



# Spatial Development Strategic Framework for Hebron Governorate 2030

## SUMMARY



STATE OF PALESTINE



Ministry of Local Government  
and Hebron Governorate



State of Palestine

# Spatial Development Strategic FrameworkHebron Governorate

(2030)

Executive Summary

October 2019



## Disclaimer

This publication has been produced with the assistance of the European Union under the framework of the project entitled: “Fostering Tenure Security and Resilience of Palestinian Communities through Spatial-Economic Planning Interventions in Area C (2017-2020)”, which is managed by the United Nations Human Settlements Programme (UN-Habitat). The Ministry of Local Government, and the Hebron Governorate are considered the most important partners in preparing this document. The contents of this publication are the sole responsibility of the author and can in no way be taken to reflect the views of the European Union.

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This publication has been prepared by a consortium consisting from the National Center for Sustainable Development (NCD), the House of Palestinian Expertise for Consultancy and Studies (HOPE), and An-Najah National University (NNU). The publication has been produced in a participatory approach and with substantial inputs from many local and national stakeholders.

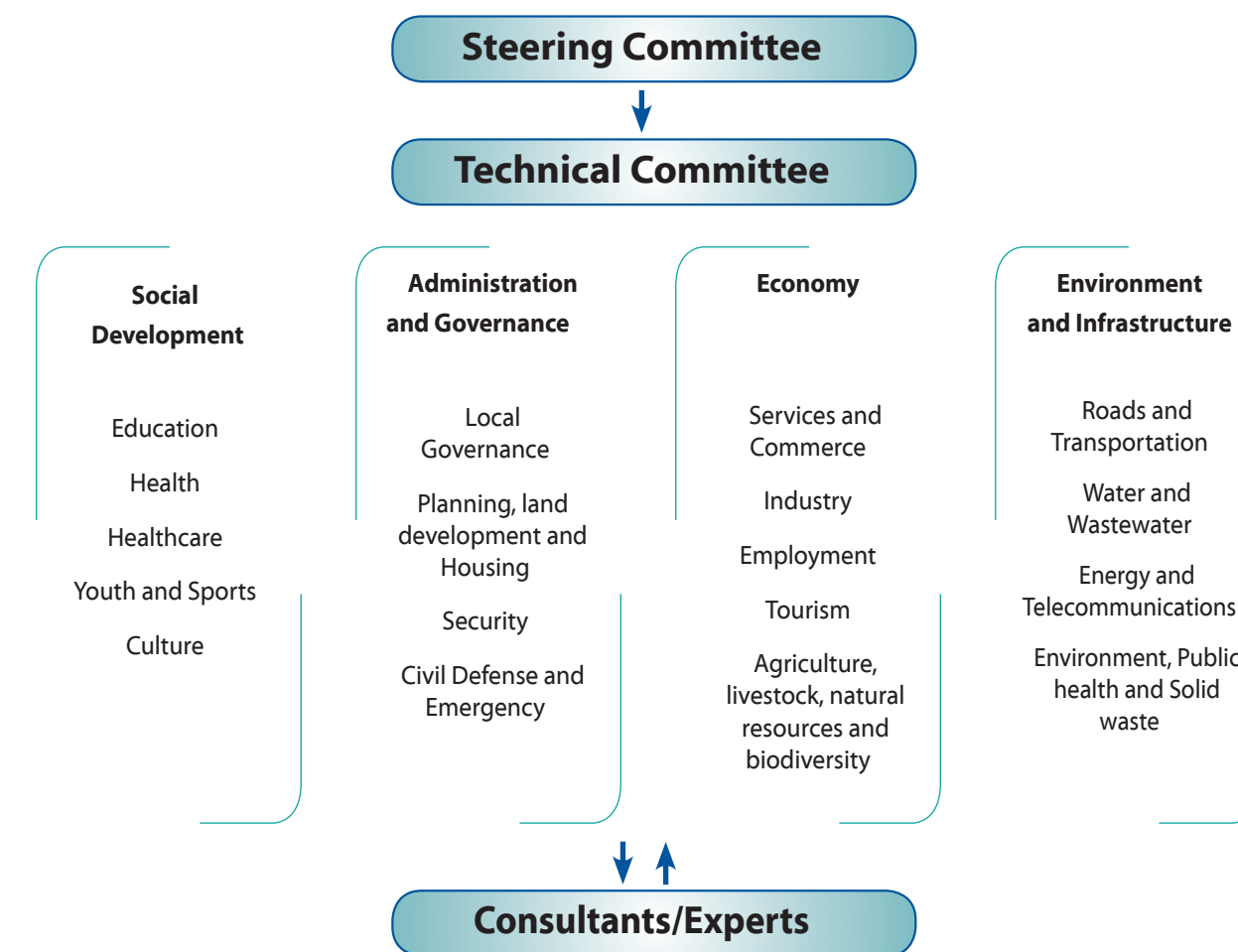


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This document has been developed as a result of joint efforts between the committees that were formulated from local community institutions and local government units in Hebron Governorate, as follows:



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- House of Palestinian Expertise for Consultancy and Studies (HOPE)
- An-Najah National University
- **Ministries and Directorates of Hebron Governorate**
- Local Government Units in Hebron Governorate
- Joint Service Councils
- Community-based Institutions (more than 100 institutions)

## Ministerial Foreword Hono. Minister of Local Government



Within its capacity and mandate, Ministry of Local Government has always strived to enhance the level of performance of local authorities for it to be able to lead the development wheel in every aspect. As a result, this will help improving the level of efficiency and equality of services provided to citizens which consequently will enhance Palestinians' living conditions and contribute in creating a more healthy, safe, culturally rich, and economically stable environment.

Palestine is facing many challenges and difficulties due to the Israeli occupation practices together with the scarcity and lack of control over resources. This requires proper planning adopting a participatory approach that includes active involvement of all actors from community members, civil organizations as an actual example of practicing democracy. All of all, this will contribute to realizing the Ministry's vision of a good local governance capable to achieve sustainable development through active public participation.

Under these circumstances, Ministry of Local Government has made a remarkable progress in the field of strategic development planning. The Ministry has adopted a strategic development planning approach at the local and regional levels (governorates level) to be the corner stone in the identification and prioritization of development needs and planning processes taking into consideration an inclusive and conscious understanding of capabilities and resources.

However, for a more scientific and systematic application of the preparation process of strategic and development plans at the regional level at governorates, and the local level at local councils; three planning manuals were prepared. The first manual was on "Strategic Development Planning of Governorates", while the second manual was on "Strategic Development Planning for Palestinian Cities and Towns". In addition to that, a third manual was prepared on "Physical Planning". The three manuals were prepared with an effort from local and international experts that contributed to both the preparation and the training and capacity building of Ministry's staff, local authorities and local community organizations. With this effort made, the Ministry aimed to create qualified competencies capable of planning, implementing, monitoring and evaluation and most importantly leading the development wheel.

Proper planning creates the balance and the connectivity at all planning levels (national, regional and local) whether related to development planning or spatial planning. Therefore, connecting the regional strategic development plans and national plans outputs with the local development plans is an essential step to assure the success of these plans in mobilizing funds as well as implementing development projects emanating from these plans without wasting resources and capacities.

In the last years, Ministry of Local Government has experienced the strategic development planning at the regional level where strategic development plans for the governorates of Jenin, Nablus, Salfit, Tulkarm, Bethlehem, Tubas, and Qalqiliya were prepared. Therefore, as a continuation of the Ministry's policy to support and enable all the remaining governorates in preparing strategic development plans; Ministry of Local Government and its partners are pleased to finalize the preparation of the strategic development plans of Hebron governorate. This plan is prepared to be a reference for all institutions in the governorate in the process of mobilizing needed resources and capacities to implement the proposed plans and projects.

Having said this, I want to deeply thank all those who contributed to the completion of this plan, especially the governor who took the lead in the process of plans preparation. Special thanks go to the technical staff and consultants. At the end, we hope that this fruitful collaboration has laid a solid foundation to accelerate the development wheel in the governorate for a better future of planning in Palestine.

Eng. Majdi Al-Saleh

Minister of Local Government

## Foreword Hono. Governor of Hebron



In our efforts to achieve sustainable development at the national and local levels, and as we believe that the only way to reach this end is to use planning as a tool, we have worked together in partnership with the Ministry of Local Government to prepare the Spatial Development Strategic Framework (SDSF) for Hebron Governorate (2030). The goal is to promote the development reality, in general, achieve social justice, and provide basic services to citizens according to international quality standards. This is a step to ensure and achieve the ingredients of steadfastness to our people in Hebron Governorate. This would be done along with the optimal use of available resources and equal opportunities for all in order to achieve sustainable local development within the possibilities available.

This ambitious strategic plan reflects the true reality of the capabilities, possibilities, needs, and obstacles of achieving development in general, and the best means to maximize the development components within the available resources. We seek, in partnership with all local and national institutions and in full harmony with the national plan, to implement the programs and projects included in this plan within the agreed on timetables. We also hope that we, in partnership with all, will be able to achieve the goals and outcomes of the strategic plan document for Hebron 2030.

