



Ministry of Local Government

Strategic Development Framework For

YATTA

Prepared By
YATTA Strategic Development Framework Committee

The Strategic Development Framework for Yatta has been prepared by representatives from the local council, civil society organizations, and citizens of Yatta, and we do express our gratitude to all who contributed throughout the different phases of developing this SDF:

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Terminology and Definitions

No.	Term	Definition
1	Strategic Development Framework	The Strategic Development Framework (SDF) guides the development of a long-term collective vision for a community (village/city/cluster/amalgamated council and/or municipality) through a participatory planning process and identifies long-term development priorities from which a medium-term Community Integrated Development Plan and a short-term sector-based Investment Plan are prepared.
2	Community Mapping	Collection, information and development indicators' classification of all information relevant to the local community, covering major thematic areas related to sustainable community development.
3	Community Development Vision	The envisioned future the city/city aspires to reach in a specified period of time, often extending to 15 - 20 years.
4	Strategic Thrusts	Strategic development objectives that serve more than one development thematic area and, is considered to respond to high priorities in the local community.
5	Community Integrated Development Plan	Strategic development plans, devised in accordance with the development vision and strategic goals of the local community. It is a mid-term action plan (4 years) that includes specific objectives, development fields or action areas, development initiatives, as well as the expected outcomes and indicators.
6	Investment Plans	Short-term plans (one - two years), derived from the Community Integrated Development Plan. It contains specific development projects, formulated by the local institutions, individually or collectively. These institutions share the responsibility of project implementation, monitoring and evaluation in cooperation with the Local Council.
7	Stakeholders	Entities and institutions representing the local community in the development process, which could, positively or negatively, affect or become affected by the process of community development. It includes representatives from the public sector, the private sector and civil society organizations such as women and youth clubs and associations, and charitable and cultural societies, in addition to representatives from different social groups such as children, senior citizens, marginalized neighborhoods, public figures, etc.
8	Stakeholders Committee	A committee comprises of heads of the organizations representative for stakeholders participating in the process of strategic development planning.
9	Development Themes	Development Themes often reflect and express the constraints to local community development. They reflect the weakness or challenges affecting the various development fields. They may also highlight positive aspects and strengths, that may be developed or used as a basis for further development. The development needs or issues may be considered as guiding tools during the development planning process and the adoption of development goals by the community.
10	Analysis of Development Areas	An in-depth identification of the main development areas (i.e. major and minor causes for each area) as well as the determination of the impact of their presence. The analysis of development issues helps generate a deeper understanding of these issues and facilitates the formulation of possible solutions, interventions or activities to address or overcome their causes.
11	Analysis of key Strategic Objectives	Strategic objectives are analyzed against development areas in order to identify a range of initiatives and means for the realization of these objectives in addition to the identification of the overall goals key objectives strive to achieve.

No.	Term	Definition
12	Regional Context	A description of the determinants, opportunities and perspectives resulting from the interaction of different elements (e.g. geographic, social and economic) between adjacent cities towns sharing common interests.
13	Strategic Development Framework Committee	A group of stakeholder representatives responsible for the management of and the participation in the Strategic Development Framework process.
14	Technical Committees	A number of specialized working groups comprised of local experts in certain areas (such as health, infrastructure etc.) whose contribution to the planning process is basically technical (such as needs analysis and formulation of development initiatives).
15	Team of Experts	A group of development experts and specialists in various development areas who are consulted or contracted to provide the needed technical support and guide the local council through the strategic development planning process.
16	Researchers	A group of persons who are assigned the tasks of collecting information on and indicators of the various development sectors from their primary and secondary sources, in accordance with the adopted mechanism.

Table of Contents

Terms & Definitions	5
Introduction	9
Statement of Yatta Municipality	10
The Aim of the Strategic Development Framework.....	12
Methodology	13
Overview of Yatta	16
Development Vision of Yatta	17
Development Analysis	19
Overall Strategic Objectives	25
Relationship between Strategic Goals & Realization of Shared Development Vision	35
Key Strategic Objectives	36

Introduction

The Strategic Development framework for Yatta was produced through the support from the Local Democratic Reform Program– Tawasol - funded by the United States Agency for International Development (USAID), implemented by CHF International in consultation and coordination with the Ministry of Local Government.

At the very core of the strategic development planning is the principle of active community participation upon which the SDF was devised in close consultation with the municipality, citizens, institutions, and civil society organizations in the city. The plan was developed in pursuance of the relevant policies of the Ministry of Local Government within the framework of strategic development planning project.

This document provides the strategic development framework for Yatta for the following sixteen years. It presents a summary of the situational analysis of the city along with the common development vision agreed-upon by the stakeholders participating in this endeavor. After the needs assessment phase, working committees collaborated in defining and analyzing key development issues, as well as determining the general strategic objectives capable of realizing the development vision and the key strategic objectives derived from the analysis in accordance with the priority setting and determination methodology.

Statement of Yatta Municipality

By the Name of Allah, the Almighty, the All Merciful

And Peace and Blessings Be upon His Prophet Mohammad,

This document comes to outline the future development work frameworks for Yatta for the next (16) years. We have been keen, directly after we assumed positions in Yatta Municipality, to resume the Strategic Development Framework tasks. Due to firm belief in the principle of Good Governance, enhancing democracy and the thirteenth government document for Dr. Salam Fayyad State, which aims at putting an end to occupation and announcing the establishment of the modern democratic state, we have blessed the efforts of the participating committees while this document comes as the fruit of a hard continuous work based on a wide community participation among Yatta citizens, who have investigated their city's capacities from all perspectives; identified their development problems and issues and finally devised their vision for their city in the future and in accordance with their compulsory needs and hopes towards a better future.

The Strategic Development Framework project is regarded as a pioneering experience in the history of Yatta Municipality, which have has been marginalized for many decades, and planning was excluded to public employees without any participation from citizens in defining their needs. This project comes to reinforce the principle of community partnership in all work phases, therefore, all stakeholder committees took part in the development process throughout by defining development thrusts, strategic goals and initiative priorities that meet the community needs and aspirations, and represent a reference for the community legitimacy, the government and future donors.

In pursuance of growth, development and correct proceeding, a modern scientific methodology has been employed in strategic planning in addition to modern tools in presenting technical and administrative support for the staff who devised Yatta's development plan, represented through strategic analysis in all phases starting from internal environment analysis, spotting strengths to reinforce and weaknesses to handle, studying the external environment in order to capture available opportunities while at the same time, avoid potential threats and dangers. As the city is challenged by the scarcity of water resources, some of our strategies have depended on external funding, thus the last phase of the Strategic Framework development is called Fundraising, to search for all possible resources and implement projects that develop and improve services rendered to citizens.

In an attempt to establish effective and deficient efficient organizations, the work included devising a Strategic Development Framework that includes all sectors and bodies influenced, negatively or positively, with the process of development. In addition, focus has been placed on Yatta Strategic Development Framework through the services it renders for citizens.

Concluding Finally, we express gratitude to all partners in this project- CHF International that who provided us with a golden opportunity for the city's development & advancement through planning for its citizens' future. We also thank all who contributed to preparing, devising and implementing the plan. Moreover, we do promise to keep the teamwork spirit to achieve Yatta's vision and mission employing all possible capacities to implement its initiatives and meet its development needs and services.

Municipality Mayor
Zahran Abu Qbeeta

The Aim of the Strategic Development Framework

This document aims at presenting the Strategic Development Framework that outlines the future development interventions needed to bring Yatta from its current status closer to the community-wide shared vision during the 16 years to come. The Strategic Development Framework lays the foundations of joint action in achieving the top-priority strategic objectives set forth in the successive development plans of four years. If achieved – the plan would be instrumental in closing the existing gap and would contribute greatly to the city's success and potentials to achieve its future vision.

Methodology

During the preparation of the Strategic Development Framework, local councils, participating committees and citizens of Yatta followed the phases, tools and mechanisms recommended by the Local Councils Guide to Strategic Development Planning, which the Ministry of Local Government has approved and adopted.

In the beginning, necessary technical support was provided by a local consulting firm. To jump start the project, a community meeting was held for the city's residents and institutions in order to introduce the strategic planning project, its desired objectives and expected outcomes. As a result of this meeting, two committees were formed; the Stakeholders Committee and the Strategic Development Framework Committee.

The next step involved a community mapping or survey, prepared by a team of researchers, with the purpose of collecting information and data on all aspects of development in Yatta. The survey reflected the current status of the city, its available resources and potential capacities. In parallel, a number of training workshops were held to introduce members and coordinators of committees to the SDF planning methodology and tools, and to define and clarify various roles and responsibilities.

In Yatta, a number of development thematic areas were defined; namely: 1) Public Health and Environment, 2) Education, 3) Infrastructure (water, electricity, roads), 4) Planning and Zoning, 5) Water and Sewage Lines, 6) Women, Children, Youth and Sports, 7) Economic Development, 8) Security and Threats.

Moreover, a number of specialized committees were created, one for each of the specified development sectors. The committees conducted a SWOT and strategic analysis of the current situation so as to identify strengths, weaknesses, opportunities and threats of each field. In addition, stakeholder identification analysis was conducted in order to determine their potential impact and possible ways for their involvement in the development process. Accordingly, a detailed diagnostic study of all development sectors was prepared, taken into account the outputs of strategic analysis and documentation process, undertaken by the technical and special committees, in addition to official reports and statistical data.

The next phase aimed at the formulation of a shared development vision for the city that was conducted through a joint workshop for the Stakeholders' Committee and the Strategic Development Framework Committee. The shared vision has been based on the local needs, potentials and capacities taking into consideration the regional and national contexts, and the community's aspirations for a better future for Yatta.

