

# عماريا فلسطين...عماريا تفوح

Reconstruction for Palestine.....Reconstruction For Taffouh

التخطيط التنموي الإستراتيجي للمدن والبلدات الفلسطينية

Strategic Development and Investment Planning (SDIP) for Palestinian Cities and Towns.

بدعم ورعاية من وزارة الحكم المحلي وصندوق تطوير واقراض البلديات

Supported & Supervised By :

Ministry of Local Government & Municipality

Lending and Development Fund .

## الخطة التنموية الإستراتيجية لبلدة تفوح

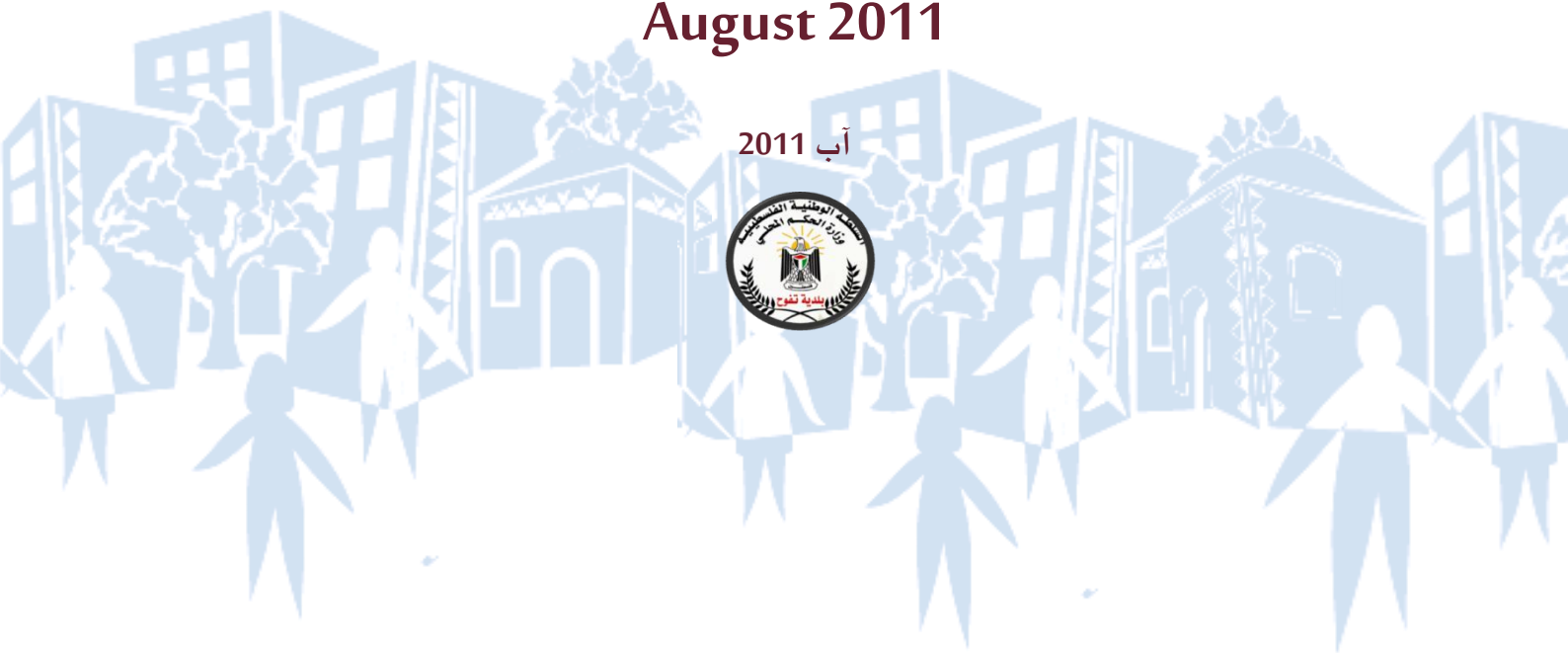
### Taffouh Strategic Development and Investment Planning (SDIP) ( 2012-2015)

محافظه الخليل، فلسطين

Hebron Governorate- Palestine

August 2011

أب 2011



By Knowledge, a civilization of nation has been established ,therefore try to develop their industries since that is a type of progress. (Taffouh)marched to the highest level and glory hugged it smiling ask its indigenous population about its wealth, its glory above the Pleiades where the stars hope to approach it .



The strategic Development and investment planning of Taffouh for years (2012-2015) has been prepared by the joint efforts of Taffouh Municipality, its Local institutions, its experts and citizens, strategic development and planning committees, main planning team, and the various specialized committees, volunteers as well as the committee of concerned interest which have been established under the patronage and supervision of the Ministry of Local Government and Municipality Developing and Lending Fund through technical support from the Center for Continuous Education(CCE )at Beir Zeit University. That comes within the frame of Fund Programme (Municipality Development)which supported strategic plans for (41)municipalities in the southern and western governorates in the West Bank and Gaza trip.



