-04	20
			Establishing of quality systems for the administrative dept.	ID-05	20
			Promoting the principles of good governance	ID-06	150
			Establishing a headquarter of the legal Dept.	ID-07	250
			Constructing of necessary facilities of the municipality, and rehabilitating the existing ones	ID-08	1,500

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs				
Annual Exchange							Local authority	Non- local authority		Local authority		Non- local authority		
1st.	Sec.	3rd.	4th.	secured	possible	hoped	dept.	entity	It's role	Budget	Contri- bution	Entity	Contri- bution	
5	5	5	5				Planning .Dept			Financial	Developmental	100%		
125	125	125	125				Surveying .Dept	Land Authority	Supervisory					
30	30						Administrative Dept.	MDLF				20%	MDLF	80%
		50	50											
15	20	15					IT Dept.	GIZ + IndiGo					GIZ + IndiGo	
10	10						Community Services Dept.	MDLF				50%	MDLF	50%
		10	10				Research and dev. Dept.	Municipal fund				20%	Municipal fund	80%
40	40	40	30				Research & dev. + Monitoring Depts.	MDLF + GIZ					MDLF + GIZ	
50	200						Architecture + Projects + Legal Depts.	MDLF				30%	MDLF	70%
	300	600	600				Architecture + Projects Depts.	Municipal fund					100%	

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Management and good government	Promoting security system as well as disaster management	GO\01	Increasing the number of police station, thus therefore enhancing their human resources	EM-01	600
			Increasing the number of fire station, thus therefore enhancing their human resources	EM-02	1500
			Increasing the number of Aid station, thus therefore enhancing their human resources	EM-03	400
			Establishing of a standard database to manage disaster	EM-04	10
			Launching an awareness program of public safety	EM-05	100
			Resilience plan	EM-07	200

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs			
Annual Exchange				secured	possible	hoped	Local authority		Non- local authority	Local authority		Non- local authority	
1st.	Sec.	3rd.	4th.				dept.	entity	It's role	Budget	Contribution	Entity	Contribution
200	200	200					Engineering Dept. + Fire Station	Interior ministry	Financial+supervisory + operational	Developmental		Interior ministry	100%
350	400	400	350				Fire and public safety Dept.	Civil defense /Konia municipality /Hebron electricity	Financial		30%	Civil defense + Konia municipality	70%
200	200						Fire and public safety Dept.	PRCS	Financial+supervisory + operational			PRCS	100%
2.5	2.5	2.5	2.5				GIS				100%		
25	25	25	25				Fire and public safety Dept.					GLZ + IndiGo	
50	50	50	50				Crises and disaster Dept.	National center of disaster management	Follow-up		50%	National center of disaster management	50%

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Management and good government	IT network system development	GO\04	Network security system : installing of a network security system EDR: Security Endpoint Detection	IT-01	20
			Network security system: installing of a network security system Next Generation Firewall	IT-02	40
			Network monitoring system: installing a monitoring system System NAC	IT-03	15
			Network monitoring system: installing a monitoring system System SIEM	IT-04	30
			Storage system: installing a Disk Array Enclosure	IT-05	5
			Storage system: Installing a Disk	IT-06	8
			Developing a platform of building license applications of the engineering offices	IT-07	6

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs				
Annual Exchange							Local authority	Non- local authority		Local authority		Non- local authority		
1st.	Sec.	3rd.	4th.	secured	possible	hoped	dept.	entity	It's role	Budget	Contri- bution	Entity	Contri- bution	
20	0	0	0				Maintenance and technical support Dept.			Operational	100%			
20	20	0	0											
0	15	0	0											
0	15	15	0											
0	0	5	0											
0	0	4	4											
0	6	0	0											

Dev. fields	Program title	Program No.	Program component title	Program component NO.	Estimated Cost X 1000\$
Management and good government	IT network system development	GO\04	Updating of municipality’s website	IT-08	4
			Updating of municipality’s electric services pages	IT-09	8
			Public library management system	IT-10	24
	Urban planning and sustainable development		Smart parking	IT-11	50
			Upgrading of a central information point	IT-12	100
	Capacity development of IT Dept.		Appling modern technique of aerial photography in the municipality works	IT-13	200
			Training courses for IT Dept. staff	IT-14	110

Plan of 2023-2026				Classification by availability of funding for program/project component			Authorized entity to execute projects			Authorized entity to finance the components of possible and secured projects /programs			
Annual Exchange				secured	possible	hoped	Local authority	Non- local authority	It's role	Local authority		Non- local authority	
1st.	Sec.	3rd.	4th.							Budget	Contribution	Entity	Contribution
0	4	0	0				System development and programming dept.			Developmental			
0	8	0	0										
0	24	0	0										
0	50	0	0							Projects		Pita	100%
25	25	50	0				Geographic information system Dept.					GIZ	50%
50	100	50	0				Maintenance + GIS + programming Dept.			Developmental		MDLF	50%
15	40	40	15								100%		