Following the formulation of the development vision, the Strategic Development Framework and the Technical Committees, held several discussion workshops and brainstorming sessions to identify and analyze the development issues areas within every development sector, and their root causes and impact. Based on that, the overall strategic objectives were set forth to lay the foundation for the pursuance of the city's development vision for the next (16) years, followed by the selection of development areas to address the main outcomes during the timeframe covered by the Strategic Development Framework.

Given the scarcity of the city's resources compared to current and future needs, the development priorities and key strategic objectives (strategic thrusts) were selected in accordance to a certain evaluation or assessment mechanism, which comprised a number of vital criteria that will prioritize the areas of intervention for the next four years. The most important criteria in the assessment tool included, among others, the following: the extent in which the strategic objective overlaps with more than one development thematic area; the degree of consistency between this objective and the shared development vision; and the degree of partnership among the various sectors (i.e. the public, private and civil society sectors).



The main resultant strategic objectives are employed in the first integrated development strategic move for Yatta (for 4 years) including development initiatives and performance indicators which are deemed necessary for implementation. What follows these 4-year development plans are investment plans within the basic development areas previously defined. After all, community's organizations, each in its specialization, either collaboratively or separately, start preparing these investment plans within one-two years for each.

Strategic Development Planning Framework



Stages (1-6) depict phases of developing Strategic Development Framework (SDF)

The Local Community's Strategic Development Framework:

- Getting Started
- Situation Analysis
- Preparing the Community Collective Vision
- Identification & Analysis of Development Issues
- Identification of Overall Strategic Objectives
- Identification of Key Strategic Objectives
- Identification of Development Initiatives and Community Integrated Development Plans
- Preparation of Investment Plans
- Mobilization & Fundraising
- Monitoring & Evaluation

As mentioned earlier, the implementation of the Community Integrated Development Plan requires the translation of the development initiatives within the plan into specific projects to be adopted by the local institutions in all sectors. Institutions should incorporate the projects into their short-term (i.e. 1 - 2 years) investment plans, that should be carried out within a clear partnership framework delineating the responsibilities and roles of each partner as well as the adopted mechanisms for monitoring and evaluation.

Overview of Yatta

Located 12 kilometers to the south South of Hebron, Yatta is considered the second biggest city in the governorate in terms of population and area. It constitutes 25% of the total area of the governorate. Yatta is surrounded by Zeif and Khillat Al-Maiyeh villages to the eastEast; Al-Heela village, Wad As-Sadah Complex, Al-Reihiya village and Al-Fuwwar camp in the northNorth; while in the westWest, there exists Beit Amra village; As-Samou' city in the south South west West and Khallat Saleh village in the south South eastEast. The city is also surrounded by a number of settlements constructed by occupation on its lands including: (Karmel), (Ma'oun), (Beit Ya'eer), and (Sousiya) among several others. Yatta is 820 m above sea level, and have the following geographical coordinates: 159 to the eastEast and 95 to the north North (159.000 East, 95.000 North), while latitudes and longitudes are: (32° 26' 50 N) and (35° 5' 43 E).

The city's old history is originated in Canaanites', where they lived in Palestine in the previous eras, and gave the city the name "Yutta" which means the flat land. Whereas the city got the name "Letaem" in the Roman era but the Old City itself was established in the Ottoman era. It is known as the city in which Prophet Zakariya settled in and had his son Yahya, peace be upon them, and which Virgin Mary visited when she came to see Yahya's mother.

Yatta's physical plan covers 24,552 dunums, while the whole city area is 174,172. Its residents are estimated, according to the Palestinian Central Bureau of Statistics, to 52,600 with an annual population growth exceeding 3.5% although local studies estimate the population as more than 60,000. Yatta has been classified within (A) areas following the peace convention between Palestinian Authority and Israel, and (B) municipality depending on the administrative classification of the country's municipalities at the Ministry of Local Government.

The city has a warm climate and an annual rainfall of about 300 mm. Its annual minimum temperature is 7.3° C whereas the annual maximum temperature is 22.9° C. In addition, Yatta's annual temperature range is around 13.2 ° C.

Development Vision of Yatta

The collective vision for Yatta was based on the situational analysis of Yatta and the diagnosis of its local resources and parameters. The process has taken into account the regional and national contexts as well as the future aspirations of its residents through a broad participation of representatives of its institutions, organizations and various committees in the planning process which included a large number of consultative sessions and workshops.

The following is the collective vision for Yatta:

"Yatta is a green governorate which enjoys a wise administration and advanced economic, social and health infrastructure. It , and is significant for its Arab Islamic character"

Development Analysis

At the early stages of the SDF process, a survey was conducted with the local community in order to collect information and data on all of the key areas of development in Yatta. This survey mapped out the city's resources and capabilities as well as its services and institutions. A wide range of development themes and key areas was defined through the analysis of the current situation and the strategic analysis of each key area in order to define its strengths, weaknesses, opportunities and threats. Consequently, a detailed diagnostic study was prepared on all key development areas, based on the results of the SMART analysis and the strategic analysis conducted by the Specialized Technical Committees, taking into account various statistical data and official reports.

The following is a summary of the aforementioned diagnosis, abridged from the full diagnostic report prepared by the Strategic Development Framework Committee during the early stages of the planning process.

Yatta development vision has outlined the future vision which represents citizens' aspirations, taking in consideration Yatta's local and national capacities. They seek –through the next -17yearsvision- to achieve sustainable development and establish a large governorate with wise administration, keeping at the same time, civilized, historical Arab and Islamic originality based on the city's Arab identity and inherited history in addition to its historical sites. The cCitizens enhance their vision through the national plan which seeks to preserve historical and civilized heritage for Palestinian cities and towns.

Yatta citizens also seek to develop the city's infrastructure to be consistent with its large population growth; the city needs a modern significant development for infrastructure including roads, transportation, telecommunications, water & electricity services, especially that infrastructure development is the basis for economic growth and prosperity.

Yatta's citizens turn towards benefiting from material and human local resources in an attempt to improve the city's local economy while at the same time, preserving the coherent social relations, especially that Yatta is overwhelmed by tribalism.

The development vision highlights the health sector as a foreground for prosperity, development and making available a healthy life for citizens, particularly through the existence of many associations working in the field of health- governmental, NGO or private, which all work for improving the health and environmental conditions of the city.

Planning and Zoning

According In the 2007, the Palestinian Central Bureau for Statistics estimated Yatta's Ppopulation at Census conducted by the Palestinian Central Bureau of Statistics, the population of Yatta was estimated to47,466people. This figure represents only the total number of residents inside the official municipal borders of Yatta municipality. The current estimation puts the population figure closer to 60,000 people. Almost half of this number (50.4%) is comprised of the age group (15-65 years), while children less than 15 years old are the second largest group (47.3%) and a small percentage (2.3%) of senior citizens are above the age of 65. Based on the annual population growth rate in Hebron area (3.5%), the estimated population in for the next 16 years, divided over a 4-years intervals (2014, 2018, 2022, 2026), are: (60,390), (69,299), (79,522), and (91,253), respectively.

The total area of Yatta is estimated toat: 174,172 dunums of which 24,552 dunums are included within the physical plan area. In terms of land use, the total area is distributed as follows: residential areas (16,635 dunums), roads and transportation (2,472 dunums), industrial areas (1,000 dunums), public land (797) and commercial areas (797 dunums).

The most important of development issuesKey development areas identified under planning and zoning areinclude:

1. Weakness of land use and planning in the current physical plan.
2. Inadequate financial and specialized human resources.
3. Low level of public awareness of land use and planning.

II. Social Development (Education, Health, Women, Children, Youth and sports)

About 90% of residents in Yatta are literate, thanks to the presence of 31 functioning schools and a branch of AL-Quds Open University which educates 2,000 male and female students. Generally, the educational sector is characterized by weak school infrastructure and facility shortage (laboratories, specialized rooms, etc.), high students – class room ratio (i.e. over-crowdedness), and the inadequate geographical distribution of schools since the majority are located amidst few overpopulated areas and along main roads.

The most important of development issuesKey development areas identified under education areinclude:

1. School over-crowdedness
2. Lack of interest in education as well as Low quality of education.

As for health, services are provided by a governmental hospital, more than 20 clinics, and numerous pharmacies and health centers. Nevertheless, there are important challenges such as the low quality of services and the insufficient number of specialized health personnel and governmental health centers, and services provided by the hospitals. There is also a need for specialized services and facilities such as operation rooms and kidney dialysis units. Furthermore, environmental pollution is a health hazard due to the lack of waste water network among other pollutants.

The most important of development issuesKey development areas identified under education areinclude:

1. Low quality of available health services
2. Water pollution

In terms of social development, many institutions are active in the area of women, children and youth development. There are many women's associations, youth clubs, cultural centers, and a center for the rehabilitation of people with special needs. In addition, there are two child daycare centers and two football stadiums, one of which is of international specifications.

The most important of development issuesKey development areas identified under women, children and youth development areas areinclude:

Infrastructure shortages for the development of women, youth and children.

1. Lack of institutional interests in the youth development.
2. Lack of institutional interest in women' empowerment.

Local Economic Development:

Yatta is well known for its quarries and its stone-cutting and marble industry while the current physical plan designates an area for an industrial zone. The agricultural sector is also large, as it has 92,000 dunums of cultivated areas, the majority of which are rain-fed while irrigated agriculture is marginal (only 76 dunums). However, agriculture is challenged by weak marketing and water shortages (supplied by water networks or through low rainfall) which necessitate a dependence on rain-fed farming.

The most important of development issuesKey development areas identified under local economic development areinclude:

Difficulty in marketing agricultural products.

Widespread unemployment

Weak economic establishments

Weak domestic and external tourism.

Lack of interest in agricultural sector.