صندوق تطوير وإقراض البلديات  
Municipal Development & Lending Fund



Palestinian National Authority  
Ministry of Local Government



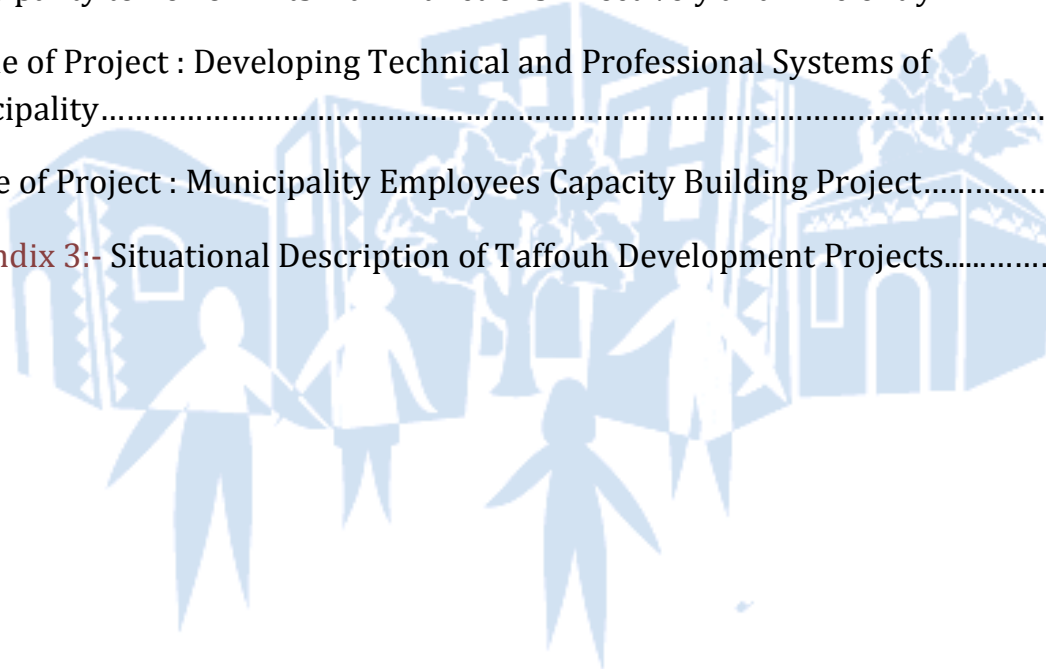
السلطة الوطنية الفلسطينية  
وزارة الحكم المحلي

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## Municipal Council Resolution of Accrediting the Strategic Development plan

In its Session No. (14), resolution No .(3), held on 5/9/2011, the town Strategic Development plan, with all its objectives and outputs for years 2012-2015.

Name	Signature
1. Nimer Mahmoud Salamah Khamaiseh.	
2. Abdul-Kareem Abd-Rabu Irzeiqat.	
3. Khalid Ibrahim Badawi Al-Tarade.	
4. Ismael Mohammad Ahmad Khamaiseh.	
5. Siham Ali Ibrahim Irzeiqat.	
6. zidan Ismael Ahmad Saed	
7. Hussein Abdul Nabi Abdul- Muhdi Khamaiseh.	
8-Hakam Rajab Mohammad Taradeh.	
9-Foyez Mahmoud lbrehim Irzeiqat.	
10-Tawifig Ali Hasan Khamaiseh.	
11-Iman Badr Mahmoud Al-Taradeh.	

## Acknowledgment of Strategic Development Committee

We, the undersigned ,members of strategic Development and Investment Planning Committee (SDIP)acknowledged and approved the Strategic Development Plan for Taffouh 2010-2015. We acknowledged the strategic development views, expressed in aims of developmental projects in this plan. We also express our commitment to publish and overgeneralize the plan to our partners in local development for the purpose to recruit the local and world human and financial funds to implement the project agreed upon, to follow them up and to assess the plan with the community participation.

<u>Name</u>	<u>Representation</u>	<u>signature</u>
1- Nimer Mahmoud Salamah Khamaiseh.	Mayer of Municipality	
2-Abdul-kareem omar Irzeiqate .	Taffouh Municipality	
3-Khalid Ibrahim Badawi Al-Tarade.	Taffouh Municipality	
4-Ismael Mohammad Ahmad khamaiseh	Taffouh Municipality(social sector)	
5- Siham Ali Ibrahim Irzeiqat.	Taffouh Municipality(women sector)	
6-Mohammad Ahmad Mahmoud Irzeiqat.	Taffouh charitable society	
7-Ahmad Salama Suleiman khamaiseh	Al-lsra charitable society	
8-Bassam Abdul-kareem Irzeiqat.	Taffouh cultural centre	
9-Saher Ibrahim Ahmad Taradeh.	Taffouh society for Higher Education.	
10-Ahmad Jaber Ali Ismael Taradeh	Taffouh young sports club	
11-Mahmoud Ahmad Mohammad Irzeiqat.	Teachers	
12- Mahmoud Abdullah Abd Rabo Irzeiqat	Businessmen	
13.Faisal Talib Talab khamaiseh.	Higher Education	
14- Nu'man Salamah Musa Al-Taradeh.	Security	
15-Tayseer Mohammad Jaber Irzeiqat	Traders.	
16-Mohammod Jibyeen Hussein Al- Taradeh	contractors	
17-Abdul-Jaleet Ahmad Irzeiqat.	local society	
18-Ahmad Ibbrahim Mohammad khamaiseh.	local society	
19-Tayseer Salem Mohammad khamaiseh	local society	

## Main Planning team:

Within the framework of the 2012-2015 Strategic Development Plan of Taffouh, the main planning team includes the following members:

Name	Organization	Representation
1-Harb Mahmoud Irzeiqat.	Municipality	Main Planning coordinator
2-Marwan Ali Ibrahim Irzeiqat	Education	Main planning Rapporteur
3-Mohammad Mahmoud Salman	Retired teacher	Educational institutions
4-Abdul-Kareem Mahmoud Al-Taradeh.	Municipality	Financial Department
5-Mohammad Mahmoud Moh'd Al - confiscation defeneee committee	Taradeh . Private sector	Ayriculture &land
6. Mohammad Ahmad Mohammad Irzeiqat.	Teacher Education youth	organisations
7-Ibrahim Moh'd Abdul-Mohde Khamaiseh	University lecturer.	Educational Institutions
8-Sameera Salem Mohd Al-Taradeh .	Municipality.Individuals of Special Needs(CBR)	
9-Nu'man Salamah Musa Al-Tarade .	Retired Employee	Security.
10-Waleed Mohd Hassan Khamaiseh.	Teacher/private sector	Taffouh sports chub.