Clusters of Four years Implementation Plans Matrices

Field	Sector	Estimated Cost / 1000 \$
<i>Infrastructure and environment</i>	Electricity Transportation and roads Water and Sanitation Health and Environment Agriculture	96,941.8
<i>Social development</i>	Education Health Women and Youth	76,029
<i>Economic field</i>	Economy	10,320
<i>Management and good governance</i>	Management and good governance	6,100
Total cost of the action plan		189,390.8

Year				Classification by availability of funding for program/project component		
first	second	third	Fourth	secured	Possible	Hoped
21,973.9	25598	24,611.3	24,759	14,374	46,606	35,962
14,732	19,647	21,005	20,645	19,444	30,585	26,000
615	3,031	3,317	3,357	460	7,560	2,300
1,232.5	1,914.5	1,686.5	1,266.5	1,080	4,554	466
38,553.4	50,190	50,619.8	50,027.5	35,358	89,305	64,728
189,390.8						

Follow-up and Evaluation Plans

Program title	Project title	Measurement tools	Current value of the measurement tool
Development of the power Network EI/07	Installing of solar on the municipality's rooftops rating of up to 2 megawatt	Capacity of solar rooftop (megawatt)	0.389
	Change street luminaire to new energy-efficient luminaires	Total number of energy efficient street luminaires	5558
	Installing solar on rooftops in marginalized areas.	Installation of solar cells with a capacity of (150) KW	0

Perceived value over the years of current action plan				Sources of information	Meas. tool	Relevant body responsible for following up
2023	2024	2025	2026			
0.5	1	1.5	2.389	Architecture Dept.	Hebron Electricity Records	Architecture Dept. of Hebron Municipality + civil defense + Hebron Electricity
6558	8558	10558	12558	Hebron Electricity		Hebron Electricity
0	150	150	150	Architecture Dept.		

Program title	Project title	Measurement tools	Current value of the measurement tool
Traffic management and planning EI/07	Rehabilitation of important roads in the city	Length of rehabilitated roads over the past four years (km)	32
		The number of rehabilitated entrances of the city	2
		Feeder roads and roads link	t
		Major problems impeding the construction of roads	High
		Traffic crisis in congested areas of the city	0
	Constructing of new street	Existence of three roads of the city	3
	Constructing of a bridge on an arterial road	Absences of any bridge in the city	0
	Maintenance and paving of the city's roads	Major problems impeding maintenance of roads	High
	Securing of a safe traffic-environment for the surrounded streets	Reduce traffic crisis in locations where projects have been executed	10%
	Comprehensive traffic-plan for Hebron City	Increasing safety of roads	0
	The Central vehicle Station for North of Hebron	Increasing the number of stations in the city	1
	Central Control Room (phase 3)	Reducing of traffic crisis	10%
	Forklifting to apprehend violations of traffic regulations	Raising of awareness of	15%
	Equipment of marking painting roads	Beauty of the city	25%
	Enhancing of a computerized system to maintaining roads	Progress of work and caption rates	0
	Constructing and finishing of the building of the central traffic dept.	8 building of central traffic in the city	1

Perceived value over the years of current action plan				Sources of information	Meas. tool	Relevant body responsible for following up
2023	2024	2025	2026			
0	35	43	50	Engineering + GIS + Road Depts.	Reports and field visits	Roads Dept.
0	3	4	7			
Weak	Medium	Medium	High			
High	Medium	Medium	Weak			
30%	50%	80%	100%			
4	5	6	7			
1	1	1	1	Engineering + Road Depts.	Reports and observation	Traffic Dept.
High	Medium	Medium	Weak	Engineering + GIS + Road Depts.	Reports and field visits	
15%	25%	50%	75%	Engineering + traffic Depts.	Reports and observation	
5%	50%	80%	100%		Reports	
2	2	2	2		Reports and observation	
15%	25%	50%	75%			
20%	35%	60%	100%			
30%	40%	70%	100%			
10%	30%	75%	100%	Engineering + Road Depts.	Surveys	Roads + IT Depts.
1	2	2	2	Transportation ministry	Reports and observation	Transportation ministry + H.M

Program title	Project title	Measurement tools	Current value of the measurement tool
Upgrading of sanitation of network EI/01	Construct Rainwater drainage network at an approximate length of 5 Km	Network length/ Km	0.00
	Construction of a stone waste drainage network	Network length/ Km	0.00
	Construction of a central station of stone waste management	Existence of stone waste management station	0.00
	Rehabilitation of sewage networks “3km”	Network length /Km	0.00
	Construction of sewage pumping stations “ 3 stations”	The number of station	0.00
	Rehabilitation of sewage stations “7 stations”	The number of station	0.00
	Construction of a new sewage networks “5 km”	Network length /Km	0.00
	Supplying of equipment and vehicles for sewage dept.	Number of equipment and vehicles	0.00
	Create a hydraulic model of the sewage networks	Number of manholes	0.70