Infrastructure and Public Services (Roads, Electricity, Water)

The current road network includes the 6 main entrances of a total length of 20 km, 25% of which are in good condition and 75% in need for maintenance. The 130 km of internal roads include 28 in good condition, 52 in need for maintenance, and the remaining are dirt roads. The problems in the area of transport and road network can be summarized in its weak infrastructure and traffic system.

About 97% of electricity is supplied by the Southern Electricity Company (SELCO) in which Yatta Municipality is among the largest shareholders. But the major problems lie in: citizens' default or delay in paying their month pills and the ensuing debt, prominence of aerial extension and power lines, and high percentage of loss in the networks.

The water network serves most of the city, and there are water tanks with good capacity and in good locations in terms of altitude. However, acute shortages in water supply and a high loss rate are the major problems; combined with the absence of As-Built drawings for the internal network. Additional challenges to the water harvest in the city include the natural population growth rate, the Israeli control of water sources and the settlement use of the same water source of Yatta, lack of water sources, and low annual rainfall rate.

The following are the most important issuesKey development areas identified under infrastructure and public services:

Prominence of aerial power lines

1. Inadequacy of the current electricity network
2. Weak roads infrastructure
3. Shortages of water sources and supplies.

V. Public Health and Environment (Solid Waste and Waste Water)

In the absence of a waste water network, Yatta relies on cesspits (3% solid and 97% porous) for the collection of waste water which is then pumped in special septic tanks for disposal in the same sewage stream of Hebron Municipality which passes through Yatta for 9 km. Solid waste is collected and transferred to Al-Rafaa'eya joint landfill serving Hebron city and other areas to be burned or buried.

The most important development issuesKey development areas identified under public health and environmentareenvironment include:

Piling and improper treatment of solid waste in the regional landfill

Weak environmental awareness among the public

Waste water and the lack of waste water system.

VI. Public Safety and Security

Yatta is affected by the presence and the impacts of Israeli Occupation and its suppressive measures and settlements. However, public safety and security is handled by a Civil Defense center and a police station in the city which does not have sufficient number of police vehicles.

The most important development issuesKey development areas identified under public safety and security areinclude:

Weakness of the main elements and pre-requisites for public safety and security.

Overall Strategic Objectives

Based on the development issues identified under each field, the overall strategic objectives that contribute to addressing such areas were also identified. Moreover, another set of strategic objectives were added since they are directly linked to the achievements of all aspects of the shared development vision (i.e. outside the scope of current issues).

The following are the overall objectives or goals associated with the development areas and a list of those strategic goals. It should be noted that the performance indicators and their values are long-term as they span the period of the strategic development framework.

Infrastructure and Public Services

Main Overall Objectives: "Encourage organized urban expansion and develop public services and networks of water, electricity and transportation in order to improve the quality of public services"

No	Key Strategic Objectives	Key Result Area	Key Results	Indicators
1.	Develop electricity network & improve its services	Citizens satisfaction of electricity services Technical & human capacities of the Electricity Company Electricity network Public culture & attitudes	Public satisfaction of the electricity services they receive A regular mountainous system for the electricity network. Electricity company equipped with necessary equipment & qualified human resources A reliable, adequate & effective electricity network	A minimum of 95% of citizens' satisfaction by electricity services 100% of households & establishments are connected to the electricity network 100% of pre-paid subscriptions Electrical current capacity that meets all needs Loss rate within the network is within the technically acceptable levels Collection rate of 100% in due time. 100% use of insulated cables in power lines & extensions
2.	Develop real estate and housing sector, & improve land use & investment	Physical plan Ministry of Housing Investors Investment infrastructure Land settlement & division	Allocation of areas in the physical plan for housing projects A legislative & regulatory environment that encourages real estate investment Availability of housing for limited income groups	Percentage of areas designated for housing projects Total area of residential areas in the physical plan Number of housing units
3.	Strengthen public awareness of land use	Improved public culture & attitudes to physical planning & zoning	Higher public adherence to the physical plan Automated processes of physical planning & its implementation	Percentage & consistency of actual adherence to the physical plan

No	Key Strategic Objectives	Key Result Area	Key Results	Indicators
4.	Develop potential sources & supplies of drinking water	Water transfer & distribution network Artesian wells Public culture & attitudes towards water consumption & rationalization	Effective & efficient water distribution system serving the entire community Ensure availability of water supplies for various needs & uses	100% of households are connected to the water network A minimum of 120 liters of daily water supply per person 100% use of pre-paid subscriptions (with 95% of water bills collection)
5.	Establish a waste water system	Waste water system Public awareness of the importance of connecting their homes to the waste water network & discontinuing the use of porous cesspits	A waste water system serving the entire community A healthy environment that corresponds to the minimum standards of pollution Increased public awareness of environmental problems & protection methods	100% of total urban area is covered by the waste water network Full adherence to the national standards & conditions of environmental protection
6.	Develop & improve the network of roads & transportation	Main entrances to the city Network of internal roads Sidewalks Connecting roads Traffic system Agricultural roads	Advanced infrastructure for the network of internal & external roads A modern traffic system Dirt-free roads Lit sidewalks & circles planted with ornamental trees	Traffic is organized in all internal & external roads All internal roads are rehabilitated in accordance to the physical plans 80% of roads meet the needs of persons with special needs Decrease in traffic accidents to 25% Total length of rehabilitated sidewalks & road circles
7.	Develop the institutional capacities for the application of Good Governance & advanced management	Governmental institutions Civil society organizations Private sector Corporate social responsibility	Institutions & individuals adopting the principles of modern management & Good Governance in an efficient & sustainable manner	80% of institutions apply the principles & practices of Good Governance

Public Health and Environment

Overall Objective: "Provide distinguished environmental services and ensure the availability of pollution and disease - free clean environment"

No	Key Strategic Objectives	Key Result Area	Key Results	Indicators
1.	Improve the basic element & pre-requisites for public health & clean environment	Overall view & scenery enhancement	A healthy environment that meets the minimum standards of pollution Increased public awareness of environmental challenges & protection methods	100% of households covered by waste water system Full adherence to the national conditions & criteria of environmental protections A field indicator of graffiti -free walls & streets
2.	Maintain public health & limit pollution	Artesian wells Ground water network Private rain-fall collection wells Personnel of the municipal Water Department	A healthy, pollutant -free drinking water that meet s the specified standard of health	100% of water well are pollution - free
3.	Develop & enhance solid waste management system	Public awareness of maintenance of public hygiene Personnel of the municipal Solid Waste Department Personnel of the municipal Public Hygiene & Solid Waste Collection & Transfer Directorate	Daily collection of solid waste from residential neighborhoods Clean roads & public areas Enhanced scenery Citizens' satisfaction An effective system for the collection, transfer & treatment of solid waste	Number of garbage collection trucks Number of garbage collection per week A field indicator of neighborhoods & roads free of dirt, garbage and obstacles
4	Maintain public health & limit pollution	Consumer protection Public awareness of environmental protection	A licensed slaughterhouse Prevent pollution by consumed meats Facilitate market monitoring Meats medically monitored by specialized doctors Prevent environmental pollution resulted from throwing away random slaughters' wastes Help resolve unemployment problems	Number of times of slaughters examination & monitoring Percentage of licensed slaughterhouses

No	Key Strategic Objectives	Key Result Area	Key Results	Indicators
5	Construct a sewage lines network	Sewage lines system Municipality employees	Sewage lines system that serves all residents A healthy environmental that takes in consideration the minimum ranges of pollution	Prevent pollution resulted from septic tanks Limit diseases from drinking water pollution resulted from septic tanks Facilitate construction of the sewage lines network

Social Development:

Overall objectiveObjective: "Develop and improve capacities and public health for community sectors to enhance their participation in development"

No	Strategic Objectives	Key Result Area	Key Results	Indicators
.1	Improve learning & education infrastructure	<p>Infrastructure for primary & secondary education</p> <p>Educational staff & cadres</p> <p>Students & parents</p>	<p>Advanced infrastructure for modern education</p> <p>Qualified educational staff at schools</p> <p>Strengthen & activate the relationship between parents' councils & schools</p> <p>Modern & effective educational methods</p>	<p>An average of (25) students/ classroom</p> <p>Illiteracy rate is less (than (2%</p> <p>Dropout rate is less (than (0.5%</p> <p>Percentage of Tawjhi success rate in all streams is greater (than (80%</p> <p>of schools 100% comply with the standards of (school s as (children friends</p> <p>of schools 100% & classrooms are owned</p> <p>of the city 100% schools have scientific labs, libraries, computer labs, specialised rooms & facilities that suit the school's level & type</p>
.2	Improve the number & scientific level of higher studies graduates	<p>Universities</p> <p>Training institutions</p> <p>University & college students</p>	<p>Qualified university graduates</p>	<p>Graduates' number</p> <p>Improve the Palestinian universities rating in International studies</p> <p>Number of annual patents</p>

No	Strategic Objectives	Key Result Area	Key Results	Indicators
.3	Integrate persons with special needs into community & rehabilitate prisoners	<p>The elderly, children & disabled as persons with special needs</p> <p>Associations of persons with special needs</p> <p>Public facilities such as elderly & rehabilitation centres</p>	<p>Integrate persons with special needs within daily life</p> <p>Increase in the working percentage of persons with special needs in public & private organizations</p> <p>Improve the capacities & performance of persons with special needs' organizations</p> <p>Public facilities in the city are qualified for the use of persons with special needs</p>	<p>of persons 100% with special needs benefit from care centres' services</p> <p>of persons with 90% special needs who are able to work have jobs or businesses</p> <p>of the city's 90% public facilities such as streets, buildings & facilities comply with the needs of persons with special needs</p>
.4	Improve vocational & technical education	<p>Vocational education</p> <p>Technical education</p> <p>Agricultural education</p> <p>Students</p> <p>Parents</p> <p>Labour market (private, public & NGO</p>	<p>Increase in the number of graduates in vocational, technical & agricultural specializations</p> <p>Decrease the percentage of the unemployed</p> <p>Improve the quality of handicrafts & technologies sectors</p> <p>Provide the local market with experiences in the technical & agricultural areas</p>	<p>Number of the graduate citizens from vocational, technical & agricultural specializations</p> <p>Percentage of the unemployed</p>
.5	Improve infrastructure for health & health services	<p>Infrastructure for health sector</p> <p>Public health awareness</p> <p>Health equipment & services level</p>	<p>Health facilities that meet the citizens' various needs</p> <p>Citizens aware of the health practices</p> <p>Provide health services</p> <p>Provide required health equipment</p>	<p>Emergency & health services 24 hours a day</p> <p>Child mortality (3 or less years) is less (than (0.001</p> <p>Percentage of the sickness cases that are treated in or outside Yatta</p> <p>Number of the operations rooms & intensive care units (ICU) in the governmental hospital</p>