## Community Charter/Contract:

By grace of Allah (SWT), all requirements for Taffouh 2012-2015 Strategic Development and Investment Planning (SDIP) have been completed. A document of Community Charter has been signed and approved by the Working organizations in the town and by the judicial figures of community

Their agreement represents a consensus and total approval to put the plan into existence. We, the undersigned, local corporations, public and private organizations, civil institutions and individuals of Taffouh adopt the SDIP of our town, with all its aims and outputs in which we all participate in all Stages of preparation. We are all ready to involve in activating and circulating this plan, for the purpose of implementing all props and pillars by which the aims of the strategic plan can be fully achieved.



## Preface:

It is a motive of pride and a stimulus of encouragement and affiliation to our town(Taffouh)and its municipality to carry out the strategic plan.....

It is also a pleasure that the Palestinian should love passionately his birthplace and work constantly to make it the best and the most beautiful place in the world we support and work closely with each other to present the best and the most for our town, the honorable land of which we are proud to live in ,and we are proud of its originality. Now, we record a remarkable stage of strategic development planning within the framework that brings us together to give an intelligent vision for future and to present a reasoning study of communal situation to overcome obstacles that may face us by firm determination and strong volition, challenging the whole hindrances and obstacles in order to draw up a promising future for coming generations. We proceed forward to the peaks of prosperity and progress to achieve the comprehensive development and to fulfill the civilized development through the best means, we have performed a lot on our way to achieve our prospective inspirations and goals.

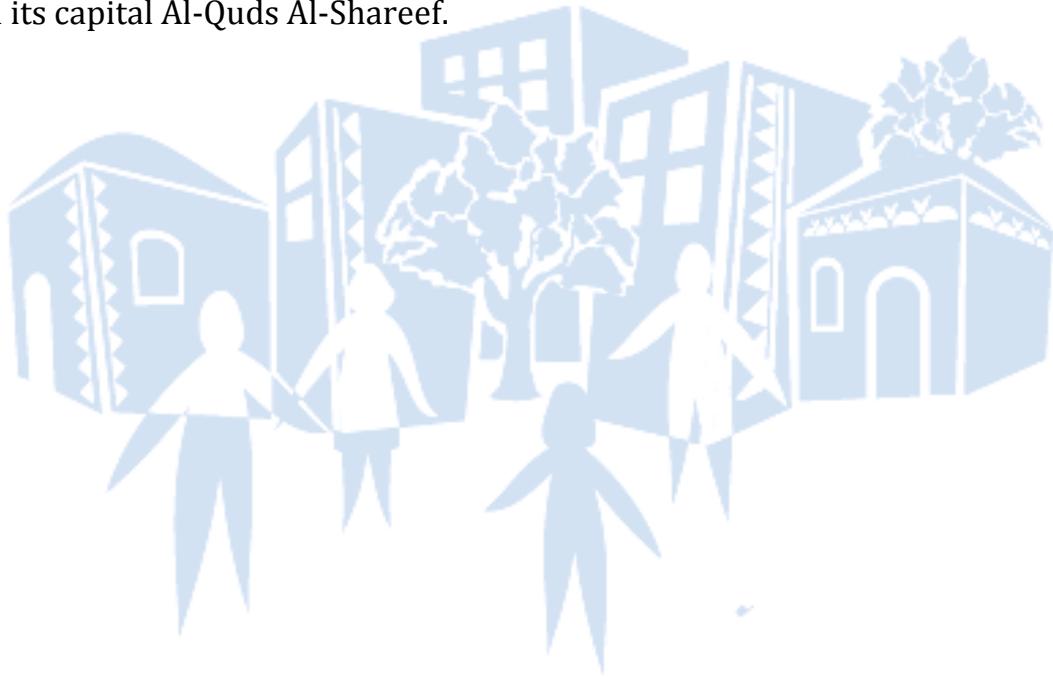
After holding several sessions of meetings and a lot of workshops that ended in the performance of the strategic development plan for years 2012-2015 for Taffouh, triggered by the efforts of the fervent and loyal committees ,and enthusiastic working teams with a broad and effective participation of society. The efforts resulted in this accomplishment that includes a number of interrelated strategies within the framework of main developmental goals, which all lead to the creation of an environment suitable for all citizens. These goals, emerged from the deep understanding of all activating parties in town for the necessity of tackling the main urging issues by which they suffer in various sectors ,particularly the poor, the marginalized youth and women (vulnerable groups ),where the concentration assures generally a group of main developmental goals to be achieved within four years.

So we feel greatly proud of our study because it is based on a proper ground to go abreast with the civilized world, and to reach this, we have to work hard loyally and faithfully.

We extend our thanks to all who offered help to us, especially the Ministry of Local Government, Municipality Development Fund, Centre for continuous Education(CCE) Beir Zeit University, within the framework of the fund initiative for the preparation of a strategic development plan for (41)municipalities in the southern and western governorates (West Bank and Gaze Strip). Finally, we hope that our town will become

one of the exemplary distinguished towns, progressed and, agriculturally, culturally and environmentally as well as in the domain of health.

We march forward with our slogan,"Reconstruction for Taffouh" and comprehensive development is our goal. We determined the priorities and the most important issues for which we inspire our future urgent need under our prospective independent State with its capital Al-Quds Al-Shareef.