**Major General Jibreen al-Bakri**  
  
**Hebron Governor**

## Introduction

The preparation of the Spatial Development Strategic Framework (**SDSF**) for Hebron Governorate (City-region plan for Hebron) is part of the project “Fostering Tenure Security and Resilience of Palestinian Communities through Spatial-Economic Planning Interventions in Area C (2017-2020)”, funded by the European Union and managed by the United Nations Human Settlements Programme (UN-Habitat), in collaboration with the Ministry of Local Government and Hebron Governorate. The consultants provided technical support and advisory assistance to the local committees throughout the different stages of preparation of the city-region plan.

This document presents a summary of the **SDSF** for Hebron Governorate for the next 12 years. It presents an analytical summary of the reality of Hebron Governorate, as well as the shared development vision agreed based on a multi-stakeholder approach. The document identifies priority development issues, and the development programs and interventions in an action plan format, along with a designated monitoring and evaluation plan.

## Main Objectives

The purpose of this document is to present a summary of the **SDSF** for Hebron Governorate, which has the following objectives:

1. Diagnose the current status of the various development areas (including administration and local government, infrastructure and public services, social aspects, and economic and economic development) in the governorate.
2. Identify the available opportunities for the development process in the governorate and the obstacles facing it, and its geopolitical situation. Formulate a comprehensive development vision within a time frame of 2030.
3. Develop integrated spatial development objectives, focusing on the infrastructure, education, and health sectors.
4. Identify priority projects and development programs and locate them spatially in the governorate.
5. Develop an integrated implementation plan within a time frame and the associated financial estimates.
6. Develop a methodology to monitor the implementation mechanisms of the plan and develop measures of its progress.
7. Link the **SDSF** document to national, local, sectorial, and cross-sectorial development policies and plans.
8. Identify the options available to meet the development challenges in the so-called Area C.

## Methodology

The **SDSF** adopted the participatory approach of working in partnership with citizens, civil society organizations, local councils, government institutions, and several other relevant parties in Hebron Governorate. This was also guided by the work mechanisms and planning included in the “Strategic Planning Manual for the Governorates” and was also guided by the “Urban Planning Manual: Procedures and Tools for Preparing Master Plans in the West Bank and Gaza Strip”, in particular with regard to the preparation of the **SDSF** in the governorate.

The methodology of preparing this plan for Hebron Governorate has basically been based on implementing three basic phases, each containing several steps. Each step also includes different sub-activities, as shown in Figure 1.