Perceived value over the years of current action plan				Sources of information	Meas. tool	Relevant body responsible for following up
2023	2024	2025	2026			
1.25	1.25	1.25	1.25	Planning section of water and sanitation Dept.	Periodic performance reports	water and sanitation Dept.
Designing	1.25	1.25				
Designing	In progress	1.00				
0.75	0.75	0.75	0.75			
In progress	1.00	1.00	1.00			
Designing	1.00	2.00	4.00			
1.25	1.25	1.25	1.25			
Designing	1.25	1.25	1.25			
Designing	0.10	0.10	0.10			

Program title	Project title	Measurement tools	Current value of the measurement tool
Developing of Water Network EI/ 02	SCADA	SCADA	0.00
	Installation of smart pre-paid water meters (22000 meters)	Number of meters	0.00
	Restoring damaged water network at an approximate length of 50 km	Length of network / km	0.00
	Construction new water network in areas not being severed at an approximate length of 30 km	Length of network / km	0.00
	Constructing an integrated and computerized program include human, administrative and financial resources	A computerized system	0.00
	A computerized program for water distribution	A computerized system	0.00
	An integrated and computerized program to lower water losses	A computerized system	0.00

Perceived value over the years of current action plan				Sources of information	Meas. tool	Relevant body responsible for following up
2023	2024	2025	2026			
Designing	In progress		1.00	Planning section of Water and Sanitation Dept.	Periodic performance reports	Planning section of Water and Sanitation Dept. + USAID
Designing	3,300.00	11,000.00	7,700.00			
Designing	7.50	25.00	17.50			
Designing	4.50	15.00	10.50			
Designing	In progress		1.00			
Designing	In progress		1.00			
Designing	In progress		1.00			

Program title	Project title	Measurement tools	Current value of the measurement tool
Empowerment the Health and Environment Department in Hebron Municipality	Providing three-wheeled electric vehicles for janitors (25)	Number of electric vehicles	25
	Enhancing of the primary solid waste collection services through providing 4 m3 solid waste-collection vehicles (8)	Number 4 m3 solid waste-collection vehicles	8
	Enhancing of the secondary solid waste collection through providing dump trucks with grapple grane (2)	Number of dump trucks with grapple grane	2
	Enhancing of the secondary waste collection through providing skip lifting trucks (2)	Number of skip lifting trucks	2
	Enhancing of the secondary solid waste collection through providing 21 m3 solid waste compactor trucks (5)	Number of 21 m3 solid waste compactor trucks	5
	Enhancing of the secondary solid waste collection through providing 8 m3 solid waste compactor trucks (3)	Number of 8 m3 solid waste compactor trucks	3
	Enhancing of the secondary solid waste collection through providing 15 m3 solid waste compactor trucks (2)	Number of 15 m3 solid waste compactor trucks	2
	Enhancing of the secondary solid waste collection through providing 10 ton road sweepers	Number of 10 ton road sweepers	1
	Enhancing of the secondary solid waste collection through providing 15 ton road sweeper	Number of 15 ton road sweepers	1
	Raising the level of cleanliness in the city, through providing street washing vehicles with a pump	Having a street washing vehicle with a pump	1

Perceived value over the years of current action plan				Sources of information	Meas. tool	Relevant body responsible for following up
2023	2024	2025	2026			
	50%	25%	25%	Engineering Dept. + Health and Environment Dept. + Mechanics Dept. + Advisors from outside the municipality	Periodic reports	Health and Environment Dept.
	50%	25%	25%			
	50%	50%				
	50%	50%				
	50%	25%	25%			
	50%	25%	25%			
	50%	50%				
	100%					
	100%					
	100%					

Program title	Project title	Measurement tools	Current value of the measurement tool
Empowerment the Health and Environment Department in Hebron Municipality	Enhancing the secondary solid waste collection services through providing 2 small bulldozers (2)	Number of small bulldozers to collect and transfer solid waste	2
	Enhancing solid waste collecting and transferring services through providing smart waste transfer stations (5)	Number of smart waste transfer stations	5
	Enhancing the secondary waste collection services through providing 40 m3 vehicles of transporting waste bins “ramtha”	Having a 40 m3 vehicle of transporting waste bins	1
	Providing 4 m3 metal solid waste containers (400)	Number of 4 m3 metal solid waste containers	400
	Providing 1100 litre metal waste containers (400)	Number of 1100 litre metal waste containers	400
	providing 240 litre plastic solid waste containers (12000)	Number of 240 litre plastic solid waste containers	12000
	Providing closed metal waste containers (100)	Number of closed metal waste containers	100
	Providing underground waste containers (30)	Number of underground waste containers	30
	Providing 40 m3 waste bins (4)	Number of 40 m3 waste bins	4