## Abstract:

Under the patronage of the Ministry of Local Government and Municipality Fund and within the framework of Fund project (Municipality Development )to support strategic plans for(41) municipalities in the southern and northern governorates in the West Bank and Gaza Strip, Taffouh Municipality held workshops about strategic planning and capacity reinforcement between April and September 2011. The mayor, members of municipal council, a number of municipality employees, in addition to the strategic planning committee, representatives of concerned committees and coordinators of specialized committees ,supported by advisors from Bier Zeit University (Centre for Continuous Education ) participated in these workshops. The result was preparation of a strategic development plan; aiming to develop the town of Taffouh, in addition to strategies adopted to implement a number of projects according to their priorities in the eyes of the local community who participated actively in this process.

The preparation of the town strategic plan adopted the approach of effective participation by forming working groups. These groups discussed the different views, analyzed and diagnosed the situation of various development fields in the town. Then they determined the most important issues, the strategic goals and laying out indicators of performance to measure the extent of goals a achievement. This is done through proposing a group of programs and projects that cope with the town vision;" **"Towards Taffouh, a progressed town in domains of science, industry, health ,environment, agriculture, preserving its originality , full of good and security, a model of communal participation, affiliation and bounty"**.

Then (15)goals and a group of projects, valued **(\$16.579.000)** have been determined to achieve these goals:-

- 1- Availability of infrastructure required for drainage.
- 2-Improving the access of water and electricity to the whole citizens.
- 3-Improving internal and external transportation (liking roads)
- 4-Availability of knowledge background needed for the process of archaeological planning.
- 5-Promoting environment of kindergarten schools to suit the kids' needs.
- 6-Enhancing quality of primary health care to cover the whole citizens of Taffouh.
- 7-Supporting minor farmers, the poor and the marginalized families and encouraging their steadfastness.

8-Improving the administrative and organizational capacities of non-Governmental organizations that care with culture and athletics.

9-Developing and reinforcing the public awareness and youth voluntary work ,directed towards dealing with emergency cases and disasters.

10-Reducing the effects of environmental pollution resulted from quarries and stone-crushers.

11-Promoting opportunities of economic and social participation (university education, accommodation, medical care)for the poor and the marginalized that suit with their needs.

12-Improving the living standards and the psychological conditions of the handicapped and the disabled.

13-Building the administrative and organizational abilities of non-governmental organizations that care with youth and women in all domains.

14-Qualifying youth and women and encouraging them to contribute in the developmental and economic projects.

15-Encouraging municipality to do its main functions and to present the best services for citizens efficiently and effectively.

## Introduction

Taffouh 2010-2015 strategic Development Plan has been prepared with the joint efforts of local institutions, experts, citizens, strategies planning committee, main planning team, volunteers and concerned committees under the supervision of the Ministry of Local Government and Municipality Lending Fund, and through the technical support from Bier Zeit University Centre of Continuous Education. This plan comes within the framework of Municipality Lending Fund to support (41)strategic plans for southern and northern governorates in the West Bank and Gaza strip. The design of Taffouh Strategic Plan comes within the vision of its residents, notables and their understanding for their demographic ,social and economic situation, It also comes within the vision of community **"Towards a progressed and prosperous Taffouh in domains of science, industry, health agriculture and environment; preserving its originality; full of love and security ,as a model for communal participation ,affiliation and bounty."**

To achieve this vision, Taffouh 2012-2015 Strategic Plan focuses on a number of interrelated strategies related to the main developmental goals which all aim at finding a good environment for all citizens. These goals emerged from the deep understanding of all activating parties in town for the necessity of tackling the main issues by which they suffer in various sectors ,particularly the poor, the marginalized youth and vulnerable groups, where the concentration assures generally on a number of main development goals to be achieved within four years.

- 1- Availability of infrastructure required for drainage.
- 2-Improving the access of water and electricity to the whole citizens.
- 3-Improving internal and external transportation (liking roads)
- 4-Availability of knowledge background needed for the process of archaeological planning.
- 5-Promoting environment of kindergarten schools to suit the kids' needs.
- 6-Enhancing quality of primary health care to cover the whole citizens of Taffouh.
- 7-Supporting minor farmers, the poor and the marginalized families and encouraging their steadfastness.
- 8-Improving the administrative and organizational capacities of non-Governmental organizations that care with culture and athletics.
- 9-Developing and reinforcing the public awareness and youth voluntary work ,directed towards dealing with emergency cases and disasters.

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13-Building the administrative and organizational abilities of non-governmental organizations that care with youth and women in all domains.

14-Qualifying youth and women and encouraging them to contribute in the developmental and economic projects.

15-Encouraging municipality to do its main functions and to present the best services for citizens efficiently and effectively.

(29) developmental projects have been determined to achieve these goals with a value of **(\$16.579,000 )**to be executed in the four coming years (2012-2015). The strategic plan consists of eight main parts: Preface, abstract, introduction, methodology of plan, then comes the first part which gives a historical brief about the town of Taffouh and the geographical and demographical features and the activating parties in the local development. The second part shows the town strategic views to comprehend the main development issues, which have been agreed upon by local society, in addition to the visions and developmental goals, indicators and proposed projects.

To let reader enter the vestibules of the citizens inspirations and hopes, the third part determines and details the plan of implementation. The fourth part gives the plan evaluation and furthering. Finally, the appendices show examples of project description. We should refer to the first diagnostic report for 2011 as a main reference for the plan.

## Methodology of Taffouh Strategic Plan Preparation

Taffouh Municipality adopted the method mentioned in the Guide Of " Strategic Planning for Palestinians cities and towns". Which is prepared by the municipality Lending Fund and the Ministry of Local Government within the following main stages; each includes a group of activities, as they are clarified in the figure below.