No	Strategic Objectives	Key Result Area	Key Results	Indicators
.6	Improve the youth sector	Infrastructure of youth & sports sector Culture of youth participation, planning & voluntary work	Adequate infrastructure & facilities that strengthen youth abilities & participation Highly aware & skilled youth contributing to economic production & community development Wide youth participation in planning & development	Percentage of youth who participate in various youth & sports activities is (% more than (60 Percentage of youth who participate in voluntary activities is (% more than (60 Number of youth facilities & organizations
.7	Improve women capacities & enhance their participation	Women societies Community culture & education Women education Infrastructure for women & children sectors	Improve & educate women More partnerships & networking among women organizations & associations Increase in women participation in the labour market	of women (50%) participate in women societies & activities More than (40%) of working women among the active workforces

No	Strategic Objectives	Key Result Area	Key Results	Indicators
3	Improve agriculture	Agricultural marketing Agricultural supervision programs Lands reclamation programs Provision of water for farmers Farmers' support	Increased percentage of reclaimed lands Increased productivity of agricultural lands Larger/wider employment of modern agricultural methods	Percentage of reclaimed lands to the total of unexploited lands is more than 90% of farmers benefit from agricultural societies services Number of farmers' annual support & funding programs
4	Improve the productivity of livestock	Farmers Livestock societies Marketing of livestock products Support programs to raise livestock	Centres for vaccination & improving breeds Make available food industries Increase the productivity of livestock Rehabilitate cattle market in the city Modern veterinary services (clinics, labs, (medicine Improve livestock breeds Farmers' awareness & education programs Establish a Farmers Union Specify places for establishing livestock farms	Number of livestock farms Size of livestock Number of the veterinary clinics Number of livestock societies
5	Promote commercial activity in the city	Support micro-projects Investment infrastructure New graduates	Environment that encourages investment Active commercial activity in the city Establish bank branches in the city Effective & efficient Chamber of Commerce	Decrease the unemployment percentage in Yatta to less than 10% Organized commercial markets that serve various economic sectors

Economic Development

Overall objective: "Benefit well from the available resources in order to enhance local economy"

No	Strategic Objectives	Key Result Area	Key Results	Indicators
1	Promote tourism	Renovate old buildings Citizens awareness of the importance of preserving the city roots	Infrastructure suitable for internal & external tourism Citizens aware of the importance of tourism & preserving old buildings	Number of the tourist facilities Annual number of Yatta tourists
2	Improve industry	Current workshops & industries Specified & organized industrial zone within the physical plan Investment laws & legislations	Establish an industrial zone Increase in the number of large industrial establishments Increase in the percentage of workers in economic establishments in the city Availability of a manual guide for investors	Decrease unemployment in Yatta to less than 10% Number of the economic establishments Number of employees in various economic sectors in Yatta

No	Strategic Objectives	Key Result Area	Key Results	Indicators
6	Decrease unemployment	Micro-projects University graduates Aid & employment programs Directorate of Labour	Increase the number of micro-projects A number of employment programs	Percentage of annual increase in micro-projects Percentage of unemployment is more than 10% among work-forces

Security and Public Safety:

Overall objective: "Ensure citizens' security and stability"

No	Strategic Objectives	Key Result Area	Key Results	Indicators
1	Enhance security & safety capacities	Community awareness to reduce dangers & accidents Enforce law & order Apply procedures of public safety in factories, workshops & houses Disasters Committee Civil Defence	Decrease in the rates of attacks on public properties Decrease in the number of work accidents Crises & Disasters Management	Number of the annual accidents of attacking public properties Number of the annual theft incidents Number of the annual work accidents Percentage of the annual losses

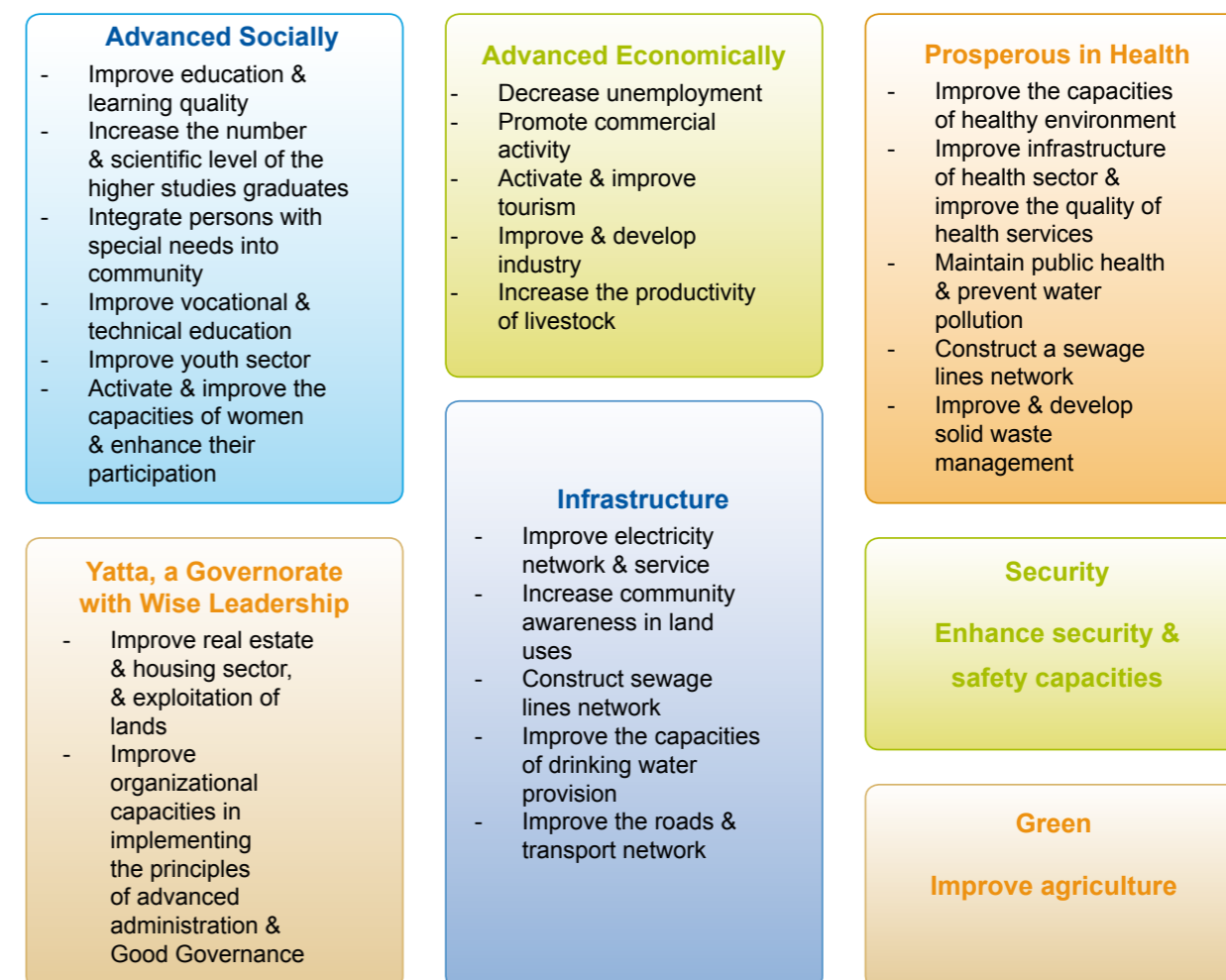
Relationship Between Strategic Goals and Realization of Shared Development Vision

Yatta future vision:

"Yatta is a green governorate which enjoys a wise administration and advanced economic, social and health infrastructure. , and isIt is significant for its Arab Islamic character"

Key Strategic Objectives (Strategic Thrusts)

Given the limited resources of Yatta vis-à-vis the present and future development needs, it is imperative to define priorities and key strategic objectives. For this purpose, an evaluation mechanism was devised that included a number of important criteria which were assigned specific important weights. The extent of achievement of the key strategic objective for each criterion is determined by the committees that have undertaken such evaluation. Each evaluated criterion was given a specific percentage in order to select the key strategic objectives with the highest evaluation score in each field, as depicted in the following chart:



Based on the Needs Assessment Mechanism, Key Strategic Objectives have been identified according to the following development sectors:

Infrastructure & Public Services:

Improve the capacities of drinking water provision

Improve the electricity network & service

Enhance development of real estate & housing, & improve lands exploitation

Social Development:

Integrate persons with special needs within community

Improve the quality of education & learning

Improve infrastructure for health sector & services

Improve youth sector

Empower women & enhance their participation

Local Economic Development:

Decrease unemployment

Promote commercial activity

Improve agriculture

Activate & improve tourism

Develop & improve industry

Enhance capacities of security & safety

Public Health and Environment:

Improve public health & environment capacities

Improve & develop solid waste management

Maintain public health & prevent pollution

Construct the sewage lines network

Security & Threats:

Protect public properties

Sectoral Investment Plans 2011-2012

YATTA

Investment Plan Forfor: Infrastructure and Public Services

Implementing Agency: Yatta Municipality

Budget (US\$)	Key Results	Project Duration	Project Description	Project Title	Development Initiative	Key Strategic Objective
400,000	Modern aerial mapping of the area Detailed physical plan for land uses Redistribute land uses structure in accordance with constructional development, population & vehicles numbers Develop infrastructure in accordance with population & vehicles numbers	6 months	Purchase of modern mappings of the area from the Israeli specialized companies that include all municipality borders & surrounding villages & places, with high level of accuracy to be digitized on COIS program	Modern aerial mapping & modern detailed physical plan	Develop & modernize the city's physical plan in an organized manner	Develop real estate & housing sector, & improve land exploitation
150,000	Register lands with their current names of owners names Availability of modern records to facilitate access to required data Reduce the number of disputes over ownerships	24 months	Conduct zoning for about 20,000 dunums inside the municipality borders, register lands according to the current ownership & devise an appropriate database	Conduct zoning for about 20,000 dunums inside the municipality borders	Conduct complete leveling & zoning for the city's lands	
200,000	Number & type of awareness leaflets Community awareness of the nature of the physical plan Facilitate work within the physical plan Reduce organizational violations	4 months	Conduct 20,000 leaflets that explain the physical plan & communicate the required information to citizens, & organize workshops in the municipality hall to educate citizens on physical planning	An awareness campaign of the importance of the physical plan & adherence to it	Increase community awareness of the importance of the physical plan	
250,000	Obtain a high quality database with easy access to any data	5 months	Make available an appropriate section for the GIS Department, facilitate it with required devises & conduct required courses	Devise a GIS department within the Engineering Department in the municipality	Establish a GIS department & apply GIS	

Budget (US\$)	Key Results	Project Duration	Project Description	Project Title	Development Initiative	Key Strategic Objective
1,500,000	Provide a suitable place for leisure time & recreation especially for school students in summer vacations Contribute to developing environment & a green landscape Preserve the cultural heritage in Al-Karmel area	12 months	A public park in the city (5 dunums)	Establish a public park in the city	Establish public gardens & parks	
500,000	A water study for the city Facilitate & organize water distribution for the city quarters Adequate water quantities in most of the city's houses & establishments	24 months	Complete & equip the municipality park in Al-Karmel (no less than 10 dunums), & rehabilitate the structure of Al-Karmel swimming pool which includes a cafeteria & children games in addition to planting trees in the area Conduct a study on the city's water needs & convincingly present to stakeholders, & obtain 7,500 m3 of water on a daily basis Conduct geological studies & construct artesian wells inside Yatta	Complete the works phases in Yatta Municipality Park/ Al-Karmel & plant forestry trees in the area Finalize a new pumping convention agreement with the Water Authority to increase quantities from resources	Modify the pumping convention with Water Authority to increase pumping quantities Construct new water tanks	Improve the capacities of drinking water provision
2,000,000	Organized water distribution on the residential areas	12 months	Obtain the highest ground level to construct the tank, find a land & start construction	Construct a new water tank in Kallat Salim (4,000 m3)	Renovate old networks & construct new ones	
1,000,000	Expand water network Reduce water loss Facilitate water distribution to most citizens	18 months	Renovate a part of the current network (20 km) with various & proper diameters Renovate a part of the transferring lines (8 km long & 10" diameter)	Maintain distribution networks & transferring lines, & expand their diameters		
1,000,000,000,000	Reduce power cutoffs resulted from touches in un- insulated cables Improve current quality & capacity Implement roads proposals in accordance with the physical plan after removing electric towers or positioning them according to roads reaction High pressure network (20 km long)	6 months	Extend water lines in various diameters to quarters within the new municipality borders	Extend water lines to new quarters		
		12 months	Conduct a study to renew old networks & replace them with insulated cables	Replace 30 km of the low pressure networks with insulated cables Install high pressure lines under the grounds of main roads	Modernize the network	Improve electricity network & service

Budget \$(US\$)	Key Results	Project Duration	Project Description	Project Title	Development Initiative	Key Strategic Objective
1,200,000	Beautiful scenery for the city's entrance that is free of towers & electric cables Increase the percentage of pay for the consumed power Reduce electricity loss Increase the electric capacity	4 months	High pressure network (20km long) under grounds of the main streets Replace the old meters by pre-paid meters for 7,000 prescribers	Install 7,000 high quality pre-paid meters	Install pre-paid electricity meters	
250,000	Reduce electricity loss Increase the electric capacity	12 months				
1,000,000	Improve the electric current quality Distribute electricity to the largest possible area in Yatta	9 months	Install 10 new transferring stations in various areas	Install new transferring stations	Increase the number of transferring stations	
5,000,000	Advanced infrastructure for internal & connecting roads network Advanced traffic system Absence of the phenomenon of dust & mud Gardening of the sidewalks & road islands, & lighting them Decrease the number of unlicensed cars & the percentage of traffic accidents Increase the municipality revenues through vehicles' examination & licensing	24 months	Construct a headquarter for the Traffic Department (300 m2) & a building for vehicles examination & licensing in the city (860 m2) Rehabilitate the main entrances (10 km long & proper width), & they are paved roads for over 15 years with inadequate widths Pave open agricultural roads, & construct & pave roads connecting quarters Concrete ramps that connect roads with sidewalks, or sidewalks with quarters' entrances of the persons with special needs Construct sidewalks (width no less than 2 m) for a number of streets like: Khalil Al-Rahman, Al-Samou', Al-Karmel, As-Salam & Municipality Street Construct a stone gate (20 m wide & 8 m height) at the municipality southern borders/Yatta Main Street	Construct a building for Traffic Department & a station for vehicle examination Repave 10 km of the city's main entrances Pave 20 km of Yatta's internal roads Construct ramps for main & internal roads' sidewalks (500 km) Construct a part of the main entrances' sidewalks & As-Salam Street Construct Yatta southern gate	Establish Traffic & Dynamiter Department Rehabilitate all the main entrances of the city Rehabilitate all internal agricultural roads of the city Specify tracks & ramps for main sidewalks for persons with special needs Rehabilitate the main sidewalks & roads' islands in the city Increase traffic awareness Improve connecting & agricultural roads Construct Yatta southern gate	Improve & modernize roads & transportation network

Investment Plan Forfor:

Public Health and Environment

Implementing Agency: Ministry of Health

Budget \$(US\$)	Key Results	Project Duration	Project Description	Project Title	Development Initiative	Key Strategic Objective
800,000	Provide integrated health services including general surgeries, technical labs & Radiology Department Reduce the pressure on Hebron Governmental Hospital Save time, effort & money of the residents Improve the level of health care & cure communicable & infectious diseases	24 months	Establish & furnish 8 specialized inpatient clinics with their facilities such as waiting rooms & bathrooms of an area of 600 m2: 20 m for each clinic office, 50 m2 for each waiting room & 40 m2 for the bathrooms unit	Establish inpatient specialized clinics for the hospital & equip the buildings to serve the various medical & technical departments, & improve the General Surgeries Department	Rehabilitate & expand the hospitals' buildings & departments	Provide & improve elements of health & healthy environment capacities
800,000	Increase the number of qualified & trained staff Advanced devices in diagnosis & therapy	12 months	Purchase advanced CT devices & modernize the X-Ray device	Purchase advanced radiology devices (CT & X-Ray), laboratory analysis & medical clinic	Improve the quality of health services	
300,000	An advanced clinic A number of qualified cadre Increase health awareness Treat chronic & communicable diseases Decrease patients suffering	24 months	Establish 2 new clinics (150 m2 for each) including children rooms, waiting hall, laboratory, pharmacy, resting room for workers, public services & primary care	Establish 2 new clinics in Al-Maqbiya & Khareesa areas	Increase the number of central clinics with a tertiary care	
					Construct inpatient specialized clinics outside the hospital building	
					Improve the quality of health services	

Implementing Agency: Ministry of Health

Budget \$	Results	Project Duration	Project Description	Title	Development Initiative	Key Strategic Objective
1,500,000	Collect solid wastes on daily basis from residential quarters Clean streets & public yards Effective system for treatment of solid wastes Reduce expenses of equipment rental Healthy environment that takes into account the minimum standards of pollution A civilized landscape & scenery Public content	24 months	2 compressor vehicles, 8 m3 & 4 m3, to collect wastes & transfer them to the dump 15 ton sweeper to clean the city's paved streets A tipper truck vehicle (26 tons capacity) 100 small containers (1.1 m3) + 30 big containers (4 m3) Wheel bulldozer: 3.5 m3 hand capacity & 2 m3 at joints Small- wheel digger (1.5 m3 hand capacity), with a crutch. Engine capacity is no less than 91 horsepower & 2200 cycles	Provide new vehicles to collect & transfer wastes Provide a street sweeper to clean main streets Provide a tipper truck Provide containers (1.1 m3 + 4 m3) Provide a wheel bulldozer Provide a wheel digger شحن قلاب جرافة عجل باجر عجل	Increase the number of vehicles that collect & transfer wastes from the city to the dump	Improve & modernize solid wastes management
600,000	A licensed slaughterhouse Prevent pollution by consumed meet Facilitate market monitoring Healthy monitored meets by specialized doctors Prevent pollution by throwing away random slaughter wastes Help resolve unemployment	6 months	Construct a building (600 m2), of 2 sections: the first (300 m2) for poultry & the second (300 m2) for cattle & sheep	Construct a slaughterhouse for poultry Establish another department in the slaughterhouse for sheep	Establish a slaughterhouse for poultry & cattle	Preserve public health & prevent pollution
7,000,000	Prevent pollution resulted from septic tanks Prevent diseases resulted from polluted drinking water pollution caused by septic tanks	24 months	Install a sewage lines network (30 km) in the western part of Yatta Main Street & extends till the current stream	Construct a sewage network for the western part of Yatta Main Street	Construct a sewage network	Create a sewage lines network
5,000,000	Help construct a sewage network for the eastern part of the main street	24 months	Install a refinement & pumping station in the south eastern areas (water gathering joint) to pump waste water into the stream in the western part of the city	Install a refinement & pumping station in the southern & eastern areas	Construct a refinement & pumping station	Construct a refinement & pumping station