Perceived value over the years of current action plan				Sources of information	Meas. tool	Relevant body responsible for following up
2023	2024	2025	2026			
	50%	50%		Engineering Dept. + Health and Environment Dept. + Mechanics Dept. + Advisors from outside the municipality	Periodic reports	Health and Environment Dept.
	50%	25%	25%			
	100%					
	50%	25%	25%	Engineering + Health and Environment + Blacksmithing Depts.		
	50%	25%	25%			
	50%	25%	25%			
	50%	25%	25%	Engineering + Health and Environment Depts. + Advisors from outside the municipality		
	50%	25%	25%			
	50%	25%	25%			

Program title	Project title	Measurement tools	Current value of the measurement tool
Developing of Agricultural Dept. EI/01	Water tank to irrigate trees cultivated by the municipality	Having a Water tank to irrigate trees cultivated in the municipality	0%
	Agricultural lifting equipment to prune trees periodically	Having an Agricultural lifting	0%
	Providing a car for agricultural dept. works	Having a car for agricultural department works in the municipality	0%
	Increase and train the human cadres in the Agricultural Dept.	The new employees and training courses	10
	Planting trees on public roads	Number of trees in public streets	4000
	Constructing a head-quarter and a nursery for agricultural department	Having a headquarter and a nursery for agricultural department	0%

Perceived value over the years of current action plan				Sources of information	Meas. tool	Relevant body responsible for following up
2023	2024	2025	2026			
	100%			Engineering + Agricultural + Mechanics Depts + Advisors from outside Hebron Municipality	Periodic Reports	Agricultural Dept.
	100%					
	100%					
	50%	75%	100%			
	50%	75%	100%			
20%	80%	100%	100%			Hebron Municipality

Program title	Project title	Measurement tools	Current value of the measurement tool
Supporting of Health and Environment EI/06	Recycling car tires	The quantity of recycled car tires	0%
	Constructing and finishing a unit for recycling organic waste	3 units of recycling organic waste	0%
	Recycling of organic waste	The quantity of recycled organic waste	0%
	Constructing and finishing the slaughterhouse of Hebron Municipality, and activating control over butchers and livestock market	Construction of the slaughterhouse	0%
	Constructing and finishing the slaughterhouse of Hebron Municipality,	Having a 5 slaughterhouses of Hebron Municipality	1
	Sterilization of stray dogs	Proportion of stray dogs that have been sterilized	0%
	Community awareness	Number of Community awareness campaigns	20
	Increase and train the human cadres in the Health and Environment Department	The new employees and training courses	50

Perceived value over the years of current action plan				Sources of information	Meas. tool	Relevant body responsible for following up
2023	2024	2025	2026			
	100%			Engineering + Agricultural + Mechanics Depts + Advisors from outside the Hebron Municipality	Periodic reports	Health and Environment Dept.
	20%	50%	30%			Hebron Municipality
	50%	50%				Health and Environment Dept.
5%	35%	60%	100%	Engineering + Health and Environment Depts. + Advisors from outside the H.M	Reports and Observations	Hebron Municipality
1	1	1	1		Periodic reports	Health and Environment Dept.
	100%			Engineering + Health & Environment Depts.+ Advisors from outside the H.M + Animal protection Society		
20%	30%	25%	25%	Health and Environment Dept.		
20%	30%	25%	25%	Health and Environment + Human Resources Depts.		

Program title	Project title	Measurement tools	Current value of the measurement tool
Enhancing the infrastructure of schools SO\01	Construction of new schools (12)	The number of established schools	180
	Finishing of existing schools (4)	The number of schools have been completely finished	0
	Adding 3 floors to three schools	Number of added floors of schools	0
	Constructing caravans for Al Baqaa School	Maintenance work	0%
	Rehabilitation of Khadija Abdeen School Garden	Maintenance work	0%
	Maintenance and paving of roads, schools yards as well as sidewalks.	Constructing of classrooms of AL Baqaa School	0%
	Maintaining and rehabilitating of most of schools	Maintenance work	0%
Enhancing the quality of education SO\02	Constructing and finishing of a vocational school	Constructing and finishing of a vocational school	0%
	Equipping of a vocational school	Equipping of Abdulaziz Abu Sneineh vocational school	0%
	Constructing of educational centers and schools for people with disabilities	A private educational center (1)	0%