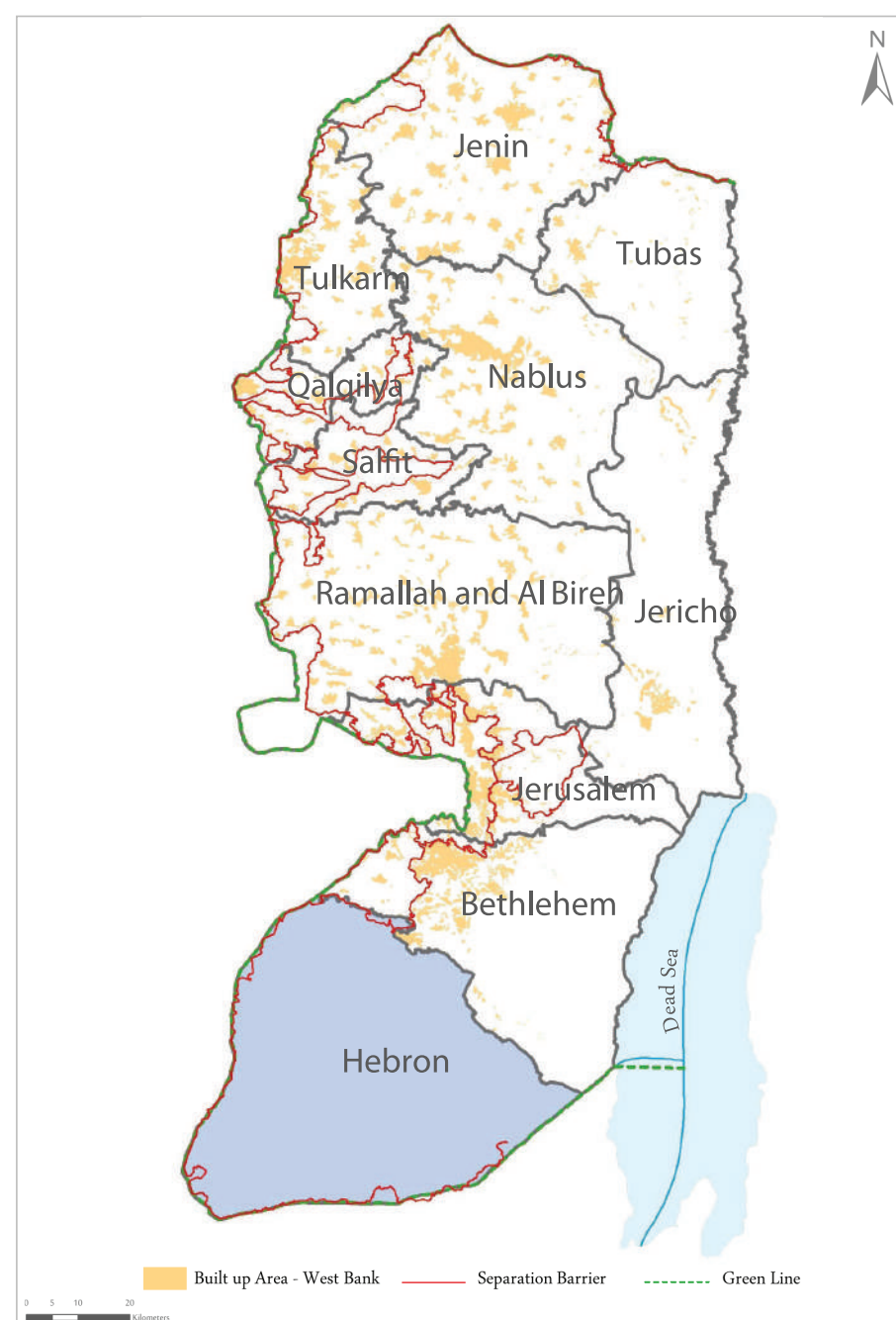


Figure 1: Steps for Preparing the SDSF for Hebron Governorate

## Overview of Hebron Governorate

Hebron Governorate is located in the southern part of the West Bank, about 36 km away of Jerusalem. It is bordered in the north by Bethlehem Governorate and by the Armistice Line, the so-called Green Line of 1949 in the other three directions (ARIJ, 2009) (see Map 1). The area of Hebron Governorate is 937 km<sup>2</sup>. According to the nature of land use in the governorate, it includes Palestinian residential areas, Israeli settlements, Israeli military bases, closed military areas by the Israeli occupation forces, nature reserves, forests, and arable land.

Hebron Governorate, which dates back more than seven thousand years, is a holy place for the three monotheistic religions. It includes the sanctuaries of prophets, messengers, and companions. There are also several ancient mosques, religious corners, archaeological, and historical landmarks.



Map (1): Location of Hebron Governorate

Hebron Governorate's climate ranges from dry to semi-dry, and the severity of drought towards the Negev desert in the south and the Jordan Valley in the east. The governorate is characterized by a large variation in its elevation from the Mean Sea Level (MSL) and in its topographic nature. The governorate has a mountain belt located on the western side of the Jordan Valley. The heights in the governorate range from 140 meters below MSL and 1,014 meters above MSL. The governorate lands are divided into four main types of terrain: the inner plain, the central hills region, the central mountains, and wilderness.

Water shortage in the Hebron Governorate is a serious problem, not only because of dry and semi-arid climatic conditions, but also because of the Israeli control of the Palestinian water resources and the severe restrictions on the use of these resources.

According to the 2017 census, total population of Hebron is 711,233, which is 24.7% of the total population of the West Bank. 86.9% of the total population of Hebron Governorate is urban, 10.8% are rural, and 2.3% are camp residents. Males constitute 51.5% and females account for 48.5% of the governorate's population.

The current geopolitical situation represents the most important challenge facing the strategic development aspirations of Hebron Governorate. This is characterized by spatial fragmentation and contraction of the governorate's space, which is the potential space for urban expansion operations and for exploiting the development of various economic and social sectors. The process of continuously dividing the governorate's territory for building and expanding Israeli settlements, bypass roads, the separation wall, the identification of natural areas, military camps, and checkpoints poses a major challenge to any development orientation of the people of the governorate. In order to face this, a great deal of effort is required by the responsible authorities and in cooperation with the relevant international institutions.

Israel has carried out a series of measures on the ground to tighten its control over the governorate and to put restrictions in an effort to de-populate the governorate. These measures include inter-alia: construction of Israeli settlements, separation wall, military checkpoints, bypass roads, and the geopolitical division of the governorate according to the Oslo Accords (II), and Hebron City Protocol H1, H2.

This political division is translated in terms of figures as follows: Area A (24% of total governorate area), Area B (22%), and Area C (48%), and Natural Reserves (6%). This also prevented the Palestinians from exploiting about 50% of their agricultural lands directly, since these lands are located in Area C.