### First Stage : Organization and Analysis:

In this stage, the main committees and teams have been formed. A main planning team from the municipal council has been selected to administer and to lead the project, to organize activities and to collect data. The strategic planning committee acknowledged the basic views and attitudes. After analyzing the concerned parties, several specialized committees from local society have been formed. These include active members, governmental and non – governmental organization, reflecting the different needs of different vital sectors in: planning, infrastructure, environment, public health, social services, education, women, youth, children, individuals of special needs, local economy, commerce ,investment, agriculture, natural resources, transportation, security and civil defence, athletic and cultural affairs. Then, the committees diagnosed the situation of the town, prepared the first diagnostic report and discussed it in a communal workshop, then it was approved by the strategic planning committee and by the municipal council.

### Second Stage : Where do we want to go: Strategic Development Framework:-

In this stage, a communal workshop has been held to determine the results of the diagnostic report in every field, then the most important developmental priorities have been made up to decide the most urgent issues, the indicators and the proposed projects which once again have been approved through another communal workshop in which the concerned parties, strategic planning committee and priorities committees participated



### Third stage: How do we get there? Implementation and Monitoring plans:-

After the primary strategic framework has been approved by the strategic planning committee and municipal council, the main planning team and priority committees gave accurate and precise description of project, implementation plans, monitoring and evaluation. Thus, Taffouh 2012-2015 strategic Development plan has been prepared and approved and circulated by the different committees.



## Part I: A historical Brief About Taffouh

This part gives a general background about the town of Taffouh in term of its history ,land confiscation demographic and geographical features and the most impressive and most active parties in local development .

### 1.Historical brief

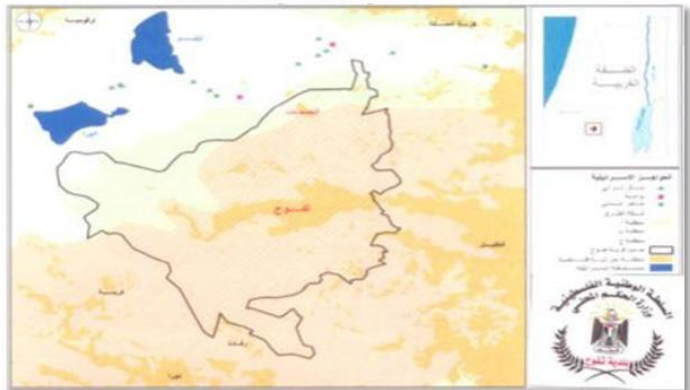
Taffouh is a Canaanite town. It was known as "House of Apples "and it was so called for it was famous for growing apples. It was said that it was also called "House of Tuffaha", one of Yacoub's, peace by upon him, wives . several civilizations settled in Taffouh since ancient times .These civilizations perished and the town confronted many catastrophes and disasters .Archaeological studies indicate that Taffouh has been inhabited since ancient ages and several civilizations settled there such as Canaanites, Romans, Babylon ,Byzantine ,Greek and Islam. There are so many evidences and indications to the existence of the Roman ruins such as the ancient Roman wall which encompasses the prison and the church. It also has a monastery in Al-Mamoudiyyah (place of christening on Christian children). Excavations indicated that its history dated back to the third millennium before the Birth of Christ (3000 B.C.). In the north, situated khirbet Instas and khirbet khumjat which are full of Canaanite and Roman caves. In the middle of ancient town, which is surrounded by the Roman wall, situated the prison, the court, and remains of old churches such as Al-Mamoudiyyah, monastery, and the Islamic ruins, among them is the tomb of one of the Muslim leaders, Sheikh Abdul - kader Al Jilani who served in the Islamic conquest to the Levant under the leadership of Amro Ibn Al-As. It also embraces the monument of Sheikh Hussein. Then came the British Mandate, the Jordanian Government, the Israeli occupation and lastly the Palestinian National Authority in 1994.



## 2.Land confiscation

lands of Taffouh as the other lands of Palestinian cities and towns are exposed to confiscation by the Israeli occupation since the confiscated lands of Taffouh are located 23 Kms. to the west of Hebron .

Lands of Sanbreh borders on Taffouh form the west, lands of Tarqumia and Beit kahel borders it from East; Idna and Jamroara borders it from south. On lands of Jamroara, Tarqumia crossing-point, which links 1967 borders with the 1948 borders, was erected. These lands are Marj kassa; Ruweisat, Shib Azzam, Akfar, Al-Mijmeh, Al-khab, Abu 'Emeirah Orchards, khalit Mekhmas, khalit al-khemeh. The total size of these lands is approximately (2126 dunums) ,and they are possessed by all people of the town without exception. These lands are inherited successively generation after generation since the Ottoman Empire, definitely in November 1890. It is worth to note that several locations such as Jabel al-Muhazzam and Wadi shiqaq were once confiscated, but they have been restored from occupation with testimonials and Taboo kushans. (land deeds).



## 3.Geographical features , size and Borders :-

The Master plan of the town is rectangular. Its lands are surrounded by the lands of Hebron villages and suburbs Dura, Beit kahel, Tarqumia and Idna. It is characterized by a rugged mountainous nature. For buildings, they are located on a mountainous peak, separated by valleys of medium depth. The size of the old master plan was one square kilometers (1 km<sup>2</sup>), then it was expanded in 2007 to reach (7 km<sup>2</sup>).

The area of the town is (20,300 dunums), planted with olive and almond trees. The building area is (628) dunums. It is located about (850 metees) above sea level .

The annual rainfall is about (457 mm.), and the annual temperature average is about (16°C), and the average relative humidity is 61%.