Perceived value over the years of current action plan				Sources of information	Meas. tool	Relevant body responsible for following up
2023	2024	2025	2026			
183	186	189	192	Architecture Dept. + Directorate of Education	Records of Directorate of Education	Directorate of Education
1	2	3	4			
1	3	3	3			
25%	50%	75%	100%			
100%	100%	100%	100%			
100%	100%	100%	100%			
30%	53%	76%	100%			
0%	33%	66%	100%			
50%	100%	100%	100%			
0%	33%	66%	100%			

Program title	Project title	Measurement tools	Current value of the measurement tool
Rehabilitating and promoting of Health Sector SO03	Completion the draft of the Palestinian Red Crescent hospital	200 beds	100
	Increasing the number of Emergency and Aid Centers	number of Emergency and Aid Centers	3
	Constructing of the Indonesian Hospital	Number of rehabilitation hospitals	0
	Constructing, finishing and equipping of the cancer center in Al Ahli Hospital –Patient’s Friends Society	Number of hospitals in the city	0
	Expansion of AL- Ahli departments - Patient’s Friends Society	Number of hospitals in the city	5
	Increasing the number of the primary health care centers of the Ministry of Health	number of the primary health care centers of the Ministry of Health	6
	Developing and equipping of the primary health care centers of the Ministry of Health	Number of devices and equipment have been supplied to the primary health care centers of the city	0
	Strengthen the role of slaughterhouse, and increasing of control over livestock market and butchers	Effectiveness of control	0
	Capacity-building of special needs centers	10 specialized services to the special needs.	2
	Awareness-raising courses concerned specially with Women and children	144 courses	0
	Develop more effective mechanism to dispose of medical waste	Ratio of disposal of medical waste properly	0%

Perceived value over the years of current action plan				Sources of information	Meas. tool	Relevant body responsible for following up
2023	2024	2025	2026			
60	40			H.M & Ministry of Health	Municipal records	H.M and local community
5	5	6	6	PRCS	Reports & observations	PRCS
0	0	0	1	Ministry of Health	Patient’s Friends Society	Ministry of Health
0	1	0	0	Ahli Hospital + Patient’s Friends Society	Engineering + Strategic Planning Depts.	Patient’s Friends Society
6	7	8	8		Ministry of Health’s records	External funding sources + local community
0	2	3	4	Ministry of Health	Reports & observations	Ministry of Health
20%	40%	60%	80%			
25%	50%	75%	100%	Health and Environment Dept.	Municipal records	H.M & Ministry of Health
2	2	2	2	H.M & Ministry of Health		
36	36	36	36			
0%	30%	50%	70%			

Program title	Project title	Measurement tools	Current value of the measurement tool
Promoting of services provided to Women and Children S004	Adding booths in Gardens of Hebron Municipality, and in Street of Culture	20 booths	0
	Creating of gardens and open spaces	6 open spaces	0
	Creating of a public park	Citizen's share of green spaces\m2	2.18
	Constructing of a children science museum	Having a museum with a science park	0%
Providing of needs for people with disabilities S005	Rehabilitating of gardens and centers of people with special needs	4 centers	0
	Inclusion of people with disabilities in programs "workshops and courses" held in the Activities Dept. of H.M	12 activities	0
Empowering of Youth in sport and cultural activities S006	Holding elections for the Youth Council	Increasing of participation rate for youth to 75%	35%
	Encouraging volunteers in Hebron Municipality	Increasing the number of volunteers to 300	50
	Constructing of a sport complex	Having a sport complex	0%
	Semi-Olympic swimming pool	Having a semi-Olympic swimming pool	0%
	Finishing of Hebron Municipality's library	Opening of the Public Library	0%
	Rehabilitating of the existing theatres	2 rehabilitated theatre	0

Perceived value over the years of current action plan				Sources of information	Meas. tool	Relevant body responsible for following up
2023	2024	2025	2026			
10	10			Women' committee + C.O.C	Schemes + contracts + tenders	Activities committee + Engineering Dept.
	2	2	2	Statics+ committees of activities, engineering and projects		
2.23	2.28	2.28	2.31	Architecture + GIS Depts.	GIS System	Hebron Municipality
10%	10%	10%	10%	committees of activities + engineering and projects	Schemes + contracts + tenders	Activities committee + Engineering Dept.
	2	2				
3	3	3	3	Activities committee + partner institutions	Annual plans + documented photos and reports of activities	Activities committee + Engineering Dept.
45%	55%	65%	75%			
100	150	200	300	Hebron Municipality	Schemes + contracts + tenders	Engineering Dept.
10%	30%	40%	20%			
10%	30%	40%	20%			
10%	30%	40%	20%			
2						