Investment Plan Forfor: Social Development

Implementing Agency: Directorate of Social Affairs & Disabled Association						
Budget \$(US\$)	Key Results	Project Duration	Project Description	Project Title	Development Initiative	Key Strategic Objective
100,000	A 400 m2 center Employ 12 persons Rehabilitate a number of persons with special needs	24 months	Construct a center (400 m2) in As-Salam Street through finalization & furnishing the base-ment for As-Salam Mosque, with all required equipment, to prepare & qualify cadres that are capable to work, provide scholarships & loans for awareness campaigns projects	Establish a training centre	Provide employment & rehabilitating services for persons with special needs	Integrate persons with special needs in the community & rehabilitate prisoners
600,000	Provide rehabilitation therapeutic services A center capable of providing therapeutic & psychological services (rehabilitation)	24 months	Construct a rehabilitation center (400 m2) in the city center that is compatible with cases number & includes all specializations & tools required for training & rehabilitation	Establish a therapy & rehabilitation centre for persons with special needs	Provide public facilities, equipment & trained cadre to rehabilitate persons with special needs	
500,000	Rehabilitate prisoners & integrate them within community Improve prisoners' capacities Contribute to development & decrease unemployment	24 months	Provide facilitated loans or scholarships specified for prisoners	Provide job opportunities for prisoners	Provide employment services to rehabilitate prisoners & integrate them within community	

Implementing Agency: Directorate of Education

Budget \$(US\$)	Key Results	Project Duration	Project Description	Project Title	Development Initiative	Key Strategic Objective
800,000	A Directorate of Education Facilitate teachers & students, & save travel expenses & effort Provide job opportunities for unemployed graduates	12 months	Construct a center of 4 layers & a garage layer. Each floor is 250 m2 & is capable of including the directorate's employees & services	Construct a center for the Directorate of Education in Yatta	Inaugurate the Directorate of Education in Yatta	Improve the quality of learning & education

Implementing Agency: Directorate of Education

Budget \$(US\$)	Key Results	Project Duration	Project Description	Project Title	Development Initiative	Key Strategic Objective
2,000,000	50 equipped classrooms Students rate per classroom is less than 40 Include about 2000 students in appropriate classrooms	18 months	Construct 10 classrooms in Haleema As-Sa'diya Girls School Construct 10 classrooms in Yatta Boys Basic School Construct 10 classrooms in Yatta Girls Basic School Construct 10 classrooms in Yatta Martyr Daughters School Construct 10 classrooms in Kamal Al-Saree' Co-Education School	Construct & equip 50 classrooms, specialized rooms, yards & public facilities	Improve students' educational achievement	
3,500,000	15 classrooms in Omm Al-Sater 15 classrooms in Khamlet Muzher 15 classrooms in Al-Musalla 18 classrooms in Al-Omariya	18 months	Construct a school in Omm Al-Sater of (15) classrooms & equipped with all facilities Construct a boys school in Khamlet Mezher of (15) classrooms & equipped with all facilities Construct a boys school in Al-Musalla of (17) classrooms & equipped with all facilities Construct a girls school in Al-Omariya of (18) classrooms & equipped with all facilities	Construct & equip 4 new governmental schools in Al-Musalla, Al-Omariya, Omm Al-Sater & Khamlet Muzher	Construct schools for public Education	
400,000	A vocational training center Train ... teachers annually Number of the training courses	24 months	Establish a center for training teachers Training courses to upgrade graduates levels	Rehabilitate higher education graduates & increase their numbers	Improve the educational level for higher education graduates & increase their numbers	

Budget \$(US\$)	Key Results	Project Duration	Project Description	Project Title	Development Initiative	Key Strategic Objective
2,000,000	An equipped vocational school Annual number of graduates	24 months	Equip a vocational school including all vocational specializations & with a capacity of 500 students	Construct a vocational school & institution	Construct schools & institutions for higher & technical education	
1,500,000	Equipped games room for all schools Number of the educational meetings Number of the educational supervisors in each school	24 months	Construct games rooms in all basic schools Provide educational supervisors in all schools Train basic school teachers on educational methods appropriate for dealing with children Make available a health center in every schools' complex	Construct basic schools with appropriate facilities for children	Rehabilitate schools to act as friends for children	
600,000	Make available 30 computer labs 600 computers Internet service at schools	12 months	Equip a (30) computers for each A building equipped with internet & (50) computers	construct & equip a computer lab in all schools	Technological literacy education	
500,000	Number of the annual training courses Number of the awareness courses Number of the educational supervisors	24 months	Employ educational supervisors in all schools conduct awareness courses for students & parents	Employ social workers (educational supervisors) for 2 years	End the phenomenon of dropouts	
100,000	Integrate persons with special needs within community Improve working staff capacities	1 year	Modify current buildings to comply with the needs of persons with special needs	Compatibility of governmental schools with students special needs	Integrate persons with special needs into regular educational system	

Implementing Agency: Yatta Municipality, Youth Clubs & Woman Centers

Budget \$(US\$)	Key Results	Project Duration	Project Description	Project Title	Development Initiative	Key Strategic Objective
2,000,000	Youth infrastructure that improves their capacities & participation Highly skilled & aware youth who contribute to the national productivity & growth Wide youth participation in planning & development	24 months	Finalize 10 steps in the northern & eastern sides (170 m), plant grass in the stadium ground (7 dunum), light it by 4 lighting units, finalize facilities under the current stadium & rehabilitate cars parking yard	Rehabilitate Yatta stadium	Construct a sports stadium with special youth facilities Integrate youth in development & planning Improve youth skills & qualifications on the social, sports & educational levels	Develop & improve youth sector
500,000	Develop & educate women Greater partnerships & networking among women associations & organizations Increase in women' participation in the labor market	24 months	Establish 3 headquarters for women centers in Yatta (250 m2 for each), including all required facilities like offices, halls & sanitary units	Construct special headquarters for women centers	Educational & awareness programs for women of the importance of their roles & participation in development Rehabilitate women centers & improve their capacities	Activate & improve their participation

Investment Plan Forfor: Local Economy

Implementing Agency: Private Sector

Budget \$(US\$)	Key Results	Project Duration	Project Description	Project Title	Development Initiative	Key Strategic Objective
150,000	The city center is free of random vegetables & fruits selling stands Organized prices & absence of commercial monopoly	6 months	Construct a main vegetables market outside the city center (3 dunums)	Establish a main vegetables & fruits market (Hesbah)	Establish new commercial complexes & malls	Promote commercial activity
2,000,000	Existence of a commercial mall (5,000 m2) of 5 layers in a central area Put an end to traffic disruptions resulted from selling stands & Street vendors Increase municipality revenues	1 year	Construct a commercial mall (5.000 m2) of 5 layers	Construct a commercial mall		
150,000	A place to provide citizens with commercial services Provide citizens with required commercial information	12 months	Construct a building (no less than 200 m2)	Construct a building for the Chamber of Commerce	Activate the role of Chambers of Commerce	
2,000,000	An organized industrial zone Get rid of private properties problems A place specified for all handicrafts & light industries all around the city Reduce environmental & industrial pollution Provide lands for other developmental projects	1 year	Move quarries & stone carvers into a special area (600 dunums), & heavy industries (400 dunums) Devise physical plans for the industrial zone & provide it with all required facilities & infrastructure: roads, water, electricity, restaurants, exhibitions... ريشاملو رجاملو علقما	Rehabilitate an industrial zone (1.000 dunums) & equip it with infrastructure required for investment	An organized industrial zone	Improve & develop the industrial sector
1,000,000	Provide citizens with gas Increase national production Provide farmers with support	6 months	Provide areas for the factories (no less than 500 m2)	Construct a gas station, canned foods & dairy factories	Variety in industries	
100,000	Increase awareness & promote investment	6 months	Construct a building (200 m2)	Construct a branch for Businessmen Union	Promote investment in industry	
100,000	Activate the role of monitoring to protect consumers	6 months	Construct a building (200 m2)	A branch for the Directorate of Commerce as a consumers' special branch	Improve the quality of local products	

Budget \$(US\$)	Key Results	Project Duration	Project Description	Project Title	Development Initiative	Key Strategic Objective
500.,000	Various vocational specializations Rehabilitate cadres	6 months	construct a vocational center building (500 m2)	provide vocational training centers	Make available skilled manpower	Increase employment
2.,000.,000	Decrease unemployment provide revenues for many citizens	2 months	4 Provide income generating micro-projects that include a large number of graduates	Establish income generating micro-projects		

Implementing Agency: Ministry of Tourism

Budget \$(US\$)	Key Results	Project Duration	Project Description	Project Title	Development Initiative	Key Strategic Objective
75.,000	Provide services & guidance for tourists Conduct guidance courses about the importance of tourism in the country Preserve heritage	3 months	Establish an office (150 m2) with all basic facilities	Establish an office that follows Ministry of Tourism	Increase awareness of the importance of protecting tourist places	Improve & activate the tourism sector
125.,000	Reinforce the historical character of archeological sites & preserve them Preserve the city's wall	12 months	Renovate Maqam Al-Khadr, Omari Mosque, Al-Baraka Castle, Maqam Steih & Al-Deir & other sites & shrines	Renovate Maqam Al-Khadr, Omari Mosque, Al-Baraka Castle, Maqam Steih & Al-Deir in addition to other historical buildings in the old city	Renovate tourist sites	
2.,000.,000		14 months				