#### 4. Demographical Features:-

Data analysis of this section depends on the final results of general census of population and plants for 2007, prepared by the Palestinian Central Bureau of Statistics (PCBS). This is also supported by holding interviews with municipality, representatives of local institutions, women , youth and farmers. The total population of Taffouh in 1922 was approximately (461); in 1945 (780); in 1967 (1600); 1978 (3400); in 2007 (10330); in 2010(11150). The number is expected to reach (13022) in 2014. Taffouh consists of few quarters and neighborhoods . It lacks big buildings and infrastructure . Its population represents 1.19% out of the grand total population of Hebron . The percentage of population growth in the area is 3.3% and that is a high percentage if compared to that of population growth in the West Bank which reaches 2.65%. The population density in Taffouh reaches to 686 persons per one square kilometer (686/1 km<sup>2</sup>). This percentage increases to reach 1857 persons per one square kilometer within municipality borders; whereas it decreases greatly to reach one Peron per four square kilometers outside municipality borders.

Table ( No.1) clarifies the population growth over the past years of Taffouh. It is worthy to point out that the figures are rough and relative according to the General Census of population for years 2007. 2014, done by the (PCBS) with an exception to localities of Loza, Shib al-Malh and Edghabees, which their total population approximately equals to 3500 inhabitants, taking into account the percentage of the annual increase.

Total	Year
461	1922
780	1945
1600	1967
3400	1978
10330	2007
11150	2010
13022	2014

Table (No.2) shows the old-aged group is small in terms that it does not exceed 3% out of the grand total of town population. The young-aged group to 14-years age represents the pyramid base, where they reach 55.1%.

Table ( No.1)

The adult-group aged (15-64 )represents 41.9%. The old-aged group represents only 3%, and this means that the summit of pyramid is narrow. The percentage of males to females amounts 103-100, where the percentage of males is 50.8% and the percentage of females is 49.2%. This indicates that the Palestinian society in Taffouh is a young society because the young consists the most population. This base gradually changes to the adult- aged group with great rates , and it restricts more in the young – aged group, a matter that spot light on the future strategic planning which must focus on this important group to develop their capacities and resources. The old-group (65 years and above), their percentage is very low . Moreover ,this group is economically inactive and in most times they do not do any work.

Table (No.2)

65 فما فوق	64-30	29-20	19-15	14 – 0	14 – 10	9 – 5	4 - 0	الفئة العمرية
202	2029	1803	1328	4968	1541	1635	1793	المجموع
103	1028	911	673	2534	758	848	901	الذكور
99	1001	892	655	2434	756	787	981	الإناث

### 5. Active local parties & their role in Development :-

Local institutions in the town plays an important role in the development of society and they differ in their influence degree. Many of these organizations present services for different groups in the town. some presents services to the youth group, women group, university students in addition to the comprehensiveness of some services presented to different developmental sectors .The institutions differed in terms of efficiency and abilities ,Table (No.3) shows all institutions in the town.

Table (No.3)

<u>Name of organization</u>	<u>Administration</u>	<u>Establishment</u>	<u>Equipment Available</u>
1-Taffouh municipality	9 M./ 2 F	Ministry of Local Government,1994	buildings ,lands owned officials, office equipment
2-Taffouh Charitable Society	7 M.	Ministry of Interior,1980	building, lands, officials, office, equipment,
3-Al-Isra' Society for Caring Handicapped	9 M.	Ministry of Interior, 2003	little possibilities, artificial framework
4-Higher Education Society	7 M.	Ministry of Interior, 2007	Library ,computer lab, available, rented building
5-Taffouh Cultural Centre	9 M.	Ministry of Culture,1996	building owned+ no possibilities, Judicial framework
6-Taffouh Agricultural Cooperative	7 M	Ministry of Interior,1986	tractor + sprayer + trolley ,judicial framework
7-Youth Sports Club	11 M.	Ministry, of Youth and Sports ,1992	building owned, no possibilities judicial, framework
8-Women Association Committee	7 F .	Family Association, Hebron province ,1993	no possibilities judicial framework, rented ,building

Besides that, a lot of unions associations and branches for unions and organizational committees are working actively on the governorate level. The most famous ones are: Rural Women Society; Land Confiscation Defence Committee, Union of Palestine Workers–Women Affairs, all lack any type of possibilities and they are judicial frameworks that gather together their members.

From the above table, we see the big weakness from which the town institutions are suffering, especially on the assets and fitting context. They are still in bad need for equipment, especially the Cultural Centre and the Athletic Club. Also , the Agricultural Cooperative, the Higher Education Society and Al-Isra' Society for headquarters. Therefore, it is a must to support the Cultural Centre, the Athletic Club and the Specialized Societies for which what they represent of change in the town .Their effect was very distinct, especially in periods of their activities. The big relative representation of these institutions in town encourages the role of youth and women more and more .They are institutions enrolled about 20% from the town population.

It must be pointed out that the town institutions are working in many cultural activities aiming to build the youth capacities in addition to provide financial support to university students and those of special needs. They also aid farmers, hold educational workshops for women and awareness workshops for women health, maternity and childhood. Moreover, the current training programme is directed towards women and youth on equal foot to acquire necessary skills and experiences in the domain of developmental work and building the local abilities . This program is supported by UNRWA and dedicated for those bearing UNRWA cards.

Furthermore , there are a group of youth and women institutions in the town , some are active and others are suspended . So, municipality is considered as the main motive and momentum to push the process of development forward and to determine the needs of population. It also acts as a meeting point between the local and foreign donating institutions, which may implement projects in the town in general .Therefore, there is no tangible system or approach that forms a model to determine the needs through communal participation. Consequently, coordinating relationships are not interlinking. So, population as a communal group do not generally take part to determine their needs directly.