Program title	Project title	Measurement tools	Current value of the measurement tool
Develop the professional education EC01	TVET Incubator for providing support to high-school graduates, and developing of local industries	Having an equipped vocational incubator	0
	Completing the establishment of the HITEC park (phase 2))	Constructing, operating, and equipping of the (phase 2)	0
	Construction of an industrial area (phase1))	The implementation of the industrial area	0
	Supporting of production small and medium enterprises	Incubation of 39 startup businesses	8
	Promotion of a green economy, and environmentally-friendly projects	Holding of 14 training courses	4
	Adding comprehensive training and marketing programs to support local industries as well as small and medium projects	Holding of 10 training courses	4
	Promoting of the Awareness programs , and supporting of the artificial intelligence in Palestine (youth and children group)	Holding of 7 training courses	0

Perceived value over the years of current action plan				Sources of information	Meas. tool	Relevant body responsible for following up
2023	2024	2025	2026			
0	0	1	0	Business Incubators of H.M	Records and Report	Business Incubators of H.M
0	0	1	0	Hebron Municipality	Records	HITEC
0	0	0	1			C.O.C
9	19	30	39	Business Incubators of H.M	Records and Report	Business Incubators of H.M
2	6	10	14		Report and records + documentation of workshops (photo and records)	
4	6	8	10			
1	3	5	7			

Program title	Project title	Measurement tools	Current value of the measurement tool
Promotion of heritage and tourism environment EC\02	Afforestation project of the Old City	Planting of trees in the city (10500), and increasing the number of green park	1500
	Promoting partnership with private sector to construct the necessary facilities.	9 tourism projects (restaurants\ hotels \ visitors' centers	3
	Site/ page/ official body, smart phone application	Creating a website, and a formal e-application	0
	Constructing enquiry points for tourists in different areas of the city	Constructing 4 enquiry points	0
	Massive advertising campaigns	4 campaigns to promote tourism in the city through social media	1
Promotion of investment in industrial, trades and services sectors EC\03	Developing of international exhibition's infrastructure	Headquarters of international exhibitions	0
	Conducting of specialized workshops with partners in private sectors and the municipality	Holding the workshop	0
	Holding specialized conferences to promote partnership with the private sectors	Holding the conference	0
Promotion of agricultural and livestock sector EC\04	Creating of a market for marketing farms' products in both livestock and agricultural.	Having a market for marketing farms' products	Absence of market to market

Perceived value over the years of current action plan				Sources of information	Meas. tool	Relevant body responsible for following up
2023	2024	2025	2026			
3000	6000	8000	10500	Agricultural Dept.	Records and reports	Agricultural Dept.
6	8	8	9	Tourism and Antiquities Dept.		Tourism and Antiquities Dept.
1	0	1	0	IT Dept.		Tourism and Antiquities + IT Depts.
0	1	2	1	Tourism and Antiquities Dept.		Tourism and Antiquities Dept.
1	1	1	1	Media Dept.		Tourism and Antiquities + Media Depts.
0	0	1	0	Development and Investment + Engineering Depts.		Development and Investment + Engineering Depts.
1	0	0	0	Development and Investment Dept.	Records and reports + Documentation of workshop	Development and Investment Dept.
0	1	0	0			
1	0	0	0		Records and reports	Architecture Dept.

Program title	Project title	Measurement tools	Current value of the measurement tool
Master Plan GO02	Completing and adoption the master plan	An adopted master plan from the MoLG	0%
	Completing the land registration project	registration of 12 basins	72%
Upgrading the institutional structure of the municipality GO03	Re-examining and upgrading the organizational structure that goes in line with the criteria and standard of Hebron municipality	Adoption of the organizational structure	75%
	Require consistency services to develop a comprehensive institutional structure of the H.M	develop a comprehensive institutional structure of the municipality	0%
	Developing of electronic system, and of delivering services remotely	Number of electronic systems	65%
	Facilitating & documenting procedures pertaining to citizens through the community services manual	Issuance of community services manual	50%
	Establishing of quality systems for the administrative dept.	Having a quality systems for the administrative dept.	0%
	Promoting the principles of good governance	A questionnaire to measure principles of good governance	0%
	Establishing a headquarter of the legal Dept.	Establishing a headquarter of the legal Dept.	0%
	Constructing of necessary facilities of the H.M, and rehabilitating the existing ones	Rehabilitation of the municipality's hall and the municipal council's hall \ Expansion of the administrative Dept. \ adding 2 floors to Tareq Bin Ziad community center	0%

Perceived value over the years of current action plan				Sources of information	Meas. tool	Relevant body responsible for following up
2023	2024	2025	2026			
10%	40%	25%	25%	Planning and development dept.	Financial and technical reports	Planning and development dept.
7%	7%	7%	7%			
5%	10%	10%		The municipal council + MoLG resolutions	Financial and technical reports + final adopted organizational structure	Administrative Dept.
		50%	50%	Administrative Dept.	Financial and technical reports + terms of references + tender document	
5%	10%	10%	10%	IT Dept. + Departments that use the systems	Financial and technical reports	IT Dept. + Director of relevant Dept.
10%	40%			Community service Dept.	Financial and technical reports + community service manual	Administrative + community services Depts.
		50%	50%	Planning and development dept.	Financial and technical reports	Planning and development Depts.
10%	40%	50%		All departments of the Municipality	Results of questionnaire	
20%	100%	100%	100%	Legal + administrative depts.	Reports and observation	Hebron Municipality
0	30%	50%	100%	Architecture + Projects Depts.	Financial and technical reports	