Budget \$(US\$)	Key Results	Project Duration	Project Description	Project Title	Development Initiative	Key Strategic Objective
1.,000.,000	Exploit a part of agricultural lands Employ a large number of the unemployed Improve the livestock productivity Increase the productivity of livestock & encourage farmers	24 months	Reclaim about 2500 dunums of agricultural lands through construction of stone walls & fences Construct about 250 agricultural wells (200 m3) Provide improved cows & sheep breeds for farmers & continuous agricultural & livestock guidance in cooperation with Ministry of Agriculture	Reclaim agricultural lands Produce improved animal breeds of cows & sheep	Exploit agricultural lands Increase the productivity of livestock	Increase interest in agriculture & livestock
	Increase dependency on local products	12 months	Construct a factory (2500 m2) to manufacture livestock productions	Establish a factory for milk & livestock productions	Resolve the high production of Handle the dairy products extra production	

Investment Plan Forfor: Security and Public Safety

Implementing Agency: Police Directorate & Civil Defense

Budget \$(US\$)	Key Results	Project Duration	Project Description	Project Title	Development Initiative	Key Strategic Objective
1.,500.,000	A center for Civil Defense Modern firefighting vehicle Advanced ambulance A police headquarter	12 months	Construct an advanced center for Civil Defense & provide it with a fire engine & a modern ambulance Make available a headquarter for police including its various departments (1.000 m2)	Construct centers for Civil Defense & provide them with required equipment	Improve the quality & effectiveness of police & Civil Defense centers	Enhance security & public safety capacities

Budget \$(US\$)	Key Results	Project Duration	Project Description	Project Title	Development Initiative	Key Strategic Objective
100.,000	Improve citizens' affiliation attitudes Decrease in the number of annual crimes Increase in the level public safety	24 months	Conduct a number of meetings, campaigns & TV or radio broadcast awareness publications to protect public properties & increase the centers' efficiency & effectiveness	Conduct meetings & campaigns to activate citizens & reinforce public awareness	Enhance affiliation & protecting properties	
100.,000	Decrease in the number of tribal disputes Citizens' content with the role of reconciliation committees in settlement of disputes Improve the skills & capacities of reconciliation committees in settlement of disputes	12 months	Call for activating reconciliation, tribal & initiative committees' roles through investigation of causes & mechanisms of settling insurmountable tribal disputes	Initiatives towards solving social & domestic problems that are unsettled for years	Formulate & activate reconciliation committees	

Integrated Plan for Social Development Community Integrated Development Plan

2011-2014

YATTA

Integrated Community Development Plan Matrix

Development initiatives	Means of verification	Source of Information	Target value	Current value	Indicators	Key results	Intervention Area	key strategic objective	Development Theme
Modernize & improve the city's physical plan in an organized manner Conduct complete leveling & zoning for the city's lands Increase community awareness of adherence to the physical plan Establish a department for GIS & apply it Establish public gardens & parks	Properties & Lands Department records	Yatta Municipality	24,500	5,000	Percentage of the lands that had leveling (dunum)	Areas specified for housing projects in the physical plan Legislative & organizational environment that encourages real estate investment Provide housing for people with limited income	The physical plan Ministry of Housing Investors Investment infrastructure Land zoning & leveling	Improve real estate & housing sector, & land exploitation	Infrastructure & Public Services
	Constructions Department records	Yatta Municipality	7,000	3,597	Licenses for buildings & factories constructed				

Development initiatives	Means of verification	Source of Information	Target value	Current value	Indicators	Key results	Intervention Area	key strategic objective	Development Theme
Rehabilitate all the city's main entrances Rehabilitate all the city's internal unpaved roads Specify tracks & ramps for the dynamic roads' sidewalks for persons with special needs Rehabilitate the dynamic roads' sidewalks & islands in the city Increase traffic awareness Improve agricultural & connecting roads Construct Yatta northern gate Establish Traffic & Dynameters Department	Project Implementation Department	Yatta Municipality	15 km	5 km	Length of the qualified main entrances	Advanced infrastructure for internal & external roads network Modern traffic system Absence of the dust & mud phenomenon Gardening of the sidewalks & roads' islands, & provide them with lighting units	Main entrances of the city Internal roads' network Sidewalks Connecting roads Traffic system Agricultural roads	Improve & modernize roads & transportation network	
	Project Implementation Department	Yatta Municipality	135 km	65 km	Length of the internal qualified roads				

Development initiatives	Means of verification	Source of Information	Target value	Current value	Indicators	Key results	Intervention Area	key strategic objective	Development Theme
	Project Implementation Department	Yatta Municipality	50%	20%	Percentage of the dynamic roads that comply with the needs of persons with special needs				
	Project Implementation Department	Yatta Municipality	15 km	5 km	Length of the qualified sidewalks & road islands				
Modify the convention of water pumping with the Authority to increase the pumped quantity Construct new water tanks Renovate old networks & construct new ones	Pumping records	Municipality & Water Authority	5,000	2,800	Rate of daily water pumping from resources (liter/hr)	Effective & efficient water distribution system that serves all residents Meet the residents' various water needs Highly aware citizens of the importance of rationalizing water consumption Effective billing system	Water distribution network Artesian wells Public culture in water consumption	Improve the potential of obtaining drinking water	
	Main meter figures	Municipality & Water Authority	5,000	2,300	Rate of daily water pumping from resources (m3/day)				
	Water Department records	Municipality	5,000	3,600	Number of water subscriptions				
	Municipality estimations & meters figures	Municipality	80	30	Rate of person's daily consumption (liter)				

Development initiatives	Means of verification	Source of Information	Target value	Current value	Indicators	Key results	Intervention Area	key strategic objective	Development Theme
	Municipality records (purchased & sold quantity) Survey study	Municipality	10%	18%	Water loss percentage				
	Survey study	Municipality	10%	5%	Percentage of using water collecting wells				
	Survey study	Municipality		30%	Percentage of using house wells to the total of houses				
	Municipality records	Municipality	75%	52%	Percentage of citizens' pay for their water subscriptions in a month following maturity date				
Renovate & modernize networks Install pre-paid meters Increase the number of transferring stations	Company's reports	Electricity Company	30%	20%	Weak electricity current	Citizens' content with the electricity service rendered by the Electricity Department Periodical maintenance system for the electricity network Electricity company with required equipment & qualified staff Effective, efficient & reliable electricity network	Citizens' content with the electricity service Technical & human capacities of the Electricity Department Electricity network Public education	Improve electricity network & services	

Development initiatives	Means of verification	Source of Information	Target value	Current value	Indicators	Key results	Intervention Area	key strategic objective	Development Theme
	Company's reports & records	SELCO	90%	30%	Percentage of electricity costs collection				
	Company's records	SELCO	95%	30%	Percentage of users of pre-paid meters				
	Company's records	SELCO	22	10	Capacity of the (current) electricity current (megawatt)				
	Company's records	SELCO	80%	20%	Percentage of the insulated cables network/total cables				
	Company's records	SELCO	75%	60%	Quality of the electric current in the low pressure zone				
	Company's reports	SELCO	2%	20%	Percentage of the houses that get less than 200 voltage capacity				

Development initiatives	Means of verification	Source of Information	Target value	Current value	Indicators	Key results	Intervention Area	key strategic objective	Development Theme
Rehabilitate & expand the hospitals' buildings & departments Construct specialized inpatient clinics outside the hospital building Improve the health services quality Increase the number of tertiary care clinics	Projects' reports	Municipality	14	0	Covering the sewage lines (km)	Sewage lines system that serves all residents Effective system to collect & transfer solid wastes Healthy environment that takes in consideration the minimum ranges of pollution Higher public awareness of the environmental problems & ways to prevent them	Sewage lines system System of solid wastes collecting & transfer, & public cleanliness City's beautiful landscape	Improve health & environmental capacities	Public Health & Environment
	Projects' reports	Municipality	3,000	7,000	Number of the septic tanks used				
	Projects reports	Municipality	50	0	Length of the sewage network (km)				
	Employees' record	Municipality	8	2	Number of health supervisors				

Development initiatives	Means of verification	Source of Information	Target value	Current value	Indicators	Key results	Intervention Area	key strategic objective	Development Theme
Increase the number of containers & vehicles that collect & transfer wastes from the city to the dump	Health Department record	Municipality	5	4	Number of the vehicles that collect wastes	Collect & transfer solid wastes daily from residential quarters Clean streets & public yard A civilized landscape & scenery Public content Effective system for collection & transfer of solid wastes	Management system of Collecting & transfer of solid wastes, & public cleanliness Beautiful landscape & scenery of the municipality	Improve solid wastes management	

Development initiatives	Means of verification	Source of Information	Target value	Current value	Indicators	Key results	Intervention Area	key strategic objective	Development Theme
Establish a slaughterhouse for poultry & cattle	Health Department record Health Department records	Municipality Municipality	45 1	40 0	Rate of wastes transferred to the dump (ton/day) Number of the licensed slaughterhouses	Availability of a licensed slaughterhouse Prevent pollution by consumed meats Facilitate market monitoring Healthy monitored meats by specialized doctors Prevent environmental pollution resulted from throwing away random slaughters' wastes Contribute to resolving the problem of unemployment	Protect consumers Community awareness of protecting the environment	Preserve public health & prevent pollution	
Construct a sewage lines network Establish & construct a refinement & pumping station			40%	0%	Percentage of the houses connected to sewage lines network	Sewage lines system that serves all citizens Healthy environment that takes in consideration the minimum ranges of pollution	Sewage lines system Municipality employees	Construct a sewage lines network	