## Part II: Strategic Framework of Taffouh :

This part gives the main development issues, Vision, and developmental goals brought by the representatives of local society, specialized working committees and by the committee of concerned parties, through holding communal workshops for committees .

### 1-Main development Issues :-

This section shows the most important developmental issues brought about the representatives of local society, specialized working committees and committee of concerned parties through the communal workshop according to priorities after the participants have gone to poll:-

- a. Difficult access and obtainment of the handicapped to get better services inside and outside the town .
- b. Low quality of basic and secondary education .
- c. Current infrastructure services in the domains of drainage ,water network, solid waste, electricity, roads and transportation do not meet the citizens' needs.
- d. Water resources in terms of quality, quantity, efficiency and consistency do not meet citizens' needs .
- e. Decrease in the level of public awareness about the importance of youth and women role in social and economic development.
- f. Unemployment and unavailability of opportunities for graduates .
- g. Increasing the risks of pollution resulted from seepage pits, quarries and all.
- h. Available primary health services inside the town do not meet the emergency needs and the primary care of citizens .
- i. Weakness and limitation of living standards for the poor and the marginalized families and the weak mechanisms to obtain the basic services such as education, health and economic participation.



- J. Weak mechanisms of building planning in the town .
- k. Limitation of concern with agricultural sector as an economic sector to improve food security .
- L. Poor current services related to security , crises management and poor communal mechanisms to deal with emergency cases.
- m. Little interest with cultural , athletic , tourist , and antiquated (antiquities ) development .

## **2.Vision:-**

Marching quickly towards Taffouh, a progressed town in domains of science, industry health, environment and agriculture ; preserving its originality; full of love and security, as model of communal participation, affiliation and bounty.

### **\* Taffouh in the Eyes of its children**

A lot of Taffouh children took part in laying out the communal vision through impressive drawings by which they express their inspirations for the coming years.

In their views, they emphasizes on Taffouh as a Palestinian town concerned with health and education.



## **3. Development Goals ,Indicators and Proposed Projects :-**

In the framework of endeavor to achieve this vision, the strategic development plan for Taffouh 2012-2015 focuses on a number of interrelated strategies , integrated strategies , integrated in the framework of main developmental aims ,all flow into the creation of an environment that suit the whole citizens . These goals emerged form the deep understanding and awareness of all activating parties in town for the necessity of tackling the main issues from which they suffer in various sectors ,particularly the poor, the marginalized youth and vulnerable groups, where the emphasis was generally focused on a number of main developmental goals to be achieved within four years.

Development Issue	Aims	Proposals
1. Infrastructure services in domains of drainage, water network, solid rubbish, electricity, roads and transportation do not meet needs of Taffouh citizens.	1. Providing infrastructure needed for drainage network.	<b>1-Establishing drainage network in the town.</b>
	2. Improving accessibility of electricity and water to citizens with good quantity.	<b>2-Upgrading water network to cover new areas and expanding the current network.</b>
		<b>3-Upgrading the supplying network and building reservoir with 1000 cubic meters capacity.</b>
3. Improving internal transportation and linking roads.	3. Improving internal transportation and linking roads.	<b>4-Fixing 2000 pre paid water meter.</b>
		<b>5-Upgrading and expanding the existing electricity network:</b> - Expanding electricity coverage to new areas . -Increasing the number of relay transformers.
		<b>6- Upgrading &amp; asphaltting internal of linking road.</b>  *Upgrading & asphaltting Krum al Gherabeh –al –Dhar Road.  *Upgrading & asphaltting Taffouh – Shib Al-malh –Hebron Road .  * Upgrading & asphaltting Taffouh Dura – Idna-Al- Jalajil Road.  * Upgrading & asphaltting AL- Aqaba Taffouh – Hebron Road.  * Upgrading & asphaltting Instas– Wadi Aziz Road.
2. Poor mechanisms of building planning in town.	4. Providing database for planning process	<b>7. Detailed Master plan.</b>  <b>8.Land settlement &amp; estimating lands outside municipality borders.</b>



<p>3. Low quality of basic secondary education.</p>	<p>5. Improving educational environment in kindergarten schools to suit the kids needs.</p>	<p><b>9. Improving school environment in Taffouh.</b></p> <ul style="list-style-type: none"> <li>- Computer lab and science lab for Shuhada Taffouh and Al –Khans' schools.</li> <li>- Establishing sunshades and planting trees in school.</li> <li>- Increasing water taps at schools .</li> <li>-Providing a bus for kindergartens .</li> </ul>
<p>4. Available primary health services inside town do not meet emergency needs and the primary health car of citizens.</p>	<p>6. Developing quality of primary and specialized health care to cover all citizens.</p>	<p><b>10. Establishing two basic typical schools in the areas of Instas and Qatrawanieh.</b></p> <p><b>11. Purchasing piece of land for building basic schools in the areas of krum Al – Gharabah, Qatrawanieh and Instas.</b></p> <p><b>12. Project of improving basic and secondary health services:-</b></p> <ul style="list-style-type: none"> <li>-Equipping Taffouh governmental clinic with a laboratory .</li> <li>-Coordinating with health organization to organize mobile clinics for caring with pregnants, Chronic diseased people and specialized care.</li> </ul> <p>To urge Ministry of Health increase working hours of doctors to secure primary and specialized health car on every day of the week.</p> <ul style="list-style-type: none"> <li>-Holding meetings, Symposia to enhance health awareness.</li> </ul>