Program title	Project title	Measurement tools	Current value of the measurement tool
Upgrading the security and disaster management system GO01	Increasing the number of police station, thus therefore enhancing their human resources	6 police stations in the city	3
	Increasing the number of fire station, thus therefore enhancing their human resources	5 fire stations of the city	2
	Increasing the number of Aid station, thus therefore enhancing their human resources	7 aid stations of the city	4
	Establishing of a standard database to manage disaster	Establishing of a standard database	1
	Launching an awareness program of public safety	12 of executed awareness campaigns	4
	Mainstreaming of the resilience plan of Hebron municipality	Mainstreaming of the resilience plan of Hebron municipality	0%

Perceived value over the years of current action plan				Sources of information	Meas. tool	Relevant body responsible for following up
2023	2024	2025	2026			
3	4	5	6		Action Plan of Interior Ministry	Interior Ministry
2	3	4	5	Hebron Municipality	Strategic Plan of H.M	Hebron Municipality + Civil Defense
6	6	7	7	PRCS	PRCS's Action Plan	PRCS
1	1	1	1	Hebron Municipality	GIS Unit	Hebron Municipality + Civil Defense
6	8	10	12		Disaster Management	
10%	45%	45%	100%		Reports and observation	Hebron Municipality

Program title	Project title	Measurement tools	Current value of the measurement tool
Upgrading the Network System of IT	Network security system: installing of a network security system EDR: Security Endpoint Detection	400 devices	0
	Network security system: installing of a network security system Next Generation Firewall	2 devices : main and backup	0
	Network monitoring system: installing a monitoring system System NAC	400 devices	0
	Network monitoring system: installing a monitoring system System SIEM	150 devices	0
	Storage system: installing a Disk Array Enclosure	1 device	0
	Storage system: Installing a Disk	8 units with a storage space up to 1.2	0
	Developing a platform of building license applications of the engineering offices	Having a platform of building license applications of the engineering offices	0%
	Updating of municipality's website	Enhancement rate of communication between the citizens and Hebron Municipality	0%
	Updating of municipality's electric services pages	Satisfaction rate among citizens of the provided services	0%
	Public library management system	Enhancement rate of library management, and providing an improved user experience	0%
	Smart parking		0%

Perceived value over the years of current action plan				Sources of information	Meas. tool	Relevant body responsible for following up
2023	2024	2025	2026			
400				IT Dept.	Financial and Technical Reports	Maintenance and technical support Dept.
1	1					
0	400					
0	75	75				
0	0	1				
0	0	4	4			
	100%					Programming and systems developing Dept.
	100%					
	100%					
	100%					
	100%					

Program title	Project title	Measurement tools	Current value of the measurement tool
Urban planning and sustainable development	Upgrading of a central information point	Having a central information point	0%
	Applying modern technique of aerial photography in the municipality works	Enhancement rate of infrastructure services	0%
Capacity development of IT Dept.	Training courses for the staff of the IT Dept.	27	0%

Perceived value over the years of current action plan				Sources of information	Meas. tool	Relevant body responsible for following up
2023	2024	2025	2026			
25%	25%	50%		IT Dept.	Financial and Technical Reports	GIS Dept.
25%	50%	25%				
10%	45%	45%				Maintenance & technical support + GIS + Programming & systems developing Depts.



Strategic Planing Committee of Hebron Municipal Council

Dr. Asmaa Hammouri “Sharabti”
Mr . Omar Qawasmeh
Eng . Abd Alrahman Bader
Mr . Yahya Natsheh
Eng . Layana Abu Aisheh
Dr . Shehadah Rajabi
Mr . Mohammad Omar Nahnoush
Dr . Mohammad Ghazi Qawasmeh
Dr . Nidaa Abd Alnabi “Dweik “
Eng . Tamer Atrash “Abu Sneineh”



Coordinators of Hebron Municipality employees

Road and Transportation Committee	
Coordinators	Participants
Eng . Tareq Shuqeir	Eng. Ayman Hassouneh
Eng . Rand Sharabati	Eng. Musaab Ebido
	Eng. Diyaa Dahman
	Eng. Jalal Abu Alhalaweh
	Eng. Alaa Shaheen
	Eng. Raafat Gheith
Water and Sanitation Committee	
Coordinators	Participants
Eng . Musaab Ebido	Eng. Rashed Saeed
	Eng. Diyaa Dahman
	Eng. Rafeeq Rajabi
Health and Environment Committee	
Coordinators	Participants
Eng. Malak Osaily	Eng. Samer Ewaiwi
	Mr. Raed Atrash
	Eng. Bashar Rajabi
	Eng. Murad Amr
	Eng. Samer Jamal