The current division, which defines the land of Hebron Governorate (A, B) by about 50%, makes the process of development fragmented and not even sufficient for urban expansion in the near future.

The decision to develop a **SDFS** for the Hebron Governorate; with a spatial dimension including the lands in Area C, was timely and important.

### Hebron Governorate Vision

**"Safe Governorate with Historical & Economic Depth, Modern, & Sustainable Services"**



## The Governorate’s Development Vision

Vision is a picture of the future and a set of perceptions and orientations that the governorate aspires to reach within a specified period of time. It is expressed in a text that is co-drafted and agreed upon by the representatives of all sectors of the local community in the governorate.

## Strategic Planning Framework

Based on the priority development issues identified for each development sector, the strategic objectives have been identified to contribute to and resolve these issues. In order to achieve the strategic objectives, a set of indicators have been formulated and a number of programs and projects were selected up to year 2030, which if implemented, can achieve the identified objectives.

Table (1) presents a matrix of priority issues, goals, indicators, and development programs and projects for Hebron Governorate. Table (2) represents the implementation plan, while Table (3) outlines the monitoring and evaluation plan.

The total cost of implementing the plan is US\$(777.959) million distributed over twelve years. Figure (2) shows the estimated costs for each development sector, Figure (3.a) indicates the estimated annual costs for all sectors, and Figures (3.b and 3.c) show the cost distribution of the plan between males & females and cost breakdown by age groups, respectively.

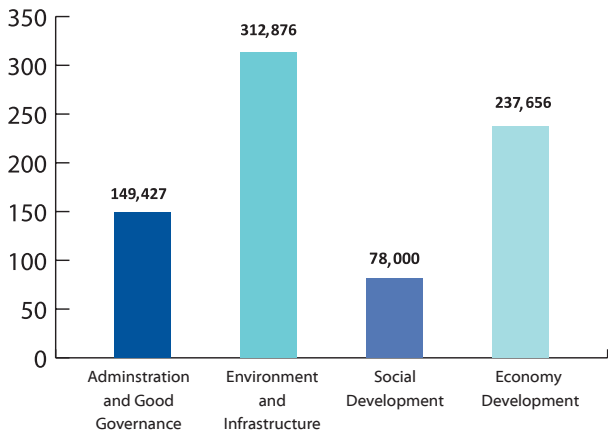


Figure (2): Estimated costs for each development sector (in 1,000 US\$)

Table (1): Matrix of priority issues, goals, indicators, and development programs & projects for Hebron Governorate in relation to the National Policy Agenda (2017-2022) and the Sustainable Development Goals (2030)

Priority Development Issue	Objectives	Indicators	Proposed Programs and Projects	National Policy Agenda (2017-2022)	Sustainable Development Goals (2030)
Administration and Good Governance - Local Governance					
Weak institutional building and potentials in Local Government Units (LGUs)	Strengthening institutional capacity in LGUs	Number of municipalities achieved higher ranking according to Municipal Development and Lending Fund (MDLF) classification	Program of Strengthening Institutional Capacities in LGUs	7: Responsive Local Government	SDG 16: Peace, justice, and strong institutions (16.1) SDG 11: Sustainable cities and communities (11.3)
		Number of village councils and joint service councils with a fixed assets registry	Program of Capacity Development for LGUs		
		Percentage of LGUs with approved master plans			
	Developing the capacity of LGUs in the fields of economic development and revenue enhancement	Number of training programs executed for LGUs	Program of Revenue Enhancement in LGUs	7: Responsive Local Government	SDG 17: Partnerships for the goals (17.17)
		Percentage of localities that have completed land registration projects			
		Number of projects implemented in partnership with the private sector	Program of Developing Partnership between LGUs and the Private Sector	13. Improving Palestine's Business Environment	
		Number of business incubators in partnership with the private sector			
	Administration and Good Governance - Security				
Weak infrastructure and improper distribution of police stations, and lack of sufficient police staff	Developing police headquarters and expanding their coverage in the governorate	Number of new police buildings	Development Program for Police Centers in Hebron Governorate	26. Meeting the Basic Needs of Our Communities	SDG 16: Peace, justice, and strong institutions
	Strengthening the necessary infrastructure for policing in the governorate	Readiness and responsiveness to field events	Program of Supplying Police Equipment and Vehicles		
	Increasing the number of police staff in the governorate	Ratio of police personnel to the population (police persons per 1,000 citizens)	Program of Recruiting Additional Police Staff in the Existing and New Police Centers in the Governorate		

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