<p>6. Weak interest with cultural athletic, Tourist and antiquities.</p>	<p>7. Supporting marginalized and reinforce their steadfastness.</p>	<p><b>13.Reclamation 3000 dunums and exploit them .</b></p> <p><b>14. Opening 15-kms long agricultural roads.</b></p> <p><b>15. Marginalized poor farmers project.</b></p> <ul style="list-style-type: none"> <li>-Upgrading springs and building two reservoirs for agricultural use.</li> <li>- Agricultural project to vary sources of income for 100 minor farmers.</li> <li>- Providing production outputs for 100 farmers.</li> <li>-Providing agricultural guidance and counseling for 100 farmers .</li> <li>-Providing loans for minor farmers and for the poor to produce (plant nursery and barracks for breeding animals for 100 farmer).</li> <li>-Reclamation of springs and building two collecting reservoirs for farmers use.</li> </ul>
<p>7. Poor interest with cultural athletic tourist and antiquities development .</p>	<p>8. Improving readiness and organizational and administrative capacities of the main non-governmental organization that interested in culture and sports.</p>	<p><b>16. Non –Governmental Organizations capacity-building project :-</b></p> <ul style="list-style-type: none"> <li>- To train human cadres working in cultural and athletic sectors training programs interlinking, Coordination, Public relations, recruit funds, leadership and initiation, Preparing proposals and description of developmental projects and so on.</li> </ul> <p><b>17. Equipping multi – purpose public library.</b></p> <p><b>18. Upgrading Taffouh Municipal playground</b></p>
<p>8. Poor current services related to security crisis management, natural disasters and communal mechanism to deal with emergency cases.</p>	<p>9. Developing and strengthening the communal public awareness and youth voluntary work directed to deal with emergency and disasters.</p>	<p><b>19. Reinforcing knowledge and awareness about emergency cases and ambulance services:-</b></p> <ul style="list-style-type: none"> <li>-Conducting educational campaigns in fields of civil defence , ambulance and housewives .</li> <li>-Training human cadres in field of ambulance emergency and civil defence.</li> </ul>

<p>9. Increasing risks of pollution resulted from seepage pits, quarries and alike.</p>	<p>10. To limit the effects of environmental pollution resulted for quarries .</p>	<p><b>20- Project of Environmental Awareness and natural resources conservation :-</b></p> <ul style="list-style-type: none"> <li>- Establishing environmental club to follow up the environmental issues .</li> <li>-Studying feasibility of a friendly environmental industrial zone .</li> <li>-Planting mountainous areas with forests-</li> <li>-Forming influence group to influence the concerned ministry to improve monitoring on quarries .</li> </ul>
<p>10. Weaknes3 and limitation of stander of living for the poor and the marginalized Families and the weak mechanisms to obtain the basic services.</p>	<p>11. To improve the opportunities of economic and social participation (university education accommodation medical care ) for the poor and the marginalized to suit their needs.</p>	<p><b>21. Strengthening the poor families and improving their condition project :-</b></p> <ul style="list-style-type: none"> <li>- Establishing data base and conducting a study to determine the need of the poor and their different resources .</li> <li>-Making productive and industrialized local projects for the favor of the poor families .</li> <li>-Establishing a fund to support the needy students and sick people .</li> <li>-Interlinking and coordinating with national institutions that present Services for the poor.</li> </ul> <p><b>22- Establishing housing project for the poor and the marginalized young generations.</b></p>
<p>11. Difficult access of the handicapped to obtain better services inside and outside the town that meet their needs.</p>	<p>12.Improving standards of living and psychological conditions of the handicapped people .</p>	<p><b>23. Project of improving standards of living for the handicapped.</b></p> <ul style="list-style-type: none"> <li>- Establishing database and conducting a study to determine the handicapped, their needs and their different resources.</li> <li>- Qualifying houses of the disabled to fit with their needs .</li> <li>- Qualifying public places to fit the needs of the handicapped .</li> <li>- Sparing supporting /helping tools for people of special needs.</li> <li>- Providing psychological guidance for families and for people of special needs in cooperation with CBR and life Gate .</li> </ul> <p><b>24. Building a headquarter for Al-Isra' society to better service the handicapped.</b></p>

12. Decrease in the level of public awareness about the importance of youth and women role in social and economic development.

13. To reinforce and build administrative and organisational abilities for the main non-governmental institutions that care with youth and women of Taffouh in all developmental and social domains.

14. reinforcing youth and women and qualifying them to contribute in initiatives and in economic and developmental projects.

**25. Reinforcing and building the administrative and organizational abilities for the main non-governmental institutions that care with youth and women**

**26 Reinforcing youth and women of Taffouh economically and socially project:-**

-Establishing database about unemployed graduates, their specializations, skills and their needs, then interlinking them with working organizations .

-Training newly-graduated youth

-Arranging activities that support and care youth in life issues.

13. Weakness of municipality organizational and structural abilities to perform its tasks and duties efficiently and effectively and assuring continuation.

15- To improve municipality readiness to perform its main functions and duties efficiently and effectively.

**27. Improving equipment and mechanisms required for municipality to help it do its main tasks efficiently and effectively :-**

- Sparing a dust cart for collecting waste materials from town streets.
- providing 300 dust bins .
- providing street sweeper cart to clean streets .
- Providing a seepage pit tank to pull out waste materials.
- Providing a crane cart and service car for electricity .
- Car for services .

**28. Project of developing administrative, technical systems of municipality.**

- Establishing public service centre, information unit and GIS Unit.
- Establishing Website for municipality .
- Monitoring system for current electric adaptors.
- Reviewing occupational description (Job Description).

**29- Project of building municipality employees capacities :-**

- Determining needs and specialized training on GIS, Researches, electrical maintenance and .....so on, with furthering and field supervision.
- Assigning and determining vacancies of strategic planning department, Public relations, electrical engineer, secretary, accountant, health inspector, water engineer and tax – collectors.
- programs and information systems.



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