Education Committee	
Coordinators	Participants
Eng. Marwa Abu Haikal	Eng . Raed Ashhab
Eng. Husam Shweiki	
Health Committee	
Coordinators	Participants
Dr. Wael Natsheh	Mr. Saeed Khateeb
Dr. Diyaa Natsheh	
Social Committee	
Coordinators	Participants
Mr. Mahmoud Abu Sbeih	Mr. Firas Abu Sharkh
	Mr. Rani Abu Khalaf
	Mrs. Amani Ziyadeh
	Mr. Omar Rajabi
	Ms. Naheel Sharabati
	Mrs. Shadia Sharif
	Mr. Abd Al-Rahim Abu Hadid
	Mr. Bilal Jabari
	Mr. Obaidah Abu Husein
	Mr. Rajae Maswadeh

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Mrs. Zeina Taher Shaheen	Mr. Abd Alrahim Abu Hadid
	Eng. Murad Abu Rajab
	Eng. Ibrahim Sharif
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Coordinators	Participants
Mr.Ayman Naser Al-Ddin	Eng. Ayman Hassouneh
	Eng. Suhaib Imam
	Eng. Husam Shweiki
	Eng. Abdullah Shweiki
	Mrs. Hanadi Tbakhi
	Mr. Murad Salaymeh
	Ms. Abeer Nazer

Planning Committee	
Coordinators	Participants
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Eng. Mahdi karaki	Eng. Awwad Aljubeh
	Eng. Alaa Shaheen
	Eng. Ammar Aljabari
	Eng. Rawan Abu Aisheh
	Mr. Muammar Qawasmeh
Institutional Structure Committee	
Coordinators	Participants
Mr. Fares Shawar	Mr. Maher Ewaiwi
	Mr. Nidal Tamimi
	Eng. Amjad Ebido
	Mr. Anan Bader
	Mr. Refaat Qunaibi
	Eng Osmah Dwiek
	Eng. Noor Qawasmeh
	Mr. Amjad Abu Hadid
	Mr. Ali Zughaier
	Mr.Khader Zughaier
	Mr. Rajae Salaymeh
	Mr.Sami Natsheh
	Mrs . Hanadi Tbakhi
	Mr. Abd-Al Rahim Abu Hadid

Core Planning Team

Eng. Raed Ashhab	Eng. Amjad Ebeido	Mr. Maher Ewaiwi
Eng. Ammar Jabari	Eng. Jad Abu Sbeih	Mr. Nidal Tamimi
Eng. Alaa Shaheen	Eng. Tareq Shuqeir	Mr. Anan Bader
Dr. Wael Natsheh	Eng. Musaab Ebeido	Mr. Refaat Qunaibi
Mr. Ali Zughaier	Eng. Rashed Saeed	Mr. Allam Ashhab
Mr. Mahmoud Abu Sbeih	Eng. Samer Ewaiwi	Mr. Hashem Hammouri
Mr. Abd-Al Rahim Abu Hadid	Eng. Osama Dweik	Mr. Amjad Abu Hadid
Mr. Noor Abdeen	Eng. Hussam Shweiki	Mr. Fares Shawar

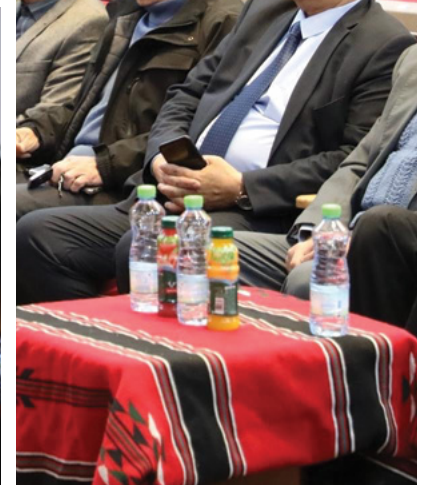
Supporting Team of Strategic Planning and International Cooperation Unit

Mrs. Saja Zalloum	Mr. Omar Salah	Mr. Khaldoun Sinnokrot	Mr. Saeed Khateeb	Mr. Allam Ashhab
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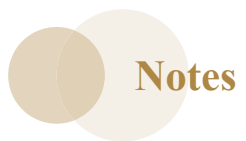
Supporting Team of Media, Tendering and Procurement Department

Mr. Islam Abu AlFilat	Mrs. Ola Qawasmi	Mr. Ghaith Gheith
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Photos of Community Participation in the Plan





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The Local Development Plan Document for the City of Hebron 2023-2026