Development initiatives	Means of verification	Source of Information	Target value	Current value	Indicators	Key results	Intervention Area	key strategic objective	Development Theme
Provide employment rehabilitation services for persons with special needs Provide facilities, equipment & trained cadres to rehabilitate persons with special needs Provide employment rehabilitation services to rehabilitate prisoners & integrate them within the community	Organizations' report	Ministry of Social Affairs	5	2	Number of organization working with special needs persons the persons with special needs' organizations	Integrate persons with special needs into daily life Increase in the percentage of employed persons with special needs in public & private organizations Improve the capacities & performance of persons with special needs' organizations Public facilities in the city are qualified for the use of persons with special needs	The elderly, children & disabled as persons with special needs Persons with special needs' associations Public facilities like the elderly centers & rehabilitation	Integrate persons with special needs in the community & rehabilitate prisoners	Social Development
	Ministry's reports	Ministry of Social Affairs	22%	0.5%	Percentage of persons with special needs benefiting from the Ministry of Social Affairs services				
	The society's reports	Municipality & the Palestinian NGO Portal	22%	0.5%	Percentage of the persons with special needs who are included by Disabled Union				

Development initiatives	Means of verification	Source of Information	Target value	Current value	Indicators	Key results	Intervention Area	key strategic objective	Development Theme
Upgrade students' academic achievement Improve the scientific level of graduate studies' graduates & increase their numbers Establish schools for vocational & technical education Rehabilitate schools to act as (children friends) Technological literacy education for the senior citizens Distribute schools buildings in accordance with the population densities Prevent school dropouts Provide trained vocational teachers Provide job opportunities Inauguration for the Directorate of Education/ Yatta Establish schools for public education	Municipality records, Directorate of Education records	Directorate of Education of South Hebron & Municipality	2	0	Number of the vocational learning institutions	Advanced infrastructure for education & modern learning Qualified educational cadre Enhance & activate the relationships among students councils' parents & schools Modern & effective educational methods	Infrastructure for basic & secondary education Educational staff Students & parents	Improve the quality of education & learning	
	Directorate' reports	Directorate of Education of South Hebron	50%	5%	Percentage of schools that comply with the standards of the school being (friend of the child): school canteen, supervision, healthcare...				
	Records	Directorate of Education of South Hebron	5	0	Number of the computer labs available at the literacy education center				

Development initiatives	Means of verification	Source of Information	Target value	Current value	Indicators	Key results	Intervention Area	key strategic objective	Development Theme
	Records	Directorate of Education of South Hebron	50	100	Number of the rented classrooms				
	Records	Directorate of Education – Municipality	30	80	Number of the unqualified classrooms				
	Records	Directorate of Education – Municipality	20%	5%	Percentage of the school facilities (labs- computers-house crafts-library-resources)				
	Records	Directorate of Education – Municipality	10	3	Number of schools benefiting from supportive education				
	Records	Municipality	10	1	Number of schools complexes' guards	Appropriate infrastructure for youth to enhance their capacities & participation	Infrastructure for the youth & sports sector	Improve the youth sector	
Construct a sports stadium & special youth facilities Integrate youth in development & planning Improve youth capacities on the social, sports & cultural levels	School buildings' records	Directorate of Education	530	477	Number of the classrooms in Yatta	Highly skilled youth who have sufficient capacities & contribute to national productivity & prosperity	Youth culture in participation, planning & voluntarism		
	The physical plan reports	Local Body	100%	50%	Sports stadium with Olympic standards	Wide youth participation in planning & development			
	Members' records	Sports clubs	5.000	700	Number of subscribers in sports clubs				

Development initiatives	Means of verification	Source of Information	Target value	Current value	Indicators	Key results	Intervention Area	key strategic objective	Development Theme
	The physical plan reports	Local Body	50 dunums	12 dunums	Area of youth facilities				
	Survey study	Youth associations	50%	20%	Percentage of youth (below 35) who assume high leadership positions in the city's organizations				
Educational & awareness programs for women of the importance of their role & participation in development Rehabilitate women centers & increase their capacities	Community study	Women organizations	50%	2%	Percentage of women participation in community organizations	Improve & educate women More partnerships & networking among women associations & societies Increase in women's participation in the labor market	Women associations Community culture & education Women education Infrastructure for women & children sector	Improve women capacities & participation	Economic Area
	Elections results report	Nominees' list of the winning members	50%	2%	Percentage of women participation in the council				
Job opportunities through promoting investment Support & finance micro-projects Training & rehabilitation programs for graduates Inclusion of graduates' programs Provide skilled workforces	The community study	Community study	45%	5%	Percentage of women participation in private associations & centers				
	Workforces survey	Labor office/ Central Statistics Device	15%	20%	Percentage of the unemployed among the work forces	Increase the number of micro-projects A number of employment projects	Micro-projects University students Graduates Programs of aids & employment Labor Office	Decrease unemployment rate	

Development initiatives	Means of verification	Source of Information	Target value	Current value	Indicators	Key results	Intervention Area	key strategic objective	Development Theme
	Study, Statistics Center reports	Municipality statistics NGO organizations Statistics Center	55%	40%	Number of the employed graduates/ all graduates in each years				
Establish new commercial complexes & markets Vary the commercial stores Activate the role of the Chambers of Commerce	The body's records, & Statistics' reports	Municipality	800	650	Number of the commercial facilities	Environment that encourages investment Active commercial activity in the city Establish branches for the banks in the city Effective & efficient Chamber of Commerce	Support micro-projects Investment infrastructure New graduate	Encourage the city's commercial activity in the city	
	Records & Statistics	Labor Office, Trade Union & Municipality	10%	5%	Percentage of workers in the commercial sector to the total of workers				
	Records & Statistics	Labor Office, Trade Union & Municipality	30%	15%	Percentage of the commercial sector's contribution in the complex revenues resources				

Development initiatives	Means of verification	Source of Information	Target value	Current value	Indicators	Key results	Intervention Area	key strategic objective	Development Theme
Provide improved breeds Vaccination & breeds' improvement centers Create forestry areas Improve veterinary eservices Support local products Establish local factories to manufacture dairy products Utilize the extra quantities of dairy products Increase the productivity of livestock Exploit agricultural lands Farmers' support programs Encourage agricultural projects Provide agricultural supervision Provide new water resources Treat & utilize waste water Provide seeds with improved breeds that resist drought Governmental initiatives	Livestock reports	Directorate of Agriculture	1,000	754	Number of cattle	Increase in the percentage of reclaimed lands Increase in the productivity of agricultural lands Larger/wider application of modern agricultural methods	Agricultural marketing Agricultural supervision programs Lands reclamation programs Provide water for agriculture Farmers' support	Improve agriculture & livestock	
	Livestock reports	Directorate of Agriculture	150,000	103,000	Number of sheep				
	Livestock reports	Directorate of Agriculture	600,000	300,000	Hens for meat production				
	Livestock reports	Directorate of Agriculture	7,000	4,000	Hens for egg production				
	Livestock reports	Directorate of Agriculture	200	23	Beehives				
	The Body's records & Statistics reports	Agricultural Office & Statistics Center	85	45	Area of the agricultural establishments				

Development initiatives	Means of verification	Source of Information	Target value	Current value	Indicators	Key results	Intervention Area	key strategic objective	Development Theme
	Community survey reports	Directorate of Agriculture	60%	42%	Percentage of the exploited agricultural lands to Yatta total area				
	Records & statistics	Labor Office, Trade Union & Municipality	10%	3%	Percentage of workers in agriculture to the total of workers				
	Records & statistics	Agriculture Office & Statistics Center	12%	5%	Percentage of agricultural contribution to the revenues of the complex				
Renovate ancient sites Increase awareness of the importance of preserving tourist sites Establish public parks & gardens Provide tourist services	The Body's records & Statistics reports	Local Body- Planning Committee & Palestinian Statistics Center	40	30	Number of the tourist establishments	Appropriate infrastructure for internal & external tourism Citizens aware of the importance of preserving old buildings	Renovate old buildings Public awareness of the importance of preserving old buildings	Activate & improve tourism	
	Reports	Yatta Municipality	5%	1%	Percentage of the annual city tourists				
	Reports	Yatta Municipality	5%	Less than 1%	Percentage of income from tourism				

Development initiatives	Means of verification	Source of Information	Target value	Current value	Indicators	Key results	Intervention Area	key strategic objective	Development Theme
Promote investment in industry Vary industries Establish an organized industrial zone Improve the quality of local products Provide skilled workforces	The body's records & Statistics reports	Municipality & Strategic Planning Committee	200	112	Number of the industrial establishments	Establish an industrial zone Increase in the number of large industrial establishments Increase in the percentage of workers in the commercial establishments in the country	Current workshops & industries Specified & organized industrial zone within the physical plan Investment laws & legislations	Improve & develop industry	
	The chamber's records	Municipality Yatta Chamber of Commerce, Industry & Agriculture	10%	2%	Percentage of the income from industry				
Enhance affiliation & protection of public properties Formulate & activate reconciliation committees Improve the effectiveness & efficiency of police & Civil Defense centers Adhere to public safety conditions	Courts	Police, reconciliation committees	2%	10%	Number of the tribal disputes	Decrease the rate of attacking public properties Decrease in theft incidents Decrease in work accidents	Community awareness to decrease dangers & accidents Enforce law & order Apply public safety measures in houses, factories & workshops	Enhance security & safety capacities	Security & Public Safety
	Police & courts' records	Police	5%	40%	Percentage of annual attacks on properties that are registered as anonymous				

Development initiatives	Means of verification	Source of Information	Target value	Current value	Indicators	Key results	Intervention Area	key strategic objective	Development Theme
	Civil Defense records	Civil Defense & Disasters' Committee	100%	60%	Percentage of control over disasters				
	Directorate of Labor & Civil Defense records	Directorate of Labor & Civil Defense	1%	10%	Percentage of work accidents resulting in death				